

Sustainable Destination Management

Part 1

The Destination, the DMO, the
Stakeholders

Braşov, Romania

May 2023

Urs Wagenseil



«Grüezi» – Who I am.

HSLU Hochschule
Luzern

Linked in



Prof. Urs Wagenseil

Biography

Vocational Education

1992-1993: Bachelor of Business Administration, GSBA Zürich

1985-1989: Eidg. Dipl. Turn- und Sportlehrer I + II, Universität Basel

Professional life

2005 - today: Hochschule Luzern - Wirtschaft, Head Competence Centre Tourism, Prof., Lecturer

1999-2005: Lenzerheide Tourismus, CEO Destination Management Organisation

1997-1999: Diners Club Switzerland, Sales Manager International Corporate Accounts

1995-1997: Wettstein Travel, CEO

1990-1995: Kuoni Head Office Zürich, Outgoing & Incoming, several roles



LUCERNE SCHOOL OF BUSINESS

Room R110

Rösslimatte 48

6002 Luzern

«Grüezi» – Who I am.

Actual additional occupations

from 2022: Destination Assessor GSTC Group Global Sustainable Tourism Council GSTC

from 2018: Chair of the Education & Training Work GSTC

from 2018: Sustainability Trainer GSTC

from 2018: Deggendorf Institute of Technology DIT, Germany, Guest Lecturer
Destinationmanagement Simulation

from 2018: Member Advisory Board Swiss School of Tourism & Hospitality SSTH, Passugg,
Switzerland

from 2017: North Caucasus Federal University Stavropol, Russia, Guest-Lecturer
Destinationmanagement & Research Coach

from 2017: Member Destination Work Group, Global Sustainable Tourism Council GSTC

from 2014: Member of the Board, TourCert (CRS/Sustainability in Tourism), Germany

from 2014: Eberswalde University for Sustainable Development, Germany, Guest Lecturer
Destinationmanagement Simulation

2010-2017: Danube University Wien/Krems, Austria, Guest-Lecturer
Destinationsmanagement

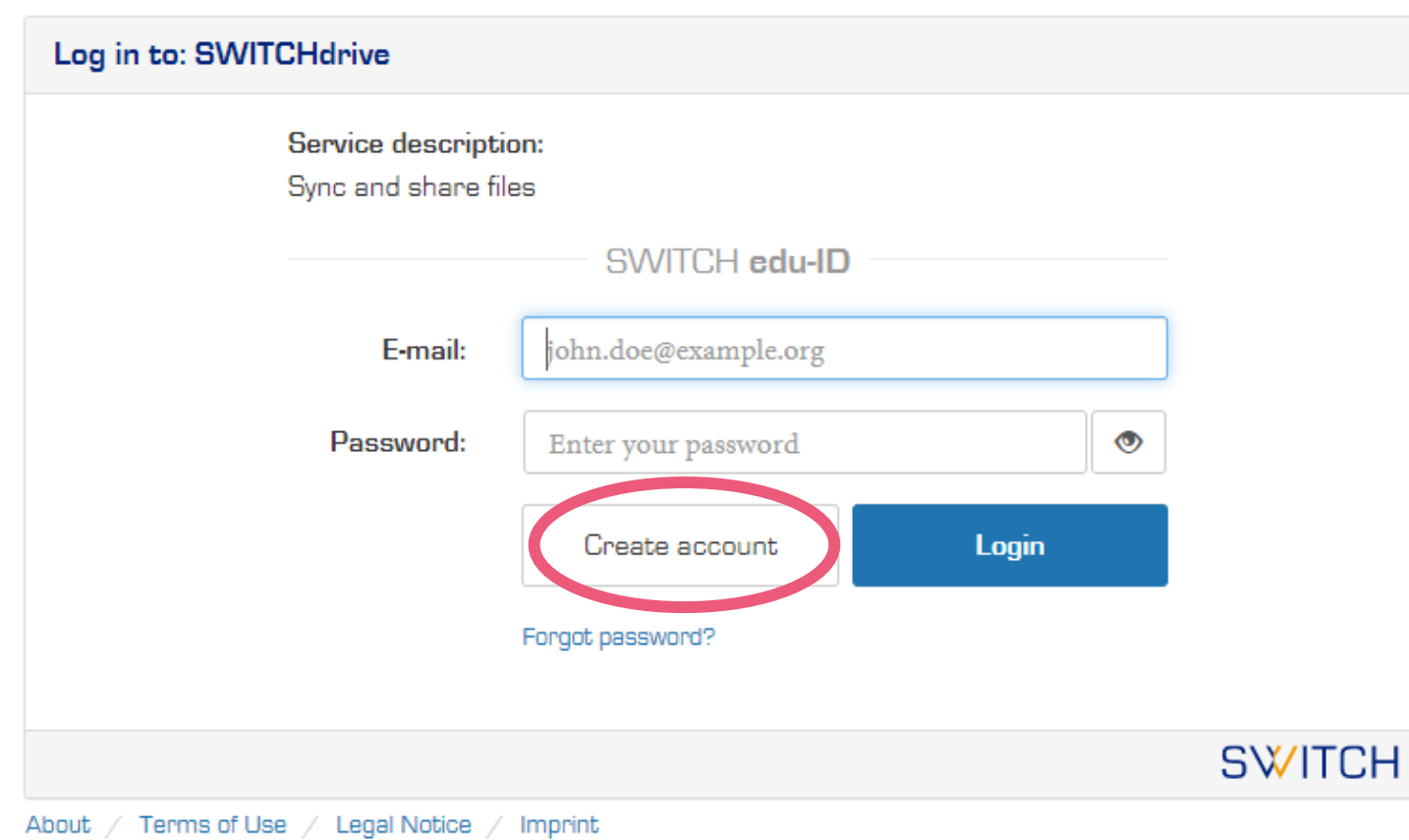
SWITCHdrive – access to course material and additional documents



The presentations from the lectures and all additional material is saved on SWITCHdrive.

Please register:

<https://drive.switch.ch/index.php/login>



Log in to: SWITCHdrive

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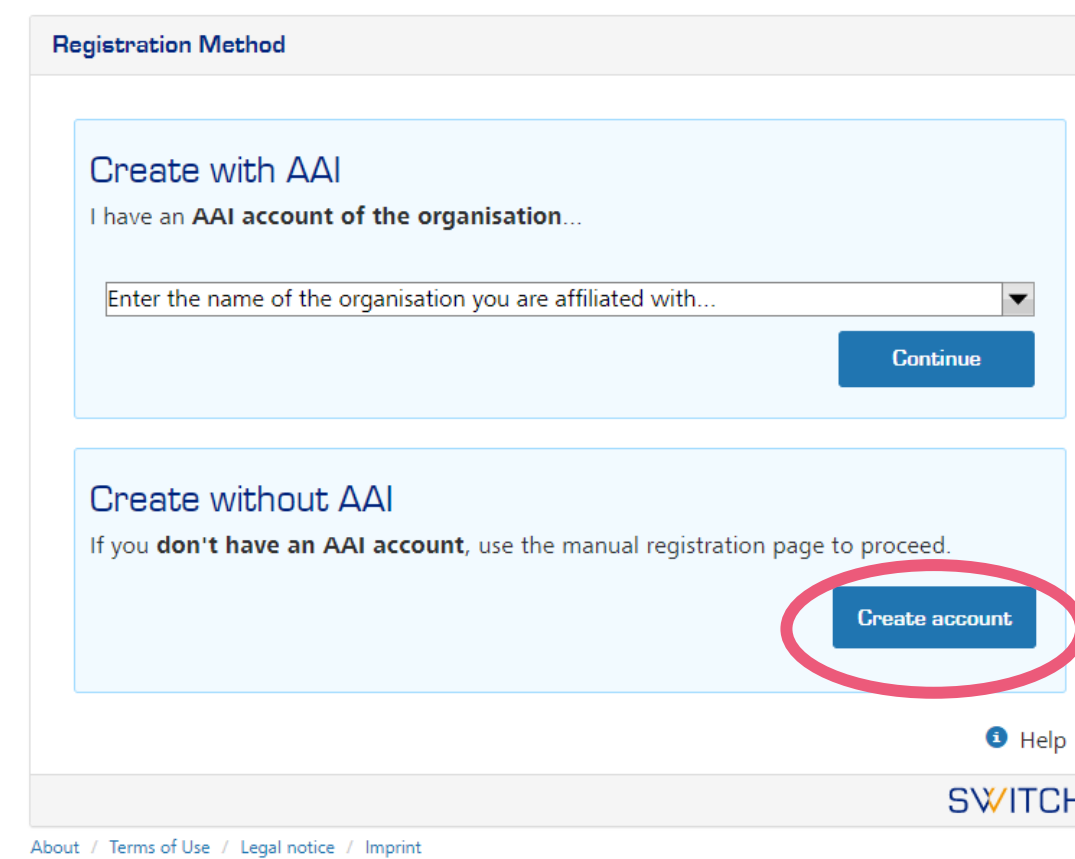
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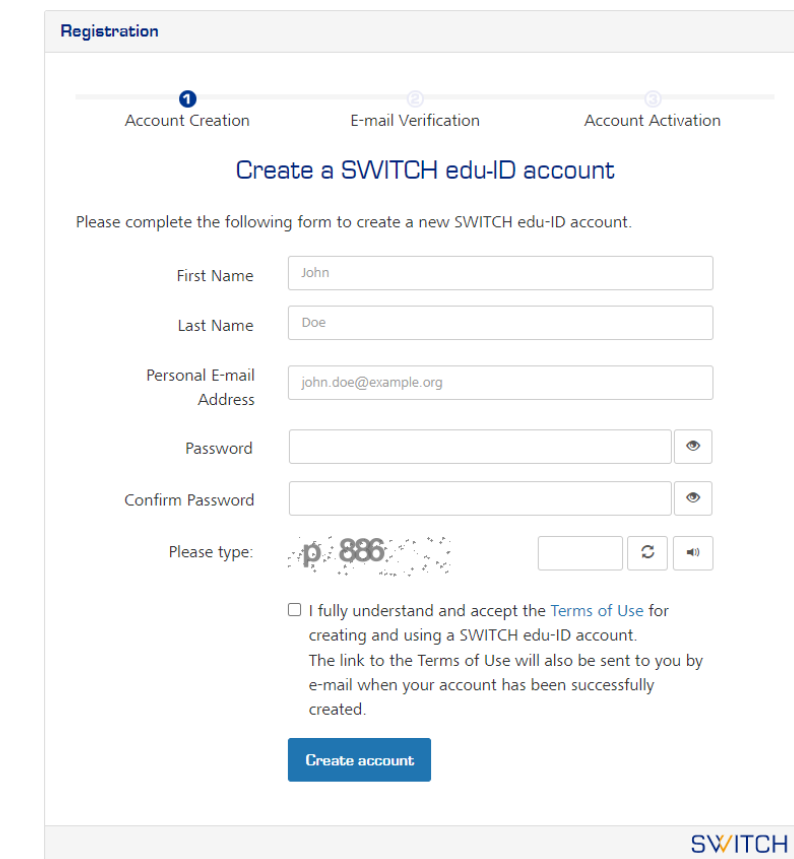
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SWITCH

“official” Timing

09.00 – 13.00h Morning Session with included breaks

13.00 – 14.00h Lunchbreak

14.00 – 17.00h Afternoon Session with included breaks

Management Simulation:

The same time framework (start of the day, end of the day), but timing will be more “spontaneous” according to simulation processes



The Training Course



Learning objectives of the modules

Module 1

Understanding the destination as the unit of the competition

Knowing the destination as an ecosystem as well as their stakeholders

Recognizing the governance and tasks of the DMO

Learning about public-private partnership

Understanding the financial concept behind DMOs

Module 2

Understanding success factors and key performance

Knowing the 10-A- and the 15-A-model & being able to apply the model

Learning about destination strategies and the creation of visitor attractions/experiences

Assessing the impacts of tourism in all three sustainability dimensions

Module 3

Understanding the GSTC and the Destination Criteria as the global framework for tourism and destination sustainability

Knowing a variety of certification systems

Being able to analyse and interpret facts/results and to derive improvement activities

Our Course

«motivated dialogue»

«tourism is people's business»

- Slides are quite self-explanatory: but they will be more valuable if you add your notes during the classes.
- The lessons combine theory and practice.
- **Share your experiences! It's highly valuable for all of us.**
- Please ask if something is unclear or needs further explanation.

Methodical didactic slogan

Tell me, and I'll forget it.

Show it to me and I may keep it.

Let me do it and I will be able to do

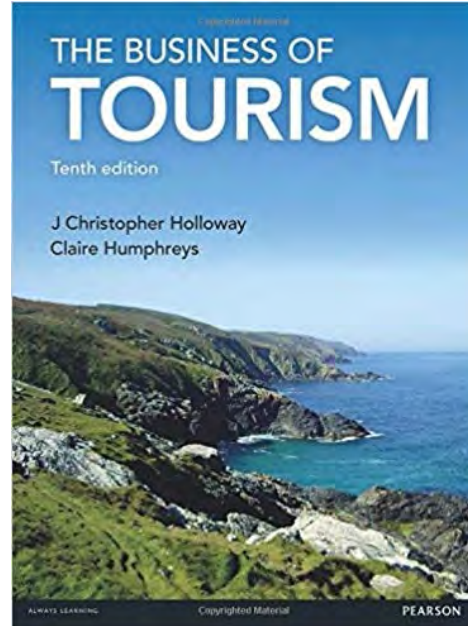


(Confuzius, *551 B.C. †479 B.C.)

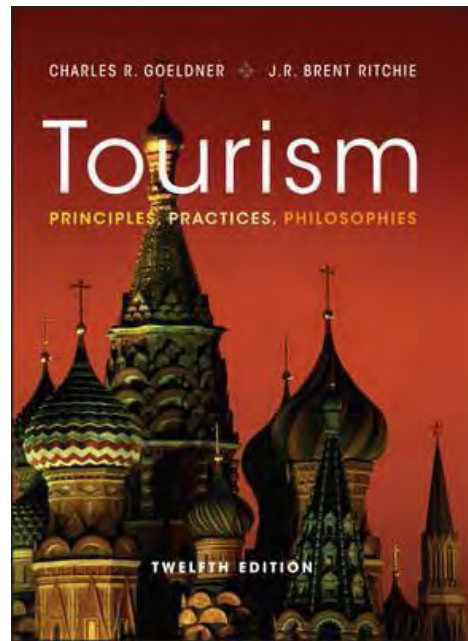
Intrinsic Motivation

Engage in a behavior because it is personally rewarding, not for an external reward

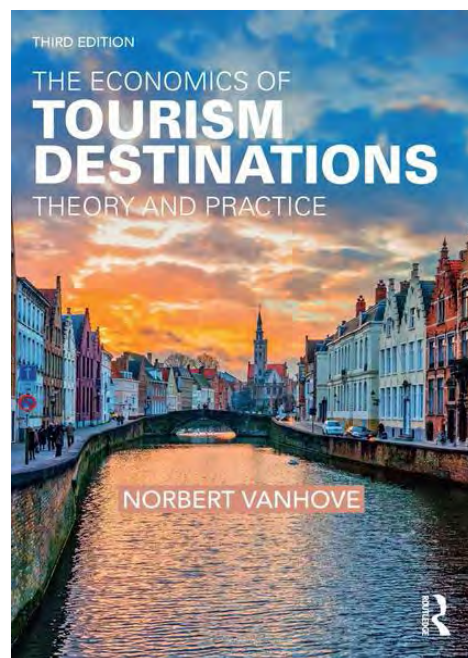
References



- Holloway, J. C., & Humphreys, C. (2016). The Business of Tourism (10th ed.). Pearson. (ISBN13: 9781292063249; ISBN: 1292063246)



- Walker, J.R., & Walker J.T. (2011). Tourism: Concepts and Practices. New Jersey: Pearson. (ISBN-10: 0-13-814245-9; ISBN-13: 978-0-13-814245-2)



- Vanhove, N. (2018). The Economics of Tourism Destinations, Theory and Practice. Pearson. (ISBN 978-1-138-57876-0)

Agenda Module 1



1. The destination as the competitive unit
2. The eco-system "destination", its framework & environment
3. The destination's stakeholders and their expectations
4. The two forms of "DMO", roles and tasks
5. Public-private partnership
6. The finance system of a DMO

Learning objectives of the course

Module 1

Understanding the destination as the unit of the competition

Knowing the destination as an ecosystem as well as their stakeholders

Recognizing the governance and tasks of the DMO

Learning about public-Private Partnership

Understanding the financial concept behind DMOs



**Where did you spend your last holidays?
Tell us please.**

The situation in the tourism market



Your business environment - Where is your marketplace?



This means, firstly, that we have highly intense competition in which entrepreneurial survival is not guaranteed.



An approach to sustainability in tourism



Sustainability management or "Corporate Social Responsibility" (CSR)

Corporate Social Responsibility (CSR) is the **social responsibility of** companies in **the sense of sustainable business**.

The term CSR describes a **company's voluntary contribution** to sustainable development that goes beyond the legal requirements.

CSR stands for **responsible corporate action as a guiding principle in** the actual business activity (market), through ecologically relevant aspects (environment) to the relationships with employees (workplace) and the exchange with the relevant stakeholders.



What is sustainable tourism?

"Tourism that fully considers its current and future economic, social and environmental impacts, taking into account the needs of visitors, industry, the environment and host destinations."

UNWTO, Sustainable Tourism - Definition



Why is sustainability important?

Tourism is fundamentally one of the strongest drivers of economic growth and development and has enormous economic significance in many places. Positive as well as negative!

Misguided developments have fatal consequences!



<https://www.unwto.org/unwto-tourism-dashboard>

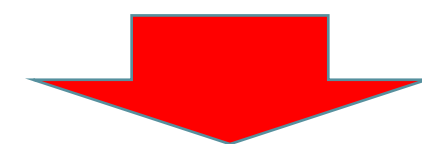
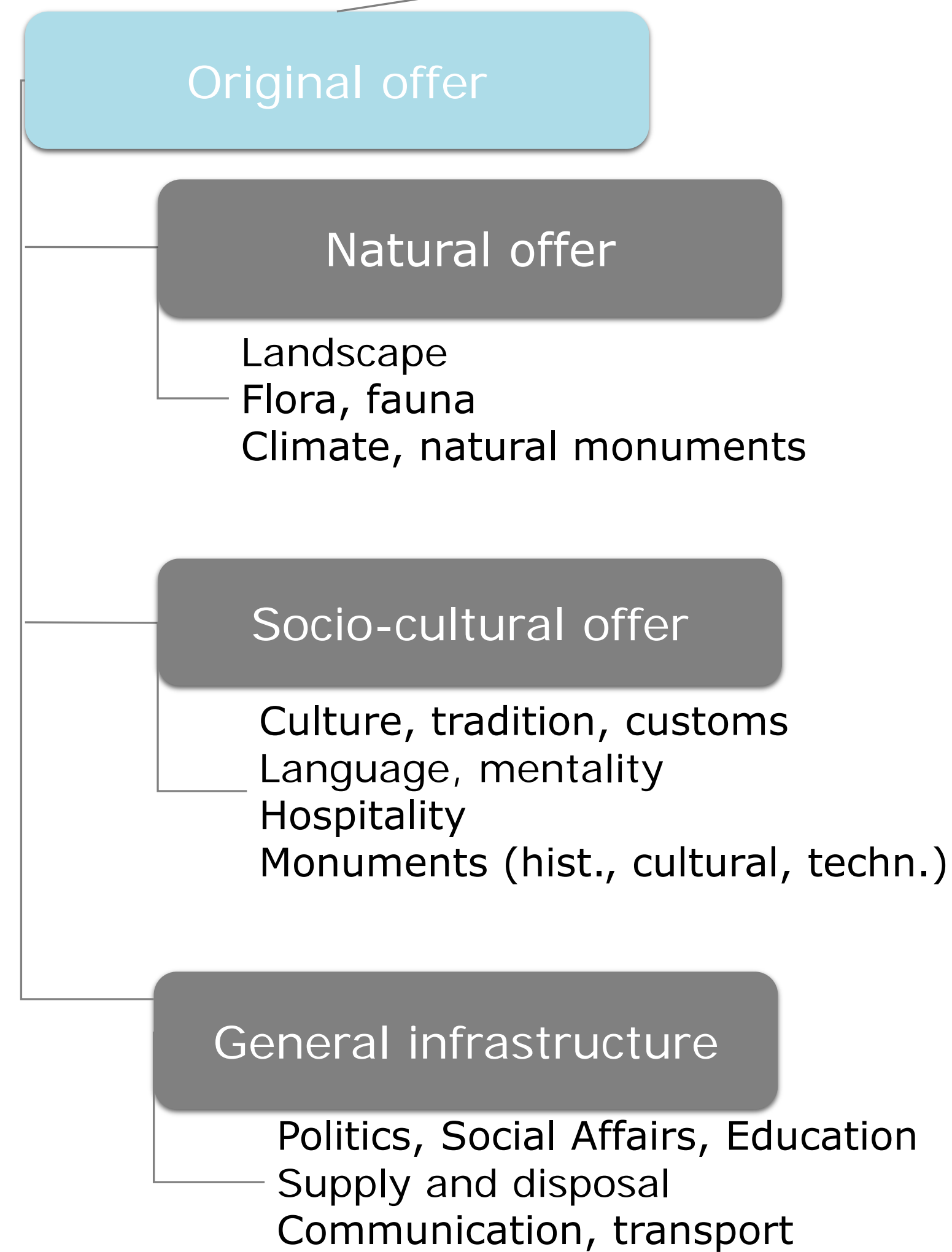


The significance of sustainability in tourism



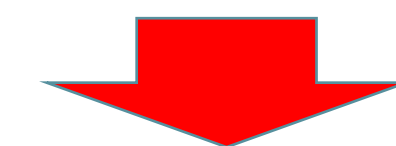
Tourist offer

Original & natural offer



Care and mindfulness out of interest for a fit & authentic future

Derived offer



Care and mindfulness out of (private) self-interest

This means, secondly, that our industry cannot be indifferent to what happens to the world. We must do our part to avoid the disaster.



The journey of sustainability

The history of sustainability is quite old

- **1972:** UN Conference on Human Environment in Stockholm
- **1980:** World conservation strategy of the IUCN
- **1987:** 'Our common future' (i.e. Brundtland report) of the WCED
- **1992:** Rio Earth Summit/ UNCED - Agenda 21, etc.
- **2002:** Johannesburg Earth Summit
- **2012:** Rio+20/ UNCSD
- **2015:** Sustainable Development Goals
- **2021:** The Glasgow Climate Pact - UN Climate Conference

The United Nations Sustainable Development Goals (SDGs), which all UN member states (193) have agreed to achieve by 2030".

17 goals with 169 targets.

Tourism has the potential to contribute, directly or indirectly to all the goals.



Commitments, reaffirmations, acknowledges and “nice words” are not enough, especially when goals are not obligatory!

Actions and consequences if goals are not achieved, are needed. And will come. And such we will not love.



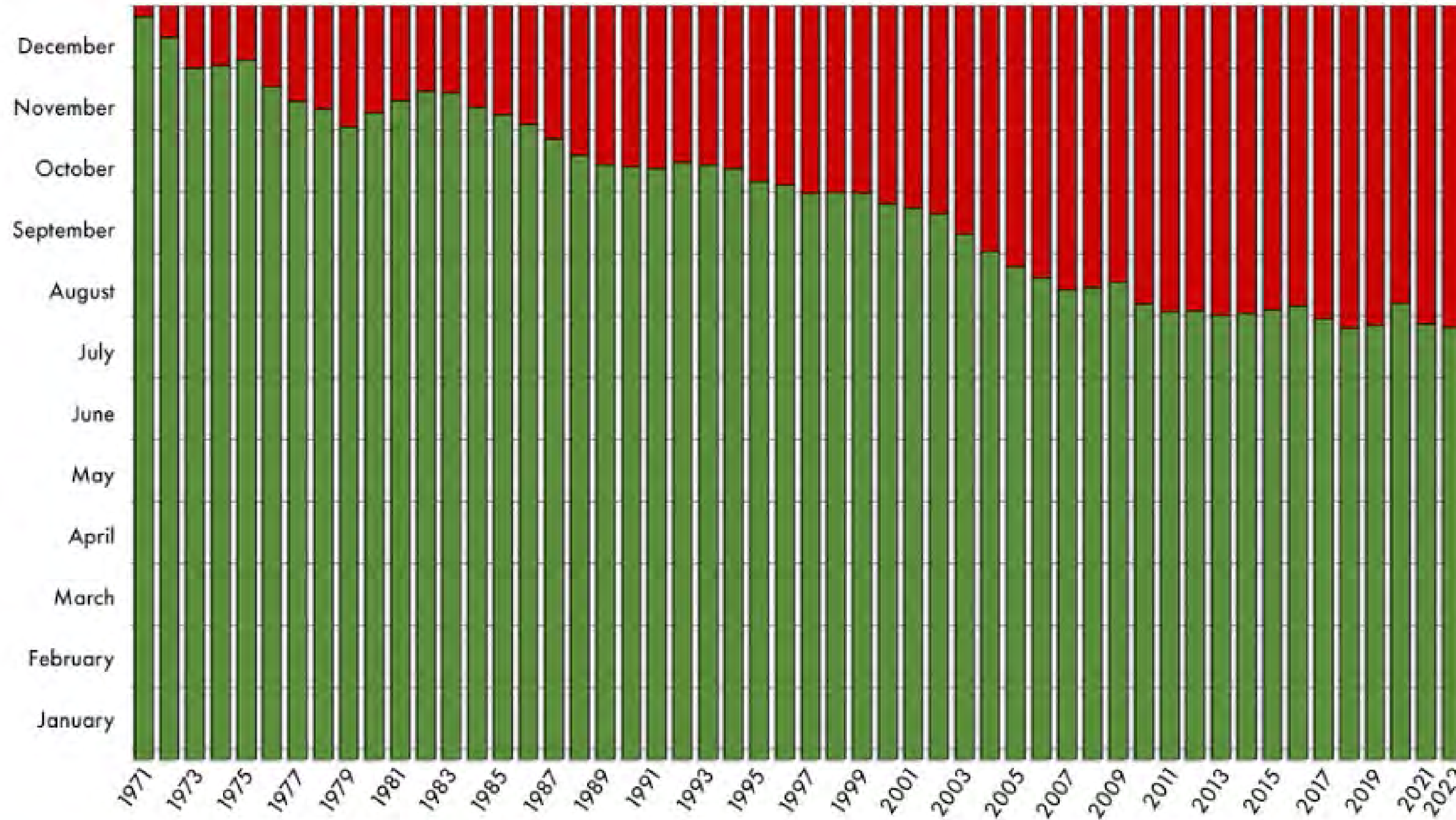
1 Earth

Earth Overshoot Day

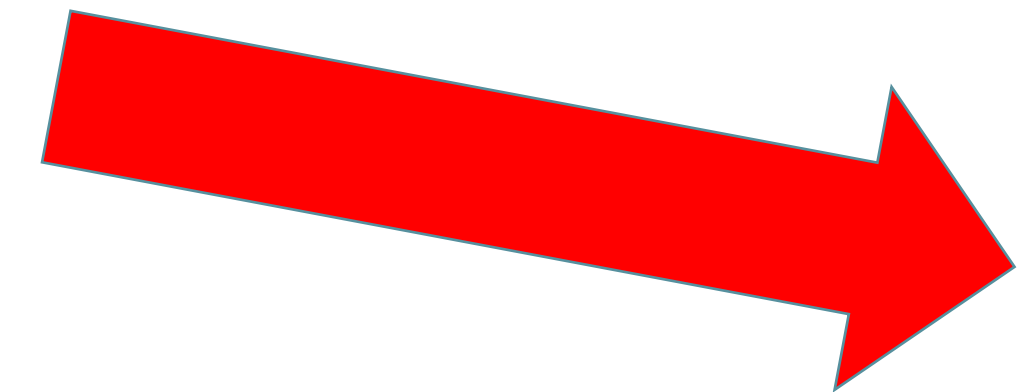
1971 - 2022



1.75 Earths



The trend is clear!



Ecological Footprint:
Earth Overshoot Days.org

«In the tourism market, it is destinations that compete,
not individual firms» (1)



Three of many definitions of “a destination”

A destination is a relatively closed entity and offers a wide variety of facilities and services particularly for recovery and relaxation, learning and health.

(UNWTO, 1993)

Geographic area (continent, country, region, place, resort) that a guest (or a segment of guests) chooses. It consists of all infrastructure for accommodation, food, entertainment. A destination is therefore a strategic entity that has to be marketed and managed.

(Bieger, 2004)

Destinations are amalgams of tourism products, offering an integrated experience to consumers.

(Buhalis, 2000)

Destination as a competitive unit



The destination is what a tourist **selects for a visit** and what the service providers market.

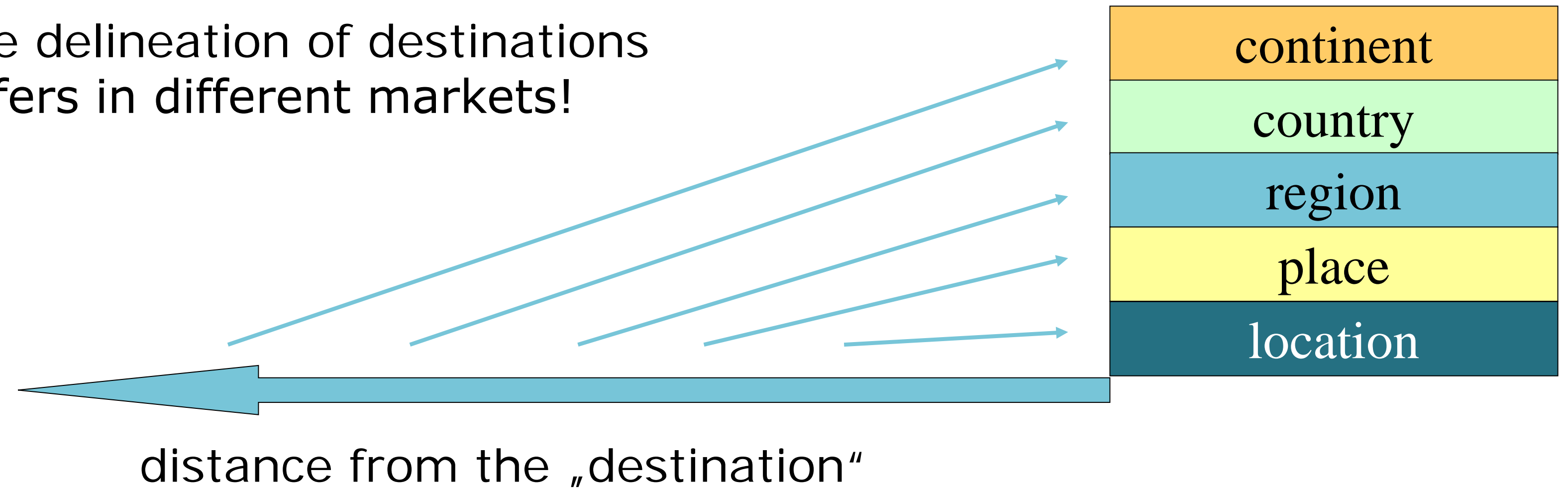
The **customer does not** judge the individual operation of the destination, **but attributes performance and quality to the entire destination.**

The products of a destination are services and **service bundles** that provide a benefit to the customer.

Spatial size of a destination (orientation tendencies!)

1. Origin of the guest / Distance to the destination

→ The delineation of destinations differs in different markets!



2. Orientation according to purpose of travel / travel expectations / behaviours

The destination from two perspectives:

Dozens or hundreds of service providers per destination

Service Chain

Guest perspective: "in front of the curtain"

information
reservation
arrival, reception
information & support
accommodation
activities
entertainment
catering
local transportation
settlement
return

One clear perception & Positioning

The destination perspective: „behind the curtain“

Planning, Product development
Staff, Channels
Branding / Marketing / Sales
Events / Governance

Coordination

Process & Quality control

Network control

Reasons for destinations to be managed

Tourism is an **extremely competitive industry** and to compete effectively destinations have to **deliver excellent / maximised value to visitors**.

This depends on **many aspects working together in unity**.

From the time that the **visitor arrives** at the destination, until he/she **leaves**, visitor value is affected by many services and experiences including a range of public services, private products and community interactions and hospitality.

Effective destination management allows destinations to not only to **maximise tourism value for visitors** but also ensuring **local benefits on a long term axis**.

Who is managing such a “destination”?



Destination Management Organisations (DMO)

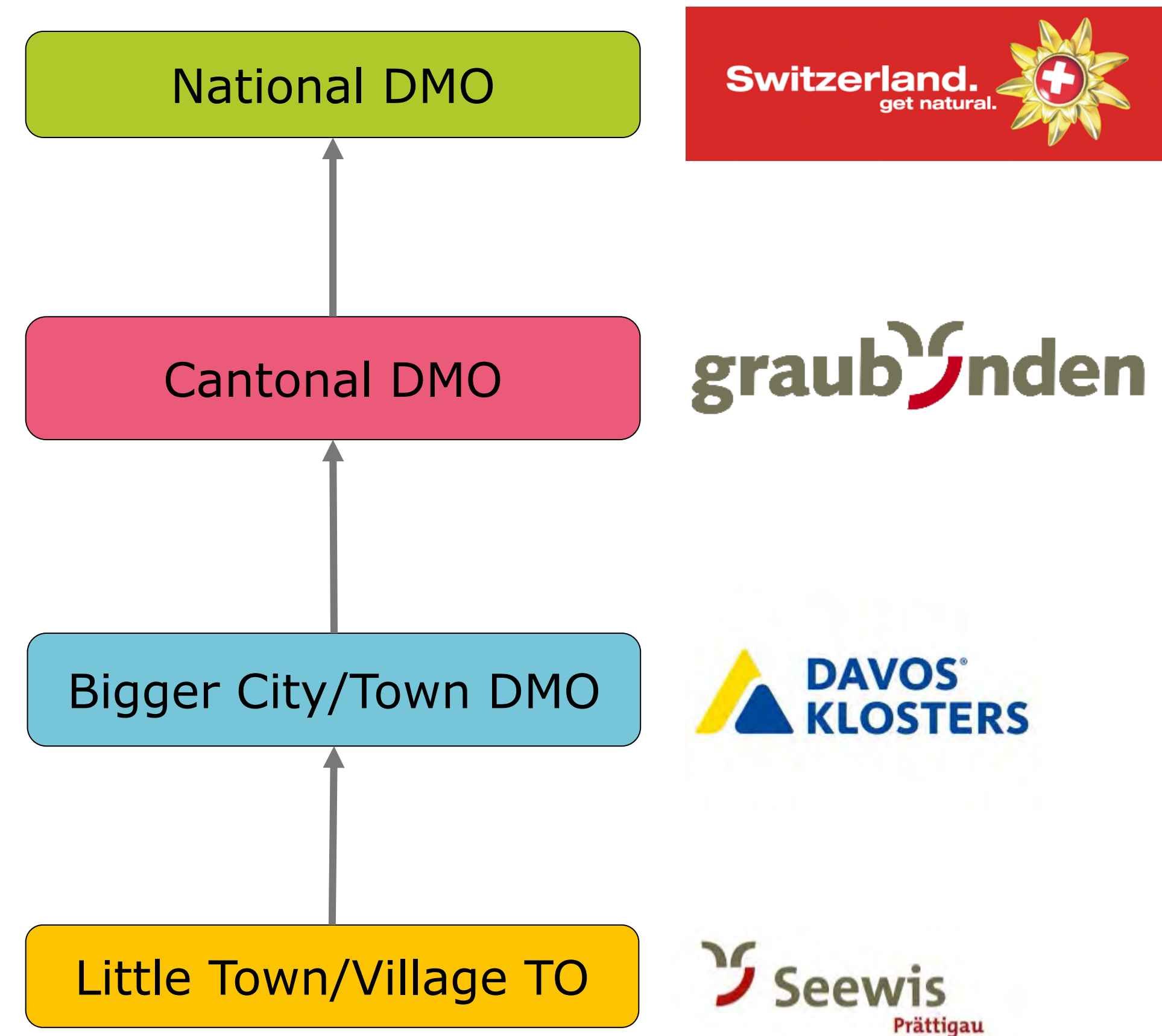
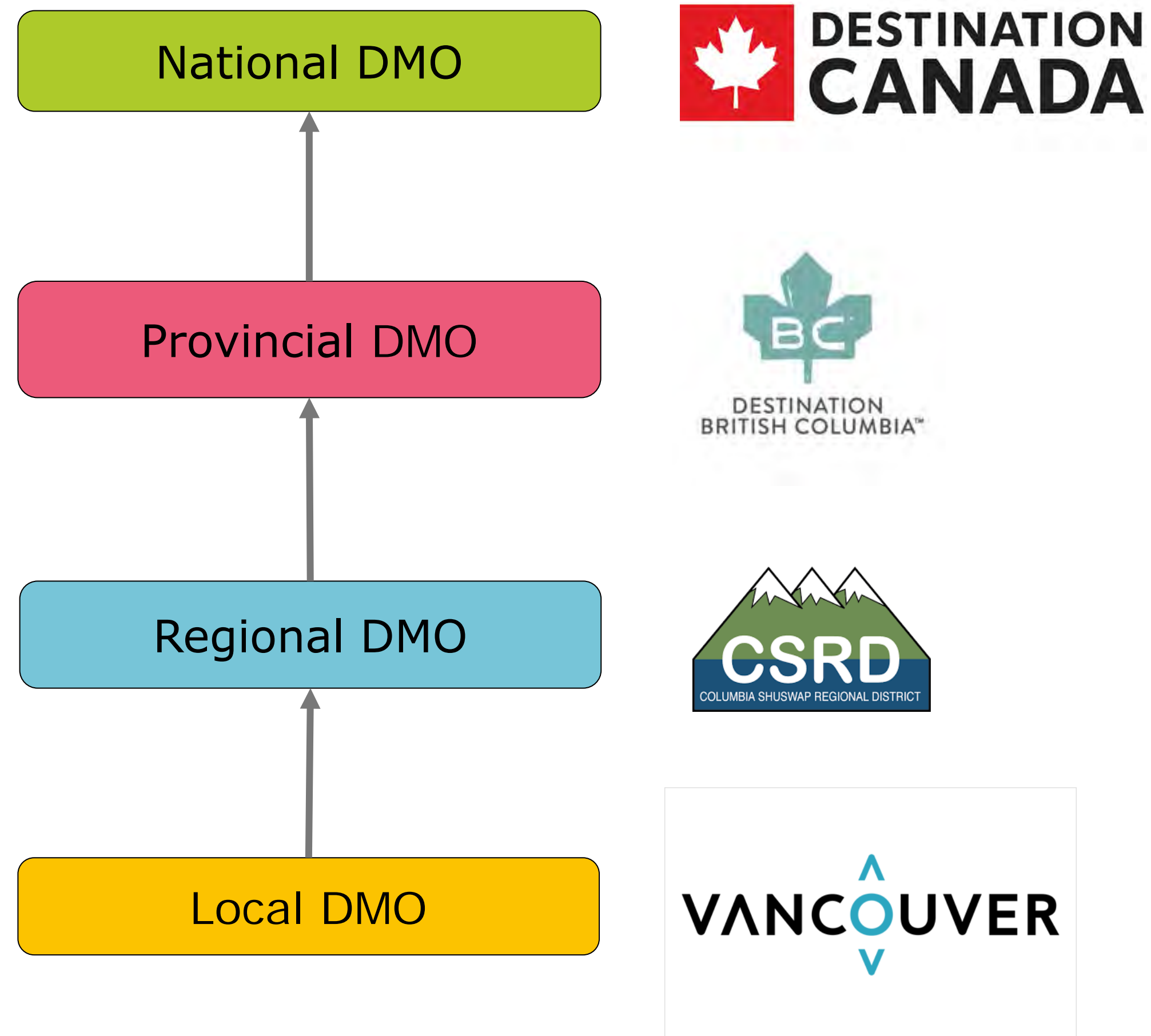
What is a Destination Management Organization (DMO)?

A destination management organization (DMO) is

“the leading organizational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision.”

The functions of the DMOs may vary from national to regional and local levels depending on the current and potential needs as well as on the decentralization level of public administration. Not every tourist destination has or needs a DMO, if it cleverly unites with other places in the immediate vicinity, or their DMO.

DMOs on different geographical levels: 2 examples with 4 generic levels



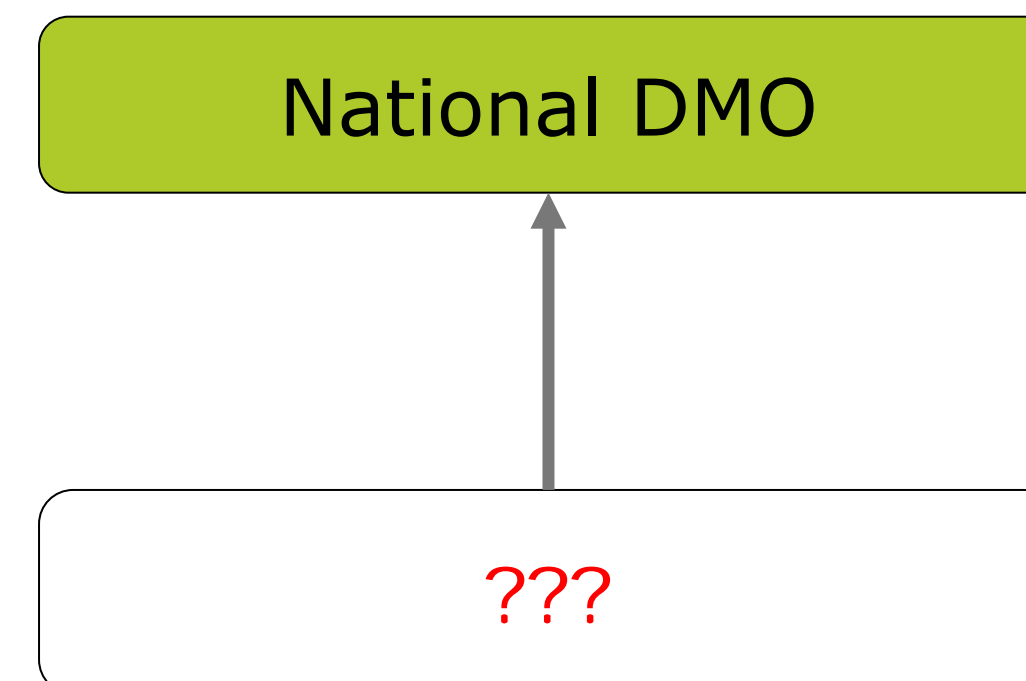
Exercise: How could this be applied to Romania?

Please work on a suitable DMO structure for Romania and present your solution to the group afterwards.

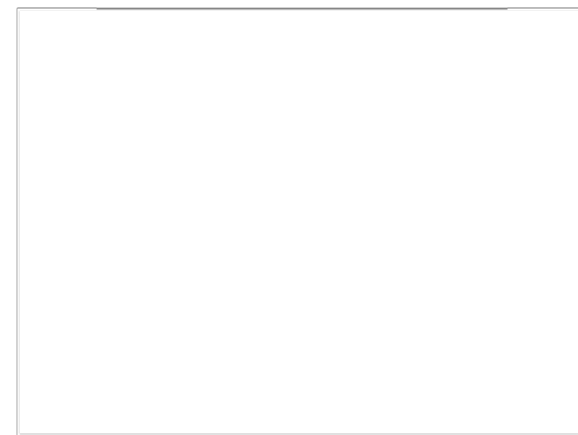
Group size: pairs

Time frame: 10 min.

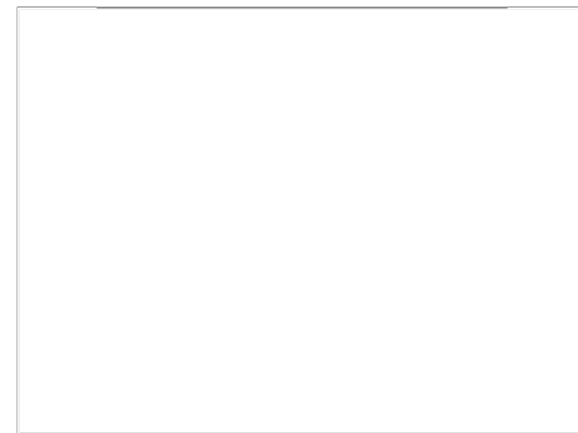
Presentation: flipchart, ppt, or any other suitable form



The varying organizational structures of DMOs



- Ministry
- Administration
- Authority
- Department/Division

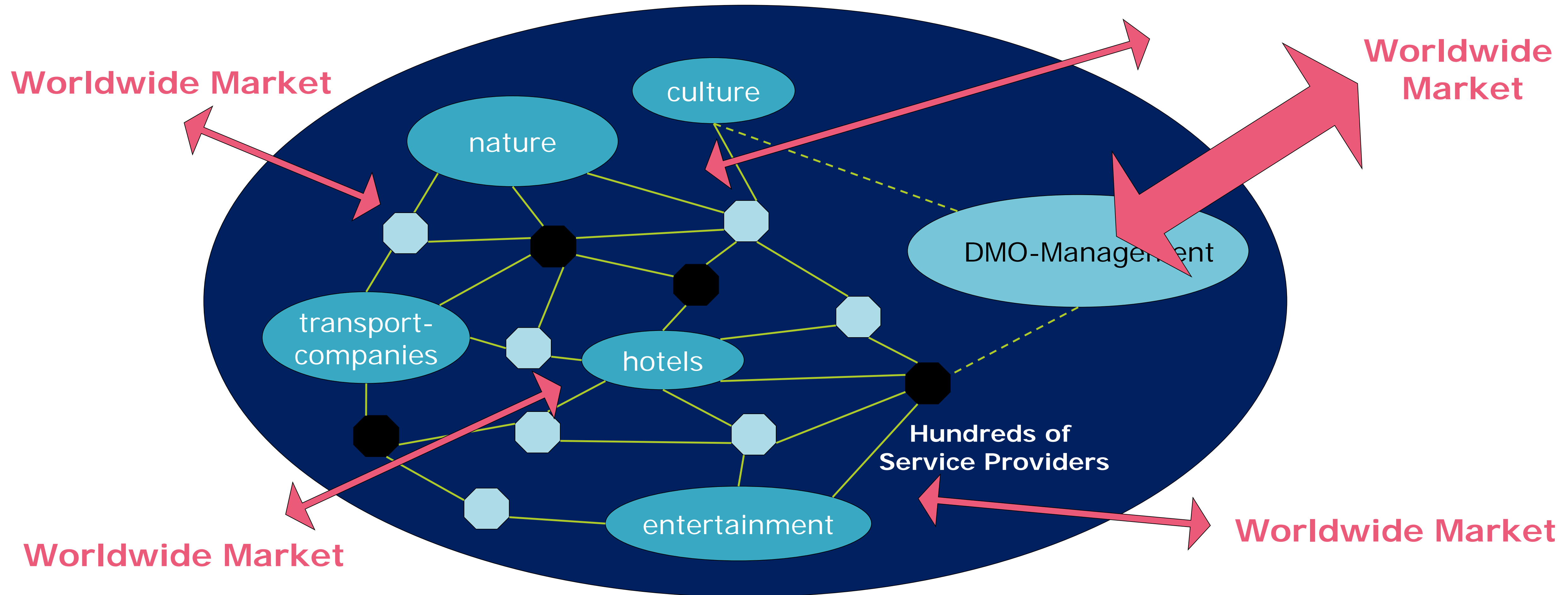


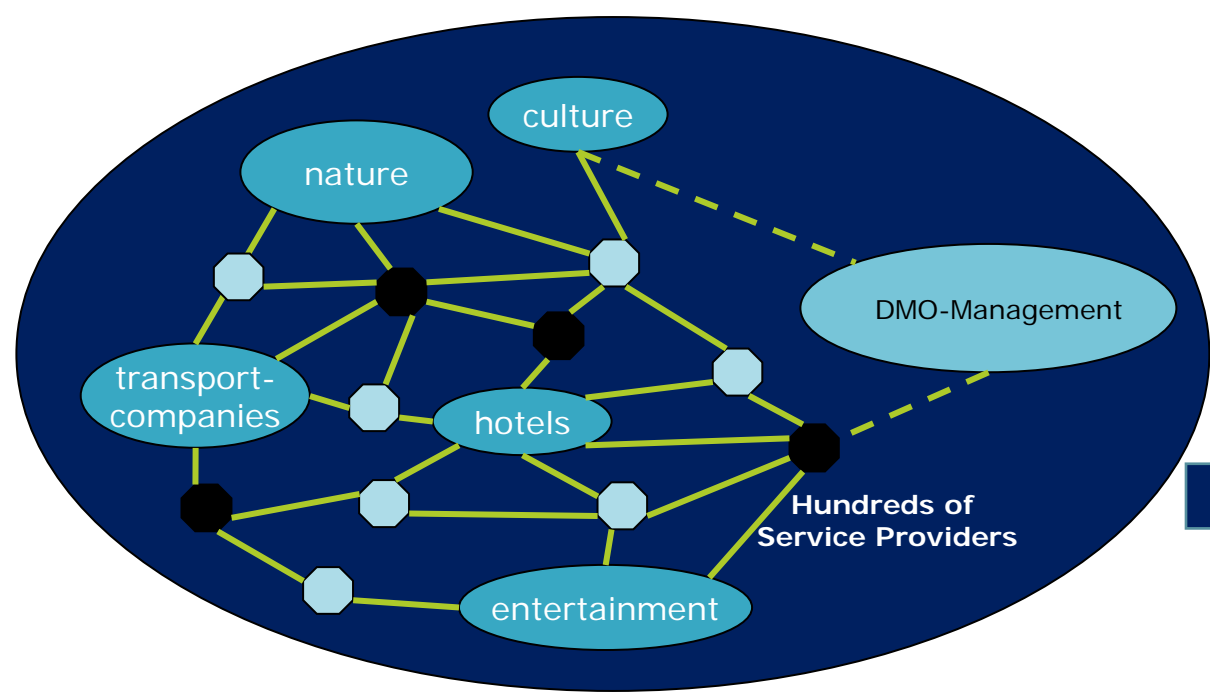
- Association
- Chamber of Commerce
- Company



- Public-Private-Partnership
- NGO
- NPO

The destination as a virtual company





Complex & Comprehensive Tourism offer of a Destination

Original offer

Natural offer

Landscape, flora, fauna
climate, natural monuments

Socio-cultural offer

Culture, tradition, customs, language,
mentality, hospitality,
monuments (hist., cultural, techn.)

General infrastructure

Politics, social, education, supply and disposal,
communication, transportation

Derived offer

Tourist infrastructure

accommodation, catering, travel advice,
Tourist transportation

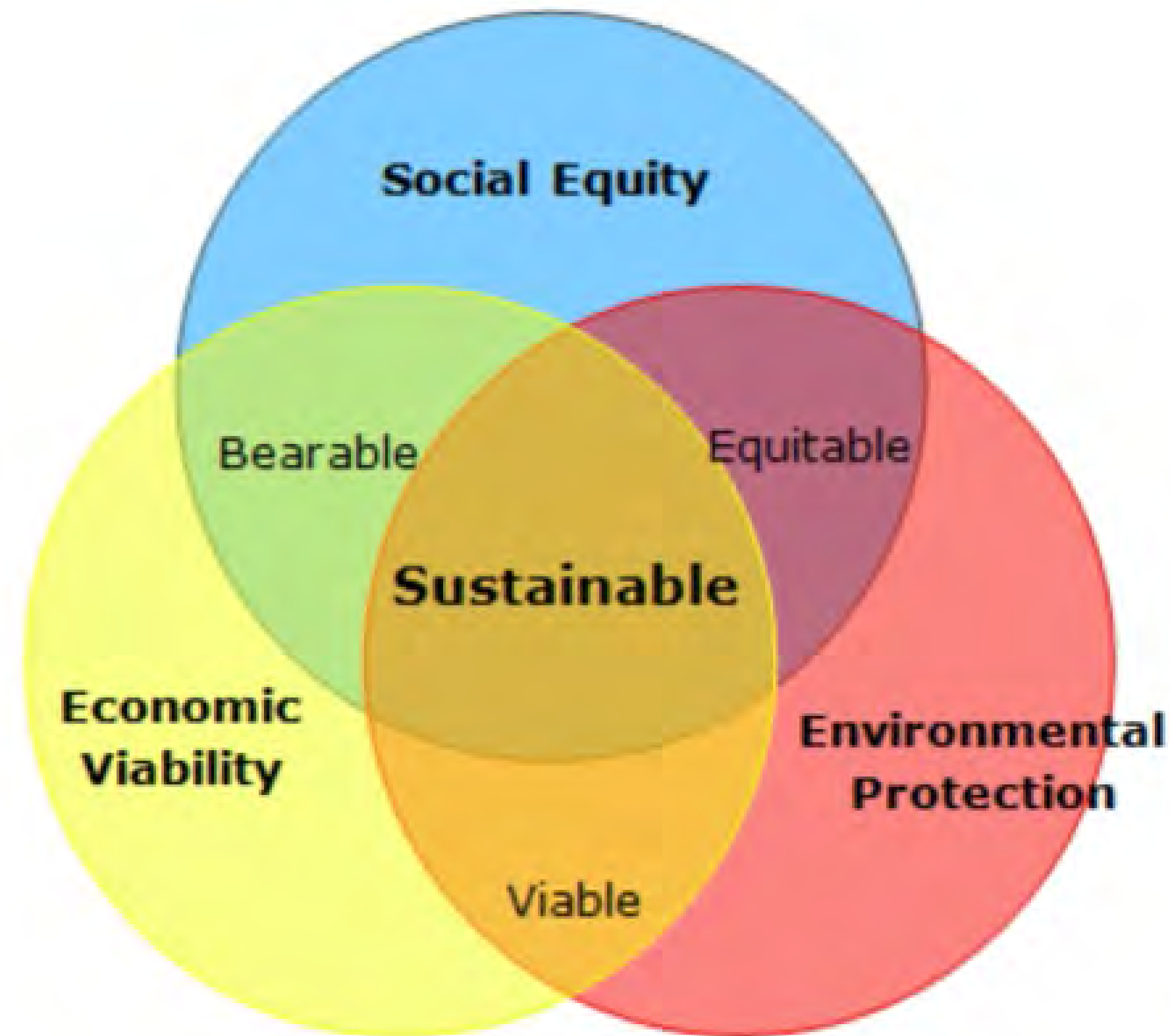
Leisure-infrastructure

leisure: sports, culture, attractions,
Hiking and biking trails, events

Special tourist offers

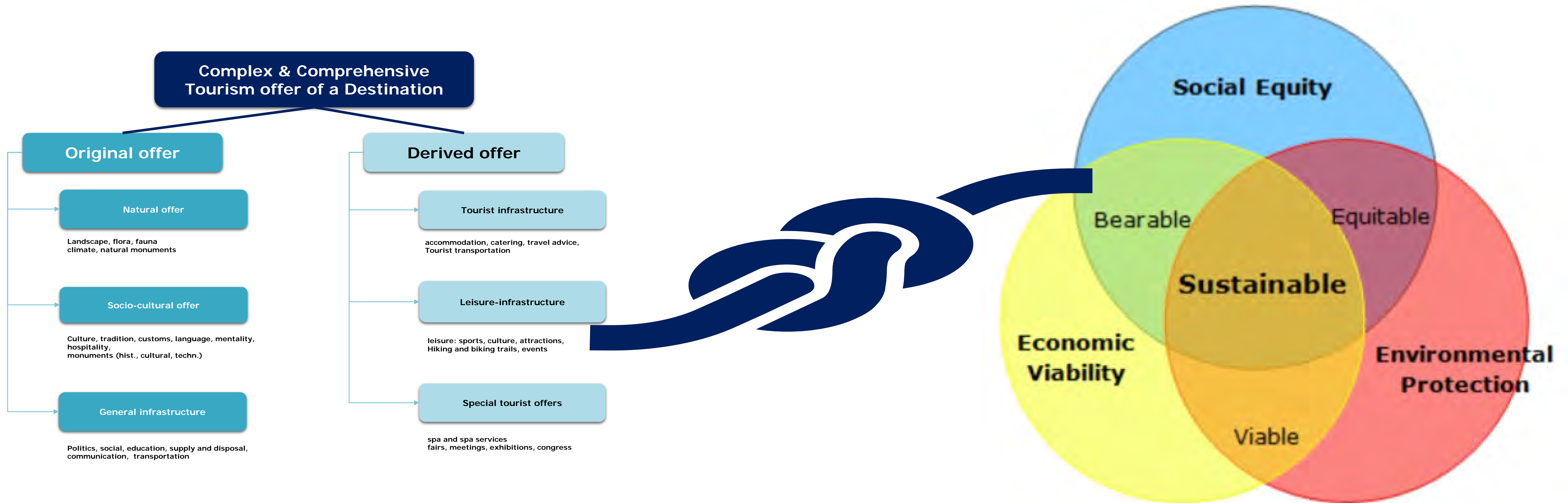
spa and spa services
fairs, meetings, exhibitions, congress

What is sustainable development?



- The development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- Calls for concerted efforts towards building an inclusive, sustainable and resilient future for people and planet.
- To be achieved, it is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection. These elements are interconnected, and all are crucial for the well-being of individuals and societies.
- Eradicating poverty in all its forms and dimensions is an indispensable requirement for sustainable development. To this end, there must be promotion of sustainable, inclusive and equitable economic growth, creating greater opportunities for all, reducing inequalities, raising basic standards of living, fostering equitable social development and inclusion, and promoting integrated and sustainable management of natural resources and ecosystems.

Modern destination management



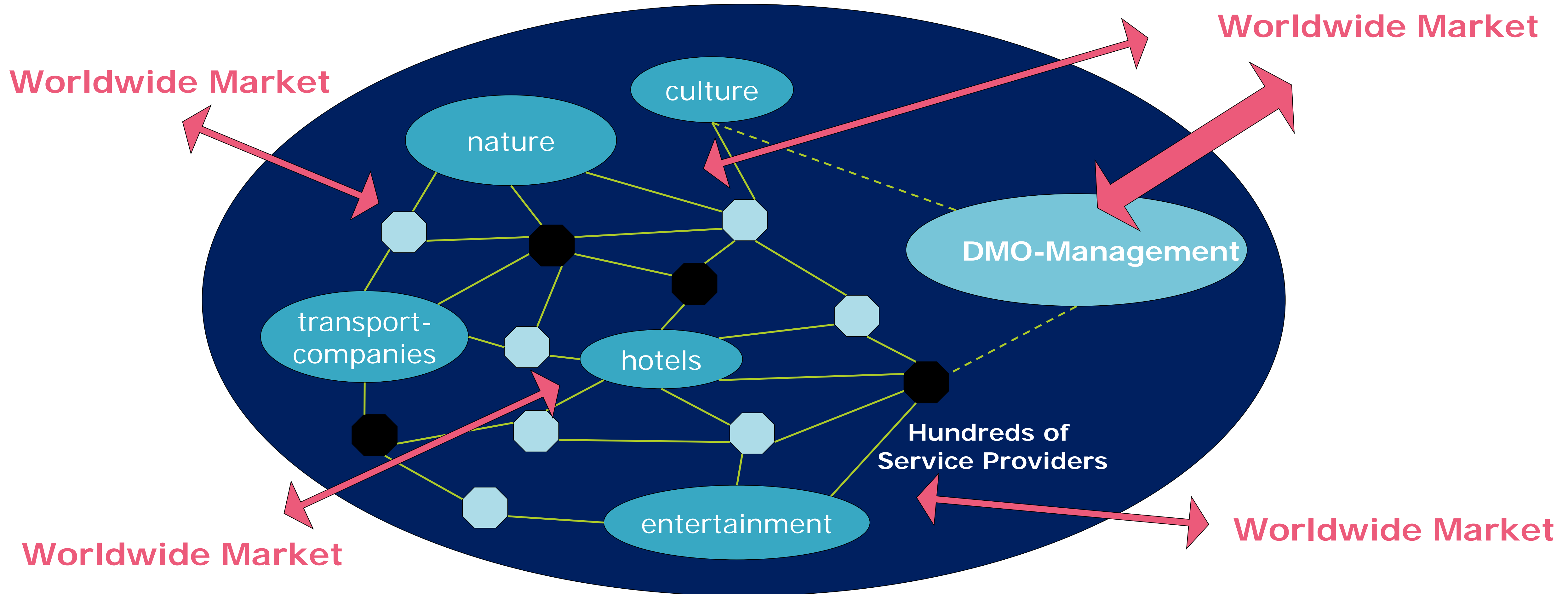
The eco-system “destination”; its framework & environment

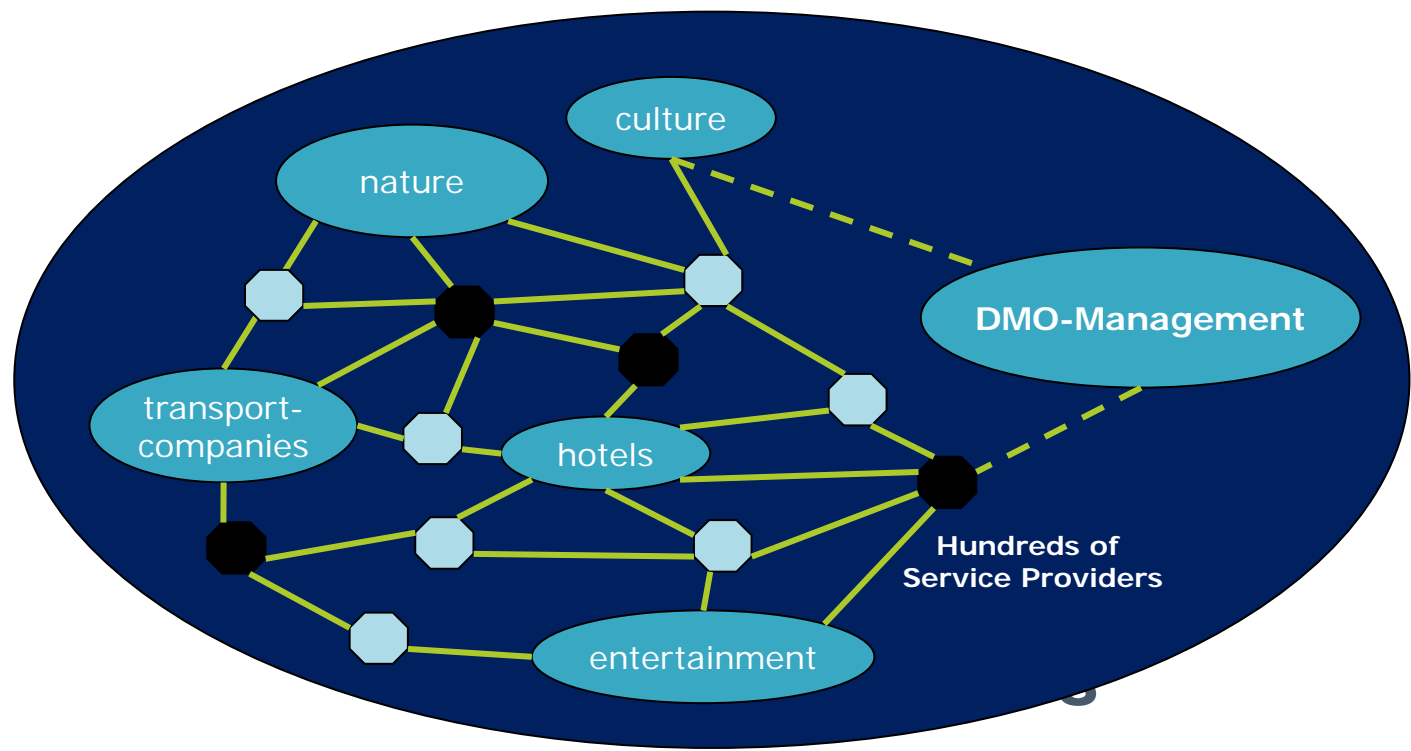
Topics:

- a. The service chain
- b. Service providers
- c. The tourism system with the 4 key environments



The destination as the competition unit

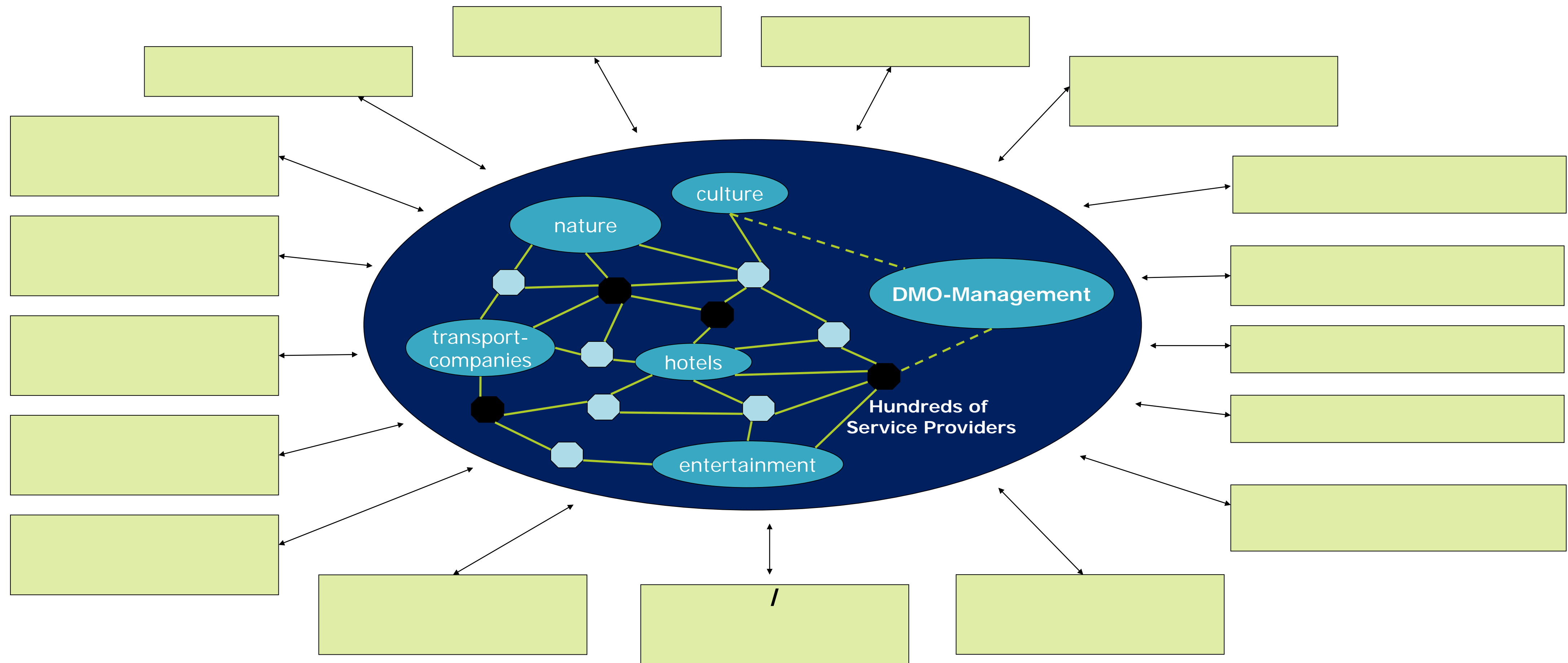




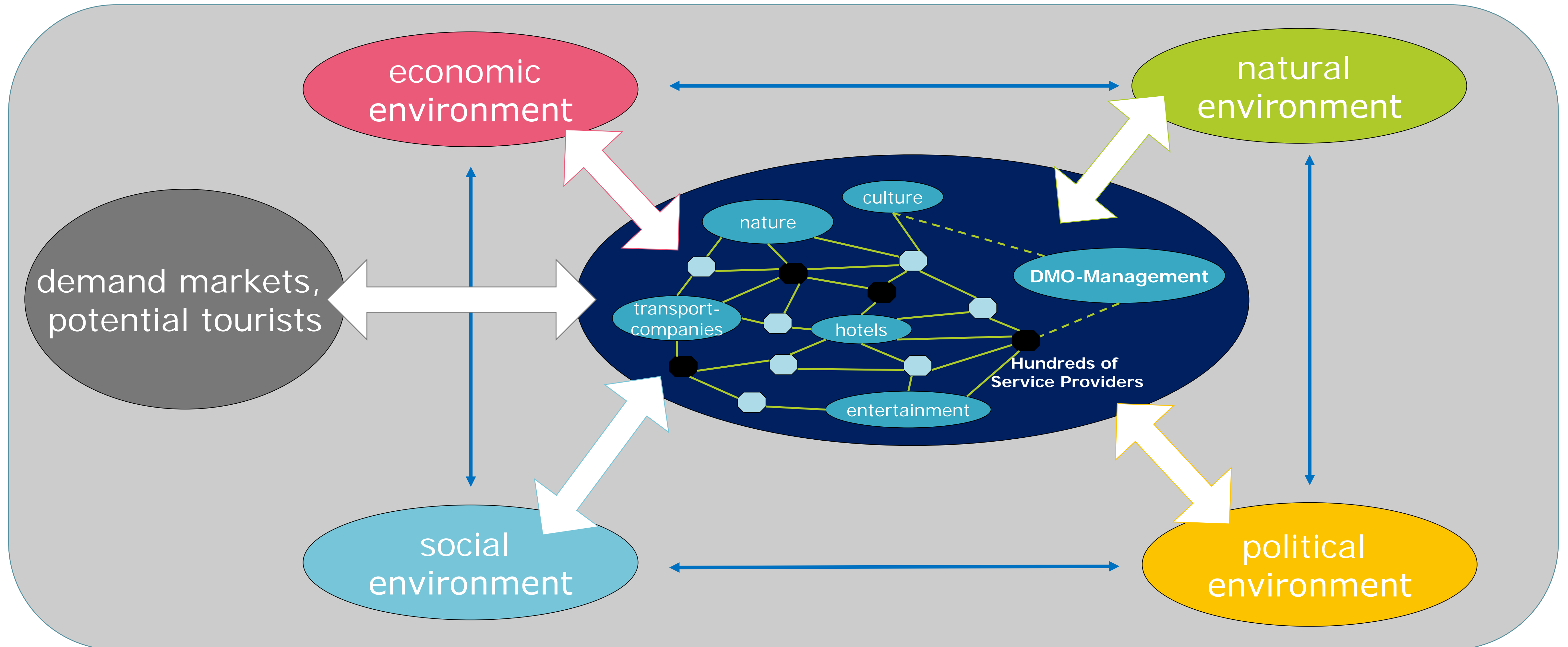
The Tourism Value Chain – the destination's uncountable tourism providers



The destination's tourism provider & the external interaction partners



Destination, potential guests & the 4 most relevant environments = Tourism System



The 4 relevant environments with selected aspects

Economic Environment	Social Environment	Natural Environment	Political Environment
Competitors	Safety& Social health	Seasonality & Climate	Government policies
Demand	Work/Career/Leisure attitudes	Weather	Political stability
Market size	Education	Geographical latitude	Corruption
Supply / Suppliers	Social culture	Topography	Foreign trade policies
Government spending	Demographics	Soil properties	Tax policies
Inflation	Attitudes & beliefs	Water & Water pollution	Labour law
(Un-)Employment	Lifestyle, fashion, hypes	Air & Air pollution	Trade restrictions
GDP	Social mobility	Droughts, floods ...	Copyright and patent laws
Exchange rate	Cross-cultural communication	Animals (Wildlife)	Funding & grants
Consumer confidence	Historical issues	Agriculture & farming	Wars & conflicts
Interest rates	Ethics & religion	Recycling status	Employment laws
Income	Distribution of income/wealth	Building density	Bureaucracy issues
Price level	Consumer behaviour	Rivers, lakes, sea, woods	Competition regulations

The destination's stakeholders and their expectations

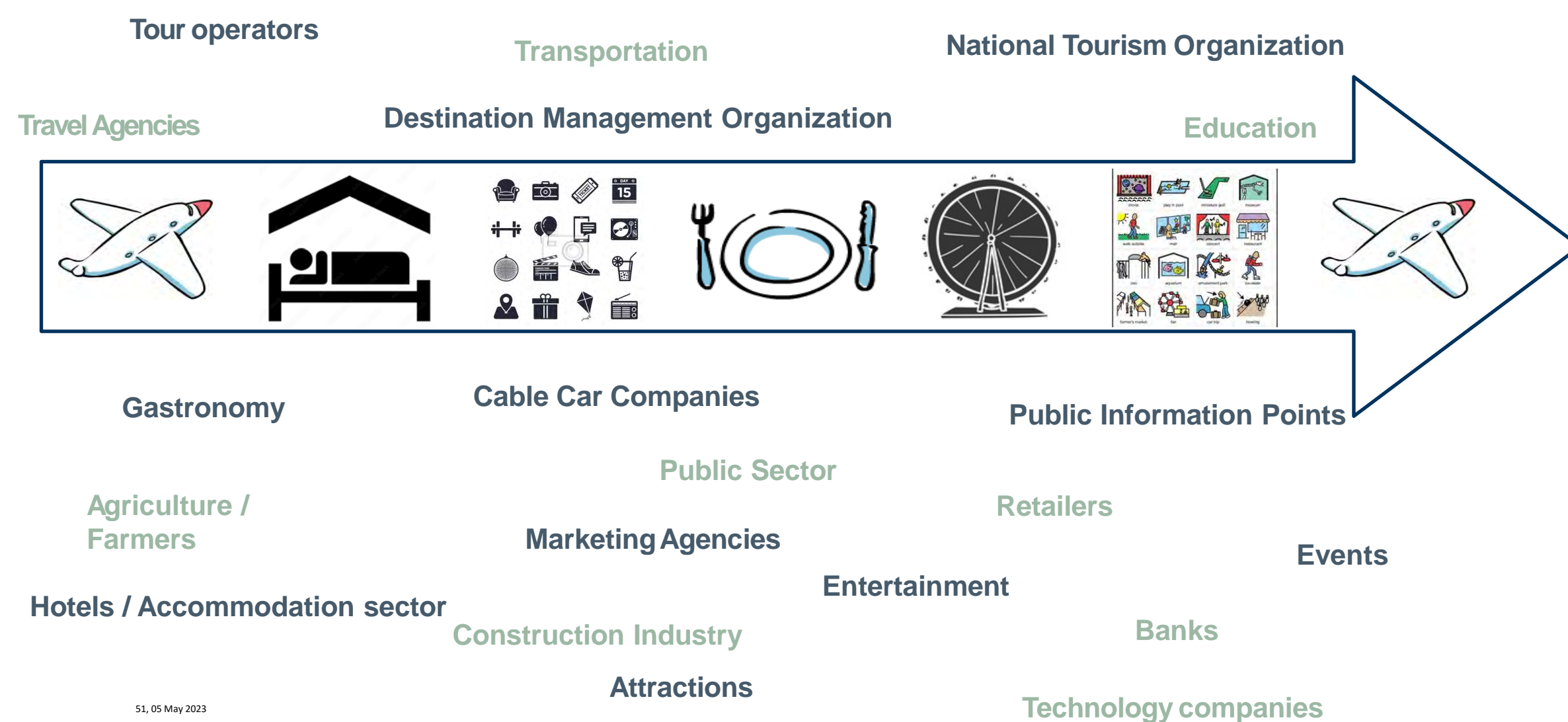
Topics:

- a. Stakeholder complexity
- b. Types of stakeholder
- c. Cooperation & governance
- d. Stakeholder management
- e. Stakeholder map
- f. Skill-Will-matrix

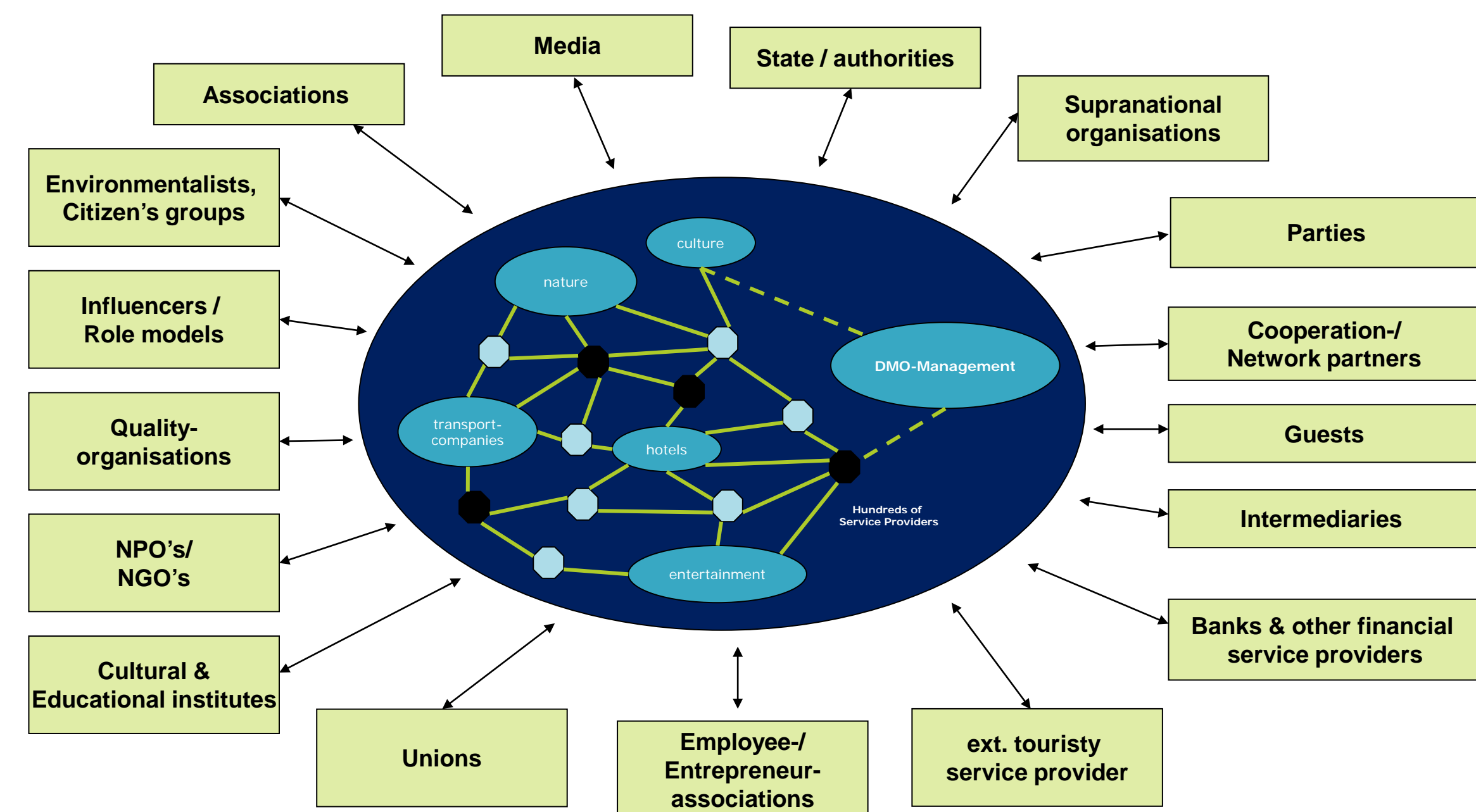


Stakeholders in Destination Management – an introduction via the system and framework of Destination Management

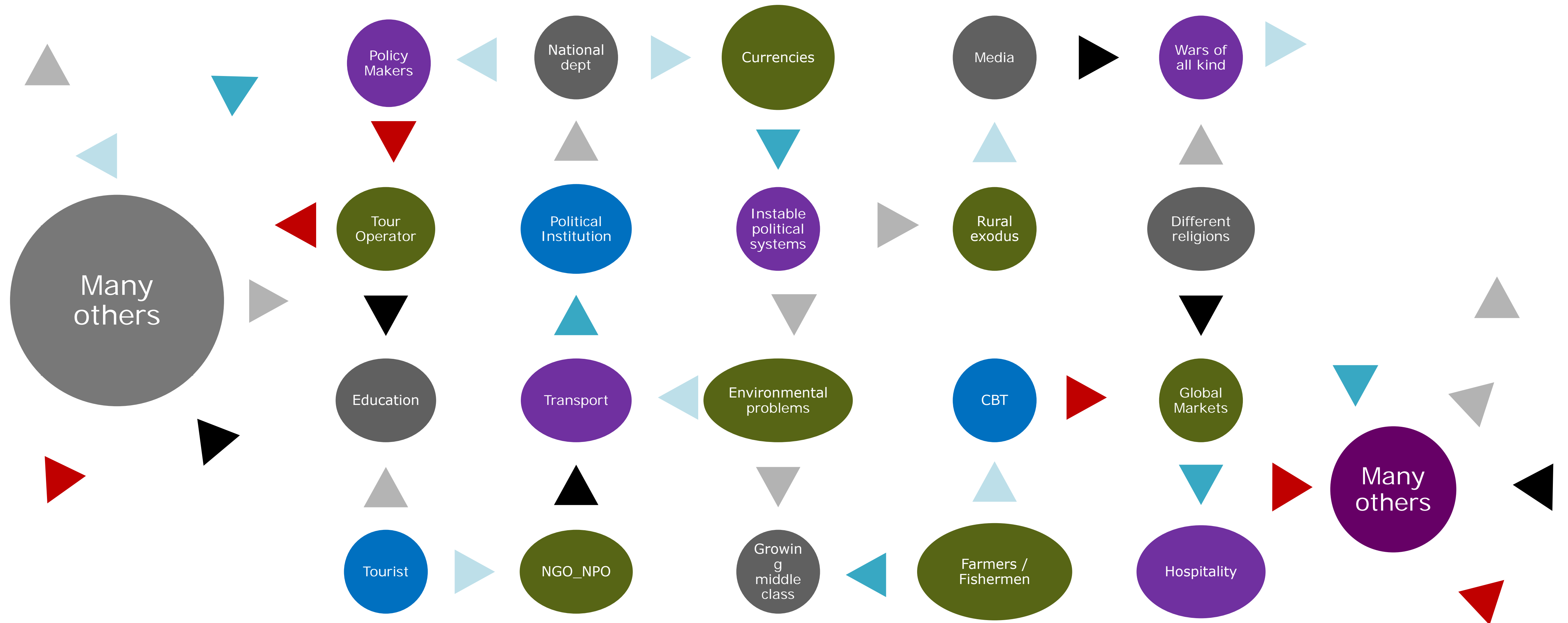
The Tourism Value Chain – the destination's uncountable tourism providers



The destination's tourism provider & the external interaction partners



Tourism and the Destination is a System of intensive Exchange and Interaction



Stakeholder Theory: 2 Definitions

„Any group or individual who can affect, or is affected by, the achievement of a corporation's purpose“

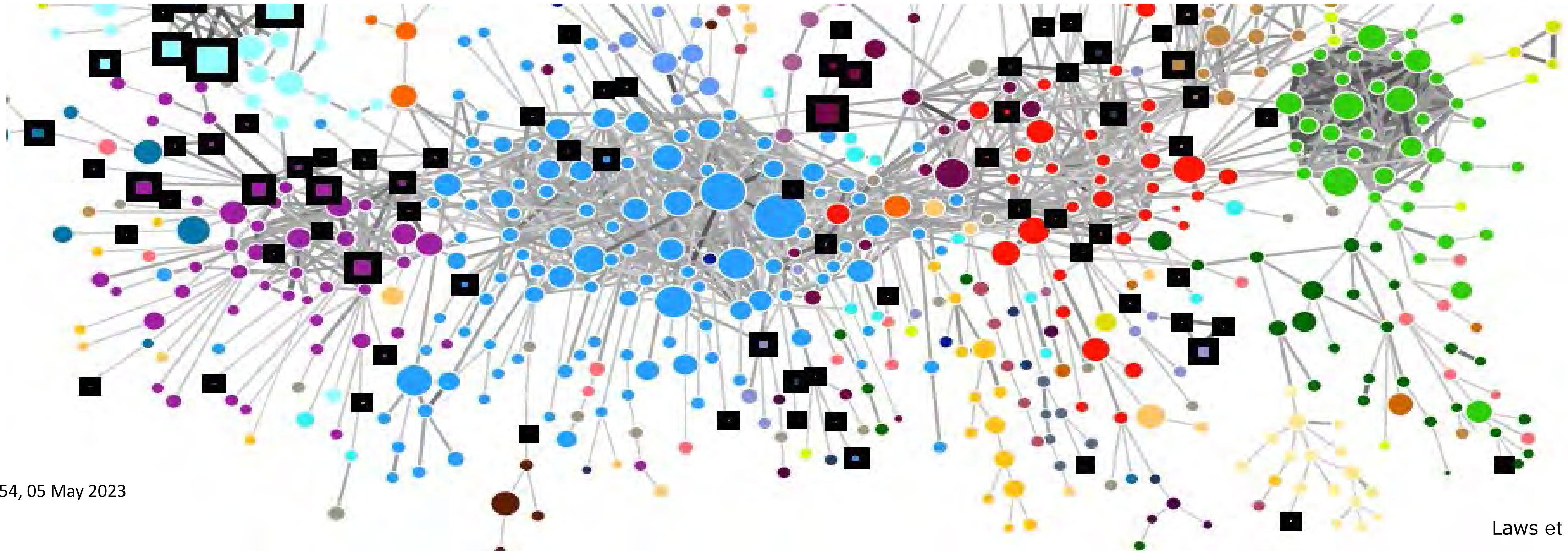
(Freeman, 1984, S. IV)

“The stakeholders in a corporation are the individuals and constituencies that contribute - either voluntarily or involuntarily - to its wealth-creating capacity and activities, and that are therefore its **potential beneficiaries** and/or **risk bearers**.”

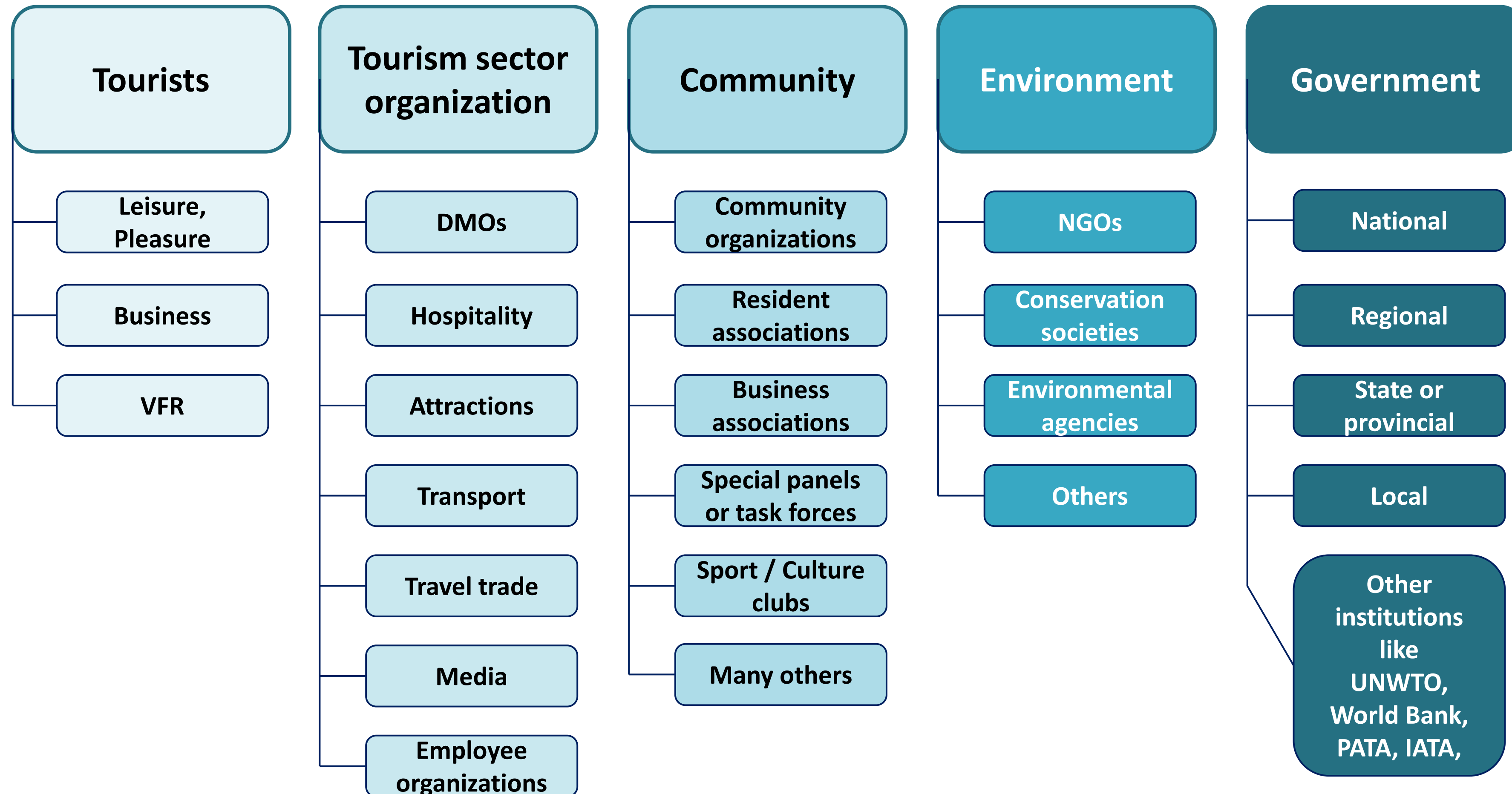
(Post et al., 2002, S. 19)

Complexity as a fundamental feature of the stakeholder management in destinations

- Multitude of **stakeholders and actors**
- Stakeholders **differ** in **objectives, skills, resources** and **commitment impact the functioning of a destination**
- **Influence and expectations of stakeholders may vary in different situations and contexts!**



Stakeholders in destination management (with some structure)



Key principles in the management/coordination of stakeholders (Freeman, 1984; Heitmann, 2010)

- 1. Identification of stakeholders and their contribution (stakeholder analyses)**
 - High or low power/influence? High or low interest?
- 2. Establishment of processes required to manage stakeholders (stakeholder engagement)**
 - Regular engagement, communication & information, consultation & trust
- 3. Transactions among the organization and its stakeholders need to be managed (stakeholder management)**
 - Reduction of risk; reduction of negative impact; responsibility

Two main stakeholder categories

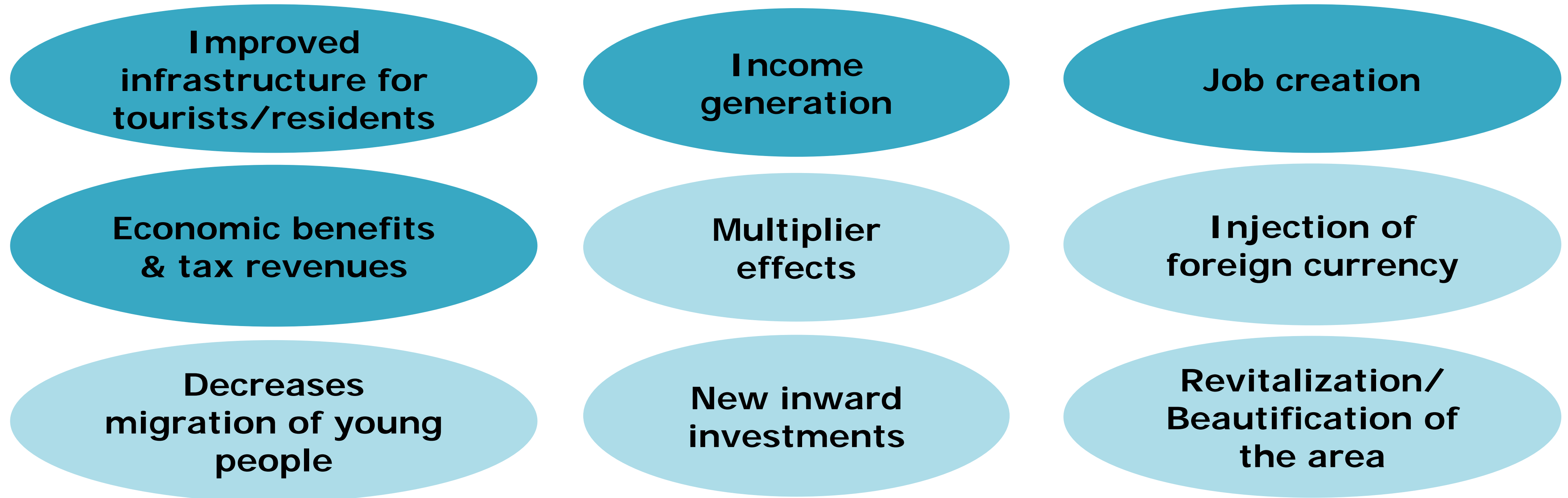
Primary stakeholders

- Their participation is vital for the functioning of the system;
- are involved in the creation of the product/service;
- (mostly) formal/official relationship with the organization;
- dominant position of power;
- key stakeholders, prominent actors;
- internal and external

Secondary stakeholders

- Are not directly connected to the creation of the product/service;
- are influenced by the actions of the organization & therefore interested in the action;
- influence the actions of the organization;
- usually external

Expectations of tourism destinations and tourism businesses



How to fulfil all these expectations?

First Priority: Installation of a DMO to coordinate.

“Stakeholder Analysis” & “Stakeholder Map” to synchronise the destination towards good governance:

Stakeholder Analysis identifies the ways in which stakeholders may **influence** the organization or their attitude towards the organization and its targets

USAGE OF STAKEHOLDER ANALYSIS. APPLICATIONS

- Making a list of all stakeholders
- Analysing the interest of the various stakeholders
- Analysing potential conflicts of interest with or between stakeholders
- Basis for further Stakeholder Mapping
- Basis or major influencing factor for strategy formulation and decision-making
- Evaluating existing strategies
- Basis for stakeholder communication

STEPS IN STAKEHOLDER ANALYSIS. PROCESS

1. Identify stakeholders
2. Understand stakeholder needs and interests. Classify them into meaningful groups.
3. Prioritize, balance, reconcile or synthesize the stakeholders
4. Integrate stakeholder needs into the strategies of the organisation/destination and into its actions

RESULTS OF STAKEHOLDER ANALYSIS. BENEFITS

- Better insight can be obtained per stakeholder in:
 - The relationship with the stakeholder
 - Coalitions or organizations of which the stakeholder is a member
 - The significance of the stakeholder to the organisation/destination
 - The power of the stakeholder
 - The priorities of the stakeholder
 - Associated risk areas
- Better strategies and decisions
- Better acceptance of the strategy and decisions

Stakeholder Mapping is the process of **creating pictures to clarify the position** of the stakeholders of the organisation/destination. It is useful to categorize the various stakeholders by drawing further pictures of what the stakeholder groups are, which interests they represent, the amount of power they possess, whether they represent inhibiting or supporting factors for the organization to realize its objectives, or methods in which they should be dealt with.

There are different models to visualise these categorisations. Some examples are:

- Power-Dynamism Matrix
- Power-Interest Matrix
- Power-Legitimacy-Urgency Model

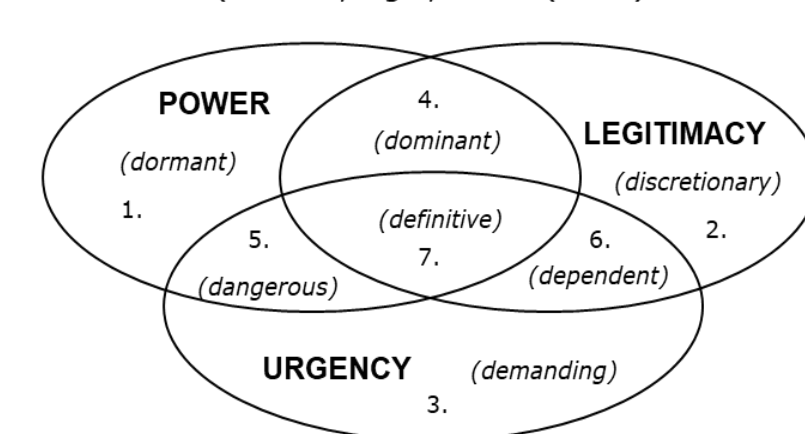
Power / Dynamism Matrix (Gardner et al. (1986))

		Dynamism	
		Low	High
Power	Low	A Fewer problems	B Unpredictable but manageable
	High	C Powerful but predictable	D Greatest danger or opportunities

Power / Interest Matrix (Gardner et al. (1986))

		Level of Interest	
		Low	High
Power	Low	A Minimal effort	B Keep informed
	High	C Keep satisfied	D Key players

Power, Legitimacy, Urgency (Mitchell, Agle, Wood (1997))

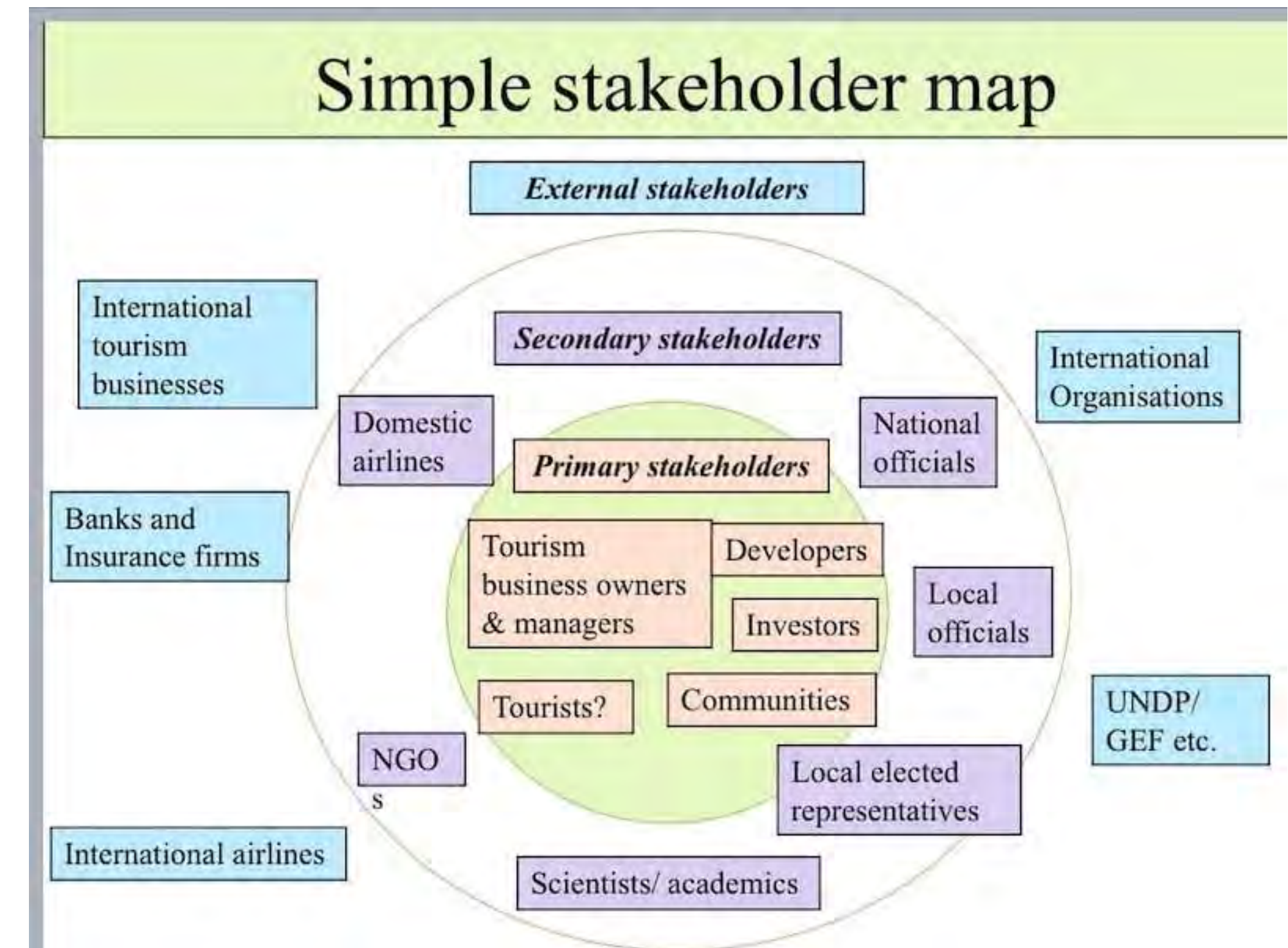


On-site experience Braşov

We split into 3 groups and discover your environment.

Questions to be asked:

- Who are the stakeholders?
- How can they be categorized?
- Who are the «high-power-players»?
- Are there any links and interactions between them? How do they influence each other? What do they expect from each other?
- Whose interest in tourism is high/low?



Source: Peter Burns via <https://tourismteacher.com/stakeholders-in-tourism/>

Cooperation among Stakeholders in a Destination

„No Stakeholder is nowadays in the position to oppose the upcoming strategic challenges on his own.“

(Bruyn & Alonso, 2012, p. 222)

„The very essence of rural tourism is local cooperation and community involvement through appropriate forms of networking.“

(Mitchell & Hall, 2005, p. 5)

„Cooperation in community-based destinations “is a process of joint decision making among autonomous, key stakeholders of an inter-organizational, community tourism domain“

(Jamal & Getz, 1995, S.154)

- Stakeholders are obliged to work together as they depend on each other to create the tourism product
- Collective decision-making among independent actors are crucial for destination development
- Formal or informal ways of cooperation

Differences in stakeholder management between firms and destinations

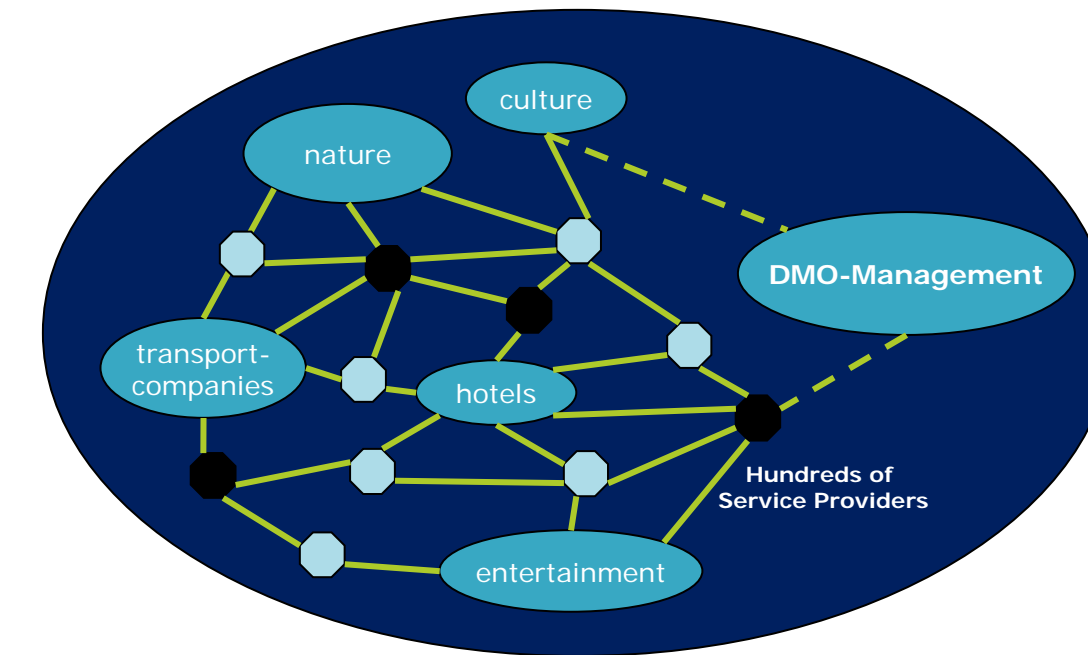
Stakeholder coordination and management in the context of a destination as the task of the DMO is much more complex than in a private business!

Private Business



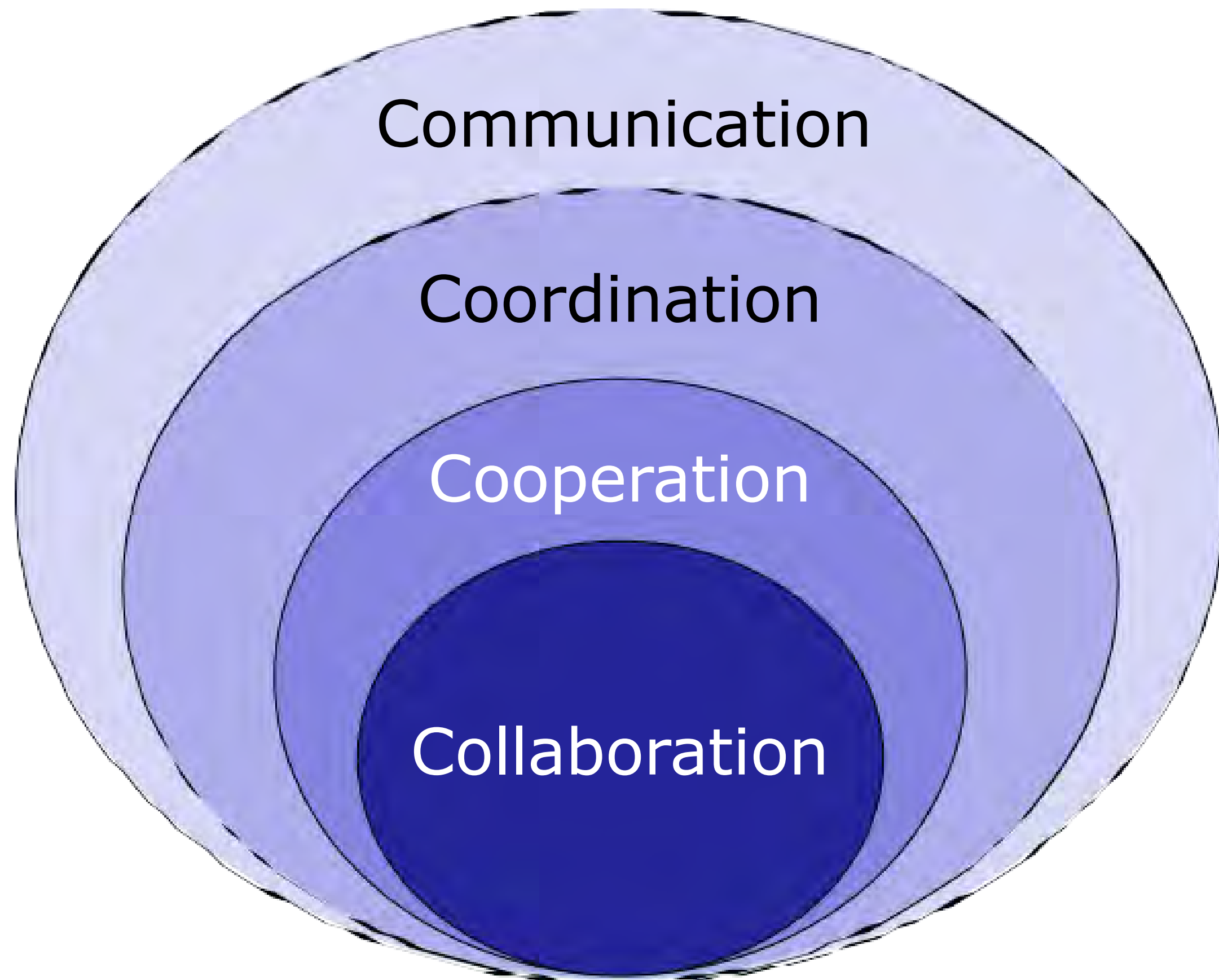
- Individual level -> moderate number of stakeholders
- Moderate amount of primary stakeholders
- Individual product creation
- Lower potential of conflict
- Lower dependence on other enterprises
- Coordination and management of stakeholders lays in your own hands

Tourism Destination



- Collective level -> Networks of stakeholders on local, regional and supraregional level
- Complex number of heterogeneous primary & secondary stakeholders
- Collective product creation (touristic value chain)
- High dependence of the enterprises in the destination
- Higher potential of conflict

Forms of stakeholder involvement/engagement



Cooperation & Stakeholdermanagement – more to come later in the module

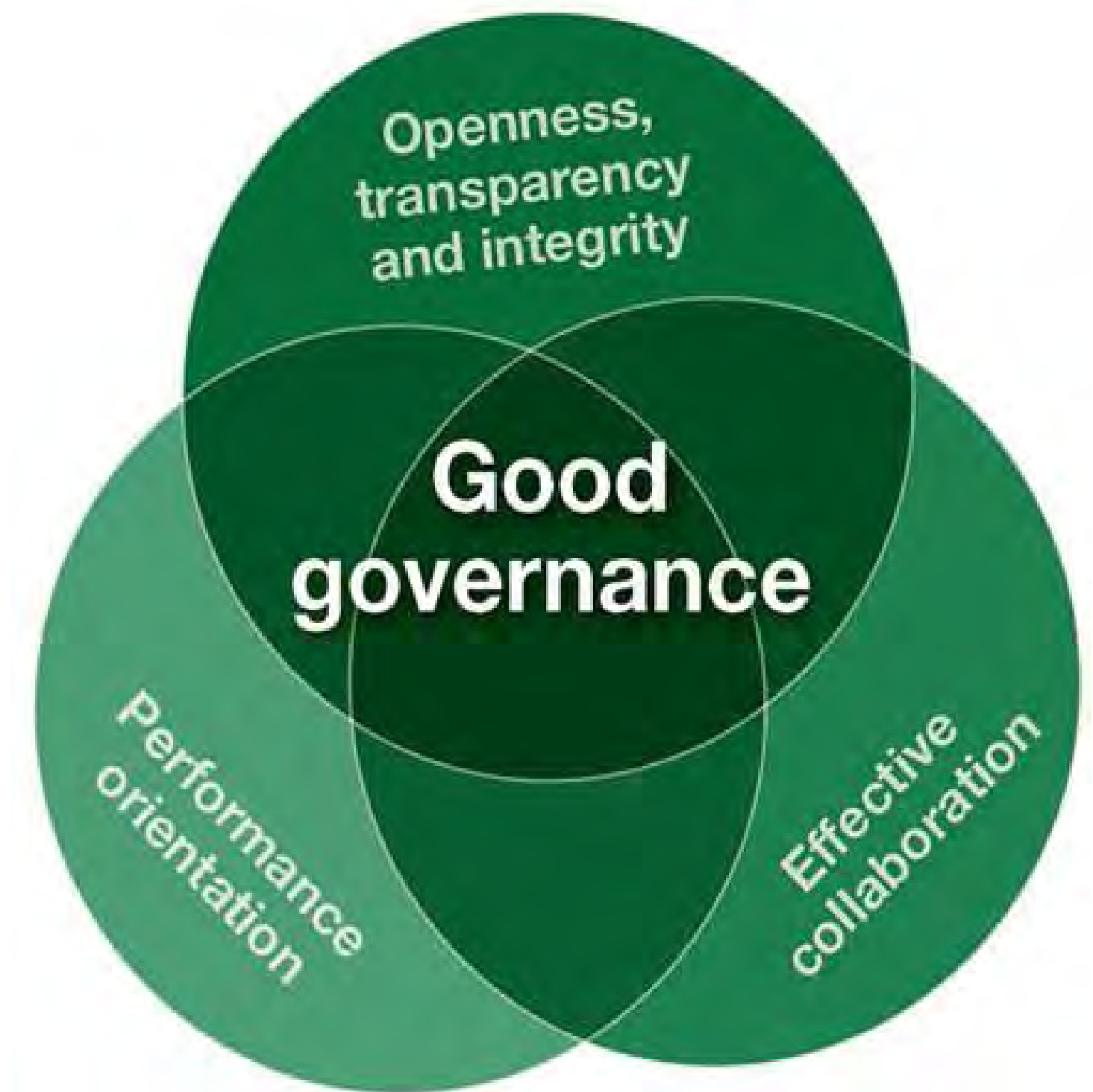
From Stakeholders to Governance: what does governance mean?

Corporate governance refers to the whole **system of rights, processes and controls established internally and externally** over the **management** of a business entity with the objective of **protecting** the interests of **all stakeholders**.

Centre for European Policy Studies, 1995

Governance involves **collaboration, cooperation** and **trust** between government (at different levels) and business stakeholders. It is the most effective way to ensure **accountability, transparency, responsiveness**, and a **future orientation**.

Damayanti et al., 2019



Destination Governance

- In tourism destinations stakeholders do not necessarily engage in fully cooperative behaviour; they may **collaborate and compete at the same time** (a phenomena termed “coopetition”)
- Destinations are a fragmented entity, requiring purposeful coordination to **ensure coherency of perception and delivery**
- Destination success is attained through **how destination stakeholders interconnect**
- Tourism stakeholders are **not static entities**; managing stakeholders requires a **continual awareness and assessment**

Destination Governance:

“Synchronizing the dynamic, competing forces, interests and resource requirements of disparate stakeholder groups and structuring inter-organisational relationships”.

In tourism destinations stakeholders...

- ...do **not** necessarily engage in **fully cooperative** behavior
- ...may **collaborate** and **compete** at the same time
- ...behave like a phenomena termed **coopetition**
- ...**must recognize** this simultaneous cooperation and competition situation

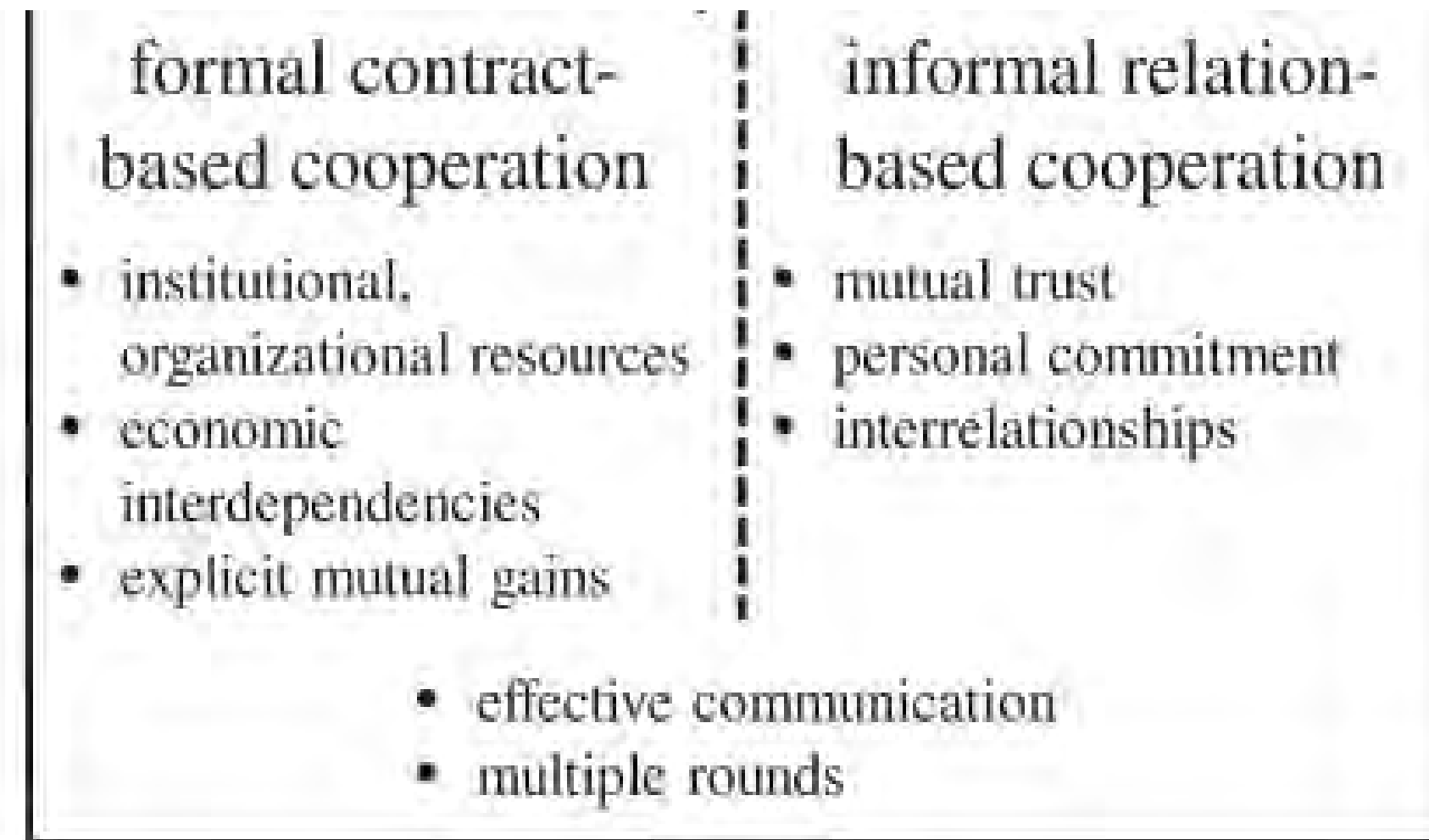


Coopetition within tourism destinations stakeholders...

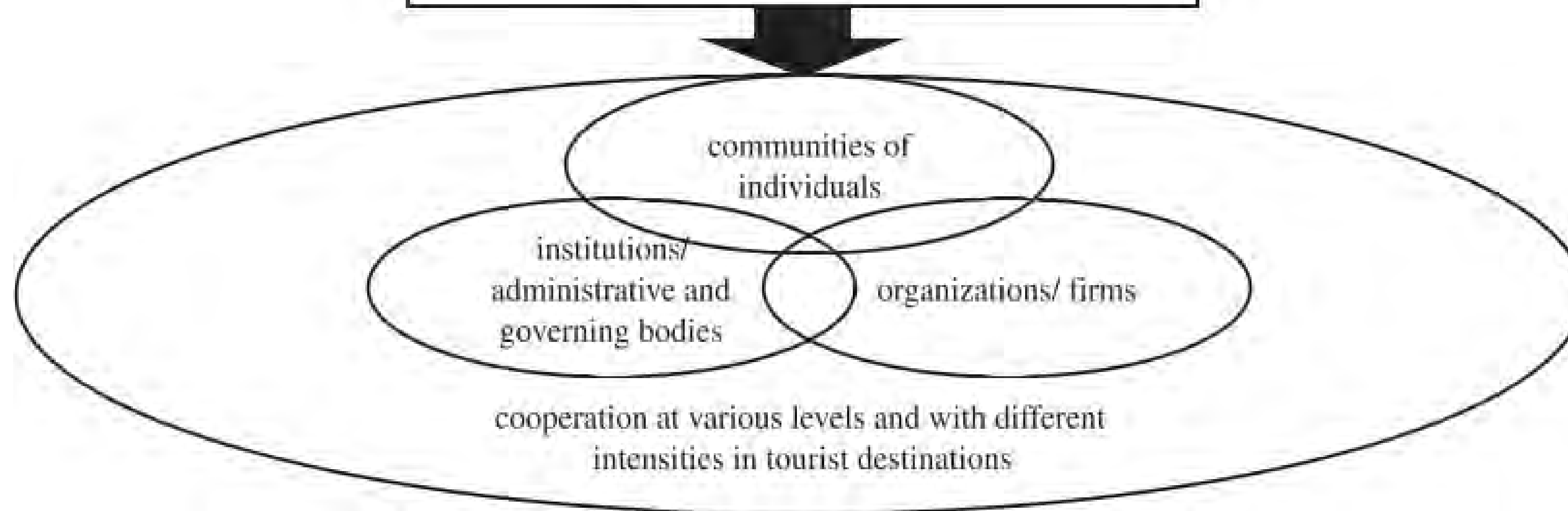
- ▶ Provides opportunities for participants to **gain competitive advantages**
- ▶ Allows stakeholders to achieve mutual goals with their partners (**cooperation**) and at the same time compete in gaining individual benefits (**competition**)
- ▶ Participants need to clearly **define responsibilities** and agree on an effective mechanism of coopetition
- ▶ Formally done by **institutions** (tourism policy makers, destination management organizations, ...)
- ▶ **'Good' performer** is the one who contributes to the creation and implementation of the institutions
- ▶ **'Bad' performer** who does not take part in the institutions but still benefits from them is called a **'free rider'**
- ▶ Driven by **individualistic** or **self-interested** behaviour
- ▶ **Bi-directional relationship** between institutions and cooperating participants
 - Institutions can control the cooperating participants' behaviour
 - Participant's behaviours can influence the institutions

Cooperation among Stakeholders in a Destination

Who leads the formal cooperation?



Who leads the informal cooperation?



Formal Networks

- ▶ **Government ministry or agency**
 - responsible for policy and governance issues
 - provides an interface to other ministries concerning economic development or the environment
- ▶ **Destination Management Organization**
 - public private partnership
 - manages the interface with the private sector
 - primary responsibility for marketing and promotion

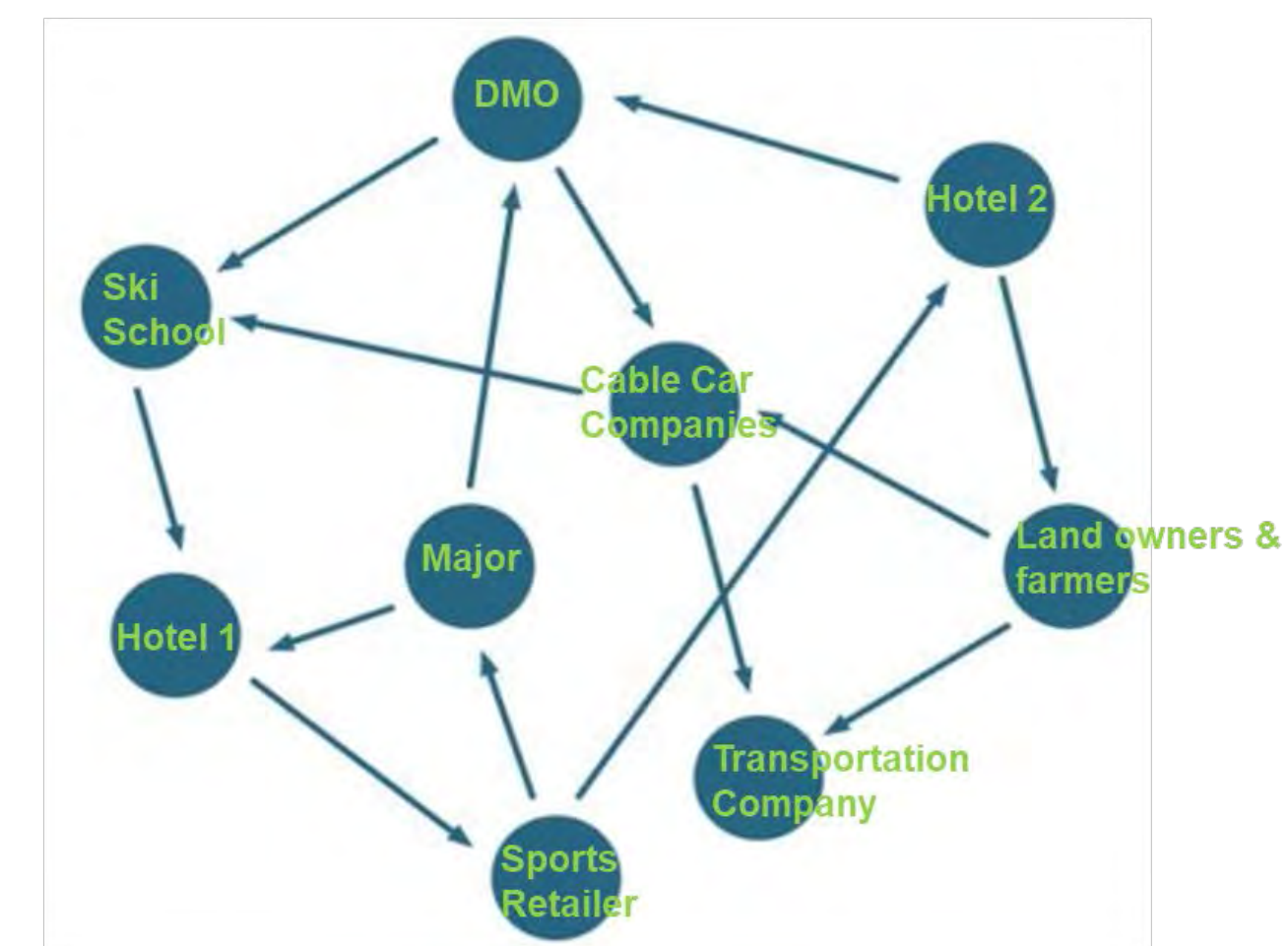
Informal Networks

- ▶ **Leadership Networks in Destinations**
 - Established **trust culture** among the actors involved and common **identity**
 - **Active participation** and inter-organizational learning of each member coupled with mutual assistance
 - **Resourcing** as a means of reduction of unnecessary duplication
 - Higher degree of **engagement** and **commitment** to common goals
 - Underlying **objectives** and **efficient** way of working
 - Ability to implement **long-term interests** of network actors
 - Relevance of local communities is increasing and is perceived more important

Leadership Networks in Destinations

- *“A network connecting leaders who share common interests and who have a commitment to influencing a field of practice or policy”* (Hoppe and Reinelt, 2010, p. 601).
- Destination leadership networks are a set of relationships between individuals and various groups which have formal, semi-formal and informal structures (Gibson et al., 2005)
- Destination Leaders in their collectivity, shape and influence the destination’s core services, strategic orientation and innovation capability (Koh, 2000)

Leadership Networks in Destinations



Leadership Networks in Destinations

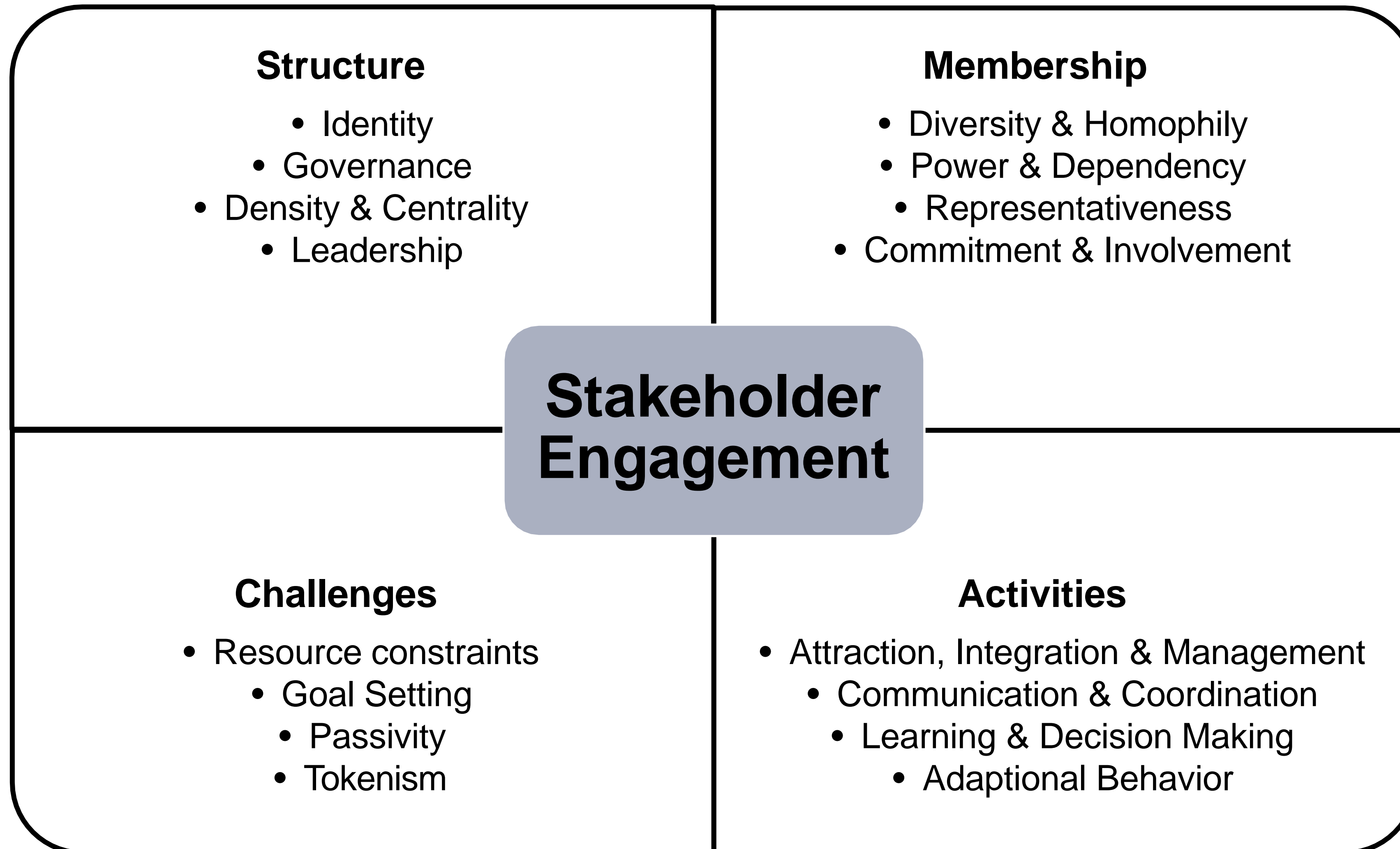
Roles & tasks of the Leadership Network Members

- Governance and leadership of the destination
- Providing and **producing indispensable parts of the destination's tourism** product
- Establishment of vision, goals and **strategic directions** for the destination
- **Innovation** and **investment in touristic infrastructure**
- Representation of stakeholder interests
- **Strategic Marketing & Positioning of the Destination**

Leadership Networks in Destinations

Source of Power	Explanation
Power by position	Owner & entrepreneur CEO Major Members of executive boards Members of committees
Power by assets	Financial assets Property Economic success
Power by personality	Engaged & hands-on Innovative & visionary Charismatic & diplomatic Stubborn & persistent
Power by indispensability	Without these leaders the creation of the tourism product is not feasible
Power by knowledge	Strategic Thinking Knowledge about network & destination structures

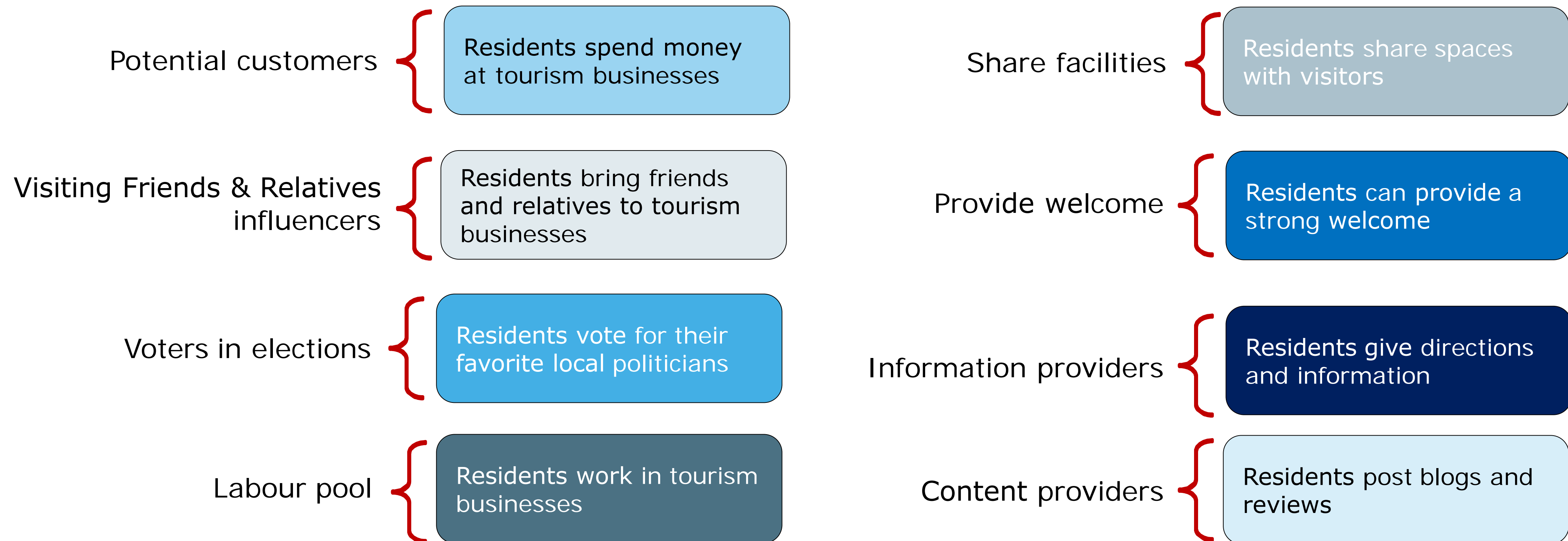
Factors impacting stakeholder engagement



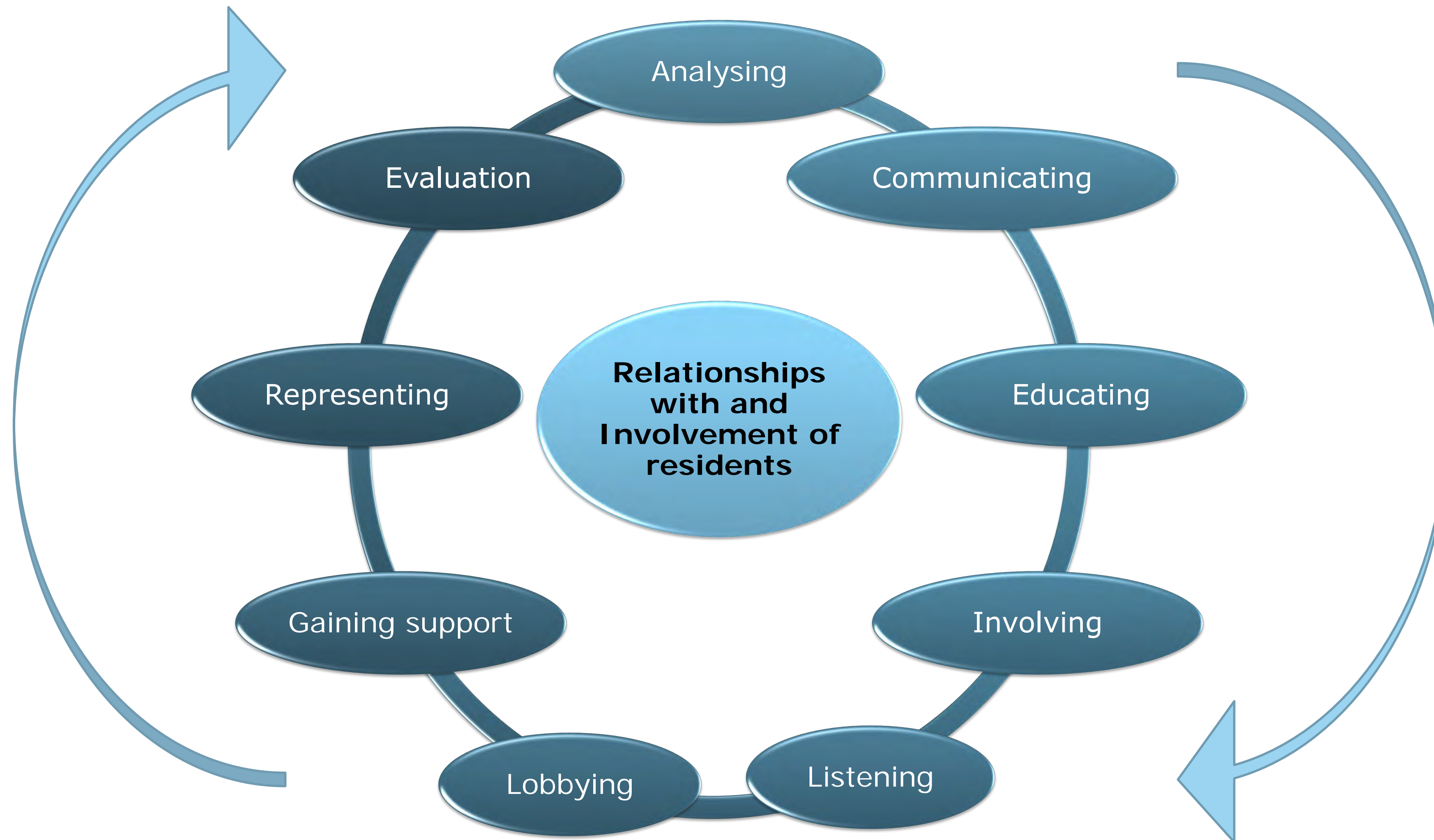
Integration of stakeholders

- ▶ **Fostering** of networks is a very important part of managing a destination
 - **Coordinating** relationships amongst disparate stakeholders
 - **Careful governance** and purposeful consideration of coordination mechanisms
 - **Balance** multiple inputs, perspectives, values and interests so as to optimize collaborative synergy
 - **Clear choices** regarding membership, decision making, power relations and norms of behaviour
 - Organizing **collaboration initiatives** to involve stakeholders
 - **Fostering alignment**, cohesion and diversity amongst stakeholders
 - **Strong social coordination** is vital to keep stakeholders alert to the rules, roles and responsibilities
 - Stakeholder integration is a **dynamic capability** that stems from the ability of the DMO to utilize engagement instruments to **attract**, **maintain** and **build** meaningful **relationships** with and across stakeholder groups

“Residents” - a very special stakeholder group in destination management: Reasons for an intensive (good) relationship with residents



How to engage / integrate the residents in the destination management



The "Skill-Will Matrix"

To find the relevant stakeholders for the sustainability development and sustainability projects



Stakeholders in destination management: who are the really relevant ones?

The matrix can be used for assessing the competence and willingness to perform a certain task/project. Based on this assessment one may decide on how to guide an business (or an person/employee) effectively towards successful results.

Businesses are hardly ever in one quadrant all the time. They will be classified in one quadrant **depending on the task/project**.

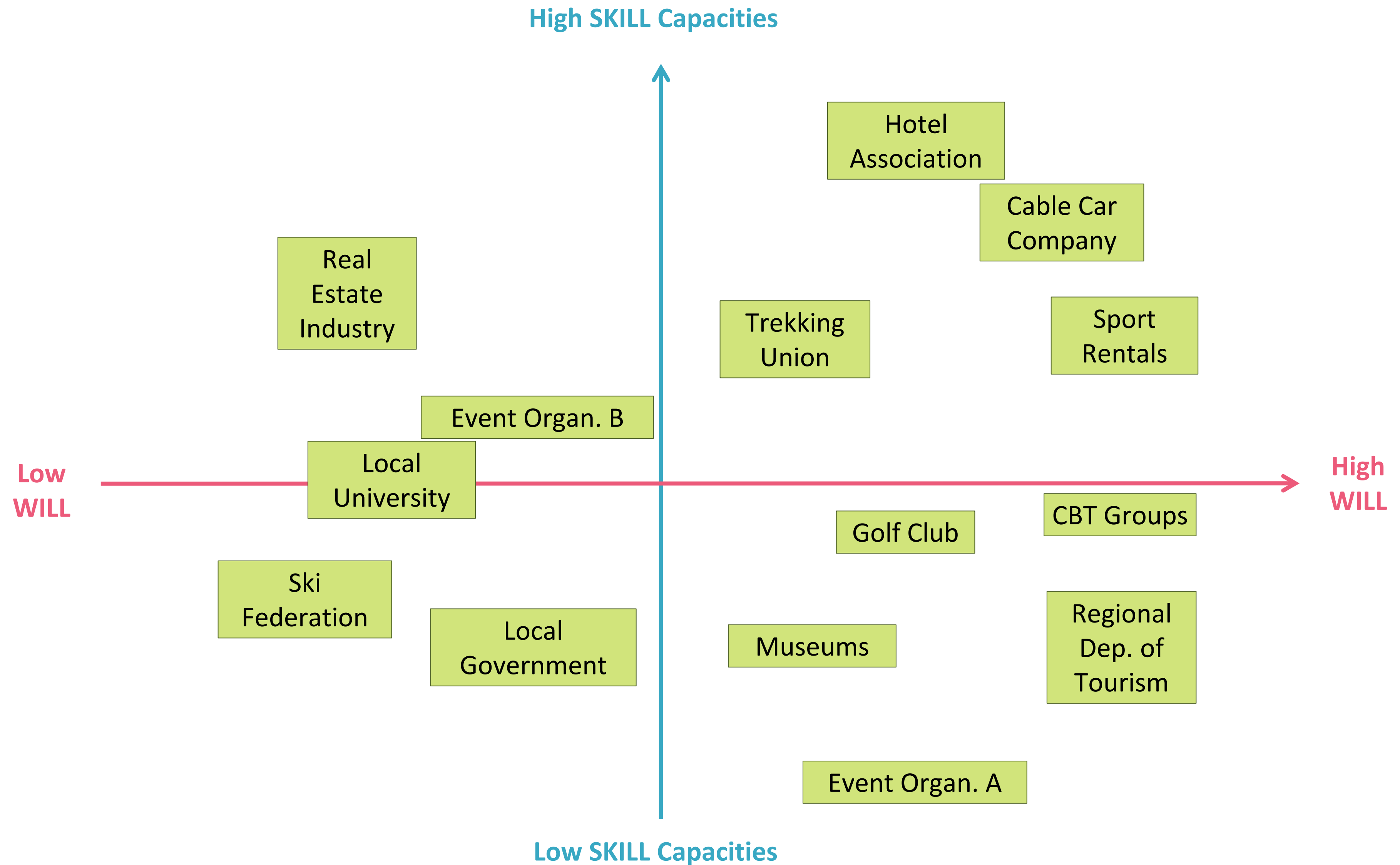
Skill: Experience with the task/project, educational background, knowledge and natural talents, competences.

Will: The extent to which a business is motivated, incentives for performing the task/project involved, trusting the possibilities of and feelings about the task/project ("attitude").

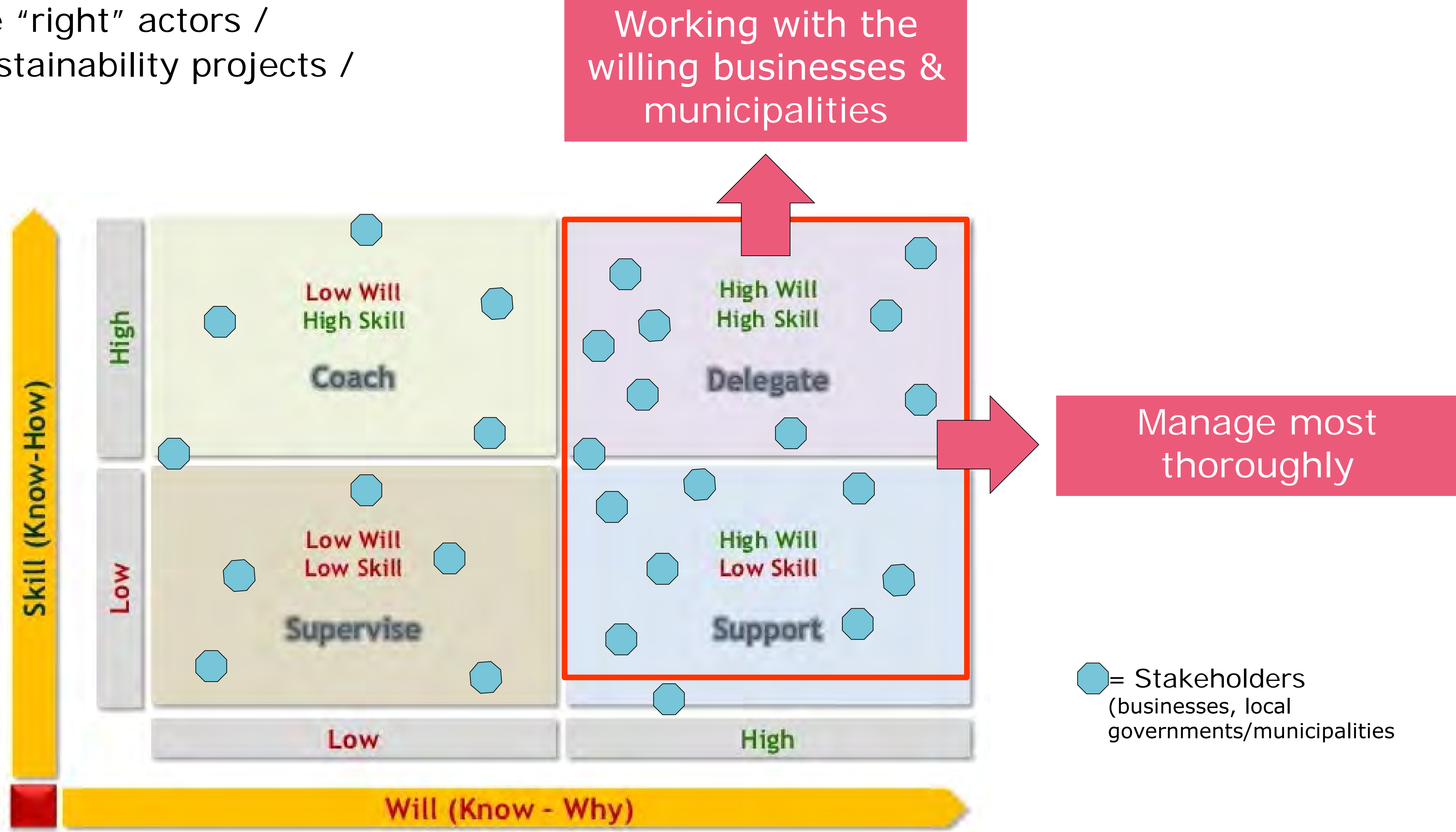
Contrasting willingness and skill one will end up with the "Will-Skill matrix". Motivation and competences present significant ingredients in managing businesses (people). Skill makes sure businesses **can** commit to the organisation/task/project; willingness makes sure they **want** to do so.

Skill-Will model: example

Work with the ones that are willing! And coach them.



The DMO's potential partners and the selection of the "right" actors / partners for sustainability projects / development



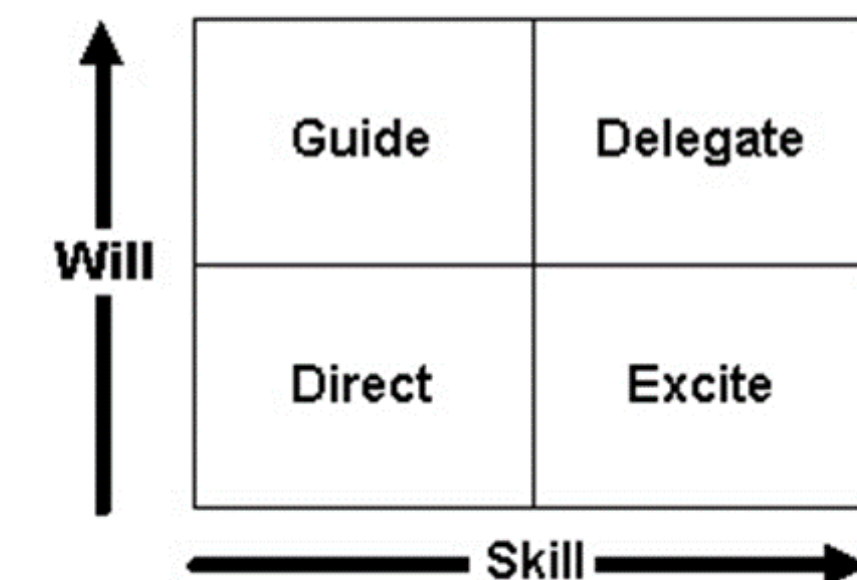
Work with your stakeholders in your destination:

Direct

- Discuss what would motivate employee/business. Agree on what is possible.
- Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.
- **Set clear rules, methods, and deadlines**
- Check for understanding
- Give responsibility and authority **for the pieces of tasks employee can do.**
- Structure tasks for quick wins
- Identify and provide required training.
- Provide **frequent** feedback.
- Require frequent check-ins (verbal or written) early in the project but relax control as progress is shown.
- Praise and reward for success

Excite

- **Discuss why task is important and why employee/business is best choice.**
- Discuss what would motivate employee. Agree on what is possible.
- Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.
- Check for understanding
- Give responsibility and authority **because employee/business is competent**
- Provide **frequent** feedback.
- Require frequent check-ins (verbal or written)
- Praise and reward for success



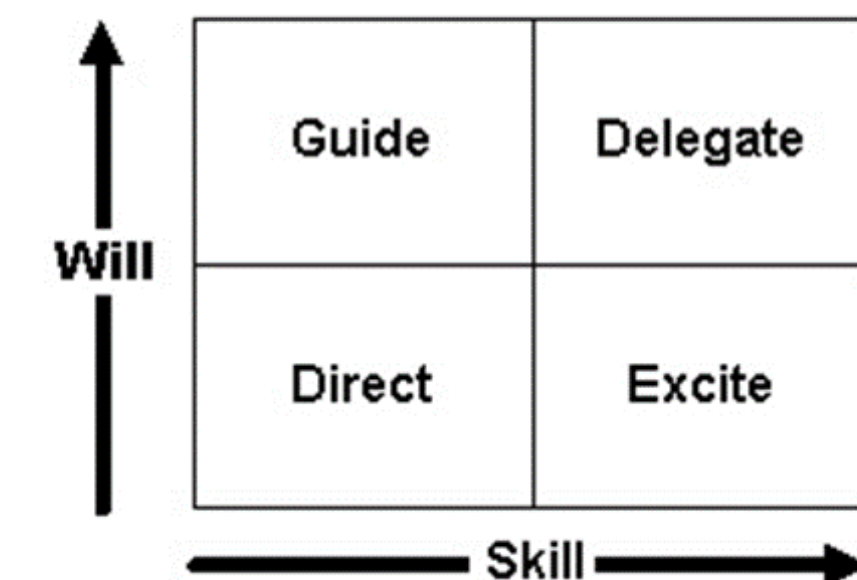
Work with your stakeholders in your destination:

Guide

- Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.
- **Discuss and set methods.**
- Check for understanding
- Identify and provide required training.
- Accept early mistakes as important “coaching” moments.
- Give responsibility and authority **for the pieces of tasks employee/business can do.**
- Structure tasks to minimize possible risks to employee / company
- Provide **frequent** feedback.
- Require frequent check-ins (verbal or written) early in the project, but **relax control as progress is shown**
- Praise and reward for success

Delegate

- Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.
- **Involve in decision-making**
- Frequently ask employee/business for opinions
- Check for understanding
- Give responsibility and authority **because employee/business is competent and committed.**
- Provide feedback.
- **Ask for check-ins at key milestones or when employee has questions.**
- Praise and reward for



The two forms of “DMO”, roles and tasks

Topics:

- a. Introduction of the roles and tasks of a DMO
- b. Explanation of the difference between the 2 models
- c. Presentation of examples of both types



Destination management and marketing / DMO & DMO

Two highly interrelated concepts

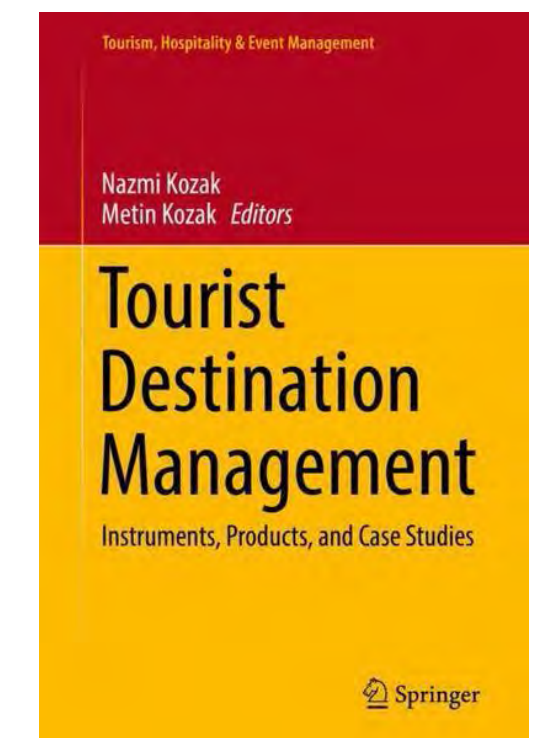
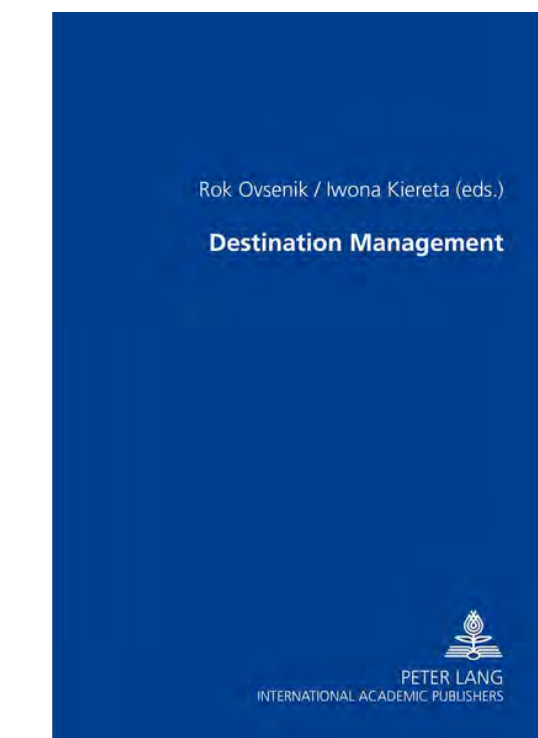
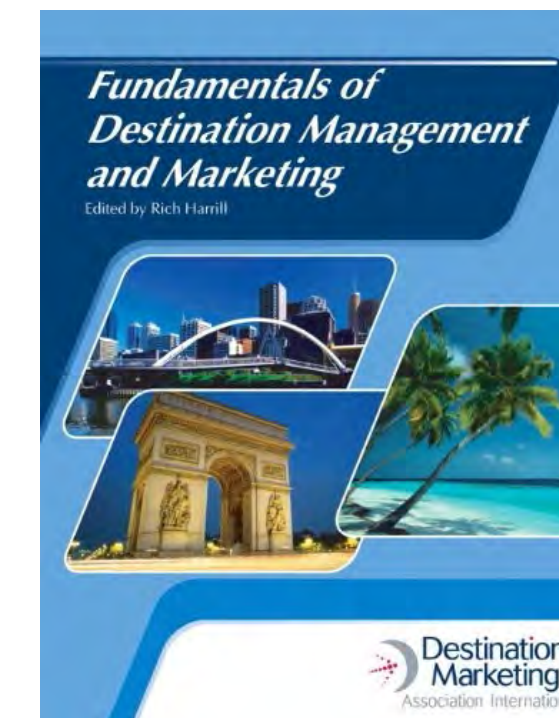
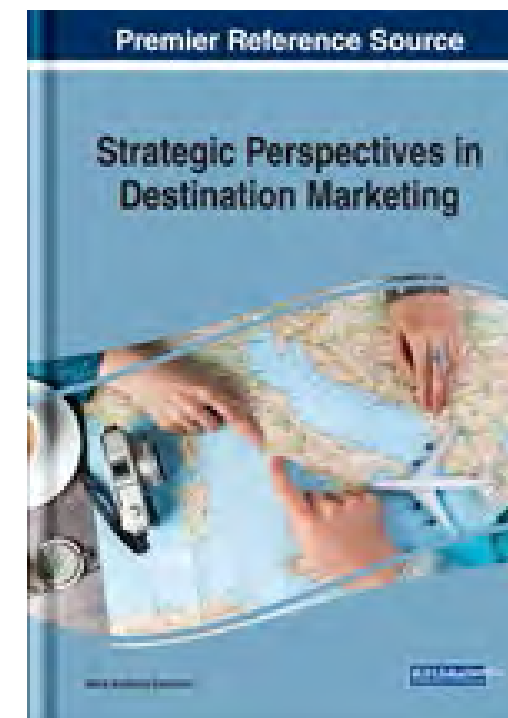
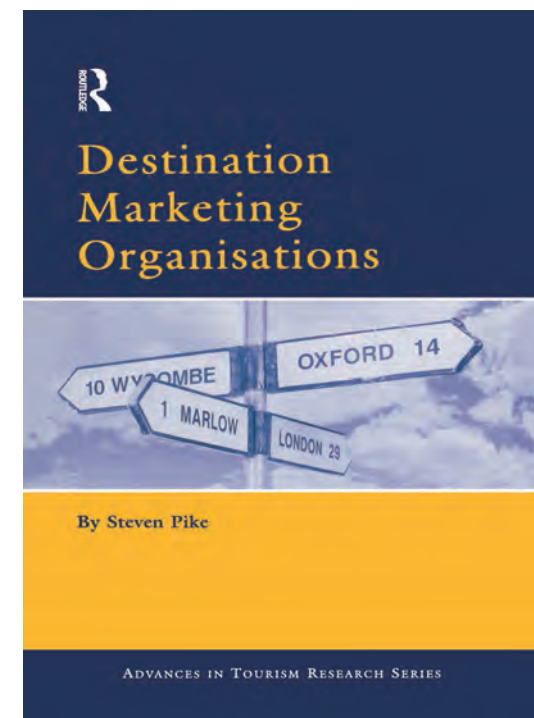
1) Destination Marketing Organisation:

Marketing/Communication as key task

(many National Tourism Organisations like "Switzerland Tourism")

2) Destination Management Organisation:

Coordinated and integrated management of the destination with the relevant stakeholders (like the local attractions, events, facilities, infrastructure, hospitality resources and tourism providers/suppliers of all kind)



Management instruments in a destination and in the tourism industry

a) The political destination

- (1) Mission Statement political authorities
- (2) Development / Master Plan
- (3) Structure / Zoning Plan

b) The tourism destination & DMO

- (1) Business Mission
- (2) Goals
- (3) Tourism Strategy ("Road Map" – "Master Plan")
- (4) Business Plan
- (5) Activity Plan (multi-year & annually)
- (6) Controlling / Monitoring



Model 1 of the Roles / Tasks of a Destination / DMO

1. Planning	2. Information	3. Design of tourist supply
<ul style="list-style-type: none"> ▪ mission statement ▪ organization 	<ul style="list-style-type: none"> ▪ information for guests ▪ information for local population ▪ support for journalists 	<ul style="list-style-type: none"> ▪ care for guests ▪ entertainment for guests ▪ coordination of tourism infrastructure ▪ operating of leisure facilities ▪ control and improvement of product quality
4. Marketing communication	5. Sales	6. Lobbying
<ul style="list-style-type: none"> ▪ promotion ▪ sales promotion ▪ PR ▪ brand management ▪ market research 	<ul style="list-style-type: none"> ▪ information- and reservation system ▪ packages 	<ul style="list-style-type: none"> ▪ awareness of tourism in population ▪ comprehension of tourism in political authorities ▪ collaboration in cooperative organizations

Model 2 of the Roles / Tasks of a Destination / DMO

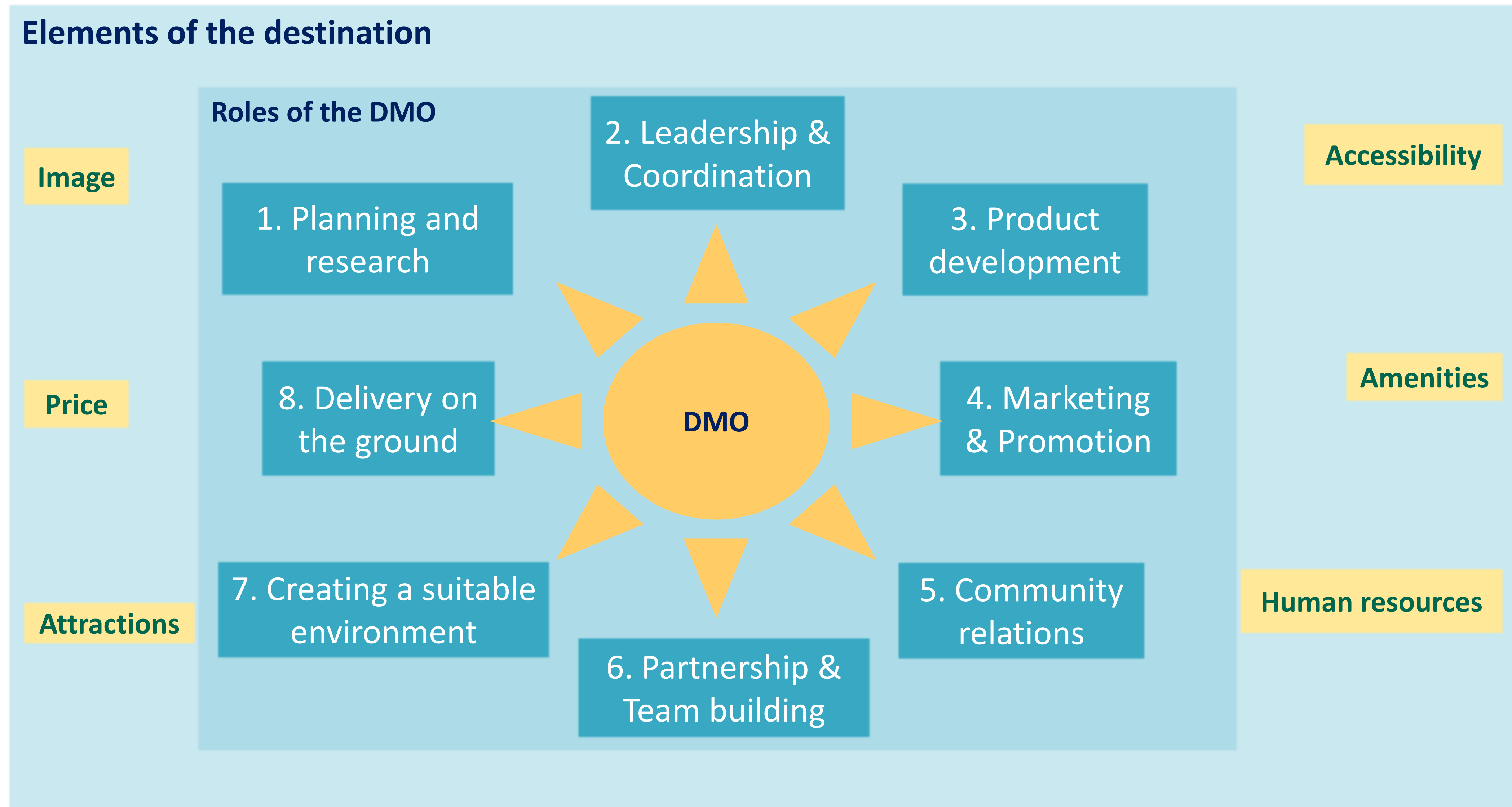
1. Planning and Research; Strategies, Implementation, Monitoring
2. Leading and Coordinating the Destination
3. Product Development
4. Marketing and Promotion
5. Creating a suitable Environment / Improve Visitor Experience
6. Community Relations, Advocacy
7. Partnership and Team-building
8. Managing the DMO

1-5)
Market & Guest Orientation

6-7)
Destination Perspective

8)
DMO Internal

Model 2 of the Roles / Tasks of the DMO (in a graphical display)



Tasks of the DMO

1. Planning and research

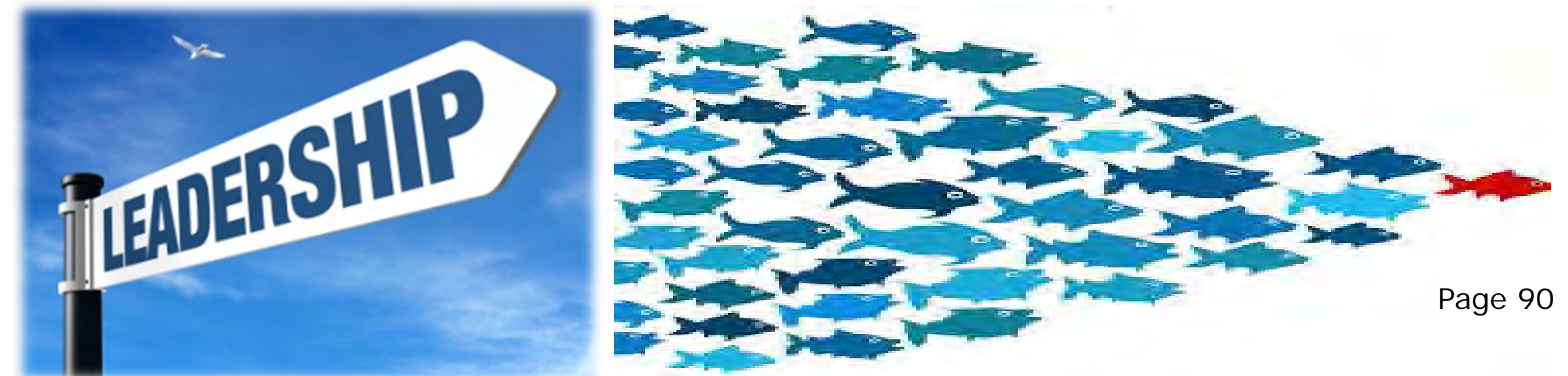
- DMO should be involved in long-term, medium-term and short-term tourism planning; “Tourism Master Plan” or even better “Development Master Plan”
- DMO should involve (all) stakeholders in the planning process
- DMO should insure the accessibility to the final plan for all stakeholders
- Research is needed to track tourist volumes and expenditures
- Measure performances and trends



Tasks of the DMO

2. Leadership and coordination

- DMO as leader of the tourism sector and coordinator of stakeholders' efforts
- Leader in tourism marketing
- Builds up community pride
- Tracks overall tourism trends and shares these with stakeholders (means "research activities"; participating on knowledge development (academic studies, literature))
- Ensures the appropriate use of all elements of a destination
- Leader in setting the agenda for the destination and in coordination the efforts towards reaching it
- DMO should promote a sustainable tourism development agenda



Tasks of the DMO

3. Product development

- Physical products: attractions, facilities, transportation and infrastructure
 - DMOs rarely develop physical products
 - But they often provide insight and guidance for the stakeholders in such projects
- People:
 - Human resources are essential part of the destination product (and quality)
 - Influence visitor mix
 - Arrange training programmes for people involved in tourism
 - Raise community awareness

Tasks of the DMO

3. Product development

- Packages:
 - Creating packages through partnerships with stakeholders in order to sell them on the DMO's website/by phone
 - Creation of themed routes or itineraries
- Programmes
 - Assistance in events, festivals and individualised arranged activities



Tasks of the DMO

5. Community relations

- DMOs should frequently communicate and interact with their local communities
- Several groups within the community
 - Elected representatives (politicians)
 - Community groups (ethnic, neighbourhood etc.)
 - Interest groups (e.g. historic societies, conservation groups etc.)
 - Individuals, residents
 - Business community (tourism and non-tourism businesses)
- The support of local residents is very important, and is often dependent on:
 - Attitudes of local residents towards tourism (personal behaving)
 - The contribution of tourism to the economic, social & cultural goals of the community
 - The minimisation of tourism's negative impact

Tasks of the DMO

6. Partnership and team-building

- many types of (potential) partners for the DMO, e.g.:
 - Customers/tourists
 - Organisations in the same business (other DMOs)
 - Organisations in related business (Hotels, attractions, airlines etc.)
 - Organisations in non-related business (automobiles, customer goods, banks and credit cards etc.)
 - Digital alliances (online business relationship, shared websites, social media sites etc.)
- Benefits for the DMO of partnerships:
 - More budget / less costs
 - Shared information
 - Greater expertise
 - Increased market appeal
 - Shared facilities



Tasks of the DMO

7. Creating a suitable environment

- Policies, legislations
- Taxation
- Regulations



8. Delivery on the ground

- Ensure quality of visitor experience especially in public realm
- Business advice, trainings, empowerment



1) Destination Marketing:

Marketing a tourist destination with a purpose to increase the number of tourists (Ensuring a touristic place is visited by people) through marketing initiatives such as advertisement, events, and activities.

Destination marketing is the marketing activities carried out to promote the destination in national and international areas, to create a positive image in the target audience, to brand the destination and to gain an advantage over its competitors.

Destination marketing is a type of marketing that promotes a destination (town, city, region and country) in order to attract visitors and/or increase the number of visitors.

1) Destination Marketing:

Expert statements:

Thulisile Galelekile, South Africa:

“Destination marketing is about engaging with key players in order to drive awareness of the destination, thereby driving interest so that people visit the destination. It is about finding creative ways of communicating the destination’s value proposition, therefore creating the reason for people to visit your destination.”

Gregory Pomerantsev, Latvia:

“Destination marketing (or marketing of a place) is a managerial process, a demand driven research, advertising and communication activity with the focus on potential external consumers. It mainly focuses on attraction of visitors – tourists, investors, university students or skilled labor force.”

Tom Buncle, Scotland:

“While destination branding is about who you are, destination marketing is about how you communicate who you are.”

Michael Gehrisch, USA:

“At the end of the day, destination marketing is all about turning tourism into a key driver of socio-economic progress in communities through export revenues, the creation of jobs and enterprises, and infrastructure development.” “A destination marketer is also an advocate for tourism, a cultural champion, and connects the visitor experience with the quality of life of residents in the community.”

2) Destination Management:

- ... consists of the coordinated management of all the elements that make up a tourism destination.
- ... takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination. Joined up management can help to avoid overlapping functions and duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed.
- ... calls for a coalition of many organizations and interests working towards a common goal, ultimately being the assurance of the competitiveness and sustainability of the tourism destination. The DMO role should be to lead and coordinate activities under a coherent strategy in pursuit of this common goal.
- ... though DMOs have typically undertaken marketing activities, their remit is becoming far broader, to become a strategic leader in destination development. This is a vital ingredient for success in every tourism destination.

2) Destination Management:

UNWTO has identified three areas of key performance in destination management at DMO level:

- 1. Strategic Leadership**
- 2. Effective Implementation**
- 3. Efficient Governance.**

<https://www.unwto.org>

Additional statements:

“Destination management is the coordinated management of all elements that make up a destination, including the attractions, amenities, access, marketing and pricing.”

<https://www.solimarinternational.com>

“Destination management defines a process that involves coordinated actions aimed to control the economic, socio-cultural and environmental dimensions of a specific tourism territory. It should be carried out by local authorities and other tourism stakeholders in partnership, following principles of good governance. It is central to the delivery of sustainable tourism as it allows a territorial approach to the multi-sector, multi-stakeholder, multi-thematic matrix of challenges and opportunities facing tourism development.”

<https://destinet.eu>

Uniqueness of destination management and destination marketing

- The lack of authority to the single business
- Lack of direct control over the quality and quantity of services and products
 - DMOs do not own or operate those facilities, services, attractions, events or other amenities which they represent and market
 - Yet, the quality and quantity of destination services and products greatly influence the visitor satisfaction and the effectiveness of the DMO's programmes
- Lack of pricing function
 - Due to lack of ownership, DMO's usually do not get involved in pricing the offered products and services
 - However, the price level within the destination also influences the DMO's possibilities (prices of meeting facilities → bidding for major event?)

Uniqueness of destination management and destination marketing

- Need to serve the requirements of many organisations
 - Many stakeholders to serve (governmental and industry members) who have different priorities, objectives (they can also be competitors) and expectations.
 - DMO has to be objective and fair and should fulfil all the stakeholder's wishes (with limited financial budgets and human resources!)
- Need to build consensus among stakeholders
 - DMO needs to build consensus among stakeholders for its visions, goals strategies, objectives, plans and programmes
 - Consensus refers to selling the DMO's idea to others in the community

Uniqueness of destination management and destination marketing

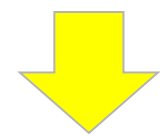
- Need to be sensitive to the interest of residents
 - DMO also represents the local communities
 - DMO must not promote forms of tourism that undermine environmental, social or cultural resources and values of the community (long term sustainability)
- Need to demonstrate broad economic benefits
 - DMOs are usually public or quasi-public organisations → not profit-oriented
 - Accountability: through effective use of funds and through the DMO's impact in generating additional visitor spending and employment in tourism and hospitality
- Difficulty in measuring performance



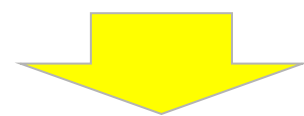
Advantages of Destination Management

- Establishing a competitive edge
- Ensuring tourism sustainability
- Spreading the benefits of tourism
- Improving tourism yield
- Reducing negative impacts of tourism
- Build a recognisable destination brand

Sufficient added value for all enterprises involved in the process



Long-term assurance of competitiveness

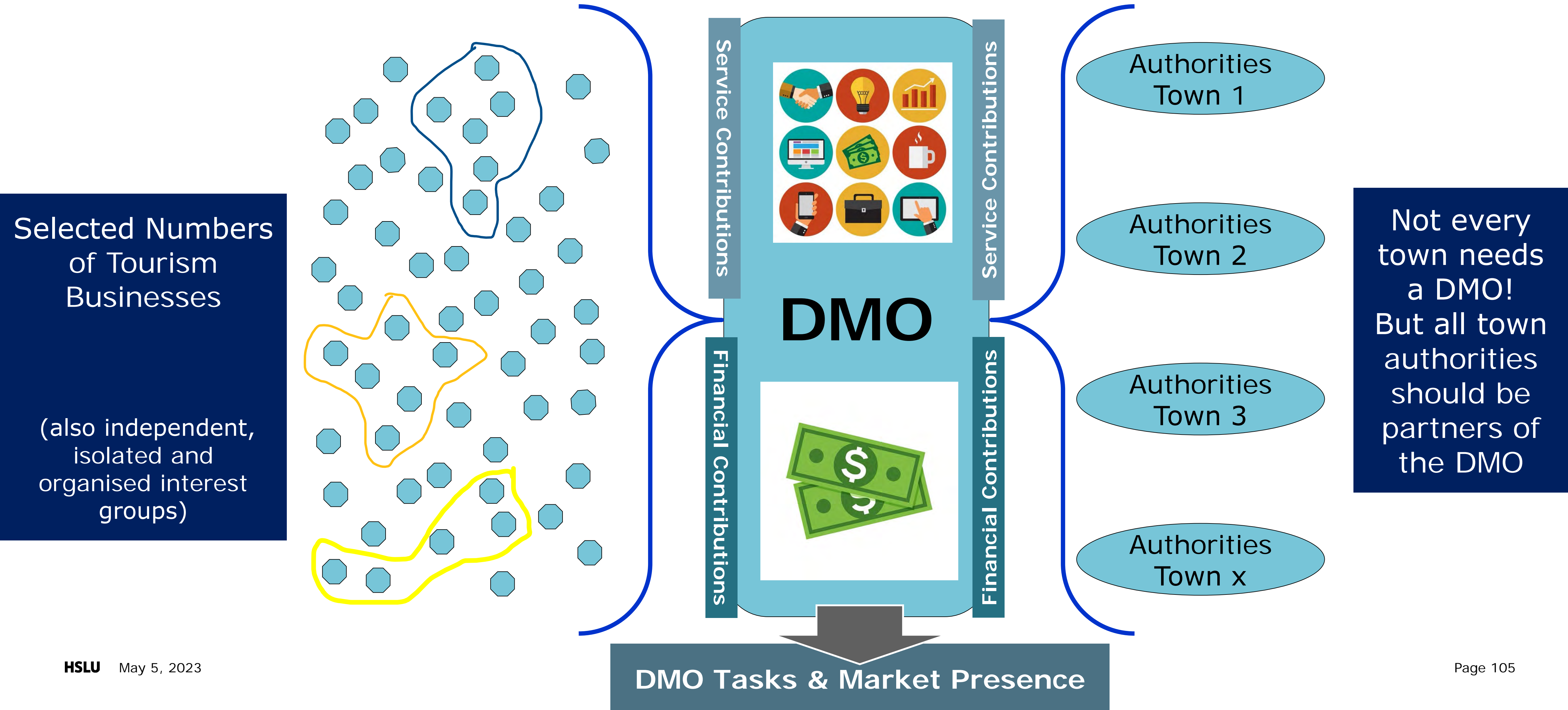


Sustainable development of the destination

If everyone just lives from hand to mouth, the future will hardly be any better. **Tourism destinations are also places to work and live** - these must be secured in the long term.

Who is this DMO, anyway?

The DMO Members Structure & their Contribution



Self learning & teaching

I have three interviews saved on the SWITCH drive. The interviews are conducted with representatives from

1. a **rural** destination (Zermatt Tourism, Switzerland)
2. an **urban** destination (Vienna Tourism, Austria)
3. and a typical destination **marketing** organisation (The Hague, Netherlands).



Recap: Learning objectives of the course

Module 1

Understanding the destination as the unit of the competition

Knowing the destination as an ecosystem as well as their stakeholders

Recognizing the governance and tasks of the DMO

Learning about public-Private Partnership

Understanding the financial concept behind DMOs

Agenda Module 1

1. The destination as the competitive unit
2. The eco-system “destination”, its framework & environment
3. The destination’s stakeholders and their expectations
4. The two forms of “DMO”, roles and tasks
5. Public-private partnership
6. The finance system of a DMO

Public-private partnership

Topics:

- a. Relevance
- b. Reasons for privatization
- c. Opportunities and threats



Public Private Partnership – Definition:

"Long-term contractual cooperation between (parts of) the public sector and private-sector companies, where the necessary resources are put into a common organizational context by the partners for mutual benefit in order to achieve the goal and existing project risks are optimally distributed"



Public Private Partnership – Current status:

Communities have:

- * increasing financial debts
- * decreasing skills for investments

Stand in contrast:

- * increasing expectations from taxpayers
- * more challenging guests in tourism industry



Huge tasks for public authorities!

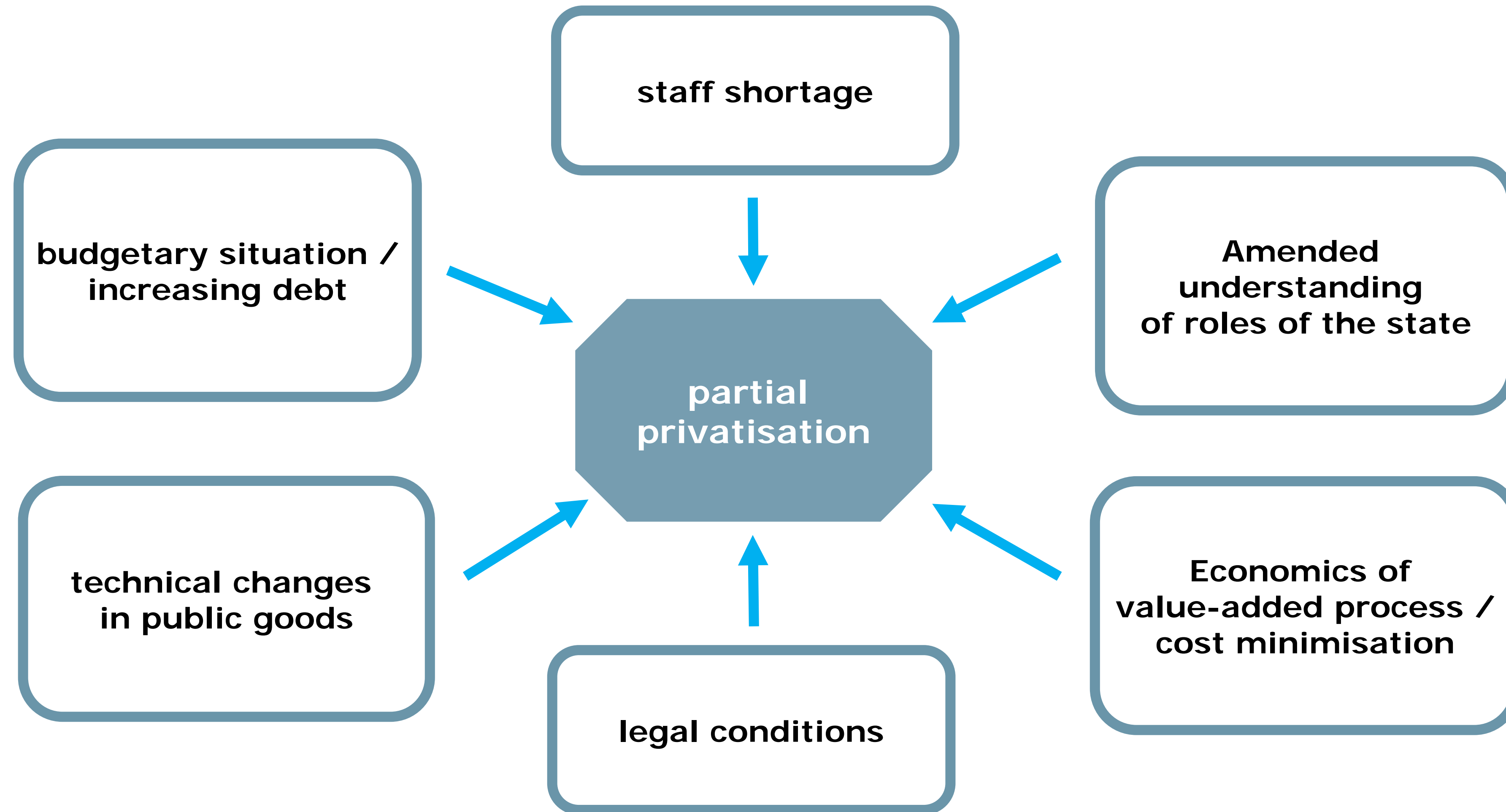
Public Private Partnership – Current status:

Public Private Partnership (PPP) is a collective term for any kind of cooperative collaboration between public authorities and private economic entities. In many cases, PPP goes hand in hand with a partial privatisation of public tasks.

Even if a generally accepted definition of PPP has not yet been found due to the diversity of fields of application, it is now recognised in economic language usage that the term is only relevant in terms of both meaning and conceptual content if the partners use their different strengths.

Accordingly, pure financing transactions are not referred to as PPPs. Thus, according to today's functional understanding of the term, PPP is usually the "long-term contractually regulated cooperation between the public sector and the private sector in which the necessary resources (e.g. know-how, operating resources, capital, personnel, etc.) are employed by the partners for mutual benefit in a joint organisational context and existing project risks are optimally distributed according to the risk management competence of the project partners".

Public Private Partnership – Primary driving forces in privatisation



Public Private Partnership – Reasons for privatisation

International empirical comparative studies has shown, that public enterprises towards private enterprises have low efficiency:

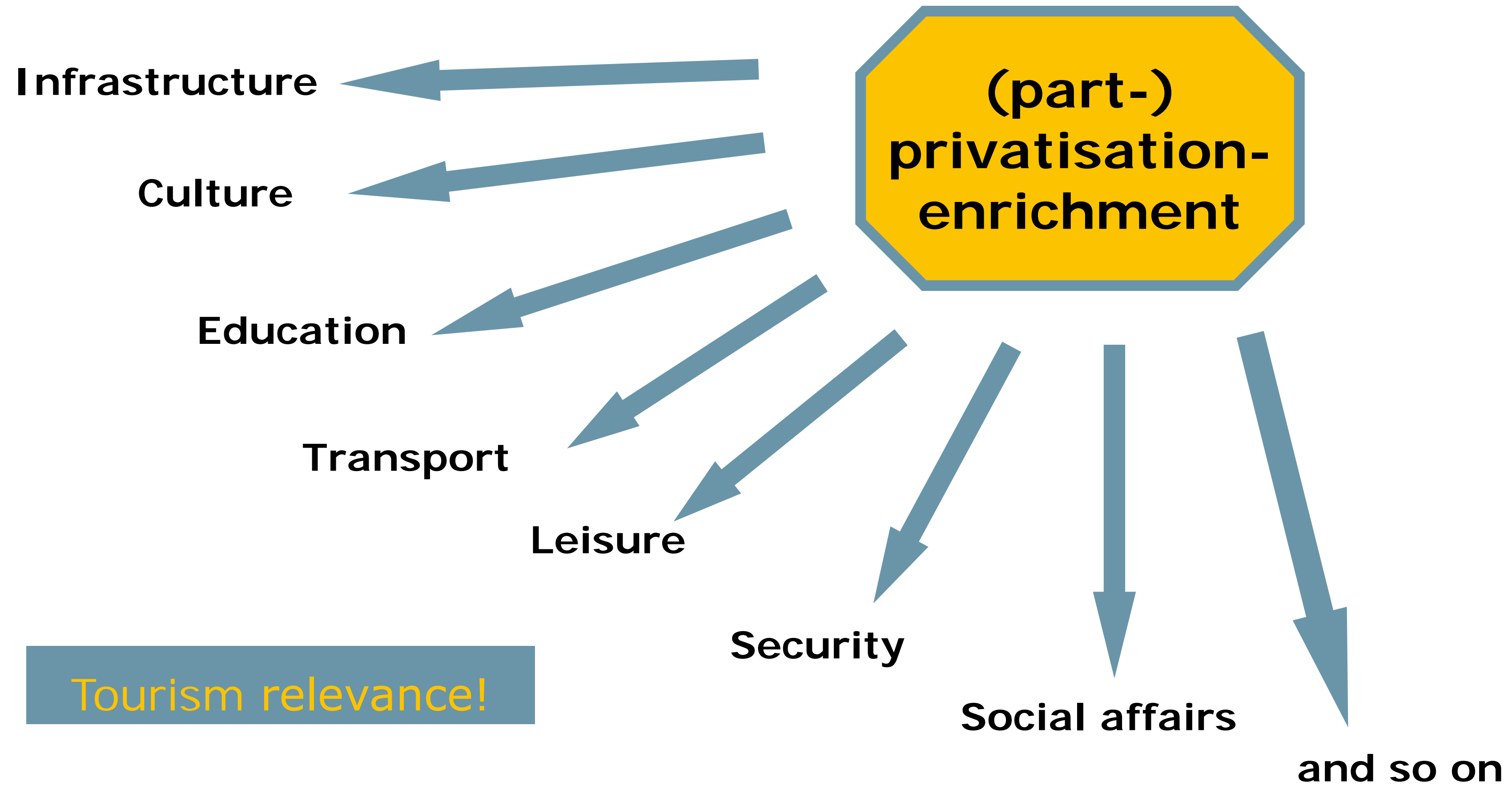
Reasons:

1. Capacity- and product-technical reasons with limited scope for action / other market conditions
2. Insufficient / inadequate sanctions for stakeholders / lack of competition
3. Additional external costs (cost-intensive wage agreements, ditto social contract)

Public Private Partnership – 10 reasons for privatisation

1. Financial pressure
2. Cost-reduction requirement
3. Reduction debt burden
4. Provisioning infrastructure know-how from individual people
5. Use special knowledge from individual people / businesses (technics, management)
6. Impetus generator for local development
7. Depoliticising of economic mission/processes
8. Improvement of the competitive situation for companies in the municipally owned administrative area
9. Relief in administration
10. Higher project orientation instead of rule orientation

Public Private Partnership – Fields of privatisation



PPP in CH-Tourism: "Switzerland Mobility"

- National network for human powered mobility: more than 50 hiking-, bike-, skate-, and canoe-routes and many more attractive additional products
- „Public“ partner: cantons, principality Liechtenstein, eight federal offices
- „Private“ partner: private organisations out of sector transport, tourism and sport



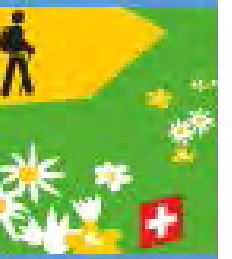


Switzerland *Mobility*

Welcome to SwitzerlandMobility,
the network for non-motorized traffic



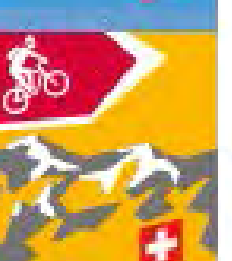
> Hiking in Switzerland



> Cycling in Switzerland



> Mountainbiking in Switzerland



> Skating in Switzerland



PPP in CH-Tourism: «Velo Züri»

- Public bicycle rental programme in the city of Zurich (start 2016)
- «Züri Velo» is a year round service
- Bicycles can be loaned and returned at freely selectable stations
- The grid of the basic performance includes min. 100 stations with approx. 1500 bicycle
- Planning, development, operation and financing should be transmitted to a private partner
- Partner „Public“: City of Zürich
- Partner „Private“: PubliBike



PPP in CH-Tourism: Eastern-Switzerland - Land of textile

- The association «Textilland Ostschweiz» develops touristic offers
- Goal: increasing competitive strength in region
- Partner: textile federation, tourism destination, museums, private companies, cantons/governments of St. Gallen, Thurgau plus both Appenzell
- Eastern Switzerland – land of textile



Public Private Partnership – Conclusion

- Privatisation is basically useful and economically commanded!

Requirements:

- Functional competition
- Situation dependent
- Involvement of the transaction costs in to the compared consideration

Public Private Partnership – Opportunities in tourism

- Capital injection
- Stronger involvement of the touristic service provider
- Risk sharing
- Increasing professionalism
- Know-How growth
- Depoliticising
- Strengthening trust
- Increase sustainability
- Higher quality focus
- Higher performance orientation
- Rapid realisation of ideas

Public Private Partnership – Threats in tourism I

- Too high expectations (both parties see the partner as the „rich uncle“)
- Laziness of the public administration or the private partner
- Challenge for involved „managements“/people
- Complex contract arrangements: remaining risk
- Different legal conditions for private and public partner
- Different structures

Public Private Partnership – Threats in tourism II

- Socialisation of the loss & privatisation of the profits
- Lack of creditworthiness from private cooperation partner
- Disproportionate municipal preliminary work
- Investment ruins
- Thinking in individual projects instead of overall context (**strategical planning is a must!!!**)

The finance system of a DMO

Topics:

- a. Use of tourism tax
- b. Visitor streams
- c. Presentation of finance schemes



Financing of cooperative tasks of DM

Problem

Businesses have no individual, economic/rational reason to provide funds for the cooperative task of the DMO. They pay for services from which they cannot be excluded and from which they benefit.

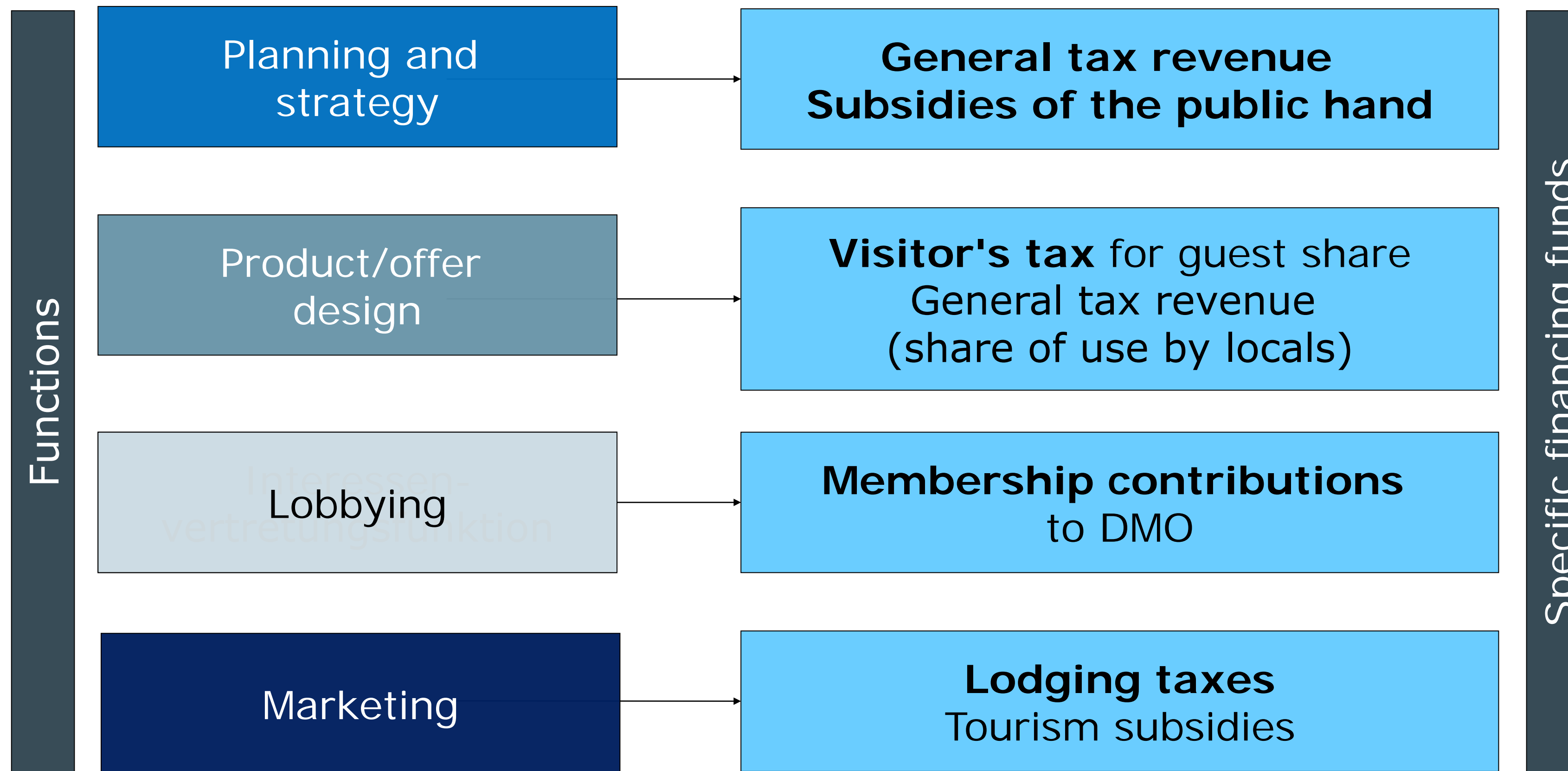
Factors influencing their willingness to pay

- Behavioral scientific aspects
- Political-economic aspects
- Legal framework

Modern foundations for cooperative tasks

Service agreement = framework for service production and financing

No output without input! A short look at the finance system of a DMO to secure Destination Management.



Those who profit from tourism should also pay. The localities (politics), the businesses, but also the guests.

Tourism tax charges

(visitor's tax, tourism promotion tax, accommodation tax)

Legal Principles for Taxes

- Equality of rights
- Earmarking
- Principle of legality: a cantonal law is needed to grant the municipality tax sovereignty.
- Collection and administration of tourism levies may be delegated to a private-law organisation

Advantages of cost assessment taxes

- Secured revenues
- Long-term basis
- Partly contain a performance yardstick
- Influence of TO on the timing of payment flows (collection and management delegated to TO)

Tourism tax charges– Structure

Recommendations from economic, political and legal aspects

- **All beneficiaries** from tourism make a contribution to the promotion of tourism (whole economy, bypasses largely eliminated, tourism for staying and day trips taken into account).
- **Symmetry of numbers and profits:** Tourism service providers make a significant financial contribution
- **Reward active** accommodation providers: instead of frequency/result based, calculated on the basis of capacities
- **Low administrative costs** for assessment and collection, clear basis for assessment
- Finance each type of service (depending on the group of recipients) with separately defined levies (**avoid double taxation**), but with as much flexibility as possible in its use

Overview: options for financing tourism tasks for regions and municipalities in Switzerland

Source of financing (always based on cantonal (state) law)	Comments
General tax	<ul style="list-style-type: none"> •Project-related or general. •Free use, if not restricted in the decision of the municipality/canton. •Funds from all beneficiaries according to economic power
Visitor's tax	<ul style="list-style-type: none"> •Taxes to be paid by guest, per overnight stay •Purpose limitation: Offers, tour. Facilities, events •Frequency/result-based
Tourism Promotion Tax (TPT)	<ul style="list-style-type: none"> •Purpose limitation: Measures in favour of tourism-related enterprises/accommodation business, marketing (survey indicator: value added/wage total)
Accommodation tax (per room (hotels) / square meter net living space (holiday properties), alternative to visitor's tax)	<ul style="list-style-type: none"> •Purpose limitation: Offers, tour. Facilities, events •Capacity/value added based (from frequency to capacity)
Other Instruments	<ul style="list-style-type: none"> •Special contributions/special taxes (e.g. sports bus tax, marketing tax, infrastructure tax) •generated DMO funds itself

Use of visitor's tax to finance tourism tasks in Switzerland

Can be used for measures directly in the village and for the benefit of the guest (keeping guests)	Not suitable for addressing non-local guests and general community tasks (guests win)
<ul style="list-style-type: none"> • Personnel and material expenses Traffic office 	<ul style="list-style-type: none"> • Advertisements, brochures, price lists and directories for non-local guests
<ul style="list-style-type: none"> • Guest / Tourist Information 	<ul style="list-style-type: none"> • sales promotion activities (visits to fairs, films and exhibitions outside the resort)
<ul style="list-style-type: none"> • Contributions to sports organisations, events and institutions with an international audience 	<ul style="list-style-type: none"> • Contributions to supra-regional organisations which are active in the field of advertising
<ul style="list-style-type: none"> • Public cultural & tourist events (local evenings, etc.) 	<ul style="list-style-type: none"> • Public relations measures
<ul style="list-style-type: none"> • Maintenance of walking paths, benches, ski slopes, etc. 	<ul style="list-style-type: none"> • Internet presence and social media to attract guests to the town/region
<ul style="list-style-type: none"> • Construction and maintenance of tourist infrastructures (riding hall, tennis courts, etc.) 	<ul style="list-style-type: none"> • Statistical surveys

Possible revenue streams of a DMO

1. Entry Fee (Fee scheme to be developed)

2. Annual Membership Fee (Fee scheme to be developed)

3. Individual Shift of the own Marketing Expenses towards the DMO

(Marketing money pooling; annual fee to be discussed within DMO-Board and Interest Groups)

4. Specific Marketing Projects Participation Fee

(Special Projects; e.g. participation in tourism fairs (“the one who invests shall get the direct benefit”))

5. Guest Overnight Tax

(by accommodation businesses only; paid per night by the guests; tax differentiated according to the price level of the overnight)

6. Annual Municipalities Contribution

(guaranteed for 4 years each to allow mid-term planning)

7. Tourism Infrastructure Fund

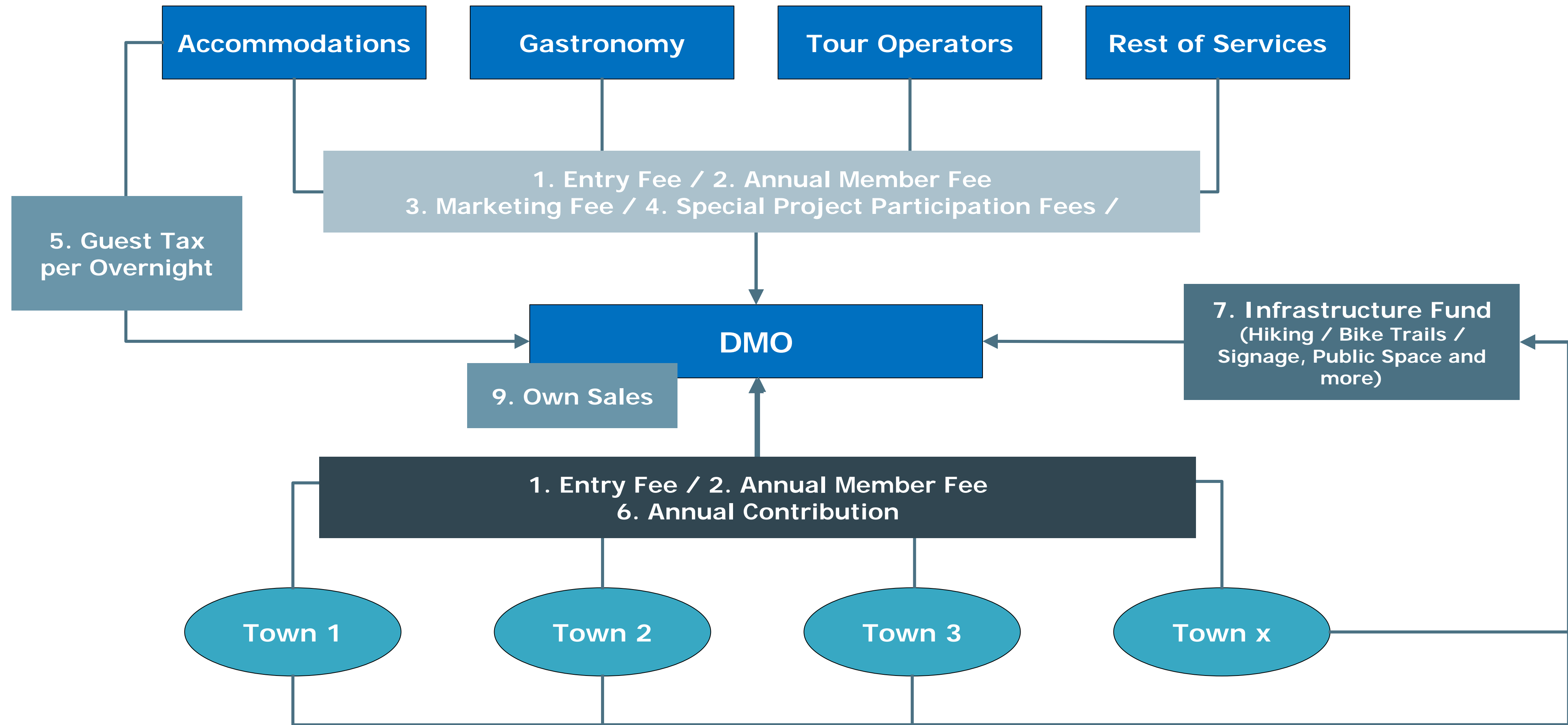
(annual special fund from municipalities budget for public and tourism relevant infrastructure outside private industry to support SBA development)

8. Tourism Promotion Tax TPA

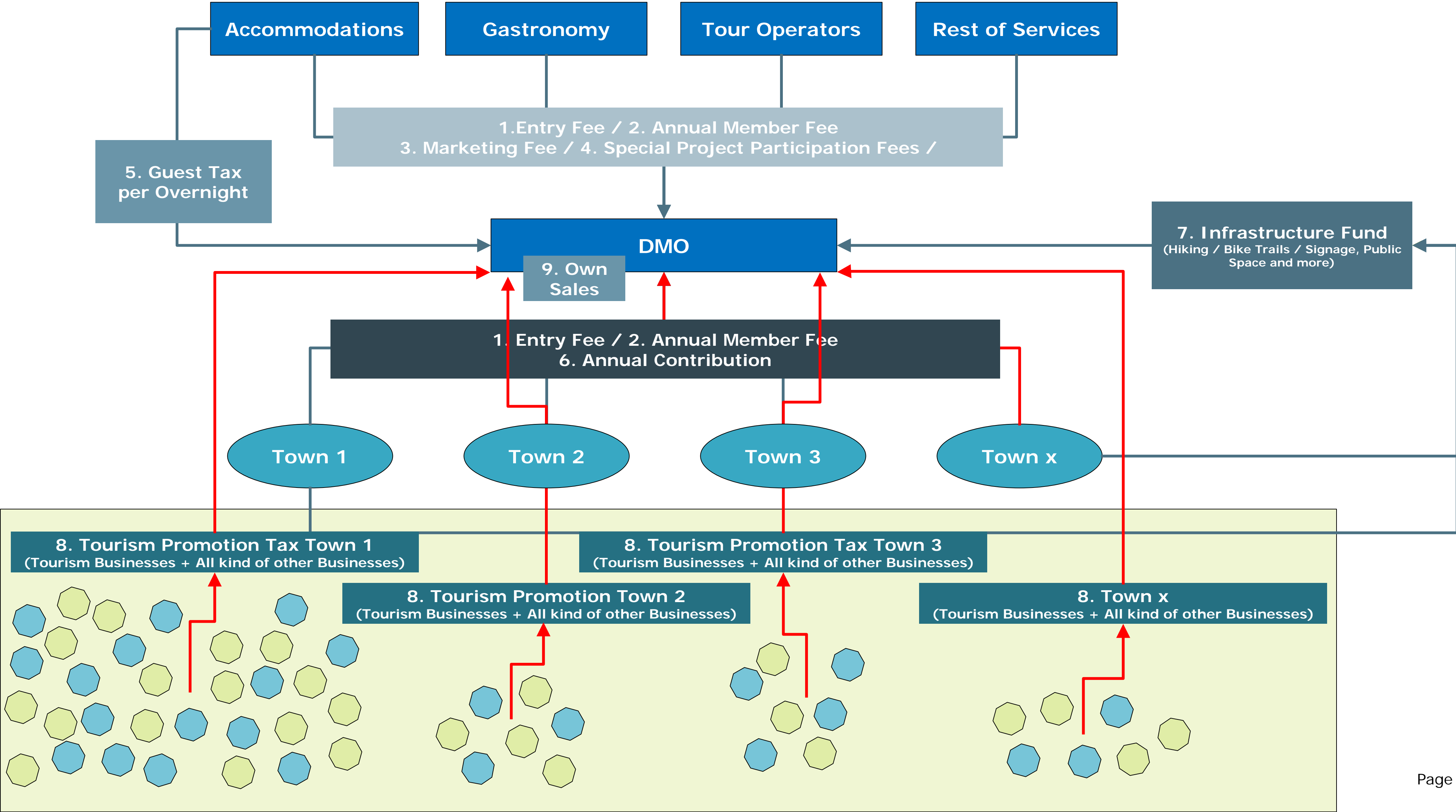
(long term initiative (see slide 3b); to be paid by all tourism related businesses (direct, indirect, induced; tax per business type to be discussed)

9. Own Sales (own marketing platforms, services, merchandising, ticket-sales, trainings ...)

A potential DMO's Finance Scheme



Another, more sophisticated potential DMO's Finance Scheme



Sustainable Destination Management

Part 2

Success Factors of Destinations &
Approaches to Sustainable Destination
Management

Braşov, Romania

May 2023

Urs Wagenseil



Learning objectives of the modules

Module 1

Understanding the destination as the unit of the competition

Knowing the destination as an ecosystem as well as their stakeholders

Recognizing the governance and tasks of the DMO

Learning about public-private partnership

Understanding the financial concept behind DMOs

Module 2

Understanding success factors and key performance

Knowing the 10-A- and the 15-A-model & being able to apply the model

Learning about destination strategies

Assessing the impacts of tourism in all three sustainability dimensions

Agenda Module 2

1. Key performance in destination management
2. The 10A-model
3. Life cycle, destination strategies
4. Bridging Destination Management with Sustainability
5. Impacts of tourism
6. Country initiatives



How to be/become a successful destination?

Let's remember:



«In the tourism market, it is destinations that compete, not individual firms» (1)

Many times, the first question in destination management is, how a destination can become/stay successful? Unfortunately, the answer is complex and cannot be given with one sentence only. The full answer lays in a competent Destination Management.

Before diving into this overall topic and to recognise it in a holistic way, we want to learn 3 practical models about “success criteria/factors” to have a shoe in the door already early in this course.



Premise: No «one-fits-for-all» model!

Even if there are **countless models, tools and theories** for destination development and destination success, you won't find one that fits a specific destination at 100%. Models are models and not an individual tailor-made suit!

The primary task is to **evaluate a trustworthy model** and then to adapt it to the local conditions.

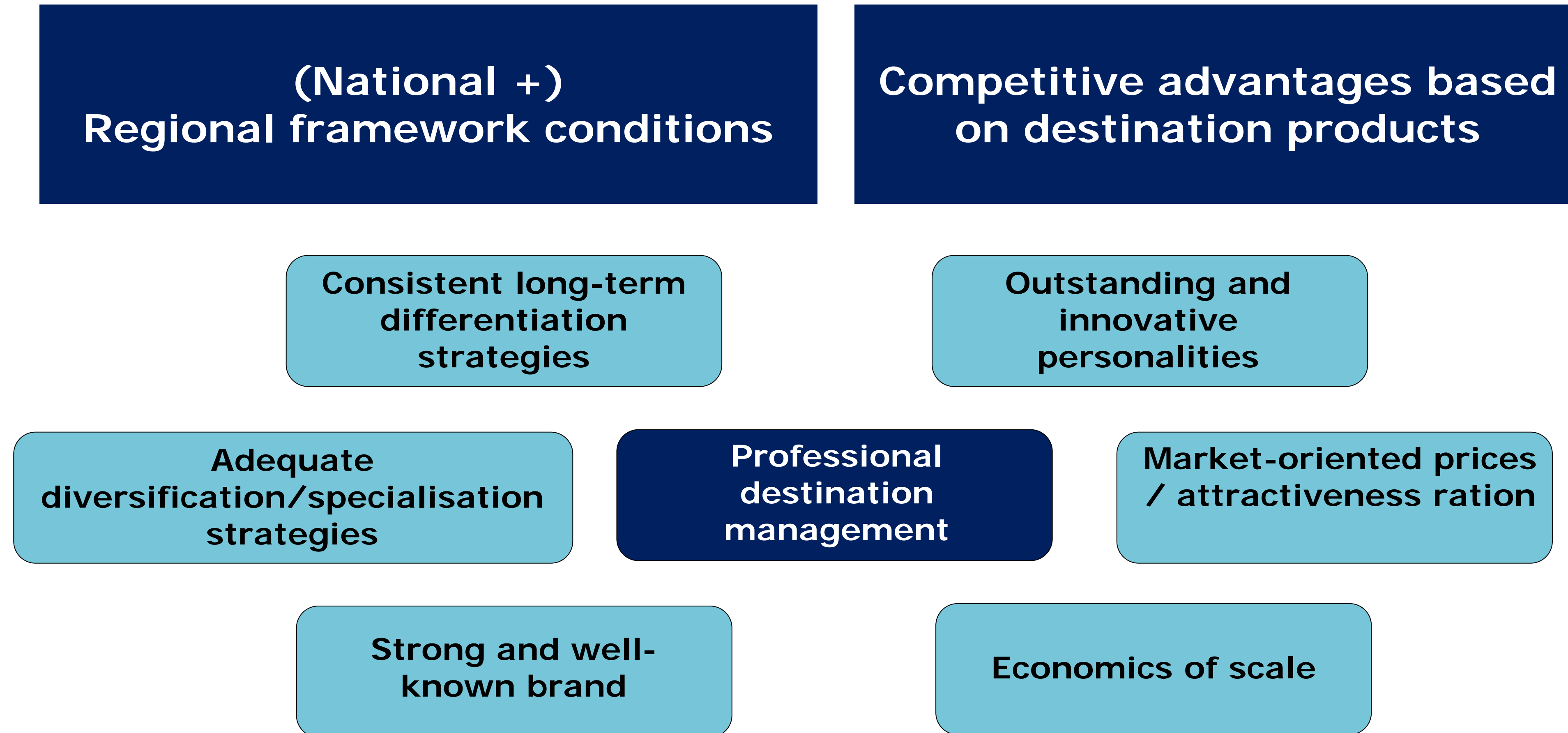
“Each destination needs to adapt the nature and functions of its DMO to different variables – an aspect that determines the success of the DMO and ensures a seamless management of the destination.”
(UNWTO, 2019)

However, **be careful with «permanent» adjustments and changes**. Developments can only be unambiguously evaluated if the criteria, indicators and measured variables remain the same. If apples become pears, development analyses are useless.



Photo unknown author. Licensed according to [CC BY-NC-ND](https://creativecommons.org/licenses/by-nc-nd/4.0/)

a) Success factors of destinations (by BAK Basel Economics)



b) Key performance areas (KPAs) in destination management: successful criteria and indicators (by UNWTO)

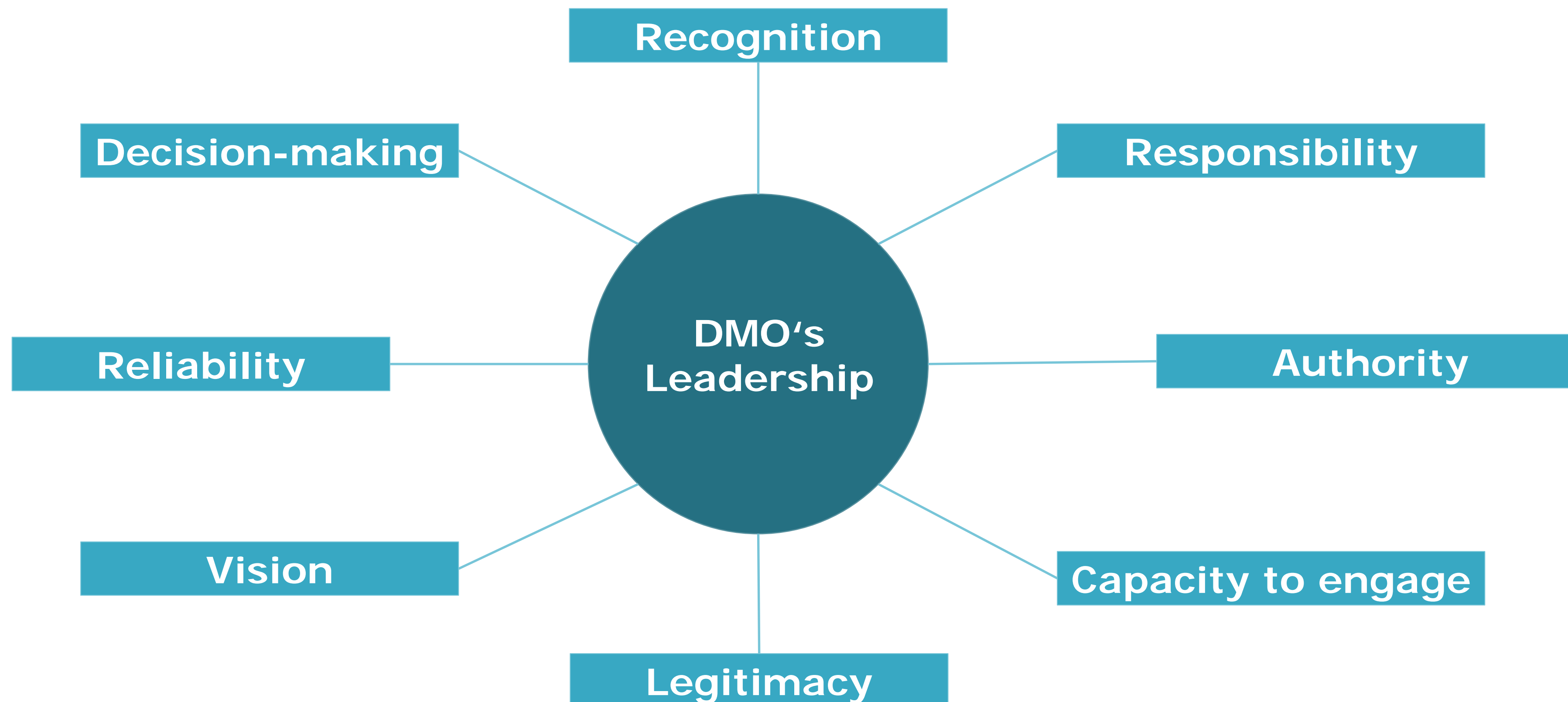
The UNWTO document aims to:

1. Stress the relevance of having a leading organizational entity at destination level;
2. Set a sound **framework of criteria and indicators** which are globally relevant and applicable within any existing or future DMO, regardless of its size, format and level of action (national, regional or local); and
3. Provide a set of recommendations to be considered by existing and future DMOs **to improve their planning and managing performance** and enhance their institutional governance.



“Strategic leadership is the ability to communicate a strategic vision and motivate your team to achieve that vision”

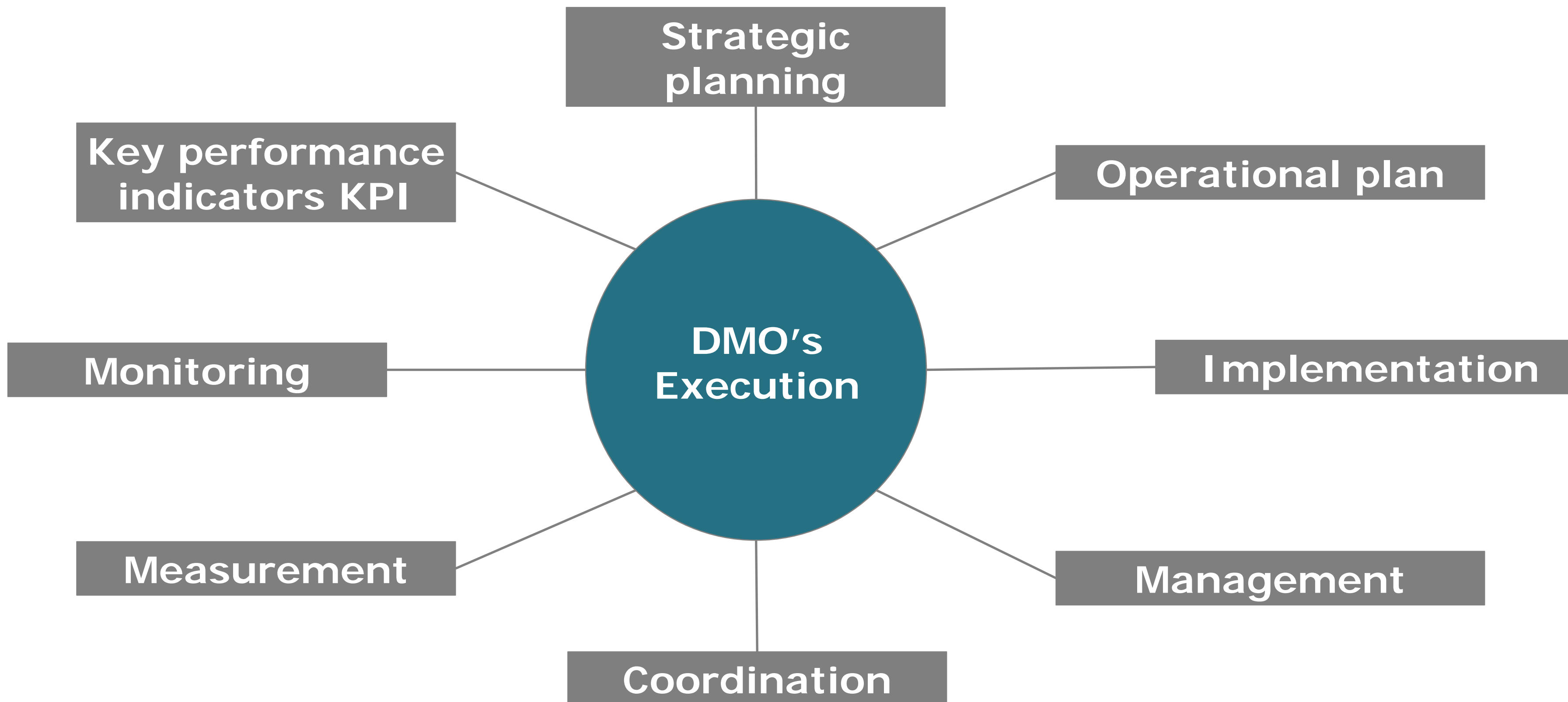
<https://www.managementstudyhq.com>



The DMO shall thus lead the following issues:

- Coordination
- Policy
- Values
- Vision

The **DMO's effective execution** encompasses knowing and leading the DMO's duties and roles and having the appropriate and necessary organisational structure and budget to be able to perform them.

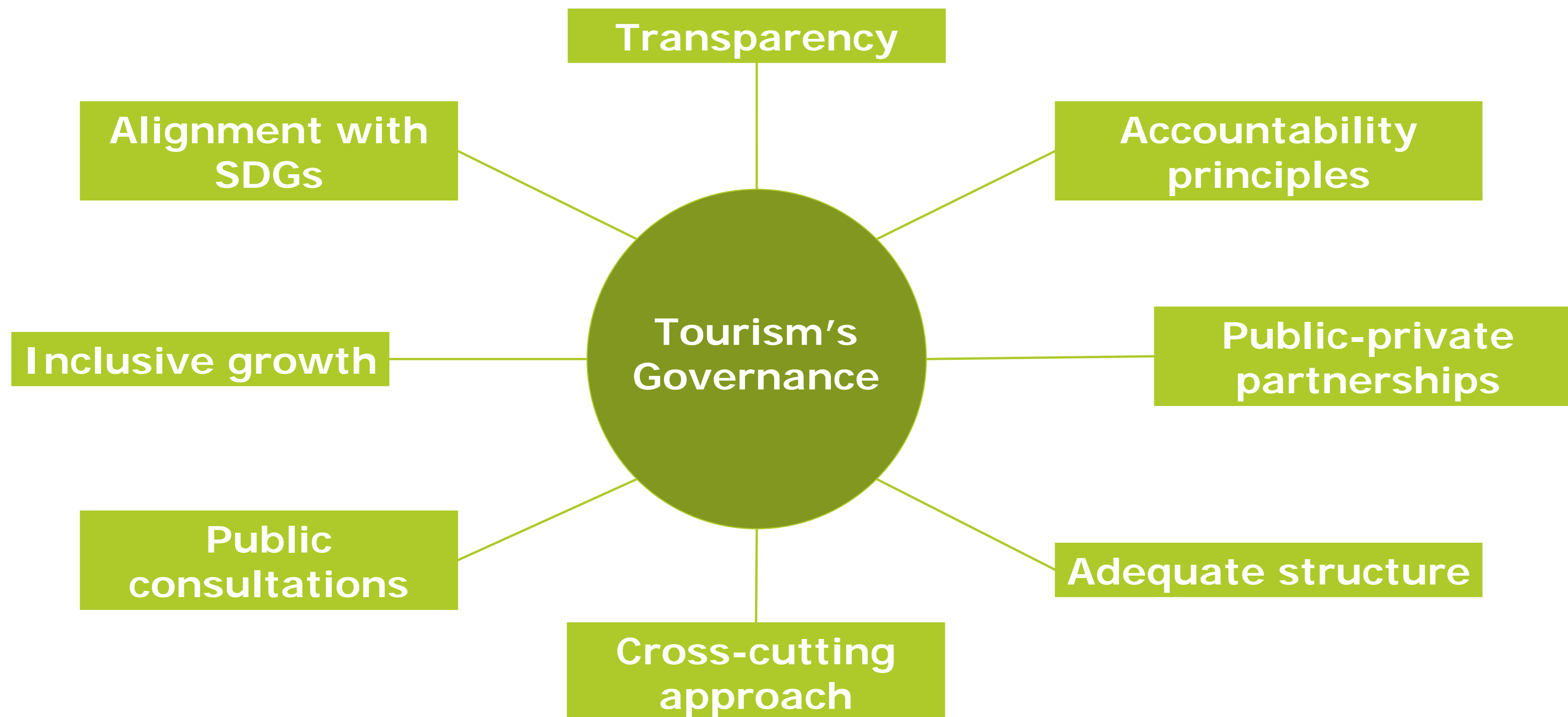


The DMO mandate may include, among others, the following activities:

- Strategic planning
- Implementation of tourism policies;
- Market intelligence
- CRM
- Information & services for tourists
- Destination marketing
- Product development
- Quality
- Capacity building &
- Digital transformation

Corporate governance = the **management principles** of a business.

Efficient governance of the destination management system includes providing awareness and guidance for the industry on quality and excellence, promoting sustainable and responsible tourism and efficient and transparent corporate governance.



Governance in tourism has two specific dimensions:

- Directive capacity of government, determined by coordination and collaboration, as well as by the participation of networks of stakeholders.
- Directive effectiveness, determined by institutional skills and resources.

Criteria and indicators for effective DMOs

UNWTO through **UNWTO.QUEST** has developed a set of criteria and indicators to assess the 3 "Key Performance Areas" A, B and C.

They include 23 "Success Criteria" and 64 "Success Indicators"

To assess each of three key performance areas:

3 Key performance areas of DMOs	23 Success criteria	64 Success indicators
A. Strategic leadership	7 Success criteria	21 Indicators
B. Effective execution	11 Success criteria	27 Indicators
C. Efficient Governance	5 Success criteria	16 Indicators



Details see pp. 22-24

c) The 10A-Model

Topics:

- a. Learning the 10A-model
- b. Understanding domestic and international perspectives on the 10A-model
- c. Ad interim summary



A) The 10 "A"-Model of a successful destination (by Alastair M. Morrison, 2014)



The 10A model is also a suitable approach to assessing the success of tourism destinations. The model is based on 10 attributes, which all start with the letter "A". However, they can also be supplemented (see below).

These 10 attributes can be useful to judge the success of tourism destinations. However, they need to be expressed in greater detail than with these key words only.

The 10 "A"s of a successful destination: 1-5

1. Awareness

Related to tourists' level of knowledge about the destination, influenced by the amount and nature of information they receive (e.g. a destination's marketing and promotion); brand value; image value, recommendation ratings; part of destination branding/marketing strategy

2. Attractiveness

Number and geographic scope of appeal of the destination's attractions; part of product development/improvement

3. Availability

Number of available booking and reservation channels, ease of bookings and reservation; part of marketing and promotion (information communication technologies [ICT], distribution channels)

4. Access

Convenience of getting to/from the destination, moving within the destination (transportation, infrastructure, tourism zoning, water access, pathway systems)

5. Appearance

Impression the destination makes on tourists; entry point beautification, arrival zone planning

The 10 “A”s of a successful destination: 6-10

6. Activities

Extent of available array of activities (e.g. festivals and events, individual activities); part of product development/programming

7. Assurance

Safety, quality and security of the destination for tourists (e.g. public health/food safety programmes); legislation and regulation on operating practices

8. Appreciation

Feeling of being welcomed and levels of hospitality (e.g. hospitality skills training, foreign language training), community attitude/community tourism awareness

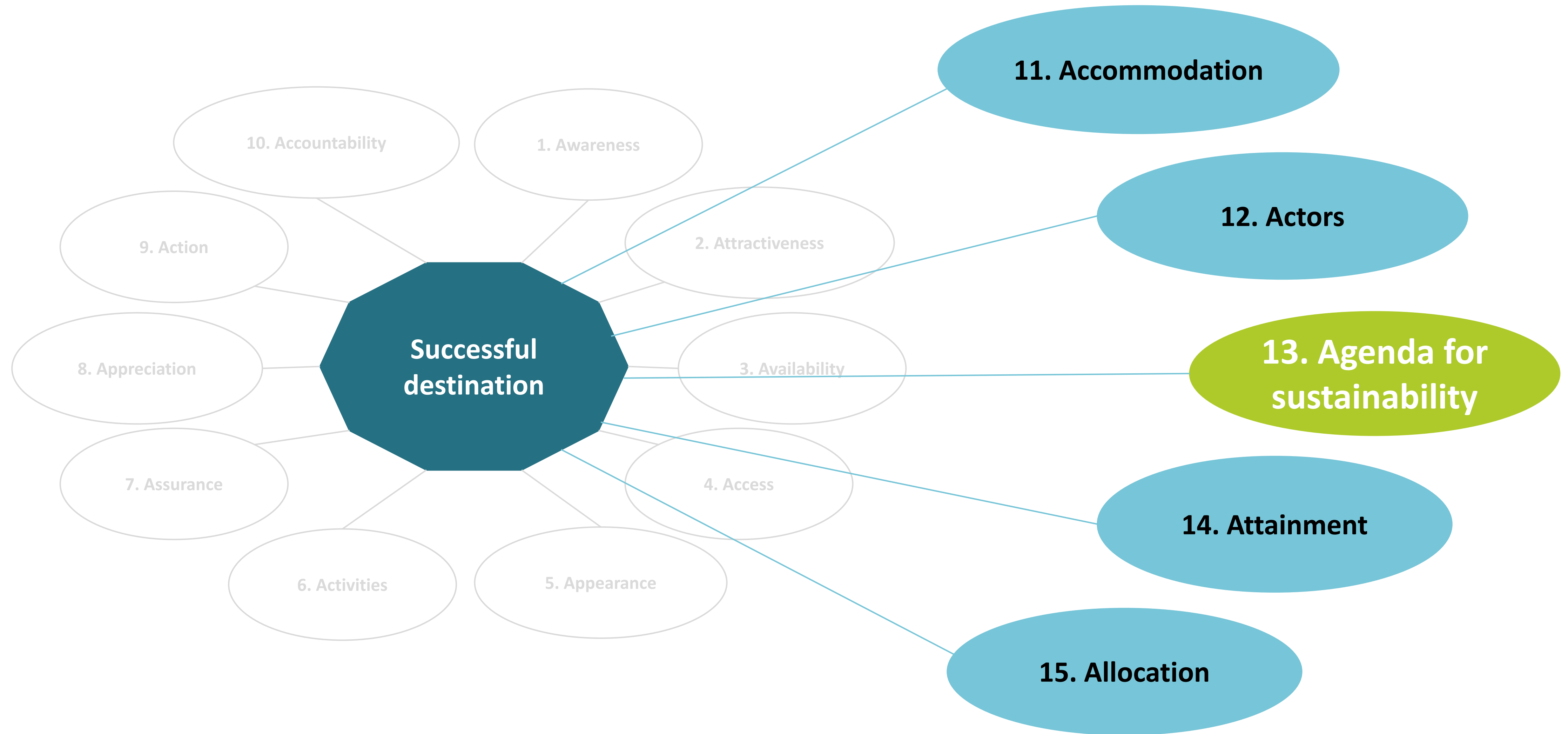
9. Action

Statistics and research; availability of a long-term tourism and marketing plan

10. Accountability

Evaluation of performance by the DMO (e.g. tourism market statistics, research on economic impacts); institutional framework/organisational structure,

The 10 "A" model "extended": 5 A's more



The 10-Model "extended: 11-15

**11.
Accommodation**

Hotels, specialist accommodations

12. Actors

Network of different stakeholders with roles and responsibilities (e.g. programme implementation responsibilities)

**13. Agenda for
sustainability**

Sustainable tourism policies and sustainable tourism programmes; tourism zoning

14. Allocation

Budget requirements and funding sources

15. Attainment

Timelines and timeframes (e.g. timetable for implementation and achievement of goals)

Comparisons and Rankings

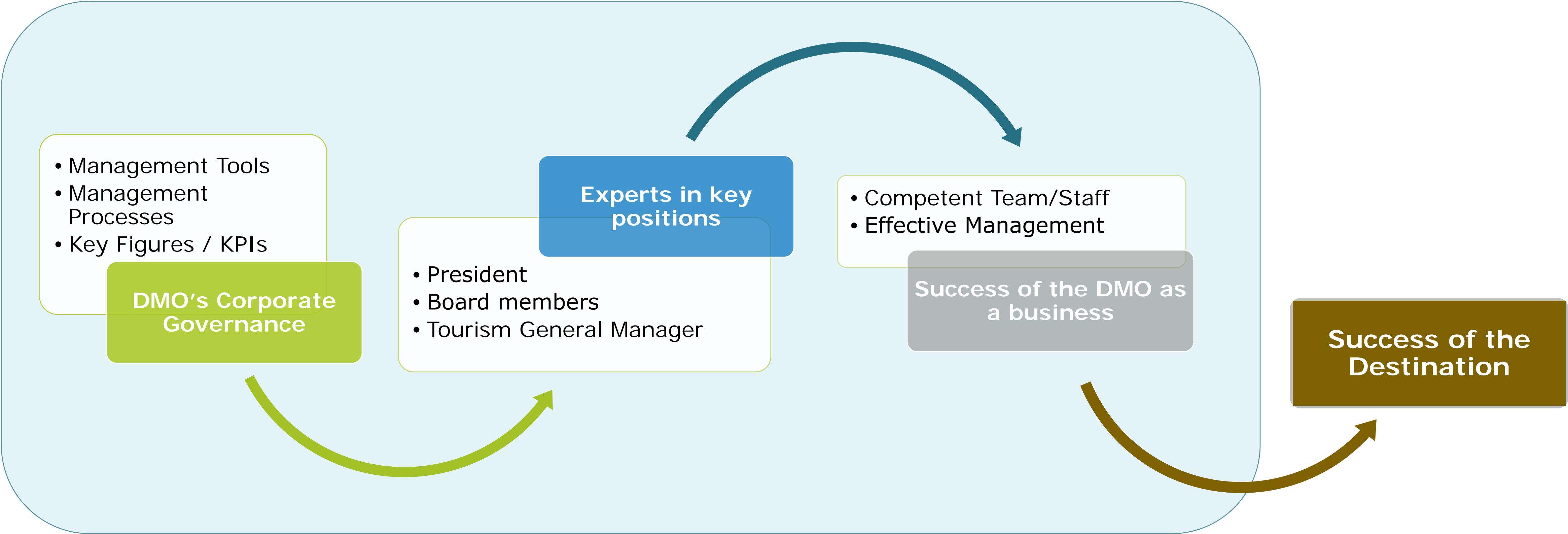
It should be noted that such models are primarily suited to show **comparisons of the same destination over time** (i.e., the destination's development).



One shouldn't compare destinations with such models in the sense of destination-rankings, in the sense "who is the best"?

The peculiarities, the local starting points and conditions, the goals of the different destinations and DMOs, and the weighting of the various criteria and indicators are too individual to be cast in a simple ranking list.

Additional requirements of success: An effective & competent management in a DMO



An interim summary with 8 Learnings

1. DMO \neq DMO: «Management» is more than «Marketing»
2. Destination Management covers a broad/huge range of tasks
3. The DMO needs to be a “leader” in many ways.
4. Every destination needs its own DMO; copy-paste isn't the right approach: DMO's need to be inline with the destination's character and development goals
5. Collaboration with a huge number of stakeholders is complex and difficult
6. Good collaboration with the political institutions are key; also, do not neglect the resident's perspective
7. The performance measurement of a DMO is complex, should be comprehensive and shouldn't count Facebook-Likes or overnight statistics only
8. Finally: the competition is the global market; all energy and resources should be invested into winning guests and satisfying them. Don't waste energies on destination internal disputes.

Agenda Module 2

1. Key performance in destination management
2. The 10A-model
3. Life cycle, destination strategies
4. Bridging Destination Management with Sustainability
5. Impacts of tourism
6. Country initiatives



Life cycle, destination strategies and real cases

Topics:

- a. The Tourist Area Life Cycle (TALC)
- b. Strategy models
- c. Positioning
- d. Practical examples



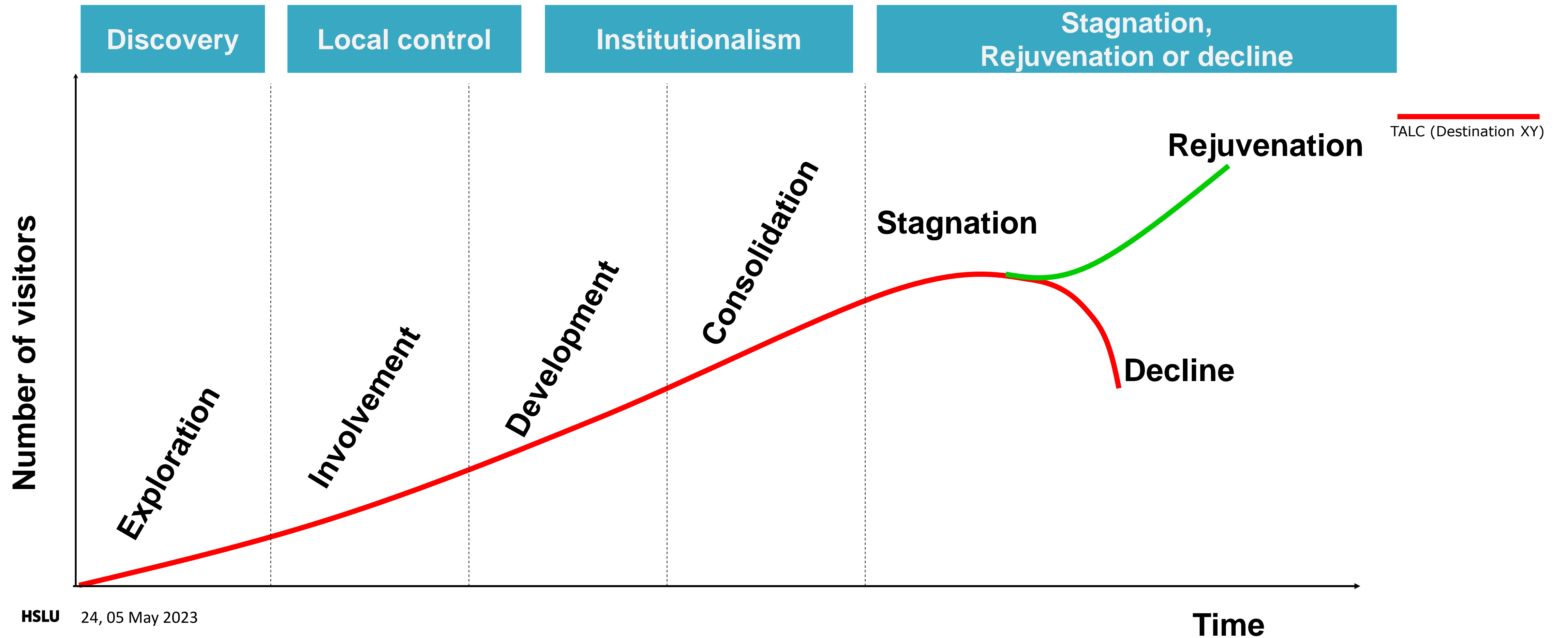
Strategy development

„If you do not know where you are going to, you will not arrive.“

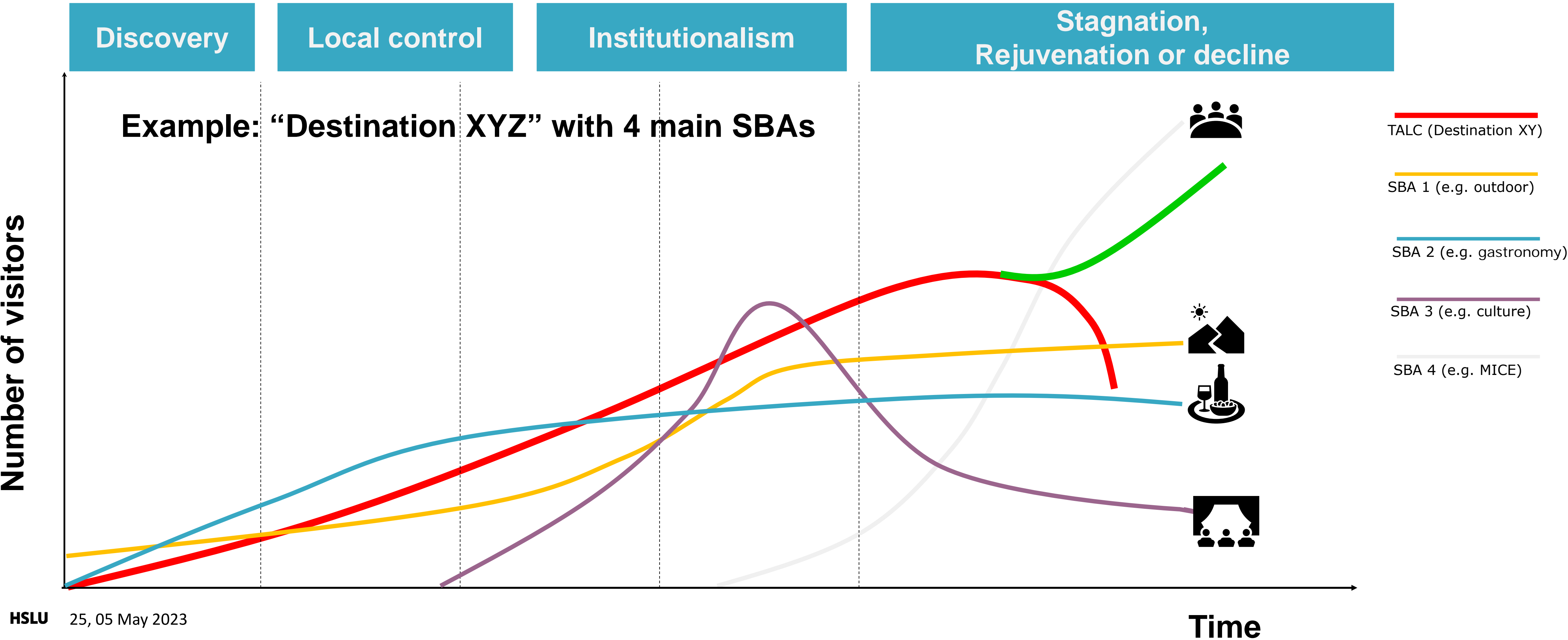


A destination strategy is a roadmap to achieve the development goals of the tourism destination or the tourism management. It focuses on a longer period of at least 6-10 years.

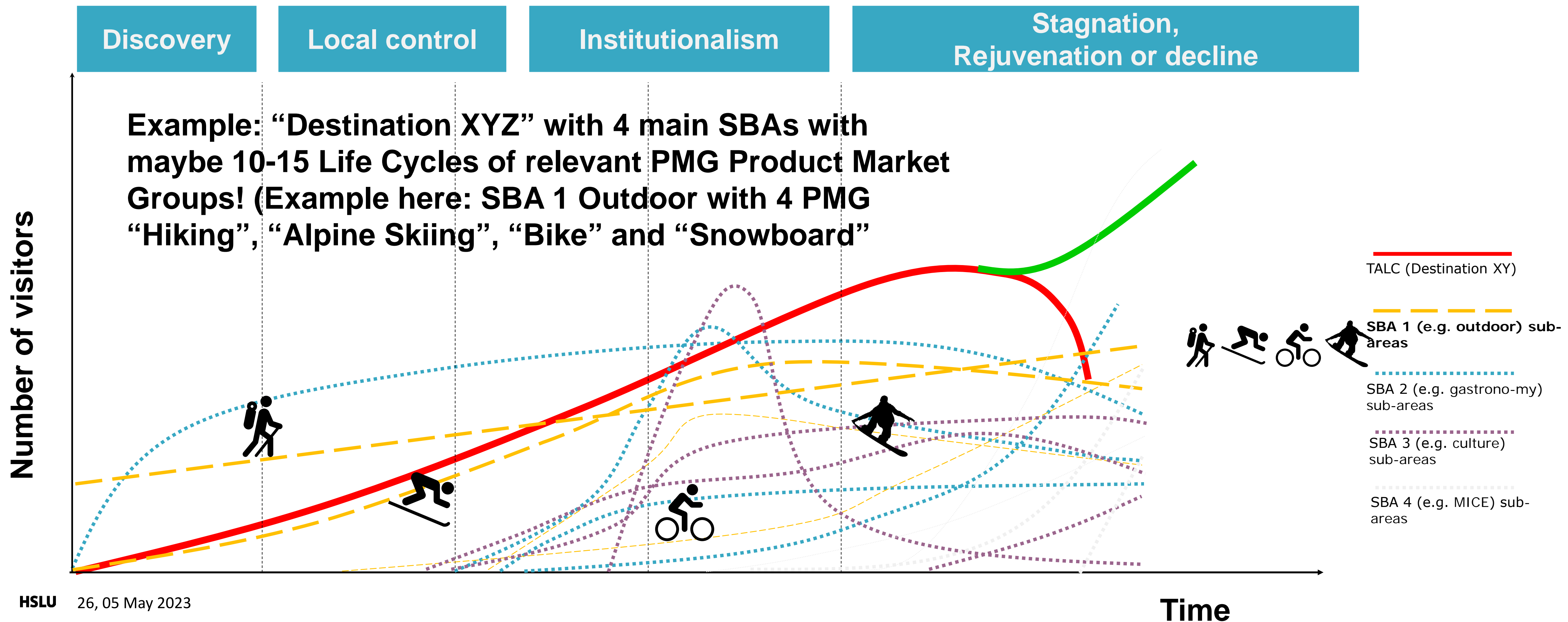
The Tourist Area (Destination) Life Cycle (TALC) & the Strategic Business Areas (SBA)



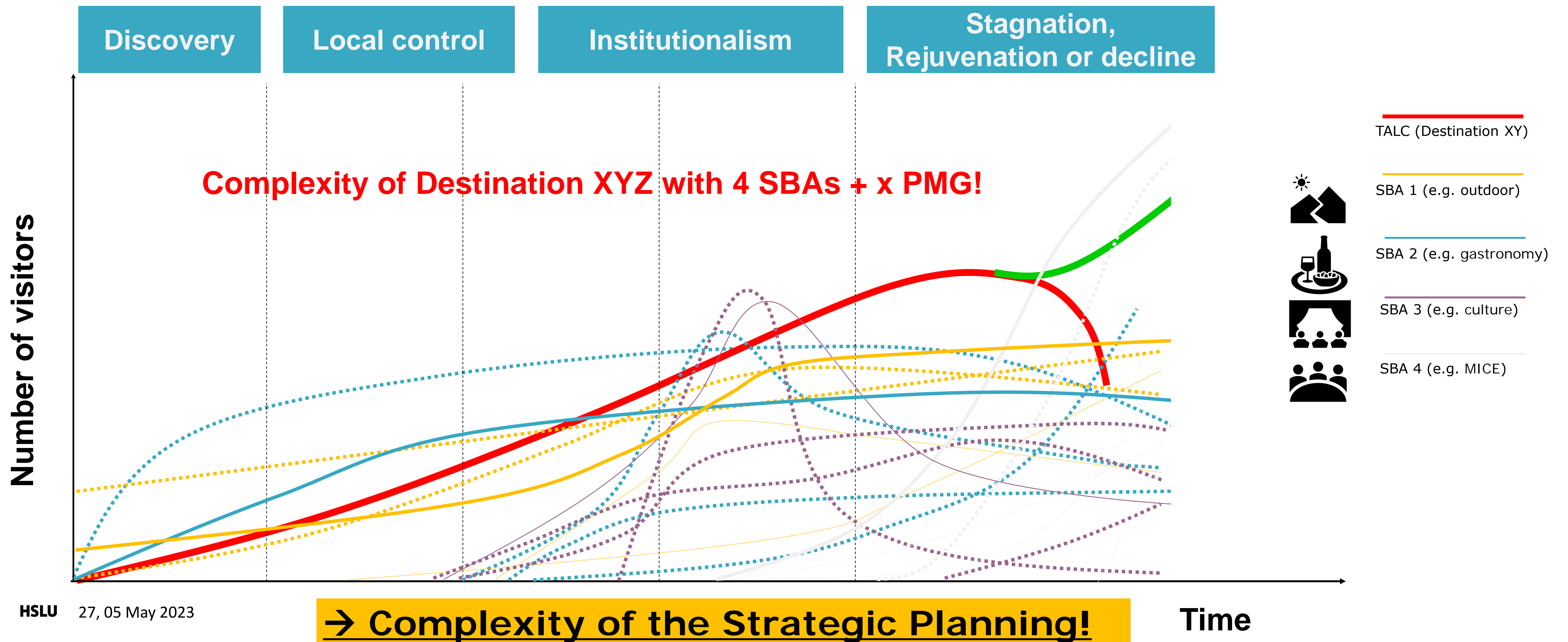
The Tourist Area (Destination) Life Cycle (TALC) & the Strategic Business Areas (SBA)



The Tourist Area (Destination) Life Cycle (TALC) & the Strategic Business Areas (SBA)



The Tourist Area (Destination) Life Cycle (TALC) & the Strategic Business Areas (SBA)



Strategy development

A destination strategy is a roadmap (or “masterplan”, “development plan”) to achieve the development goals of the tourism destination or the tourism management.

It focuses on a longer period of at least 6-10 years.



Levels and elements of destination management

	Contents / Goals (objectives)	Function / Goals (objectives)
Normative level (More than 6-8 years)	<ul style="list-style-type: none"> - Vision - Development goals - Business Models/Governance 	Ensuring a normative framework for the long-term cohesion of the various interest groups / stakeholders.
Strategic level (4-10 years)	<ul style="list-style-type: none"> - Ongoing analysis of the environment/ competitive situation - Defining the Destination Management Organisation - Define business areas & positioning - Development, implementation, controlling of strategies (competitive/growth/functional strategies) - Competitive products 	Ensuring sustainable development of strategic competitiveness (sufficient added value for all companies involved in the process).
Operational level (annual)	<ul style="list-style-type: none"> - Co-designing the destination - Coordination and motivation of the service providers - Use of marketing instruments - Representation of enterprise interests 	Ensuring effective operational management (goals, means and measures for finances, performance, marketing, monitoring, etc.).

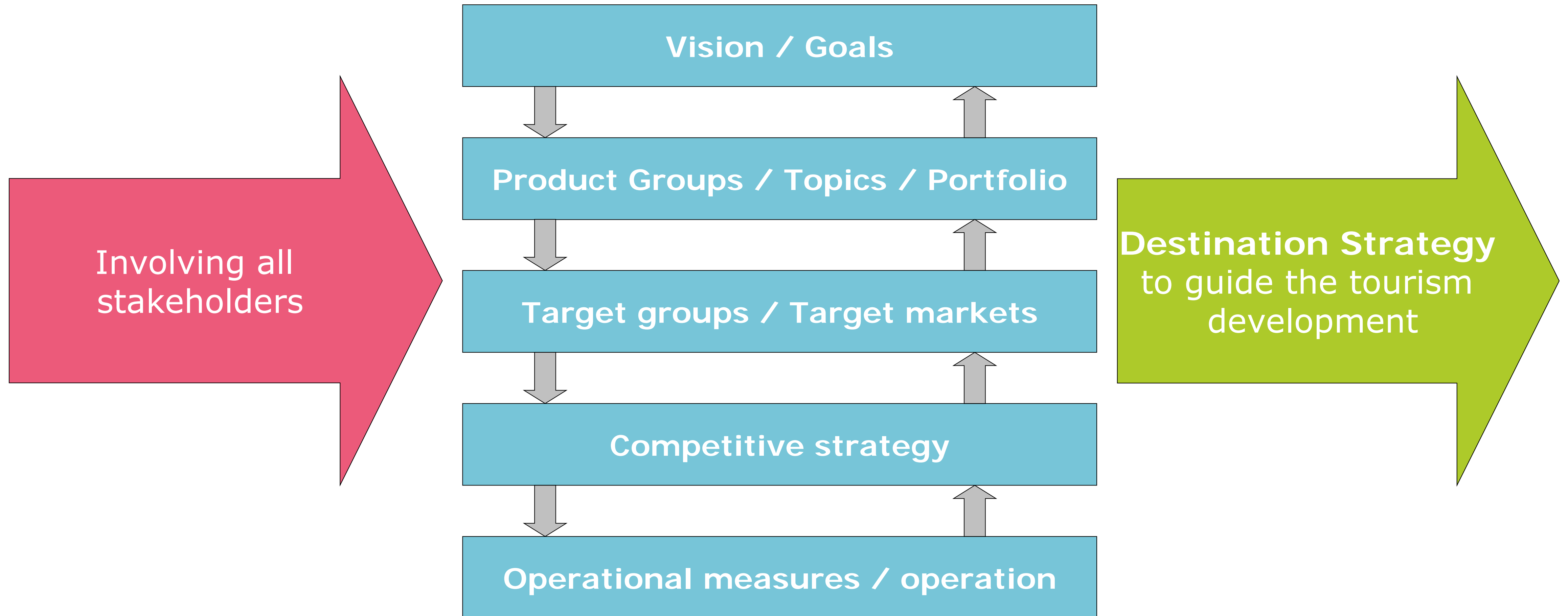
Four Strategy Models as examples

As with success models, there is a wide range of tools and models for strategies. The same applies here; just as each destination is characterized differently, so are the development directions and possibilities.

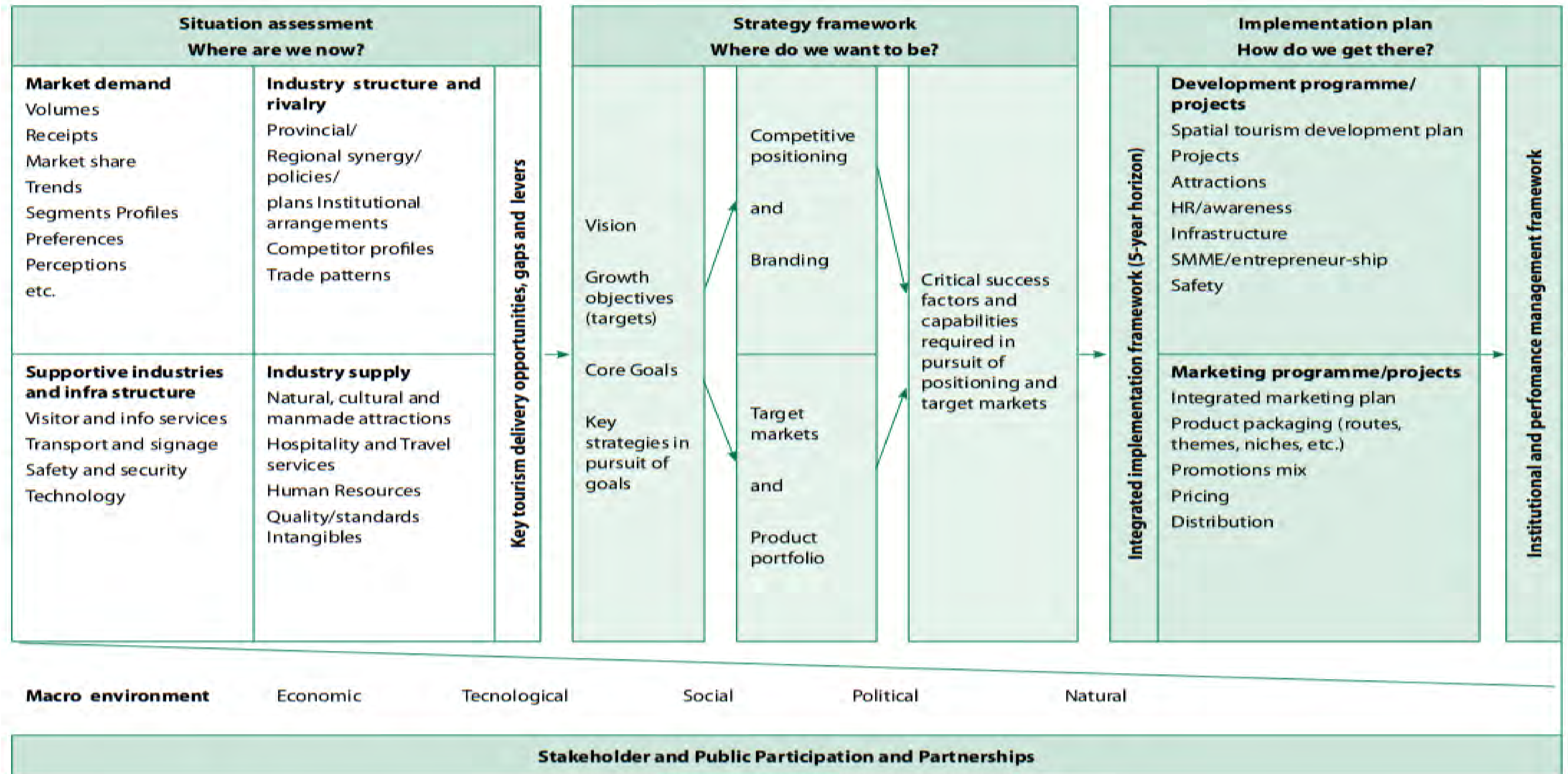
There is not only one way to the goal. However, it is important to follow this path consistently and not to completely redefine it every year, for example when there is a change of manager.



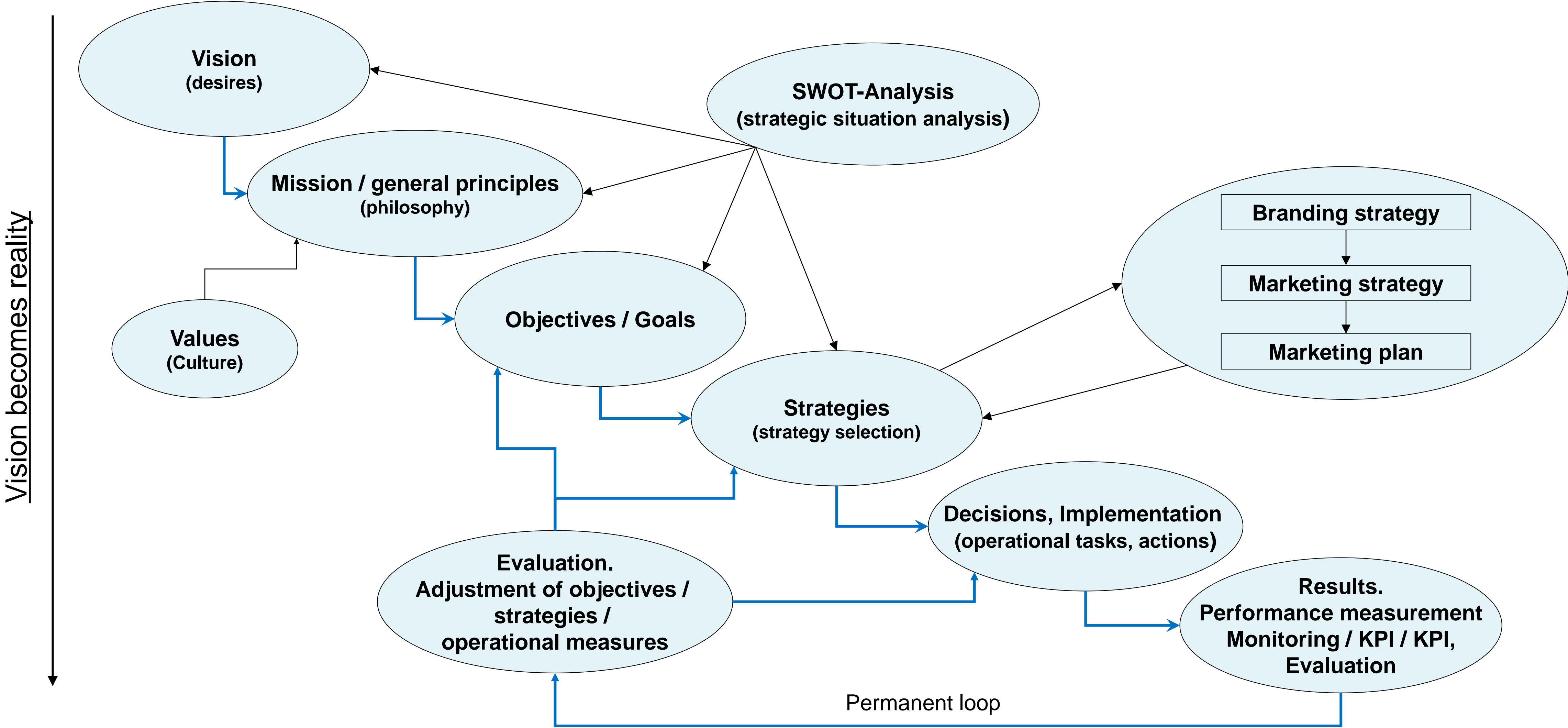
A) Strategy elaboration process of a destination (overview)



B) A framework for destination strategy planning



C) 10-Bubbles Destination



DMO Vision

- Creates a pathway for future marketing actions
- The DMO holds responsibility and accountability for achieving the destination's vision
- DMO has to define its own vision that will help it achieve the destinations vision



Planning processes: Destination Visioning

- More creative and dynamic than the other long-term planning processes, but less analytical
- Vision needs to be a clear description of what the future should look like after the successful implementation of the (long term) strategies
- What is the preferred future?

1. Appoint a steering committee
 - Represents the stakeholders in the destination
2. Hold first visioning workshops
 - Overview of the visioning process
 - Identification of major issues affecting the destination
3. Tally results and establish task forces
 - Task forces for the major issues
 - Plans for the next workshop
4. Hold second visioning workshop
 - Discussion of progress by each task force
5. Hold third visioning workshop
 - Discussion about how the participants image the future of the destination
 - Draft of vision statement
6. Hold fourth visioning workshop and celebrating
 - Public unveiling of the destination vision statement
7. Market and make the vision a reality
 - Presentation about vision to community groups, local government and other organizations for approval
8. Create an action plan

Destination Vision

Identified through the destination visioning process

Represents a concise, desired “word picture” of the destination at some point in the future

Clear focus on what the destination will strive to be

Expl: Destination vision of Morocco for 2020:

“Getting Morocco into the world’s top twenty destinations”

“A model of sustainability in the Mediterranean destinations”



DMO Mission

- Describes the DMO's reason of being
- Not a goal or objective
- Clear statement of what a DMO does and who they serve



**“It’s not a great mission statement,
but we’ll revise it if things get better.”**

DMO mission examples

We champion tourism and build it into a key economic driver for Singapore. (Annual report 2012, **Singapore**)

Our Mission is to market Cape Town and the Western Cape successfully as a desirable tourism destination to as many potential leisure, business and events visitors as possible.

(Annual report 2012/13, **Cape Town**)

The mission of Brand USA is to encourage increased international visitation to the United States and to grow America's share of the global travel market. In doing so, we aim to bring millions of new international visitors who spend billions of dollars to the United States, creating tens of thousands of new American jobs.

(Annual report 2012, Brand **USA**)

The mission of Fáilte Ireland is to support the growth of sustainable tourism enterprise and to guide and influence the development of Ireland as a world-class tourism destination for the benefit of the national economy and the regions of Ireland.

(Tourism 2012, Fáilte **Ireland**)

Example of Canadian Tourism Commission

OUR MISSION:

To harness Canada's collective voice to grow tourism export revenue

OUR VISION:

To inspire the world to explore Canada

OUR GOAL:

To grow tourism export revenue for Canada in markets offering the highest return and where the Canada brand leads



↑ Vision

By 2025, Georgia will be world-known as a premier, year-round, high-quality tourism destination, centered on its unique cultural and natural heritage, with high-class customer service and hereditary tradition of hospitality.

Main objective is to put Georgia onto the leading position at the competitive market of tourism through strategic investments in the infrastructure development, providing relevant education programs and offering high-solvent foreign tourists to share the unique Georgian experience.

Increased amount of spending by the visitors will result in increasing the share of the tourism in the economic development of Georgia. The quality and variety of the tourist flow will become more significant than the number of visitors.

Georgian National Tourism Administration



Mission

To ensure sustainable tourism development and increase awareness of Georgia, as a unique tourist destination, on the international market. To continue increasing the number of tourists, directly impacting the development of the country's economy.



Purpose

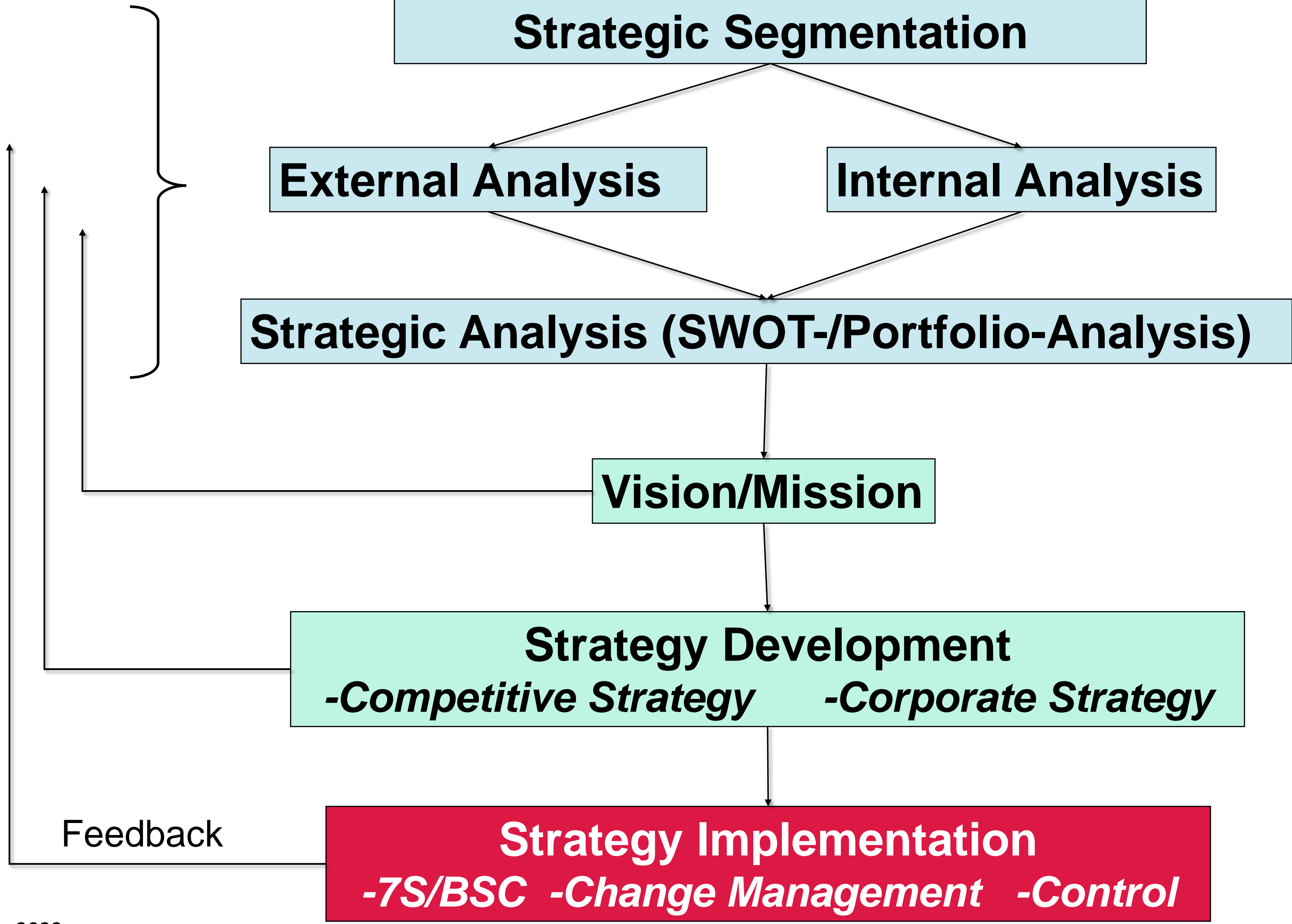
Georgia is one of the most unique tourist countries in the world. We aim to help visitors discover its diversity and richness, leaving them with a lasting desire to return.



Vision

Developing Georgia's brand and positioning its tourism industry on the international market;
increasing Georgia's competitiveness with similar tourist markets; market share growth; infrastructure development; improvement of the service sphere; education quality enhancement; attracting investors; and promoting the local private sector through effective partnership and cooperative development.

D) Strategic Management Model

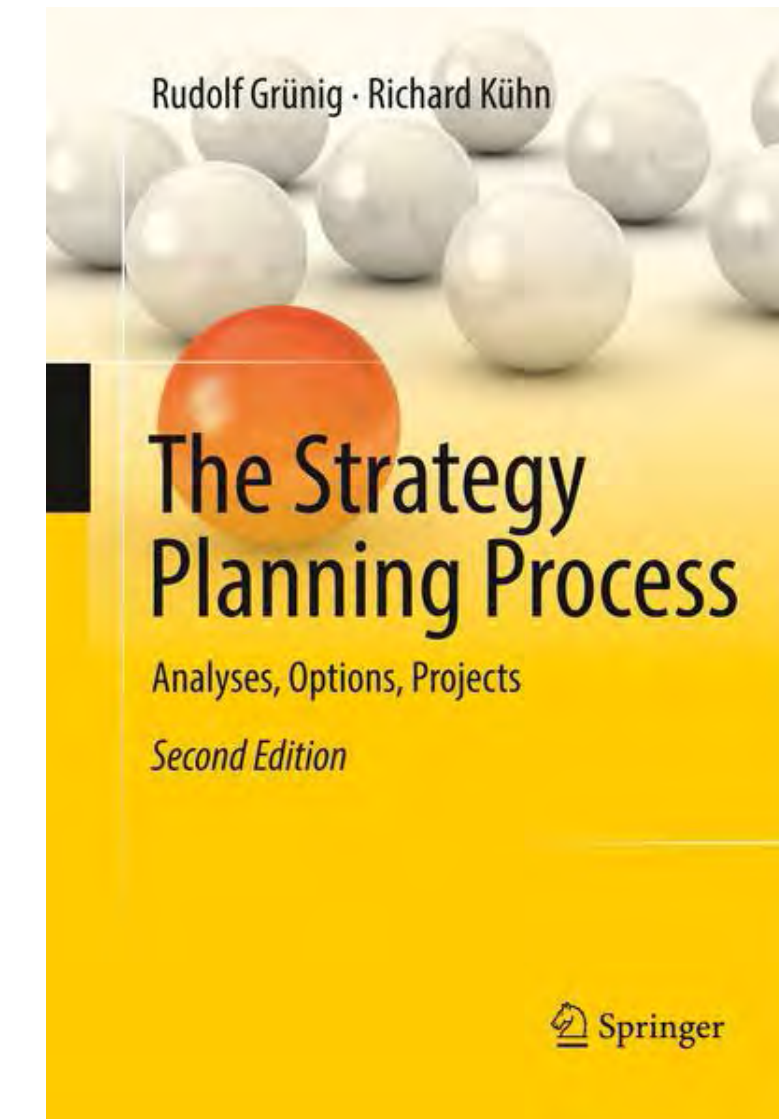


A few work steps only!
= The SWOT needs to be 100% competent!

Examples of planning processes to elaborate a destination strategy

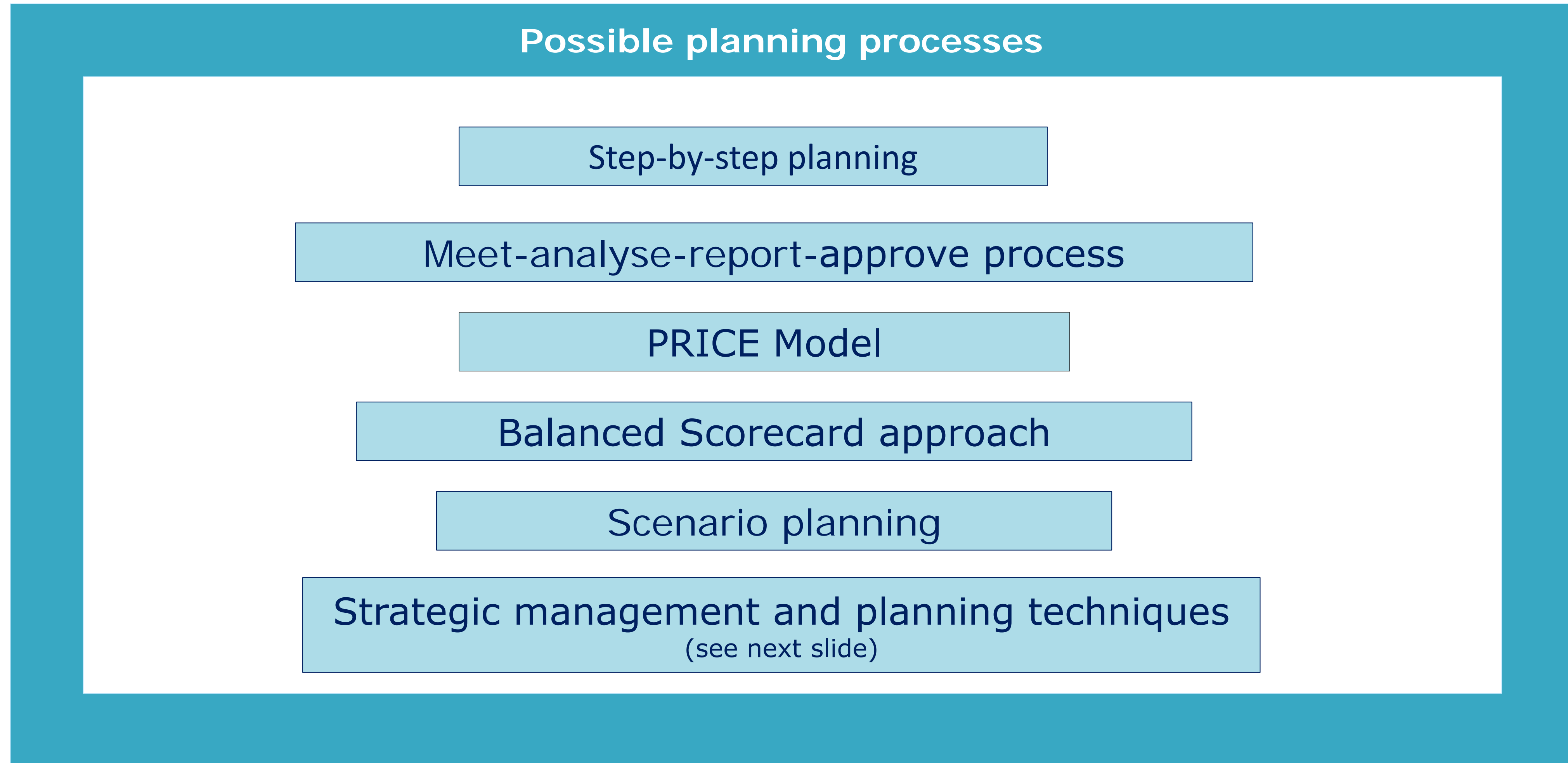
One or the other strategy model does indeed look complex and perhaps a bit confusing. But that shouldn't stop us from giving up right at the start. It is too important for destinations to have a competent and mature strategy. Wonderful tools are planning process models, which help us to stay on the path of targeted strategy development.

Next, some planning processes and strategic management tools are mentioned. In case of interest and necessity it is recommended to get these documents/tools specifically.

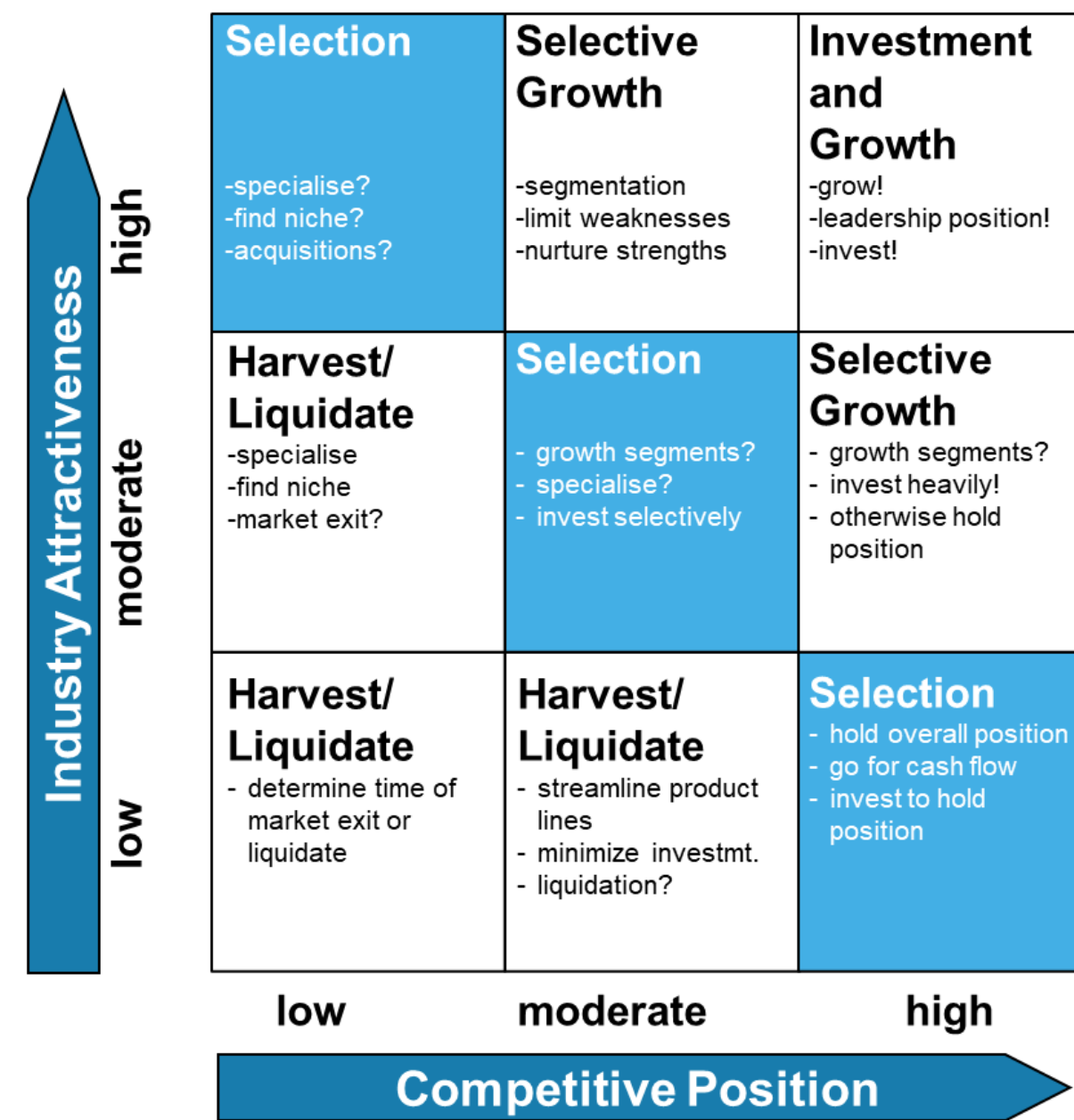


<https://www.springer.com/>

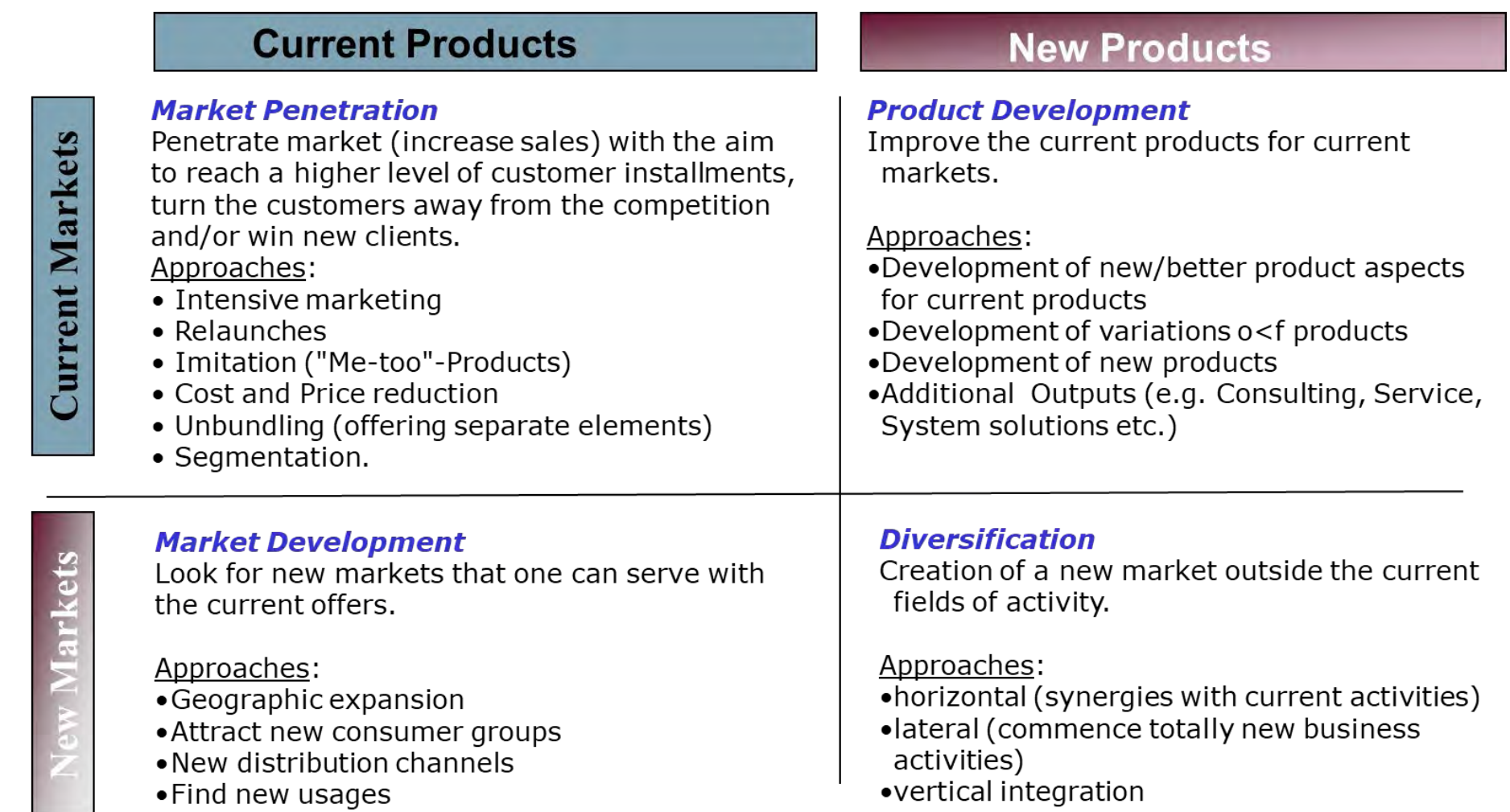
An additional selection of possible planning processes



GE/McKinsey-Portfolio-Matrix



Strategic Thrust: Ansoff Matrix

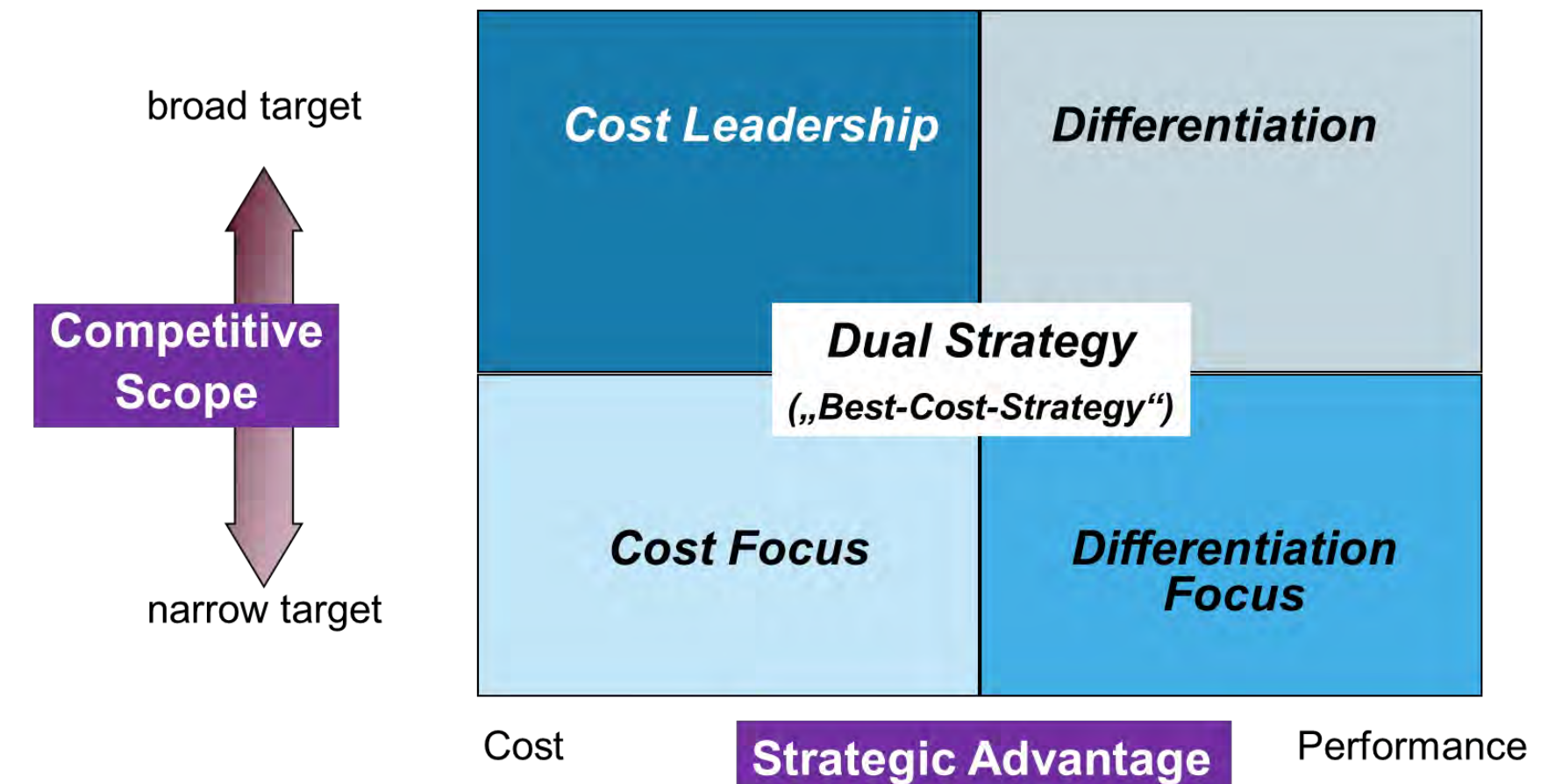


Strategy Analysis © R. Lombriser

Porter's Competitive Strategy: measures against five forces

Industry Power	Cost Leadership	Differentiation
Rivalry	We are still making profit, but dependent on the competition making a loss	Uniqueness protects from price war
Buyer	Prices can only be pushed as low as the level of the competitor	Buyers are tied to the market (lack of alternatives) i.e. less price sensitive
Supplier	Greater flexibility from raising prices	High revenue fluctuation weakens supplier's powers
New Competition	Entry barriers thanks to Economies of Scale or other Cost Advantages	Customer loyalty and pressure to be unique creates entry barriers
Substitute Products	Substitute products are less attractively priced	Customer loyalty weakens the danger from substitute products

Porter's Competitive Strategy

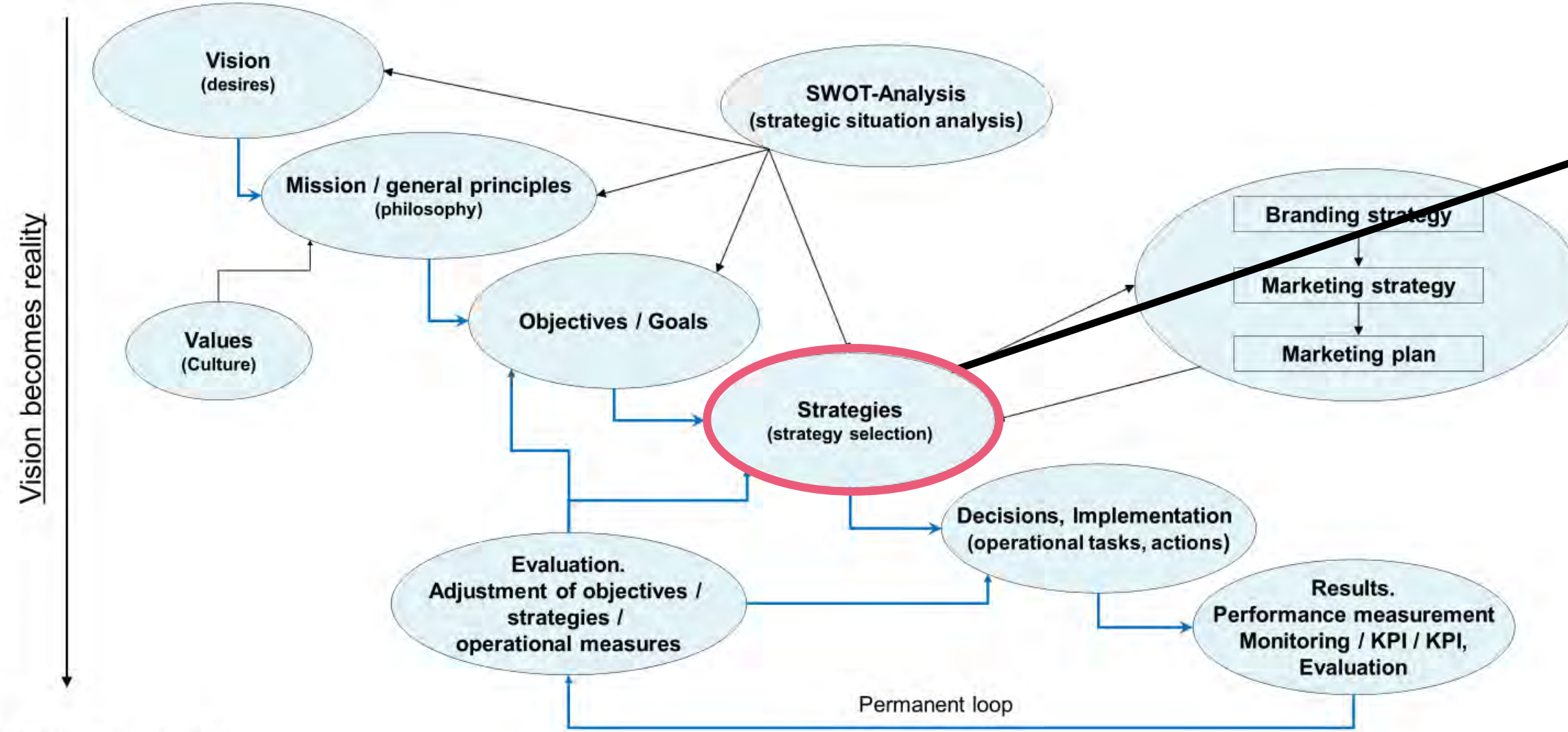




Positioning

Success Factors in Destination Positioning

C) 10-Bubbles Destination

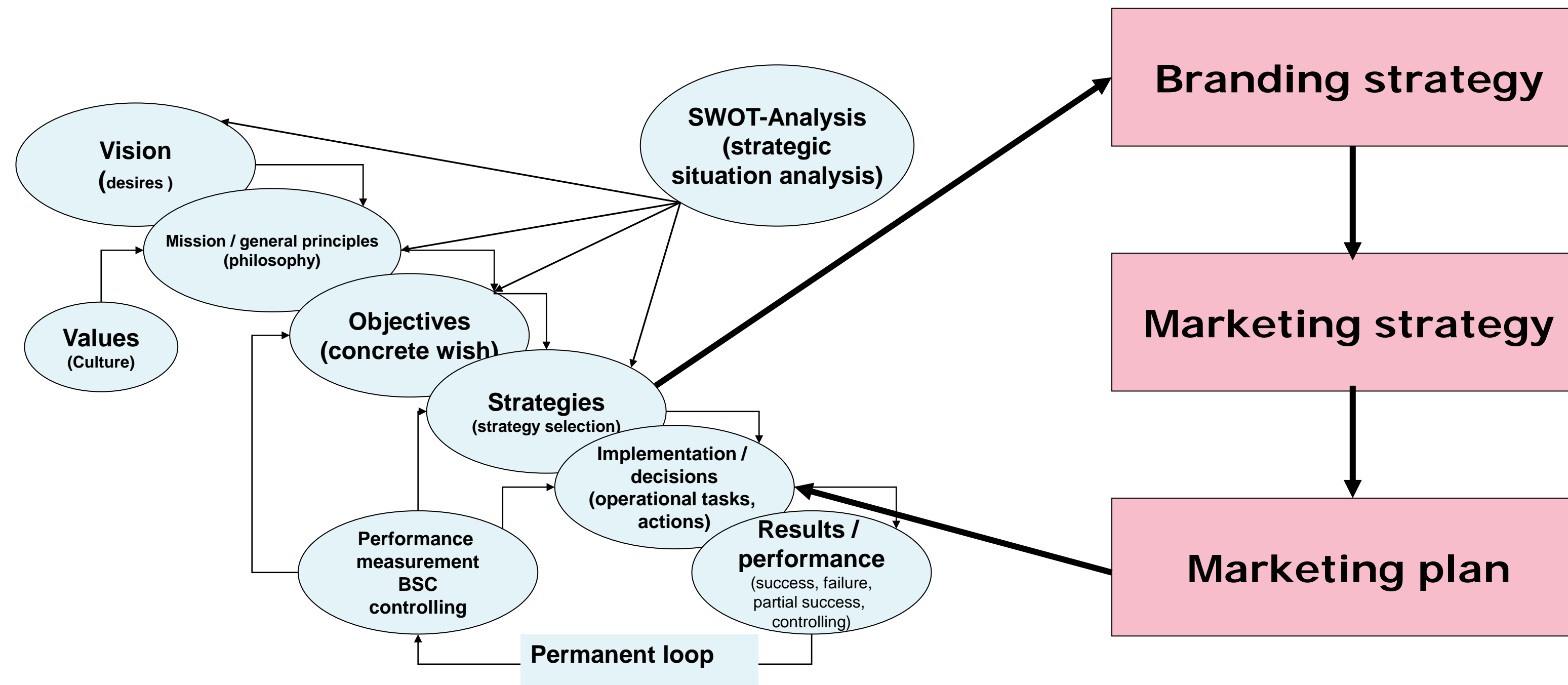


Different Strategies !!!
(strategy selection)

One of it:
"Positioning"

Make the difference!

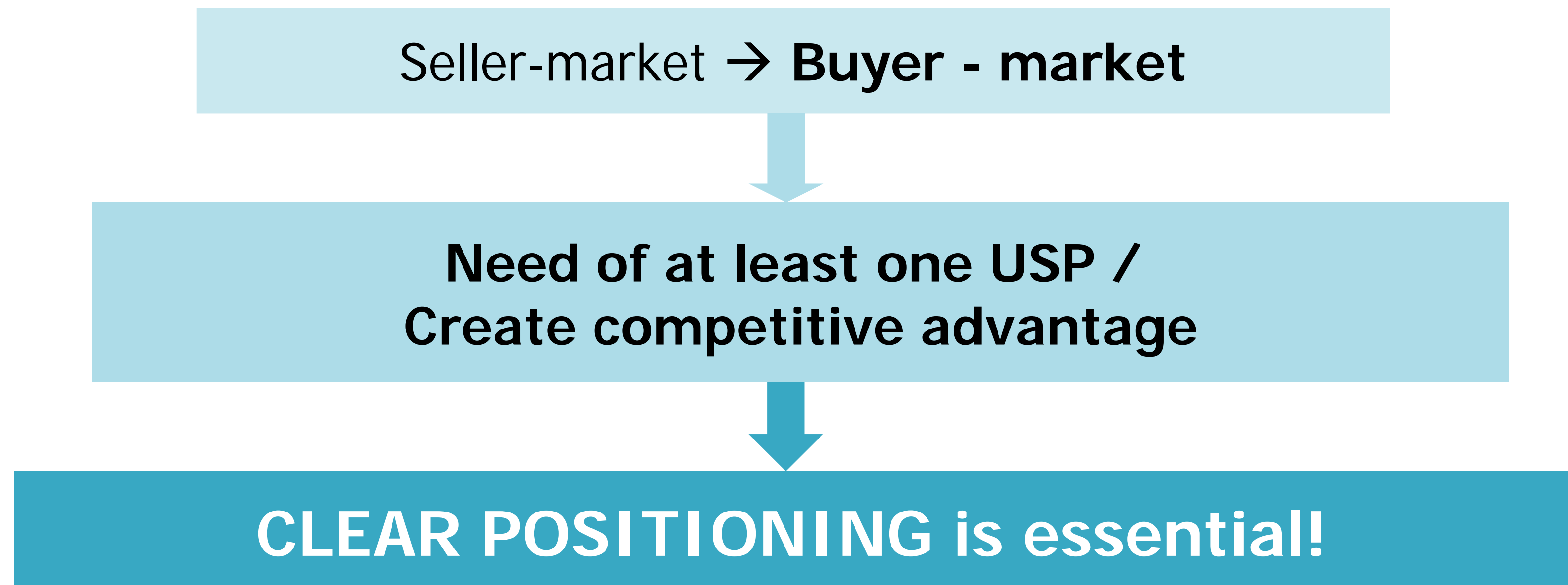
From strategy to marketing action! Not the opposite way!!!



Positioning - strategic potential for success

Positioning is "the way the product is defined by consumers on important attributes - the place the product occupies in consumers' minds relative to competing products" (Kotler 2002, p. 269).

Aim: Achieve a long-term and profitable position in the competitive market



Main Advantages of Positioning

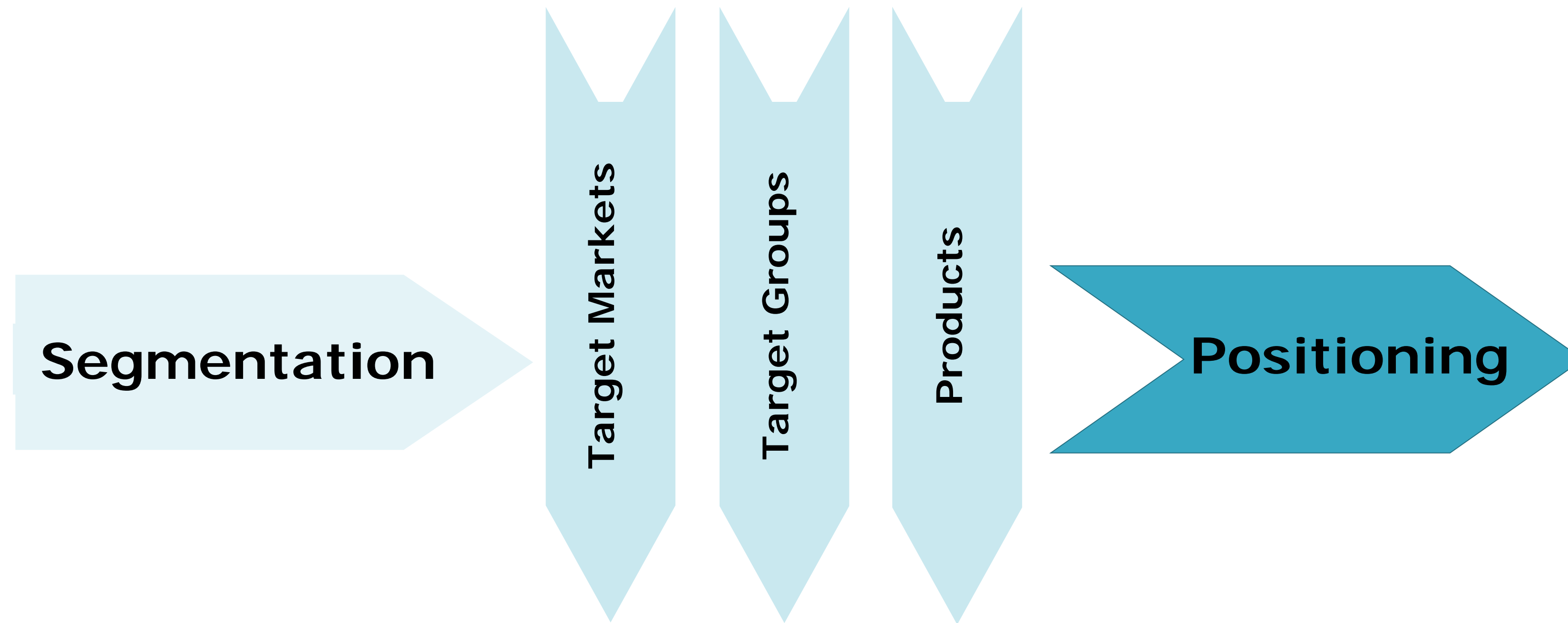
Advantages for Tourists	Advantages for the Organisation
Provides orientation in a market full of diverse offers	Offers clear differentiation from competition
Positioning attributes bundle rational and emotional value	Income and cost- advantages through strong brand loyalty
Positioning attributes are influencing buying decision	Higher income per customer due to higher willingness to pay more



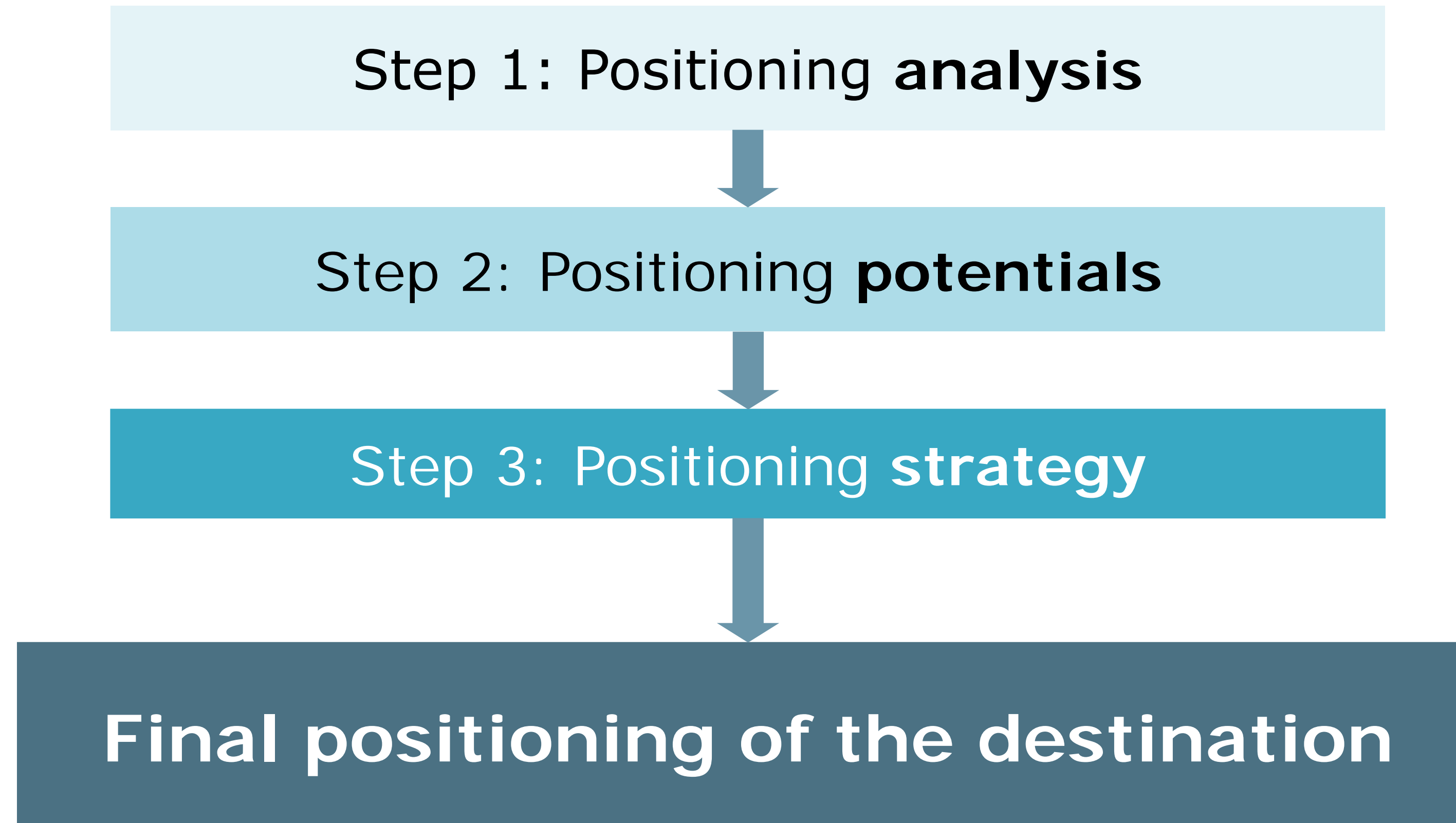
Positioning Process – 2 Models

(out of many that were offered by academics and professional consultants)

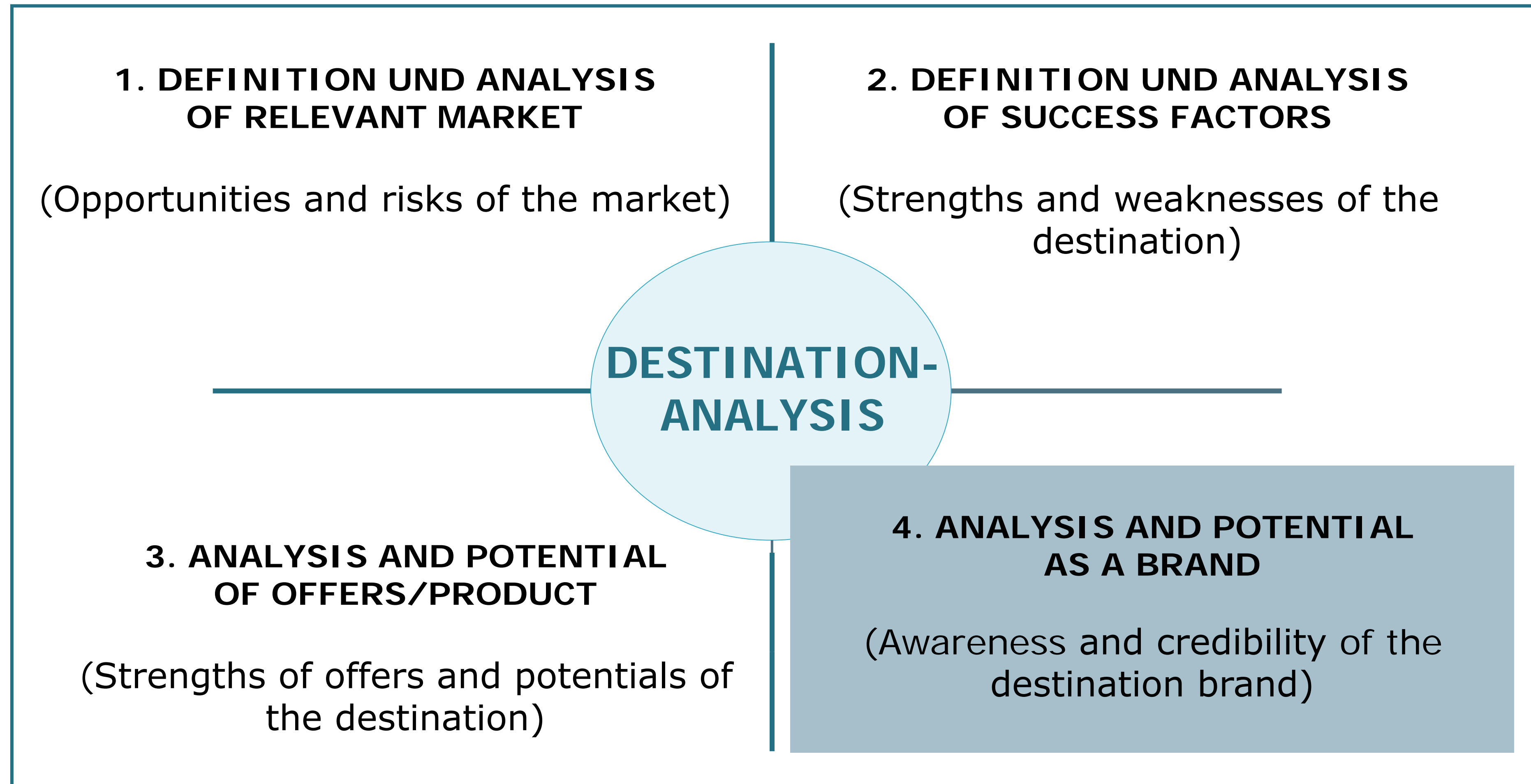
1. Positioning - Core of Strategic Marketing



2. Strategic Positioning Process



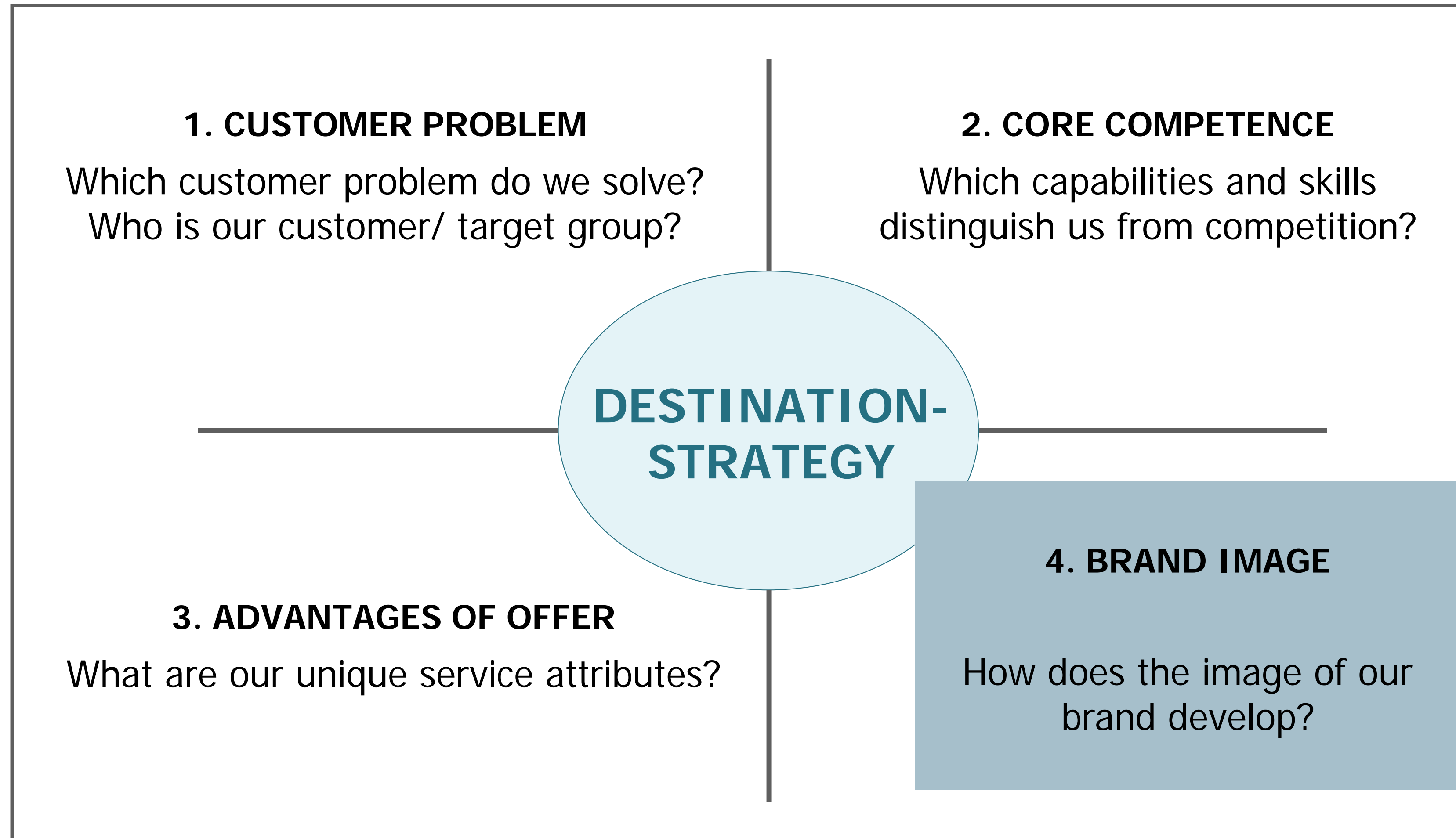
Step 1: Positioning Analysis.



Step 2: Positioning Potentials.



Step 3: Positioning Strategy.



Switzerland

Branding



There are so many reasons to visit a country and its different places.

But who outside Georgia knows them? What do potential tourists have in mind when they think of Georgia?

The crucial questions in tourism are:

Shall one visit Romania / Braşov as a travel destination?

How do Romanian destinations win travellers?

12 Reasons Why You Should Visit Romania



Făgăraş Mountains | © Radu505 / Flickr

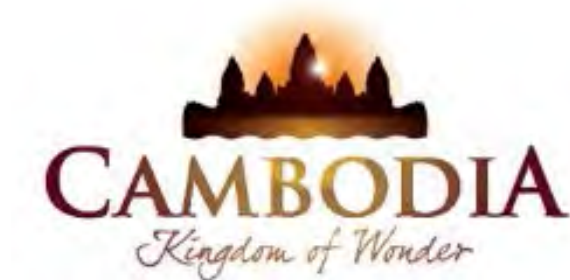
There comes a time when every seasoned traveler likes to be surprised. With a mix of unique history, spectacular nature, charming medieval cities and castles and surprising architecture, Romania is absolutely worth a visit. Here are our 12 reasons why you should make this beautiful country your next destination.

<https://wfumb2022.com/12-reasons-why-you-should-visit-romania/>



Branding – a first perspective: the destination logos

How to be the successful ONE in a highly competitive market !!!



What about other destination logos?

- Maldives
- South Africa
- Sweden
- Paris?
- London?
- Shanghai
- San Francisco
- Rio de Janeiro
- New Delhi
- Sydney
-





Branding: a second perspective: the country-claims

Europe

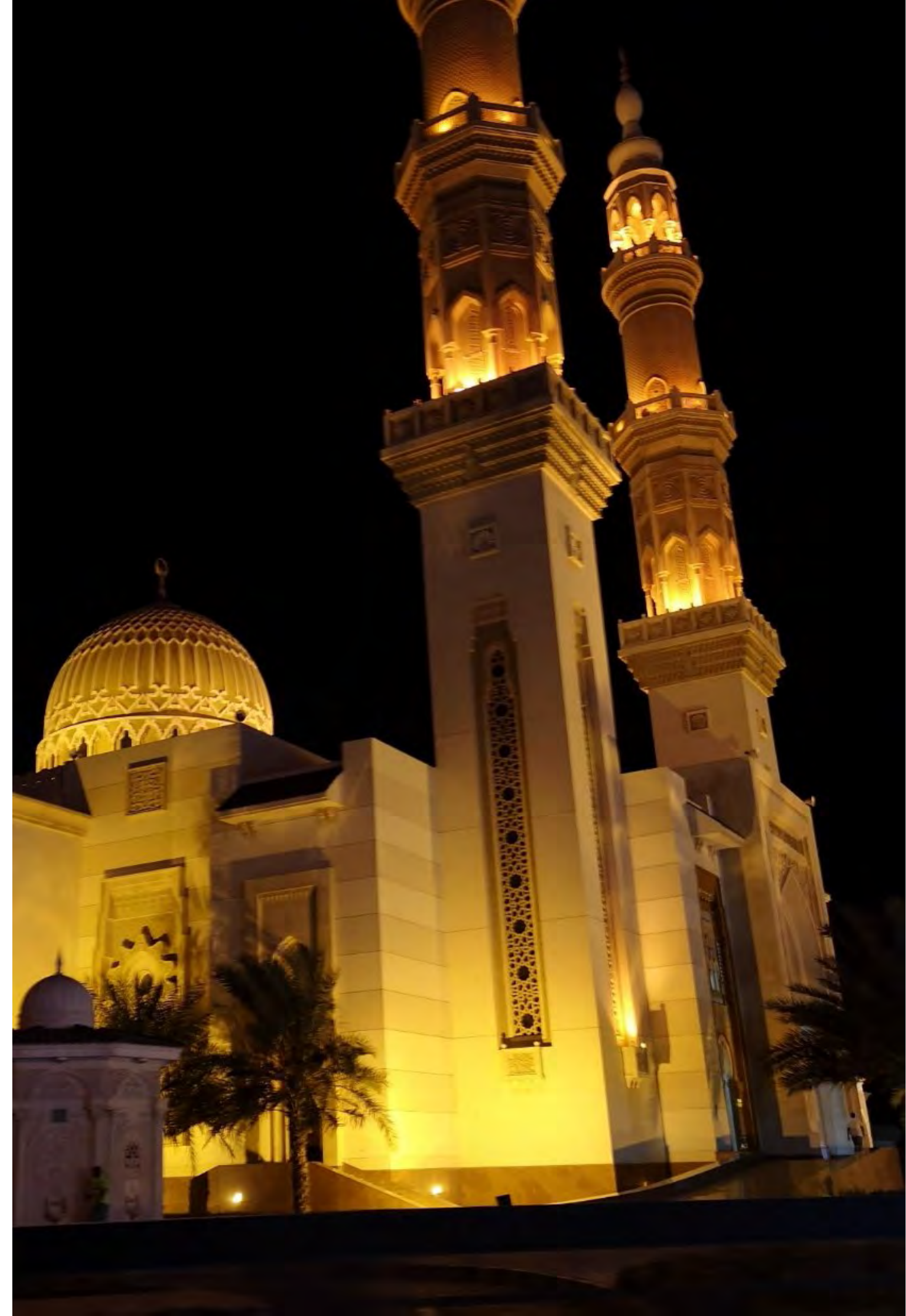
Country	Slogan	Country	Slogan
Albania	Go your own way	Liechtenstein	Experience princely moments
Andorra	The Pyrenean country	Lithuania	Real is beautiful
Austria	Arrive and revive	Luxembourg	Live your unexpected Luxemburg
Belarus	Hospitality Beyond Borders	Macedonia	Timeless Macedonia
Belgium	The place to be	Moldova	Discover the routes of life
Bosnia	The heart of South East Europe	Monaco	Easy going Monaco
Bulgaria	A discovery to share	Montenegro	Wild Beauty
Croatia	Full of life	Netherland	The original cool
Czech Republ.	Land of stories	Norway	Powered by nature
Denmark	Happiest place on earth	Poland	Move your imagination
Estonia	Epic Estonia	Portugal	Europe's West Coast
Finland	I wish I was in Finland	Romania	Explore the Carpathian garden
France	Rendez-vous en France	San Marino	San Marino for all
Germany	Simply inspiring	Serbia	My Serbia
Greece	All Time Classic	Slovakia	Travel in Slovakia – good idea
Hungary	Think Hungary – more than expected	Slovenia	I FEEL sLOVEnia
Iceland	Inspired by Iceland	Spain	#spainindetail
Ireland	Jump into Ireland	Switzerland	Get natural
Italy	Made in Italy	Ukraine	It's all about U
Latvia	Best enjoyed slowly	U.K.	Home of amazing moments

Africa

Country	Slogan	Country	Slogan
Algeria	Tourism for everybody	Morocco	Much mor...occo
Botswana	Our pride, your destination	Mozambique	Come to where it all started
Burundi	Beautiful Burundi	Namibia	Endless Horizons
Cameroon	All of Africa in one country	Nigeria	Good people, great nation
Cape Verde	No stress	Rwanda	Remarkable Rwanda
Chad	Oasis of the Sahel	Seychelles	Another world
Egypt	Where it all begins	Sierra Leone	The freedom to explore
Ethiopia	Lands of origins	South Africa	Inspiring new ways
Gambia	The smiling coast of Africa	Swaziland	A royal experience
Kenya	Magical Kenya	Tanzania	The land of Kilimanjaro, Zanzibar and Serengeti
Lesotho	The kingdom in the sky	Tunisia	I feel like Tunisia
Madagascar	A genuine island, a world apart	Uganda	You're welcome
Malawi	The warm heart of Africa	Zambia	Let's explore
Mauritius	It's a pleasure	Zimbabwe	A world of wonders

Middle East

Country	Slogan
Bahrain	Ours. Yours. Bahrain
Iraq	The other Iraq: Kurdistan
Iran	You are invited
Israel	Land of creation
Jordan	Yes, it's Jordan
Qatar	Where dreams come to life
Lebanon	Live Love Lebanon
Oman	Beauty has an address
Saudi Arabia	Experience to discover
Syria	Always beautiful
United Arab Emirates	Discover all that's possible



Asia

Country	Slogan	Country	Slogan
Armenia	Visit Armenia, it is beautiful	Mongolia	Go nomadic!
Bangladesh	Beautiful Bangladesh	Myanmar	Let the journey begin
Bhutan	Happiness is a place	Nepal	Once is not enough
Brunei	A kingdom of unexpected pleasures	Pakistan	It's beautiful, it's Pakistan
Cambodia	Kingdom of wonder	Philippines	It's more fun in the Philippines
China	China like never before	Russia	Reveal your own Russia
Georgia	For the best moments of your life	Singapore	Your Singapore
India	Incredible India	South Korea	Imagine your Korea
Indonesia	Wonderful Indonesia	Taiwan	The heart of Asia
Japan	Endless discovery	Tajikistan	Feel the friendship
Kazakhstan	The land of wonders	Thailand	Amazing Thailand
Kyrgyzstan	Oasis on the Great Silk Road	Turkey	Be our guest
Laos	Simply beautiful	Uzbekistan	Naturally irresistible
Malaysia	Truly Asia	Vietnam	Timeless charm
Maldives	The sunny side of life		

Australia & Oceania

Country	Slogan	Country	Slogan
Australia	There's nothing like Australia	Palau	Pristine paradise Palau
East Timor	Being first has its rewards	Papua New Guinea	A million different journeys
Fiji	Where happiness finds you	Samoa	Beautiful Samoa
Kiribati	For travellers	Solomon Islands	Seek the unexplored
Micronesia	Experience the warmth	Tonga	The true South Pacific
New Zealand	100 % pure	Tuvalu	Timeless Tuvalu

North & Central America

Country	Slogan	Country	Slogan
Antigua and Barbuda	The beach is just the beginning	Haiti	Experience it
Barbados	Brilliant Barbados	Honduras	Everything is here
Belize	Mother nature's best-kept secret	Jamaica	Get all right
Costa Rica	Essential Costa Rica	Mexico	Live it to believe it
Cuba	Autentica Cuba	Panama	Panama surprises
Dominica	The nature island	St. Kitts and Nevis	Follow your heart
Dominican Republic	Dominican Republic has it all	St. Lucia	Simply beautiful
El Salvador	The 45 minute country	St. Vincent	Discover SVG
Grenada	Pure Grenada	The Bahamas	Life is grand
Guatemala	Heart of the Mayan world	Canada	Keep exploring
		USA	All within your reach

South America

Country	Slogan	Country	Slogan
Argentina	Beats to your rhythm	Paraguay	You have to feel it
Bolivia	Bolivia awaits You	Peru	Land of the Incas
Brazil	Brasil – sensational!	Suriname	A colourful experience... exotic beyond words
Chile	All are welcome	Trinidad & Tobago	The true Caribbean
Guyana	South America Undiscovered	Uruguay	Uruguay natural
Colombia	Colombia is magical realism	Venezuela	Venezuela is your destination

Hardly any country claim (or logo) is known - what about claims of smaller geographical units such as provinces, federal states, cities, villages ... !?!?



Visit
Southampton

TIME TO TRAVEL



Montevideo



The slogan is intended to get to the heart of the essential selling point, the USP.

It should arouse associations, make people want to buy the product or brand and become deeply embedded in the potential buyer's consciousness.

"Djibeauty"

"A spirit of its own"

"Be our guest"

The Beach is Just the Beginning

"Everything is here"

Visit and Love Us

Come. We Have Time for You.

"No stress"

Branding: a third perspective – the websites, social media, brochures



Out of the interchangeability?

Out of the interchangeability!



Differentiated?

Positioned?

Independent?

Learning objectives of the modules

Module 1

Understanding the destination as the unit of the competition

Knowing the destination as an ecosystem as well as their stakeholders

Recognizing the governance and tasks of the DMO

Learning about public-private partnership

Understanding the financial concept behind DMOs

Module 2

Understanding success factors and key performance

Knowing the 10-A- and the 15-A-model & being able to apply the model

Learning about destination strategies

Assessing the impacts of tourism in all three sustainability dimensions

Bridging Destination Management with Sustainability

Topics:

- a. The importance on UN level
- b. Introduction sustainable development
- c. The 3 pillars of sustainability



“SUSTAINABLE DESTINATION MANAGEMENT” is
the course title

After learning a lot about destination management, it is
time to move forward and link our knowledge with the
topic of sustainability.



... bridging over to “sustainability”




«Sustainable Tourism» has fundamental importance

Quote from UN resolution of Dec. 20, 2020:

... **“Transforming our world: the 2030 Agenda for Sustainable Development”** ...

United Nations A/75/267

 **General Assembly** Distr.: General
28 July 2020

Original: English

Seventy-fifth session
Item 23 of the provisional agenda*
Eradication of poverty and other development issues


Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection

Note by the Secretary-General

The Secretary-General has the honour to transmit to the General Assembly the report of the Secretary-General of the World Tourism Organization on the promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection, submitted in accordance with Assembly resolution [73/245](#).

HSLU 78, 05 May 2023

United Nations A/RES/75/229

 **General Assembly** Distr.: General
30 December 2020

Seventy-fifth session
Agenda item 24
Eradication of poverty and other development issues

Resolution adopted by the General Assembly on 21 December 2020

[on the report of the Second Committee (A/75/462, para. 12)]

75/229. Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection

The General Assembly,

History of sustainability

- **1972:** UN Conference on Human Environment in Stockholm
- **1980:** World conservation strategy of the IUCN
- **1987:** 'Our common future' (i.e. Brundtland report) by the WCED
- **1992:** Rio Earth Summit/ UNCED – Agenda 21, etc.
- **2002:** Johannesburg Earth Summit
- **2012:** Rio+20/ UNCSD
- **2015:** Sustainable Development Goals



Rio +20: “The Future We Want”



So, at the United Nations Conference on Sustainable Development (UNCSD), also known as Rio 2012, Rio+20 or Earth Summit 2012, the UN member states, NGOs and private sector companies met again to agree on a new set of development goals that should be reached until 2030, which we also call the “post-2015 development agenda”.

So, one of the major aims of the new MDGs, which are called SDGs is to balance the three dimensions of SD, so the UN says it wants to.... “promote sustained and inclusive growth, social development and environmental protection”

Rio+20 was a 20-year follow-up to the 1992 Earth Summit / United Nations Conference on Environment and Development (UNCED) held in the same city, and the 10th anniversary of the 2002 World Summit on Sustainable Development (WSSD) in Johannesburg.

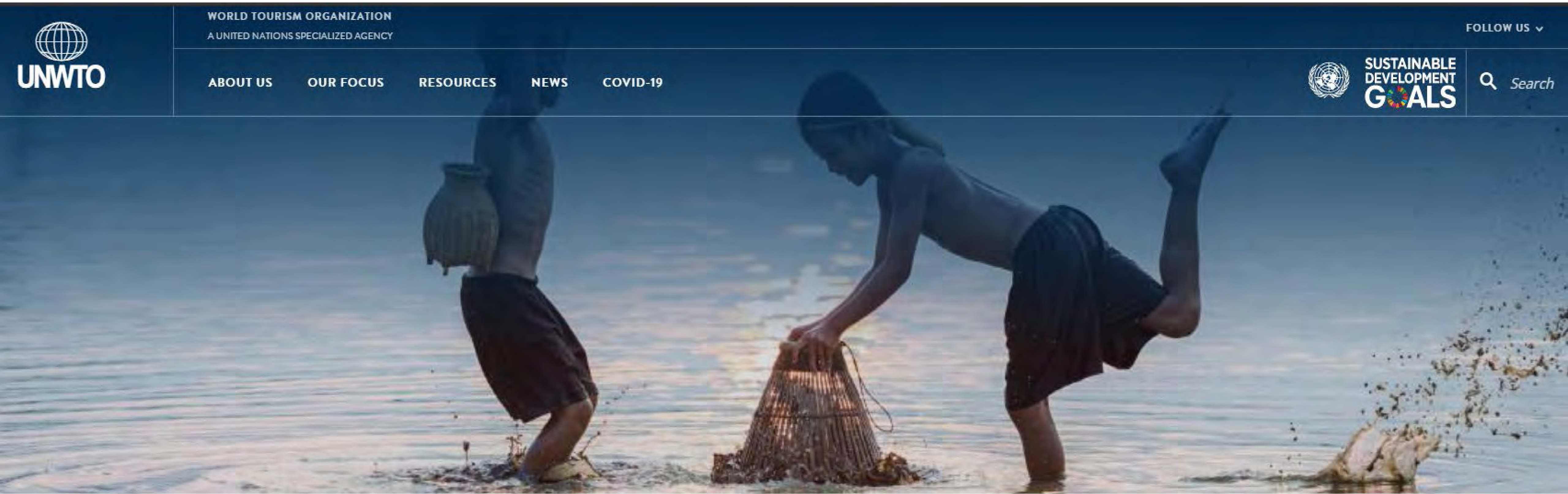
The official discussions had two main themes:

1. How to build a green economy to achieve sustainable development and lift people out of poverty, including support for developing countries that will allow them to find a green path for development. - Eradication of poverty is the greatest global challenge facing the world today; fostering equitable social development and inclusion. UNEP has developed a working definition of a green economy as one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. In its simplest expression, a green economy can be thought of as one which is low carbon, resource efficient and socially inclusive.
2. How to improve international coordination for sustainable development by building an institutional framework

Definition Sustainable Tourism

"Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities."

<https://www.unwto.org/sustainable-development>



Sustainable Development

“**Sustainable tourism development guidelines** and management practices are applicable to **all forms of tourism in all types of destinations**, including mass tourism and the various niche tourism segments.

Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development.

A **suitable balance** must be established between these three dimensions to guarantee its long-term sustainability.”

<https://www.unwto.org/sustainable-development>



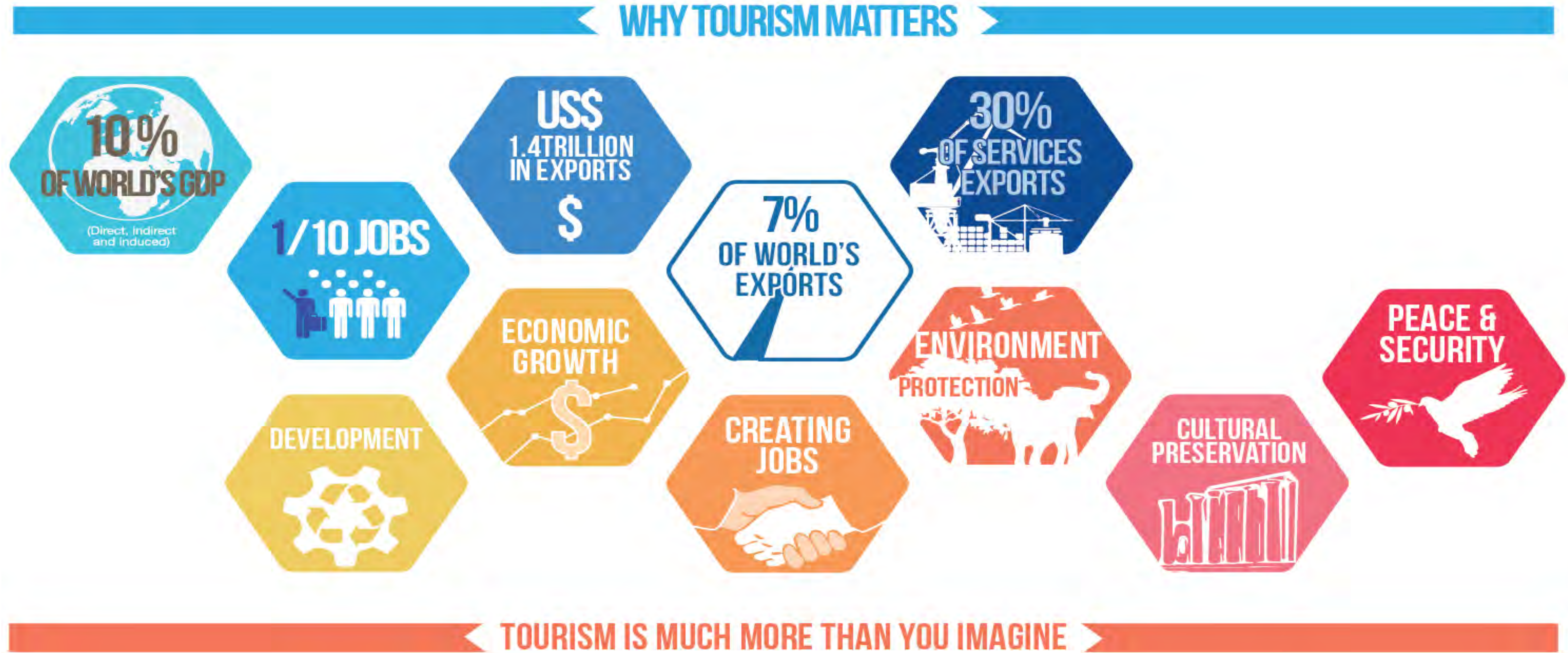
Sustainable Development

“Sustainable Development is a development that fulfils the needs of our generation without restricting the possibility of the next generation to fulfil their own needs”

World Commission on Environment and Development (1987:43)
Gro Harlem Brundtland



Tourism's huge importance



The three pillars of sustainability & sustainable development

“In order to prevent or minimise the negative impacts and promote and strengthen the positive sides, the whole concept of tourism has to be integrated into a sustainable development approach.” (Häusler, 2001)

“The triple bottom line”



The three pillars of sustainability & sustainable development

- **Environmental: the natural environment & planet**

- Environmental conservation
- Efficient energy use
- ...

- **Economic: prosperity**

- Reducing leakage
- Ensuring that economic growth does not compromise other dimensions
- ...

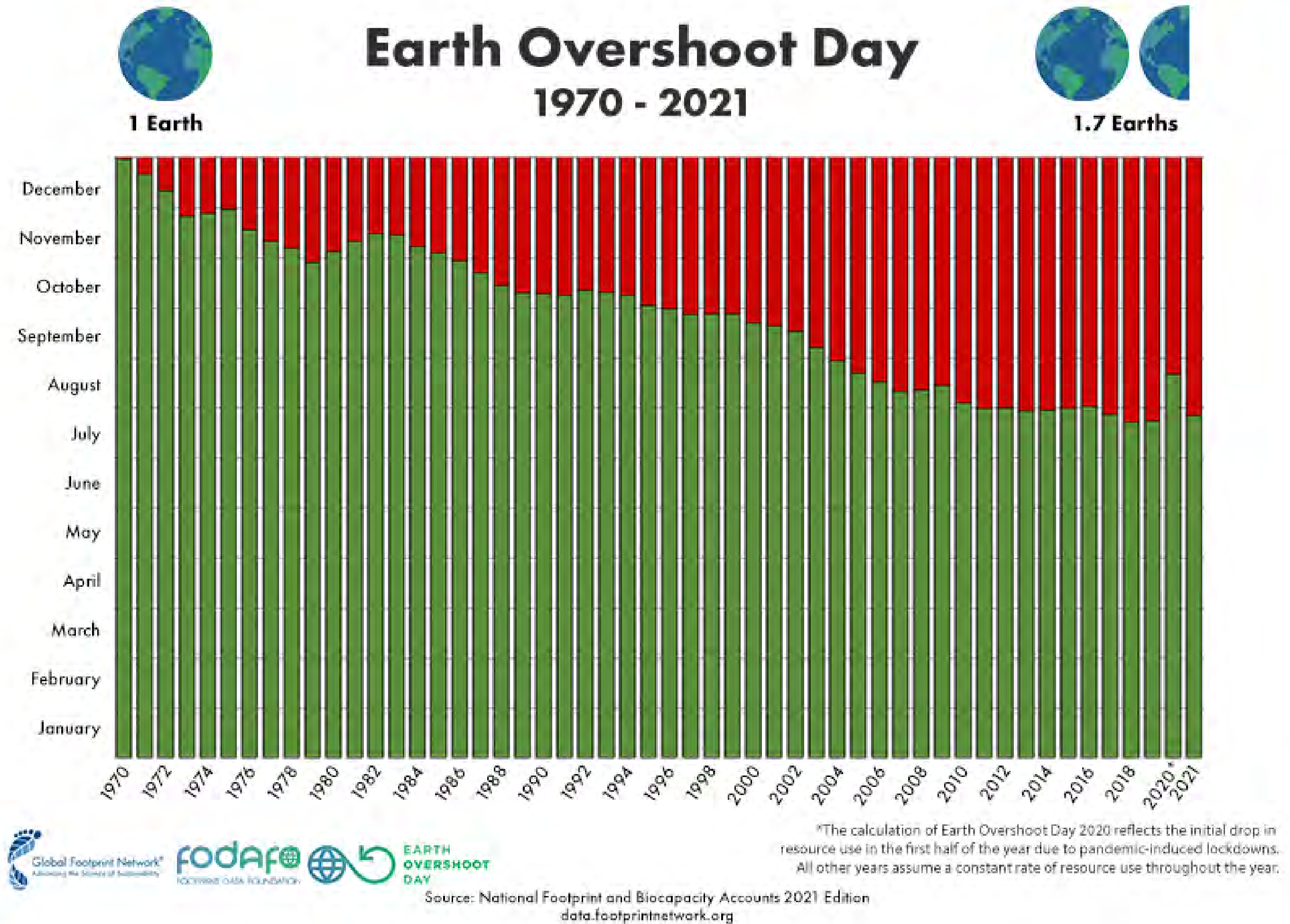
- **Social: the people**

- Stakeholder consultation/involvement; accountability
- Respect for local culture/knowledge
- Promoting equity

To balance through continuous monitoring



Ecological Footprint: Earth Overshoot Days.org



To determine the date of Earth Overshoot Day for each year, Global Footprint Network calculates the number of days of that year that Earth's biocapacity suffices to provide for humanity's Ecological Footprint. The remainder of the year corresponds to global overshoot. Earth Overshoot Day is computed by dividing the planet's biocapacity (the amount of ecological resources Earth is able to generate that year), by humanity's Ecological Footprint (humanity's demand for that year), and multiplying by 365, the number of days in a year:

$$(\text{Planet's Biocapacity} / \text{Humanity's Ecological Footprint}) \times 365 = \text{Earth Overshoot Day}$$

Verbal-ideal value level and real behaviour - Travel agency employees report on customer interest in the topic of sustainability

"The interest is [...] frighteningly low. People are more likely to complain that the pictures in the [...] catalogue are so bad than to approve of the fact that the catalogue is made of 100 % waste paper."

"Our customers buy on price 80% of the time."

"Environmental sustainability is a topical issue for politicians, but not so much for people."

"[...] nobody travels to save the environment. And nobody wants to pay more either."

Verbal-ideal value level and real behaviour - Travel agency employees report on customer interest in the topic of sustainability

"[...] there is still no interest from the customer side. [...] Environmental protection and sustainability are seen as a minor matter."

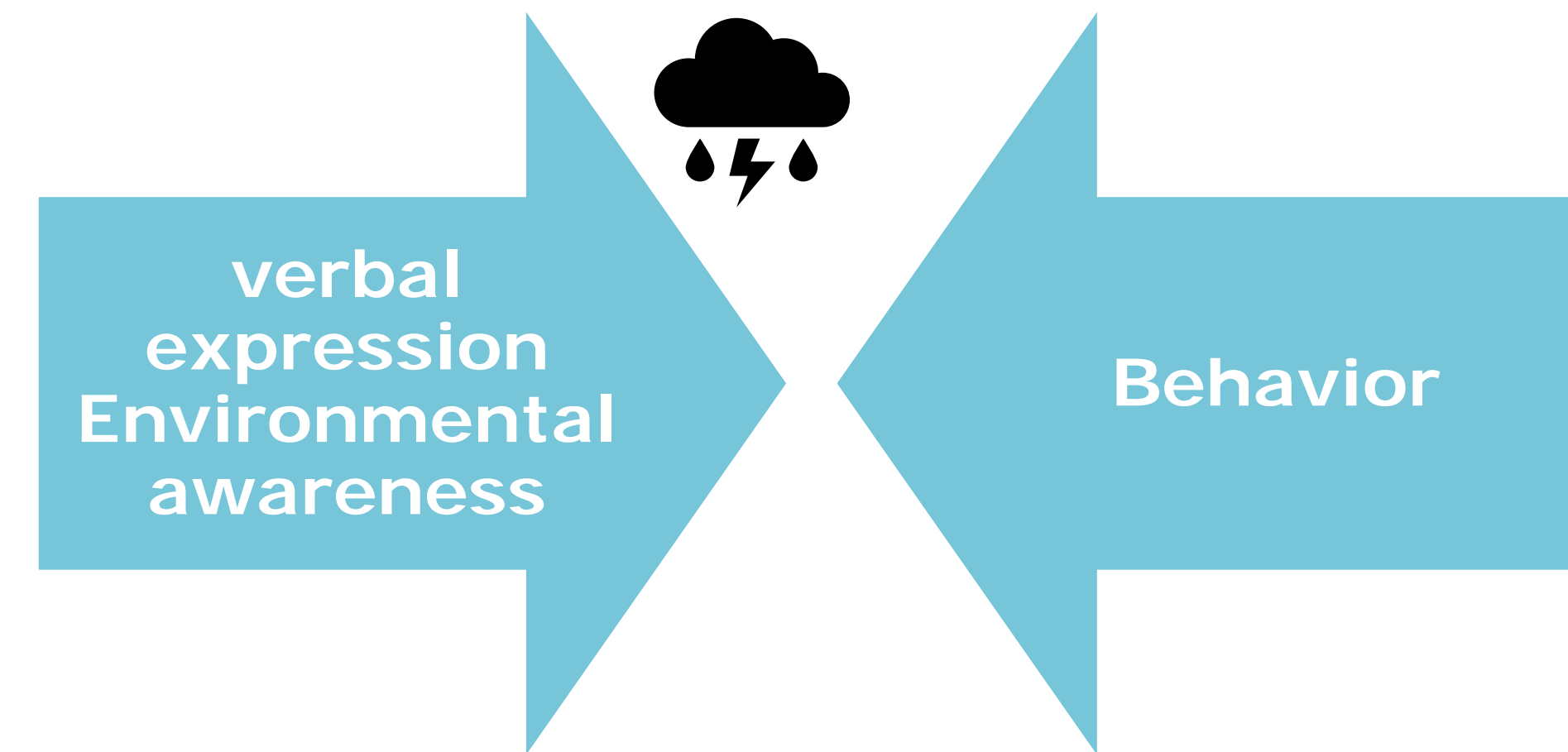
"Customers are relatively indifferent to the issue of sustainability."

"[...] not a factor with our customers."

"The topic has not yet really caught on with customers. [...] These are certainly not the basis for a booking decision."

Verbal-ideal value level and real behaviour - Findings

- Strong discrepancy between environmental awareness and active environmental commitment
- Even expert opinions differ (Does vegetation suffer more from artificial snow than from natural snow? Does tourism benefit or harm more in developing countries?)
- Long process towards new actions in the leisure and holiday sector (low willingness to make personal sacrifices, restrictions on standard of living, voluntary CO2 compensation payments, etc.).
- Negative effects of *one's own* behaviour are considered to be rather insignificant, often due to a lack of knowledge about ecological and social interrelationships.
- Responsibility is attributed to politics, technology or tour operators



Verbal-ideal value level and real behaviour - Increasing the demand for soft tourism

- **Information** supported by own **experiences** or experiences of others (e.g. amateur video of the neighbour showing child prostitution in Thailand) lead to an **attitude**.
- "Heart and head must want the same thing" (cognitive component: recognition and acceptance of the problem; affective component: own **concern**), because indifference inhibits the activism of both the demanders and the tourism enterprises.
- **Affectedness** ultimately leads to a **willingness to act** when appropriate behaviour is offered.
- Additional influences: **Values, age, economic situation**



Verbal-ideal value level and real behaviour - Change in the meaning of values

- Social pressure through norms and culture of the environment (friends, neighbours, etc.)
- Role models change the mindset
- Development of one's own conviction through discomfort (negative) or individual advantages/experiences (positive)



the biggest opponents:

- Many negative consequences of tourism only become apparent two generations later
- Success in sustainable development is determined not only by one's own (small) actions, but also by the actions of others

Paradox of a «soft mass tourism»

Gentle tourism "in its pure form" is not feasible in view of today's travel flows («normal» flows as per pre-Covid-19)

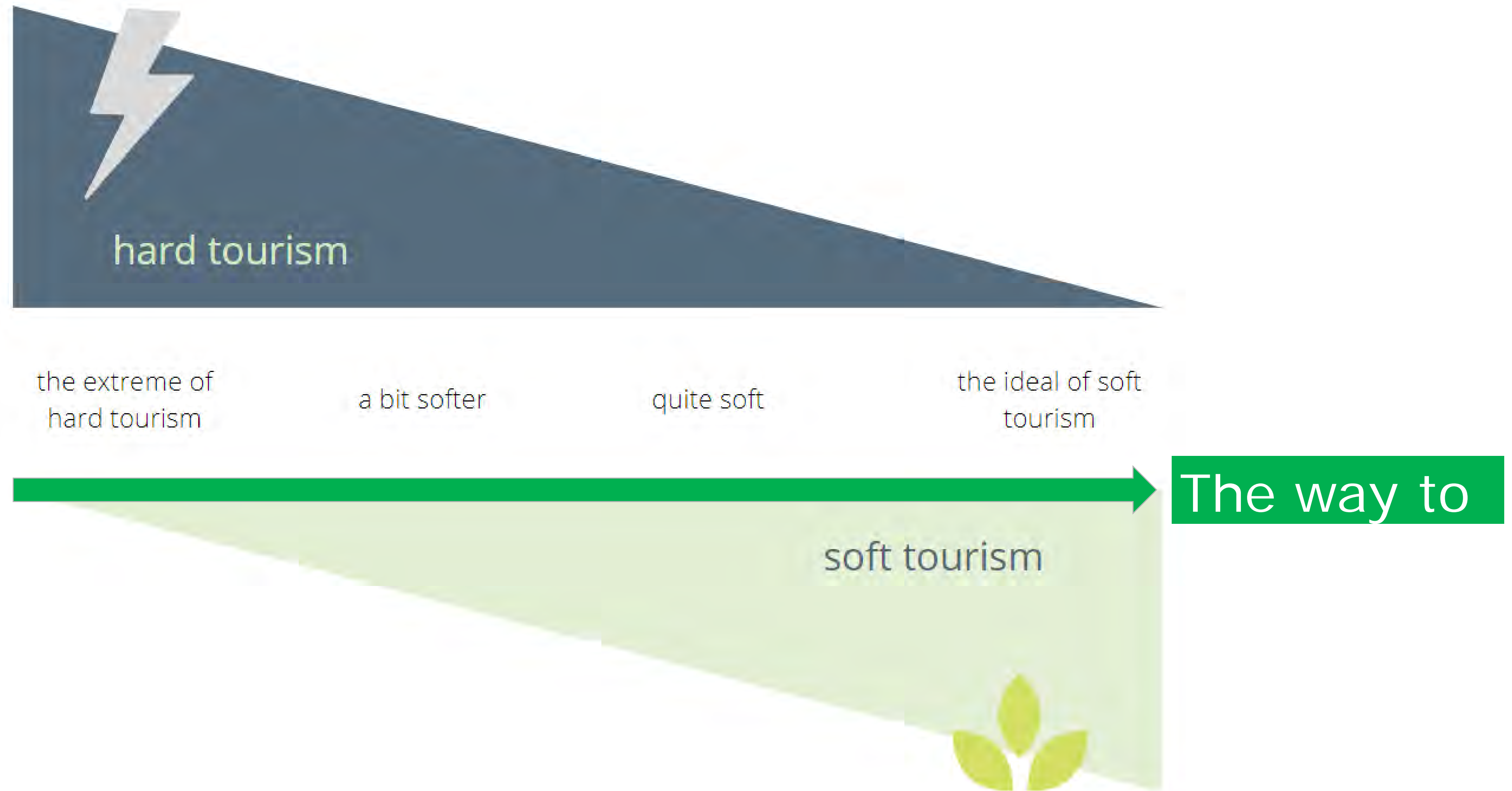
At best, it is possible to limit the quantity of tourism in individual areas and generally work towards a gentler approach to mass tourism.

 It is the duty of both sides: offer and demand need to change towards a more sustainable tourism!

How to motivate people to travel more responsible?



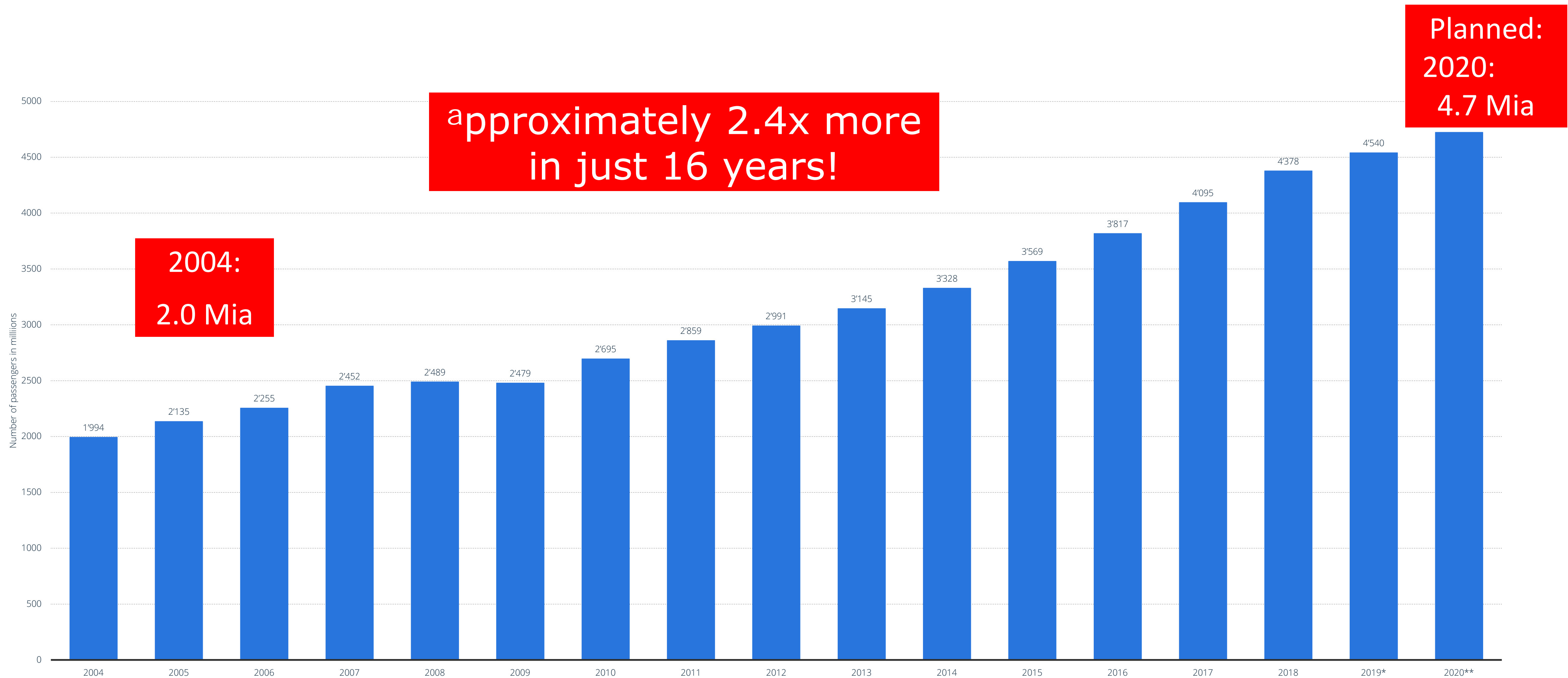
Soft tourism as a continuous concept and process



Today's reality



Airline passengers from 2004 to 2020 (in millions)



What Does This Mean?

- Many of these critical issues (negative impacts of tourism) are not black-and-white.
- We still have a long way to go!
- Important to start – talk the talk and walk the walk.
- Sustainable tourism is **a journey not the destination**; a process of becoming more and more sustainable



Disruption with 2 management approaches!

1. Concepts & implementation of a powerful & professional Destination Management (Organisation)
2. Sustainability Management

Impacts of tourism

Topics:

- a. Economic impacts
- b. Environmental impacts
- c. Socio-cultural impacts





Economic Impacts

The 3 different kinds of economic impact in tourism

- Direct economic impact
- Indirect economic impact
- Induced economic impact



Direct, indirect, induced contribution

DIRECT Travel & Tourism contribution

COMMODITIES

- Accommodation
- Transportation
- Entertainment
- Attractions

INDUSTRIES

- Accommodation services
- Food & beverage services
- Retail trade
- Transportation services
- Cultural sport & recreational services

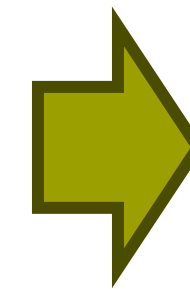
SOURCES OF SPENDING

- Residents' domestic T&T spending
- Businesses' domestic travel spending
- Visitor exports
- Individual government T&T spending



INDIRECT Travel & Tourism contribution

- T&T investment spending
- Government collective T&T spending
- Impact of purchases from suppliers



INDUCED contribution (spending of direct and indirect employees)

- Food & beverage
- Recreation
- Clothing
- Household goods
- Others



TOTAL Travel & Tourism contribution

- To GDP
- TO employment

1. Economic factors

- Easiest to identify & measure (compared with social & environmental impacts)
- Large amount of relatively reliable & more readily available data
- Economic focus of tourism predominates

1. Income
2. Employment
3. Tourism balance of payments
4. Investment and development
5. Tourism multiplier
6. Leakages
7. Opportunity cost



Environmental Impacts

Tourism and the environment

Tourism is perceived as a major despoiler of the environment

- Transport pollution (air, sea and river and automobiles)
- Congestion (roads, buildings, airports and sites)
- Overdevelopment or inappropriate development
- Visual pollution (billboards advertising tourist resources, insensitive designs or materials, litter and graffiti)



Garbage on Mt. Everest

Tourism contributes to ...

- Changes in land use
- Energy consumption
- Species extinctions
- Spread of disease
- Changes to perceptions/values of the environment
- Trampling/erosion (particularly at sights of special importance)
- Climate change





Socio-cultural Impacts

Socio-cultural impacts of tourism

- **Social impacts...**

.... refer to the changes in the lives of people living in destination communities.

- **Cultural impacts...**

... refer to changes in the culture of those living in destination communities (i.e., traditions, arts, customs, rituals)



What is social sustainability?

- Social sustainability is defined via ...
 - ... the degree of fulfilment of the basic human needs to ensure a certain quality of life (including health, education, humane accommodations, security and income)
 - ... the possibility to help shaping the development and participate in the society
 - ... the equal opportunities independent of the social or geographical origin, gender, age, sexual orientation or physical impairment
 - ... the fair distribution of resources within a generation and cross-generational

Social sustainability

Topics, subtopics and indicators of the United Nation Conference on Sustainable Development (UNCSD) and the European Union (EU) regarding social sustainability:

Topic	Subtopic	Indicator
Equality	Poverty	Share of the population below the poverty threshold, unemployment rate, Gini-Index
	Gender justice	Ratio of the average income between women and men
Health	Nutrition state	Nutrition state of the population
	Mortality	Life expectancy at the time of birth
	Sewerage	Amount of population with a suitable sewerage
	Drinkable water	Amount of population with access to drinkable water
	Health care	Amount of population with access to health care facilities
Education	Standard of education	Amount of children with concluded fifth class of primary school
	Ability of reading and writing	Rate of ability of reading and writing of adults
Habitation	Living conditions	Amount of square meters per person
Security	Crime	Amount of reported crimes
Population	Population change	Growth rate of the population

Social sustainability in tourism

- Social sustainability in tourism aims to contribute towards
 - Increase in quality of life
 - Satisfaction of material and immaterial necessities (for both, the society as a whole and individuals)
- The following three groups are mainly involved in tourism:
 - Travelers (guests, tourist)
 - Hosts
 - Touristic employees

Expectations of the three groups

- Travelers
 - Service, all around supply, friendliness
 - Security, honesty, authenticity
 - Good cost-benefit ratio
 - Consideration of individual needs
 - Experiences, relaxation, distance to the daily routine, recovery
- Hosts
 - Financial benefits through tourism
 - Increased quality of live, increased quality of infrastructure
 - Respect for the own culture, religion, lifestyle
 - Privacy
 - Control over the touristic development
 - No exclusion through tourism (for example related to land or resources)
- Touristic employees
 - Meaningful and satisfying work
 - Income, fair payment
 - Education, career options
 - Respect and appreciation of the guests

→ If social sustainability is given, the expectations of all three groups can, in the ideal case, be fulfilled!



Impacts - Summary



Economic Benefits of Tourism

- Tourism initialises infrastructure development which can also be used by other industries, trade organisations or by agriculture
- Tourism creates workplaces
- Tourism generates devise income
- Tourism contributes to GDP
- Incoming tourism has a positive effect on balance of payments
- Touristic products can be «produced» with minor import contributions
- Tourism leads to diversification of economy
- Tourism has a huge multiplier effect
- Tourism contributes to tax income



Economic Disadvantages of Tourism

- Leakages
- High fluctuation in employment due to seasonality
- Tourism can increase inflation in prices for basic goods and services, rise in real estate demand may lead to increase in building and land cost, local people may struggle to meet their needs
- Tourism strengthens the dependence on other foreign economies
- Locals can experience rising prices
- Prioritizing tourism can lead to strong dependence only on this economic sector
- Seasonality: workers facing job insecurities, destinations not receiving the same amount of income through tourism all year around



Socio-cultural benefits of tourism

- Encountering foreign people can help locals to be open-minded, which can lead to higher intercultural understanding
- Increased infrastructure can be also used by locals
- Local can become more aware and prouder of their national culture and traditions
- Conservation of historic sites is often financed by tourism industry
- Tourism can contribute to a destination's and its population's positive image
- Tourists' interest in local culture and art can create jobs for artists (cultural revival); Pride in traditions (tourists present an audience)
- Tourism can motivate locals to learn foreign languages
- Tourism can create employment which can stop emigration for rural regions
- Tourism fosters socio-cultural awareness
- Tourism as a force for peace and intercultural understanding
- Change in gender relations, women's empowerment



Socio-cultural disadvantages of tourism

- Tourism can cause conflicts within the local community and with guests
- Tourism contributes to illnesses (like AIDS), drug consumption, prostitution, sexual exploitation, crime, deviant behaviour
- Local employees can feel inferior due to their (often) low qualifications
- Commercialization, commodification of local culture and traditions: acculturation
- Demonstration effect; staged authenticity
- Intercultural effect can contribute to stereotypes and prejudices
- Tourism can lead to social differences due to its regional development, displacement / marginalized communities
- Due to its labour intensity, often foreign workforce is needed which can lead to conflicts with locals
- Changes in morals/ values; tourists' misbehaviour, disrespecting dress code etc.)
- Changes in social/ family/ gender relations
- Changes in religious practices
- Changes in customs: material and non-material



Environmental positive impacts

- Conservation of heritage buildings, wildlife, and landscapes
- Reuse of derelict buildings for touristic purposes
- Increased environmental consciousness resulted in:
 - Creation of national parks and other protection zones
 - Legislation and planning policy which controls development
 - Supporting initiatives designed to promote sustainability
 - Demand for eco/sustainable tourism
 - Certification system to ensure sustainable tourism products
 - Compensation programs such as by “myclimate”



Environmental negative impacts

- Increase in mobility leads to increased green house gas emissions, noise pollution
- Damage to flora and fauna
 - Construction reduces land available to wildlife
 - Disturbs animal breeding and migration patterns
 - Prolonged exposure to humans can affect animal behaviour
- Exploitation of natural resources (such as water in order to build golf courses in the desert)
- Tourists can directly cause damages as well
 - To take plants or corals home with them
 - Disturbance of wildlife
 - Littering
- Occupying and reforming natural areas for infrastructural investments



Learning objectives of the modules

Module 1

Understanding the destination as the unit of the competition

Knowing the destination as an ecosystem as well as their stakeholders

Recognizing the governance and tasks of the DMO

Learning about public-private partnership

Understanding the financial concept behind DMOs

Module 2

Understanding success factors and key performance

Knowing the 10-A- and the 15-A-model & being able to apply the model

Learning about destination strategies

Assessing the impacts of tourism in all three sustainability dimensions

Sustainable Destination Management

Part 3 Global Sustainability Goals & the Role of Certification Schemes

Braşov, Romania

May 2023

Urs Wagenseil



Learning objectives of the modules

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Module 3

Understanding the GSTC and the Destination Criteria as the global framework for tourism and destination sustainability

Knowing a variety of certification systems

Being able to analyse and interpret facts/results and to derive improvement activities

Agenda Module 3

1. The 17 SDGs
2. The Global Sustainable Tourism Council (GSTC) and the Sustainability Standards
3. Destination goals and monitoring systems



The 17 SDGs

Topics:

a. Overview



SDGs everywhere!

The United Nations **Sustainable Development Goals** that all UN Member States (193) have agreed to work towards achieving by the year 2030.



Tourism and the SDGs: an introduction

“As the 17 SDGs and the corresponding 169 SDG targets offer the world a new direction, tourism can and must play a significant role in delivering sustainable solutions for people, the planet, prosperity and peace.

Tourism as an economic powerhouse is the third highest world category in export earnings in 2015, representing 10% of world GDP, 30% of services exports and 1 out of every 10 jobs in the world. Tourism has the potential to contribute, directly or indirectly to all of the goals. In particular it has been included as targets in Goals 8, 12 and 14 on inclusive and sustainable use of oceans and marine’s resources, respectively.”

Self learning



Watch the video «The Tourism for SDGs Platform» and scroll through the website:

<https://tourism4sdgs.org>

<https://tourism4sdgs.org/learn/>

Time: 10 min

The Global Sustainable Tourism Council (GSTC)

Topics:

- a. The story
- b. The criteria development and criteria sets
- c. The 4 pillars of the criteria and its role
- d. The role of certification



Self learning

Please watch the two introducing videos «Introduction of the GSTC» (2 min) and «GSTC for Destinations and Governments» (2 min).

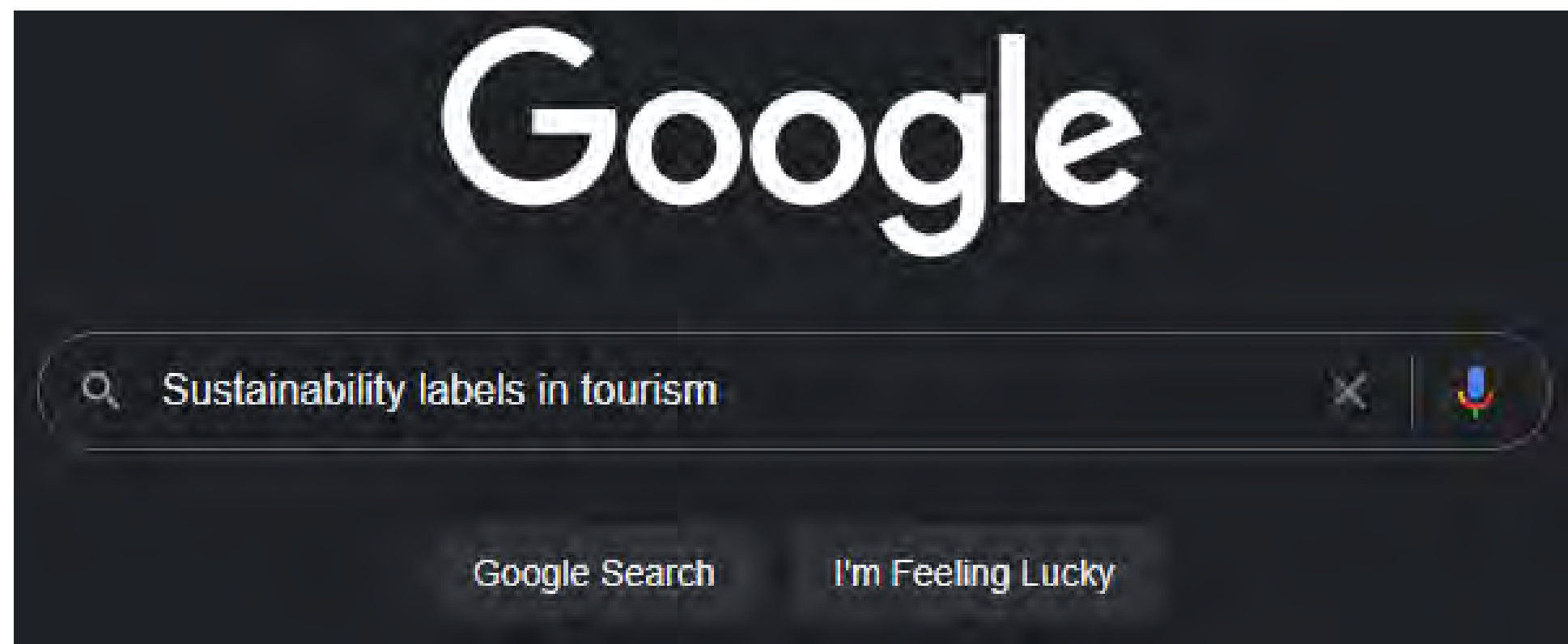


Sustainable tourism

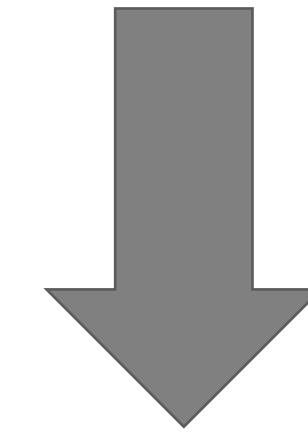
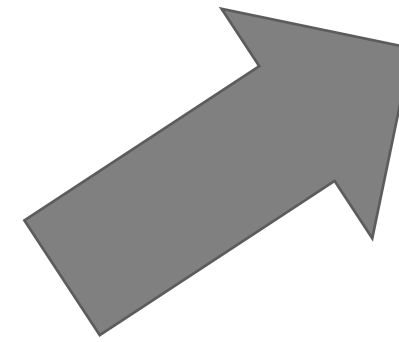
“Sustainable Tourism” does not refer to a specific type of tourism.

“Sustainable Tourism” is an aspiration for the impacts of all forms of tourism.

Many sustainability labels ... but much confusion ...



Order in the label jungle – The GSTC



The leading global authority in setting and managing standards for sustainable travel & tourism

Global Sustainable Tourism Council

Founding Organisations:



+

UNWTO, UNEP, Rainforest Alliance

+

a coalition of 32 partners

GSTC criteria development

First GSTC Criteria development:

- More than 80,000 relevant people were invited to comment
- Analyzed more than 4,500 criteria from more than 60 existing certification standards and other voluntary sets of criteria, principles and guidelines.
- Worldwide applicability

Revision every few years

GSTC criteria sets

Two different sets of GSTC Criteria have been developed:

A) GSTC Industry Criteria

For each Hotels & Tour Operators

(2008, 2012, 2016)

B) GSTC Destination Criteria

(2013, 2019)

GSTC Industry Criteria for Hotels

GSTC Industry Criteria with performance indicators for Hotels

GSTC Industry Criteria for Tour Operators

GSTC Industry Criteria with performance indicators for Tour Operators

GSTC Destination Criteria

Four pillars of GSTC criteria

A) Sustainability Management

B) Social & Economic Benefits

Maximize benefits to the host community and minimize negative impacts

C) Cultural Heritage

Maximize benefits to communities and culture; minimize negative impacts

D) Environment

Maximize benefits to the environment and minimize negative impacts



Certification

Certification is defined as a voluntary, third-party assessment, through an audit, of a tourism enterprise or destination for conformity to a standard.

GSTC does NOT conduct certification. That is the job of the many **Certification Bodies** throughout the world.

The GSTC's job is to accredit those that certify.

Why become certified?

WHY become certified?

Credibility: Demonstrate your sustainability credentials with confidence.

Visibility: Show your customers and partners that your business / destination is operated with sound management.

Efficiency: Improve your management practices and operate more efficiently.

The role of certification

- ✓ Verify the validity of claims and fighting false claims (“greenwashing”)
- ✓ Risk management mitigation
- ✓ Provides discipline for improvement
- ✓ Market access function

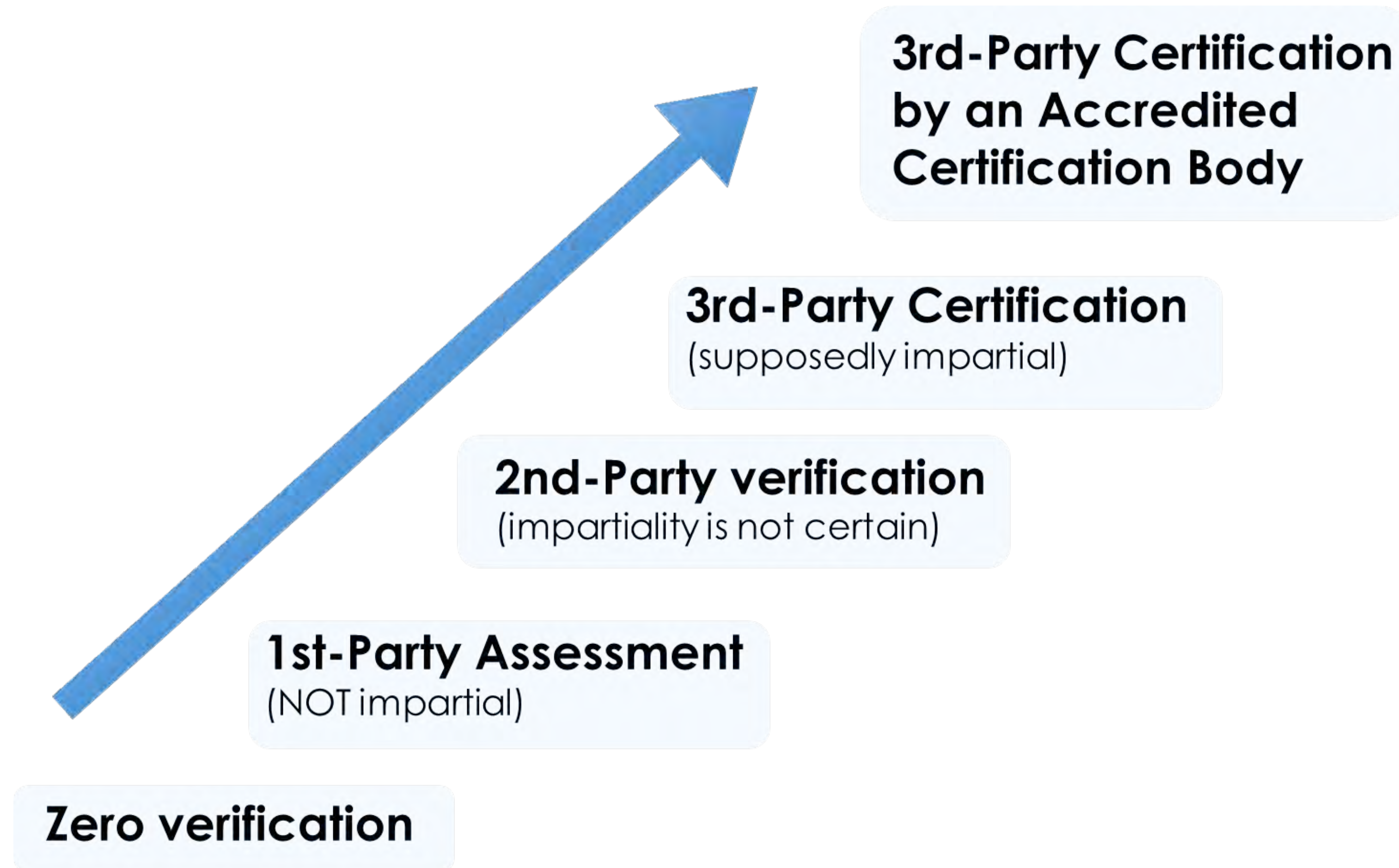
Certification by GSTC Accredited Certification Bodies

How do you choose from around 180 labels floating around in the tourism industry?

The range is enormous: from rigorous, impartial and excellent, to poor labels.

Accreditation is a mark of quality placed on Certification Bodies, “certifying the certifiers”.

Levels of assurance – the higher, the more qualified



Certification by GSTC Accredited Certification Bodies

(Accreditation Body)



GSTC-Accredited Certifying Bodies



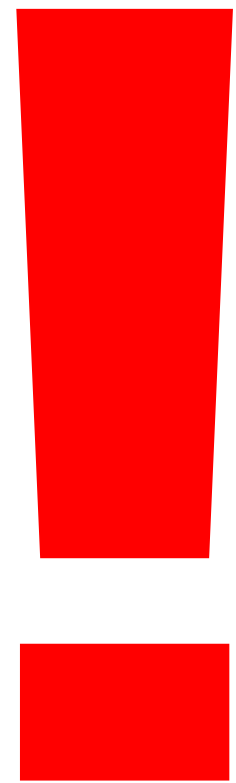
The GSTC Criteria



GSTC criteria as Baseline Standards

GSTC Criteria provide the **framework, NOT the solution.**

The Criteria indicate **what should be done, NOT how to do it** or whether the goal has been achieved.



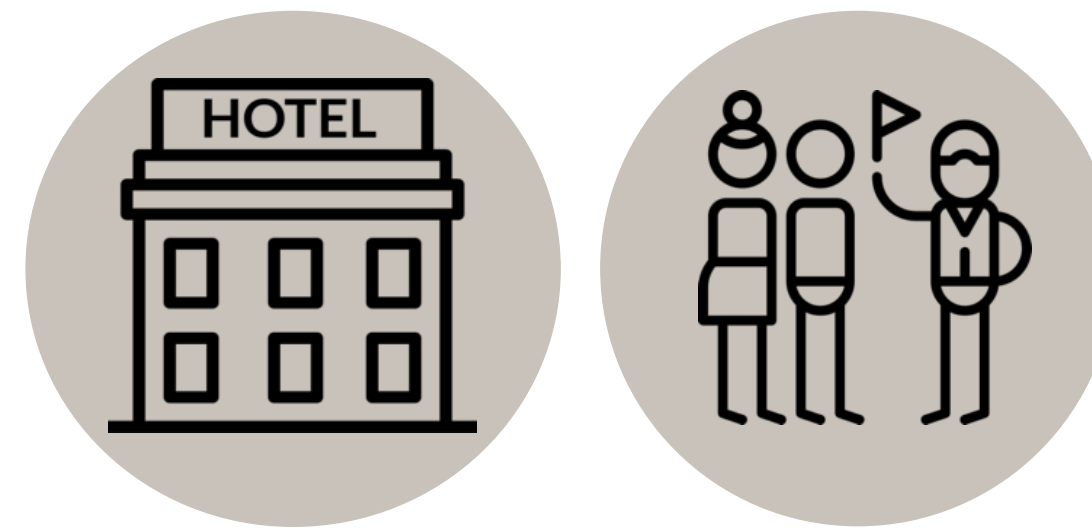
GSTC Criteria

Two Sets of Criteria with 3 direct approaches

Criteria for Industry

Hotels & Tour Operators

(2008, 2012, 2016)



Criteria for Destinations

(2013, 2020)



GSTC Criteria

Four Pillars of Sustainability

- (A) Sustainable management
- (B) Socioeconomic impacts
- (C) Cultural impacts
- (D) Environmental impacts

**Minimize negative impacts,
maximize positive impacts**

A) Overall Management

Convene stakeholders across sectors for collaborative governance focused on long-term sustainability.

Develop a top-quality tourism product for high visitor and resident satisfaction.

B) Local Economic Benefits

Ensure linkages to local and small businesses

Economic benefits to all stakeholders (e.g., stable employment, socio-economic inclusion).

Vibrant communities = Stable investment climate.

C) Sense of Place of Destinations

Conserve built and living cultural heritage and traditional values.

Contribute to experiential inter-cultural understanding and positive engagement.

Distinctive and experiential tourism product.

D) Optimal Use of Environmental Resources

Maintain essential ecological processes.

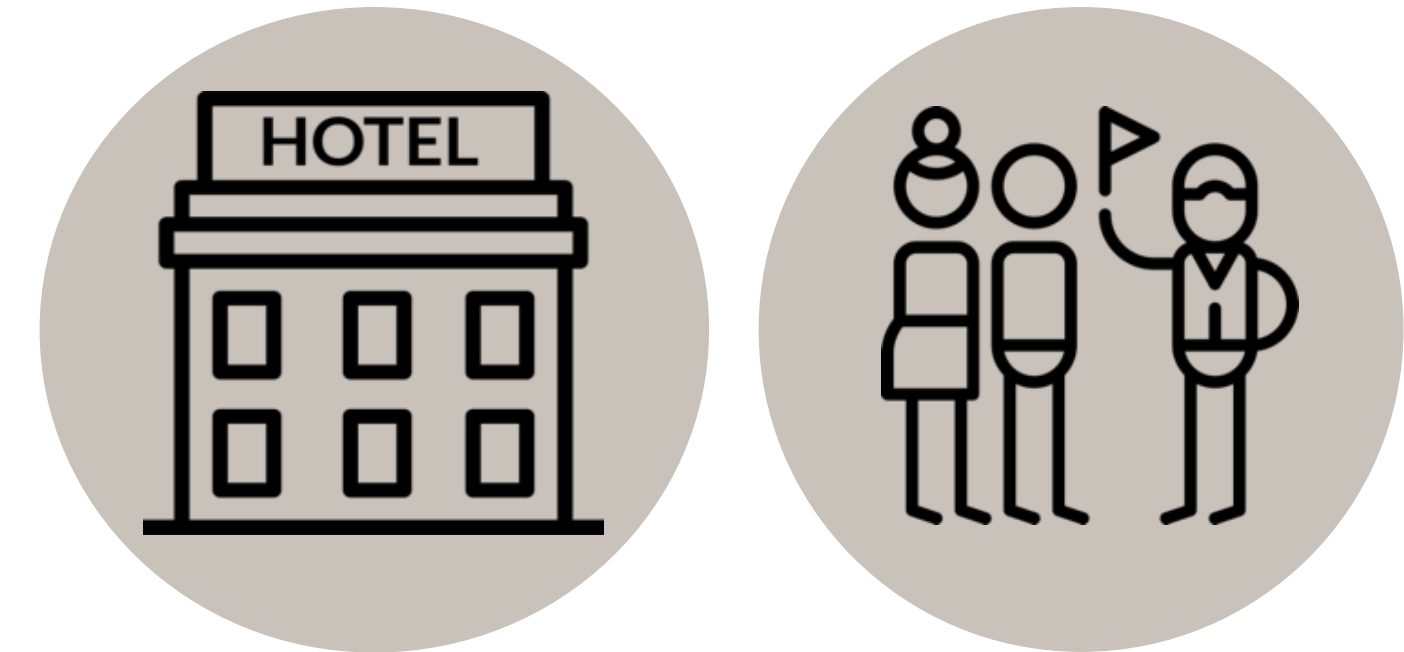
Help conserve natural heritage and biodiversity.

Preserve the natural tourism product for the future.

Section A

Overview as one example: GSTC Industry Criteria

- A1 Sustainability management system
- A2 Legal compliance
- A3 Reporting and communication
- A4 Staff engagement
- A5 Customer experience
- A6 Accurate promotion
- A7 Buildings and infrastructure
 - A7.1 Compliance
 - A7.2 Impact and integrity
 - A7.3 Sustainable practices and materials
 - A7.4 Access for all
- A8 Land, water and property rights
- A9 Information and interpretation
- A10 Destination engagement



<https://www.gstcouncil.org/gstc-criteria/>

Measures for the realisation of sustainable tourism



Measures for the realisation of sustainable tourism (1 of 3)

- 1. All tourism stakeholders** need to recognise the importance of social, cultural and environmental features as valuable and worthy of preservation.
- 2. Politicians** in the sending and receiving countries must intervene to steer the tourism industry.
- 3. Politicians** need to make strong, legally binding agreements for sustainable cross-border tourism.
- 4. Politicians** must clarify who is responsible for tourism impacts and what must then be enforced at the international level.
- 5. Public and political attention** in the countries of origin and destination must be raised with regard to sustainable tourism.
- 6. In schools and universities**, especially in tourism training institutions, there must be more education on both sides (especially about Third World tourism).

Measures for the realisation of sustainable tourism (2 of 3)

6. **International and national tourism organisations** as well as national associations of the travel industry in the sending and receiving countries have to face the problems and look for possible solutions.
7. **Tourists** need to be made more aware of the problems of tourism by the state, with the aim of creating a holiday motif along the lines of "slower, longer, more intensive and less frequent" instead of "faster, shorter, further and more frequent".
8. **More critical decisions** should be made by travellers, e.g. with orientation criteria for sustainable travel, so that strongly negative consequences become more conscious.
9. **Travellers** should consider the destination more intensively before travelling, with the aim of adopting more sensitive travel behaviour.
10. Only **a change in the way tourists** think will lead to environmentally and socially responsible planning and management on the part of tour operators.

Measures for the realisation of sustainable tourism (3 of 3)

- 11. Tour operators and travel agents** should have a legal duty to provide information in order to draw attention to critical effects.
- 12. The status of development cooperation** must be raised and the development and testing of sustainable tourism models must be promoted more strongly.
- 13. The local population** must be more involved in the planning and implementation of tourism decisions.
- 14. There should be a reduction in the outflow of capital** from the destination countries to be promoted abroad, as well as a restriction on the promotion of foreign investment through subsidies.
- 15. A prerequisite** for the implementation of these measures is the strengthening of dialogue and cooperation between all actors involved in tourism.

Conclusion

- Sustainability begins with an understanding of its necessity - on the part of companies, politicians and society.
- Sustainable goals are particularly achievable if they are complementary to the personal goals of the actors (Do I perhaps even save money? Do I receive social recognition?).
- Voluntary fairer wage payments by companies or compensation for emissions by travellers are not to be expected on a large scale. First and foremost, politicians are called upon to create the necessary framework conditions at national / international level.
- There is probably no form of tourism that can be made sustainable in the best possible way, **but efforts to make tourism gentler would be the goal of tour operators, tourism destinations, tourism businesses, and every individual tourist.**

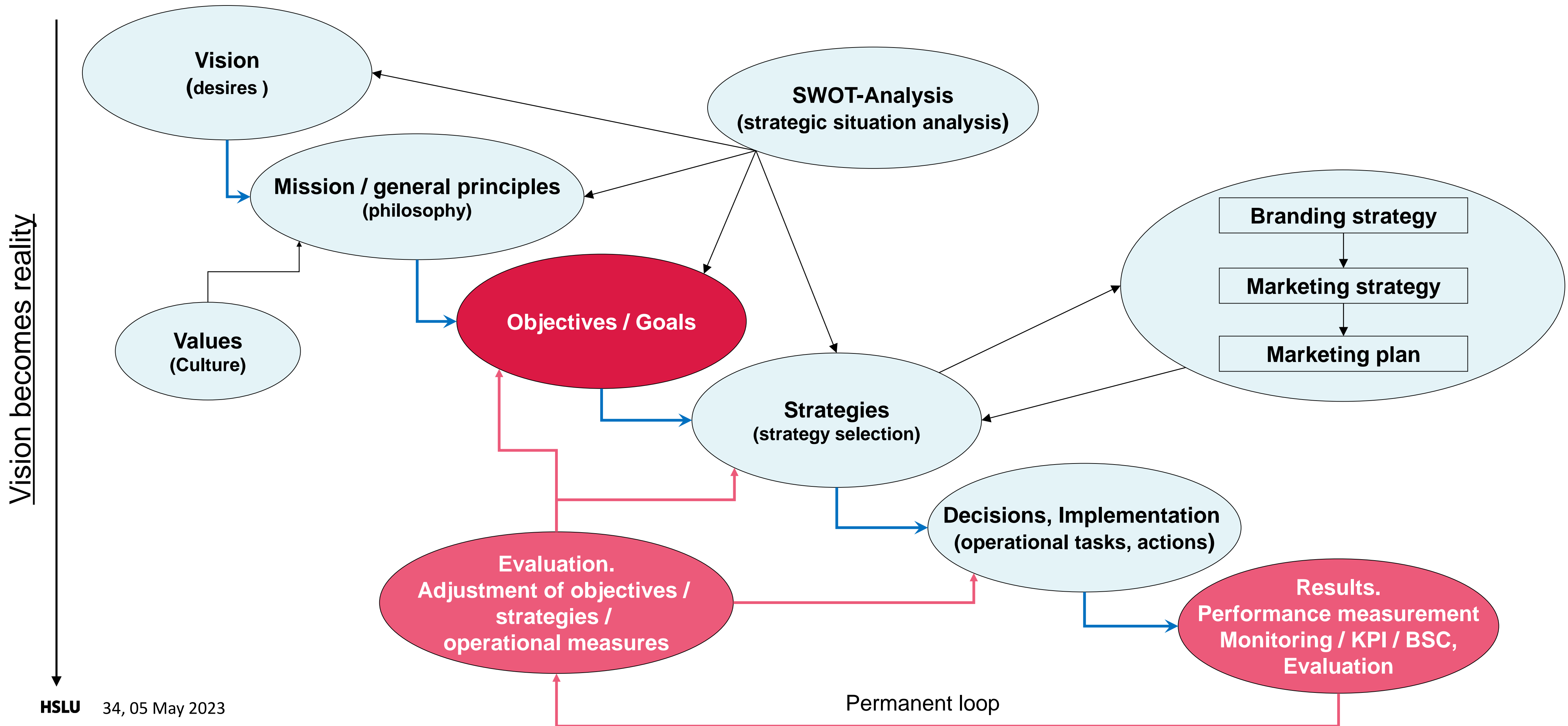
Destination Goals and Monitoring Systems

Topics:

- a. Destination goals
- b. Measuring and monitoring
- c. Balanced Scorecard BSC
- d. UNWTO INSTO Observatory
- e. Future-of-Tourism principles
- f. UNWTO Measuring Sustainability in Tourism MST
- g. European Tourism Indicator System ETIS



10-Bubbles destination strategy with goals and monitoring



Goals Statements about desired states in the future that are to be achieved through corresponding ("goal-oriented") intelligent behaviour.

They therefore form the orientation parameters (quantitative and qualitative) and influence or control the following (further) strategies and operational measures.

Examples:

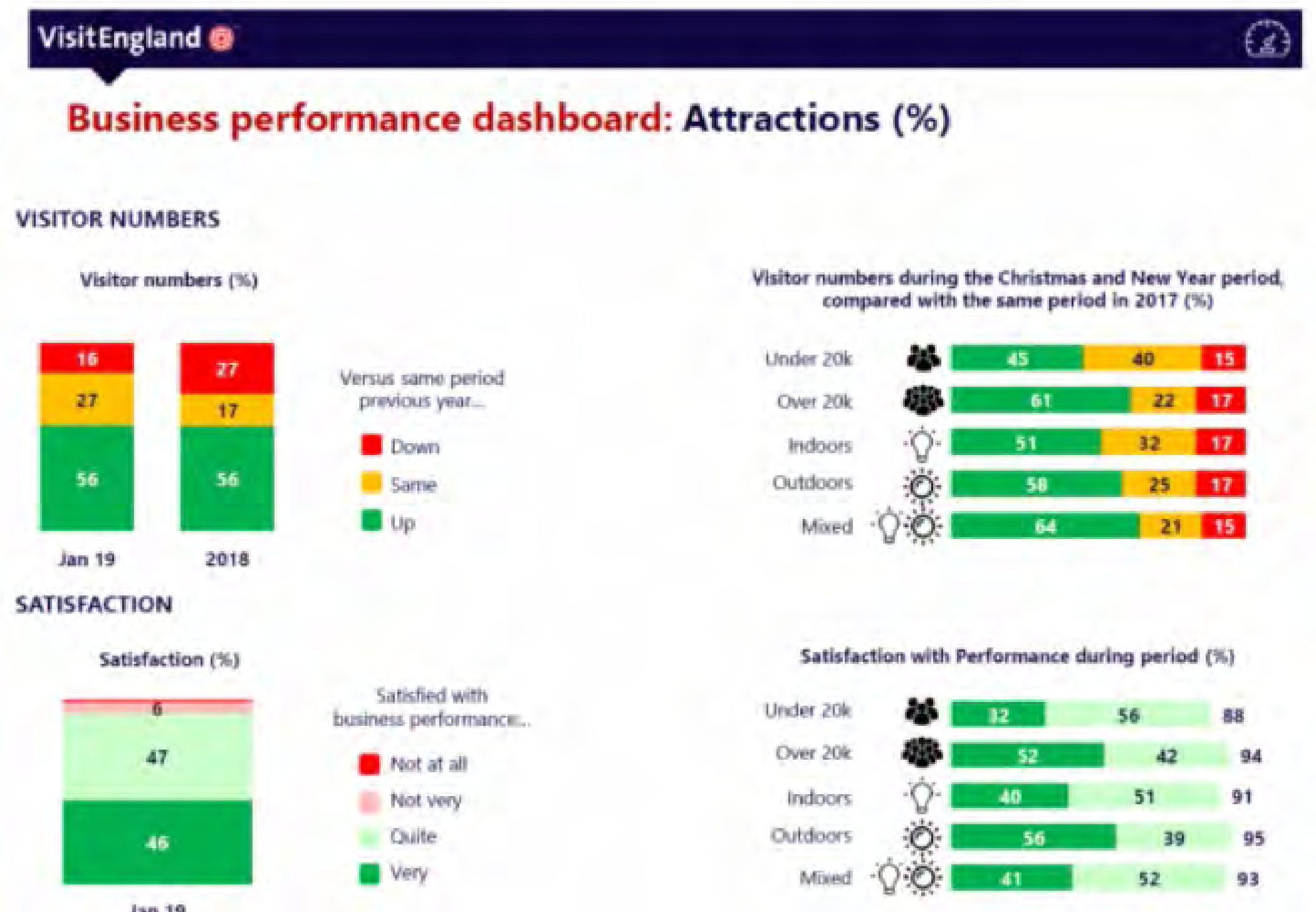
- ✓ Providing a fulfilling and rewarding experience for visitors and the residents
- ✓ Increasing / Ensure the number of visitors within a calendar year by 1.2% and overnights by 1.8%
- ✓ Increasing economic prosperity and creating new jobs and strengthening / improving the quality of existing jobs
- ✓ Increasing income for local services and improving their availability and quality
- ✓ Generating interest and support for the conservation of the area's natural and cultural heritage
- ✓ Minimising all kind of negative impacts in economic, social and environmental environment
- ✓ Ensuring social inclusion – maximising opportunities and access for all
- ✓ Opportunities to increase the level of tourism spending retained locally, for example through local supply chains
- ✓ Differentiate the destination more strongly from national competitor destinations x, y and z.
- ✓ And hundreds more ...

Measuring & Monitoring & Evaluation

Measuring, monitoring and evaluation are used to assess the performance of strategies, projects, activities and programmes. Their goals are to improve current and future management of outputs, outcomes and impact.

Measurement, review and evaluation should be made permanent and as structured as possible. Care should also be taken not to change the measurement or review models too frequently so that longer-term developments can be seen 1:1.

2 Management systems for monitoring are presented in the following.



1) Balanced Scorecard BSC

The BSC is a strategic planning and management system. The name BSC comes from the idea of looking at strategic measures in addition to traditional financial measures to get a more “balanced” view of performance.

<https://balancedscorecard.org>

A key benefit of using a disciplined framework is that it gives organizations a way to “connect the dots” between the various components of strategic planning and management.

The measurements are being used to track success (KPIs), the strategic objectives the organization is trying to accomplish, and the mission, vision, and strategy of the organization.

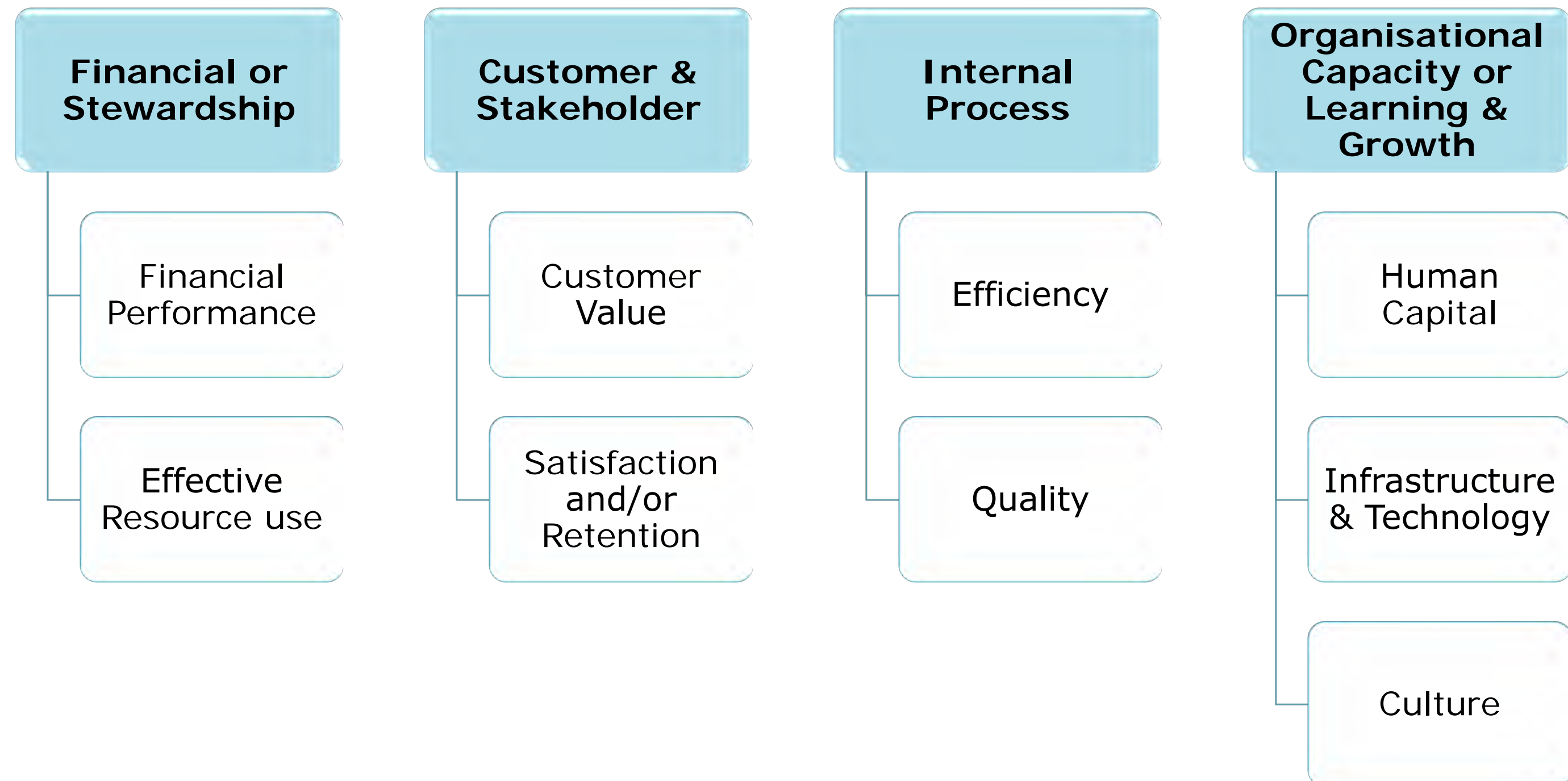


1) Balanced Scorecard BSC



<https://balancedscorecard.org>

The 4 focus perspectives within the BSC are:

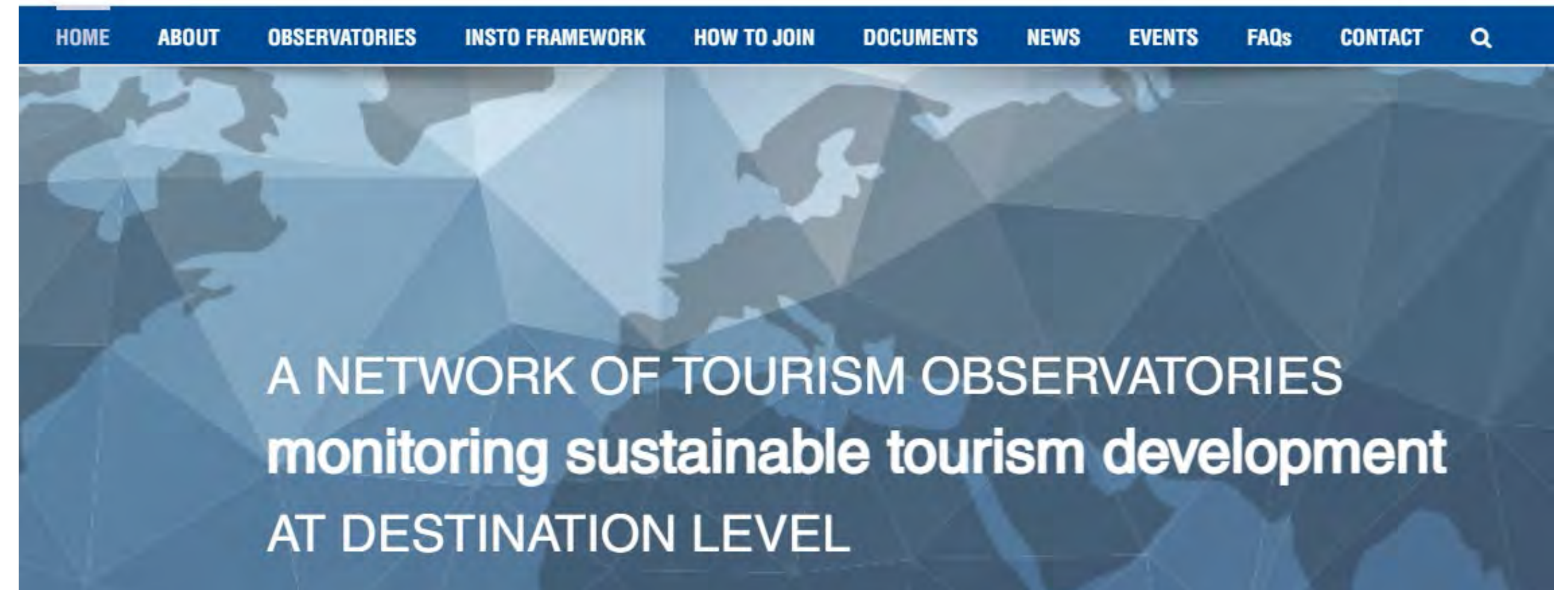


The BSC can be for companies but also applied not only to private, but also to the public sector, i.e. DMOs can monitor their strategies, goals and results very well with a BSC.

2) UNWTO International Network of Sustainable Tourism Observatories (INSTO)

The UNWTO International Network of Sustainable Tourism Observatories (INSTO) is a network of tourism observatories monitoring the economic, environmental and social impact of tourism at the destination level.

Through the systematic application of monitoring, evaluation and information management techniques, the initiative provides key tools to strengthen institutional capacities to support the formulation and implementation of sustainable tourism policies, strategies, plans and management processes.



2) UNWTO INSTO: Mandatory Issue Areas

There are 11 core issues that INSTO Observatories are required to monitor (at least to a certain extend).



It is important to know, that the INSTO does not require to specifically monitor pre-defined indicators, **leaving enough flexibility** in terms of the content and focusing more on the processes and innovative tools and techniques used by the destinations.

2) UNWTO INSTO Observatories & Network

The INSTO Observatory is not only an observatory, but also a network of like-minded, passionate destinations, wishing to advance the measurement of sustainable tourism. In early 2022 there were destination-members from 15 countries participating and sharing knowledge in the network (workshops, webinars).



More facts and inputs via
<https://www.unwto.org/event/2021-global-virtual-insto-meeting>



Another guiding system: The Future of Tourism-Principles provide touch points to interrogate their own plans and help them on the path to this new future.

Decades of unfettered growth in travel have put the world's treasured places at risk – environmentally, culturally, socially, and financially.

The Future of Tourism Coalition shares a global mission: to place destination needs at the center of tourism's new future.

Re-centering around a strong set of Guiding Principles is vital for long term deep-rooted growth.



<https://www.futureoftourism.org/>

Self Learning

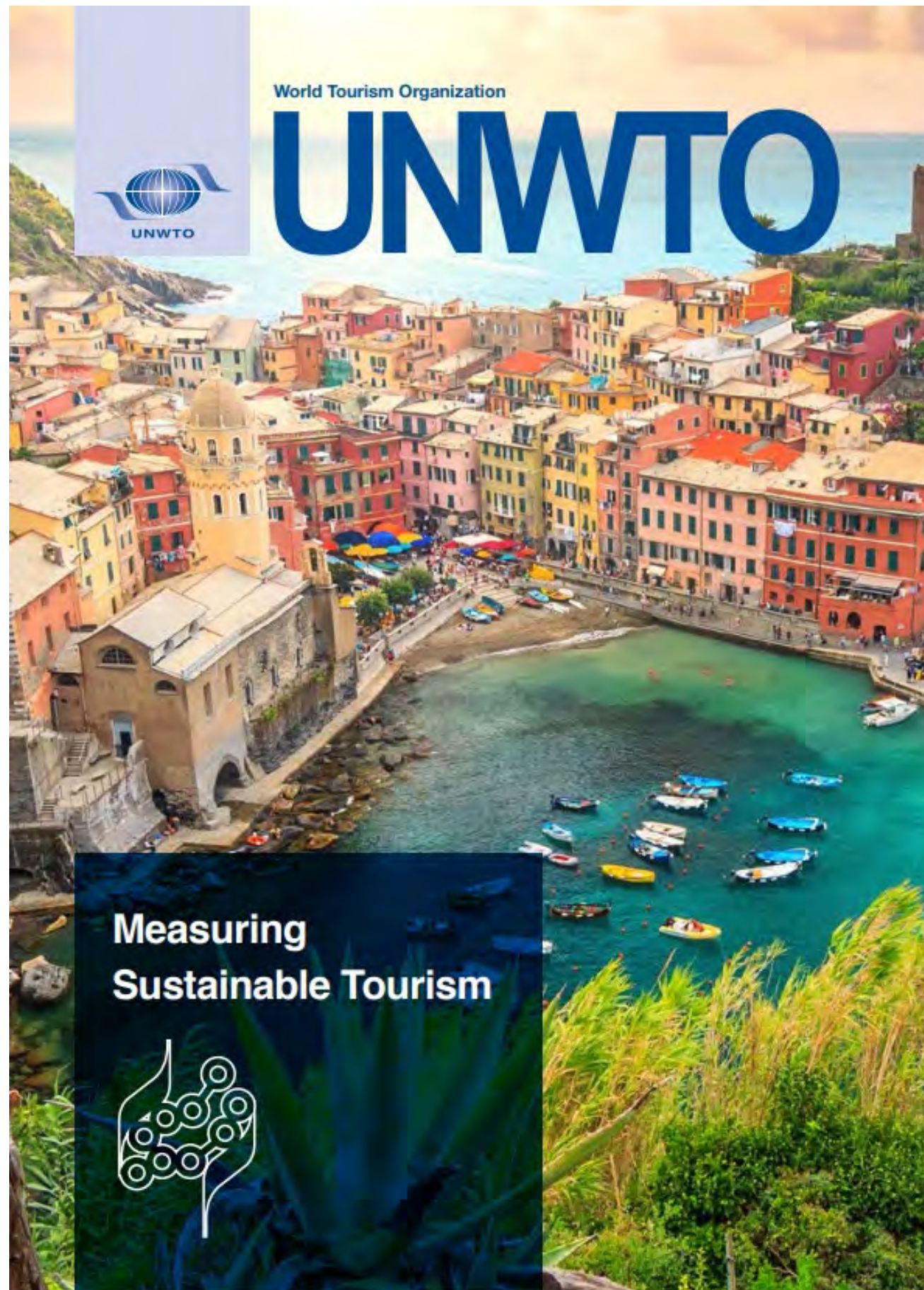


Go through the 13 guiding principles of *Future of Tourism* and learn about their meaning.

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

Time: 20 min

Measuring the Sustainability of Tourism (MST)

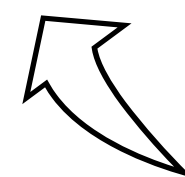


With the support of the United Nations Statistics Division (UNSD), UNWTO has launched the initiative Towards a Statistical Framework for Measuring the Sustainability of Tourism (MST). The aim is to develop an international statistical framework for measuring tourism's role in sustainable development, including economic, environmental and social dimensions

By integrating tourism within economic, social and environmental measurement standards, the framework aims to provide a common language and organizing structure for exploiting the richness of data already available and for more effective data production, management and integration.

<https://www.unwto.org/es/Measuring-Sustainability-Tourism>

https://www.unwto.org/standards/studies_experiences



European Tourism Indicators System for sustainable destination management ETIS



Tourist destinations are increasingly being called upon to tackle social, cultural, economic, and environmental challenges. To help them measure their performance in relation to sustainability, which is essential, the European Commission has developed a 'European Tourism Indicators System' (ETIS).

What is ETIS?

ETIS is a system of indicators suitable for all tourist destinations, encouraging them to adopt a more intelligent approach to tourism planning. It is

- **a management tool**, supporting destinations that want to take a sustainable approach to destination management
- **a monitoring system**, easy to use for collecting data and detailed information and to let destinations monitor their performance from one year to another
- **an information tool** (not a certification scheme), useful for policymakers, tourism enterprises and other stakeholders.

European Tourism Indicators System for sustainable destination management ETIS

To learn more, we recommend to visit the website and to download additional documents, the toolkit, and maybe some case studies (e.g., Barcelona (Spain), Danube (Bulgaria), Milan (Italy), or Montenegro).



Last but not least - Certifications for Monitoring Sustainable Destinations

As mentioned earlier in the course and addressed by some experts, there are excellent systems for sustainability-oriented destinations/DMOs to target their development and improve their performance. The sustainability certification systems are not only monitoring systems like e.g., a BSC, but explicitly highlight the criteria and indicators that are important for three-dimensional sustainability. These certifications are the ideal long-term companions for destinations because they not only represent roadmaps with systematic measurements, but also strengthen competences and motivate the contributors.

Relevant sustainability certifications for destinations include Earthcheck, Green Destination, Vireo, TourCert or Green Globe, but there were a plethora of other certification systems and guidelines for regions, protected areas, destination and others.



EARTHCHECK

HSLU 48, 05 May 2023



TourCert
Travel for Tomorrow



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