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ANNEXE I

LIST OF TACTICS



1. Introduction and Background

This document outlines the set of preliminary tactics that were identified as relevant and appropriate based on the analysis of the needs in the participating countries and their tourism ecosystems. The tactics are generated based on a series of needs assessment activities gradually executed by the consortium team.

The introductory part of this document presents some background on behaviour change principles that guided the tactic selection process.

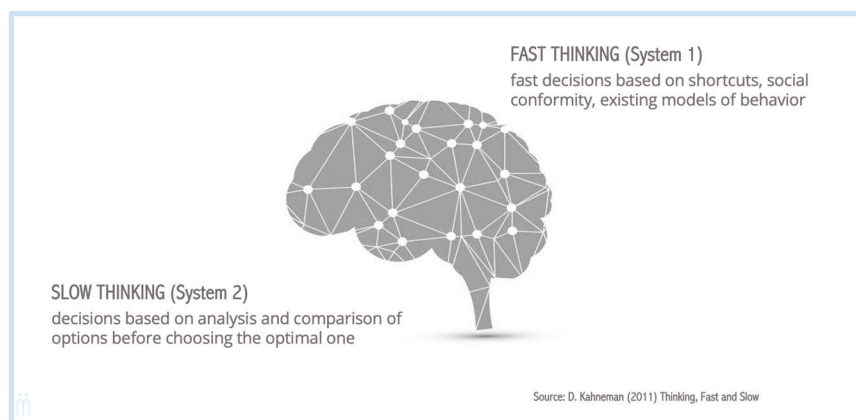
1.1. What is the science-based knowledge behind The First Mile approach?

The First Mile approach is grounded on the use of knowledge about behaviour change in ways that make sustainability easier to act on for people in the travel industry. It is based on the current knowledge from behavioural economics that simply providing information on sustainable options does not change the preferences of travellers towards them. There are several important characteristics of traveller behaviour that explain why simply pointing to the sustainable option does not lead to change in behaviour:

➤ The main motivation of travellers is to maximise their experience.

This means that the **main driver of their choices is appeal**. Most of the decisions they make that relate to the experiential value of their trip are driven by this motivation. This leads us to the understanding that if the most appealing option happens to be also sustainable, it is likely to be selected.

➤ Many decisions that produce undesired footprint are often automated and not entirely mindful.



One of the fundamental theories advanced by behavioural economics is that human choices are channelled through a dual decision-making system. Human beings have System 1 (our fast-decision making system), which seeks to make quick decisions that take a shortcut-driven approach and do not involve a mindful comparison of the

available options. For System 1 the priority is arriving at a choice fast or not going through a decision-making process at all and taking what is set as the default.

People also use a second system - System 2 - which takes care of more mindful choices where we intentionally compare alternatives and seek to select the option that is most desirable at the time.

The important thing to understand is that during holidays **many of the impact-related decisions of travellers are channelled through System 1 and** are driven by what is set as the default option or what seems to be the easier thing to go for rather than a mindful consideration of all options. Travellers are more likely to engage in decision making that involves System 2 when choices relate to maximising the experiential value of their trip.

The First Mile approach is grounded on this knowledge. It focuses on identifying **the decision-making points** at which:

- ❖ traveller's choices produce a footprint that can be optimised, and
- ❖ traveller's choices can be influenced in effortless and disruption-free ways.

1.2. What informed the identification of The First Mile tactics (actions)?

The process leading to the identification of the proposed tactics involved **multiple steps** that were driven by the knowledge and expertise of the consortium partners, and the first-hand input of stakeholders from the travel industry, including SMEs. Its aim was to establish the real on-the-ground needs and challenges that tourism SMEs face on their sustainability journeys. Every subsequent step in the process was **designed to build on the previous one and ensure gradual deepening and focusing** of the understanding of the needs.

After the initial identification of sustainability areas that are priority for the target destinations covered by the project the consortium team undertook four main needs assessment steps:

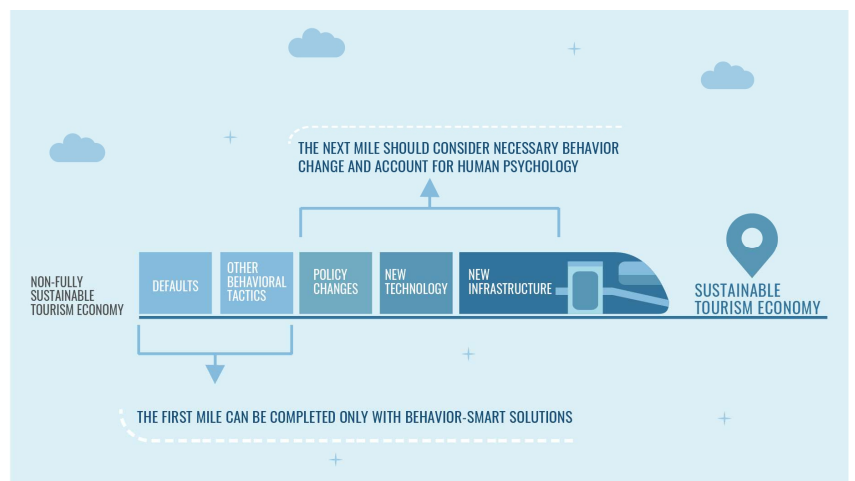
1. Review of EU-level regulations and policy documents that concern sustainability improvements, requirements and targets that are relevant to tourism SMEs.
2. Review of national-level regulations and policy documents that concern sustainability improvements, requirements and targets that are relevant to tourism SMEs.
3. Targeted stakeholder interviews with representatives of the tourism ecosystems in each participating destination who hold specific knowledge about SME needs and sustainability efforts.
4. A survey among tourism SMEs across all participating destinations securing direct first-hand input from the target beneficiaries on the needs and challenges they face with their sustainability efforts.

1.3. What is the scope of The First Mile tactics (actions)?

The First Mile approach aims at behaviour change that is achieved with **easy and smart tactics (actions)** adjusting the way travel experiences are presented or delivered. It represents a smart start of the sustainability journey that makes sustainability improvements easy **in the short-term**. It does not

cancel the need for bigger or more complex efforts towards a fully green tourism economy, but it puts priority on the steps that can be taken now and without much investment.

This is why, despite the fact that the analytical and needs assessment process that informed the selection of the presented here tactics covered a wide variety of challenges that tourism businesses face with their sustainability efforts, **the focus is placed only on the issues, which can be addressed with First Mile tactics (actions)**. Next Mile challenges that involve more complex solutions such as changes in products, significant reskilling of workers, modifications in infrastructure or transportations services, etc. are acknowledged but are outside of the scope of the current project.



First Mile tactics (actions) involve **easy changes at different decision-making points of the traveller journey** that do not disrupt the supplier-client relationship but that improve the sustainability performance of the tourism service. The principles of behaviour change that are at the heart of the First Mile tactics (actions) presented here revolve around four big principles:

1) The first principle is **making sustainability easy and effortless**.

It involves the use of behaviour change tactics (actions) that seek to change choice sets in ways that make the sustainable option(s) very easy to choose and go for. These are relevant when the traveller (or worker) is in System 1 (shortcut-driven) decision mode and does not make an effort to choose mindfully. By making sustainable choices easier to make and act on we increase the likelihood that the decision maker will select them without the need to make an effort.

2) The second principle is **making sustainability the default option**.

It involves setting the sustainable option as the default option everywhere where that is possible. This is relevant for instances when the decision maker is in System 1 mode and does not care much about

the different options. In such cases setting the most sustainable option as the default option significantly increases the rate with which it is picked up, often without making any significant difference for the decision maker.

3) The third principle is *supporting sustainability choices with awareness*.

It involves making the decision maker aware of specific information at the point of decision. These tactics are relevant when there is clarity that decision makers lack awareness to make desired choices but are likely to pursue them if they have the necessary information. An important condition here is to ensure that the information is provided in a targeted manner at the point of decision when it can influence the choice. Awareness can be relevant to choose points in which the decision maker is in both System 1 and System 2 modes. In scenarios when they are in System 1 mode, we provide information to use it as a nudge towards the sustainable option, i.e., information becomes the shortcut that the traveller (or worker) is using to make a quick decision. In cases when the decision maker is in System 2 mode, information is provided to highlight additional benefits or add weight to the desired option.

4) The fourth principle is *making sustainability appealing*.

It involves adding extra appeal to sustainable options and ideally making them the most appealing alternative among the ones available to choose from. These tactics are effective when the decision maker is in System 2 mode and actually looking to make a choice that maximises the gains they are pursuing, i.e., have the best experience, try the best foods, create the best memories, etc. It makes sense to seek adding appeal to sustainable options when they relate to choices related to what to have for lunch or dinner, what activity to engage in, or what attractions to visit.

The First Mile tactics (actions) aim at improving the sustainability of tourism SMEs, especially by reducing their carbon footprint & environmental impact. They meet the following priorities:

- Reduce waste (including by reducing single-use plastic & food waste);
- Reduce energy consumption (smart use of energy);
- Reduce water consumption (smart use of water);
- Encourage green mobility (smart mobility);
- Improve visitor flow management (smart visits);
- Promote local food.

2. List of tactics

Priorities/topics		First Mile tactics (actions)	Relevant business categories/segments	Behavioural mistakes that can be addressed by First Mile actions
Reduce waste	Improve waste management	<ol style="list-style-type: none"> 1. Encourage “leave no trace” behaviour by providing waste bags - <i>make it easy</i> - <i>make it default</i> 2. Encourage “leave no trace” behaviour by providing supporting information - <i>make it easy</i> 3. Encourage “leave no trace” behaviour by rewarding desired actions - <i>make it appealing</i> 4. Encourage “leave no trace” behaviour by presenting it as social norm - <i>make it default</i> 5. Encourage proper waste separation through simple visual guides at the point of disposal - <i>make it easy</i> 6. Discourage travellers from buying over-packaged products through clear visual instructions - <i>create awareness</i> 	Accommodation Food provider Activity provider	<ul style="list-style-type: none"> – Buying products with excessive packaging (staff and guests) – Leaving waste at sites (outside of trash points) – Not following the separate collection principle – Insufficient guests' accountability and awareness how much waste is actually generated – Tourists do not have “leave no trace” habits and are not aware that there are no waste bins in natural or historical sites
	Reduce single-use plastic	<ol style="list-style-type: none"> 1. Reduce plastics by providing a reusable water bottle - <i>make it easy</i> 2. Reduce plastics by providing reusable cups - <i>make it easy</i> 3. Reduce plastics by reminding guests to bring a reusable bottle and a shopping bag - <i>create awareness</i> 4. Reduce plastics waste by making water taps visible and encouraging guests to drink tap water - <i>make it appealing</i> 	Accommodation Activity provider Food provider	<ul style="list-style-type: none"> – Buying products with excessive plastic packaging - Lack of awareness and care of the guests
	Reduce food waste	<ol style="list-style-type: none"> 1. Reduce food waste by activating top of mind awareness - <i>create awareness</i> 2. Reduce food waste by transitioning to smaller plate sizes - <i>make it default</i> 3. Reduce food waste by introducing a small portion size - <i>make it easy</i> 4. Reduce food waste by bringing food waste to the top of the mind of kitchen workers - <i>create awareness</i> 	Food provider	<ul style="list-style-type: none"> – Lack of awareness on food waste

Promote local food	<ol style="list-style-type: none"> Promote local food by presenting it as irresistible - <i>make it appealing</i> Promote local food by creating a special section - <i>make it easy</i> Promote local food by making local products more visible - <i>make it easy</i> Promote local food by packaging local options in the design (for tours or other activities) - <i>make it default</i> 	Food provider Accommodation Activity providers Digital Service providers	<ul style="list-style-type: none"> – Lack of good presentation for the products – Lack of awareness on carbon footprint of different types of food products
Encourage green mobility (smarter mobility)	<ol style="list-style-type: none"> Promote walking and public transport by making them very easy - <i>make it easy</i> Promote public transport and walking by highlighting benefits - <i>make it appealing</i> Promote walking and public transport through rewards - <i>make it appealing</i> Make walking or public transport the default option when providing directions - <i>make it default</i> 	Accommodation Food provider Activity provider Digital Services providers	<ul style="list-style-type: none"> – Fear of getting lost (taxi knows how to get you where you need to go) – Taxi is often the easier and top of mind option (awareness) – Lack of knowledge/ awareness on ways to get around by foot/ public transport – Difficulty in involving the entire team
Improve visitor flow management (smarter visits)	<ol style="list-style-type: none"> Make less visited places/experiences irresistible with amazing descriptions - <i>make it appealing</i> 	Accommodation Activity provider Digital Services providers	<ul style="list-style-type: none"> – Customers preference – High demand for specific trips – Visitors going all at the same time of the year – Many go for the hot spots or the most popular choice – Lack of awareness on the environmental footprint that comes with different options
Reduce energy consumption (smarter use of energy)	<ol style="list-style-type: none"> Set room temperature to an optimal default - <i>make it default</i> Install open window sensor linked to the heating/ cooling system - <i>make it default</i> Remind guests to turn it off - <i>make it easy</i> Make switching off the lights a norm - <i>make it a norm</i> 	Accommodation Digital Services providers	<ul style="list-style-type: none"> – Guests (and staff) are not aware (and do not care) about energy/water consumption, why consuming less water and energy is important and how to do it
Reduce water consumption (smarter use of water)	<ol style="list-style-type: none"> Water flow solutions - <i>make it default</i> Regulate water temperature in shower - <i>make it default</i> 		