



Strategic Destination Management

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Professor Dr Andreas Papatheodorou

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Introduction

- The Lecturers
 - *main team: Dr Eirini Vlassi and Professor Dr Andreas Papatheodorou*
- The Delegates and their Background
- The Course
 - *aims and objectives*
 - *structure*
- Housekeeping
 - *schedules, interaction, breaks, etc.*

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Overview - A Little Story...

Tourism is a fast-growing industry with important effects on the sustainable growth of destinations.


The **liberalization of aviation** followed by the expansion of **Low Fare Airlines** makes **competition** among existing destinations more intense while contributing to the emergence of new destinations. **Destination competitiveness** has become a matter of great concern among the industry and academia.

But while it can be a blessing, destination success can also prove a curse!


Destination management is responsible for developing and growing areas as sustainable tourism destinations in a changing and challenging environment especially in the post COVID-19 era.

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Outline of the Unit (1/3)


- 1. Introducing Tourism Destinations**
 - Defining a tourism destination
 - Understanding the importance of sustainable tourism development
 - Discussing current issues that tourism destinations face like increased competition, over-tourism, sharing economy
- 2. Destination Management**
 - Introducing and Defining destination management
 - Analyzing Destination Management Organizations' (DMOs) roles and structures
- 3. Destination Planning**
 - Defining strategic tourism planning
 - Analyzing the levels and types of tourism plans
 - Discussing the strategic tourism planning process
- 4. Destination Marketing**
 - Introducing destination marketing planning
 - Discussing marketing strategy development and implementation
 - Understanding the steps of building a marketing measurement model

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Outline of the Unit (2/3)

5. Destination Branding

- Introducing destination branding
- Discussing destination branding process
- Presenting brand image co-creation process

6. Destination Management Research


- Introducing destination management research
- Discussing destination management research process
- Analyzing research scope on a destination level

7. Destination Product


- Defining destination product
- Discussing the role of DMOs in destination product development

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Outline of the Unit (3/3)

8. Destination Partnerships


- Defining destination partnerships
- Discussing the benefits derived from the formation of destination partnerships
- Analyzing the forms of destination partnerships
- Highlighting the success factors in destination partnerships

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1. Introducing Tourism Destinations

Objectives:

- Defining a tourism destination
- Understanding the importance of sustainable tourism development
- Discussing current issues that tourism destinations face like increased competition, over-tourism, sharing economy

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Defining a Tourism Destination

Key characteristics of tourism destinations:

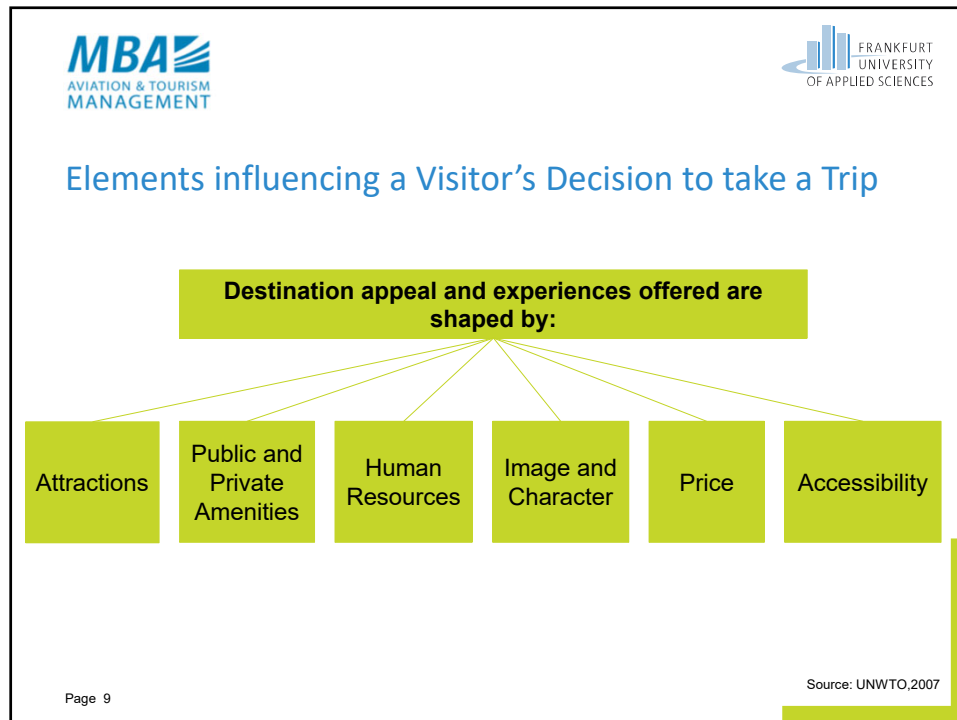
- A **geographical area** with specific administrative boundaries
- A **place** where tourists can find overnight accommodation
- A **destination mix** offered to visitors
- A **tourism marketing** effort exists
- A coordinated **organization structure** has been developed
- An **image** has been cultivated in tourists minds
- Mix of **stakeholders** with an interest in tourism

“Destinations are amalgams of tourism products, offering an integrated experience to consumers.” Buhalis, 2000

“This experience is produced not by a single firm but by all players who impact the visitor experience; namely, tourism enterprises, other supporting industries and organizations, destination management organizations, the public sector, local residents, and other publics.” Crouch, 2010

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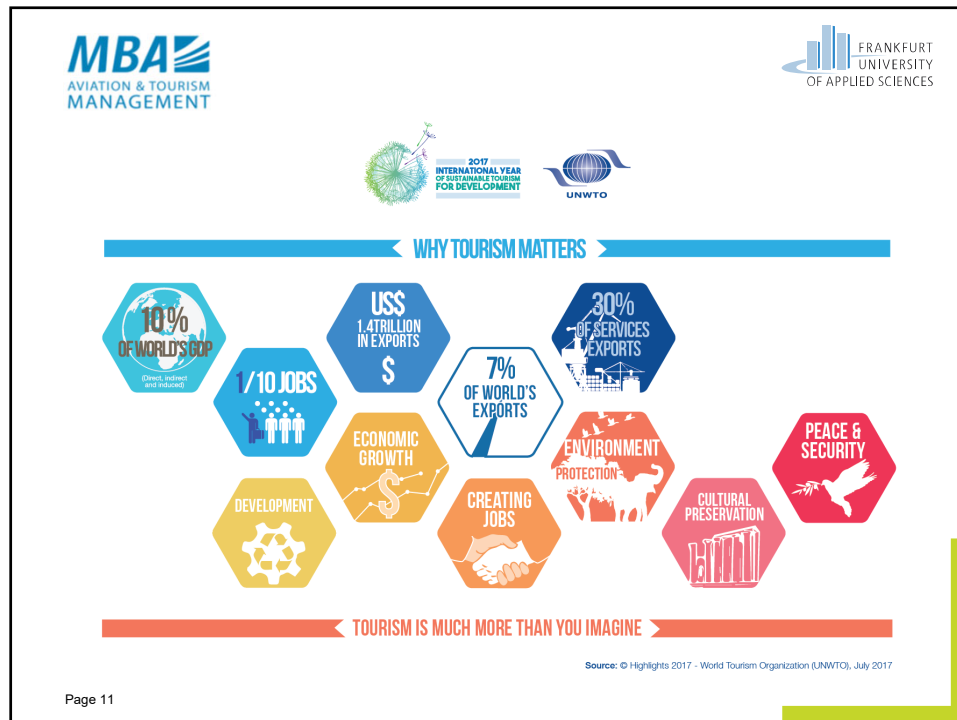


The **challenge** for a destination is to manage the various resources in a way that ensures sustainable development.

Degradation of resources that constitute a destination's competitive advantage should be **avoided**.

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UNWTO: International Year of Sustainable Tourism for Development 2017



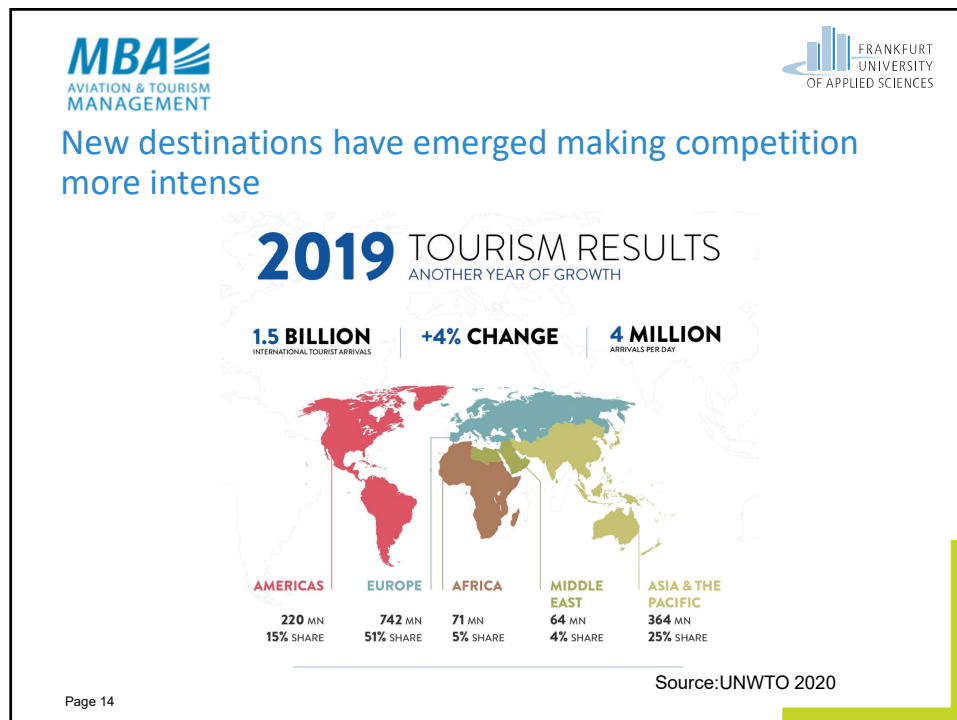
Check for
#travelenjoyrespect

You can also watch
the 2017
UNWTO&WTM
Ministers' Summit



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But...what is #overtourism?



Source: theguardian.com
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Venice as an example of overtourism



Source: independent.co.uk
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What is the problem with the sharing economy?



Source: gtp.gr
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The post-Covid era




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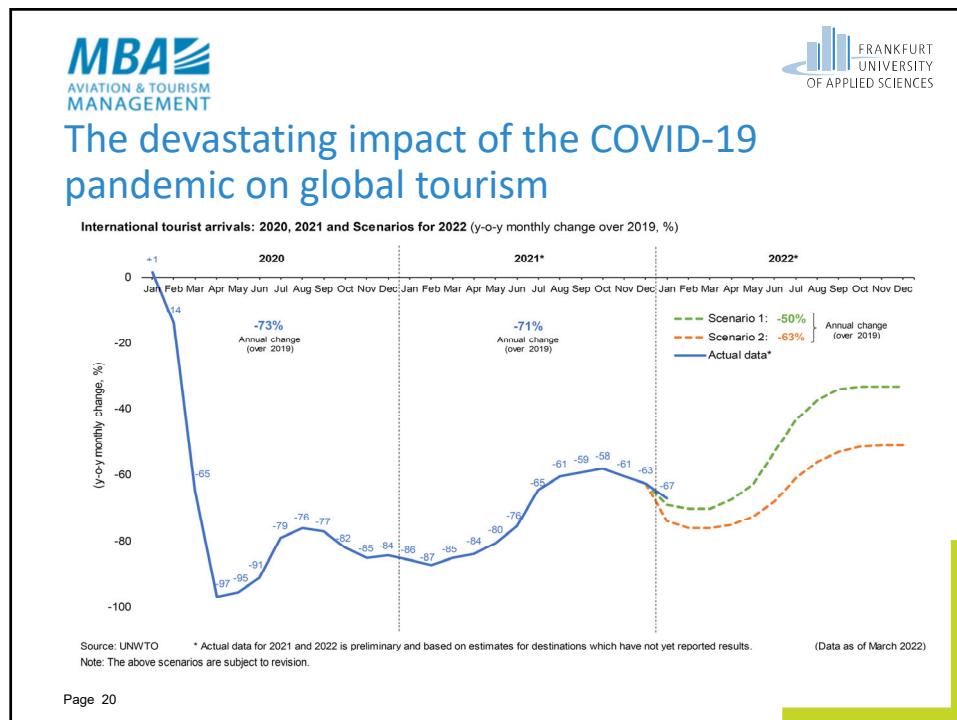
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How Coronavirus Will Force Destinations to Stop Overtourism |
Doug Lansky: reTHINKING TOURISM



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2. Destination Management

Objectives:

- Introducing and Defining destination management
- Analyzing Destination Management Organizations' roles and structures

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Defining Destination Management

*"Destination management is **a professional** approach to guiding all of the efforts in **a place that has decided to pursue tourism** as an economic activity. **Destination management involves coordinated and integrated management of the destination mix (attractions, events, facilities, transportation, infrastructure and hospitality resources).... Effective destination management involves long-term planning and continual monitoring and evaluation of the outcomes from tourism efforts.**" Morrison, 2019*


*"Destination management is the coordinated management **of all the elements that make up a destination (attractions, amenities, access, marketing and pricing).** Destination management takes a strategic approach to link-up these sometimes very separate entities for the better management of the destination. Joined up management can help to avoid duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed." UNWTO, 2007*

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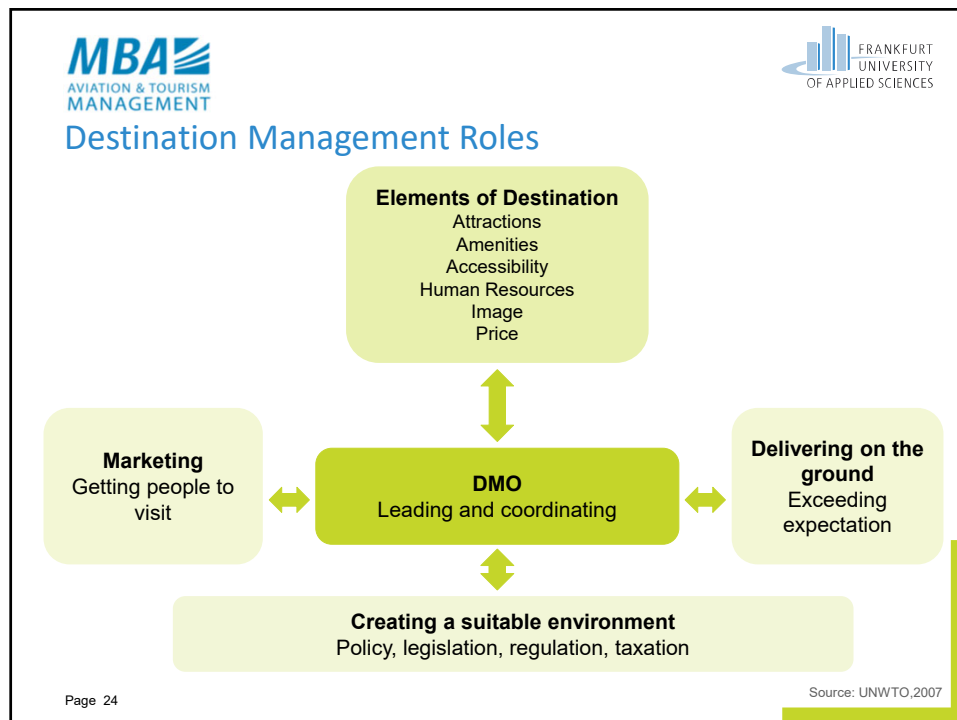
Destination Management Organizations

“Destination Management Organizations (DMOs) are teams of tourism professionals that lead and coordinate all tourism stakeholders. DMOs’ roles include leadership and coordination, planning and research, product and development, marketing and promotion, partnership and team building and community relations.” Morrison, 2013


“DMOs today should not only lead on marketing, but must also be strategic leaders in destination development. This role requires **them to drive and coordinate destination management activities within the framework of a coherent strategy**. Promotion must attract people to visit in the first place; creating a suitable environment and quality delivery on the ground will ensure that visitors’ expectations are met at the destination and that they then both recommend the destination to others and return themselves on a future occasion.” UNWTO, 2007

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Video: Dine in Athens

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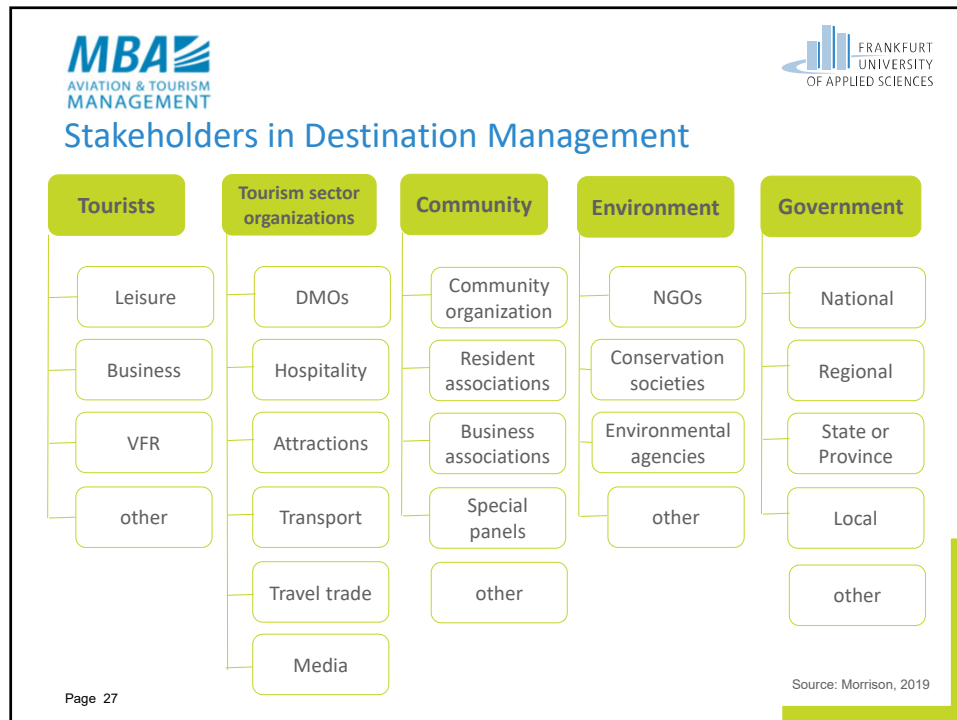
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Destination Management Organization's Structure

Level	Structures
National (country)	<ul style="list-style-type: none">• National Tourism Administrations and ministries of tourism• Shared Ministry portfolios including tourism• Dual national destination management organization systems
State and Province	<ul style="list-style-type: none">• Government-run DMOs• Statutory bodies and other non-profit organizations• Regional DMOs
Region, city and county	<ul style="list-style-type: none">• City DMOs (City tourism department, Convention and Visitors Bureau, Economic Development and Promotional Agency etc.)

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VisitBritain **VisitEngland**

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Case study: Visit Britain

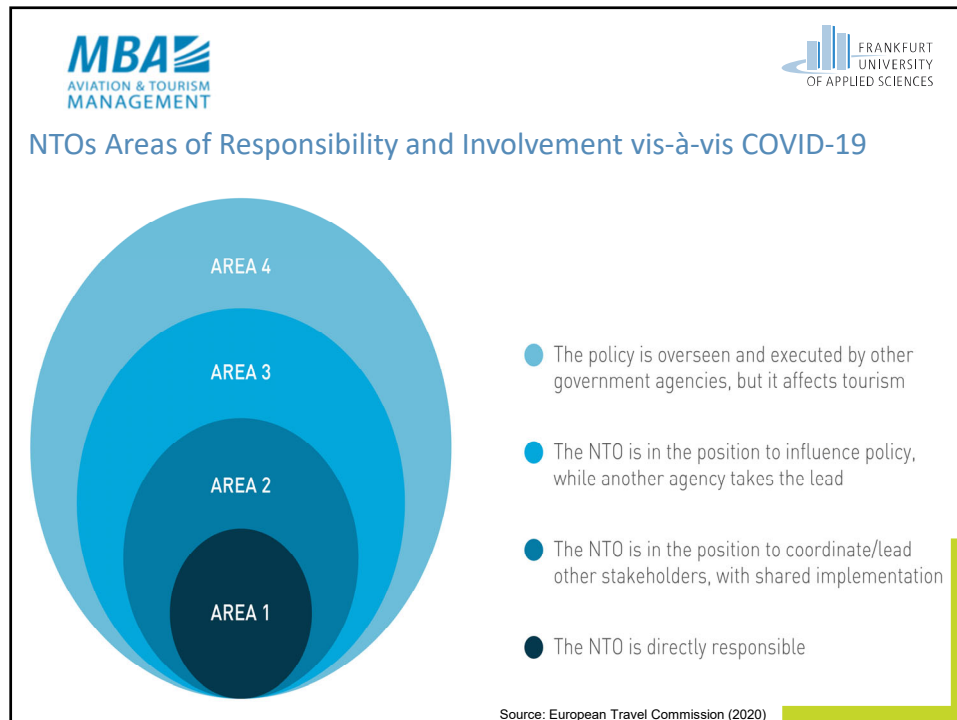
- What is the structure of tourism management in UK?
- What are the roles and activities of Visit Britain?
- Who are Visit Britain's tourism management stakeholders?







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Measures Undertaken by NTOs to Face COVID-19 Impacts

RESPONSE MEASURES: NTOs directly responsible for implementation and/or coordination (Areas 1 and 2)	RESPONSE MEASURES: NTO is in a position to influence / measure effects on the tourism sector (Areas 3 and 4)
<ul style="list-style-type: none"> Set up COVID-19 tourism crisis response group Provide information to tourism businesses about support schemes online and with direct business support hotline Support tourism sector with representation to central government, relaying specific requests for support Waive or postpone collection of fees (e.g. membership fees or operator licences) Liaison between the government and the tourism sector PR and communication recovery planning (market monitoring and prioritisation) Monitor impact of crisis on tourism businesses (e.g. with B2B survey) Monitor impact of the crisis on consumer sentiment in key markets (e.g. consumer confidence surveys, travel search patterns, media coverage shaping consumer perceptions of destination country) Relay official information to visitors about public health measures through NTOs' social media and NTOs' websites (translated into languages of key markets) Roll out inspirational campaigns e.g. "Dream now, visit later" Support visitors needing to be repatriated (e.g. arrange emergency accommodation for passengers awaiting repatriation, facilitating repatriation flights, cooperation with embassies and consulates) Tourism infrastructure planning and investment (e.g. providing finance for renovating and restoring hotels and attractions or fast-tracking planned transport and hotel construction works) Coordinate national pre-purchase voucher system to support business liquidity Set up official online training courses for inactive/furloughed employees 	<ul style="list-style-type: none"> Fiscal measures to support affected tourism sector employees (e.g. furlough schemes, waived taxes or social security payments) Fiscal measures to support affected tourism sector businesses (e.g. waived rent collection or business taxes or VAT submission) Support packages for specific sectors (e.g. airlines, cruises) or individuals (e.g. self-employed guides or artisans) Reimbursement of fees for cancelled events Financing for national voucher system with voucher redemption guarantee against business failure Reconstruction funds for specific infrastructure upgrades Skills training programmes Transport and accommodation provision for visitors in need of repatriation

Source: European Travel Commission (2020)

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Case Studies: Stimulating Domestic Demand

THE CRO CARD (CROATIA)	<p>A programme to stimulate domestic tourism where companies give their employees a 2,500 HRK (330 EUR) bonus in the form of a voucher, which is exempt from payroll taxes. Participating tourism businesses, such as catering services, hotels or travel agencies are giving CRO Card holders an undefined discount for using the voucher. Important to note is that employers do not order the card, but employees independently choose the bank where they will open an account related to the card and may receive payments from their employer onto the card, as part of their salary, or charge money to it themselves.</p>
HOLIDAY VOUCHER (POLAND)	<p>The Polish Parliament recently approved a plan according to which families will receive an electronic voucher of 112 EUR (per child) to be spent on taking holidays in the country. The idea is to encourage families to travel in Poland and it is estimated that around 18 million children, aged under 18, will benefit from the vouchers.</p>
TOURIST VOUCHERS (SLOVENIA)	<p>Permanent residents of Slovenia who are over the age of 18 will receive a voucher of 200 EUR that can be spent on accommodation, in some cases with breakfast included. In addition, Slovenia provides vouchers of 50 EUR for children under the age of 18. All vouchers will be valid from 19th of June until 31st of December 2020. They may be used by other family members, and are exempt from taxation and may be used in parts.</p>

Source: European Travel Commission (2020)

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Case Studies: Encouraging Visitors to Book and Travel with Confidence


CLEAN & SAFE CERTIFICATION (PORTUGAL)	<p>Turismo de Portugal created a "Clean & Safe" certificate that recognises companies in the tourism sector that comply with the minimum hygiene and cleaning requirements for the prevention and control of COVID-19. Developed in collaboration with Portugal's health department, obtaining the certificate requires the implementation of an internal protocol which states that the company is following the necessary hygiene measures in accordance with the established recommendations by the Directorate-General for Health. The certification is free, can be obtained online, and is valid for one year. Random audits will be carried out by Turismo de Portugal.</p>
THE PASSENGER LOCATOR FORM (GREECE)	<p>As of 1st July, travellers visiting Greece have to complete a document indicating their point of departure, the duration of previous stays in other countries, and the address of their stay while in Greece. When submitting the form electronically, travellers will receive a QR code which has to be shown upon entering the country. Depending on the QR code/confirmation, travellers are directed either to the screening area where they will be tested for COVID-19 or to the exit. In the case of being tested, the traveller will have to remain under quarantine for 24 hours until the results are published. Hotels check the QR code upon guest arrival, which indicates if the guest is required to quarantine upon arrival at their accommodation.</p>
AHEAD OF THE CURVE (LATVIA)	<p>The Latvian Investment and Development Agency launched a marketing campaign highlighting the comparative success of Latvia in handling the COVID-19 outbreak. Through short videos, Latvia showcased the innovative solutions that were adopted in the country in order to adapt to the COVID-19 pandemic. These include online education, a home-grown contact tracing app and government agencies that were able to function through remote working. Through these videos, the Latvian authorities hope to inspire visitors to feel safe in visiting Latvia.</p>

Source: European Travel Commission (2020)

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3. Destination Planning

Objectives:

- Defining Strategic Tourism Planning
- Analyzing the Levels and Types of Tourism Plans
- Discussing the Strategic Tourism Planning Process

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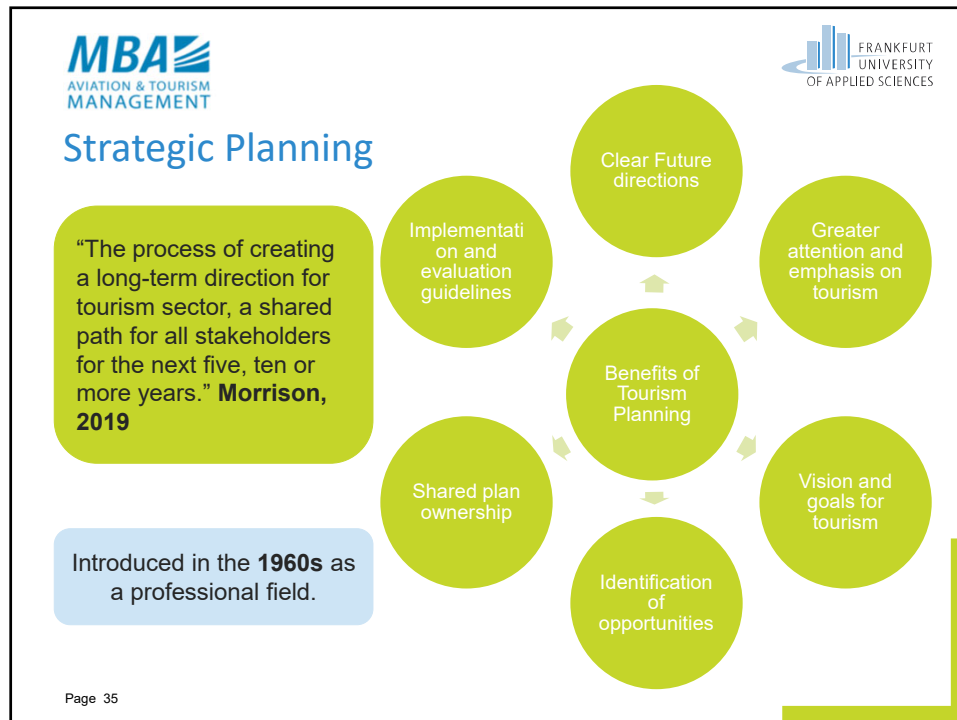
Video: Visit England



VisitEngland™

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The slide contains two main sections. The first section, 'Tourism Policy can be defined', includes a quote in a yellow-bordered box. The second section, 'Tourism Policy's Purpose', includes a quote in a light blue-bordered box. Logos for MBA and Frankfurt University of Applied Sciences are in the top corners.

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Tourism Planning Process (1/5)

Tourism Policy can be defined

“... as a set of regulations, rules, guidelines, directives and development/promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting tourism development and the daily activities within a destination are taken.” Ritchie and Crouch 2003

Tourism Policy's Purpose

“... is to create an environment that provides maximum benefit to the stakeholders of the region while minimizing negative impacts.” Ritchie and Crouch 2003

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Tourism Planning Process (2/5)

Tourism Policy areas of concern:

- the roles of tourism within the overall socioeconomic development of the destination region;
- financing for the tourism sector (sources and terms);
- the nature and direction of product development and maintenance;
- transportation access and infrastructure;
- regulatory practices (e.g. airlines, travel agencies);
- environmental practices and restrictions;
- industry image and credibility;
- community relationships;
- human resources and labor supply;
- union and labor legislation;
- technology;
- marketing practices; and
- foreign travel rules.

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Tourism Planning Process (3/5)

- **Setting the Tourism Policy (basic guidelines for tourism aims)**

Greece: Tourism Policy



The main priorities for national tourism policy are to improve the competitiveness, quality, authenticity, resilience and sustainability of the tourism product, and to boost investment in high quality accommodation and other tourism developments with a low environmental footprint. It also takes into consideration the UN Sustainable Development Goals.

The five axes of the National Tourism Strategic Plan are as follows:

- High-standards of infrastructure, with improvements to the licensing regime in order to attract high-quality investments, eliminate red tape and optimise the spatial distribution of tourism.
- Respect for sustainability principles.
- Improved accessibility and connectivity, by enhancing the country's aviation route network and by expanding and upgrading the national network of marinas.
- Better management of the tourism experience, to increase quality and attractiveness via a focus on sustainable destination management and tourism education.
- Redesign of the tourism product, and redefinition of the brand and communications to reflect the focus on quality, authenticity, resilience, sustainability and value for money.

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Tourism Planning Process (4/5)

- **Setting the Tourism Policy (basic guidelines for tourism aims)**

UK: Tourism Policy

- Work with the tourism sector to increase both domestic and international visitor numbers.
- Ensure that government and industry are working with common purpose to boost English and UK tourism.
- Ensure the tourism industry is productive and internationally competitive, and that the labour force is sufficient to meet need.
- Make it easier for visitors to explore beyond London.

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Tourism Planning Process (5/5)

- **Principals** are the people that coordinate the long-term planning process for tourism in the destination.
- **Participants** are individuals and organizations (tourism sector stakeholders) invited by the principals to participate in the process.



Could you recognize principals in Queensland's Tourism and Transport Strategy?




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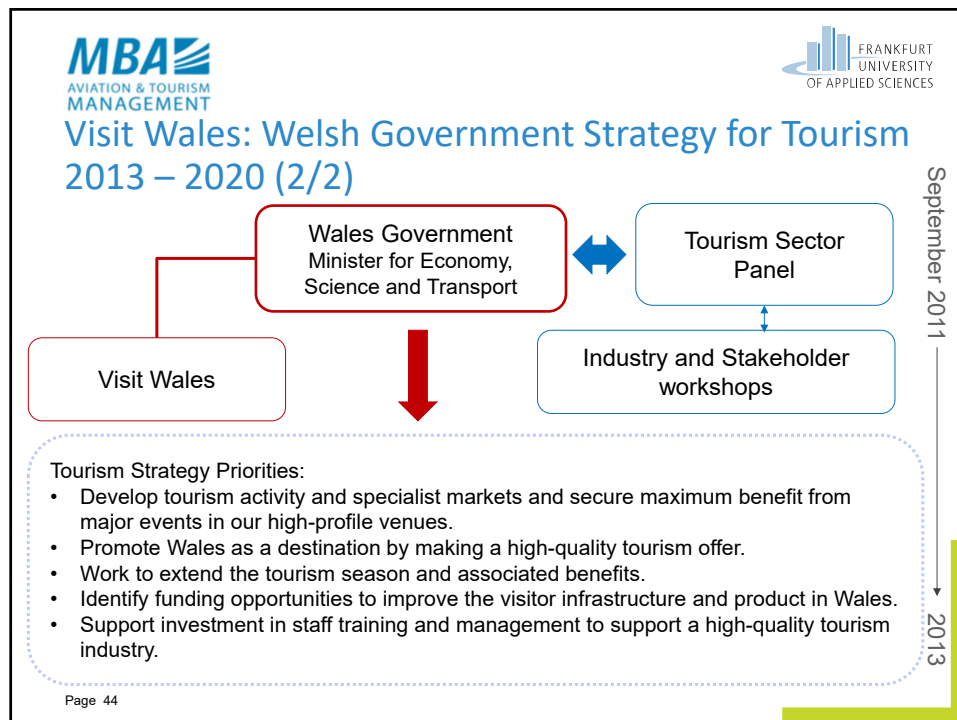
Visit Wales: Welsh Government Strategy for Tourism 2013 – 2020 (1/2)



The Welsh Government Strategy for Tourism 2013 – 2020
Partnership for Growth

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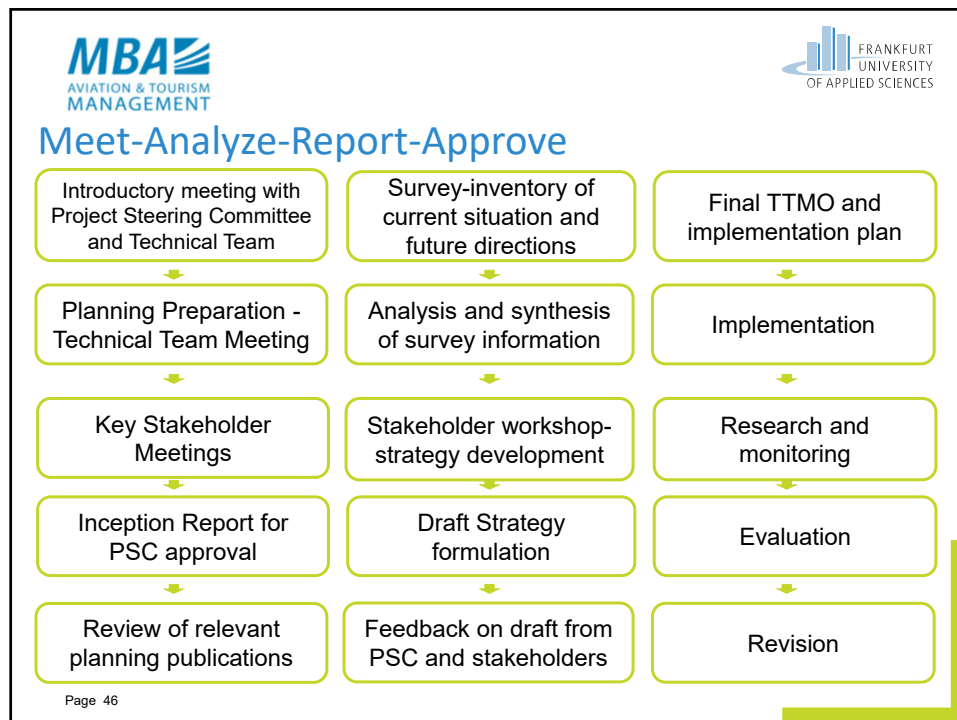
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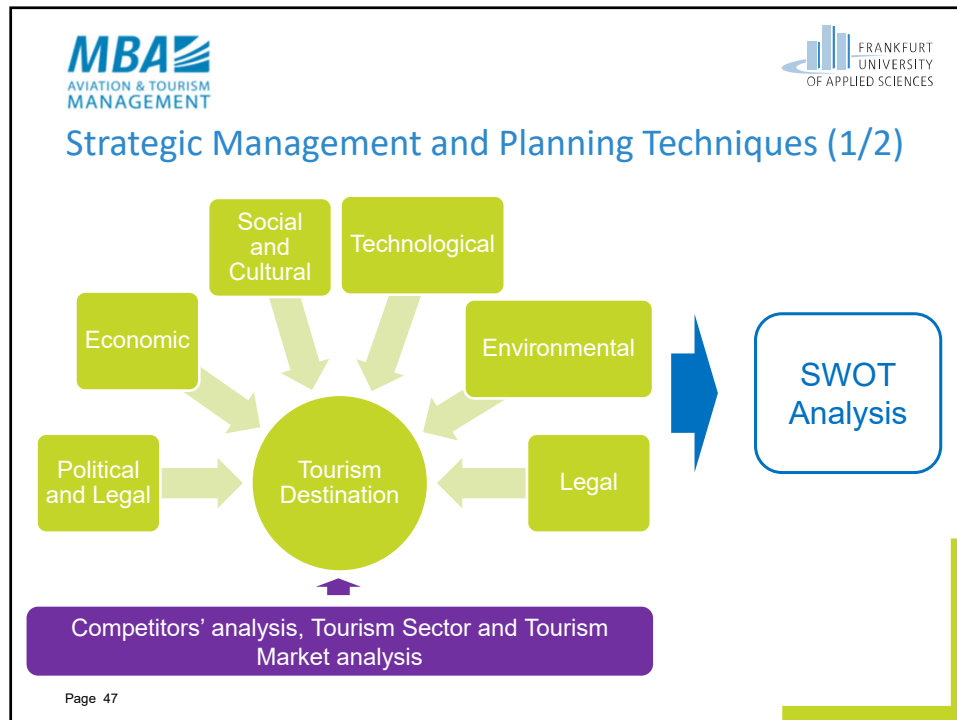
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Swansea Case Study



STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Gower as UK's first 'Area of Outstanding Natural Beauty' Premier League football team Natural landscape / scenery and beaches Uniqueness of city, coast and countryside product in close proximity to other key destinations with good transport links Association to Dylan Thomas and DT100 celebrations Established and effective working partnerships with internal departments, external organisations and local tourism operators Established and effective destination branding Local welcome and friendliness highly rated 97% of respondents in the 2012 Visitor Survey said they would visit again 	<ul style="list-style-type: none"> Weak shopping offer in City Centre Fragmentation of tourism community and lack of communication and integration between stakeholders Highway and Gateway signage Cleanliness – public toilets and streets Poor impressions created in some key settlements, e.g. Mumbles, Uplands

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Capitalising on opportunities presented by the Premier League. Capitalise on the growing 'staycation' trend developing short break packages Expansion of Swansea University campus Capitalise on the development of accommodation provision in North Swansea Capitalising on a new, improved destination website Build on existing high profile, successful calendar of events e.g. Airshow, Waterfront Winterland 	<ul style="list-style-type: none"> Changeable weather making the need to extend the season even more important Decline of Marketing Partners participating in Tourism Team Destination Marketing Economic climate – cuts in public sector resources High street brand shops withdrawing from the City Centre leaving empty, unsightly space Negative perceptions

**SWANSEA BAY TOURISM
DESTINATION MANAGEMENT PLAN:
2013 – 2016**

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Tourism Plan Development and Communication



Tourism Plan ➔

Describes the activities required to achieve the set Vision, Goals and Objectives

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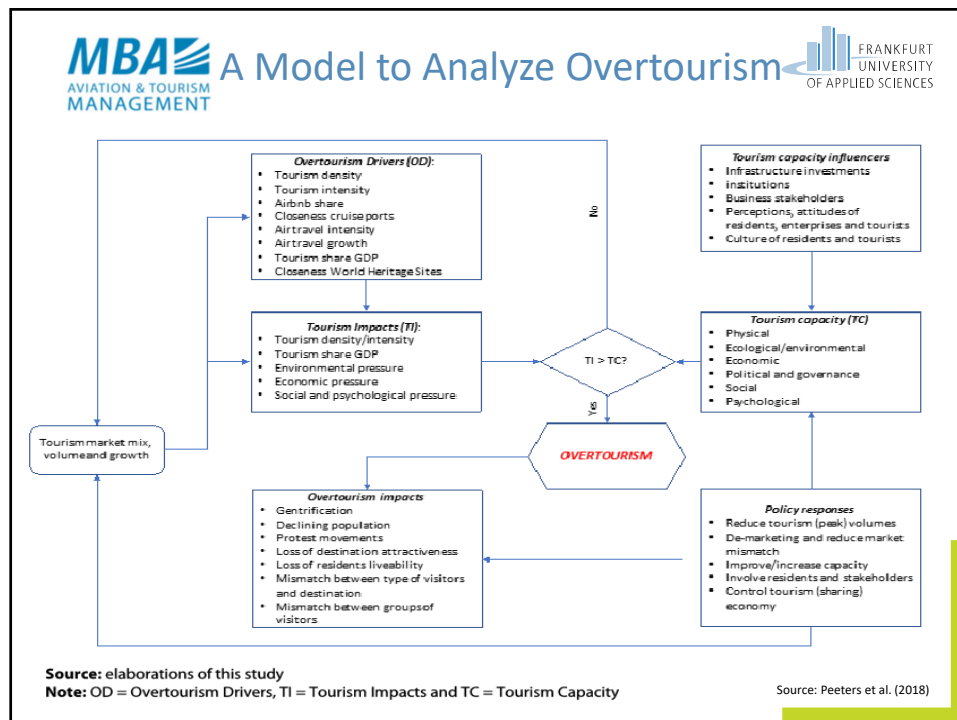
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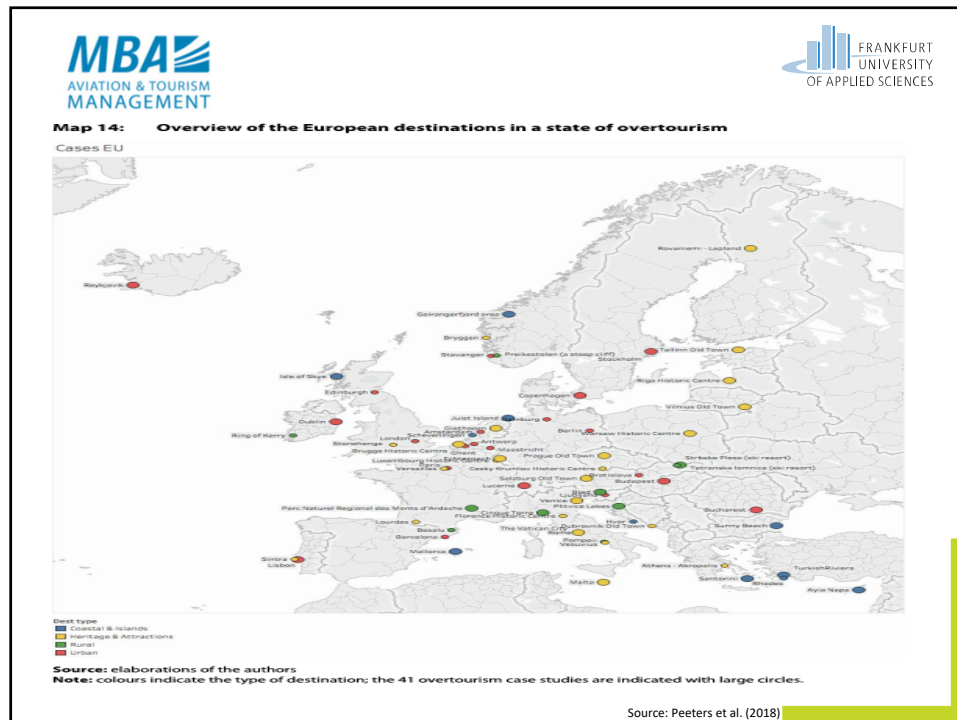
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Impacts of Overtourism (1/3)



Impact (Code ¹⁰)	Processes	Impacts
Economic		
Inflation (EC-INFL)	Increasing demand for certain specific tourism goods and services and production factors (intermediaries, land, capital, labour, real estate (gentrification) causing increased prices and disappearance of supply for inhabitants	Inflation of prices and reduction of the availability of certain goods, services, and factors of production aimed at inhabitants and for other sectors and functions (industry, agriculture, housing, etc.).
Economic dependence on tourism (EC-DEP)	Seasonal changes in tourist visitation and/or change in forms and types of jobs created/demanded	Economic dependence on tourism, including being strongly impacted by seasonality and the degradation of other sectors/types of employment
Infrastructure cost (EC-INFR)	Increasing (sometimes sudden) demand for (tourism-directed) infrastructure, facilities and (commercial) activities	Reduction of the quality and increase in the maintenance cost for infrastructure, facilities and (commercial) activities specifically directed at inhabitants
Accessibility (EC-ACCS)	Overcrowding leading to a reduction of accessibility of infrastructure, sites and facilities	Reduced accessibility of infrastructure, sites and facilities for both residents and visitors, inhibiting the regular performance of activities of both residents and visitors may not be able to reach for instance shops or work in their daily local travel
Destination image (EC-IMAG)	Increasing awareness of non-residents at the destination, possibly leading to negative visitor experiences	Degradation of destination image as perceived by visitors

Source: Peeters et al. (2018)

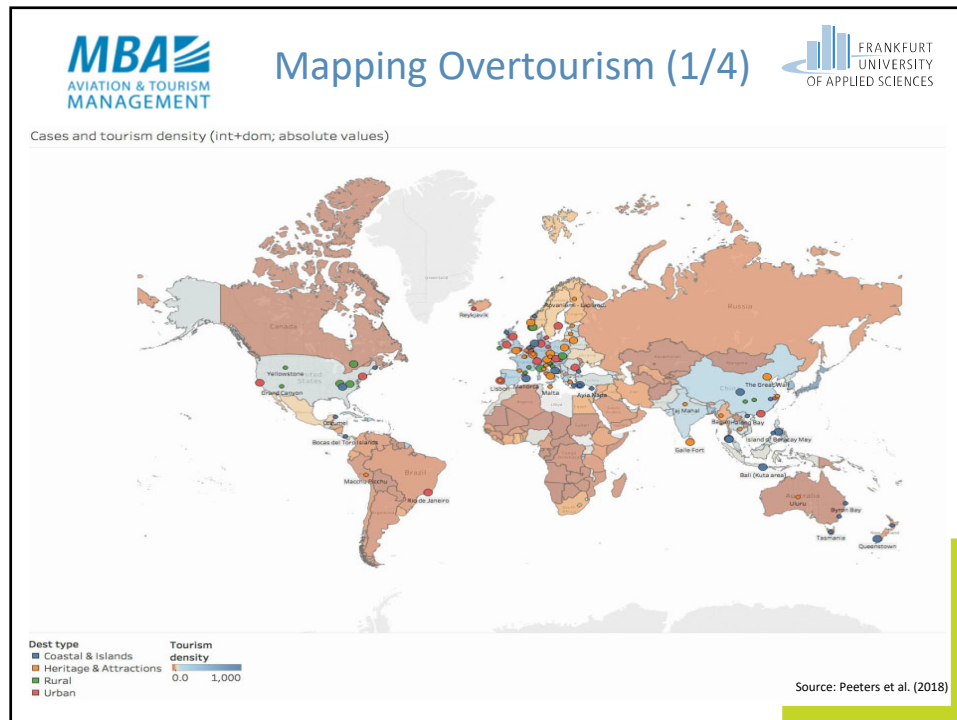
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<div style="display: flex; justify-content: space-between; align-items: center;"> <div>  Impacts of Overtourism (2/3) </div> <div>  </div> </div>		
Impact (Code ¹⁰)	Processes	Impacts
Socio-cultural		
Degradation of infrastructure (SOC-INFR)	Increasing demand for (tourism-directed) infrastructure, facilities and (commercial) activities (including gentrification)	Degradation of infrastructure, facilities and (commercial) activities specifically directed at residents
Touristification of residential areas (SOC-RES)	Tourism accommodation and services spreads into residential areas, such as through Airbnb	The character of residential areas changes in such a way that they become less suitable for residents
Marginalisation of residents (SOC-MARG)	Increasing number of visitors vs. residents	Marginalisation of resident population (excessively high number of tourists per resident)
Hostility (SOC-HOST)	Increasing number of visitors vs. residents differing from the population in terms of ethnicity, age, gender, wealth, and political, social, religious and/or moral values	High possibility of misunderstanding, leading to varying degrees of host/visitor hostility (conflicts, protests, etc.), more pronounced with higher 'exotic' visitor shares
Criminality (SOC-CRIM)	Some forms of tourism tend to attract misbehaving and even criminal guests thus increasing crime at the destination	Degradation of (perceived) safety due to increased crime and violence and problems related to uncivilized behaviour, alcohol usage, prostitution, gambling and drug trafficking
Modification of recreational area (SOC-MOD)	Increasing visitation by non-residents of sites, events, and activities	Modification of events, activities, and architectural and historical sites to accommodate visitors and based on commercial interest
Loss of cultural identity (SOC-TRAD)	Changes in the structure, values and behaviour of resident population (incl. family structures and consumption patterns)	Relinquishment/weakening of cultural traditions, values and moral standards leading to a loss of community spirit and pride and a loss of cultural identity
Source: Peeters et al. (2018)		

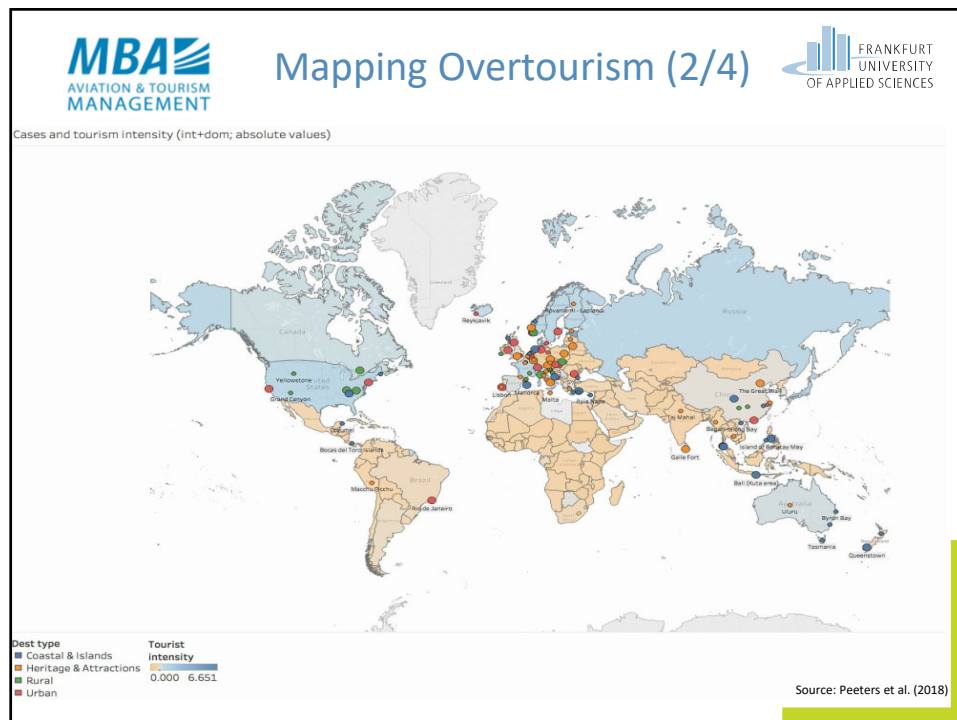
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<div style="display: flex; justify-content: space-between; align-items: center;"> <div>  Impacts of Overtourism (3/3) </div> <div>  </div> </div>		
Impact (Code ¹⁰)	Processes	Impacts
Environmental		
Pollution (ENV-POL)	Increasing usage of natural resources (land, water, and energy)	Strong and noticeable contribution to pollution of water, land, air and noise and/or solid waste disposal problems
Infrastructure (ENV-INFR)	Increasing (sometimes sudden) demand for and usage of (tourism-directed) infrastructure, facilities and (commercial) activities	Tourism-generated investments in tourism-specific infrastructure impair the investments in infrastructure needed by residents and the wider destination community
Visual (ENV-VPOL)	(Construction of) tourism infrastructure like airports, cruise ports and hotels disturb natural or cultural landscapes	Visual (aesthetic) pollution of natural or cultural landscapes
Congestion (ENV-CONG)	Tourists' concentration on and in a limited number of routes, activities and facilities. Tourists tend to go to move over a limited number routes, causing congestion on these routes	Overcrowding of infrastructure (congestion), facilities and at (commercial) activities
Damage (ENV-DAM)	Increased visitation of natural, historical, and architectural sites	Damage to natural, historical and architectural sites
Overcrowding (ENV-CROW)	High numbers of tourists at natural, historical, and architectural sites	Overcrowding at natural, historical, and architectural sites
Source: Peeters et al. (2018)		

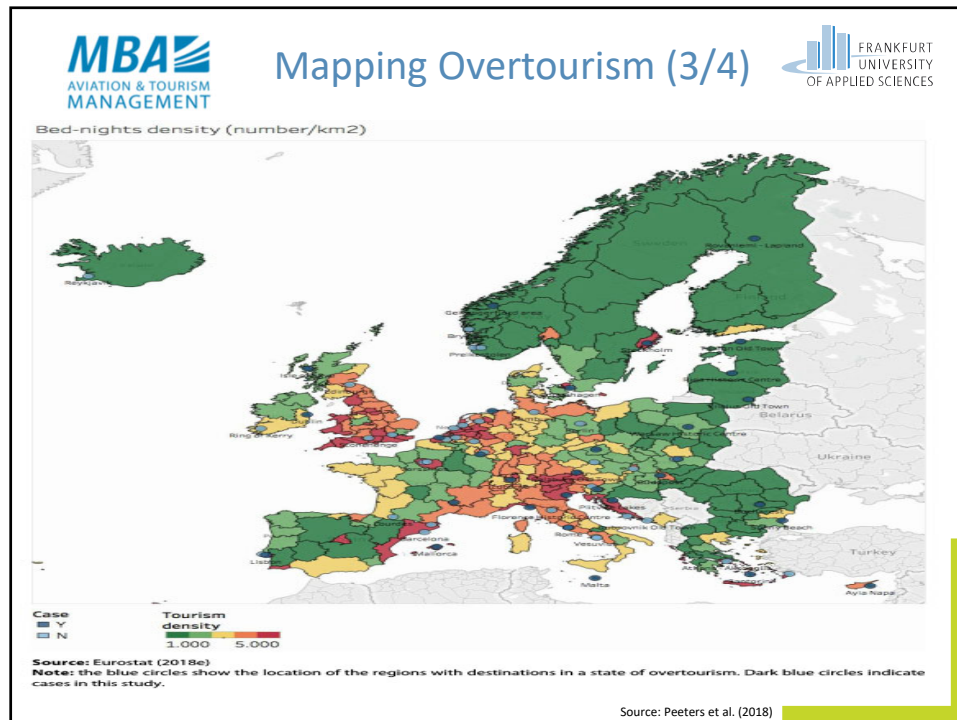
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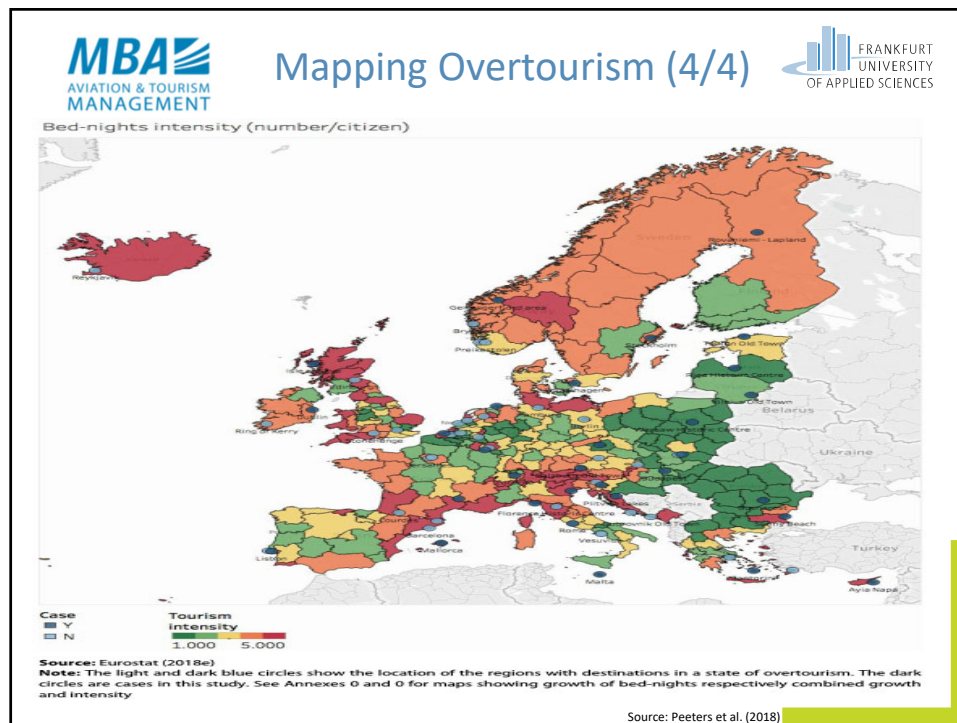
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 Policy Response to Overtourism (1/2) 	
European policy response category	Case study policy measure category (Chapter 4)
I. Spreading visitors	2. Distributing tourists to other places, for instance, via promotion, new attractions, better transportation options, and tours
II. Time-based rerouting	9. (Real-time) information for tourists on, e.g., crowdedness, transport options, and other times to visit
III. Dynamic visitor itineraries	2. Distributing tourists to other places, for instance, via promotion, new attractions, better transportation options, and tours 12. (Dynamic) caps on access to the destination/attraction
IV. Financial regulations	4. Higher prices (at specific times / places / for specific groups), e.g., via taxation, used to mitigate negative impacts
V. Uniform operational regulations	7. Stop certain developments: prevent uncontrollable development by measures such as zoning systems, laws, and hotel/Airbnb stops
VI. Developing uniform traffic regulations	3. Increasing capacities of the destination to deal with higher numbers of people by, e.g., improving traffic management, improving security measures, improving waste management
VII. Stimulate businesses actively tackling overtourism	8. Improve stakeholder involvement
VIII. Diversified economy less dependent on tourism	13. Less/no promotion

Source: Peeters et al. (2018)

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 Policy Response to Overtourism (2/2) 	
European policy response category	Case study policy measure category (Chapter 4)
IX. Use the "ladder of sustainable development" ²⁸	6. 'Green measures' such as eco-certification, environmental taxes (payable by tourists or accommodation providers), green fuel and green buildings
X. Visitor segmentation and target marketing	10. Promoting high-quality tourism (adjusting the tourism offers/attracting different type of tourist)
XI. Cross-border cooperation and alliances between destinations	n/a
XII. Make residents benefit from the visitor economy	11. Stimulate developments directed at residents by, e.g., safeguarding availability of affordable housing, shops catering to residents, and improve working conditions in tourism
XIII. Destination experiences that benefit both visitors and residents	11. Stimulate developments directed at residents by, e.g., safeguarding availability of affordable housing, shops catering to residents, and improve working conditions in tourism
XIV. Development of consistent infrastructure and facilities	3. Increasing capacities of the destination to deal with higher numbers of people by, e.g., improving traffic management, improving security measures, improving waste management
XV. Communicate with and involve visitors	9. (Real-time) information for tourists on, e.g. crowdedness, transport options, and other times to visit 14. Awareness campaign to prevent / stimulate certain behaviour (directed at tourists)
XVI. Communicate with and involve local stakeholders	8. Improve stakeholder involvement
XVII. Responsive measures in organisation and planning	15. Improved monitoring
n/a	1. Laws and law enforcement directed at tourists (e.g. related to alcohol and drug consumption, forbidding access to certain locations/at certain times)
n/a	5. Reducing seasonality (via promotion and new attractions)
n/a	16. Conduct research

Source: Peeters et al. (2018)

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COVID-19: UNWTO Guidelines for Destination Planning and Management (1/2)


1. Introduce and adapt actionable and harmonized processes & procedures in line with public health evidence-based risk assessment and full coordination with relevant public and private sector partners.
2. Support companies in the implementation and training of their staff on the new protocols (financing & training).
3. Enhance the use of technology for safe, seamless and touchless travel at a destination.
4. Provide reliable, consistent & easy to access information on protocols to the private sector and to travellers (send SMS to tourists to inform them of national and local health protocols and relevant health contacts).
5. Create programmes and campaigns to incentivize the domestic market in cooperation with the private sector (incentive schemes, possible revision of holiday dates, transport facilities, vouchers, etc.) and integrate destinations.

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COVID-19: UNWTO Guidelines for Destination Planning and Management (2/2)



6. Promote new products & experiences targeted at individual & small groups travellers, like: special interest, nature, rural tourism, gastronomy & wine, sports, etc.
7. Consider the data privacy policies when there is a proposal of developing tracing apps. WHO will develop guidance on the use of digital technologies for contact tracing.
8. Enhance and communicate medical capacity & protocols at the destination (e.g safety seals).
9. Ensure coordination among tourism, health and transport policies.
10. Define roles & responsibilities for governments, private sector and travellers.

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4. Destination Marketing




Objectives:


- Introducing destination marketing planning
- Discussing marketing strategy development and implementation
- Understanding the steps of building a marketing measurement model

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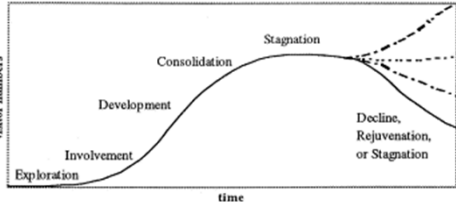



Destination Marketing Principles

DMO's customers:


- People who travel to the destination
- Industry members
- Government
- Local residents, etc.


Destination Life Cycle:

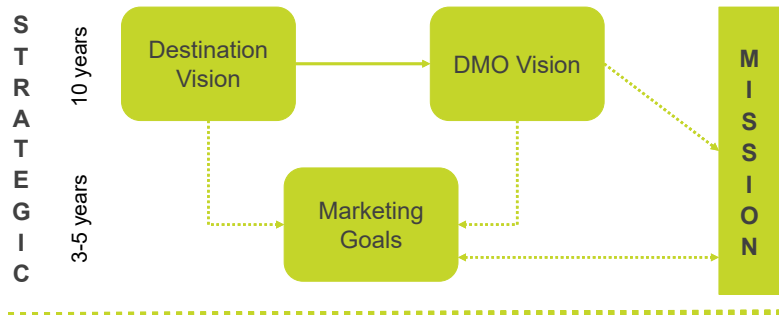
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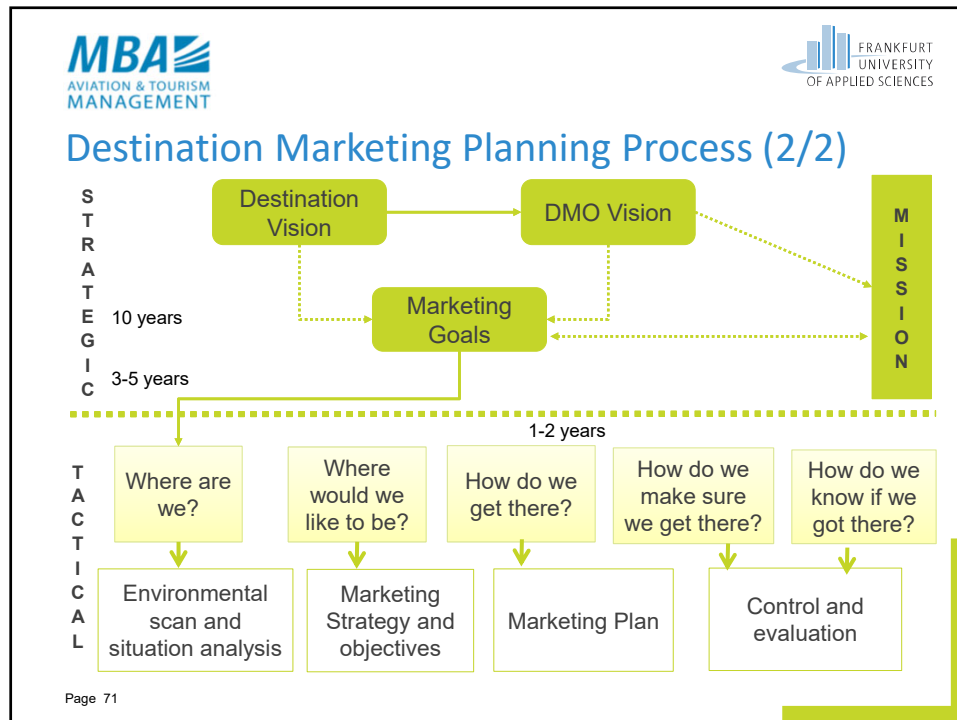


Destination Marketing Planning Process (1/2)



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Where would we like to be? (Planning and Research)







Visit Britain
Market Segmentation










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Need-Based Traveler Typologies developed by TripAdvisor (1/2)


 Value Seekers 17%	 Luxury Travelers 19%	 Social Travelers 16%
<i>"Help us make the most of our vacation"</i>	<i>"Show me how to enjoy and spend my money"</i>	<i>"Let us share and engage with others"</i>
Age: 25-34	Age: 25-49	Age: 25-49
 Household Income: Medium	 Household Income: High	 Household Income: Medium - high
 Traveling with: Children	 Traveling with: Spouse/partner	 Traveling with: Children


Q11. Below are a series of statements that people have made about their choices when booking a trip. To what extent do you agree, or disagree, with these statements? Base: All respondents (36,444)

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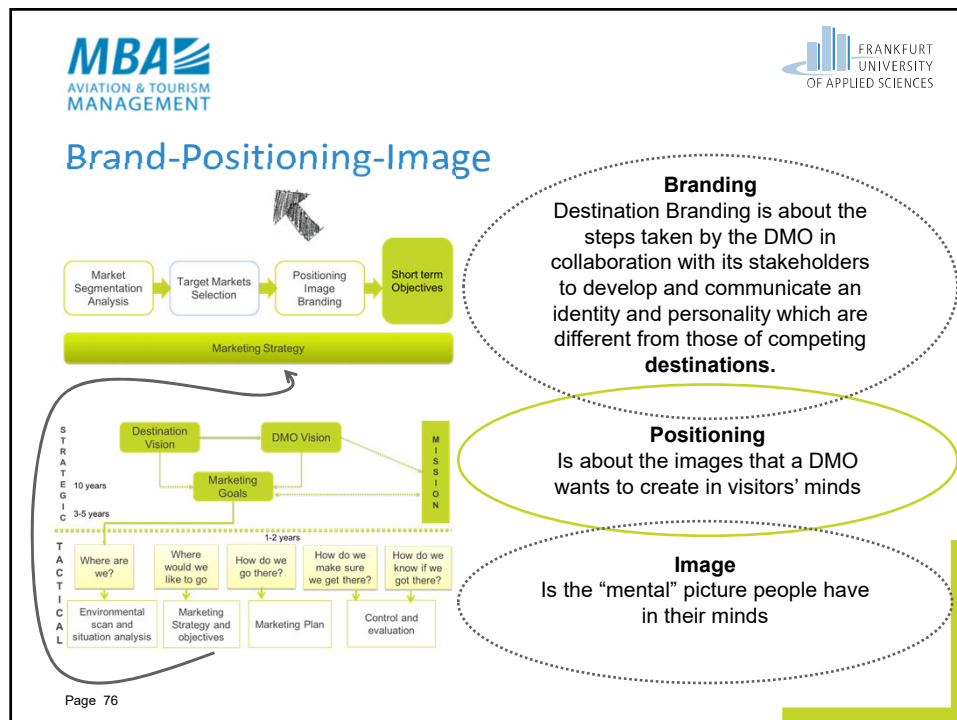
Need-Based Traveler Typologies developed by TripAdvisor (2/2)

Independent Travelers 31%	Researchers 35%	Habitual Travelers 7%
"Help me find my own way"	"Help me plan the perfect trip"	"Help minimise time researching, but provide me with peace of mind"
Age: 25-49	Age: 25-49	Age: 35-64
Household Income: Low / high	Household Income: High	Household Income: Low
Traveling with: Solo	Traveling with: Spouse/partner	Traveling with: Solo

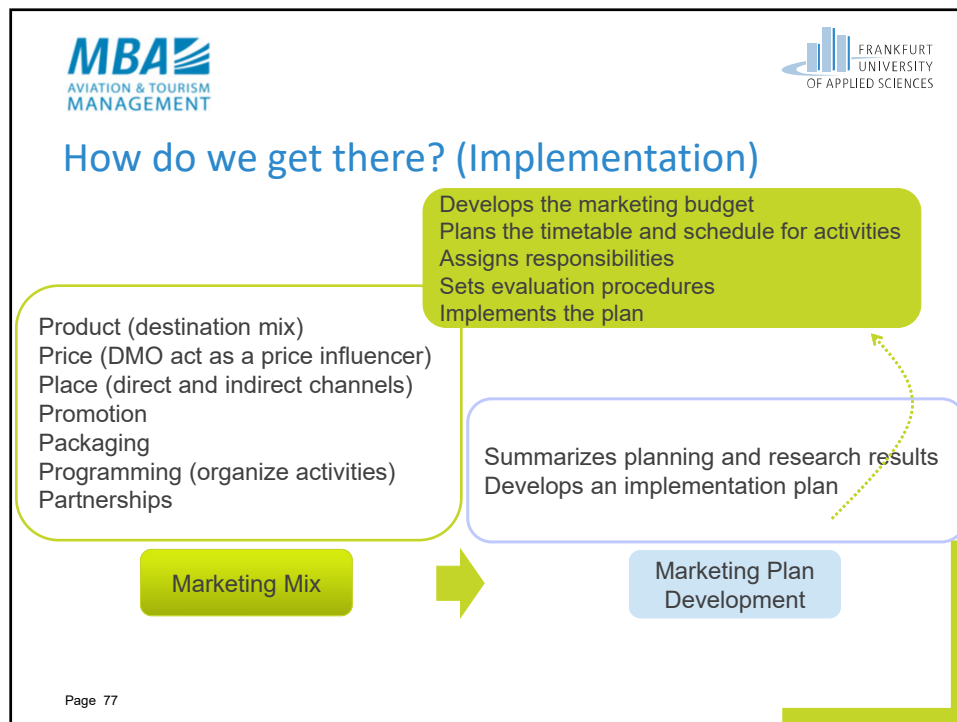
CQ11. Below are a series of statements that people have made about their choices when booking a trip. To what extent do you agree, or disagree, with these statements? Base: All respondents (36,444)

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How do we make sure we get there? (Control: Formative Evaluation) (1/2)

Formative evaluation is measuring progress while the marketing plan is implemented.


Marketing teams need to optimize and improve their marketing programs continually (**planning and optimizing**).

Metrics Examples:


- Number of impressions to a specific display
- Bounce Rate of a website
- Number of followers
- Reach for a specific piece of content on social media

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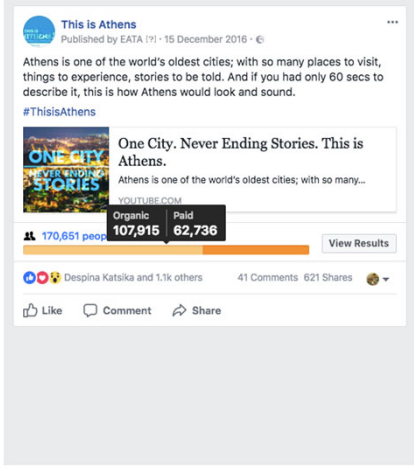


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How do we make sure we get there? (Control: Formative Evaluation) (2/2)



This is Athens
Published by EATA (7) · 15 December 2016 · €

Athens is one of the world's oldest cities; with so many places to visit, things to experience, stories to be told. And if you had only 60 secs to describe it, this is how Athens would look and sound.

#ThisisAthens

One City. Never Ending Stories. This is Athens.
Athens is one of the world's oldest cities; with so many...

YOUTUBE.COM

Organic: 107,915 | Paid: 62,736

170,651 people

41 Comments · 621 Shares

170,651 People Reached

4,510 Reactions, comments & shares

3,190 Like	986 On post	2,204 On shares
415 Love	154 On post	261 On shares
3 Haha	1 On post	2 On shares
18 Wow	11 On post	7 On shares
1 Sad	0 On post	1 On shares
198 Comments	78 On Post	120 On Shares
689 Shares	621 On Post	68 On Shares

4,644 Post Clicks

3 Photo views	1,401 Link clicks	3,240 Other Clicks
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NEGATIVE FEEDBACK

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How do we know if we got there? (Summative Evaluation) (1/3)

Summative evaluation measures outcomes after marketing plan is completed.

Senior Management needs to be able to track progress against a specific set of objectives and understand Return On Investment (ROI).

Metrics Examples:

- Visitor Metrics (number of arrivals, length of stay, spending etc.)
- Conversion Studies (incremental spending, ROI etc.)
- PR Metrics (Equivalent advertising value etc.)
- Awareness studies

Visit Britain
Annual Performance






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How do we know if we got there? (Summative Evaluation) (2/3)

The infographic features four distinct illustrations: a hand placing a red block on a stack, a bar chart with gold coins, a blue suitcase with a lightbulb, and a bar chart with gold coins. Each illustration is paired with a text box detailing financial outcomes.

In 2016/17 we locked in **£20 million** in cash and in-kind contributions from partners

In 2016/2017 our activity resulted in **£872 million** in additional visitor spend

For every **£1** invested in us we generated **£20** in additional visitor spend

VisitBritain Page 81 VisitEngland

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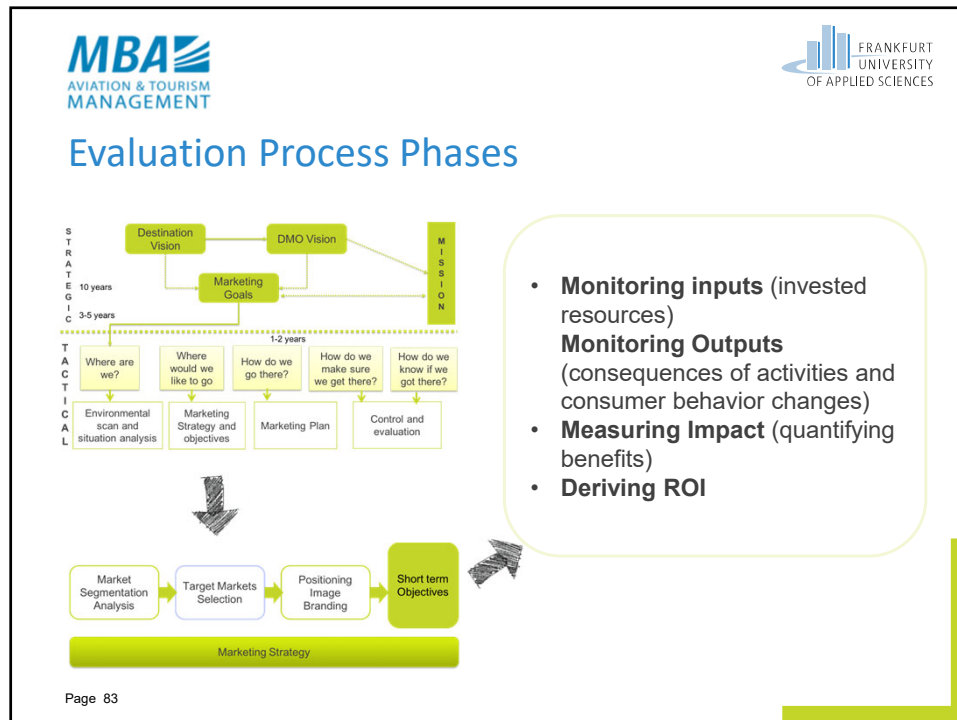
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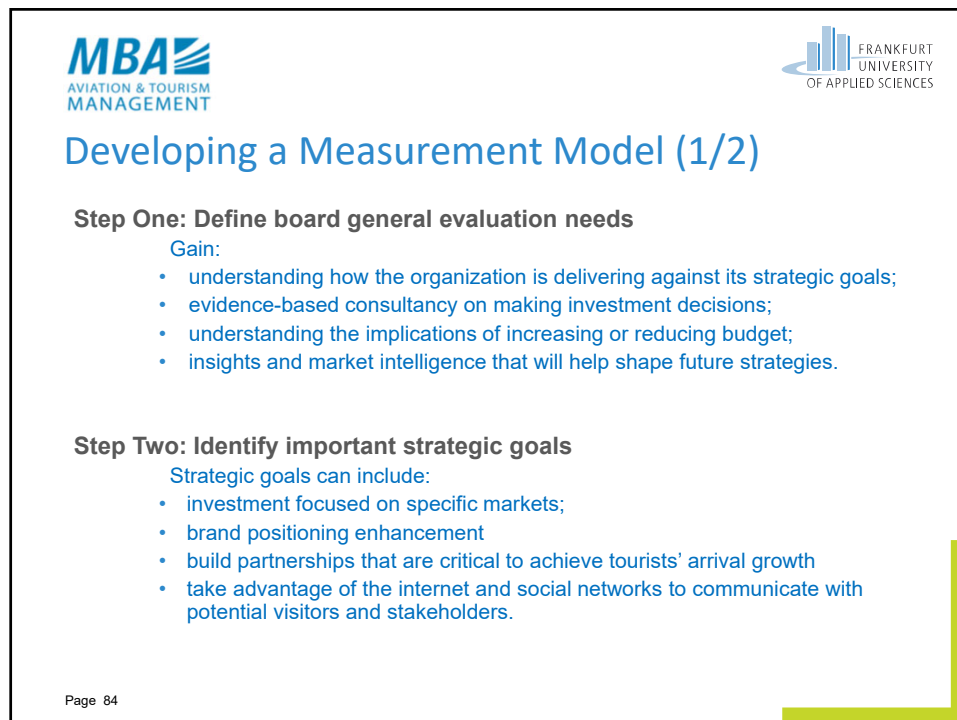
How do we know if we got there? (Summative Evaluation) (3/3)

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Developing a Measurement Model (2/2)

Step Three: Identify specific objectives (must be specific, measurable, achievable/attainable, realistic and time related)

- By the end of 2019 the campaign "One city, Never ending stories" should have enhanced Athens' positioning among competitors in a way that will assist visitors to understand the city's offerings.



Step Four: Develop and understand associated marketing activities (list of marketing activities that will be used to achieve the objectives mentioned above.)


- Social media advertising
- Online advertising

Step Five: Identify Important Metrics


- Campaign reach, Incremental spending, ROI

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Levels of Performance Indicators

Output Indicators (related to specific marketing activities outputs)

- Campaign response (Quantitative)
- Website traffic (Quantitative)
- Campaign reach (Quantitative)
- Campaign recognition (Qualitative)

Outcome Indicators (changes to consumer attitudes)



- Awareness (Qualitative)
- Decision or Intention to visit

Impact Indicators (relate marketing activities to destination performance)

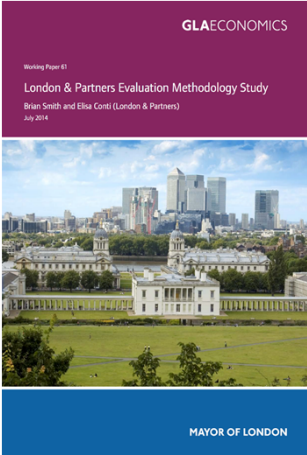
- Visitor numbers (Quantitative)
- Visitor spending (Quantitative)
- Incremental spending (Quantitative)
- ROI (Quantitative)

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London Case Study




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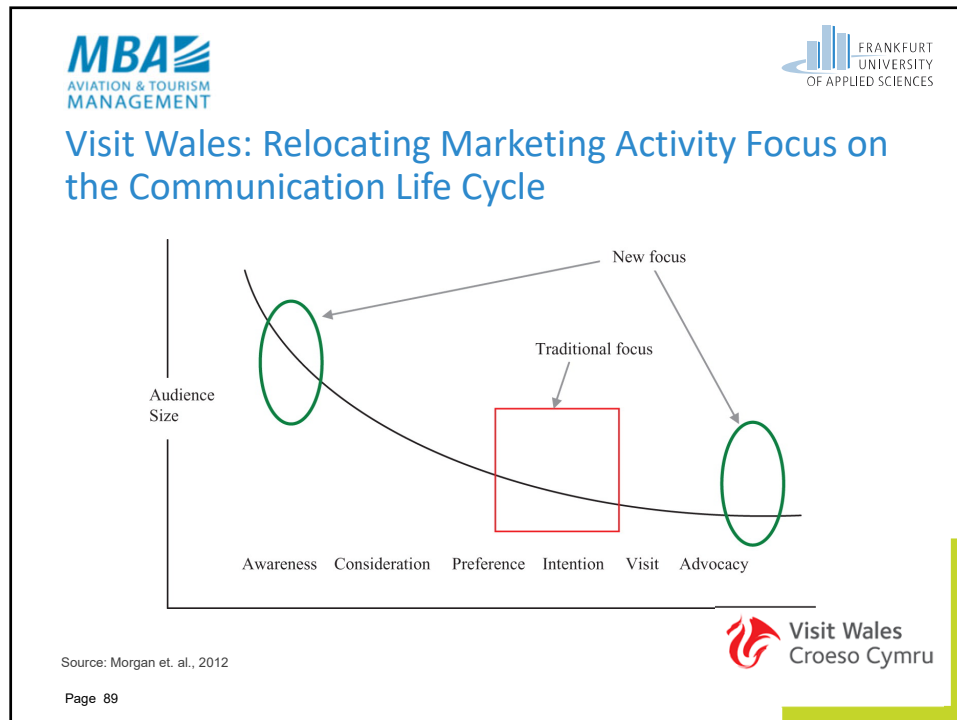
Visit Wales: Targets

- **Targeting new and lapsed visitors**
- **Awareness/Reputation** as a tourism destination
 - Campaign
 - Media Relations
 - Online
- **Awareness:** Put Wales on the map
- **Consideration:** Put Wales on the destination shortlist
- **Commitment:** Get Wales on the itinerary
- **Sharing & Advocacy:** leverage user-generated content & enable visitors to become advocates
- **Evaluation Project KPIs at each step**

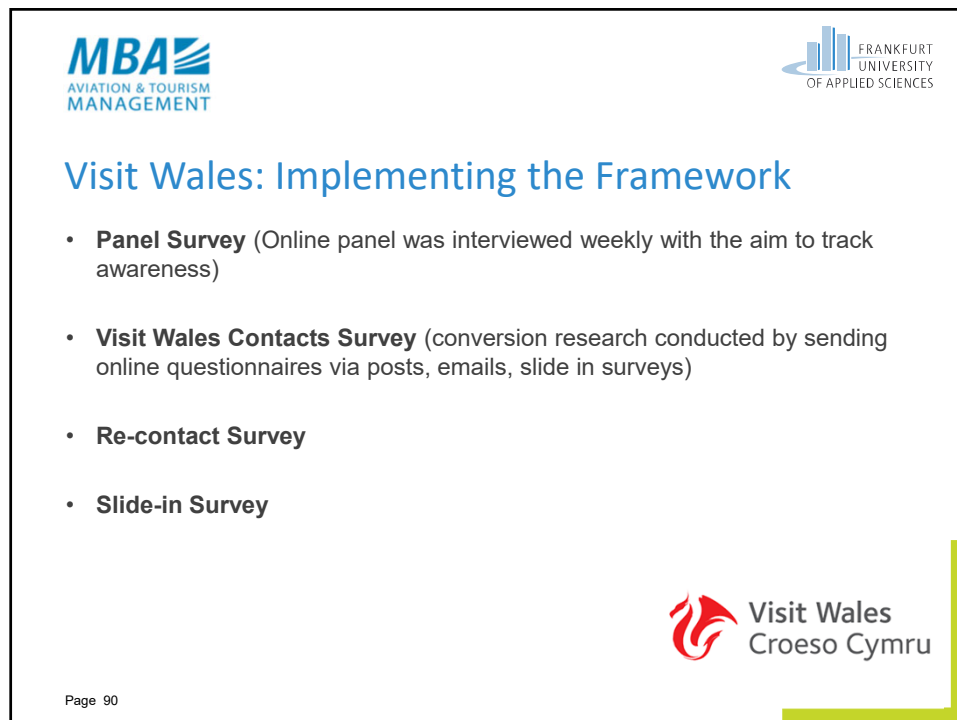


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Case Study



Britain Level Tourism High Level Marketing Plan 2017-18

March 2017



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5. Destination Branding


Objectives:

- Introducing destination branding
- Discussing destination branding process
- Presenting brand image co-creation process

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Branding Terminology

Brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.

Destination branding is about the steps taken by the DMO in collaboration with its stakeholders to develop and communicate an identity and personality which are different from those of competing destinations

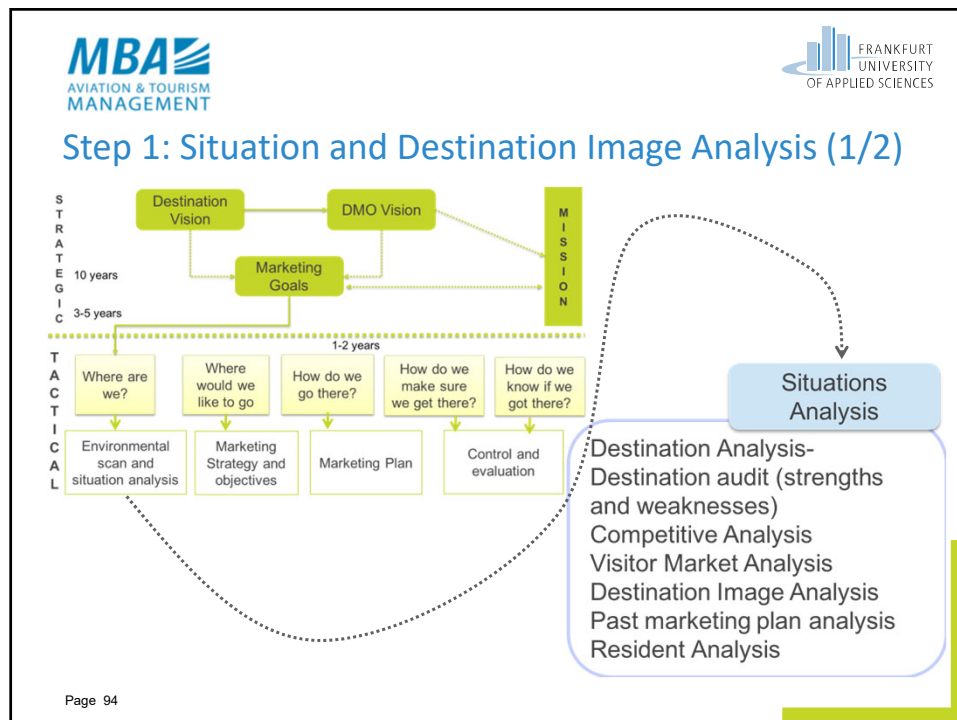
Brand elements are brand names, URLs, slogans, logos and symbols that have been selected by the marketers as pillars of differentiation.

Brand Identity is the perception of the brand in the tourism marketplace and includes the visual design of the brand.

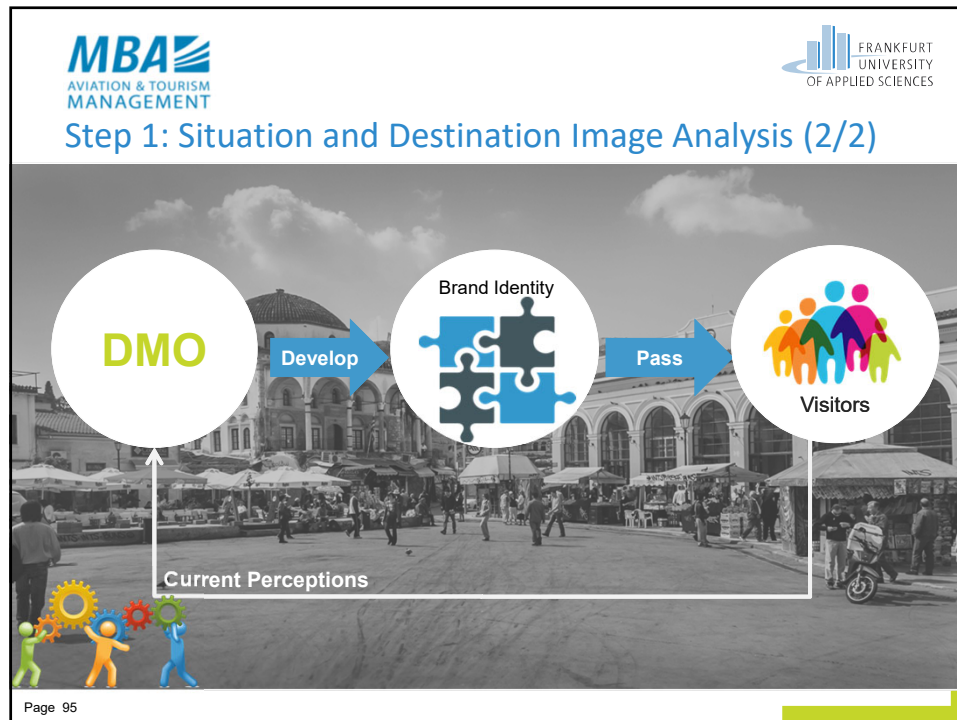
Brand equity can be seen as the brand loyalty, awareness, perceived quality etc. Consumer feelings, beliefs and thoughts, price premia charged on products and extended market share capture can reflect brand equity.

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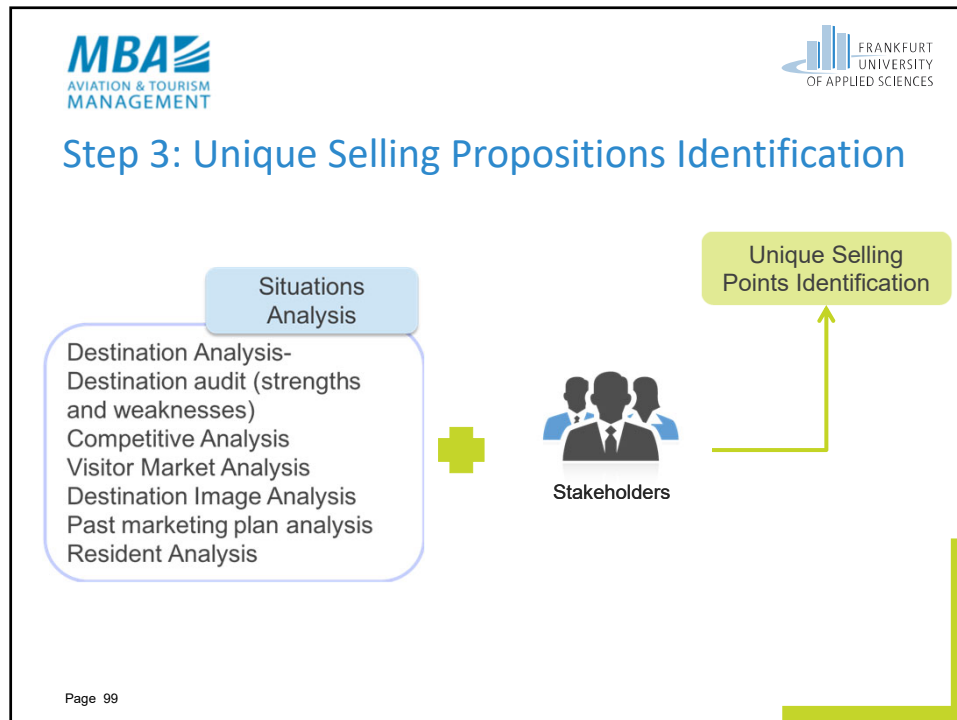
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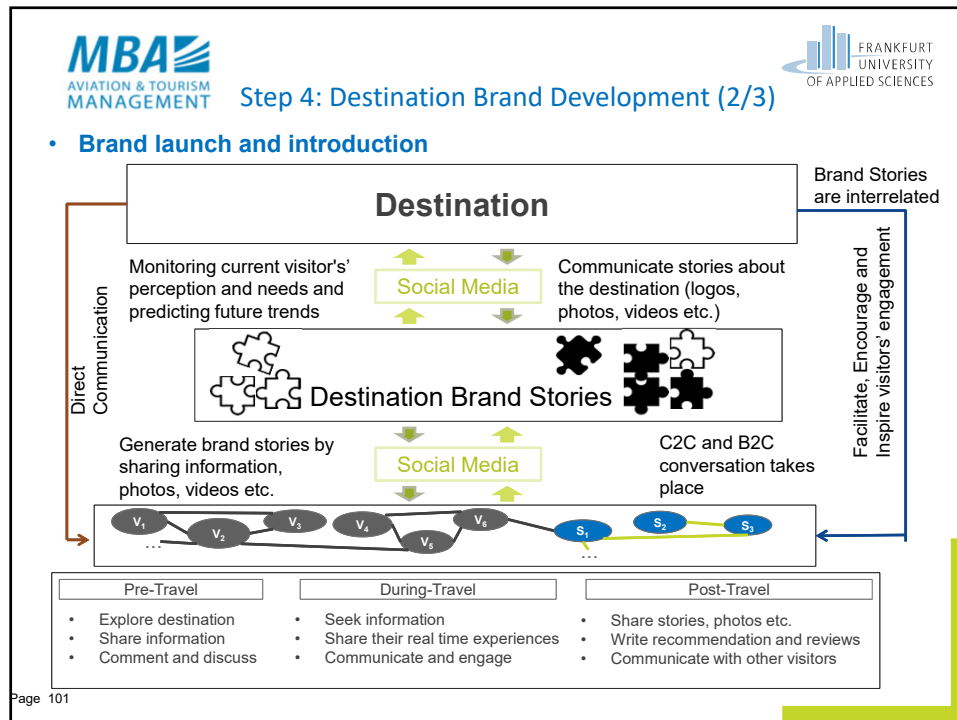
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Step 4: Destination Brand Development (3/3)

- **Brand launch and introduction includes also:**
 - **Brand manual** (a guide that explains how, why it was developed and how it is to be implemented)
 - **Photo library**
 - **Style Manual** (guidelines on how and how not to use a logo)
- **Brand Implementation** (a roadmap of how destination will deliver the brand promise)
- **Brand monitoring and maintenance** (tracking the implementation and assessing the process through research)
- **Brand evaluation** (testing if the objectives were met)

Tourism Australia
Image Gallery

Brand Canada
Guidelines

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6. Destination Management Research

Objectives:

- Introducing destination management research
- Discussing destination management research process
- Analyzing research scope on a destination level

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Contribution of Research to Destination Management

Research:

- Increases Knowledge of Visitors
- Helps in Competitors Identification
- Reduces risk concerning decisions
- Keeps stakeholders and DMOs informed about the latest trends in travel and tourism
- Increases stakeholders' and DMOs' understanding concerning residents' perceptions towards tourism

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Visit Wales research

Last updated 03 February 2015

Share    

Visit Wales carry out a programme of research through the year. We also commission research and provide advice on research matters.

Our research programme includes:

- Wales tourism business survey
- Wales visitor survey
- Wales tourism accommodation occupancy surveys
- UK tourism trends and forecasts
- visits to tourist attractions
- Wales in summary
- Great Britain tourist survey
- accommodation bedstock
- international passenger survey (IPS)
- economic impact of Tourist Information Centres in Wales.

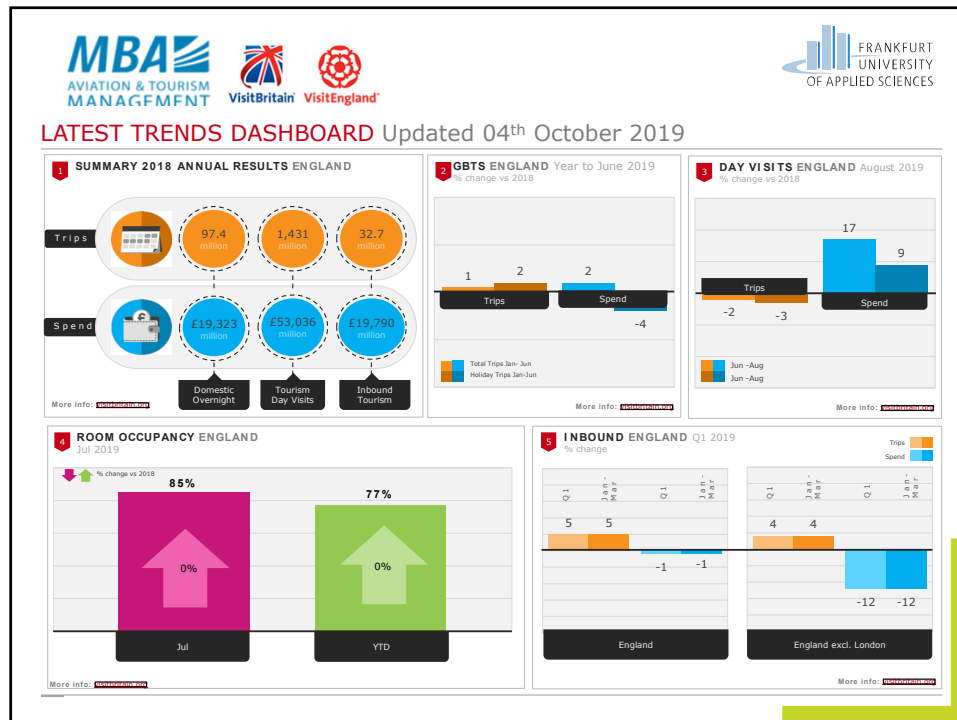
Culture, tourism and sport

- Tourism
- Visit Wales research
- Latest Statistics
- Be part of our survey

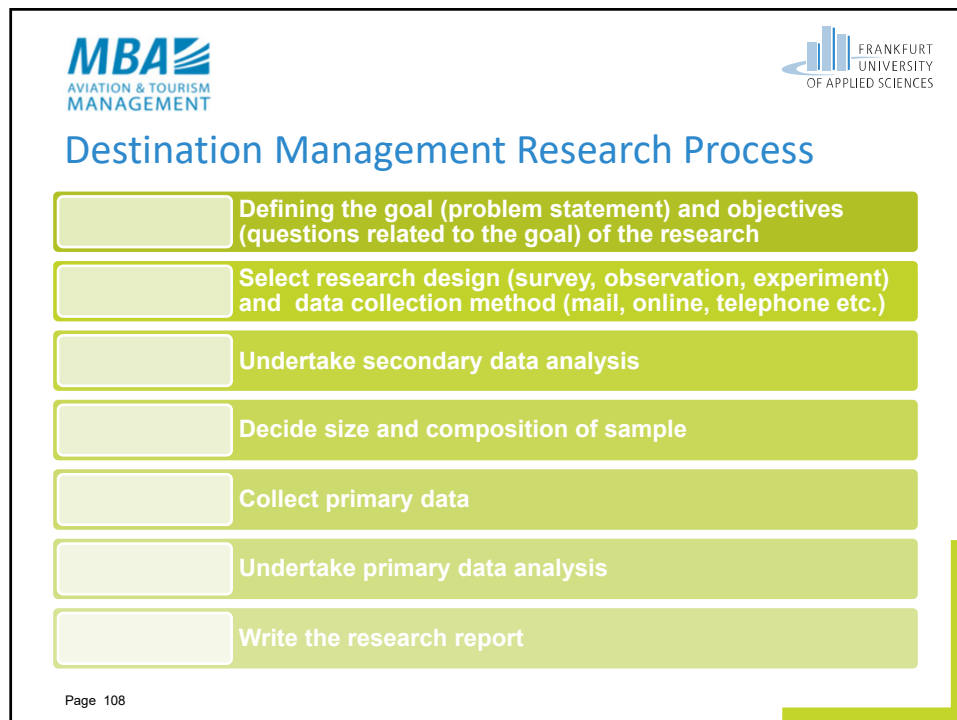


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Other Types of Research

- Analysis of Product Development
 - Visitor Satisfaction Research
 - Festival/Event participant analysis
- Analysis of Destination Image
- Analysis of Community Attitude towards tourism
- Analysis of Potential Markets
 - Monitor Awareness
 - Assess Perception
- Analysis of Economic Impact (Tourism Satellite Accounts)
- Analysis of Competitors

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7. Destination Product

Objectives:


- Defining destination product
- Discussing the role of DMOs in destination product development

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Destination Product as an Amalgam of Products and Services (1/2)

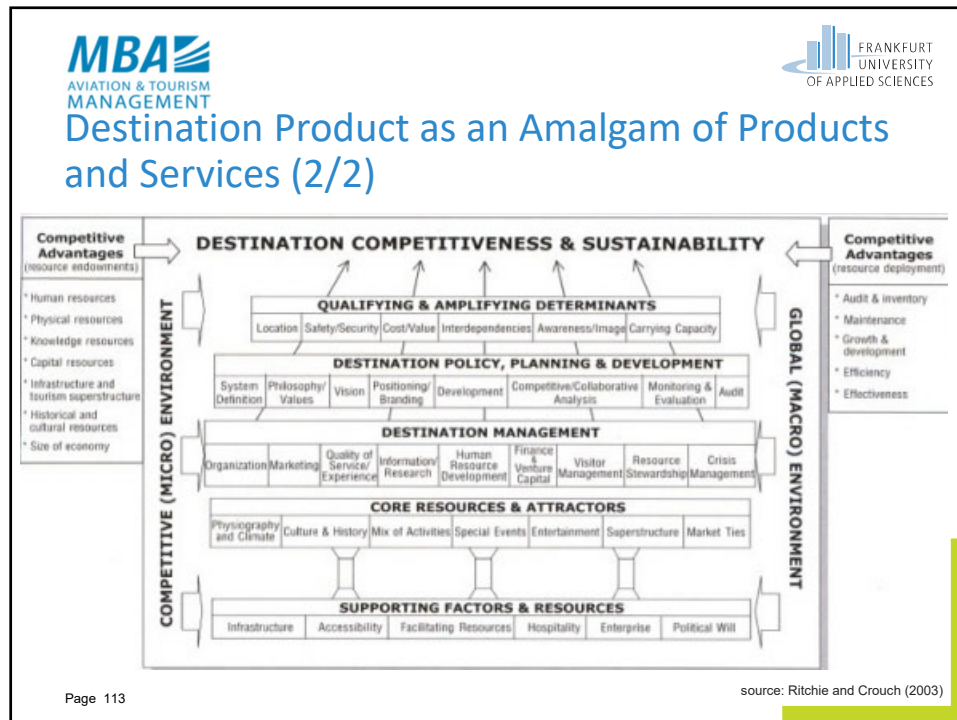
Six As:

- Attractions (natural, man-made, artificial, heritage, special events)
- Accessibility (transportation system infrastructure, airline route networks etc.)
- Amenities (accommodation, food and beverage facilities etc.)
- Available Packages
- Activities
- Ancillary services (hospitals, telecommunication services, post, banks etc.)


Source: Buhalis (2000)

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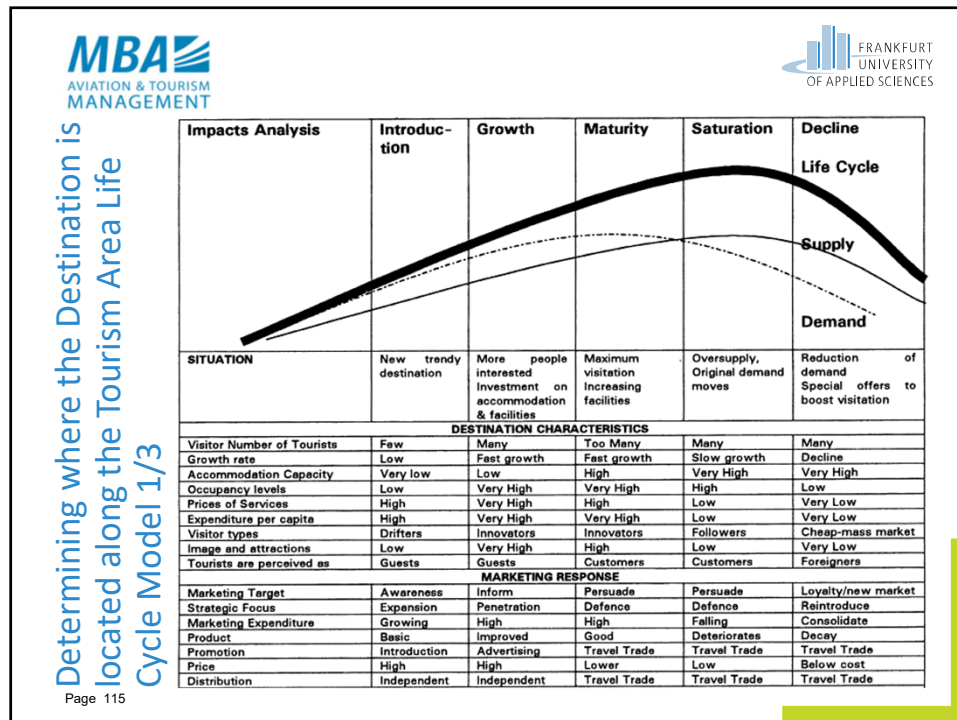
The role of Engagement in Destination Product



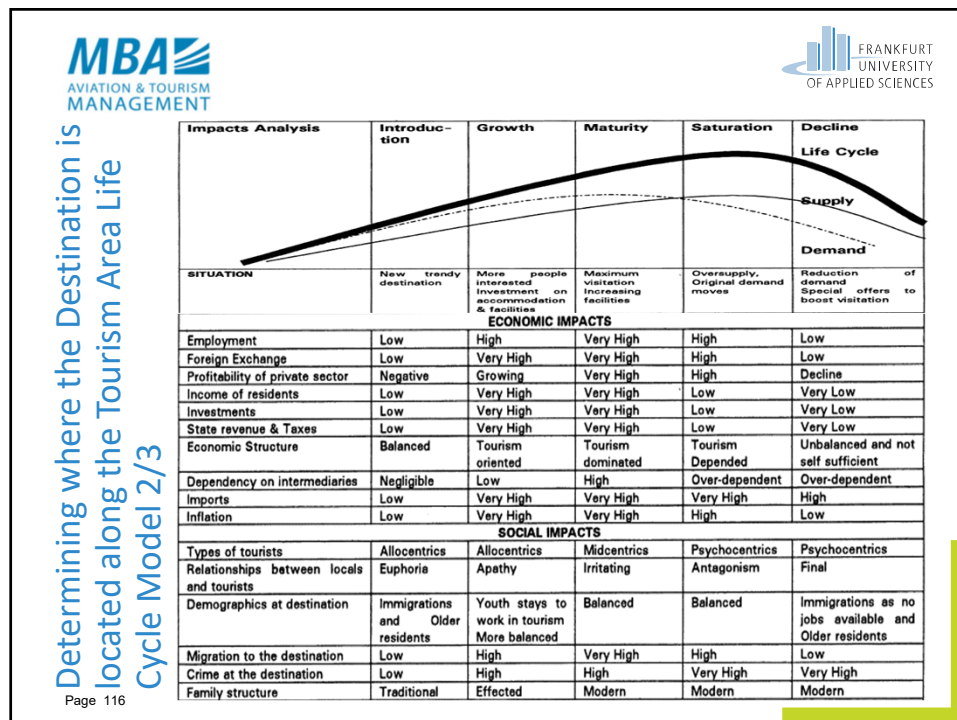
The destination product is an **interdependent mixture of tangible and intangible components** comprising physical products, people, packages and programs.

The **interaction of the hosts and guests** within a destination is an important dimension of destination product. (Morrison, 2019)

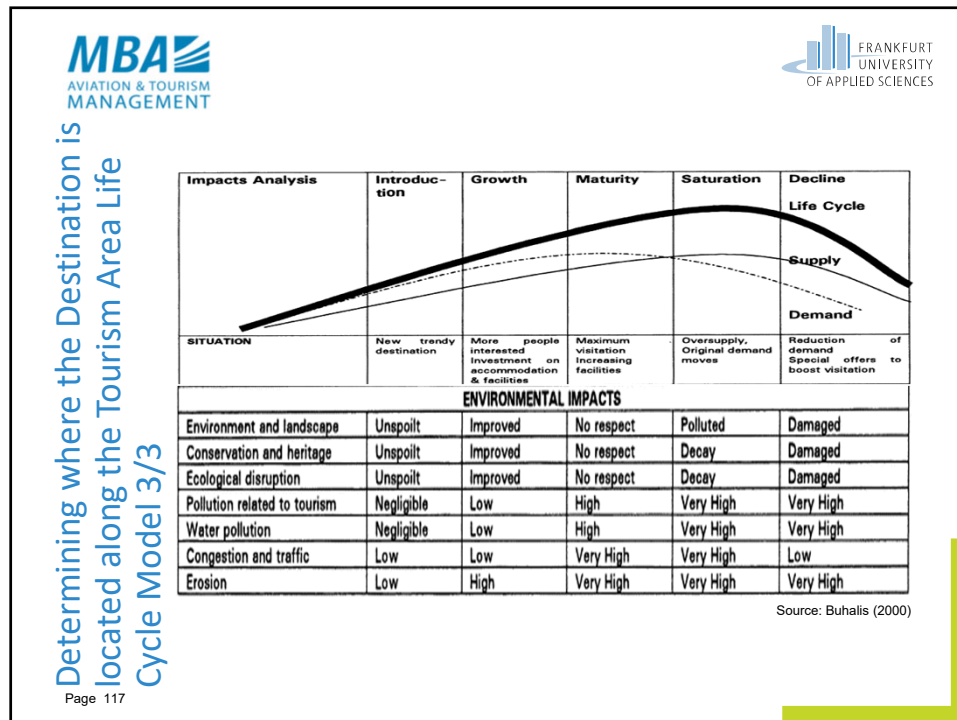
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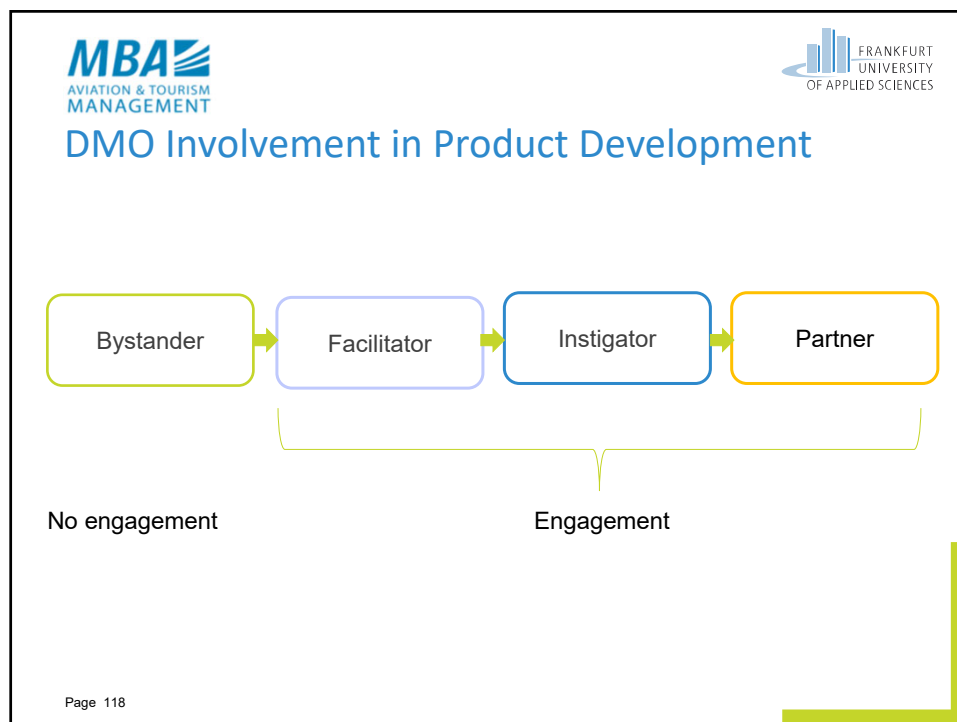
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The Case of Venice Management Plan






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Venice Management Plan

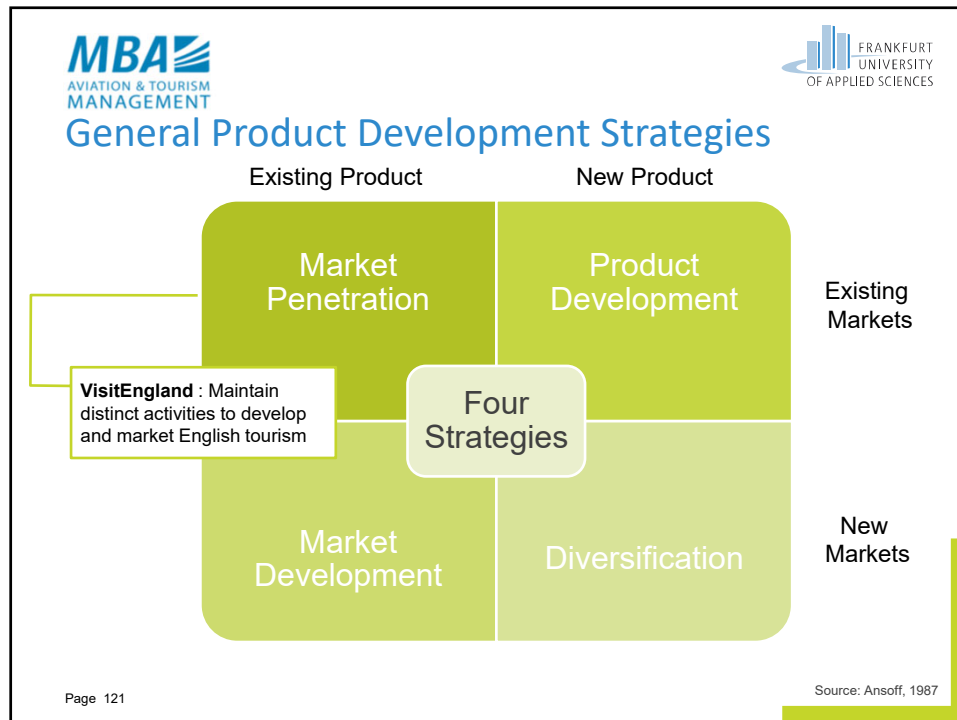
Tourism is an **important economic resource** and represents a huge development opportunity, however, the size of the phenomenon and particularly the dimensions acquired in the past few years, have a considerable **impact on the social fabric** and on the conservation of cultural and natural assets.

Guidelines:

- Manage tourist flows and define a development strategy integrated with the other sectors of the economy.
- Relieve the pressure on the historic centers through the supply of alternative and complementary forms of activity as well as traditional tourism.
- Adopt an effective system for monitoring tourist flows and for booking visits to the city and its museums.
- Develop alternative mobility systems and improve accessibility into the site.
- Promote new alternative proposals to traditional tourism, including cultural, rural, environmental, sports tourism, etc.

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The slide is titled 'DMO's Role in developing Different Components of the Destination Product (1/5)'. It features the logos of MBA Aviation & Tourism Management and Frankfurt University of Applied Sciences in the top corners. The content is organized into three main sections: 'Development of physical product', 'Human Resources Development (education and training programs)', and 'Development of packages through'. Each section includes a list of bullet points. The 'Development of physical product' section states that if a new product is to be developed, a project analysis should be conducted and include: Site evaluation, Resources Impact analysis, Potential Market analysis, Financial Feasibility study, and Business and Marketing plan. The 'Human Resources Development' section is currently empty. The 'Development of packages through' section includes: Training of tour operators, Providing marketing and/or financial assistance to stakeholders to encourage them to develop new packages, and Creating packages. The page number 'Page 122' is at the bottom left.

DMO's Role in developing Different Components of the Destination Product (1/5)

Development of physical product

If a new product is to be developed then project analysis should be conducted and include:

- Site evaluation
- Resources Impact analysis
- Potential Market analysis
- Financial Feasibility study
- Business and Marketing plan

Human Resources Development (education and training programs)

Development of packages through

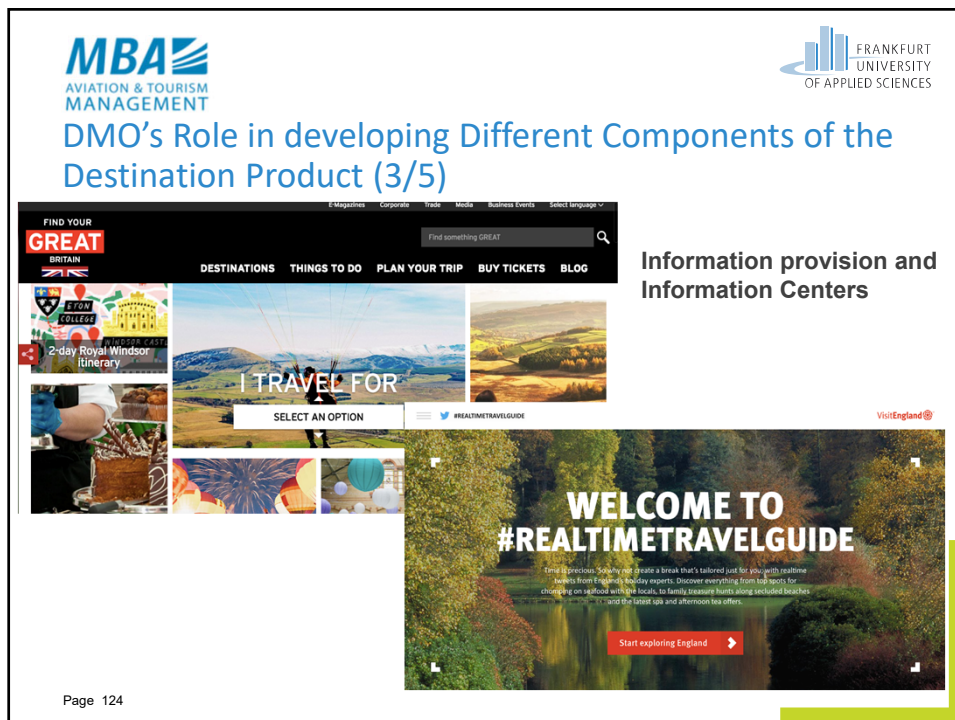
- Training of tour operators
- Providing marketing and/or financial assistance to stakeholders to encourage them to develop new packages
- Creating packages

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DMO's Role in developing Different Components of the Destination Product (4/5)

Accessible Tourism



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VisitBritain's Accessibility Guide



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DMO's Role in developing Different Components of the Destination Product (5/5)

Sustainable Tourism Development
tourism grows in a fashion that does not damage environment



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VisitBritain encourages tourism industry to follow sustainable practices



Sustainability good practice guides

Get tips on how to adopt a sustainable approach that complements National Quality Assessment Scheme standards with our good practice guides:

Guest Accommodation Sustainability Good Practice Guide (PDF, 660KB)

Hotels Sustainability Good Practice Guide (PDF, 580KB)

Self-Catering Sustainability Good Practice Guide (PDF, 590KB)

Hostels Sustainability Good Practice Guide (PDF, 620KB)

Holiday Parks Sustainability Good Practice Guide (PDF, 610KB)

Holiday Villages Sustainability Good Practice Guide (PDF)



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8. Destination Partnerships

Objectives:

- Defining destination partnerships
- Discussing the benefits derived from the formation of destination partnerships
- Analyzing the forms of destination partnerships
- Highlighting the success factors in destination partnerships

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DMO Partnerships

DMO partners are organizations with common interests and goals

“Working with a wide range of partners in both the UK and overseas, our mission is to grow the volume and value of inbound tourism across the nations and regions of Britain and to develop world-class English tourism product to support our growth aspirations.”



VisitBritain **VisitEngland**

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Our partners

To achieve our objectives we work closely with a range of partners both in the UK and overseas. These partners include:

Government agencies, such as **DCMS**, **Department for International Trade**, the **Foreign & Commonwealth Office (FCO)** and the **British Council**

The **official tourism bodies** for **London**, **Scotland**, **Wales** and destinations

Airlines and operators, such as British Airways

Global brands, such as the Premier League

Destination Management Organisations

Local Enterprise Partnerships

We also have **three-year strategic partnership agreements** with **national bodies**:

Arts Council England (PDF, 59KB)

Creative England (PDF, 291KB)

Historic England (PDF, 257KB)

National Parks England (PDF, 219KB)

We attract significant private-sector investment and marketing in-kind support to help make the most of public money.

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DMO Partnerships and Alliances

Work together for 3
or more years

Produce benefits for the
DMO and its partners

↑

↑

Destination **strategic** partnership is a synergistic relationship between a DMO and other organizations or individuals within or outside the destination.


VisitBritain


VisitEngland

We also have three-year strategic partnership agreements with national bodies:

- [Arts Council England \(PDF, 59KB\)](#)
- [Creative England \(PDF, 291KB\)](#)
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Partnerships contribute to all Destination Management Roles

- Destination Planning
- Research
- Product Development
- Marketing and Promotion
- Partnership and Team-Building
- Community Relationships
- Leadership and Coordination

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Destination Partnerships Benefits

- Accessing Customer Database
- Accessing New Markets
- Enhancing Destination Image
- Increasing Budget
- Increasing pool of expertise
- Sharing Facilities
- Sharing Information



In October – December 2016 VB partnered with **British Airways, Etihad, Flight Centre, Hainan Airlines and Qatar Airways** to increase the reach of our #OMGB (Oh My GREAT Britain) Home of Amazing Moments campaign and encourage people to explore Britain. VB was showcasing what Britain has to offer through regional gateways in the **UAE, India, Australia and New Zealand** through our activity with Etihad and Qatar Airways.

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Destination Partnerships (1/4)


- Education and Training Institutes
- Existing and Potential Tourists
- Government Agencies
- Local Community Residents
- Media Companies
- Tourism Sector Associations
- Non-Profit Organizations
- Tourism Sector Employees
- Tourism Stakeholders
- Transportation Companies
- Travel Trade, etc.

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Destination Partnerships (2/4)

- Education and Training Institutes
- Existing and Potential Tourists
- Government Agencies
- Local Community Residents
- Media Companies
- Tourism Sector Associations
- Non-Profit Organizations
- Tourism Sector Employees
- Tourism Stakeholders
- Transportation Companies**
- Travel Trade, etc.



Our latest partner campaign with easyJet is now live in key cities across Europe. The campaign is running through March 2018 in Germany, Spain, Italy, France and the Netherlands and uses a mix of inspirational destination content and a compelling fare to motivate our target audience to travel to Britain now.

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Destination Partnerships (3/4)

- Education and Training Institutes
- Existing and Potential Tourists
- Government Agencies
- Local Community Residents
- Media Companies**
- Tourism Sector Associations
- Non-Profit Organizations
- Tourism Sector Employees
- Tourism Stakeholders
- Transportation Companies
- Travel Trade, etc.



Paddington 2 film tourism campaign in partnership with Studiocanal

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Destination Partnerships (4/4)

- Education and Training Institutes
- Existing and Potential Tourists
- Government Agencies
- Local Community Residents
- Media Companies
- Tourism Sector Associations
- Non-Profit Organizations
- Tourism Sector Employees
- Tourism Stakeholders
- Transportation Companies
- Travel Trade** etc.



On March 5 we launched a new digital campaign in partnership with Ctrip, one of China's largest online travel agencies, to inspire Chinese visitors to explore Great Britain through a series of captivating images, video and content using our new 'I Travel For' creative.

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Public-Private Sector Partnerships- The case of Airport, Airlines and DMOs Collaboration







<div style="text-align: center; margin-bottom: 10px;">  </div> <ul style="list-style-type: none"> Increased volume related revenues Increased destination related revenues Increased airport related revenues, etc. 	<ul style="list-style-type: none"> Increased tourist related revenues Increased airline related revenues Increased destination related revenues, etc. 	<ul style="list-style-type: none"> Increased tourist related revenues Increased airline related revenues Increased airport related revenues, etc.
<div style="text-align: center; margin-bottom: 10px;">  </div> <ul style="list-style-type: none"> Marketing Costs 	<ul style="list-style-type: none"> Marketing Costs 	<ul style="list-style-type: none"> Marketing Costs

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Ingredients of Successful Destination Partnerships


- Partnership's **importance** and match with partners' goals
- Partners' **Interdependence**
- Partners' **Investment**
- **Information** sharing among partners
- Partnership's **formal** status
- **Mutual Trust**

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Concept and Objectives of IQM

Integrated Quality Management (IQM) should simultaneously take into account and have a favourable impact on the activities of tourism professionals, tourists, the local population and the environment (i.e. the destination's natural, cultural and man-made assets). The IQM strategies implemented in destinations must have the requirements of tourists as one of their major considerations (European Commission, 2000).

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A Systemic Approach

Co-ordination and Prosperity of Stakeholders

- *visitors*
- *those involved in the sector (internally and externally)*
- *local people and their representatives*

Sustainable Development of Destinations

- *economic*
- *social*
- *physical and built environment*

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Developing an IQM Perspective

The Quality Loop

- *objective: to close gaps between different types of quality*

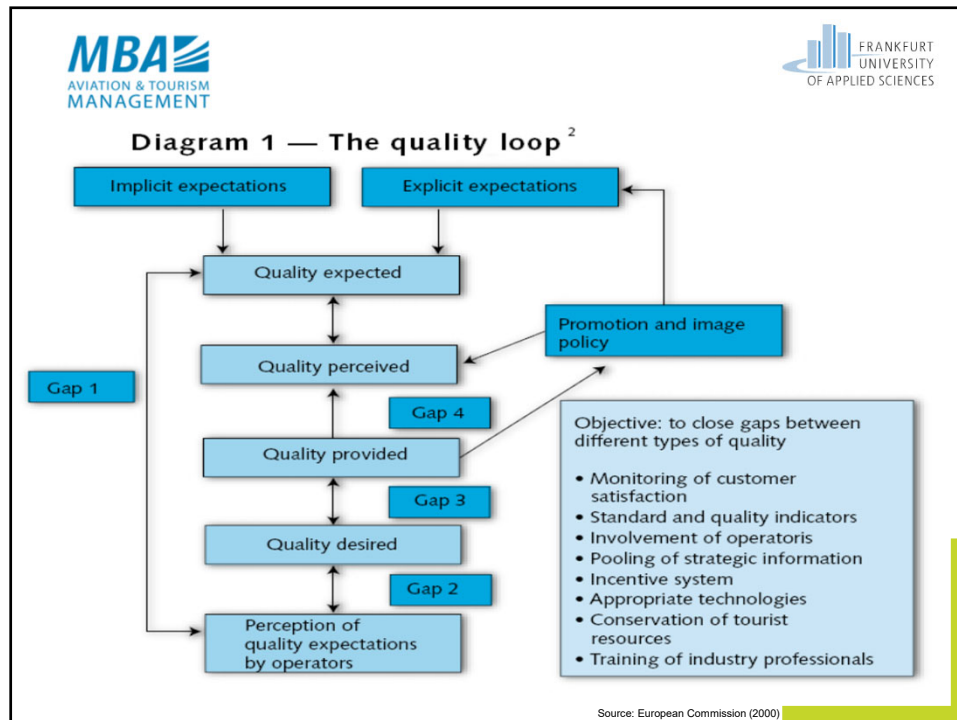
European Foundation for Quality Management Model

- *enablers and results*

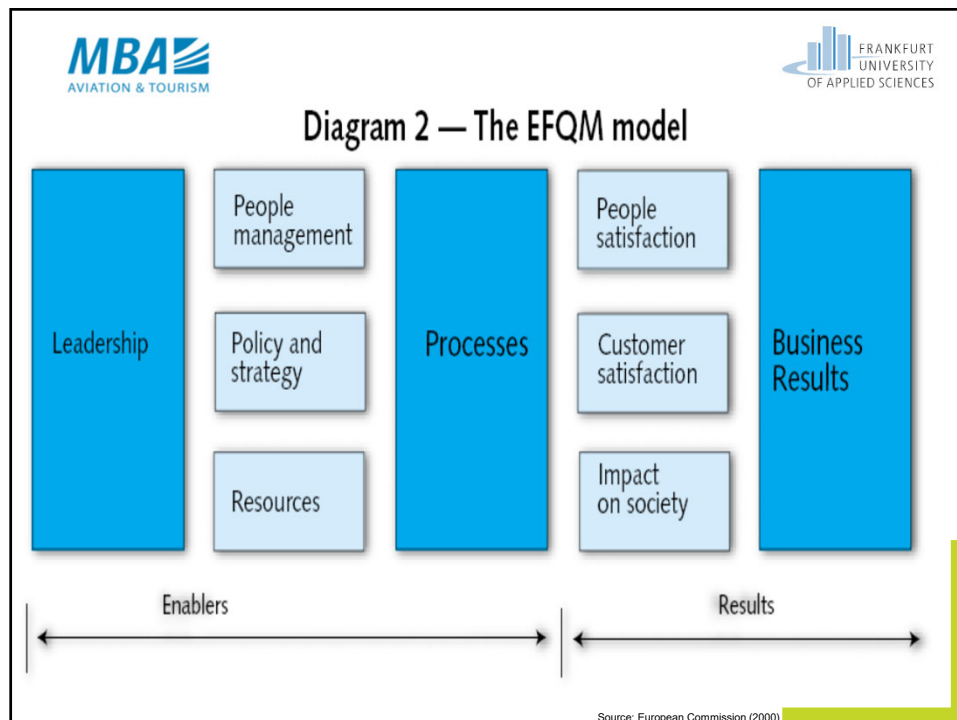
Formulation of an IQM Strategy

- *the five stages*

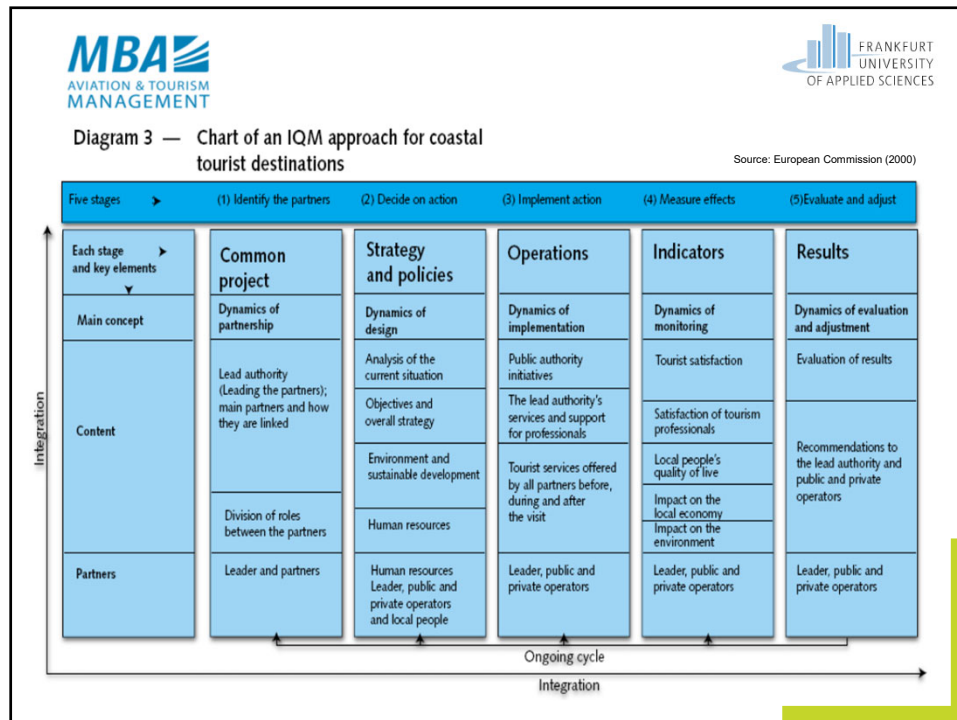
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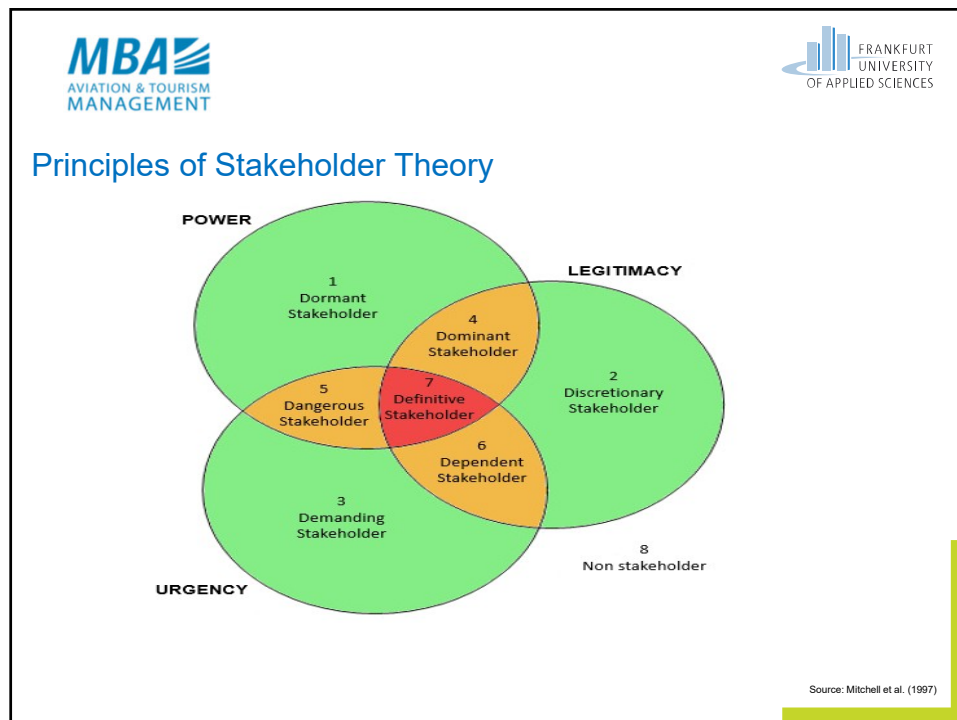
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The Airline – Airport Business Relationship

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			AIRPORT													
			Airport Business Model			Location	Revenue					Costs				
			infrastructure	term divers	comm orient		Aeronautical Revenue		Non-Aeronautical Revenue			Services		Other		
							airline	pax	pax	dest	other	airline	pax	dest	other	
AIRLINE	Airline Business Model	aircraft type	↗			↖	↗	↗	↗			↗	↗			
		cabin configuration				↖		↗					↗			
		service frequency	↗		↗	↖	↗	↗	↗			↗	↗		↗	
		network structure	↗	↗	↗	↖	↗	↗	↗			↗	↗		↗	
		revenue management	↗	↗	↗	↖	↗	↗	↗			↗	↗		↗	
		Destinations Served	↗	↗		↖	↗	↗	↗			↗	↗			
	Revenue	Fare Revenue	passenger number	↗		↖	↗	↗				↗	↗			
			passenger type		↗	↖	↗	↗				↗	↗			
			destination premium			↖	↗	↗			↗					
		Ancillary Revenue	airport premium	↗	↗	↖	↗	↗		↗						
			airport		↗					↗			↗			
			destination			↖										
	Costs	other	airport	↗	↗	↖	↗	↗	↗	↗	↗	↗	↗	↗	↗	
			destination			↖										
			other													

Source: Papatheodorou (2021)

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			The Airline – Tourism Destination Authority Relationship																	
			Tourists										Offering							
AIRLINE			no		type		attr		amen		hut pack		activ		support		Tax Revenue			
																	tour		airline	
	Airline Business Model	aircraft type	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		cabin configuration	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		service frequency	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		network structure	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		revenue management	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		Destinations Served	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
	Revenue	passenger number	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		passenger type	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		destination premium	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		airport premium	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		Ancillary Revenue	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		airport	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
	Costs	destination	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		airport	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗
		other	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗	↗



Source: Papatheodorou (2021)

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Strategic Destination Management

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Athens, 21 and 22 June 2022

			<h1>The Airport – Tourism Destination Authority Relationship</h1>																										
					DESTINATION																								
					Tourists		Offering						Revenue						Costs										
													Tax Revenue				Non-Tax Revenue				Public Services Provision			Investment Activities			Tourism and Trade Promotion		
													no	type	attr	amen	hol pack	activ	support	tour	airline	airport	other	airline	airport	other	tour	airport	other
AIRPORT	Airport Business Model	infrastructure	↔	↔	↔	↔	↔											↔					↔						
		terminal diversification	↔	↔														↔					↔						
		commercial orientation	↔	↔																			↔						
		Location	↔	↔								↔							↔	↔									
	Revenue	Aeronautical Revenue	airline	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔				↔	↔				
		passenger	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔	↔				↔	↔				
		passenger	↔	↔								↔							↔										
		destination	↔	↔	↔	↔	↔	↔	↔			↔												↔					
		other			↔	↔	↔	↔	↔			↔								↔									
	Costs	Services	airline	↔	↔															↔	↔			↔	↔				
		passenger	↔	↔																			↔	↔					
		Other	destination										↔											↔	↔				
		other																					↔	↔					

Source: Papatheodorou (2021)

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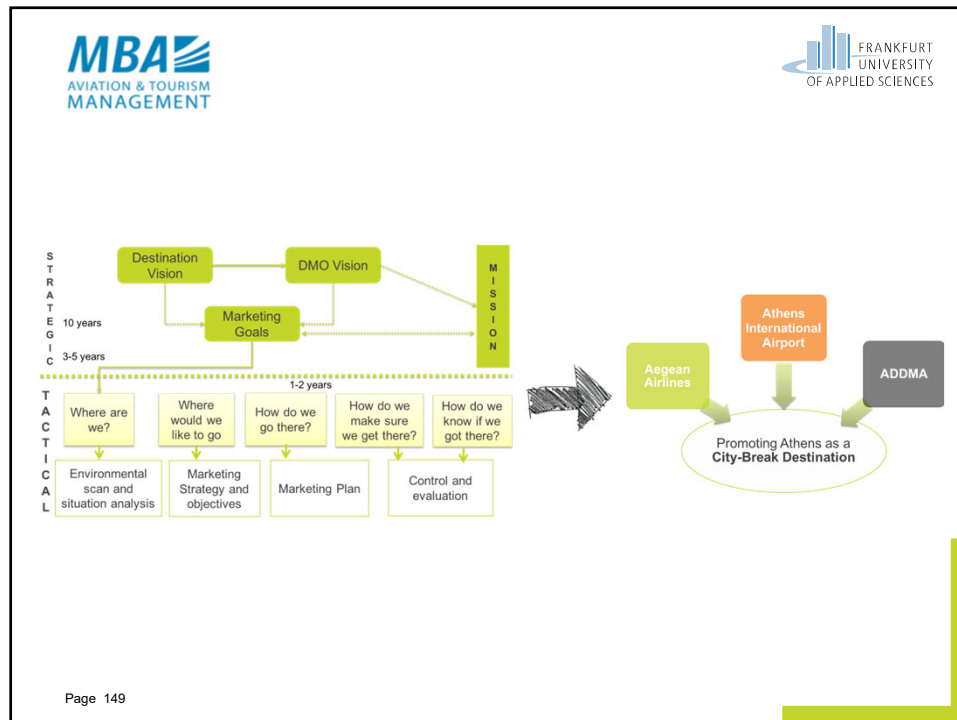
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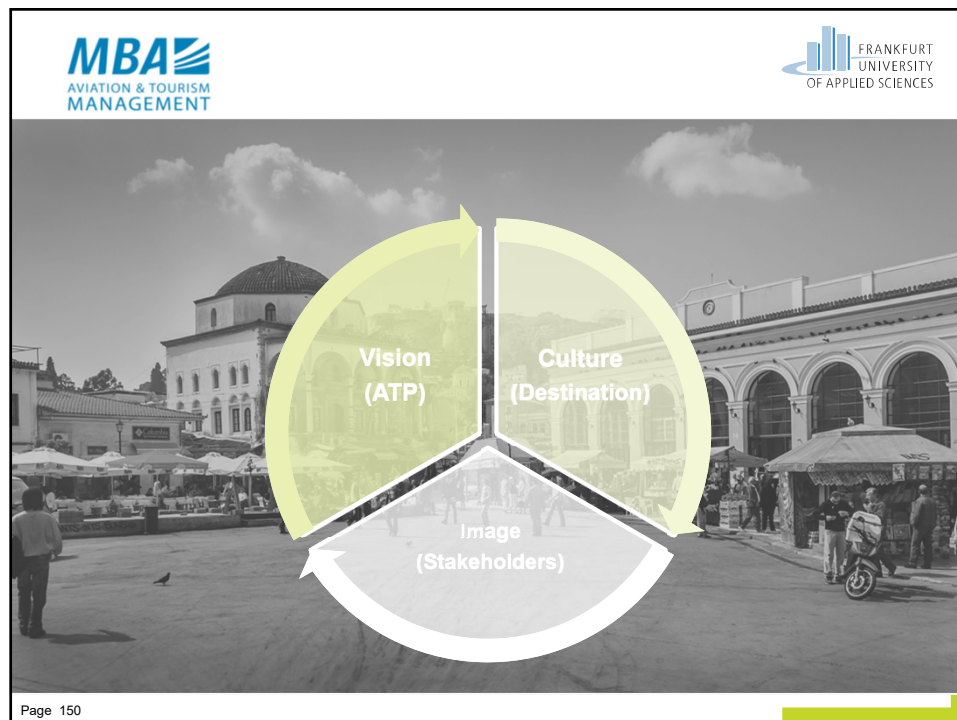
Strategic Destination Management

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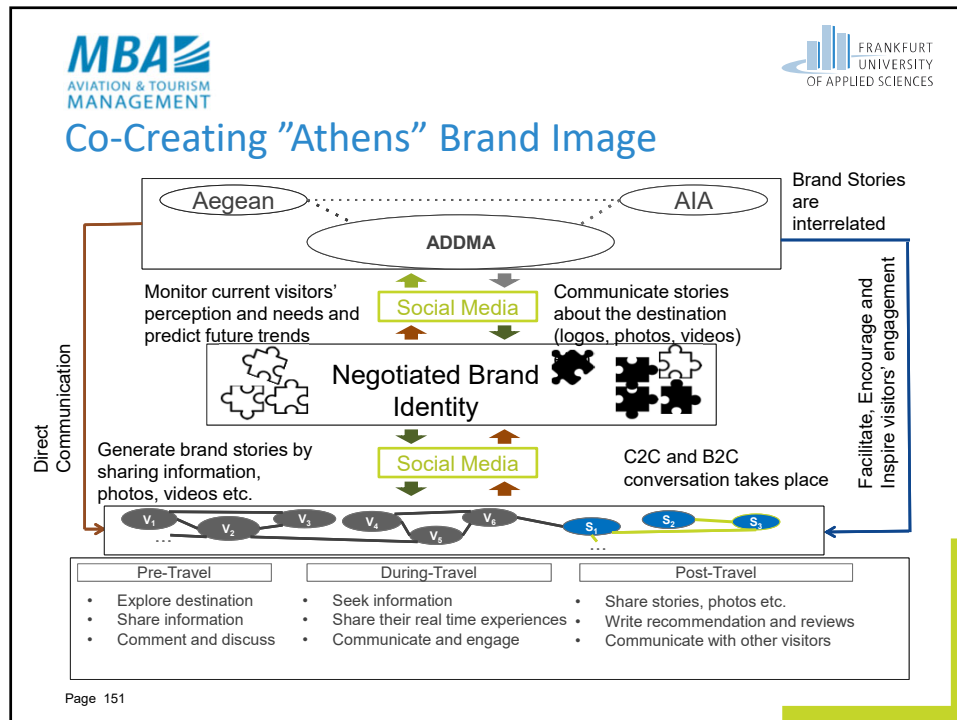
Athens, 21 and 22 June 2022



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Video: Athens is a Stage




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Situation Analysis


- Visitor Market Analysis
- Competitors Analysis
- Destination Image Analysis
- Select Target Markets




Top 10 destination
Marketing Trends

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Video: Spring Break in Athens



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Co-creating “Athens” Brand Meaning



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Questions/Comments?

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Wir danken Ihnen für Ihre Aufmerksamkeit!

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