

# **THE MANAGEMENT OF A PROJECT FOR THE IMPROVEMENT OF THE SERVICES QUALITY IN THE TOURISM SECTOR – THE CERTIFICATION EMAS/ECOLABEL OF A TOURISTIC STRUCTURE IN THE SOUTH ITALY**

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## **Abstract**

The environmental politics has assumed in the last times a wide and transversal dimension, focused on the problems and the relationships of a complicated system such as the environment, in whose inner different elements interact and put problems of balance and disbalance. With the new Strategy, the European Community means to pursue the integration of objectives of environmental sustainability (Goteborg Agenda) with those of the economical and social development (Lisbon Agenda), the environmental politics integrate therefore substantially to the problematics of social- economical development.

The adoption of eco-management systems, from a relevant number of firms also in the touristic sector and their certification according to international and european standards represents an important element of innovation, following this strategy aimed to conjugate the development with the environment protection. The systems of environmental management have by now become a distinctive element of the companies which want to cover a relevant role in the competitive national and international scenery, even because their nature itself makes them verifiable from independent third subjects, and suitable to stimulate the continuous development of the environmental and productive performances.

Object of the present work is the analysis of the management of a project for the improvement of services quality in the tourism sector, which allows to obtain the certification Emas/Ecolabel in a touristic structure in the south of Italy.

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**Keywords:** Quality, tourism, services, project management

## **Introduction**

The environment politics has assumed in the last times a wide and transversal dimension, focused on problems and relations of a complex system such as the environment, in the whose inner different elements act and put equity and disequity problems. With the new strategy, the European Community means to pursue the integration of environmental sustainability goals (Goteborg Agenda) with those of the economic and social development (Lisbon Agenda), the environmental politics integrate therefore substantially to the problems of social-economic development. The adoption of systems of eco-management from a relevant number of companies even in the touristic sector and their certification in conformity

with international and european standards represent an important innovation element, following to this strategy inclined to conjugate the development with the protection of the environment. The systems of environmental management have by now become a distinctive element of the companies which aim to cover a relevant role in the competitive national and international scenery, even because their nature itself makes them verifiable from third independent subjects and suitable to stimulate the continuous improvement of environmental and productive performances. Object of the present work is the analysis of the project management for the improvement of the quality of services in the tourism sector which allows to obtain the Emas/Ecolabel certification in a touristic structure in South Italy.

### **Scenariy**

The expressly declared goal of the programme of economical reforms, which was approved in Lisbon by the Chiefs of State and of Government of the European Community in 2000 was that of making the Community the most competitive and dynamic economy of knowledge within 2010. The document on the basis of the Lisbon Strategy sweeps through all the fields of economical politics such as innovation and company activity, welfare reform and social inclusion, human capital and work requalification, equal opportunities for the female work, liberalization of the markets of work and products and at last the sustainable development. Besides to conclude the course which had seen in 2005 the reexamination of the European Strategy for the sustainable development of 2001, and on the basis of the consultations occurred with the other communitarian organs and other stakeholders, the European Council had adopted, on June 16th 2006, a new European strategy for the sustainable development (Goteborg Agenda), for a widened European Community. The strategy underlines and strengthens the commitment and the necessity of cooperation which the EC will have to face, in consideration of the impact of the new countries on the global sustainable development. The adoption of such a strategy represents an act of great relevance, because the European Community puts itself the ambitious purpose of integrating the goals of environmental sustainability with those of economical and social development which on the other hand characterize the other communitarian priority strategy for the next years, the Lisbon Agenda (defined as “motor of a more dynamic economy”). The new Goteborg strategy lists seven challenger and related targets and actions: climatic change and energy, sustainable transports, production and sustainable consumptions, preservation and management of natural resources, public health; social inclusion, demography and immigration, global poverty and challenges of the global sustainable development, production and sustainable consumptions. A fundamental role in support of the diffusion and the achievement of the strategy goals is assigned to the formation, to the greatest investment in research and development, to the Local Agenda 21, to information and communication with citizens.

### **Ecolabel**

In the area of the necessary requalification of touristic-receptive sector, the environmental quality and the communication of one’s commitment for the resources safeguard have to be included as new elements of competitiveness among the organizations. The diffusion of numerous initiatives of ecological brands, turned to indicate on the market the receptive and more respectful of the environment structures, is a clear testimony of it, by giving to the operators the opportunity of conjugating the environmental commitment with the marketing goals and of image enhancement of its own service. On April 14<sup>th</sup> 2003, with the Decision 2003/287/CE the European Commission has officially extended the applicability of the brand Ecolabel to the services of touristic receptivity. On the basis of the initiative there is the aim of encouraging the structures as well as the same tourists to the respect of the

environment and to the saving of natural resources. The art.2 of Decision 2003/287/CE defines the service of touristic receptivity as “the fee-paying allocation of the overnight stay service in receptive structures gifted of adequately equipped rooms with at least one bed, offered as principal activity to tourists, travellers and guests. The overnight service can include the allocation of services of restaurant, fitness activity and/or green spaces”. In the service of touristic receptivity different typologies of receptive structures are included, among which hotels, mountain refuges etc, with the exclusion of the camping grounds which form part of the category “services for camping grounds”. The Ecolabel is the European brand of ecological quality, one of the concrete actions of declining the Lisbon Strategy to develop products and services with reduced environmental impact in its entire lifetime. It is a voluntary, selective device, spreading on a European scale, whose brand can be requested by the firms producing goods and services suppliers, by the wholesale and retail sellers of products and services which use its own brand and by the importers. In December 2010, 24 product categories and 2 services categories prove to be labelling with the exclusion of foodstuffs, beverages, pharmaceutical goods, dangerous products and preparations, products prepared with processes which can hurt to man or to environment.

### **Criteria**

The Decision of July 9th 2009 (2009/573/CE) establishes the criteria for the assignment of the brand of ecological quality to the service of touristic receptivity. The criteria come into force since May 1<sup>o</sup> 2003.

The criteria are divided in two sections:

- compulsory (for a total of 29)
- optional (for a total of 61)

All the 29 compulsory criteria have to be respected “if applicable”. This means “if not requested by the law”, for some criteria, or in consideration of the specific situation of the receptive structure.

The 61 optional criteria give the petitioner a range of criteria in which to choose those for the achievement of the requested minimum score for obtaining European Ecolabel. The minimum requested score to get the Ecolabel is 16,5 points for those structures which don't offer additional services in regard to the overnight stay service. The requested score rises in one point for each additional offered service which is under the direct control or ownership of the manager or of the owner of the touristic receptivity service.

The criteria aim to limit the principal environmental impacts connected with the three steps of service lifetime: purchase, service allocation, rubbish production. Particularly, their goal is of limiting the energetic consumption, limiting the hydric consumption, limiting the waste production, supporting the use of renewable sources and substances which result less dangerous for the environment, promoting the communication and the environmental education. For each criterion specific verification and evaluation requirements are provided. The documentation certifies the conformity to the criteria and, depending on the cases, it can concern directly the applicant or his own suppliers. It deals with: declarations, analysis, proof relationships etc, if necessary the applicant can even present a documentation which is different to that shown for each criterion, as long as it is considered equivalent by the Competing Organ which examines the application.

### **Project Case**

The project case, subject of the present work, regards the management of a project for the verification of the correspondence of the requirements of products/services of a receptive structure, in South Italy situated, to the Ecolabel criteria, with the goal of the brand achievement. The activities to get to the draft of the documentation attesting the conformity

of the Relais farm to the Ecolabel criteria converge all of them to the reading and full knowledge of what was written in the Commission Decision. In it, in fact, are explicated the criteria to respect and the ways with which the criteria divide themselves in compulsory and optional. For each criterion, it is necessary to verify if it is applicable or if it results to be satisfied or not. The verification will consist in empirical proofs, handbooks consultations, attestations enclosures, etc. The dividing of the project in smaller parts according to a tree structure and the methodology typical of the Project Management, according to the PMBOK will allow us to follow step by step the procedure of the certification process.

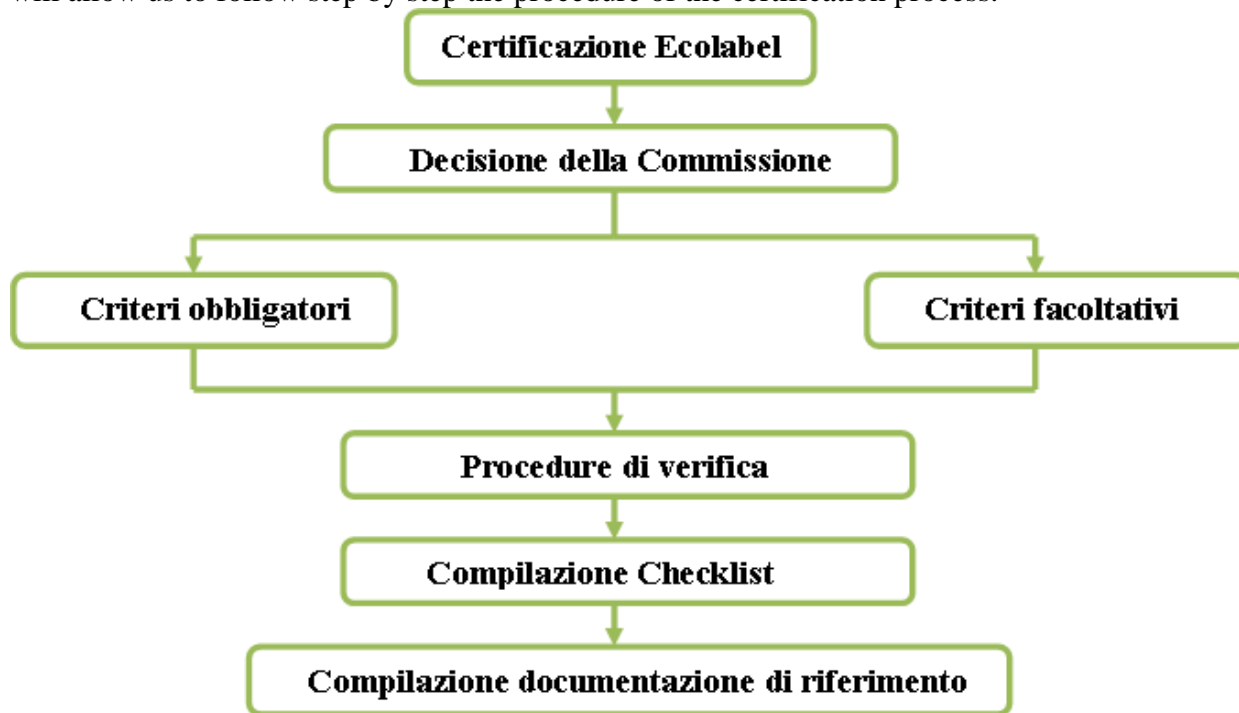


Fig. 1 Work Breakdown Structure of the Project

After verifying which criteria are applicable and satisfying, from the structure one will go on to the checklist compilation. The ticking off of checklist elements is the simplest and sudest method to finish the verify activity which includes many steps and which requires particular attention. The checklist is a document for the “procedural verify” of the process itself. It has been organized, considering the single criteria and the actions to undertake to adapt to it. For each of these actions, therefore, are proposed specific verify questions of the products and/or services characteristics which, directly interacting with the environment, can consequently determine the efficacy of the criterion. The possible answers for the compulsory criteria are:

satisfying criterion	(C.S.)
not satisfying criterion	(C.n.S.)
criterion to value	(C.d.V.)
not applicable criterion	(C.n.A.)

Tab.1 compulsory criteria

In case the considered requirements are not positively checked, a possible solution is proposed, in support of the planning of modifications which are necessary (in the column: what to do to conform to the criterion), for the optional criteria the possible answers will consist of assigning a score to the criterion or of defining it as valuable criterion. Following up, we are reporting the ecological criteria and the requested ways for the verify contained in the Decision n. 287 of April 14th 2003, to which it is necessary anyway to refer for the

Ecolabel application. We will also define if the criterion is satisfied, not satisfied or not applicable.

Criterion n. Ecological Criterion to respect	It deals with a faithful reproduction of the Decision text, with some exemplification aimed to a better clarity and immediacy of the criterion
Criterion verify	Documentation to present to show the observance of the Ecological Criterion.
Notes & comments	Notes and comments which ease the understanding or suggest ways of adaptation to the criterion.

Tab.2 ecological criteria

Note: in the criteria description the term tree or receptive structure is used with no difference. We remember that the Ecolabel is applicable to the receptive service.

Compulsory criterion Nr	CS	Cns	CdV	CnA	Observations	What to do to conform to the criterion
1. Electric power from renewable sources		X			At the moment under contract with Sorgenia.	The receptive structure has to purchase at least 50% of electric power from renewable sources. At the moment the criterion results to be unsatisfied as the supply contract does not include any certificate about the renewable origin of the supplied power .
2. Carbon and heavy combustibles oils				X		To enclose: Declaration of the owner of not applicability of the criterion.
3. Yield and generation of warmth					Existence of 4 three stars steams. The unities of existing cogeneration must respond to the performance definition of directive 2004/8/CE. The steams which are not included in the directive 92/42/CEE must conform to the manufacturer's instructions and to the national and local legislation as regards energetic yield and they are acceptable only if they present a minimum performance of 88% (with the exclusion of biomass steams)	From the verification of steams performance and from control and maintenance relations, released by the technician, one can deduce a minimum yield higher than 88%. To enclose: - Installation booklets; - Steams' proof relations - Declaration of the steams maintenance responsible.

4. Conditioning system				X	Not disposed to the purchase of new conditioning systems	To enclose: Owner's declaration of not applicability of the criterion
5. Energetic efficiency of the buildings				X		To enclose: Owner's declaration of not applicability of the criterion
6. Windows' isolation					All the rooms' and common areas' windows supplied with heating system and/or mento devono presentare un livello sufficientemente elevato di isolamento termico, in funzione delle normative e delle condizioni climatiche locali, e un livello adeguato di isolamento acustico.	To enclose: -Owner's declaration of conformity to such criterion; -bioclimatic that is the document documento di descrizione climatica del posto in cui è situata la masseria.
7. Spegnimento dell'impianto di riscaldamento o di condizionamento				X	L'impianto di riscaldamento e/o riscaldamento non si spegne automaticamente quando le finestre sono aperte; nella stanza saranno presenti informazioni facilmente accessibili che ricordino agli ospiti di chiudere la o le finestre se l'impianto di riscaldamento o di condizionamento è in funzione.	Allegare: -Dichiarazione del proprietario di conformità al criterio -Piano di comunicazione ambientale all'ospite in cui si invita l'ospite a chiudere la o le finestre se l'impianto di riscaldamento o di condizionamento è in funzione.
8. Spegnimento delle luci	X				Nelle stanze non c'è un dispositivo di spegnimento automatico delle luci; saranno presenti informazioni facilmente accessibili che invitino gli ospiti a spegnere le luci quando escono dalla stanza.	Allegare: -Dichiarazione del proprietario di conformità al criterio -Piano di comunicazione ambientale all'ospite in cui si invita l'ospite a spegnere le luci quando esce dalla stanza.
9. Efficienza energetica delle lampadine		X			-Almeno l'80% di tutte le lampadine installate nella struttura ricettiva deve presentare un'efficienza energetica di classe A, ai sensi	Dalla verifica del catasto lampade interne il criterio risulta essere non soddisfatto.  Allegare: -File catasto lampade . -Dichiarazione di non

					<p>della direttiva 98/11/CE della Commissione. Tale criterio non è applicabile se le caratteristiche fisiche delle lampade non consentono la sostituzione con lampadine a basso consumo energetico.</p> <p>-Il 100% delle lampadine che si trovano in punti nei quali è probabile che rimangano accese per oltre 5 ore al giorno deve presentare un'efficienza energetica di classe A ai sensi della direttiva 98/11/CE. Tale criterio non è applicabile se le caratteristiche fisiche delle lampade non consentono la sostituzione con lampadine a basso consumo energetico.</p>	<p>applicabilità per i punti luce le cui caratteristiche fisiche non consentono la sostituzione con lampadine a basso consumo energetico.</p>
10. Riscaldamento per esterni				X	<p>La struttura non è dotata di aree esterne adibite a zona fumatori o area di ristorazione.</p>	<p>Allegare: - Dichiarazione del proprietario di non applicabilità del criterio</p>
11. Flusso di acqua da rubinetti e docce		X			<p>Il flusso di acqua di docce e rubinetti è superiore agli 8 litri al minuto</p>	<p>Dalla verifica del flusso di acqua dai rubinetti e dalle docce il criterio risulta essere non soddisfatto. Allegare: -File rilevazione flusso rubinetti .</p>
12. Cestini per rifiuti nelle toilette	X				<p>Sono presenti cestini per i rifiuti in tutte le toilette della struttura ricettiva. Nel piano di comunicazione ambientale all'ospite è stato inserito l'invito ad utilizzare i cestini</p>	<p>Allegare: -Dichiarazione del proprietario di conformità al criterio -Piano di comunicazione -Foto con tipologia di rifiuti</p>

					al posto dello scarico della toilette.	
13. Risciacquo degli orinatoi				X	Assenza di orinatoi nella struttura.	Allegare: - Dichiarazione del proprietario di non applicabilità del criterio
14. Cambio di asciugamani e lenzuola	X				La struttura effettua il cambio asciugamani e lenzuola due volte a settimana. Poiché nella Regione Puglia per gli hotel a 4 stelle non c'è l'obbligo al cambio giornaliero di lenzuola ed asciugamani, predisporremo un modulo di accettazione del cambio lenzuola e asciugamani secondo le modalità descritte nella politica ambientale da far firmare all'ospite nel momento del check-in.  Nel piano di comunicazione ambientale si invitano l'ospite a richiedere il cambio asciugamani e lenzuola secondo le modalità descritte nella politica ambientale.	Allegare: -Dichiarazione del proprietario di conformità al criterio - Informativa all'ospite sulla politica ambientale della struttura ricettiva. - Modulo di accettazione/autorizzazione da parte dell'ospite.
15. Corretto smaltimento delle acque di scarico	X				E' stata predisposta una lettera al Comune di Cisternino per richiedere il piano di trattamento delle acque reflue urbane e si occuperà dell'identificazione di tutte le sostanze che non devono essere smaltite con le acque di scarico ai sensi della direttiva 2006/118/CE.	Allegare: -Dichiarazione del proprietario di conformità al criterio - Informativa all'ospite sull'uso corretto degli scarichi..
16. Disinfettanti	X				E' stato stilato un catasto di tutti i detersivi, i disinfettanti e le sostanze pericolose utilizzati presso la struttura ricettiva ed è	Allegare: -Dichiarazione del proprietario di conformità al criterio - Registro carico-scarico disinfettanti



					stato predisposto un registro di carico e scarico di questi prodotti.	- Schede tecniche disinfettanti.
17. Raccolta differenziata dei rifiuti da parte degli ospiti		X			La struttura non dispone di contenitori per la raccolta differenziata da parte degli ospiti. Verificare la tipologia di differenziazione dei rifiuti da parte del comune.	Allegare: -Dichiarazione del proprietario... -Piano di gestione rifiuti rivolto agli ospiti
18. Raccolta differenziata dei rifiuti		X			Attualmente non viene effettuata alcuna raccolta differenziata dei rifiuti	Allegare: -Dichiarazione del proprietario.... -Richiesta piano gestione rifiuti; -Piano comunale della gestione rifiuti.
19. Prodotti usa e getta		X			La struttura offre ai clienti il kit di cortesia monodose.	Allegare: - Dichiarazione del proprietario in cui si riporta l'esatta sostituzione dei prodotti usa e getta. - Documentazione fotografica dei punti di ubicazione dei prodotti in confezioni ricaricabili.(report fotografico)
20. Prodotti monodose per la prima colazione		X			Sono presenti alcuni prodotti monodose per la colazione (fette biscottate).	Allegare: - Dichiarazione del proprietario di conformità a tale criterio nella quale si riporti la dettagliata spiegazione di come la struttura soddisfi tale criterio. - .Report fotografico
21. Divieto di fumare nelle aree comuni	X				Nelle zone comuni chiuse è segnalato il divieto a non fumare. Devono essere presenti cartelli informativi sul divieto di fumo anche nelle camere.	Allegare: -Dichiarazione del proprietario di conformità al criterio -.Report fotografico
22. Trasporti pubblici	X				Non esiste un sistema di trasporto pubblico adeguato.	Allegare: -Dichiarazione del proprietario di conformità al criterio -.Report fotografico bacheca - File
23. Manutenzione e riparazioni delle caldaie e	X				Verificato con personale tecnico	Allegare: -Dichiarazione da parte di

degli impianti di condizionamento						un tecnico professionista sulla frequenza e tipologia delle verifiche da effettuare sugli impianti. - Copia libretto caldaie
24. Definizione della politica ambientale e del programma di azione	X				E' stato elaborato un documento di politica ambientale e di un programma d'azione.	Allegare: -Dichiarazione del proprietario di conformità al criterio . -File Politica ambientale -File Programma azione
25. Formazione del personale	X				È stato effettuato un corso di formazione su energia, acqua, sostanze chimiche, gestione dei rifiuti e gestione generale.	Allegare: -Dichiarazione del richiedente di conformità al criterio . - Moduli sottoscritti dai dipendenti - Documentazione dettagliata inerente il corso di formazione effettuato, il contenuto, il calendario e i partecipanti al corso.
26. Informazione agli ospiti	X				È stato stilato un prospetto informativo del proprio impegno nei confronti dell'ecolabel e le relative azioni intraprese.	Allegare: -Dichiarazione del proprietario di conformità al criterio . - Questionario Ambientale - Dichiarazione trattamento dati; -Informativa agli ospiti sulla politica ambientale e sull'Ecolabel invitandoli a sostenere tali obiettivi.
27. Dati sul consumo di energia e acqua		X			Raccogliere le fatture relative all'ultimo anno di esercizio relative all'acqua.	Allegare: -Dichiarazione del proprietario di conformità al criterio -File consumi energia elettrica
28. Altri dati da rilevare	X				Verificare la documentazione relativa al registro di carico e scarico dei rifiuti. Per i detersivi e i disinfettanti rilevare il quantitativo in grammi acquistato.	Allegare: -Dichiarazione del proprietario di conformità al criterio -File consumi detersivi e disinfettanti
29. Informazioni da riportare sul marchio di qualità ecologica	X				Occorre riportare sui supporti quali biglietti da visita, pieghevoli, brochure e sito web, le seguenti informazioni: -La struttura ricettiva s'impegna attivamente a	Allegare: - Brochure

					utilizzare fonti di energia rinnovabili, a risparmiare acqua ed energia, a ridurre i rifiuti e a migliorare l'ambiente locale.	
Optional criterion Nr°	Points	Observations	What to do to conform to the criterion			
30. Electric power generation from renewable sources						
31. Energy from renewable power sources						
32. Steams' energetic performance						
33. Steams' Nox emissions						
34. Teleheating						
35. Thermic and electric power cogeneration						
36. Heating pump						
37. Heating recycling						
38. Thermoregulation	1,5					
39. Audit of energetic performance of the buildings						
40. Conditioning installation						
41. Authomatic switching off of heating installation						
41. Bioclimatic architecture	3	Built accordino to rules of bioclimatic architecture				
42. Fridges, ovens, dish washers, washing machines, clothers dryer and office equipment with low enrgetic consumption	1	The pcs are energy star				
43. Towels and hair dryers players with proximity sensor						
44. Fridges' positioning	1	Fridges are far away from heating sources				
45. Authomatic switching off of the rooms' lights						
46. Sauna timer control	1	Sauna is equipped with timer				
47. Pools' heating with renewable power sources						
48. Authomatic switching off of	1,5	External lights timer				

external lights			
49. Use of rain water and recycled water	2	Rain water is gathered in basins and used for the irrigation	
50. Automatic irrigation systems for external areas	1,5	Timer for irrigation	
51. Water flow from taps and showers	1.5		
52. WC's dumping	1,5	The WC consumes less than 6 l/minute	
53. Consumption of dish washers' water			
54. Consumption of washing machines' water			
55. Temperature and taps' water flow	1		
56. Timer for showers			
57. Pool's coverage			
58. Antifreeze			
59. Indication of water hardness			
Urinator with hydric saving			
Autochthonous species used for new external plantations			
60. Detergents			
Paints for the inside and the outside			
61. Support to alternatives to artificial firelighters for barbecue			
Dosage for pools' disinfectant or natural / ecological pools			
62. Mechanical cleaning	1	The structure uses microfibre clothes for cleaning	
63. Biological gardens and orchards			
64. Insecticides and repellents			
65. Composing	1	The structure makes the composing from green "sfalci"	
66. Containers for disposable beverages	2	Beverages in disposable containers are not sold	
67. Fat and oil removal			
68. Movable clothes and other used products			

69. Roofs			
70. Environmental communication and education	3	The receptive structure does not guarantee the environmental communication and education of the guests through notices about the local biodiversity, the landscape, etc.	
71. No smoking in the common areas and in rooms	1,5	To adequate the no smoking warnings, already present, to make them more visible and distinctive	
72. Bicycles	1,5	The structure declares to have bicycles at the guests' disposal	
73. Transfer service			
74. Reusable or returnable bottles	1	The water bottles have to be returned.	
75. Recycling products' use	1	The structure uses rechargeable ink toners	
76. Paper products	1	The structure uses printing paper with Ecolabel brand	
77. Lasting goods			
78. Local foodstuffs	3	The structure declare to use local foodstuffs. To verify which of them.	To indicate the products with local origin which are offered during lunch and/or breakfast in the receptive structure; to prove that they are of local origin and are not out of season;
79. Biological foodstuffs			
80. Air qualità in the inside			
81. EMAS registration of ISO 14001 certification of the receptive structure			
82. EMAS registration or ISO 14001 certification of the suppliers	1	The detergents firm is certificated ISO 14001	
83. Conformity of subsuppliers to the compulsory criteria			
84. Meters for power and water consumption			
85. Other environmental actions			

Tab. 7.2: Checklist compulsory criteria

## Conclusions

In the area of the necessary requalification of the touristic-receptive sector, the environmental quality and the communication of one's own commitment for the resources safeguard have to be considered as new elements of touristic competitiveness.

The spread of numerous initiatives of ecological brands, turned to indicate on the market the receptive structures which are more respectful of the environment is a clear testimony of it, by giving the opportunity to the operators to coniugate the environmental commitment with the marketing goals and of enhancement of the value of one's own service image. This work has showed up the picture of the acquisition of this awareness from a touristic receptive structure in South Italy, region of ex target one where a convergence strategy is in progress towards the most developed regions of the European Unity. The work of Project Work has showed the structure conformity to the compulsory criteria and to the optional ones, chosen through self-declarations of the applicant subject, declarations and certifications released by the suppliers or by third parts and other supporting documentation. At the moment of the writing of this work, the receptive structure has not yet finished the certification and therefore has not yet obtained the Ecolabel brand. To obtain the brand, it will be necessary to proceed to inspections from the Competing Organ. The applicant will therefore fill in the provided compilation form, will enclose the issue and will send the whole to the Competing Organ – the Ecoaudit Ecolabel Committee. APAT examines the documentation, requiring possible integrations and will carry out, if considered opportune, one or more inspections by the applicant structure. If the request has positive result, the Committee will assign to the applicant, with validity on the whole European territory, the Ecolable brand. The name of the structure will be then included in the communitarian on-line catalogue of Ecolabel products/services. The structure has the intention of following this procedure and of obtaining the brand.

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