

Tourism: A Strategic Approach

Integrated Destination Management



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Sue Warren

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Connecting People's Capacities

In developing economies why are we in tourism?

- to improve and nurture places for people to live, work and invest in - and for people to visit
- to influence regional development and generate greater economic benefits for local people by improving working conditions and access to new opportunities
- tourism is a content area for new EU funding streams (eg CBC projects)
- tourism has a major role in to safeguard and encourage sustainability (social / cultural, environmental / economic)

What is a tourism destination?

a place where a tourist spends time

it includes tourism products such as attractions and services

has physical and administrative boundaries defining its management

images and perceptions defining its market competitiveness

incorporates stakeholders often including a local community – and can nest and network to form a larger destination

could be any size from country to village to attraction

DEFINE THE DESTINATION ACCORDING TO HOW THE CUSTOMER SEES IT

Tourism: a definition

tourism can be defined as *temporary travel by people to places away from where they normally live and work, for leisure, business and other purposes*

UNWTO / Tourism Society

another definition: a *“visitor economy” which makes money and creates business and jobs*

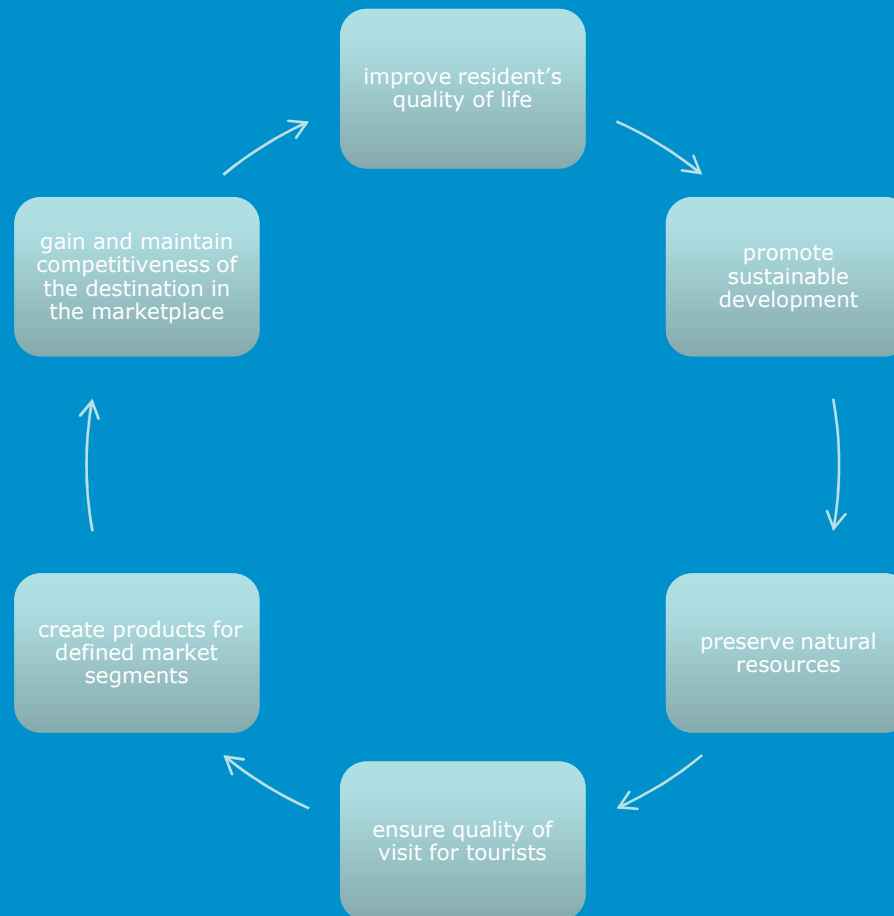
What is the impact of tourism?

tourism has *quantifiable* economic impacts
(direct, indirect and induced economic benefits)

has unquantifiable "*soft*" benefits
....image, social inclusion, pride of place,
quality of life, and poverty alleviation
- they are usually non-quantifiable, not
measured and will never be accurately
measured

.....both are equally important

Integrated Destination Management recognises a series of actions are required



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this can best be addressed by all the different stakeholders working together at a destination level within its region.

this is where the needs of the environment, the local community and businesses come most closely together

Attractors - pull the market

Product - well developed and value laden product

product development – meeting trends



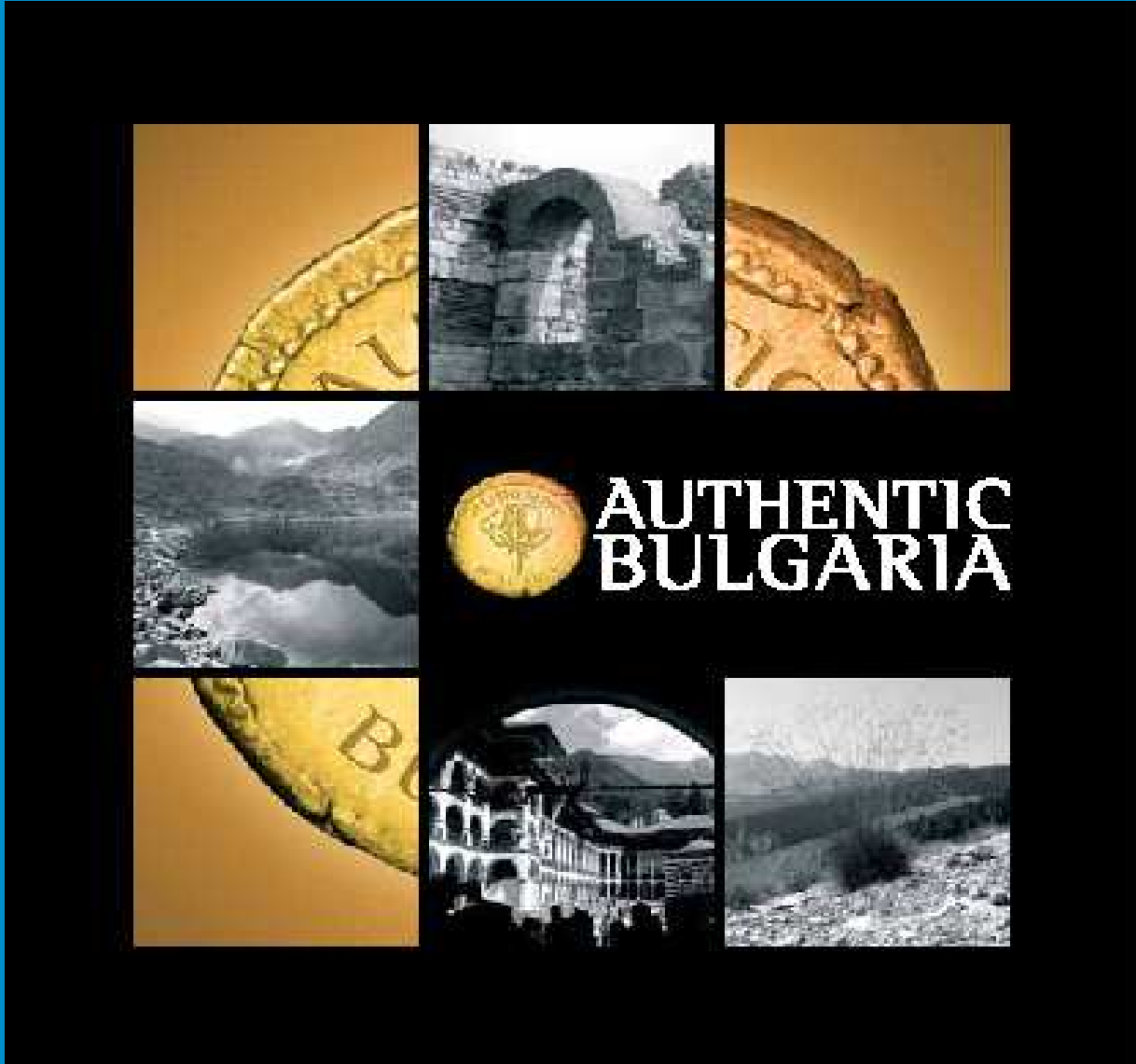
Services - meet needs of visitors, high in-destination spending

Services –
accommodation,
restaurants, Guides,
Tour operators, taxis,
rental cars
Souvenirs, markets



product development –
quality offers, priced
correctly





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Infrastructure - facilitates access, quality and operation

Infrastructure makes the location work and provide basic requirements for people, access...comfort...security...getting around

making it easy for tourists

soft: eg information systems, ICT

hard eg access (roads), spatial planning, traffic control, parking, public amenities (rubbish bins, toilets)

brand

requires agreement on

- a consistent positioning
- a common set of core values which flex by sector
- a common tone of voice for all communications
- one Brand Identity (visual and verbal language)

The goal is to agree on a brand which drives all strategy, communication and behaviors

Destination Management - partnership organisation, holistic approach

destination management organisation (DMO)
New approaches to managing destinations

EU Agenda

- there are opportunities of moving towards the EU
- requires a top down bottom up approach
- can be motivating for stakeholders (eg Local Tourism Organisations, Municipalities)
- common preparation of project proposals for EU funding opportunities is dependent on coordination and collaboration
- first examples are Cross Border Collaboration (CBC) projects which require linking rationales from one destination to the other across the border).

Observe the principles of sustainable tourism

1. using resources sustainably
2. reducing over-consumption and waste
3. maintaining diversity
4. integrating tourism into planning
5. supporting local economies
6. involving local communities
7. consulting stakeholders and the public
8. training staff
9. marketing tourism responsibly
10. undertaking research

Case Studies

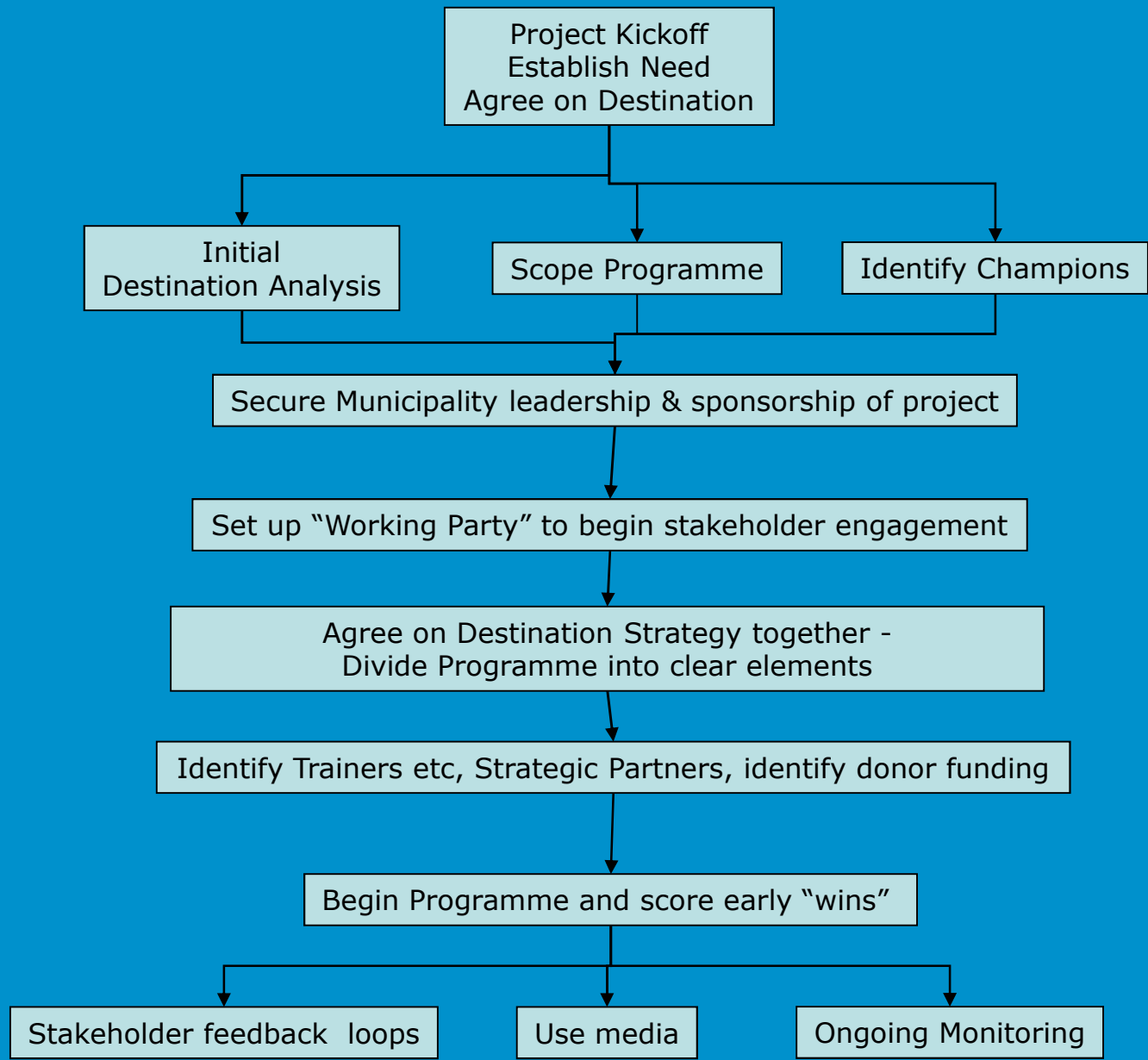
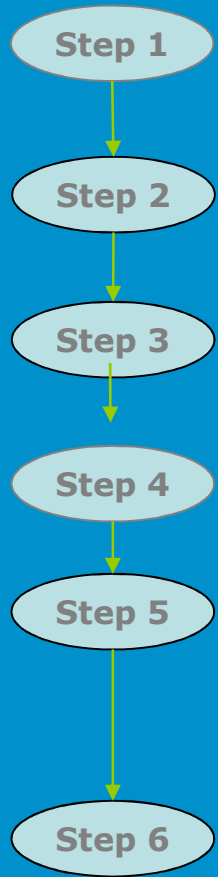
Berane, northern Montenegro
Cetinje, hinterland
Zlatibor, Serbia
Vranicka Banja, Serbia

Objectives to achieve impact & results

- leadership & focus, with genuine collaborative effort involving the public, private and civil (NGO) sectors
- create competitive tourism destination
- stakeholders participating across trade and tourism
- quality & sustainability, in accommodation, amenities, services, and infrastructure
- training to build capacity in product development, customer focus & service, professionalism, pride of place
- identify & secure sustainable funding streams
- identify & support removal of constraints to performance (eg regulatory environment)

Benefits for stakeholders to engage

- individual business success
- success for the destination along the value chain
(sum is greater than the parts)
- more jobs, improved incomes, quality staff
- more investment
- stronger lobbying influence
- possibility of securing EU funding streams
- advancement in everything - product, services, infrastructure, marketing, organisation
- linkages with related sectors and organisations
- more skills & training



Step 1: Initial Destination audit

- define the destination
- identify trends
- understand the assets / products
- assess core competencies of group
- understand the markets
- understand the competition
- SWOT for destination
- identify the gaps, address the issues

- scope the Programme

Berane & Cetinje programmes

- scoped the programmes
- defined destinations – market-facing
- investigated EU opportunities and used these to motivate stakeholders
- inspired a client (LTO) to lead, stakeholders to join
- established “Steering Groups”
- agreed on needs – multiple programme elements
- began trainings: EU, branding & marketing;
- capacity building for activities relevant to each group eg mountaineers association, souvenirs and handicraft
- preparations to introduce Quality Mark programme

Results so far in Berane and Cetinje

- improved communication among local tourism related stakeholders
- stakeholders more aware of funding opportunities, IPA programme and eligibility criteria for their Municipalities
- common preparation of project proposals with project-oriented stakeholders, joined up, & collaborating

Results so far in Berane and Cetinje

- capacity building in:
 - souvenirs and handicrafts & product development
 - marketing and branding
 - EU proposal writing & ready for CBC projects
- linkages with other programmes, Donors, NGOs
- setting the foundation to create a fully functional destination management organisation
- developing sustainability indicators

Steps in the Zlatibor & Vranjacka Banja Programmes

- scoped the Programme
- contacted initial Champions; “sold” the Programme in
- secured the Mayors as leaders of the Programme
- established the “Working Parties”
- held competitions to develop slogans for the Programme to motivate stakeholders and get profile: “Breathe Zlatibor” & Izvor Zivota

The Programmes

- with stakeholders developed the Destination Strategy & Programme:
- series of trainings
- product development (short break packages, rural tourism, trails & greenways, monasteries, culture, development of wellness spas, souvenirs, activity tourism, gastronomy, events and festivals, congress tourism)
- signalisation
- infrastructure (improvement of public spaces – place making, markets, information provision)
- brand and marketing (focus short breaks);
- development of new websites, booking site
- destination & trails print materials

- Study Trips

Capacity building / funding

- identified the Trainers (Place Making, souvenirs, trails, marketing & branding, customer service, business planning)
- identified strategic partners – IRD, Green Network of Vojvodina, BCIF, Central and Eastern European Greenways, etc
- sought donor funding
- fine-tuned the Strategy & Programme elements (ongoing)

Results

- Mayors integrated Tourism Strategy into Municipality Economic Development Plan
- Municipalities sponsored infrastructure development of public spaces and support for rural tourism eg Markets, Bus Stop, Spatial Planning; new signalisation



Results

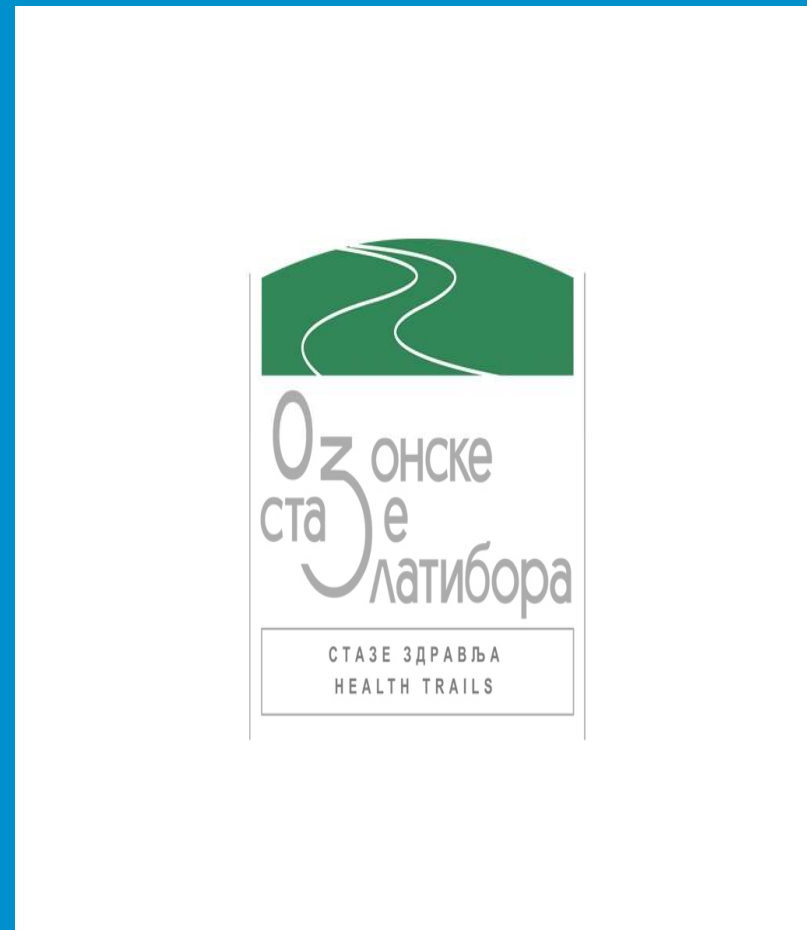
- working with Strategic Partners doubled funding available
- identified opportunities for investors
- supported privatisation of hotels & spa



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Results

- product development eg souvenirs, rural tourism – took study trips
- targeted & improved promotions eg developed Internet site
- integrated communications eg print brochure & maps etc all aligned & for all stakeholders



Results

- from initial scepticism built “team” of stakeholders working together
- good attendance for trainings / programmes



Lessons learned

- set up committed team, be prepared to be tough, don't give up at the beginning!
- sell it first as "what's in it for me".. big ideas, small scales
- get some early "wins" though know that money follows vision
- check you have identified the right "champions"
- stay out of politics but don't be politically naïve



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Lessons learned

- choose different hosts
- “Cascade” information
- “multilateralism” ie network, partnerships
- work on multiple levels to match expertise levels of participants
- after first successes
- USE THE MEDIA
- be in it for the long haul



Tourism is a Competition. Be a winner!!

