

DESTINATION MANAGEMENT

STUDY SUPPORT FOR COMBINED FORM OF STUDY



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1. Basic characteristics of the learning course

Target learning area	Destination Management
Entry requirements	Knowledge of the basic provisions of the organization of tourism activities, geography, consumer behavior, the basics of psychology, types of tourism, the basics of strategic planning
Learning level	3 - Referencing of the National Frameworks of Qualifications (NFQ) of the partner countries and to the European Qualifications Framework for Lifelong Learning (EQF)
Method of learning	Combined form of study: Lectures, workshops, case study analysis, and discussion, case studies, problem-solving discussions, student presentations, discussions, and analysis of national and regional strategic documents on tourism development.
Lenght of learning	12 weeks
Finishing of learning	Certificate of completion

Course guarantor:

Lecturer:

Examiner:

Content of the course: Introduction to the study of Destination Management

1. An introductory tutorial

- 1.1. Course guide
- 1.2. Study organization

2. Course Study Guide - Chapters 1 – 8

1. Concept of destination management
2. The role of government and destination partnership
3. Destination community and stakeholders
4. Tourism destination infrastructure and competitiveness development
5. Tourism Product development
6. Importance and benefits of destination branding and image
7. Tourism destination planning, monitoring, and development forecasts
8. International and local best practices gained in tourism

1. An introductory tutorial

1.1. Course guide - concept, content and learning objectives

The main objectives of the course are to:

- Acquire the basic theoretical knowledge and understanding of tourism destination development;
- learn destination development analysis and planning methodology, efficient business models, and strategy building methodology in the context of the destination's development;
- acquire the skills needed to develop original programs and auxiliary programs dedicated to destination development strategy and model formation;
- understand, assess and contextualize destination development stakeholder approaches, cluster formation potentials and limitations, public-private partnership mechanisms applicability;
- planning, monitoring, and development forecasts for tourism destinations.

Learning Outcomes

After completion of the course students are expected to be able to:

LO1	Understand the different perspectives of the definition of a tourist destination.
LO2	Understand the importance and diversity of destination management organizations.
LO3	Analyse a tourist destination by applying key academic concepts that can be used to explain the evolution and development of tourist destinations.
LO4	Identify and explain the role of key stakeholders cooperation and collaboration, partnerships and networks who are involved in developing tourism in a destination.
LO5	Evaluate current issues that are influencing the development of tourism in a tourist destination.
LO6	Understand the implications of the life-cycle of tourist destinations for its management.
LO7	Create a tourism strategy for the future development of a tourist destination.

Transferable Skills

The course will develop and assess the following transferable skills:

TS1	Communication
TS2	Information literacy
TS3	Using technology
TS4	Teamwork
TS5	Creativity
TS6	Learning how to learn

1.2. Study organization

Exam requirements

The Destination Management course ends with an oral exam. The prerequisite for its composition is:

- active participation in teaching in individual modules
- studying basic literature and study aids
- fulfillment of correspondence tasks
- completion of the final test

Course participant profile

specialists with a bachelor's degree in the field of tourism business

Course graduate profile

Destination management specialist with the ability to assess the potential of the destination, identify its resources and potential, build a team, develop a strategy for the development of the destination and implement a development plan for the destination.

Study literature

Basic

1. Morrison A. M. (2019) *Marketing and Managing Tourism Destinations*, Routledge Taylor&Francis Group
2. Pike S. (2021) *Destination Marketing*, Routledge Taylor&Francis Group
3. Ryan Ch. (2020) *Advanced Introduction to Tourism Destination Management*, Edward Elgar Publishing

Recommended:

1. Kozak N., Kozak M. (2019) *Tourist Destination Management: Instruments, Products, and Case Studies*, Springer
2. *Destination management in developing and emerging countries. Handbook and guidelines for building sustainable destination management organizations. (2019) Published by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH*

1.2 Study organization

- The formal side of the study
- Teaching timetable and content orientation of the modules

Tutorials

- 1) At the introductory tutorial at the beginning of the semester, students are introduced, as part of the so-called course guide, to the content of the subject, the time schedule of the teaching of individual thematic areas, the place of the subject in the study plan of the field, the required literature, the aim of the lesson and the requirements for the exam. Access to study supports and the method of submitting correspondence tasks in the school's information system are explained here. The method of evaluating correspondence tasks and the deadlines for submitting them are explained to students. The overall organization of teaching is discussed.

- 2) At the ongoing tutorial (in the middle of the semester), the teacher evaluates the students' work so far. Students must submit solved assignments electronically before the start of the consultation week. The teacher will draw attention to serious deficiencies and, if necessary, explain difficult topics. At the final tutorial at the end of the semester, the teacher evaluates the saved tasks from the previous tutorial and the students' work for the entire semester. It draws attention to the problematic questions of the thematic areas for the exam. A joint consultation will take place as needed. Students are familiar with the exam timetable.

Study guide

In this contact part of the study, a methodological explanation (lecture) of the given thematic unit is carried out. Students are introduced to what they will study from the compulsory literature, what problems await them during self-study and how the teacher will help them in their studies. Much attention is paid to their work with study supports, which replace direct contact with the teacher during exercises. Study aids are prepared for each thematic area (textbook chapter).

From a methodological point of view, the interpretation of the individual chapters is structured in such a way that the following sequence is followed:

- study goals,
- Keywords,
- interpretation methodology (introduction to the issue),
- study text (own interpretation of the topic),
- summary of the chapter (explained issues),
- tasks to repeat and practice,
- notification of other study resources.

At the end of the module are listed:

- correct results of tasks that were saved in individual chapters;
- correspondence tasks that the student must send to the teacher.

When studying the Destination Management course, the student uses three information sources:

- methodological interpretation of the teacher, which is based on mandatory and recommended literature;
- contact teaching as part of a tutorial and self-study;
- mandatory and recommended literature, study support and other materials

2. Course Study Guide

The Destination Management module consists of 8 thematic areas. Each is discussed separately, as a chapter:

1. Concept of destination management
2. The role of government and destination partnership
3. Destination community and stakeholders
4. Tourism destination infrastructure and competitiveness development
5. Tourism Product development

6. Importance and benefits of destination branding and image
7. Tourism destination planning, monitoring, and development forecasts
8. International and local best practices gained in tourism

Chapter 1 – Concept of destination management

Keywords

Destination, tourism destination, destination management, destination marketing, successful destination, destination competitiveness

Sub-chapters with content

1.1 Defining tourism. Defining a tourism destination. Types of destinations. Characteristics of destination. The destination as a competitive unit

Pike S. (2021) P.20-24; 24-26

1.2 Destination management and marketing. Destination management and marketing organisations. Destination management roles

Pike S. (2021) P.26-33; Morrison A. M. (2019) P. 5-11

1.3 The 10 As of successful destination.

Morrison A. M. (2019) P. 20 – 2

Control questions

1. *What are the key characteristics of destination?*
2. *How would you define destination management?*
3. *What is destination marketing?*
4. *What are the major differences between the 10 As of destination management and destination marketing?*
5. *What As characterise the successful destination?*

The aim of studying the topic - to enhance understanding of:

- the challenge of defining tourism;
- different types and characteristics of destination;
- the importance of marketing orientations;
- differentiation between destination management and marketing.

1.1 Defining tourism. Defining a tourism destination. Types of destinations. Characteristics of destination. The destination as a competitive unit.

What is a destination?

A tourism destination can be defined as a geographical area that attracts visitors. It is made of the sum of the different products and services offered by a particular region that complement or compete with each other. These destinations are limited by borders, which can be real or not. Generally, most of the travelers choose to go to a destination within a nation. But there are certain destinations, such as Costa Rica, a minor country, where the country itself is the destination. There

are many diverse opinions on whether borders set the limit to a tourism destination. According to Barrado (2004), “a destination, therefore, is neither only a territory nor it is all territory. It is a system of interdependent relationships that must take place in a specific spatial scope, because it is not possible to transfer resources and products”. However, the experiences each place provides are specific, and so are the reasons of travelers to go to a specific place.

The following contribute to a destination:

- Attractions are the magnet that pull people to visit any destination. They can be natural, man-made, cultural, historic, human and/or capital investment resources like concert venues, arenas, etc. Within the destination, attractions should have the power to entertain and keep people for a lengthy stay. This ensures the community will benefit from the increased spending of overnight visitors, who spend three times more than day visitors.
- Most people require that their basic needs (food, lodging, safety, health etc.) are met to feel a comfort level to stay anywhere for an extended visit.
- Visitors expect choices in lodging, restaurants, pubs, entertainment and retail, which requires a destination to have clusters of these to satisfy various preferences.
- Quality marketing and promotional materials should be up-to-date and made available to visitors as needed.

Infrastructure:

- Transportation, roadways, walkways, trails and parks are important to visitors.
- Guide services enhance the infrastructure listed above.
- Emergency and medical services are necessary. o Informational services are needed by visitors 24/7 to bring together the entire experience. Examples include chambers of commerce, regional information centers and lodging staff.

Levels or Types of Destinations

- Primary destinations inherently have the criteria outlined previously, but not every community has the assets to be a primary destination!
- Secondary and tertiary localities are located within the proximate neighborhood of a primary destination or may be along the route to the primary destination. Those localities should partner with the primary destination to maximize passers-by for their own benefit.
- Businesses along the route can creatively develop reasons for visitors to stop, get out of their cars and spend money before they get to a primary destination.

Things to consider include:

- Be the best at what you do.
- Create a unique experience that arouses curiosity.
- Play on the theme of the primary destination.

(FUNDAMENTALS OF DESTINATION DEVELOPMENT. A Community Handbook // https://motpartners.com/wp-content/uploads/2020/12/2020_12_22_MOT-Toolkit.pdf)

1.2. Destination management and marketing. Destination management and marketing organisations. Destination management role

Destination management consists of the coordinated management of all the elements that make up a tourism destination. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination.

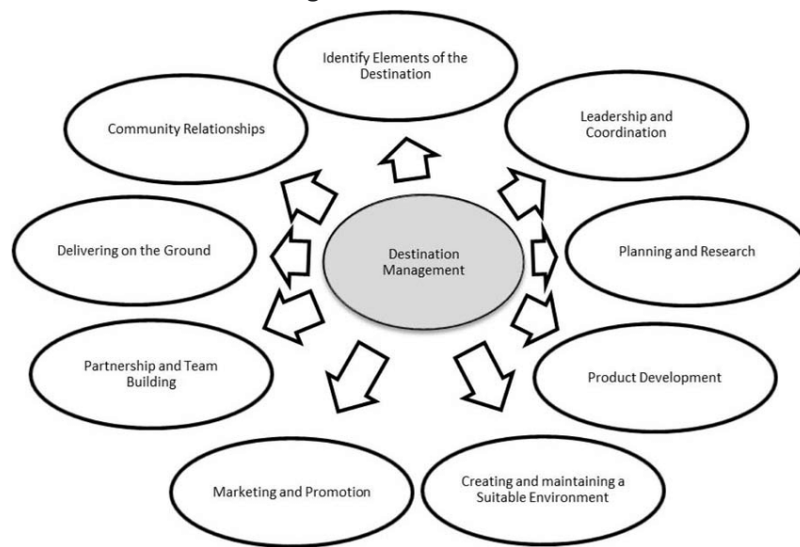


Fig.1.1. Theoretical framework identifying the roles of the public sector within destination management.

Source: Author's interpretation from the research of Bronkhorst et al. (2010), DCG (2012), Hausler et al. (2013), UNWTO (2007).

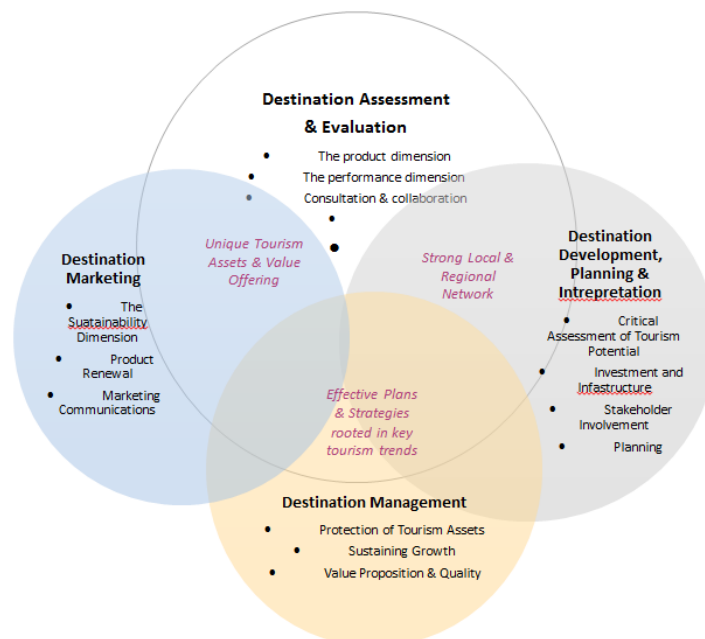


Fig. 1.2. Aurelien D. *The Determinants of Destination Management System (DMS) and CSFs Evaluation for Madagascar* (Published 2014, *European Journal of Business and Management*)

Destination marketing: a marketing approach in the travel industry that involves promoting a specific location and its benefits instead of the product or service that a company offers. This could be a country, a town or city, or even a specific holiday resort or attraction.

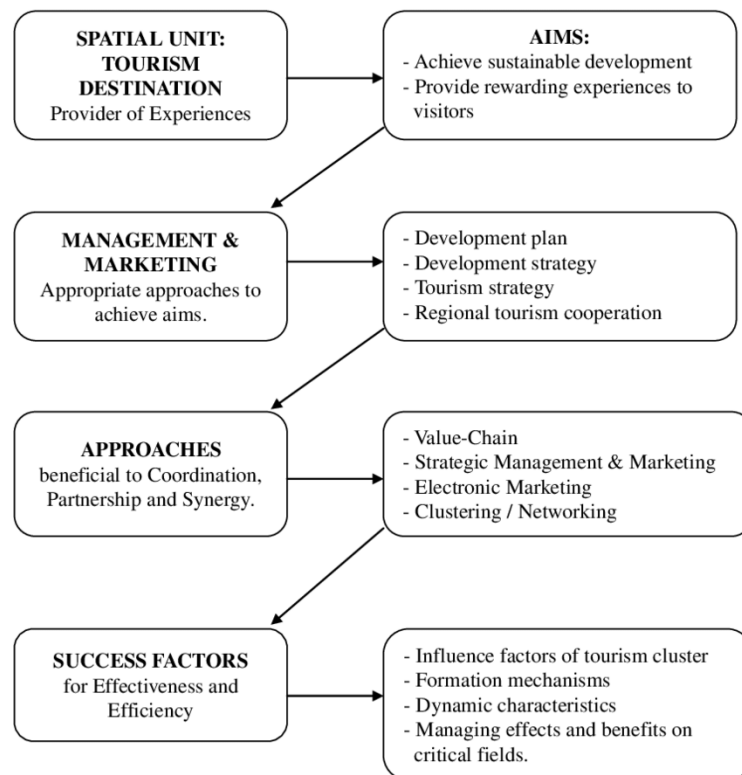


Fig. 1.3. *Destination marketing effectiveness: a conceptual framework* ("Tourism Destination Marketing: Approaches Improving Effectiveness and Efficiency", *Journal of Hospitality and Tourism, Technology*, 2012, vol:3, iss:2)

What is a DMO? A destination's management is lead and coordinated by the Destination Management Organization (DMO), which sets the goals and visions for a tourism destination. DMOs are basically groups of professionals that work in the tourism industry and who lead and coordinate all the tourism stakeholders. They can exist in national, regional, territorial and city levels. Destination management includes the integrated and coordinated management of the destination mix (facilities, transportation, events, attractions...) DMOs today should not only lead on marketing but must also be strategic leaders in destination development. This role requires them to drive and coordinate destination management activities within the framework of a coherent strategy. Promotion must attract people to visit in the first place; creating a sustainable environment and quality delivery on the ground will ensure that visitors' expectations are met at the destination and that they then both recommend the destination to others and return themselves, on a future occasion. (UN World Tourism Organization, 2007)

Functions of a DMO. There can be identified six different roles of a DMO in destination management. The Destination Consultancy Group (DCG) classifies them as follows:

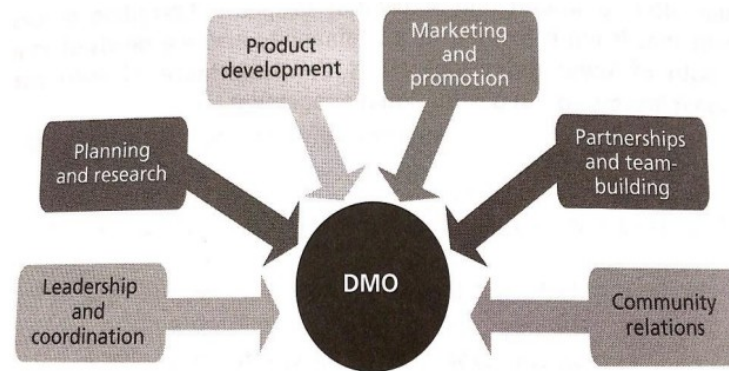


Fig. 1.2. Definition of destination management roles. Source: marketing and managing tourism destinations (Morrison, 2013)

1. **Leadership and coordination:** A DMO must coordinate the efforts of all the stakeholders so that they can achieve the goals of the organization regarding the destination. The DMO should be the leader of the tourism sector in its location as well as an advisor to visitors.
2. **Planning and researching:** it involves all the planning and research developed to set the DMO's vision and mission, as well as its tourism goals. All the stakeholders should be involved in the DMO's planning process so that they are aware of their part in the region's development.
3. **Product development:** it is related to the proper development of the destination product and includes physical products (like hotels, restaurants, facilities...), people (interaction of hosts and guests), packages (to be offered to tourists) and programming (events, festivals...).
4. **Marketing and promotion:** promoting the destination abroad and approaching the most convenient markets are very important tasks together with positioning and branding the place.
5. **Partnership and teambuilding:** cooperation and partnerships with both, public and private sector, is very important to reach specific goals. Partnerships can benefit DMOs by providing funds, sharing information, gaining greater expertise from other parties, increase their market appeal and even sharing facilities.
6. **Community relations:** improve the image of tourism among residents and locals and follow up their attitude towards tourism. Having a positive support for tourism in a community depends on: the contribution of tourism to the economy, their attitude as well as the minimization of the negative impacts of tourism on the community.

These steps are fundamental on the strategic planning of any DMO. That is to say, DMOs are responsible to ensure and optimize the relations between locals and tourists, companies and clients, and therefore, economy and tourism.

(Cazorla Alba Oliver (2018) Destination branding: an insight on strategy planning and brand development. Universitat de les Illes Balears)

What Are the Responsibilities of a Destination Management Organization?

Successful DMOs and destination managers play an essential role in managing tourism at the local level to help attract tourists and support businesses within its boundaries. They're also responsible for promoting it through positioning statements, branding campaigns, high-quality product development, effective communication with stakeholders (e.g., residents), and maximizing financial resources available from both public and private sources, while ensuring value for money spent on projects that meet overall objectives.

Contrary to popular belief, the overall objective for a DMO isn't only to bring more tourists to the destination. It is to make tourism more sustainable and thus enjoyable for visitors for years to come. Hence, in a nutshell, DMOs engage in a variety of activities that will help promote and develop sustainable travel practices, including:

- Educating travelers about the destination's attractions and offerings
- Marketing through targeted campaigns
- Working with other organizations on issues related to sustainability to achieve common goals
- Addressing resident concerns related to tourism

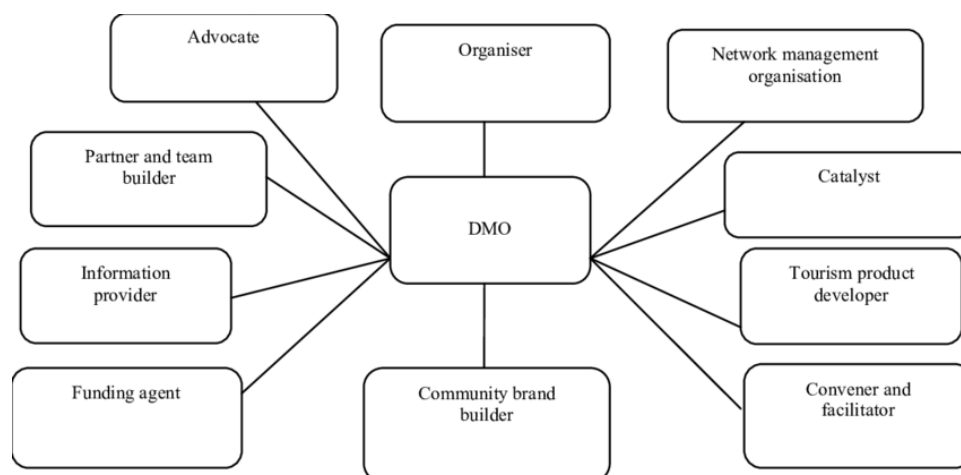


Fig. 1.3. A framework for the roles of destination marketing organisation (DMO) Source: Adapted from Wang (2008).

Destination management company (DMC)

A Destination Management Company (DMC) is an organization that offers professional event and group-travel related services only in destinations where they are located. Listed below are traditional services provided by a DMC.

Local Tours

DMC's are well-versed in their local tour options and operators. Everything from chocolate making classes, to behind-the-scenes tours of a theme park, to private tours of top local attractions are common offerings. Location-based city tours, spousal tours, theme park tickets, etc. are also popular options.

Transportation

The sourcing, organization, and management of guest airport arrivals and departures can be a daunting and time-intensive activity for an inexperienced planner. A DMC utilizes the group manifest (a list of all passenger names with flight number, times, and routes) to pair guests with the appropriate vehicle based on passenger count and luggage, in a timely and service-oriented way.

The tasks of manipulating the guest manifest to make the best use of passenger wait times and keeping costs within the conference budget can often work against each other. Utilizing an experienced DMC to curate the best scenario for your group can be imperative.

Dine-Arounds

Dine-arounds organized by DMCs are offsite experiences at local restaurants, with itineraries where guests visit two or three restaurants and consume a portion of a full course meal at each stop. For example, they may have an appetizer and a welcome drink at the first location, a main course paired with wine at the second, and end with dessert and an aperitif at the last.

The purpose of a dine-around is to provide a broader experience of the local culinary flair instead of a full meal at a single location. DMC's draw on their familiarity with local cuisine styles, restaurant ambience, and other 'local' knowledge to help guests get the most out of their time in town.

Themed Events

Welcome receptions, gala dinners, awards nights, and themed parties are all opportunities for meeting planners to add fun and destination-themed event elements to their conference events. Many times, planners will start a conference with a destination-focused welcome reception.

If they're in Florida, for example, they may choose a tropical theme. If they're in New York, they may choose a Broadway theme, and so on. Destination management companies can provide décor, lighting, linens, florals, activities, and more to create the perfect themed event.

Entertainment

The right entertainment for a conference can be anything from an acoustic guitarist at a welcome reception to a Broadway-style show opener for a general session. Destination management companies provide a wide variety of local area entertainment options for any conference event.

□ **Offsite Events**

When conference guests travel to a destination, they enjoy the opportunity to visit the local sites and attractions. Conference planners take advantage of local DMC's to help create offsite event opportunities that combine both a local attraction and an interesting event style for their guests.

For example, Orlando, Florida, is a great option for theme park parties. Destination management companies book a specific section of the theme park for after hours and offer your conference guests a lively private party with entertainment, food and rides. Transportation, staff, logistics, booking of the venue, menu selection and more is all provided through the DMC.

What does a Destination Management Company Not Offer?

DMC typically does not offer:

- Content or speaker recruitment for the conference
- Management of, and logistics in, the hotel space
- Management of audio visual for general sessions, breakouts, etc.
- Management of onsite hotel food and beverage
- Registration (conference web site, registration process, onsite registration management)
- Management of hotel rooming lists
- Services outside their local area

1.3. The 10 As of successful destination

The 10 As of Successful Tourism Destinations



Fig. 1.4. The 10 A of successful destination

The following is a short explanation of each of the 10A attributes:

Awareness : This attribute is related to tourists' level of knowledge about the destination and is influenced by the amount and nature of the information they receive.

DMO question: Is there a high level of awareness of the destination among potential tourists?

Attractiveness: The number and geographic scope of appeal of the destination's attractions comprise this attribute.

DMO question: Does the destination offer a diversity of attractions that are appealing to tourists?

Availability: This attribute is determined by the ease with which bookings and reservations can be made for the destination, and the number of booking and reservation channels available.

DMO question: Can bookings and reservations for the destination be made through a variety of distribution channels?

Access: The convenience of getting to and from the destination, as well as moving around within the destination, constitutes this attribute.

DMO questions: Is there convenient access to and from the destination by all modes of transportation? Is there convenient transportation within the destination?

Appearance : This attribute measures the impressions that the destination makes on tourists, both when they first arrive and then throughout their stays in the destination.

DMO question: Does the destination make a good first impression? Does the destination make a positive and lasting impression?

Activities: The extent of the array of activities available to tourists within the destination is the determinant of this attribute.

DMO question: Does the destination offer a wide range of activities in which tourists want to engage?

Assurance: This attribute relates to the safety and security of the destination for tourists.

DMO question: Is the destination clean, safe, and secure?

Appreciation: The feeling of the levels of welcome and hospitality contribute to this attribute.

DMO question: Do tourists feel welcome and receive good service in the destination?

Action: The availability of a long-term tourism plan and a marketing plan for tourism are some of the required actions.

DMO question: Is the tourism development and marketing in the destination well planned?

Accountability: This attribute is about the evaluation of performance by the DMO.

DMO question: Is the DMO measuring the effectiveness of its performance? These 10 attributes can be useful for all destinations, but they need to be expressed in greater detail than that shown above. Additionally, there are other criteria that could be added to this list of 10. For example, the economic

contributions of tourism to the destination might also be included, as well as the degree to which the destination is following a sustainable tourism agenda

(Morrison A. M. (2019) P. 20 – 22)

Tasks

Task 1.1. Read the term and find the explanation

1	Destination	A	a term used by some in the industry to describe the makeup of the industry in a positive way; acknowledging that tourism is a diverse compilation of a multitude of businesses, services, organizations, and communities
2	Destination marketing	B	a phenomenon that influences things for a long period of time, potentially shifting the focus or direction of industry and society in a completely different direction
3	Sustainability	C	a company that creates and executes corporate travel and event packages designed for employee rewards or special retreats
4	DMC	D	consists of the coordinated management of all the elements that make up a tourism destination. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination.
5	Diversity	E	a company that creates and executes corporate travel and event packages designed for employee rewards or special retreats
6	Trend	F	approach in the travel industry that involves promoting a specific location and its benefits instead of the product or service that a company offers. This could be a country, a town or city, or even a specific holiday resort or attraction.
7	Destination management	G	the balance between the environment, equity, and economy
8	DMO	H	the place to which a traveler is going. In the travel industry, any city, area, or country which can be marketed as a single entity for tourists.

1	2	3	4	5	6	7	8

Task 1.2. Research DMC in your destination and compare the services they offer with the services in the picture

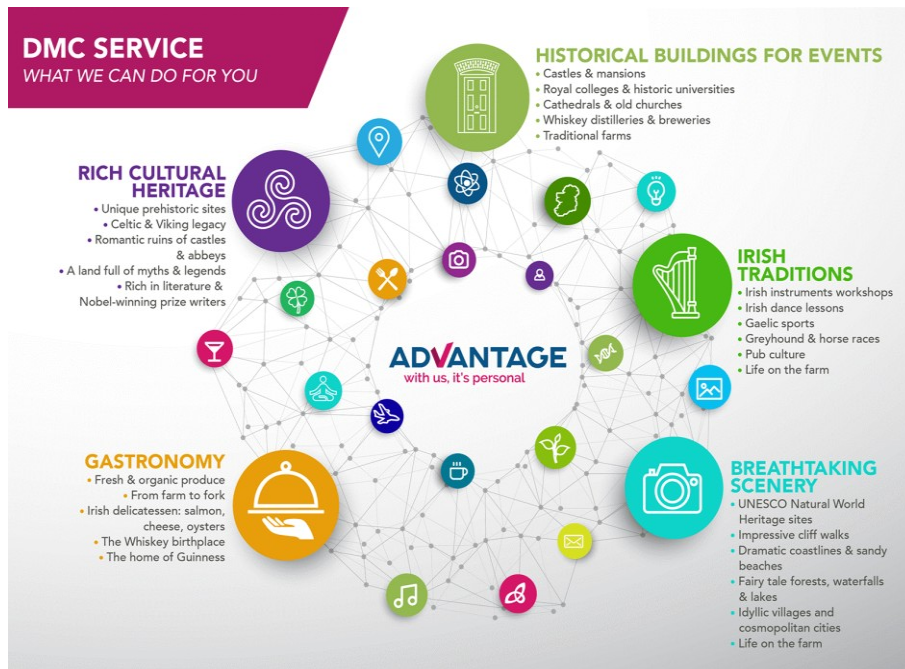


Fig. 1.5. DNC service in Ireland

Other study resources

What can you see for this topic:

1. Destination Management Specialists Movie // <https://www.youtube.com/watch?v=c9TATGIJN9E>
2. Destination (Introduction to Sectors) // <https://www.youtube.com/watch?v=ci9HBcHqsRU>
3. Destination Development: The Role of DMOs/Tourism Development Corporations // <https://www.youtube.com/watch?v=5JsocYDtZ5s>
4. What does a successful destination organization look like? // <https://www.youtube.com/watch?v=FiqGvyJ6tQE>

5. Destination Management Companies: What exactly is a DMC? //
<https://www.youtube.com/watch?v=sS3481PPK-k>

What can you read for this topic:

- Katrin B, (2005) Tourism destination marketing- A tool for destination management? Newzealand
- Younis Malik (2020) Cultural Tourism Destination Elements and Attributes: An Interpretive Planning. Nr 3(2):74
[//https://www.researchgate.net/publication/347382048_Cultural_Tourism_Destination_Elements_and_Attributes_An_Interpretive_Planning/download](https://www.researchgate.net/publication/347382048_Cultural_Tourism_Destination_Elements_and_Attributes_An_Interpretive_Planning/download)
- FUNDAMENTALS OF DESTINATION DEVELOPMENT. A Community Handbook // https://motpartners.com/wp-content/uploads/2020/12/2020_12_22_MOT-Toolkit.pdf

Chapter 2 - The role of government and destination partnership

The aim of studying the topic – to enhance understanding of:

- Role of government in destination development
- Government intervention in tourism
- The key arguments for work with destination community and stakeholders
- The role of leadership, coordination and governance

Keywords

government, governance, government intervention, leadership, development, partnership, coordination

Sub-chapters with content

2.1. Government in tourism and destination development

Morrison A. M. (2019) P. 5-11 Pike S. (2021) P. 77- 97

2.2 Definition of destination partnership and team building. Destination partners. Public-Private Partnerships (PPPs).

Morrison A. M. (2019) P. 214-227

2.4 Destination leadership, coordination and governance

Morrison A. M. (2019) P. 293-304; 310-316

Control questions

- *Why should a government subsidize the tourism industry?*
- *Apart from finance, what other forms of government support are provided to the tourism industry at your destination?*
- *How would you define destination governance*

- *What are the major leadership roles that DMO should assume within the destination?*
- *How the destination helps leadership?*

1.1. Government in tourism and destination development

There are two levels of government involved in tourism. Firstly, at a national level, nations such as BRIC and many other developing countries are recognizing the importance of tourism as a form of regional economic development. This means that in these countries, central and regional government are prioritising tourism, writing strategies, enacting new laws, employing tourism advisors within newly established tourism ministries others (OECD, 2012). A tourism economy affects and is affected by other more traditional areas of government such as agriculture, transport, economic development, and regional planning. So in many countries these linkages are being charted and responsibilities are being established. This requires collaboration between various central government organizations. It may also require interaction and perhaps partnerships with non-government agencies including the private sector.

The second level of government involvement is at the regional or local nature. Often, tourism focuses geographically around particular attractions. Therefore, central governments need to work with regional and local government agencies to ensure the efficient development of tourism at these destinations and within the national context. This collaboration will often centre on a particular project or PPP initiative. Partnerships are important because the necessary resources and expertise are sometimes less developed at a local government level, and need to be accessed from national-level government agencies. This suggests that regional and local tourism governments and destinations may benefit from examples of good practice from places around the world dealing with similar problems.

Governments and tourism industries/sectors can work together in a variety of ways and on a number of different types of activity at a regional level. Examples include the development of tourism strategies, the creation of policy networks or joint investment in co-operative marketing campaigns. However, in developing tourism, eventually the government must rely on the private sector to deliver services to tourists. Such services are provided by a range of stakeholders, including investors, developers, accommodation businesses, attractions, tour companies, and others. In addition, government agencies and tourism offices are working together with representatives of the local community. Therefore, it is important for the public and private sectors to cooperate in developing new tourism initiatives, and managing tourism development.

Developing PPPs as a collaborative form of governance recognises the interdependence of the various parties in developing tourism, especially at the early stages. Partnerships can focus on a particular task and bring together those organizations with the skills and knowledge necessary for its completion. In many situations PPPs play a critical role in the development of tourism. A government cannot usually develop tourism by itself, as it does not operate businesses, while the private sector may need help with regulations, access to resources, and funding. This is often true in regional areas where the government may control the natural attractions and the local people do not have funds for development or have the skills to develop tourism. One way to think of a PPP therefore is as a means of bringing all the required resources together.

(https://catedratim.files.wordpress.com/2017/01/omt-2015-global_report_public_private_partnerships_tourism_development.pdf)

Private sector participation is essential as governments do not operate businesses, creating personalised travel experiences. The private sector also needs regulatory support, access to resources and funding. PPP is a means of bringing all the required resources together.

UNWTO Secretary General Taleb Rifai explains the importance of this model: “Governments must lead and direct tourism policies, but the engine behind tourism development is the private sector, and thus one cannot work without the other.”

1.2. Definition of destination partnership and team building. Destination partners. Public-Private Partnerships (PPPs). Destination collaboration meaning

A destination partnership is defined as “a synergistic relationship between a DMO and other organizations or individuals within or outside of the destination” (Morrison, 2013b: 191).

There are many forms of partnerships and some only involve the private sector. However, developing tourism will often require the involvement of governments as they have control over essential resources such as public lands (i.e., beaches, mountains, national parks, and lakes) and also the responsibility for activities such as regional economic development, planning, security of borders, and social and environmental protection. In many cases, PPPs also include non-governmental organizations (NGOs) and various other types of associations.

The underlying impetus to partner, or the key motivator to co-operate, is that all partners, whether from the private or the public sector, will benefit from the alignment of resources and objectives. Partnerships in fact form for a variety of reasons. Partnerships can be formed to create new products or services, to achieve higher levels of efficiency or economies of scale, to open markets that were previously inaccessible or to simply pool resources—financial and/or human.

<p>Products</p> <ul style="list-style-type: none"> <input type="checkbox"/> Enhance and preserve resources <input type="checkbox"/> Set quality standards <input type="checkbox"/> Develop attractions, theme parks and accommodation <input type="checkbox"/> Provide technical support for innovative product development programs <input type="checkbox"/> Contribute to the economic wealth of the community <input type="checkbox"/> Create sustainable development of tourism sector <input type="checkbox"/> Overcome trade and investment barriers <input type="checkbox"/> Protect consumers <input type="checkbox"/> Deal with competition <p>Research and Technology</p> <ul style="list-style-type: none"> <input type="checkbox"/> Provide research and measurement methodologies <input type="checkbox"/> Implement Tourism Satellite Accounts <input type="checkbox"/> Enhance technological innovation and application <p>Human Resources</p> <ul style="list-style-type: none"> <input type="checkbox"/> Set service and quality standards <input type="checkbox"/> Provide training and education programs <input type="checkbox"/> Improve productivity and innovation 	<p>Marketing and Sales</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improve destination image <input type="checkbox"/> Improve marketing efficiency <input type="checkbox"/> Improve market coverage and reach <input type="checkbox"/> Provide support for electronic marketing and distribution, including Internet <input type="checkbox"/> Provide support for participation at trade shows <input type="checkbox"/> Harness power of co-op marketing programmes <input type="checkbox"/> Access new markets <p>Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improve roads, transport infrastructure and basic services <input type="checkbox"/> Provide impetus for intermodal transportation <input type="checkbox"/> Improve public health and sanitation <input type="checkbox"/> Improve safety and security <input type="checkbox"/> Enhance telecommunications system <p>Financing</p> <ul style="list-style-type: none"> <input type="checkbox"/> Obtain investment and funding <input type="checkbox"/> Leverage public investment <input type="checkbox"/> Obtain start-up financing <input type="checkbox"/> Improve yield
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Fig. 2.1. Typical partnership objectives (Canadian Tourism Commission World Tourism Organisation business Council and KPMG, 2002)

Public private partnership involves collaboration between public and private sector to fulfill a long-term goal, usually for a project that will lead to the development of an area or region. The reasons for creating such a partnership differ, but most important are: transferring know-how from the private, public authorities and financial strength. Lately, the EU promotes this type of partnership that anti-crisis tool, and especially to meet the objectives of the "Europe 2020". PPP's are involved in a wide range of social and economic infrastructure projects, but they are mainly used to build and operate hospitals, schools, prisons, roads, bridges and tunnels, light rail networks, air traffic control systems, and water and sanitation plants. PPP's can be attractive to both the government and the private sector. For the government, private financing can support increased infrastructure investment without immediately adding to government borrowing and debt, and can be a source of government revenue. At the same time, better management in the private sector, and its capacity to innovate, can lead to increased efficiency; this in turn should translate into a combination of better quality and lower cost services. For the private sector, PPP's present business opportunities in areas from which it was in many cases previously excluded (M. Teresa, 2004).

The principles of PPP's should ensure effective resource utilization for both partners to gain mutual benefit, these principles are:

- ✓ non-discrimination - ensuring conditions for the manifestation of real competition for any operator,
- ✓ regardless of nationalities, can participate in the closing of public-private partnership contract and have the chance to become a contractor;
- ✓ equal treatment - the establishment and application at any time during the procedure to conclude the public-private partnership rules, requirements, criteria to all operators so that they enjoy equal opportunities to participate in the award and to become a contractor;
- ✓ transparency - Public disclosure of all information on application procedures conclude the public-private partnership;
- ✓ proportionality - ensuring fair correlation between the aims of the public partner, the contract of public-private partnership and requirements requested, that there was a balance between the objective to be achieved through public-private partnership contract and actual demand, between actual demand and investor conditions and between selection criteria and contract clauses;
- ✓ efficient use of funds - procedures for the conclusion of PPP contracts and the use of criteria should reflect the economic benefits of tenders, to obtain the intended result, taking into account the specific effects expected to be received in the social and the protection of the environment and promoting sustainable development;
- ✓ accountability - determination of duties, responsibilities of parties involved in terminating the contracts of public-private partnership, aiming to ensure professionalism, impartiality, independence decisions made during the course of this process.

(Public-Private Partnership – a new path for tourism development //

https://www.academia.edu/2386259/Public_Private_Partnership_a_new_path_for_tourism_development

2.2. Destination leadership, coordination and governance

In 2015, Longwoods International released a breakthrough study that irrefutably tied Tourism advertising to community awareness and appreciation for more than its assets and attractions. Indeed, researchers discovered a 'Halo Effect' that extended out across real estate, career building, college selection and retirement.

After interviewing over 18,000 out-of-state consumers about their attitudes toward ten destinations (state and community), Longwoods found that respondents had a 65% higher opinion of a place if they had seen an ad for that destination...as a good place to live (not just visit). Those same respondents had a 79% higher opinion of the destination as a good place to start a career and start a business. There was a 66% lift in opinion of the destination as a good place to attend college and a 79% bump as a good place to retire. And, when those individuals actually visited the destination, the image lift was even more complete.

For those critics of communities, regions and states investing tax revenue into Destination Marketing, these findings clearly indicate that cutting a DMO's budget is a sensationally bad idea. For those places with an interest in the long-range viability and sustainability of their communities, the work of a DMO is akin to a match-maker, opening the door of awareness and possibility.

(Destination Leadership: Why we do what we do // <https://longwoods-intl.com/destination-leadership-why-we-do-what-we-do>)

Destination Leadership is the art of increasing the awareness, appreciation and support of the tourism industry as a vibrant and critical component of a region's economy. It's advocating for infrastructure enhancements that work for both visitors and residents. It's making the case that increased public and private sector investment into a community's DMO positions the destination to be able to more effectively contend in this highly competitive market. Destination Leaders are those that see opportunities before a community and utilize their time, resources and influence to make a difference.

Effective leadership is consistently identified as a key driver of growth for all business sectors, but tourism faces particular challenges, given the range, scale and mix of businesses that need to work together to deliver a great customer experience.

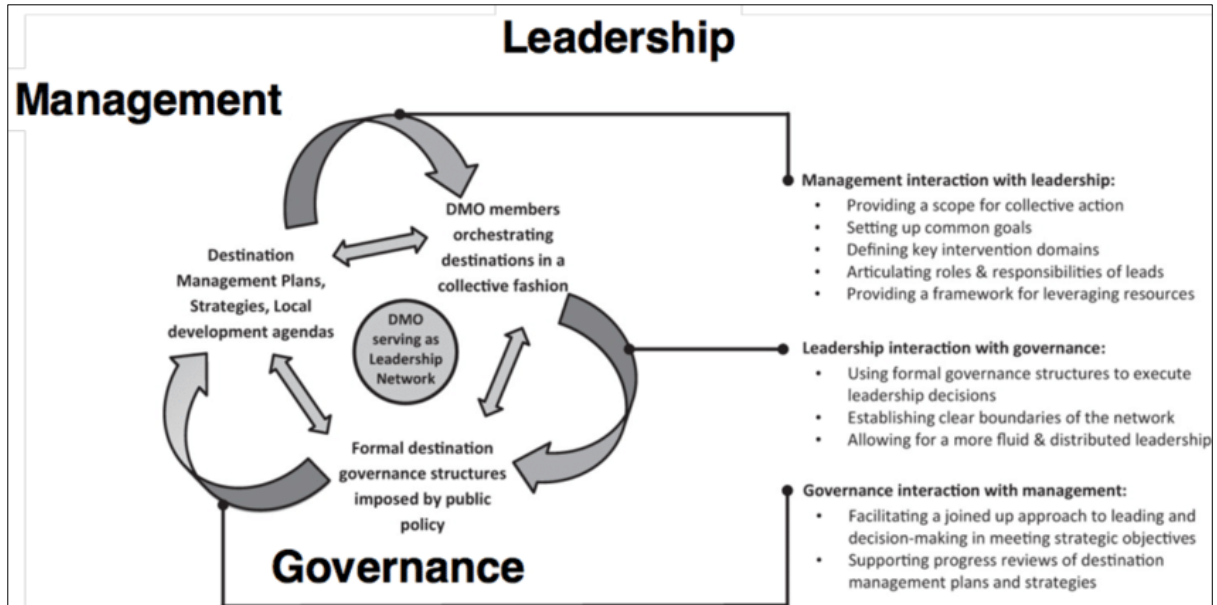


Fig. 2.2. The destination management leadership cycle See (Hristov & Zehrer, 2015, p. 123, figure 2)

Tasks

Task 2.1. Read the text on the Fig. 2.3. and use examples to show how relationships are built in the community.



Fig. 2.3. Priority activities in community relationship and involvement planning (Morrison A. M. (2019) P. 255)

Task 2.2. Answer the questions and justify your answers



Fig. 2.4. Tourism sectors stakeholders

A brief description of each of these eight tourism sector stakeholder groups is provided below:

- Attractions: Natural and human-made attractions. These can be private-sector operations, or run by government agencies or non-profit organizations.
- Events and festivals: The organizers of significant events and festivals held regularly in the local community. Once more, these may be private-sector operations, or run by government agencies or non-profit organizations.
- Convention and meeting venues: Convention and exhibition centres.
- Hotels and other accommodations: Hotels, resorts and specialist accommodations.
- Restaurants and other food services: Restaurants, banquet halls, catering companies, etc.
- Transport: Motor coach, taxi, ferry, train and other transport companies.

(Morrison A. M. (2019) P. 255)

Strategies for Stakeholder Involvement

With a clear idea of who are the main tourism destination stakeholders, now it's time to think about strategies to include them in your destination planning.

The first step in driving interest and community involvement is information distribution. Transparent communication with your stakeholders about current tourism impacts, possible future projections, and overall benefits of tourism development is perhaps the easiest way to begin engaging with different stakeholder groups. That said, some stakeholders are easier to include than others. Common challenges include resistance to participate, lack of time and money, ensuring equity, problematic relationships among institutions or individuals, and communication issues.

Furthermore, companies and individuals directly linked to tourism will recognize their role in the industry and participate in the planning and strategic development building process. Meanwhile, stakeholders that do not see the direct economic and social benefits materializing from tourism will struggle to

understand why their involvement is required. Lack of participation may result in values and interests being misrepresented or excluded.

Other approaches to stakeholder engagement include arranging workshops, hosting public meetings, and arranging task forces to collectively identify opportunities, develop ideas, answer questions and find solutions. Ensuring that communication lines are open is essential, while continuous engagement can be achieved through scheduled monthly get-togethers or monthly newsletters. Providing training, consultations and technical assistance can also be a form of stakeholder involvement. After all, committed and connected stakeholders that trust each other will be better equipped to build a sustainable and resilient tourism industry collectively.

Question: What do you think, which of the stakeholders (Fig.2.4.) can ignore your efforts to involve in the partnership? What arguments can be important for creating partnerships and networking? Have you had experience in involving stakeholders in partnerships? Share your experience.

Other study resources

What can you see for this topic:

1)What is the Role of Government in Managing Tourism in Destinations? // <https://www.youtube.com/watch?v=8pqqBO6rjoE&t=129s>

What can you read for this topic:

- Global Report on Public-Private Partnerships: Tourism Development // <https://catedratim.files.wordpress.com/2017/01/omt-2015-global-report-public-private-partnerships-tourism-development.pdf>
- Co-operation and Partnerships in Tourism: A Global Perspective // <https://www.e-unwto.org/doi/pdf/10.18111/9789284406012>
- Geist B. (2017) Destination Leadership. Neverland Publishing
- Valentina Della Corte¹, Giovanna Del Gaudio¹ & Alessandra Iavazzi (2014) Leadership in Destination Management: Its Implications in a Systemic Approach // https://www.academia.edu/8687897/Leadership_in_Destination_Management_Its_Implications_in_a_Systemic_Approach

Chapter 3 - Destination community and stakeholders

The aim of studying the topic – to enhance understanding of:

- Importance of community relationship and involvement to destination management
- Role of stakeholders in destination management
- key arguments for work with destination community and stakeholders

Keywords

Relationship, networking, community, destination community, stakeholder, stakeholders types

Sub-chapters with content

3.1. Relationship building and networking Morrison A. M. (2019) P.251-262
3.2. Destination community relationship and involvement planning Morrison A. M. (2019) P.251-262
3.3. Stakeholder theory and stakeholders types Morrison A. M. (2019) P.266-282

Control questions

Why are community relationships and involvement important to destination management?
What types of actions and initiatives should be included in a destination?
Who are the tourism sector stakeholders within the destination?
How can a DMO determine which stakeholders are the most important?

3.1. Relationship building and networking

Networking is the exchange of information and ideas among people with a common profession or special interest, usually in an informal social setting. Networking often begins with a single point of common ground.

Professionals use networking to expand their circles of acquaintances, find out about job opportunities in their fields, and increase their awareness of news and trends in their fields or the greater world.

Building relationships in destination management often involves networking; an activity where people form business relationships, share information and identify mutually beneficial opportunities to cooperate. Figure 7.1 is an illustration of the VICE model (visitors, industry (and government), community, and the environment) and this highlights where DMOs must build relationships and encourage involvement.

The VICE model for destination management relationships suggests the following:



Fig. 3.1. The VICE model for destination management relationships

- **Visitors:** Every destination must welcome, involve and satisfy visitors.
- **Industry and government:** In a successful destination, the industry (tourism sector) must be prosperous and profitable. Government agencies should be effective in implementing their tourism policies as well.
- **Communitu:** Tourism and DMOs must engage and benefit local community residents.
- **Environment:** the local environment must be protected and enhanced.

Morrison A. M. (2019) P. 251

3.2. Destination community relationship and involvement planning

Destination community means the signatory community to which the employer or business is moving. (<https://www.lawinsider.com>)



- Fig. 3.2. Destination Community

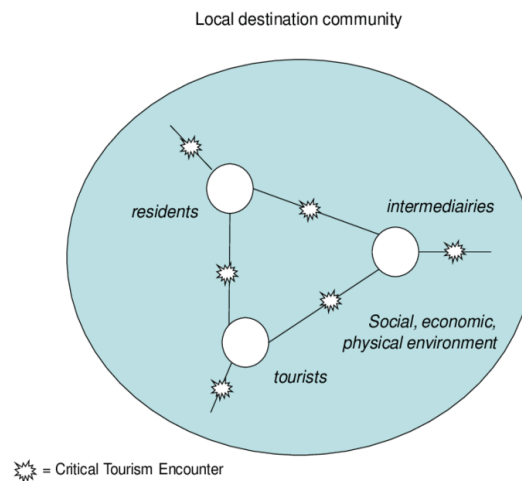


Fig. 3.3. Conceptual model of tourism-community relations

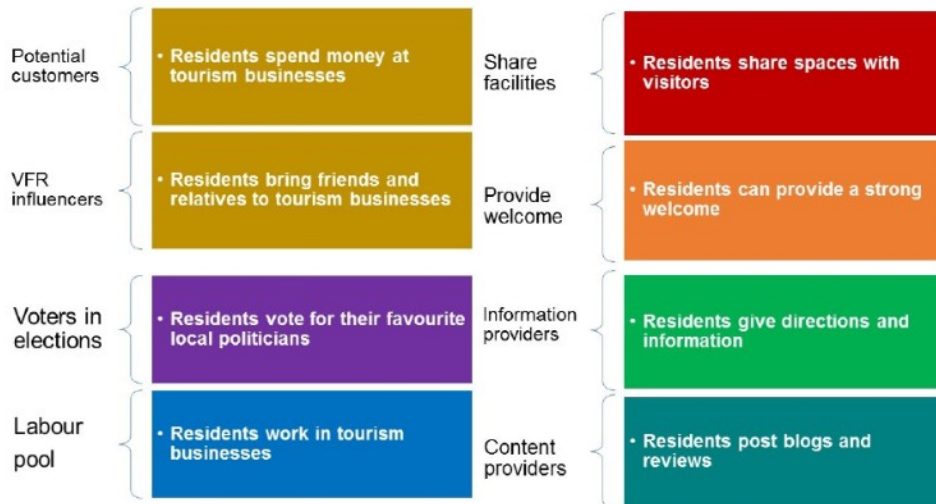


Fig.3.4. Reasons and potential benefits from positive community relationships

Here is a description of these eight reasons and potential benefits:

- Residents are potential customers of the tourism sector.
- Residents interact and share local facilities and services with tourists.
- Residents can give tourists an unforgettable experience of welcome (and unfortunately the other way as well).
- Residents take their friends and relatives to local attractions, restaurants, shops and other tourism venues.
- Residents vote, so political leaders are concerned about their opinions.
- Residents write about their communities on paper and in blogs and micro-blogs. It is much better for tourism if they do so in a positive way.
- The local community is a labour pool for the tourism sector; if residents positively perceive tourism, they may be more willing to work in the sector.
- Tourists often ask local people for directions and advice on what to do and see, and where to eat in the community.

Morrison A. M. (2019) P. 254

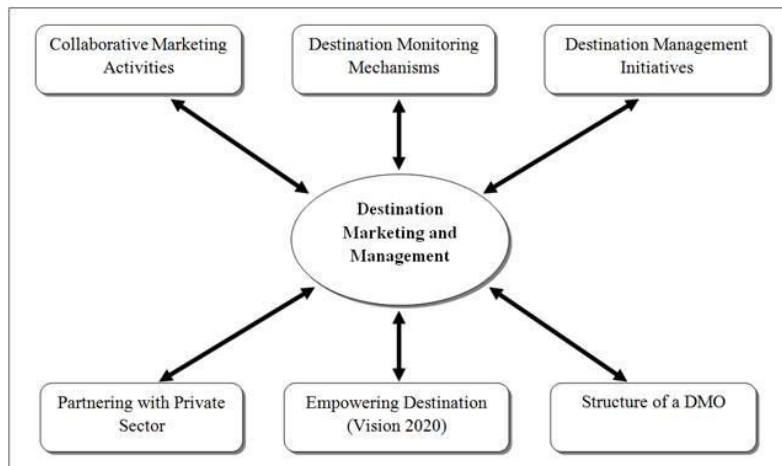


Fig. 3.4. Indicative Framework for Destination Management and Stakeholder alliance
<https://article.sciencepg.com/html/10.11648.j.jim.20160501.11.html#paper-content-4>

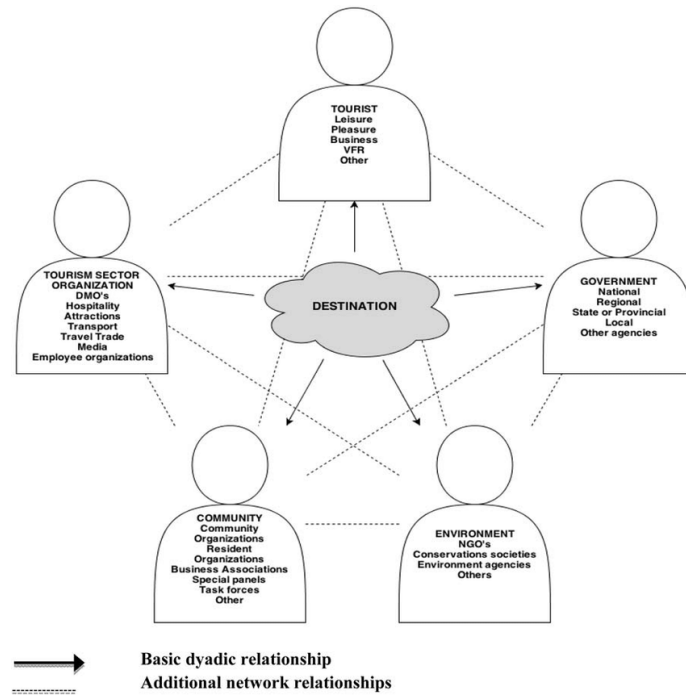


Fig. 3.5. Destination stakeholders and the relationship between them. (Source: Adapted from Garrod et al. (2012) and Morrison (2013)).

Table 3.1.

Categories of stakeholders (With examples)		
<p>The Market</p> <ul style="list-style-type: none"> - Consumers - Customers - Finance Market <p>Intermediaries</p> <ul style="list-style-type: none"> - Tour Operators - Travel agencies - Travel Managers - Web Services <p>Policy makers</p> <ul style="list-style-type: none"> - Governmental - Sectoral <p>Authorities</p> <ul style="list-style-type: none"> - Local - Regional - National 	<p>Tourism Support Services</p> <ul style="list-style-type: none"> - Tourism Authority Support - Infrastructure Support - Tourism Organisations Support - Tourism Information Offices - Marketing Services - Guiding Services <p>Tourism Suppliers</p> <ul style="list-style-type: none"> - Carriers - Accommodation - Food & Drink Suppliers - Attractions - Sport & Leisure - Events & Entertainment - Conference sector 	<p>Host Community</p> <ul style="list-style-type: none"> - Citizens - Local Industry - Local Agriculture - Local Interest Groups <p>Non-Governmental Organisations</p> <ul style="list-style-type: none"> - Business Associations - Environmental Activists <p>Research & Education Institutions</p>

(https://www.researchgate.net/figure/1-Stakeholders-of-the-tourism-industry_tbl1_281287002)

The stakeholders in tourism destination are: local residents, local companies, media, employees, government, competitors, tourists, business associations, activists and tourism developers. The paper aims at analyzing and segmenting destination's citizens according to their attitudes towards tourism.

Who are tourism development stakeholders?

A stakeholder is an individual or an organization with an interest in a project, a business, or an industry. Stakeholders may not always have a direct link to the project or even the sector itself, but are nevertheless impacted by the outcomes. Future generations, both tourists and locals of tomorrow, are often considered tourism stakeholders, and while their participation in tourism planning is inaccessible, decisions must be taken considering their best interest and well-being.

So who are the people and organizations interested in about the risks and rewards, i.e. the stakes, of destination development? The list is long and includes local and national governments, visitors and local communities, private sector businesses and organizations, destination management organizations (DMOs) as well as non-governmental organizations (NGOs) that are all affected by tourism in different ways. Here are the different types of stakeholders:

1. National and Local Government Stakeholders

Both national and local governments play a significant role in tourism planning through attracting investment, as well as through legislation and policy development. The government is responsible for building and maintaining adequate infrastructure, like roads and airports, to successfully carry out travel and tourism activities. Added to that, they ensure the safety and security of their visitors and residents alike.

Local governments often have tourism departments, particularly in the absence of a DMO, that would take charge of planning, development, and promotion of a destination. They create services along the way to support the industry. Economic returns from tourism oftentimes fuel the overall development of a destination.

2. Destination Management Organization Stakeholders

A DMO plays a key role in responsible tourism management and marketing of a specific destination. It helps to establish a competitive edge for the destination, ensure long-term sustainability, strengthen institutional governance, and build a strong and vibrant brand identity around a destination. A DMO is often seen as the connector, bringing together all industry stakeholders to build a tourism strategy for their destinations that will benefit the community as a whole.

3. Local Community Stakeholders

The local community plays a vital role in the planning and development of a destination. For the success and sustainability of any type of tourism development, it is crucial to understand the attitudes and perceptions of residents towards tourism as well as the factors contributing to such opinions. These factors may include construction work, increasing visitor numbers, and public disturbance, environment,

air and noise pollution, waste management, inflation of goods and services among other possible factors.

Ultimately, tourism should aim to benefit local populations and improve the well-being of the host communities. Not considering their needs will prohibit residents from acting as destination ambassadors, creating and nurturing a hospitable environment for the visitor.

4. Visitor Stakeholders

Visitors are often considered the most important destination stakeholders. These are the people that add economic value to the destination by spending money on transportation, accommodation, food, and attractions.

A positive visitor experience may result in destination promotion through user-generated content in today's social media age. Favorable attitudes will positively impact the formation of a destination brand and attract more visitors.

Negative experiences and the spread of bad reviews threaten the social and economic stability of a destination. It runs the risk of damaging the destination brand perception, decreasing tourist arrivals, threatening local businesses, and worsening rather than improving resident quality-of-life.

5. The Private Sector Stakeholders

Private sector businesses including hotels, restaurants, attractions, and tour operators generate a fair share of overall tourism contribution to the local economy. As destinations generally have an abundance of said types of businesses, the success of these stakeholders depends almost entirely on the number of visitors. As they are often in competition for the tourism dollar, economic considerations may be prioritized over social and environmental implications, and how projects could affect local communities.

6. Non-Governmental Organizations (NGO) Stakeholders

NGOs as servants to humanitarian and environmental causes greatly affect the outcomes of tourism development. NGOs will look out for the interest of their communities and ensure the conservation of a destination's natural and cultural heritage though their intentions can contradict the private sector goals and create conflict. Inclusive and participatory tourism planning and sustainable tourism development processes mitigate such conflicts through finding solutions that satisfy all stakeholders.

(<https://www.solimarinternational.com/stakeholder-engagement-in-destination-planning/>)

How to develop a successful and sustainable destination

If a destination is marketed successfully with strong investment and superb content using a detailed and focused marketing strategy, but fails to deliver a quality experience when visitors arrive, the tourism potential of the destination will never be realised!

We like to break the visitor economy into four pillars, with each requiring effective management to ensure a robust and sustainable visitor economy.

Take a look at our four pillars below, and consider if you are giving each of them the necessary attention they need.



Fig. 3.6. Model of the development of successful destination

Taking a holistic view of the industry and understanding how to ensure efficiencies and best outcomes from Council staff, tourism operators, other local businesses who contribute to or benefit from the visitor economy, community groups and community members allows a destination to successfully represent its brand and deliver a compelling experience.

Governance, industry and community development

Everyone in a destination plays a role in providing quality visitor experiences. In regional and rural destinations, Council staff development is as critical as building the skills of tourism operators. This ensures that Council teams are driving change and that the tourism industry is equipped to meet the needs of modern visitors when they are in the destination.

Upskilling includes training or coaching in identified needs (for example, customer service, entrepreneurship, innovation, experience development, marketing, packaging and bundling, and tourism trends).

Examples of roles in industry and community development include:

- Advocating for the tourism industry / visitor economy
- Liaising between tourism operators, community and Council
- Building an active industry network that supports a cohesive, collaborative industry
- Professional development and training for tourism operators
- Networking functions and events
- Local familiarisation tours for operators and community members

(<https://www.tilmagroup.com.au/blogtilma/2021/8/9/how-to-develop-a-sustainable-tourism-destination>)

Tasks

Task 2.1. Read the text and answer the questions :

<https://www.futureoftourism.org/guiding-principles>

A coalition of six non-governmental organizations Future of Tourism Coalition write about guiding principles in tourism destination development

- Whereas tourism done well can benefit destination communities, incentivize protection of nature and history, and enrich the traveling public,
- Whereas irresponsible practices have eroded the value of the true tourism product, the destination,
- Whereas poorly managed tourism, driven by short-term, unguided market forces, has disrupted communities and ecosystems, worn away cultural and historic sites, added to environmental stress, and degraded the travel experience itself,
- Whereas this trend has been aggravated by undue policy emphasis on quantity of tourists over quality of experience and benefits to destination communities,
- Whereas, widespread degradation has persisted despite earnest attempts to counteract the trend by many responsible parties,

We therefore urge worldwide commitment to these principles:

1. See the Whole Picture

Recognize that most tourism by its nature involves the destination as a whole, not only industry businesses, but also its ecosystems, natural resources, cultural assets and traditions, communities, aesthetics, and built infrastructure.

Most tourism is about the place and its people. To varying extents, tourism businesses rely on the character, appeal, and resources of the destination as a whole. Sometimes it may be one particular attractor – wildlife, a beach, a historic district. But more often, it's the interwoven combination of all of these elements that together constitutes a sense of place. That is why we travel.

Planning for the future of tourism requires thinking beyond business success and building a solid, holistic foundation. Securing the future of tourism requires investing in the long-term health and vitality of all of the different elements that comprise the destination as a whole.

Real life example:

1. Recent example from Amsterdam of a destination undertaking some big picture thinking // <https://www.kateraworth.com/wp/wp-content/uploads/2020/04/20200406-AMS-portrait-EN-Single-page-web-420x210mm.pdf>

The questions we should ask to further achieve this principle:

- Where does money from tourism end up?
- What kind of tourists are arriving?

- What are the hidden costs to the local communities and the natural habitats? (See Principle #6.)
- Who makes decisions within that destination and ultimately defines 'success'?

2. Use sustainability standards

Respect the publicly available, internationally approved minimum criteria for sustainable tourism practices maintained by the Global Sustainable Tourism Council (GSTC) for both industry and destinations.

Arrived at by extensive international consultation and cooperation, the GSTC Criteria provide the minimums for protecting destinations and the people who live and work in them. They serve as basic guidelines for destinations and tourism businesses that wish to become more sustainable. The GSTC Criteria indicate what should be done, not how to do it or whether the goal has been achieved. Performance indicators help do that, along with educational materials, tools for implementation, and help from numerous NGOs and private businesses who specialize in sustainability and improved destination stewardship. The GSTC Criteria constitute the basis for sustainability certification, which can help travelers identify sound sustainable tourism destinations.

A real-life example:

Vail, Colorado has been certified as a sustainable destination in adherence with the GSTC Criteria for destinations (by a GSTC-Accredited certifying body, Green Destinations). As part of their strategy to ingrain sustainability at all layers of the destination, Vail developed Actively Green, a business training and certification program that helps local businesses incorporate best practices, such as energy efficiency, reducing waste, and educating guests. // <https://sustainabletravel.org/2018/07/20/vail-what-sustainable-mountain-destination-looks-like/>

3. Collaborate in destination management

Seek to develop all tourism through a collaborative management structure with equal participation by government, the private sector and civil society organizations that represent diversity in communities.

Without holistic management that includes equal participation and representation from the private and public sector in the decision making process, difficulties can easily arise, and have - overtourism, neighborhood disruption, cultural degradation, exclusion, exploitation, and various environmental problems. Well-managed tourism can enrich communities, improve public education, help sustain natural habitats, and revitalize elements of cultural heritage.

A real-life example:

St. Kitts has formed the Sustainable Destination Council, a multi-stakeholder advisory body to the Ministry of Tourism that oversees the sustainable development and management of tourism on the island. // <https://sustainabletravel.org/2017/11/22/st-kitts-sustainable-destination-council/>

The questions we should ask to further achieve this principle

- Who is involved in tourism planning and management decisions? Are individuals and entities both within and outside of the tourism industry engaged? Are minority groups represented and do they have an equal voice?
- Is tourism meeting the needs of residents? If not, why?
- Is there a centralized entity that ensures sustainable tourism efforts are coordinated across government agencies, sectors, community groups, etc.?

4. Choose quality over quantity

Manage tourism development based on quality of visitation, not quantity of visitors, so as to enhance the travel experience while sustaining the character of the destination and benefiting local communities.

Prior to the pandemic, we saw the burden that an influx of tourists can put on any particular destination. These implications include, but are not limited to, degraded environments and cultural sites, usurped resources, overloaded infrastructure and heightened tensions with locals. In tourism, more is not necessarily better. Counting sheer numbers of tourist arrivals can be the crudest, least meaningful, and most dangerous metric—but also the easiest to obtain. Promoting lesser known places and non-peak travel, respecting carrying capacity (including infrastructure, social and environmental limits), and developing tourism in line with community needs, will serve destinations and the businesses that rely on them better.

The questions we should ask to further achieve this principle:

- How many visitors can the destination handle? (Are waste management systems and energy infrastructure sufficient?)
- How are residents and ecosystems impacted by the amount of visitors?)
- What are we doing to manage congestion?
- How are we positioning the destination?
- How is tourism success defined?

5. Demand fair income distribution

Set policies that counter unequal tourism benefits within destination communities that maximize retention of tourism revenues within those communities.

Inappropriately large shares of tourism profits should not leave the destination (known as “leakage”). Nor should all the profits end up in the hands of one business or family to the exclusion of the rest of the community, nor should they bypass any marginalized communities within the destination.

Local residents should have first right of refusal for tourism jobs, with access to capacity training as needed, and real opportunity for upward mobility. Whenever possible, there should be a link from the tourism supply chains to the local communities - for example, incorporating locally-made handicrafts in gift shops, building a circular economy with linkages to the local agricultural sector rather than mass-imports, driving business to social enterprise that through their business structure directly impact the

local people, etc. Tourism revenues should support the destination's environmental and socio-cultural programs whenever possible. A healthy community is the basis for a healthy tourism sector.

The questions we should ask to further achieve this principle:

- Simply, who gets the money?
- Are the vendors you are working with hiring locally and providing local goods?
- Are locals able to advance into higher-level positions?

6. Reduce tourism's burden

Account for all tourism costs in terms of local tax burdens, environmental and social impacts, and objectively verifiable disruption. Ensure investments are linked to optimizing net-positive impacts for communities and the environment.

Sustaining the appeal of a destination starts with ensuring all the "costs" of tourism on a destination are understood and covered. For destinations, that may range from excessive water use and waste generation by tourists, to strains on the food supply chain, to the real-estate market, to residents' patience. Wear and tear on irreplaceable heritage sites must be avoided or counteracted, and growth in crime prevented. Tourism should be a benefit to the local communities, and not displace them from tourism hubs. The care of fragile ecosystems should always be at the heart of management decisions, ensuring tourism infrastructure is additive and not destructive.

The questions we should ask to further achieve this principle:

- Are we measuring tourism's impacts on the destination on an ongoing basis?
- Is tourism benefiting or harming communities, wildlife, resources, heritage sites, etc. What are the most pressing issues?
- What are we doing to address our negative impacts?
- How many visitors can the destination handle? (Are waste management systems and energy infrastructure sufficient? How are residents and ecosystems impacted by the number of visitors?)

7. Redefine economic success

Rather than raw contribution to growth in GDP, favor metrics that specify destination benefits such as small business development, distribution of incomes, and enhancement of sustainable local supply chains.

Determining measures of success requires more finesse than merely counting the tourism transactions that factor into GDP. Also important are added employment, small business development and marketplace competitiveness, and tax benefits or savings that residents can actually see. Objectively, other indicators might include the number of natural resources protected and available for local use, proportion of waste diverted from landfills through composting and/or recycling, percentage of

structures and/or vehicles that operate on renewable energies, additional cultural enrichment, public education, and enhanced community assets.

The right amount of tourism traffic—not too much, not too little—can help support small businesses, museums, and performance venues that could not survive on local patronage alone. To the surprise of some cynics, the trend toward ESG investing – environmental, social, and governance prioritization – has survived and even thrived during the COVID-19 pandemic. Investment in impact organizations in tourist destinations through social enterprise and nonprofit partnerships, benefit the communities and create a positive, and unique, experience for travelers. This creates a multiplier effect that supports the health and desirability of a destination. Sustainable livelihoods, in partnership with local NGOs and grassroots leaders, can and should be developed as part of the tourism supply chain.

Public policy should also steer economic and educational benefits to impoverished and marginalized groups. Respect for human dignity requires that tourism involving minorities be under the control of those same minorities, including a decision to have no tourism at all.

8. Mitigate climate impacts

Strive to follow accepted scientific consensus on needed reductions in greenhouse gas emissions. Invest in green infrastructure and a fast reduction in transport emissions involved in tourism - air, sea, and ground.

The climate emergency is the greatest risk to the future of our planet. Climate change is increasingly unpredictable, extreme weather. Climate events such hurricanes, drought and sea level rise are obvious physical stressors for communities with economies based on tourism. Perhaps less obvious, these events are leading to population displacement worldwide. Reductions in land productivity, habitability and in food and water security, have impacts on demographic, economic, and social factors that increase forced migration, causing higher risk for the spread of disease.

Policies to lessen the global impact should favor green infrastructure, construction, and retrofitting for lodging and businesses, as well as abandonment of such carbon-spewing practices as excessive air conditioning, heating, and lighting. Landscaping with native plants, habitat restoration, and climate friendly agricultural practices can also help.

For travel and tourism, mitigating climate impacts is a matter of balance. Lessening frivolous flying, investing in a balanced carbon offset program, making sure that when you do take a flight, you make it count - e.g. taking fewer, longer holidays.

Building sustainability practices into destination management builds resiliency and can help to withstand pandemics, economic crisis, terrorism, and other crises. See Principle #11. Investment must be made to mitigate climate impacts on tourism assets - from polar bear tours in a warming Arctic, to island chains in the Caribbean and Pacific ravaged by increasingly stronger storms, to indigenous communities affected by drought, and food and water insecurity.

Importantly, tourism is also an opportunity for public education around climate change, especially how it manifests itself locally and the consequences that flow from it. Visitors to tropical beach resorts, for instance, should go home with a better idea of climate impacts on coral reefs and on our marine food chain, as well as consequences of sea-level rise. This is best done through the impact of tourism, rather than unrequested lecturing.

The questions we should ask to further achieve this principle:

- What is contributing to the carbon footprint of our operations? Are we measuring it?
- How can we reduce our reliance on fossil fuels?
- How can we better prepare for climate change impacts and build community resilience?
- Are we offsetting the emissions that we can't reduce?
- Are we raising climate awareness among tourists and local communities?
- Are we fostering clean energy innovation?

9. Close the loop on resources

When post-pandemic safety allows, turn away from the use of disposable plastics by tourism businesses, and transition to circular resource use.

Tourism should lead other sectors towards a circular economy. Pollution and waste are damaging to the environment, and deplete resources such as land, water, food, and energy which are often already scarce (e.g. Islands), and there may be limited or no infrastructure for recycling and waste management.

The questions we should ask to further achieve this principle:

- What is contributing to the carbon footprint of our operations? Are we measuring it?
- How can we reduce our reliance on fossil fuels?
- How can we better prepare for climate change impacts and build community resilience?
- Are we offsetting the emissions that we can't reduce?
- Are we raising climate awareness among tourists and local communities?
- Are we fostering clean energy innovation?

10. Contain tourism's land use

Limit high-occupancy resort tourism to concentrated areas. Discourage resort sprawl from taking over coasts, islands, and mountain areas, so as to retain geographical character, a diverse economy, local access, and critical ecosystems.

Tourism-related sprawl and its accompanying environmental impacts including increased traffic, scenic degradation, barriers to local residents, and loss of character is a major hazard of resort regions. Those impacts endanger all the elements that create a distinctive sense of place – a destination's unique selling point.

In all cases, tourism development should respect cultural landscapes and protect natural habitats that provide the locale's characteristic scenery and unique ecosystems. Local stakeholders should be consulted to ensure that the development of new tourism facilities and assets take community desires and rights into consideration. Maintaining historic sites, structures, and architecture allows us to tell the unique story of a destination, its greatest tourism asset.

The questions we should ask to further achieve this principle:

- Does development compliment a sense of place?

11. Diversify source markets

In addition to international visitation, encourage robust domestic tourism, which may be more resilient in the face of crises and raise citizens' perceived value of their own natural and cultural heritage.

International travelers may spend more on average than domestic, but domestic travelers are more likely to be the first to begin traveling again after a crisis or catastrophe. What's more, they can vote on public support for tourism-worthy historic and natural sites.

Some commonly under-represented tourism segments have hidden value. Self-catering visitors (those staying in a holiday cottage, house, campground, etc.) may spend more with local merchants for groceries and supplies than guests in hotels with pre-established supply chains that may or may not be local. Backpacker tourists may spend less per day than an affluent resort tourist, but they often stay longer and spend more with local businesses. Most important, young travelers within these segments are an investment in the future. Travel memories etched in youth create the appetite for return visits later in life, with their families and their own incomes.

12. Protect sense of place

Encourage tourism policies and business practices that protect and benefit natural, scenic, and cultural assets. Retain and enhance destination identity and distinctiveness. Diversity of place is the reason for travel.

This is an overriding guiding principle, one by which all activities can be measured. Sense of place manifests itself in numerous ways and places, destinations, are not just businesses. They are total experiences that can inspire deep attachment. In this sense, protecting the various aspects and assets of a place are akin to protecting home and family, or for visitors, ensuring the safety of cherished memories. Either way, the locale should inspire that greatest of compliments, "I love this place!"

Supporting local businesses who are preserving a sense of place is key to this - artists, guides, farmers, fishermen, chefs, and activists. Work with the grassroots organizations who know their community best and keep more money in the community to preserve local traditions and businesses and the local way of life.

The questions we should ask to further achieve this principle:

- As an organization/company, are we sustaining or enhancing the character of the place?
- When you enter a town or walk down a street, does the architecture suggest what region you are in? Does the landscape? If you enter a hotel lobby or disembark at an airport terminal, can you tell where you are? Does your restaurant menu have regional dishes and/or drinks? What music is playing in public spaces?

13. Operate business responsibly

Incentivize and reward tourism businesses and associated enterprises that support these principles through their actions and develop strong local supply chains that allow for higher quality products and experiences.

Several ways exist to systemize responsibility throughout a destination, even an entire country. There is a range of ways that this can be influenced - both at the destination level and among individual businesses.

At its simplest, a business can post its practices and values online and invite public feedback, which is important to avoid greenwashing. Beyond this, tourism businesses have the ability to influence other actors in the tourism value chain. A single tourism business may have hundreds of different suppliers - for example, a tour operator may partner with numerous hotels, restaurants, attractions, and transportation providers. By prioritizing eco-conscious and local suppliers, travel companies can facilitate the uptake of sustainable practices even beyond their own doors.

From the government side, tax incentives, regulations/policies, training programs, and business certification schemes can help. DMOs can showcase sustainable businesses in their marketing, diversifying their product offerings and attracting the responsible tourist.

Other study resources

What can you see for this topic:

- 1) How to develop community-based tourism (7 tips) // <https://www.youtube.com/watch?v=YiOzuM79keQ>
- 2) Stakeholders in tourism | Who are the people involved in the tourism industry? // <https://www.youtube.com/watch?v=SssWSpnu1ec>
- 3) TOURISM & TRAVELLING, 1. Stakeholders in tourism // https://www.youtube.com/watch?v=_3tixlZVvw4
- 4) Tourism's Invisible Burden // https://www.youtube.com/watch?v=ON_wVykiVLO

What can you read for this topic:

- GSTC Industry Criteria (for accommodations and tour operators) // <https://www.gstcouncil.org/gstc-criteria/gstc-industry-criteria/>

Chapter 4 - Tourism destination infrastructure and competitiveness development

The aim of studying the topic: To enhance understanding of:

- Destination competitiveness
- The role of the tourism infrastructure in destination development
- Destination tourist resources and attractions
- Tourism potential and destination development

Keywords

Infrastructure, destination tourism potential, destination tourism resources, competition, competitiveness, attraction

Sub-chapters with content

4.1. Defining of tourist resources. Primary and secondary tourist resources

4.2. Tourism potential. Tourism potential assessment

4.3. Tourism destination infrastructure. Competitiveness development

Control questions

What is the difference between primary and secondary tourist resources?

How can the destination develop the tourist resources?

What is the tourism potential?

What are the components of tourism infrastructure?

4.1. Defining of tourist resources. Primary and secondary tourist resources

The term tourism resources describes natural and man-made attractions, infrastructure, services, and the conditions that attract tourists to an area and may contribute to the formulation of a tourism destination. As a term, it is closely related to the different models (e.g., massive, alternative) of tourism development and to the planning procedures for tourism resorts. The basic characteristics of the mass tourism model are vast, standardized, and fully organized facilities, constituting an infrastructure that is developed especially for large groups of tourists. This development model has uncontrolled impacts on the environment, society, culture, and economy of the tourist regions. The alternative tourism model is based on balanced infrastructure planning and is addressed to tourists with special interests. (<https://sk.sagepub.com/reference/the-sage-international-encyclopedia-of-travel-and-tourism/i11276.xml>)

Defining primary and secondary tourist resources

Primary tourist resources are those that exist, or originally existed, for non-tourist purposes. They were created for another purpose. Typical examples include the natural landscape (e.g. mountains, rainforests, coral reefs), religious buildings (such as mosques and temples), and defensive sites (castles, city walls).

Secondary tourist resources are those that were deliberately built to satisfy the needs of tourists. Examples include hotels, restaurants, and theme parks.

If the main attraction is a primary resource then secondary resources such as hotel accommodation and transport infrastructure will be required for the growth of tourism in a location.

Tourist resources in urban areas

Primary tourist resources in urban areas are often focused in the Central Business District (CBD). The CBD is usually the oldest part of the city and is surrounded by newer areas of housing. Since most CBDs were

built before the modern age of tourism, many attractions were built to satisfy local needs. Examples include cathedrals, bridges, libraries, museums, restaurants, defensive sites such as castles, and parks. These were later adopted as tourist attractions.

Secondary tourist resources in urban areas are often deliberately more spaced throughout the urban area. This is because they were built more recently and with tourists in mind. City planners often try to spread tourism out around the city, rather than allow it to focus on just one location. The CBD may still have a significant number of secondary resources such as hotels, tourist restaurants and guided bus tours. Other secondary tourist resources may be found in other areas including on the rural-urban fringe (the edge of the city), such as adventure theme parks, country park hotels and more modern museums.

Tourist resources in rural areas

In rural areas it's common to find the entire natural landscape is the primary tourist resource, even if it is heavily modified by humans through farming, mining, forestry and settlement. There are also human-built primary tourist resources such as castles, stately homes, ancient ruins ,

Secondary tourist facilities in rural areas generally form into three types:

- Facilities that require very large areas of land, such as Disney-style theme parks or long distance footpaths
- Those that are built around primary tourist resources and help to manage the demands made by the number of tourists, such as cafes, souvenir shops, car parks and hotels

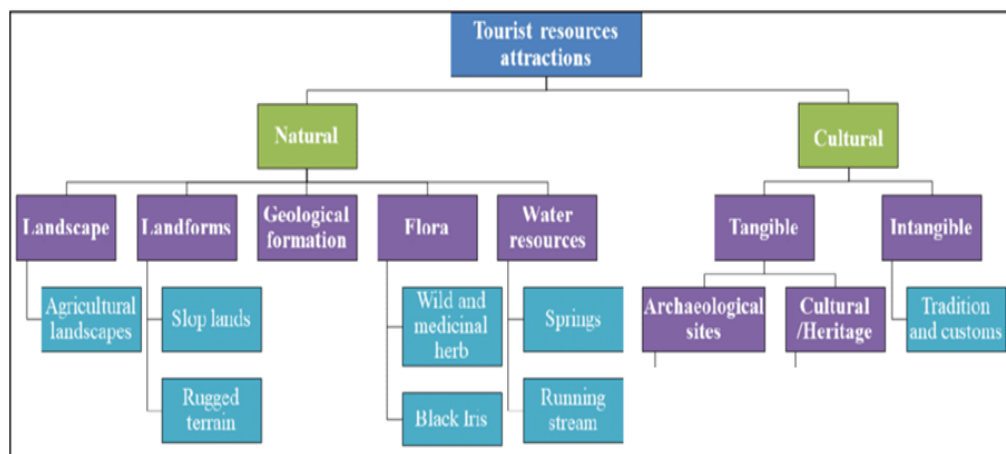


Fig. 4.1. Tourist resources attractions

4.2. Tourism potential. Tourism potential assessment

Tourism potential is a general definition, that includes several determinants, that define a tourism attractiveness of the territory.

Tourism potential is a set of neasures and facilities for the tourism dvelopment is the region, in other words, territory tourism potential is a set of the natural, anthropogenic and material resources and conditions necessary for a destination management.

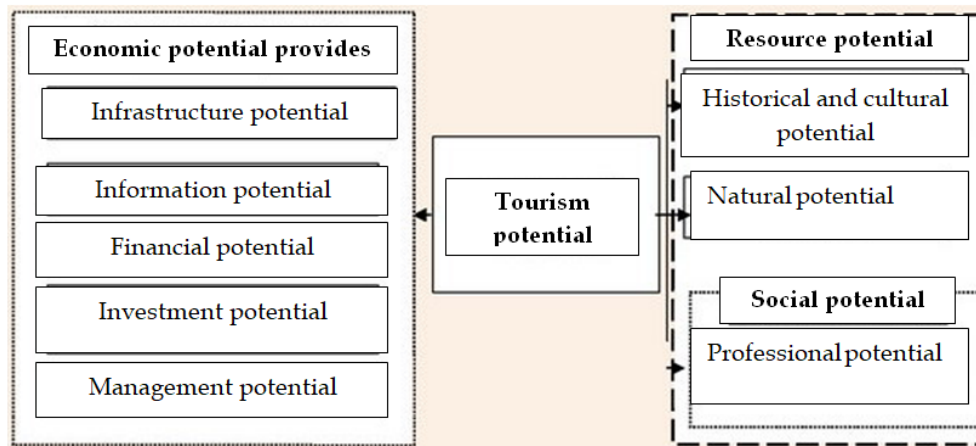


Fig. 4.2. Tourism potential

Tourism Industry is one of the fast-growing industry in the 21st century. Tourism infrastructure is the key element of tourism development. Tourism industry's contribution to the GDP is also impressive (annual growth rate around 10.35%).

Visits by a tourist create additional development of the place such as parks, gardens, and museums. Additional facilities include roads, water systems, public toilets, signage, etc. Because all of these infrastructure developments are important for the tourism sector. While there are many programs organized by Government at the top level it is the governance by the local government that supports the system uniform.

Every development with regard to a place is dependent on the need of the visitors. Visitors use a variety of facilities depending upon the priority. By proper analysis of the opportunities plan, necessary facilities that need to be implemented can be identified. Facilities generally include,

- Transportation Facilities
- Healthcare Facilities
- Water Management Facilities
- Waste Management Facilities
- Recreational Facilities

Accessibility to the above facilities is the important thing in creating an impression among tourists. The satisfaction of the tour program is measured by these facilities.

The population of a place and the tourists visiting that place can have a significant effect on infrastructure development (Tourism development). Foreseeing the demand that may occur during seasons is crucial in determining how much money should be invested in developing the destination.

The development of a place for tourism can also help in boosting the economy of the locality. Even though this kind of development is not noticed easily the factor of contribution by tourism sector on the economy is higher.

Assessment of tourism potential

Tourism assessment program is a self-assessment. A business receiving a notice to file the Tourism Assessment Form has been identified as a potentially assessable business falling into one of the travel and tourism industry.

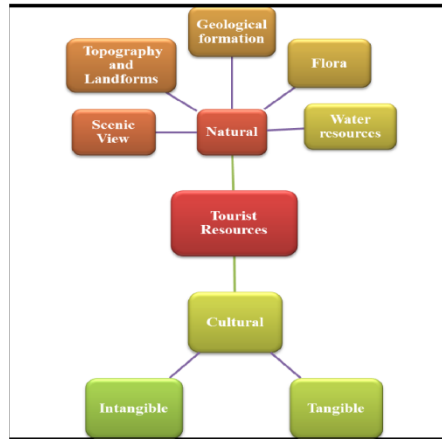


Fig.4.3. Tourism Potential Evaluation

Tourism impact assessment and its importance: It forces planners and developers to forces what could possibly go wrong and take precautions to prevent such unfortunate consequences from happening. Planners and developers would be able to identify actions could prevent or mitigate the impacts.

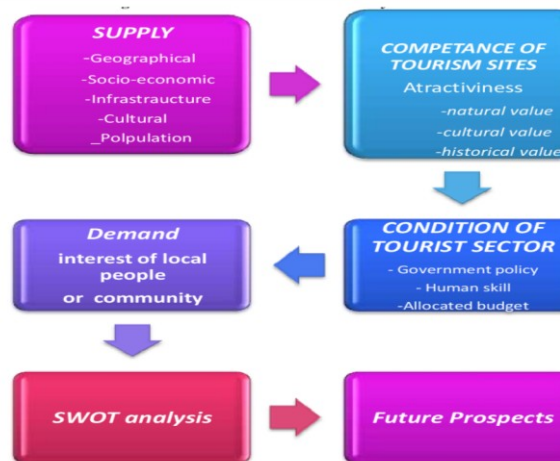
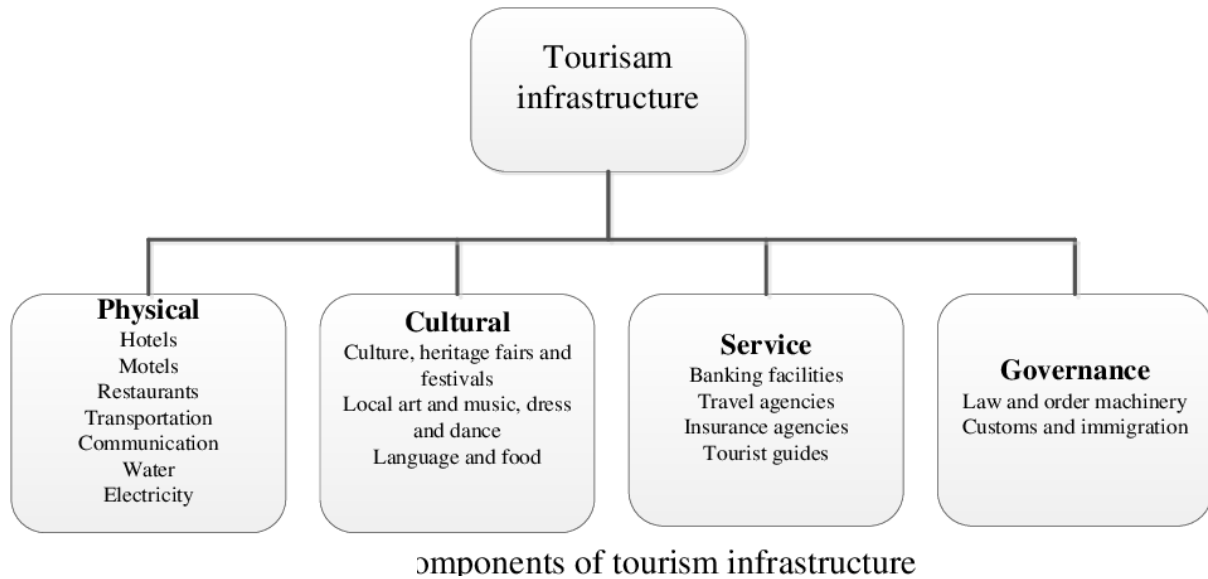


Fig. 4.4. Potential analysis of tourism

4.3. Tourism destination infrastructure. Competitiveness development

Tourist Infrastructure - facilities and services necessary to develop tourist reception area (accommodation, catering, transport, information, museums and tourist attractions).



Based on American Public Works Association infrastructure is defined as physical facilities developed or needed by agents of the public for the functions the crown in water supply, electric power, the waste disposal, transportation and services similar to facilitate the purpose of economic and social. While in other definition infrastructure is a physical system that provides transportation, irrigation, drainage, the buildings public buildings and facilities another required to meet the needs of basic human in scope social and economic. In other words infrastructure is physical assets designed in the system so providing important public services.

(International Journal of Advanced Science and Technology Vol.130 (2019) 120 Copyright ©2019 NADIA b.)

Visitor servicing and infrastructure

Visitor servicing refers to ensuring visitors have a quality experience during every point of contact with the destination, from researching their holiday through to after their visit.

The aim of delivering successful visitor services is to increase visitors' length of stay or spend in a region. It requires understanding what visitors want and need and providing appropriate information and resources that encourage and support their experience.

On their travel journey, travellers consume information in a number of ways. Visitor information centres are only one of many information touchpoints. Travellers access social media, peer review sites, online travel agents, destination websites, and mobile apps for information when they want it. Visitors research different topics and types of information at the different stages of their journey. Information should be filtered and provided when needed rather than all at once.

Beyond the bricks and mortar of a visitor information centre, everyone in the region has a role to play in providing quality visitor services, including businesses such as petrol stations and supermarkets.

Examples of roles in visitor services include:

- Sell the region, to increase length of stay and spend
- Manage visitor information centres

- Develop and distribute information and resources to visitors
- Train, develop and support volunteers and staff
- Gather visitor statistics and data to share with industry
- Lead local community pride programs
- Host product familiarisation tours
- Manage the online visitor services e.g. enquires, social media reviews, email

(<https://www.tilmagroup.com.au/blogtilma/2021/8/9/how-to-develop-a-sustainable-tourism-destination>)

Investment in tourism infrastructure includes investment in components such as transport and communications infrastructure, the hotel and restaurant industry, and recreation facilities... Investment in tourism infrastructure development to make destinations and services increasingly attractive is considered a key measure in developing a country's tourist destinations. It has a strong and positive impact on visitor attraction.

Destination Competitiveness

1. The ability of a destination to increase visitor arrivals and tourist spending by providing them with satisfying, memorable experiences and doing it in a profitable and sustainable manner which will lead to the well-being of the destination residents and preserve the natural environment or future generations.
2. The rules of competitiveness applied to destinations, which could be countries, regions and cities. The existence of different sectors, users and development strategies is visible.
3. Ability of a destination to compete effectively and profitably in the marketplace.

(<https://www.igi-global.com/dictionary/destination-competitiveness/69190>)

A classical definition of destination competitiveness is understood on the basis of "its ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the wellbeing of destination residents and preserving the natural capital of the destination for future generations" (Ritchie and Crouch 2003: 2).

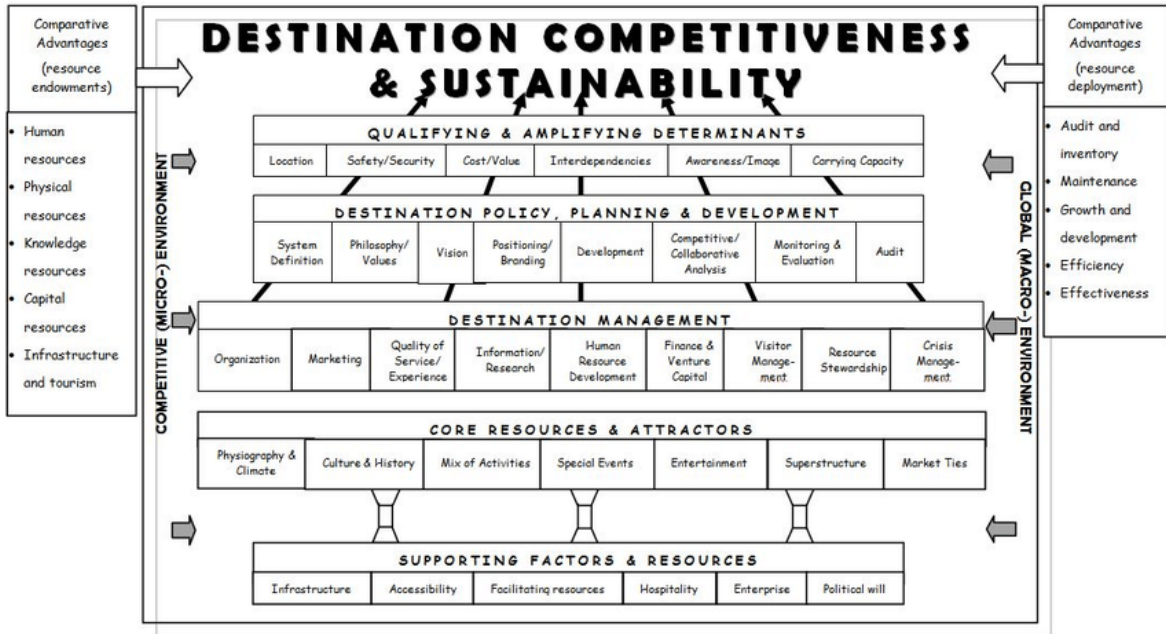


Fig. 4.6. Destination competitiveness and sustainability (Source: Adapted from Crouch & Ritchie (1999))

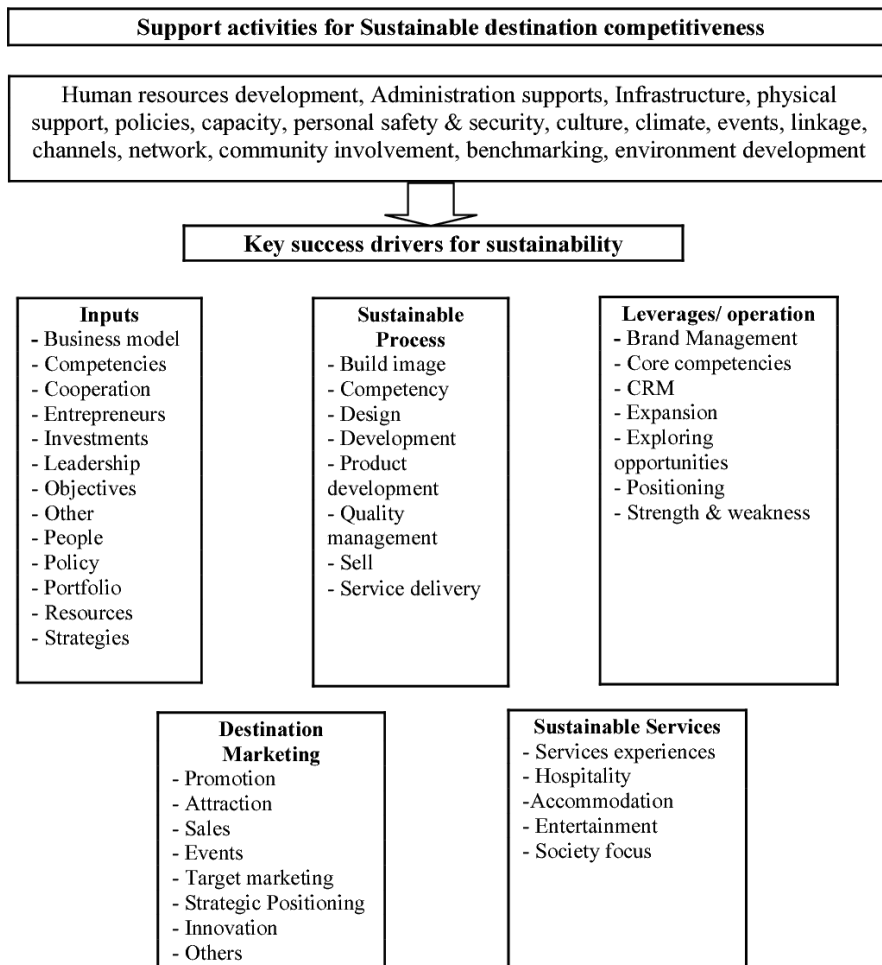


Fig. 4.7. Model for sustainability destination competitiveness

Tasks

Task 4.1. See Fig. 4.1. and describe tourist resources in your destination.

Natural resources

Cultural resources

Task 4.2. I **Destination with**

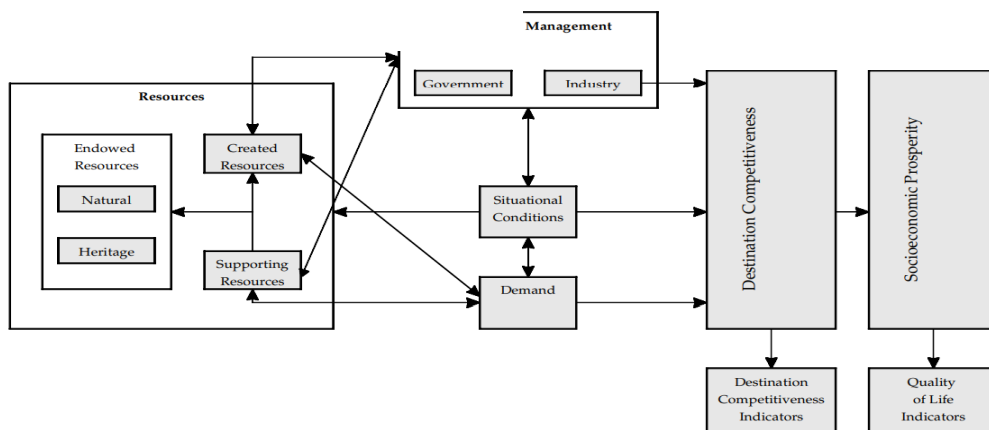


Fig.4.8. The main elements of destination competitiveness

Other study resources

What can you see for this topic:

- 1) TOURISM NATURAL RESOURCES // https://www.youtube.com/watch?v=hhoJ_AjIsuw
- 2) Introduction to Destination Marketing 3: Destination Competitiveness // <https://www.youtube.com/watch?v=WCbJKtVMGo>
- 3) Destination Attractiveness And Competitiveness // <https://www.youtube.com/watch?v=x-T43Jlgyk8>

What can you read for this topic:

- Dwyer L., Kim Ch. Destination Competitiveness: Determinants and Indicators // <https://www.tandfonline.com/doi/abs/10.1080/13683500308667962>
- Assessment of Tourism Potential. Destination Development & Management. Unit -2 // <https://gacbe.ac.in/pdf/ematerial/18MTT31C-U2.pdf>

Chapter 5 - Tourism Product development

The aim of studying the topic: To enhance understanding of:

- the role and importance of destination product,
- the principles of destination product development
- life cycle of product

Keywords

Destintion product, life cycle, destination product development, product development model, new product, experiebce design

Sub-chapters with content

5.1. Definintion and components of destination product. Destination product life cycle

Morrison A. M. (2019) P.160-163; 165

5.2. Classification / types of destination products. Principles of destination product development.

Morrison A. M. (2019) P. 163 - 165

5.3. New product creation. Product development strategy models. Experience development

Morrison A. M. (2019) P. 177 - 182

Control questions

The destination product has seberal components. What are these components?

What is Destination life cycle?

What is experience design of well-crafteddvvisitor experience?

5.1. Definition and components of destination product. Destination product life cycle

Destination product is primary factor, why tourists visit the destination, for example ski resort. Facilitating destination products there are transport and lodging. Supporting destination products are supermarkets and restaurants and augmented destination product could be an old town.

Despite products' being the central feature of the industry, much confusion washes over the concept. Products like attractions are often confused with the activity and with services, but a product is more than these. A useful definition comes from the Honduran Institute of Tourism, slightly modified by the Public Use Planning effort. Though each industry defines product components according to its own realities, tourism can be thought of as six components aligned in logical sequence.

Attraction. All tourism products begin with an attraction, without which no further discussion is needed.

Access. An attraction must have access or else no further discussion is needed. Do note, however, that most often access refers to visitor capacity to arrive. Sometimes access means the opposite. Sometimes an attraction is attractive because it is difficult to get to, such as wilderness areas and for adventure activities. Either way, access is essential to the exploitation of the attraction.

Activity. Every visitor experiences an attraction, but how they experience depends on the activity they select (see "Experience" below). A person can experience Mount Everest vicariously through the Internet or from the porch of a cushy mountain lodge. They could also experience it by scaling the mountain to its death-defying icy peak. Thus it is erroneous to say that Mount Everest offers a particular kind of experience; it may be short-hand for mountaineering, but experience depends on the activity.

Services. To realize an activity requires services. Services are all those functions that a visitor might or might not be able to do for him or herself but in all cases chooses someone else to do it for them. Services include actually allowing the activity to take place (such as access granted by a national park), the security of park guards and wilderness responders, the food, the housing, the transportation, the communication, the provision of souvenirs, etc. If an activity requires no services (such as using the backyard of one's own home), then we are not talking about a tourism product.

Qualified personnel. Service provision, in turn, requires that someone qualified provide that service, whether a guide, chef, driver, transportation company, national park staff, police, or street juggler. Even if that someone is an automated robot, it still requires someone (and someone also to service the robot, of course).

Promotion. Despite the best of tourism product designs, if no one knows the product exists, then all is for naught. A tourism product must also include promotions, even if that is "only" word-of-mouth.

https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf

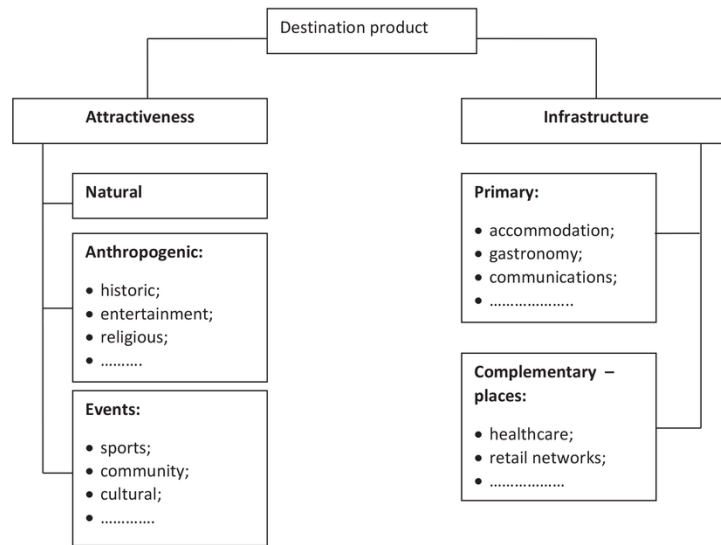


Fig.5.1. Tourist destination product

(https://www.researchgate.net/figure/Tourist-destination-product_fig1_324608106)

According to Butler (1980), under **destination life cycle**, an area undergo an evolutionary cycle of six stages. These stages are exploration, involvement, development, consolidation, stagnation and decline. Mostly all tourists' destinations passes through all these mentioned stages.

Butler proposed that most tourist resorts go through a six stage model and he called this the tourism life cycle model.

It states that most tourist resorts start on a very small scale and get bigger and bigger until stagnation occurs. Within the 6 stages the following happens:

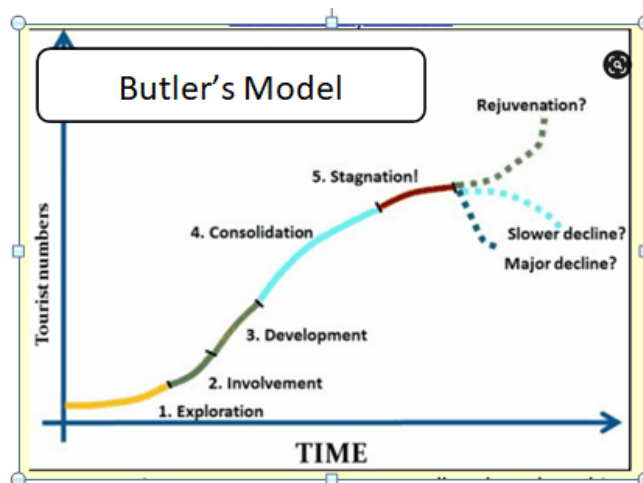


Fig. 5.2. Butler's model of destination life cycle

1) **Exploration** - a few hardy and adventurous people looking for something different in a holiday find a place that is special in terms of its culture, natural beauty, history or landscape. There may be no tourist services available and local people will not be involved in tourist money making activities.

2) **Involvement** - local people start to notice that there are increasing numbers of people coming to their local area. They start businesses to provide accommodation, food, guides, and transport.

3) **Development** - Big companies start to see the emerging potential of the area as a tourist resort and therefore start to invest money in the region. They build large hotel complexes and sell package holidays (a package might include travel, accommodation, food and excursions). This makes the numbers of tourists swell dramatically and massively expands the number of job opportunities for people in the local region, in both tourist related jobs and in construction and services.

4) **Consolidation** - The local economy is probably dominated by tourism at this stage, and many local people will make their money from this type of industry. However, this can remove people from other industries such as farming and fishing and these industries can suffer as a result. There will be continued building and expansion of the resort BUT some of the older buildings will start to become unattractive and a lower quality client base might result.

5) **Stagnation** - competition from other resorts, rowdiness and a loss of the original features (e.g. if it had a great beach but that is now crowded and full of rubbish) can cause the resort to stop growing. The number of people going levels off then starts to decline, threatening local businesses and services.

6) **Decline or rejuvenation** - From the stagnation point onwards there are 2 basic possibilities: Decline in various forms or rejuvenation (regrowth of the resort) Decline can be slow or rapid, and regular visitors are replaced by people seeking a cheap break or day trippers. Rejuvenation involves a cash injection from either a private company or the government, to create a new attraction within the original resort to boost its popularity.

(<https://www.coolgeography.co.uk/GCSE/AQA/Tourism/Life%20cycle%20model/Tourism%20Model.htm>)

5.2. Classification / types of destination products. Principles of destination product development.

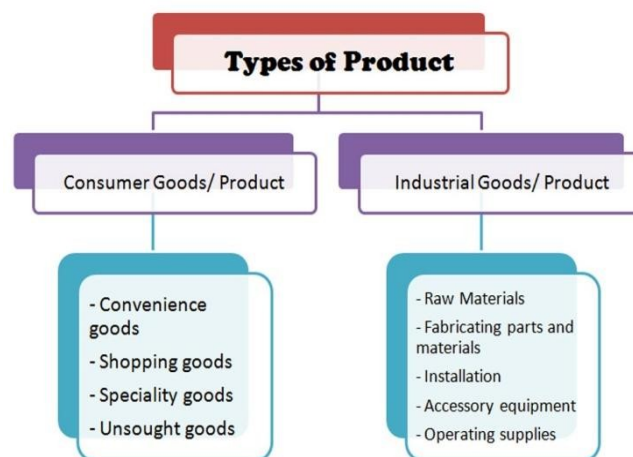


Fig.5.3. Types of tourism

The tourism industry as a whole survives because of various tourism products and services. Tourism industry is flexible. The products of tourism cannot be easily standardized as they are created for the customers of varied interests and demands. As the tourism products are mainly the tourists' experience, they can be stored only in the tourists' memories.

Types of Tourism Products

Following figure describes the classification of Tourism Product:

- Natural Tourism Product
- Man-Made Tourism Product
- Symbiotic Tourism Product
- Event Based Tourism
- Site Based Tourism Product

Natural Tourism Product

These are the products connected to the natural environment. Natural environment that constitutes natural resources which is related to area, climate and its settings, and the landscapes. These natural resources are the most important elements in a destination's attraction. Such as countryside, climate, natural beauty, water, flora and fauna, wildlife, beaches, deserts, islands or any scenic attraction.

Man-Made Tourism Product

Something which is not natural, found in the destinations to attract the tourists. These are man-made creations. As per the tourism point of view they are made for pleasure, leisure or business. Man-made tourism products are further divided into three subtypes:

1. **Cultural** aspects include those man-made products which depict the culture of the people, civilization and are related to history. Such as
 - a. Sites and areas of archaeological interest
 - b. Historical buildings and monuments
 - c. Places of historical significance | museums and art galleries
 - d. Political and educational institutions
 - e. Religious institutions
2. **Traditional** aspects are related to traditions. Basically, it reflects the activities, beliefs and life of people of any particular region. Such as
 - a. Fairs and festivals
 - b. Arts and handicrafts
 - c. Dance
 - d. Music
 - e. Folklore | native life and customs
3. **Entertaining** aspects are those which provides some amusements, thrills or enjoyable feel to the tourists. These include:
 - a. Amusement and recreation parks
 - b. Sporting events
 - c. Zoos and oceanariums
 - d. Cinemas and theatres
 - e. Night life / cuisines

Symbiotic Tourism Product

This type of tourism product do not fall in any particular category because they are a blend of nature and man but the core attraction is nature. These are the natural resource that has been converted into a tourism product by maintaining and managing them. In other words man has taken initiative to preserve the natural aspects of earth and also managed in a way to provide best possible services to the tourists who come for the visit, for example, accommodation, parking facilities, etc. Some examples are National Park or Wildlife Sanctuaries, Flower Festival, Marine Park, Aero and Water Sports, Botanical Garden etc.

Event Based Tourism

Product Here event is the main source of attraction. Tourist comes to observe and participate in the events. Events are temporary in nature and are often mounted in order to increase the number of tourists to a particular destination. Some events are for a short time scale while other last for longer days. Sometimes events are mounted in those places where the tourist's eye usually don't reach such as unusual exhibitions.

Site Based Tourism Product

It is a particular site or a place, permanent in nature which is the main source of attraction for the tourists.

<https://www.overstaytonight.com/tourism-product/>

5.3. New product creation. Product development strategy models. Experience development

The creation of a tourism product is a complex process. The following table shows the steps of creating tourism product –

Table 5.1. - Steps of creating tourism product

Primary Inputs (Resources)	Intermediate Inputs (Tourism Facilities)	Intermediate Output (Tourism Services)	Final Output (Tourist experiences)
Human resource	Accommodations	Vehicle parking service	Social contacts
Material	Transport terminals	Tour guide service	Business contacts
Equipment	Vehicles/Ships/ Boats/Airbuses/ Ferries.	Hospitality at serviced accommodations/ hotels/ restaurants.	Satisfaction/Memories
Fuel/Energy	Restaurants/Food Joints	Cultural performances	Recreation
Agricultural product	Convention/ Shopping Centers.	Festivals/Events	Education
Capital	Museums		Relaxation

The product creation process starts with **primary inputs** such as resources, raw materials, other materials for construction, energy, and fuel. This could also include the agricultural products required to prepare food for the tourists.

The primary inputs are then processed further through manufacturing or construction into **intermediate (or processed) inputs**. The intermediate inputs are nothing but the tourism facilities such as gardens, parks, museums, art galleries, shopping centers, convention centers, accommodations, restaurants, and gift or souvenir shops. They facilitate and support the tourism.

The intermediate inputs are further refined through expert management, workforce, and technical services, and packaging into **intermediate outputs**. The intermediate outputs are nothing but the services associated with tourism industry.

For example, the intermediate input such as a hotel room remains just as a commodity unless it is occupied by the tourist and turns into a part of a tourism product by incorporating the occupant's experience. Similarly, the food at restaurants needs to be cooked and presented by the staff at any restaurant and needs to be ordered and consumed by the tourists.

The **final outputs** are nothing but the personal experience the tourist takes from availing services and by carrying out various tourism-related activities. The tourists utilize the intermediate outputs (or services) to generate intangible but a high value experience such as satisfaction, recreation, and completion of a business related task or maintaining a contact of friends or relatives.

Steps of Tourism Product Development

The following general steps are taken for tourism product development:

Research the Market

At this step, the tourism marketing force conducts research on the current market to identify the opportunities. It includes economy, study of various market segments and their varied requirements, past market data, and current market and tourism trends.

Match the Product with Market

By assessing the market segments and conditions for tourism, different packages are created for various market segments such that they can satisfy the requirement of each segment of individuals.

Assess the Destination

Since destinations form the basis of product development, the product development force visits the prospective tourism destination to assess its tourism potential and its ability to accommodate and serve the tourists, features of the destination, and its shortcomings. It is assessed to judge if the destination is fulfilling the requirement of Accommodation, Attractions, Activities, or Amenities. It is also checked for the ease of Accessibility.

Understand the Stakeholder Role

Tourism product development is the result of collaborative efforts of various stakeholders. It involves identifying all the stakeholders in private and public sectors, DMOs, Tourism and allied businesses, and their respective roles in creating or developing a part of a tourism product. The stakeholder meetings are

conducted for creating a project plan. The project goals are set to realize long-term vision, medium-term action plans, and short-term progress assessments.

Product Building

At this step, the product is actually built using required resources and consultations of the expertise to create intermediate inputs (facilities and amenities) and intermediate outputs (services). It encompasses not only development of destination infrastructure but also support for special activities and experiences.

Marketing & Promotion

The functional and emotional benefits of the tourism at the tourist destination are communicated to the market. The marketing people create brochures, place advertisements on the business portals, and contact media to promote the destination and the product on the television and radio. They also use various other marketing techniques to increase the product visibility.

Providing Human and Technical Resource

It includes providing skilled staff and contemporary technology to cater the needs of tourists efficiently, to handle all tourism related operations at the destination effectively, and to communicate with the staff easily.

(https://www.tutorialspoint.com/tourism_management/tourism_management_phases_of_product_development.htm)

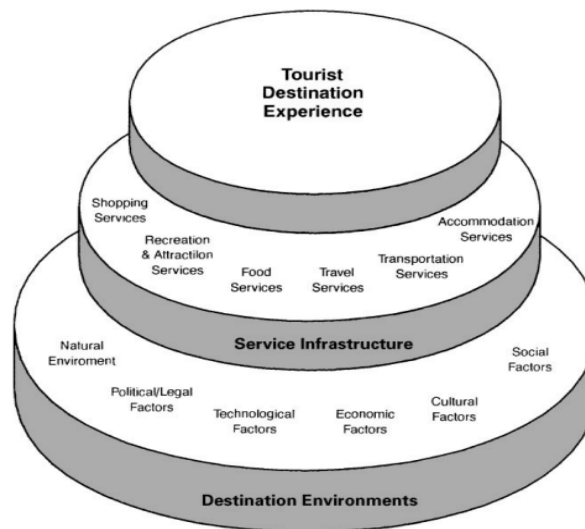


Fig.5.4. A conceptual model of the destination product

Product and experience development and events

To increase visitor spend, a region must have attractive, quality, authentically-local products and experiences that visitors can spend money on. It is important to ensure that the product and experience offering in a region is satisfying the needs and wants of the visitors (or potential visitors). Without this, destination marketing will be ineffective.

Examples of roles in product and experience development include:

- Experience development – e.g. bundling similar experiences (such as a winery trail)
- Encourage private investment and development
- Support events and festivals
- Identify product gaps for target markets
- Packaging and partnerships
- Cross border opportunities for drives and trails
- Development applications
-

Tasks**Task 5.1. Read the text and describe your destination with this categories.**

Morisson A.M. (2019) describes different models of destination product development. In Destination product function model is a detailed description of six categories:

- **Flagship products**
Core attractions or draws of destination
Influence image of destination
- **Hub**
Central and strategic locations
“Jumping-off” points
- **Cluster**
Themed groupings of attractions
Grouping create “critical mass”
- **Circuit**
Linked attractions in a circular or trail configuration
Visitors circulate from point to point
- **Event or festival**
Portray local culture and other destination aspects
Helpful in extending products and seasons
- **Support**
Demand is derived from attractions and events
Accommodation properties, food and dining, entertainment, shopping

Other study resources**What can you see for this topic:**

- 1) Destination Development: Product // <https://www.youtube.com/watch?v=d0R-YkJhivc>
- 2) Butler's Tourism Area Lifecycle Model Made SIMPLE // https://www.youtube.com/watch?v=ce_U7xGkVtk
- 3) Destination and Product Development featuring Elke Dens // <https://www.youtube.com/watch?v=L3uDL85vA7k>

What can you read for this topic:

- Tourist destination – elements and life cycle // <https://egyankosh.ac.in/bitstream/123456789/67182/3/Unit-8.pdf>
- Product development // <https://www.unwto.org/tourism-development-products>
- Peter Murphy, Mark P. Pritchard, J. Brock Smith L (2000) The destination product and its impact on traveller perceptions // https://www.researchgate.net/publication/263218150_The_destination_product_and_its_impact_on_traveller_perceptions

Chapter 6 – Importance and benefits of destination branding and image

The aim of studying the topic: To enhance understanding of:

- the role and importance of destination brands,
- brand identity,
- consumer-based brand equity.

Keywords

Brand, brand identity, brand equity, brand essence, branding, image, positioning, slogan

Sub-chapters with content

6.1. Brand definition. The importance of brand. Positioning – image – branding approach (PIB) as interconnected concepts. Discussion about the relationship among destination positioning, image and branding

Pike S. (2008) P. 218; Morrison A. M. (2019) P. 374-380

6.2. Brand community. Characteristics of a good destination brand. Classic concepts of branding. Brand promise concept. Components of destination image

Pike S. (2008) P. 199; Morrison A. M. (2019) P. 373-407

6.3. Steps in destination branding. Critical success factors. Destination brand identity development. Experience concept

Pike S. (2008) P. 199; Morrison A. M. (2019) P. 389 - 402

Control questions

1. *How are positioning, image and branding interrelated, and in what ways do they impact each other?*
2. *Why is destination branding important?*
3. *What is experience concept in tourism?*

6.1. Brand definition. The importance of brand. Positioning – image –branding approach (PIB) as interconnected concepts. Discussion about the relationship among destination positioning, image and branding

A **brand** is a name given to a product and/or service such that it takes on an identity by itself.

Destination branding

The **image** of a country is its most valuable asset, that it is tremendously important, that it is possibly the most significant determinant of its ability to trade profitably and effectively and happily in the global community and yet at the same time that image is a thing over which it has virtually no direct control or even indirect influence. (Anholt, 2010) Branding was initially used to differentiate products and add value to companies, but since tourism boomed and it became accessible to everyone, destinations started competing against each other to attract more tourists and to increase its revenue. The essence of destination branding is based on its personality, made of all the intangible elements that give a place a character, also on the fixed environments (like the architecture, geography...) as well as the services and entertainment provided in the destination and the culture, which includes language, music, food and many others. Ritchie et al. (1998) provided the following definition of a destination brand: A name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience.

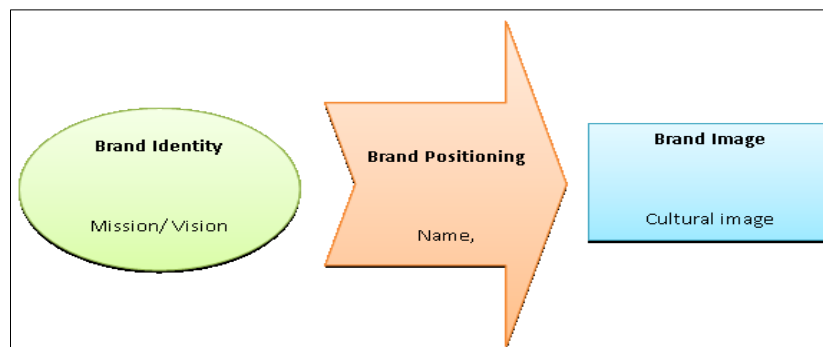


Fig. 8.1. Positioning – image –branding approach (PIB)

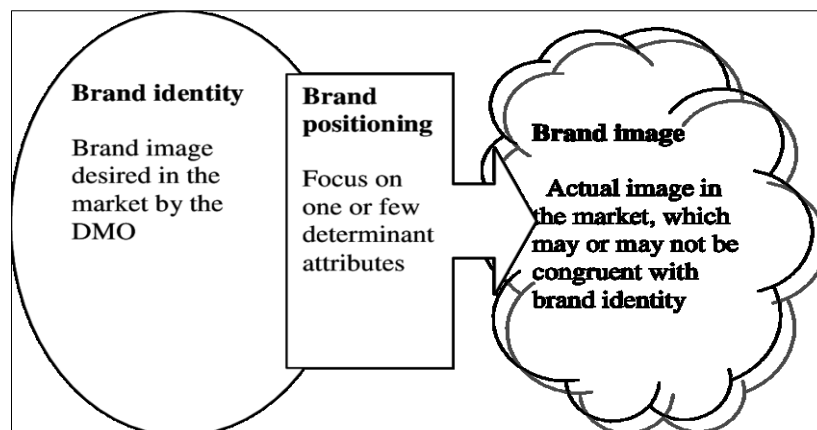


Fig. 8.2. Positioning – image –branding approach -2

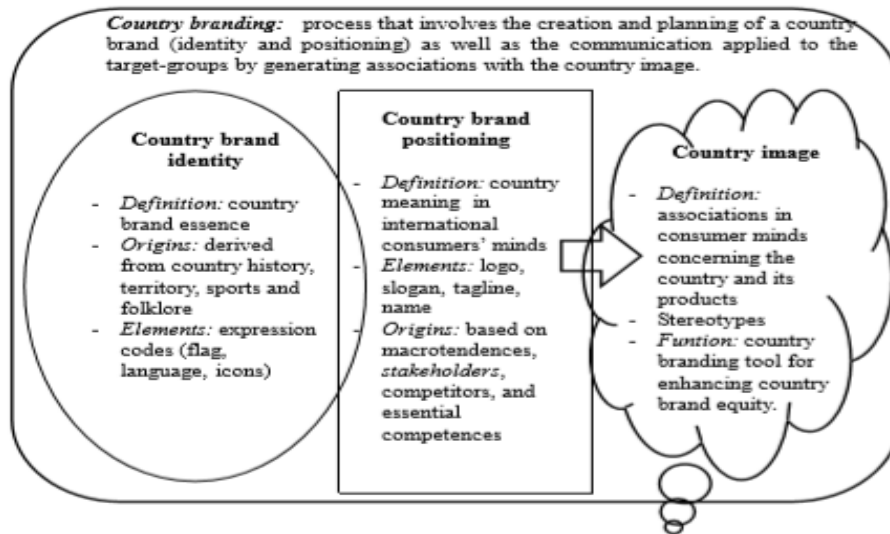


Fig. 8.3. Process of country branding

6.2. Brand community. Characteristics of a good destination brand. Classic concepts of branding. Brand promise concept. Components of destination image

Characteristics of a good destination brand:

- ✓ Attractive
- ✓ Communicates destination quality and experiences
- ✓ Consistent with positioning
- ✓ Express the destination's personality
- ✓ Is supported by marketing activities
- ✓ Memorable
- ✓ Simple
- ✓ Market tested
- ✓ Transportable to the Web and social media
- ✓ Unique
- ✓ Well accepted by stakeholders

Classic concepts of branding

- ✓ Brand equity
- ✓ Brand essence
- ✓ Brand identity
- ✓ Brand positioning
- ✓ Brand personality
- ✓ Brand promise

6.3. Steps in destination branding. Critical succes factors. Destination brand identity development. Experience concept

5-step approach to destination branding

Five steps constitute the key facets of the place branding process:

1. **Formulate project goals** (vision, mission, objectives);
2. **Analyze current place brand** (perceived identity and image, and projected image);
3. **Design place brand essence**;
4. **Implement new place brand**;
5. **Monitor the place brand**.

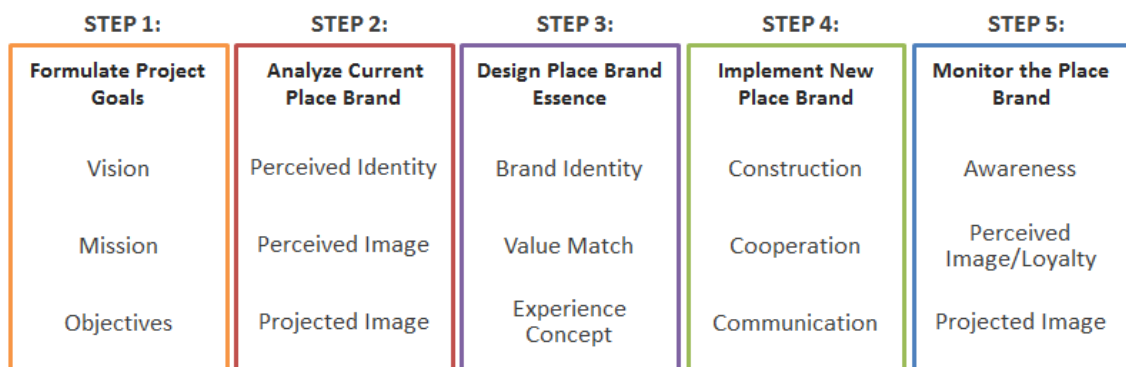


Fig. 5-step approach to destination branding

Adapted from the 2009 book by Robert Govers and Frank Go titled *Place Branding: Glocal, Virtual and Physical Identities. Constructed, Imagined and Experienced*

Tasks

Task 6.1. Explain the process „Positioning – image –branding approach“ from Fig. 8.2.

Task 6.2. Explain all terms of classic concepts of branding with examples

Brand equity	
Brand essence	
Brand identity	
Brand positioning	
Brand personality	
Brend promise	

Other study resources

What can you see for this topic:

- Branding in Tourism: What is needed to be a tourism brand // <https://www.youtube.com/watch?v=CRN-8chCz60>
- Story of a brand for Portugal as a tourism destination // https://www.youtube.com/watch?v=DbNI_eeLxjM
- 10 Keys to Destination Branding // <https://www.youtube.com/watch?v=nJ62qtkvQXs>
- Destination Branding and the Art of Making Friends | Paulus Emden Huitema | TEDxHilversum https://www.youtube.com/watch?v=JAc13iDg1_g
- Introduction to Destination Marketing 11: Destination Branding // https://www.youtube.com/watch?v=Mlv_fINWfd8

What can you read for this topic:

- Baker B. (2007) Destination branding for small cities. Creative Leap book
- Landry Ch. (2006) The art of city making. Earthscan, London
- Destination British Columbia // <https://www.destinationbc.ca/learning-centre/bcs-destination-brand/>
- 5 steps place branding approach // <https://placebrandobserver.com/five-step-place-branding-approach/>

Chapter 7 - Tourism destination planning, monitoring, and development forecasts

The aim of studying the topic: To enhance understanding of:

- the specifics of writing a strategy for the development of a destination
- the points included in the development plan

Keywords

Planning, monitoring, development program, strategy, plan, marketing development plan, toolkit

Content

Characteristics of tourism planning. Destination marketing plan. Destination strategy. Targeted tourism development programs. Tourism planning toolkits, Tourism Funding Toolkit (<https://www.mbie.govt.nz/dmsdocument/23238-tourism-funding-toolkit-pdf>)

Control questions

Why destination need the destination development plan?

What is difference between development program, management plan, marketing plan and development strategy?

Characteristics of tourism planning

How to Develop an Effective Tourism Strategy for your Destination

1. **Where are we now?** – what is the current situation with our tourism industry? How is the industry performing? How do we compare to our competition? What are our tourism assets? What tourism services are available for visitors? Who is responsible for tourism policy, management, marketing, investment, etc? How is the industry organized? ***But most importantly – what are the main challenges that are preventing our industry from reaching its full potential?*** Through a careful review of tourism statistics, previous studies, online research, and interviews and surveys with tourism stakeholders we are able to develop a tourism sector analysis or a tourism situation analysis that sets the foundation for the tourism strategy.
2. **Where do we want to go?** – the vision statement is one of the most important components of a tourism strategy. The objective of the visioning process is to build consensus around a shared vision for the future of the tourism industry in the destination. Solimar uses a variety of different approaches to create a shared vision but this is mainly achieved through a participatory planning workshop where stakeholders come together and think into the future and describe a tourism industry that they would like to see for their destination. How has tourism changed from today? What is improved? What remains the same? Asking tourism stakeholders to describe their desired future of the tourism industry shows that while stakeholders have many different opinions about what needs to be done and what should be prioritized, they often share a common vision for what they want tourism to look like in the future for their destination.
3. **How do we get there?** – Once a shared vision is agreed upon, the next question is how the vision will be achieved and how best to organize action plans to be implemented. While every tourism destination is unique and has its own challenges and priorities, most tourism strategies tend to prioritize 5-6 main pillars of the strategy that we call strategic objectives or strategic goals. These tend to be focused around improving Policy/Coordination, Marketing, Product/Destination Development, Workforce Development, Sustainability and other topics that flow from the participatory planning process. After defining these main pillars, the next and most important step of the strategic planning process is to define the specific strategies to be implemented to achieve these goals. Individual strategies are the main components of the document and what provides the direction for the industry to realize the vision. Through stakeholder interviews and outcomes from the tourism planning workshop these strategies are identified and grouped under the corresponding goals. A description of each strategy is important to help everyone understand what is being proposed and why. The last and very important step is the creation of detailed action plans. These action plans are developed through working groups that include the public and private sector, conservation and community organizations, and other stakeholders. The key to action planning is aligning the action plan updating and reporting with the government's own annual work planning and budgeting.

4. **How do we know we've arrived?** – Indicators are an important tool in a strategic plan to define quantifiable targets that can be used to measure the results of the strategy implementation process. Indicators should include not only economic performance, but also sustainability and other policy focused metrics that demonstrate progress towards realizing the vision and communicate progress.

<https://www.solimarinternational.com/how-to-develop-an-effective-tourism-strategy-for-your-destination/>

What is a Destination Management Plan?

- Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.
- A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources. In these definitions, 'manage' and 'management' are taken in their widest sense. Crucially, destination management includes the planning, development and marketing of a destination as well as how it is managed physically, financially, operationally and in other ways.

Destination Management Plans should cover all the fundamental aspects of destination management, including:

- Tourism performance and impacts
- Working structures and communication
- Overall appeal and appearance, access, infrastructure and visitor services
- Destination image, branding and promotion (marketing)
- Product mix – development needs and opportunities.

Typically, a Destination Management Plan would:

- Set a strategic direction for the destination over period of up to 5 years.
- Contain prioritised actions within an annual rolling programme, identifying stakeholders responsible for their delivery.

The importance of having a plan:

- Addressing fragmentation: The visitor economy involves a whole set of experiences delivered by many organisations in the public, private and voluntary sectors. It is essential that they work together and in doing so achieve a better use and management of resources.
- Recognising, strengthening and coordinating different functions: Supporting the visitor economy is not just about promotion but must cover a whole range of activities aimed at strengthening the quality of the visitor experience and the performance of businesses.
- Managing and monitoring impacts: Tourism has a range of impacts on society and the environment and is inherently an activity that benefits from management.
- Prioritising and allocating resources: A key benefit of having a plan is to identify what the real needs and priorities are so that financial and human resources can be used most effectively.

- Winning more support and resources: Well researched, argued and presented action plans can strengthen the case for funding and help to identify projects for support.

(see more: https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/dm_plans_guiding_principles.pdf)

Other study resources

What can you see for this topic:

- 1) Tourism Saskatchewan Destination Development Strategy // <https://www.youtube.com/watch?v=7OQ8rS7CRmo>
- 2) Destination Marketing Strategy as a long term plan // <https://www.youtube.com/watch?v=tQ0aKji8Jt0&t=1s>
- 3) Destination Management Plans // https://www.youtube.com/watch?v=WDAVGdBEed_Y
- 4) Tourism Funding Toolkit: <https://www.mbie.govt.nz/dmsdocument/23238-tourism-funding-toolkit-pdf>

What can you read for this topic:

- NORTHWESTERN BC DESTINATION DEVELOPMENT STRATEGY // https://www.travelnbc.com/wp-content/uploads/2021/08/Northwest-BC-Destination-Development-Strategy_Final.pdf
- TOURISM DEVELOPMENT PLAN The 2020 Vision for Tourism Working Smarter Towards a Sustainable Future // <https://www.iow.gov.uk/azservices/documents/2782-FD3-Tourism-Development-Plan.pdf>
- METRO VANCOUVER DESTINATION DEVELOPMENT STRATEGY // https://www.destinationbc.ca/content/uploads/2020/06/Metro-Vancouver-Destination-Development-Strategy_Final.pdf
- Our 5 tips for tourism destination marketing plans // <https://www.brighthouse.com.au/news/5-tips-for-destination-marketing-plans>
- TOURISM DESTINATION PLAN // <https://www.gravenhurst.ca/en/doing-business/resources/Tourism/Tourism-Destination-Plan-Booklet.pdf>

Chapter 8 - International and local best practices gained in tourism

The aim of studying the topic:

Presentation, comparison and exchange of practical experiences in strategic management and development of tourism identifiable at both international and national level

Keywords

Planning, strategy, plan, marketing development plan, toolkit

Sub-chapters with content

8.1. Discussion about different types of destination development strategies

8.2. Students presentations with their examples of successful destination strategies

Control questions

What unites successful destination development strategies in different countries?

What experience can be used to develop a strategy for your destination?

What common points must be included in every successful strategy?

Other study resources

What can you see for this topic:

Our Rural Future - Rural Development Policy 2021-2025 Launch Video //

<https://www.youtube.com/watch?v=nOF8jxRRJMo>

What can you read for this topic:

- Destination Development Strategy //
<https://business.tourismsaskatchewan.com/en/blog/destination-development-strategy>
- 7 DMO Websites That Deliver Beautiful Visual Experiences //
<https://crowdriff.com/resources/blog/dmo-websites-deliver-beautiful-visual-experiences>

Answers:

Task 1.1.

1	2	3	4	5	6	7	8
H	F	G	C	A	B	D	E

Conditions for ending the course

The subject ends with an exam. The exam includes two assessment points:

Assessment point 1: Completion of the all written tasks offered in this course, including the presentation at the last lesson (Chapter 8) The minimum pass rate in the written tasks must be at least 60% (ie 60% of the all questions).

Assessment point 2: Creation and oral presentation of the destination management plan (destination of the student's choice)

Criteria for determining the grade:

Excellent: 85% or more questions correctly answered, participation at the seminar, presentation of the destination management plan.

Very good: 84-70% of the questions answered correctly, participation at the seminar, presentation of the destination management plan.

Good: 69 - 60% of questions answered correctly , without participation ay the seminar, presentation of the destination management plan

Failed (a): 59% or less - the student will make a correction in the form of a written correction

The presentation should include:

main points from the writing guide (https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/dm_plans_guiding_principles.pdf)

Estimated:

- idea (its realism, the possibility of implementation)
- presentation design
- way of presenting (speech, demeanor, persuasiveness)