



# DESTINATION MANAGEMENT HANDBOOK

A Guide to the Planning and Implementation of Destination Management

IN PARTNERSHIP WITH




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DC 20433  
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# Contents

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About this Handbook	vi	5 Achieving quality, sustainability and resilience	37
How to use this handbook	vii	5.1 Performance management	37
1 The value of good destination management	1	5.2 Managing for success	38
1.1 What is destination management?	1	5.3 Sustainability principles and management	38
1.2 Why destination management?	1	5.4 Certification	41
1.3 Destination Management Partnerships and Organizations	4	5.5 Resilience and fragility	42
1.4 Key requirements for destination success in tourism	6	5.6 The key principles of resilience	42
1.5 Measuring the success of destination management	7	5.7 The economic and social value of resilient societies	44
2 Initiating the destination management process	9	5.8 Operational risks in destination management	44
2.1 Establishing a Destination Management Partnership	9	6 Operating in the digital world	45
2.2 The nature and forging of partnership	9	6.1 What digitalization has changed	45
2.3 The partners	11	6.2 Internet connectivity	45
2.4 The main objectives of a destination management partnership	13	6.3 Digital imbalance	45
2.5 The Destination Strategy and Action Plan	14	6.4 Digital marketing and social media	46
2.6 The Action Plan	15	6.5 The steps of a destination's digital development	48
2.7 Aligning local, regional and national strategies and operations	16	6.6 Data capture	48
3 Understanding the market	17	6.7 Digital management systems	49
3.1 The tourism value chain	17	7 Establishment and management of Destination Management Organizations (DMOs)	51
3.2 Research and intelligence	18	7.1 When and why is a DMO needed?	51
3.3 Market analysis for strategy and action planning	22	7.2 What are the responsibilities of a DMO?	51
4 Destination management functions	25	7.3 The administrative and operational structure	52
4.1 Product and experience development	25	7.4 The Directors and Executives of the DMO	53
4.2 Events development	29	7.5 The Business Plan	54
4.3 Destination marketing and sales	31	8 The key lessons of this Handbook	55
4.4 Visitor and destination services	32	8.1 Principle 1: Providing strategic direction and focus	55
4.5 Skills development and training	33	8.2 Principle 2: Acting on the basis of good intelligence	55
4.6 Partner and stakeholder engagement	34	8.3 Principle 3: Seeking value and benefit for all	55
4.7 Building relationships with key tourism service providers and travel media	35	8.4 Principle 4: Raising awareness and developing competence	55
4.8 Advocacy	35	8.5 Principle 5: Aiming for continuous improvement and enrichment	56
4.9 Fundraising and financial management	35	8.6 Principle 6: Ensuring sustainability and resilience	56



## Annex 1

- Destination Management Functions 57

## Annex 2

- Destination Management Functions by Destination Level 66

## Annex 3

- Informal Partnership Memorandum of Understanding 68

## Annex 4

- DMO Articles of Association – Main headings 70

## Annex 5

- The process of establishing new DMOs, including tools and timescales 71

## Annex 6

- DMO governance and funding models 80

## Annex 7

- Composition and roles of the DMO Board of Management 81

## Annex 8

- Potential indicators of destination performance 83

## Annex 9

- Further resources for destination management 84

## Annex 10

- List of case examples 105





# About this Handbook

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As tourism returns to growth after the Covid pandemic, it is important for destinations to be competitive, providing the best possible experiences to the tourist and the best possible returns for the destination itself. Well-managed tourism is increasingly demanded by destination stakeholders, community interests and visitors alike.

The Handbook has been prepared by the World Bank Group, to address the challenges and opportunities that destination managers face at all stages of tourism development. It has been written primarily to guide destinations that do not have broad tourism management experience. It is therefore intended to be practical; covering the theory of destination management, but above all empowering practitioners to select tools and implement approaches that suit their circumstances.

Within most countries, there are destinations of different types and sizes, including regions and cities; urban, rural and coastal areas; plains, mountains, valleys and islands. They can be at different stages of tourism development. Some may already receive significant revenues from tourism, while others only a little. The handbook has been written to cover different levels of maturity, but particularly to guide smaller, emerging destinations with resource constraints.

The material in this handbook has been drawn from existing resources, such as UNWTO's *A Practical Guide to Tourism Destination Management* (2007)<sup>1</sup>, from WBG first-hand experience of establishing destination management practices in emerging destinations (for example, North Macedonia, Zimbabwe), from good international practice and the experience of the principal author, Dr. Roger Carter and other contributors.


The handbook was developed as a global resource, which could be adapted for use at a country level – for example, *'Operationalization of Destination Management Organisations in Romania'* (2020) prepared for the OECD by the principal author of this handbook.<sup>2</sup>

<sup>1</sup> <https://www.e-unwto.org/doi/book/10.1811/9789284412433>.

<sup>2</sup> [www.oecd.org/countries/romania/operationalisation-of-destination-management-organisations-in-romania-9074fc18-en.htm](http://www.oecd.org/countries/romania/operationalisation-of-destination-management-organisations-in-romania-9074fc18-en.htm)







# How to use this Handbook

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The handbook is organised into eight chapters that can be read sequentially or according to the needs of the reader. The chapters take the reader through the fundamentals of establishing a destination management program, the importance of understanding the market, the wide range of destination management functions, the ways to ensure quality, sustainability and resilience and the role and operations of Destination Management Organizations.

The handbook is populated with illustrative case examples to bring the guidelines to life. These have been chosen for their potential relevance to destination managers, particularly in emerging destinations. An overview and listing of them is included in **Annex 10**.

In addition to the main text, there is a set of detailed annexes providing relevant tools, frameworks, terms of reference, further sources of information and other guidance to support destination managers in their work. Specific annexes are referenced at appropriate points in the main text.



# 1 The value of good destination management

*This opening chapter introduces the concept of ‘destination management’ and provides a high-level view of the partnerships or organizations that are responsible for the development of tourism destinations. It answers the following questions:*

- What is destination management?
- Why destination management?
- What should a destination management partnership do?
- What does success look like?

## 1.1 What is destination management?

**Destination management** has been defined as the “coordinated management of all the elements that make up a destination (attractions, amenities, accessibility, human resources, image and price). ... Its role is to lead and coordinate activities under a coherent strategy or plan, serving the interests of all stakeholders”.<sup>3</sup> Effective destination management allows destinations to ensure local benefits and sustainability, whilst maximizing tourism value for its visitors.

## 1.2 Why destination management?

The tourism world is very competitive. Destinations increasingly recognize that good management can open up opportunities, allowing them to attract more visitors or to influence the type of visitor they want to attract. They can encourage the flow of tourism to create wealth and jobs – or regulate tourism, in order to protect traditions, their way of life and their environment. Destinations can also act to ensure that the benefits of tourism are kept within the community and shared among stakeholders and local people.

At its simplest, destination management has two broad purposes:

- To maximize the benefits of tourism to the destination, making tourism ‘work for everyone’;
- To ensure that tourism is genuinely sustainable for the long term.

Circumstances may be very different from one destination to another; and each is likely to have motivations and a specific focus. A few of the more common drivers are:

1. **To improve tourism yield.** In many regions of the world, the tourism economy doesn’t perform as well as it could. To change this, steps can be taken to lengthen visitors’ stay, increase their level of spending and achieve higher use of available capacity – all contributing to an improved return on tourism investment (ROI). Action can also be taken to increase the proportion of income that is kept in the local economy<sup>4</sup> through the development of community-based products, strengthening local supply chains, and promoting small business development, further increasing the benefits of tourism.<sup>5</sup>



### CASE EXAMPLE 1

#### Benefits to local communities in Indonesia

Over the last decade, a priority of the Indonesian Ministry of Tourism and Creative Economy has been to strengthen the capacity and performance of local destinations. With the support of Swisscontact, the Ministry has worked to develop four specific destinations: Flores, Toraja, Tanjung Puting and Wakatobi. Since the start of the program in 2009, these four have seen a 65.3% increase in international arrivals, a 59% increase in tourism spend, an 11% increase in tourist satisfaction and a 23.9% improvement in perceptions of tourism amongst key local stakeholders. The program has created employment and new business opportunities in all four. By the end of 2017, the gross income of all community-based tourism groups in the four destinations had increased around 100% from the selling of homestays, tour packages and local crafts. More details [here](#).

<sup>3</sup> Based on the definition in the UNWTO Publication ‘A Practical Guide to Tourism Destination Management’ (2007).

<sup>4</sup> In tourism, leakages are the way in which revenue generated by tourism is lost to other countries’ economies, which can neutralize the benefits generated by tourism.

<sup>5</sup> For a more comprehensive list of how tourism can benefit its host destinations, please see WBG publication *20 Reasons Tourism Counts for Development*, which can be found at <https://openknowledge.worldbank.org/handle/10986/28388>.



2. **To protect communities and provide viable livelihoods.** In many remote rural, coastal or small urban communities, traditional activities such as farming or fishing no longer guarantee sustainable livelihoods. Tourism, even on a small scale, may provide people with sufficient additional income to maintain their livelihoods and services in their communities. Thus tourism may be an essential lifeline to maintain local businesses and underpin the future of the whole community.



#### **CASE EXAMPLE 2** **Homestays in Flores, Indonesia**

One of the Indonesian destinations mentioned above is the island of Flores, where homestays and community engagement have been at the heart of sustainable tourism growth. Primary aim has been to create new micro-businesses and employment, so as to improve the livelihood of the local population. The program offers training and coaching, in particular to accommodation providers, including homestays, in financial management, local product development and marketing. More details [here](#).

3. **To reduce seasonality.** In many tourism destinations, tourism arrivals are unevenly spread across the months of the year and the days of the week. The result may be overcrowding in some periods, while accommodation lies underused at other times of year. This often creates seasonal employment patterns. In response, destinations may seek to stimulate tourism activities during low periods – for example outdoor sports or cultural events; or else target visitors that have more flexible schedules, such as retired people.



#### **CASE EXAMPLE 3** **Dolomiti Paganella addresses the problem of seasonality**

The Dolomite mountains have long been a major tourism attraction, but parts of the northern Italian mountain range have only benefited in a limited way. The mountains have traditionally been treated by visitors from the plains of the Po Valley as a welcome escape from the summer heat; of little interest in the spring and autumn. In the Paganella district, up until 2015, this translated into a short summer season (July and August), bringing little economic benefit to local residents.

Under the Dolomiti Paganella brand, the destination has worked to develop new products, including hiking and mountain biking, which have effectively extended the season from April to November and led to the creation of new tourism businesses to address this more consistent market.

4. **To spread the benefits of tourism more widely.** Sound destination management can distribute tourism's benefits better by encouraging visitors to travel more widely around the destination, especially to under visited areas. This can also help to limit the pressure of large numbers of visitors on 'honeypot' locations. As an example, a destination might create unique experiences in less visited areas, stimulate experience development for the benefit of disadvantaged groups, or link related destinations through the development of new themed tourist routes, or infrastructure solutions.



#### **CASE EXAMPLE 4** **The Ninki Nanka Foundation, Gambia: spreading the benefits**

The Ninki Nanka Foundation,<sup>6</sup> is an example of responsible community-based tourism development along the river Gambia. Its primary aim is to develop responsible forms of tourism and thereby benefit communities that live along the 'Ninki Nanka Trail' that runs up the river. Specific objectives include offering support to rural areas; and diversifying the Gambia's tourism product (currently mainly coastal) through community-based, natural and cultural heritage experiences. More details [here](#).

<sup>6</sup> Small Gambia charity and UK Community Interest Company (CIS), focusing on tourism development in The Gambia.



5. **To increase awareness and enhance the image of the destination.** Some destinations have difficulty attracting visitors. This may be because they lack spectacular natural or cultural features; or because they are not known for tourism; or because they are difficult to get to. Destination management is about developing outstanding visitor experiences and promoting them creatively to attract positive attention, particularly through travel and social media.



#### **CASE EXAMPLE 5** **Faroe Islands, communicating on its unique remoteness**

The Faroe Islands are remote islands forming a self-governing nation within the Kingdom of Denmark. The islands are remote and hard to get to, but they have recently attracted a lot of interest from travellers, and they now welcome visitors much of the year. The DMO works in partnership with the island's residents and small businesses. In its promotion, it draws on the destination's very remoteness to appeal to visitors in search of escapism, peace, unique natural landscape and more sustainable travel experiences, with the following proposition: *'Faroe Islands – Europe's Best Kept Secret – adrift in the swirling rhythmic North Atlantic Sea, a different world lingers. A place like no other on earth'.*

During the pandemic, the DMO launched a Remote Tourism campaign, developing a tool enabling virtual visitors to 'remotely' visit their remote islands with virtual tours driven by users and staff online in real time to answer questions. More details [here](#).

6. **To ensure long term sustainability.** There are many examples of destinations that have successfully increased the number of visitors but have failed to control the impact of that growth, to the detriment of its environment and its population. Sustainable tourism development ensures that the destination maintains its economic, social and environmental assets responsibly; and will have a positive, even regenerative impact on the destination.<sup>7</sup>



#### **CASE EXAMPLE 6** **Long-term sustainability in Dinardica**

The destination of Dinardica's ambition is, through its environmental actions, to secure a good future for their community and provide younger generations the opportunity to live decent lives. Under the Solar Pecka initiative, for example, a crowdfunding campaign raised funds for the installation of solar panels and collectors on the Pecka Visitor Center (an abandoned school building): a first step in the widespread adoption of renewable energy in tourist facilities and private households in the region. More details [here](#).

7. **To protect cultural or natural assets that are at risk of damage from tourism.** As important anchors of the tourist experience, the maintenance of these assets (for example, important archaeological sites or wildlife sanctuaries) is important for the destination as a whole. Site managers typically rely on tourism revenues for large parts of their funding, and destination managers can help stimulate these revenues and improve the quality of the experience.



#### **CASE EXAMPLE 7** **Dinardica, Bosnia and Herzegovina**

Dinardica is a rural tourism destination launched by a partnership of local organizations and inhabitants. The partnership was originally formed as a protest group, to contest a government plan to build a dam and to flood surrounding areas. They lobbied successfully to have the project modified and, out of that initiative, created a destination partnership that now helps develop local resources for tourism, protect the environment and its cultural assets, and strengthen the brand of this authentic and rural territory. More details [here](#).

<sup>7</sup> These issues are covered in more detail in Section 5 of this Handbook.



There are many ways in which destination management helps to achieve these aims - essentially by addressing coordination and market failures. Coordination is important because there is no single entity that is responsible for the functioning of all of the elements that make up the destination; in larger destinations particularly, these elements are managed by many different public and private stakeholders. Where there is a lack of coordination between these players, it is very difficult to achieve any of the aims of destination management.

Market failure needs to be addressed where the tourism economy is largely driven by competing private sector interests, each operator intent on maximizing revenues. These practices can often come at the expense of the destination as a whole - 'the public good' - growing too fast, threatening communities and the environment, introducing congestion, pollution and behaviors that other stakeholders in the destination resent. Working to inform and motivate private interests towards more collaborative practices of shared value is important in addressing this failure, as well as regulation and other incentives.

Destination management involves intelligent analysis, strategic direction and responsible actions. It is a continuous process, not a one-off achievement, evolving over time as the needs of the destination change.

### **1.3 Destination Management Partnerships and Organizations**

#### **(a) Overview**

This handbook focuses on destination management at a local level: mostly covering destinations that correspond to local authority boundaries, including towns or rural areas. The destinations may also be regions within a country or even nation states.

In some countries, destinations may be managed for tourism directly by the central or regional tourism authority, but the trend is towards decentralization and encouraging greater local involvement. Governments are realizing the complexity of managing tourism at the ground level, the need for the different sectors of stakeholders to work together and the importance of taking into account local needs, opportunities and concerns.

This often leads to the formation of a partnership of key players - including local government - involved in the planning, development, management and marketing of tourism in the destination. A first essential step for such a partnership is to prepare a medium to long term strategy for the development of tourism, together with an action plan setting out the roles and responsibilities of each of the partner organizations. Chapter 2 provides guidance on the establishment of such a partnership and the preparation of its strategy and action plan.

Often there is a need to create a new organization, or to strengthen an existing one, to undertake some functions that the partner organizations are not able to handle effectively. Such an organization is usually known as a Destination Management and/or Marketing Organization (DMO). Reasons to create a DMO are usually based on the requirement for dedicated leadership in more complex destinations, and more efficient delivery of destination management functions from a dedicated 'office', rather than increasing work for the partners.

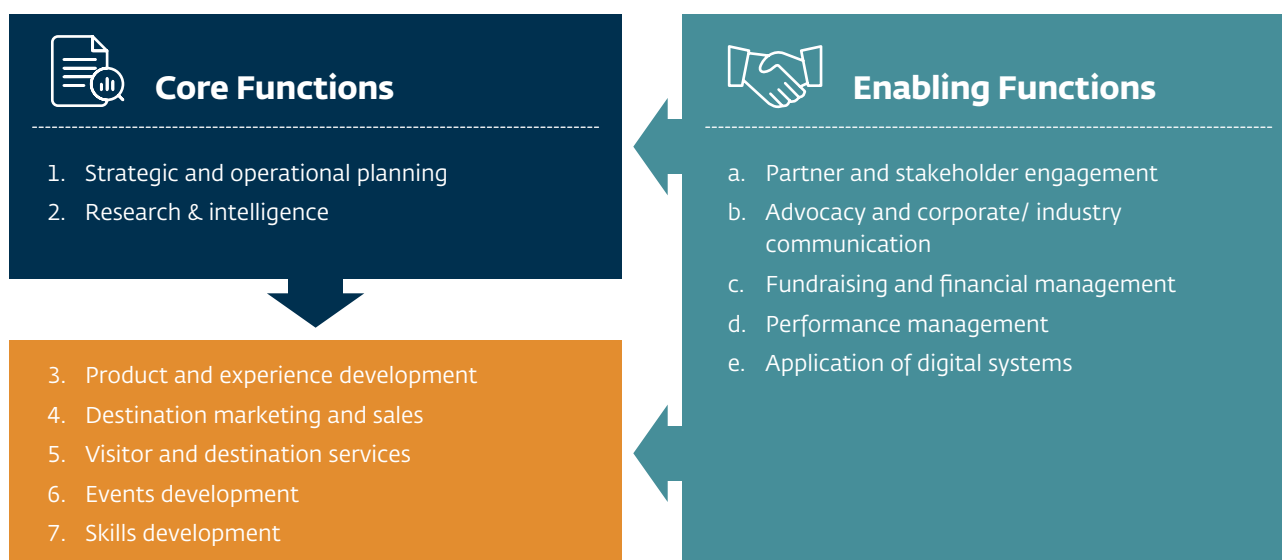
The concept and rationale for a DMO, the process of establishing and operating one and various considerations involved are set out in Chapter 7, with more detail in Annexes 3-7.

#### **(b) Introducing the functions of destination management**

There are many important functions that need to be carried out to achieve successfully the aims and objectives of destination management. These can be broadly divided into core functions that directly shape the way in which tourism is managed and the back-office functions that support effective delivery of the core functions. They are summarized in the following diagram:



Figure 1 –Destination management functions



The first function (Strategic and operational planning) is discussed in Chapter 2; and the second function (Research & intelligence) in Chapter 3. The other functions are covered in Chapter 4, except for 'Performance management' (in Chapter 5) and 'Application of digital systems' in Chapter 6).

#### Further detail relating to the functions is provided in Annexes 1 and 2

Responsibility for delivering the functions will be shared by the main partners and across a wider group of stakeholders. Where there is a DMO (destination management or marketing organization), it may have primary responsibility for some of the functions – typically, core functions 3 and 4 and enabling functions a-d. Depending on its resources and local circumstances, it may be involved in or responsible for other functions as well. The potential role of the DMO is indicated in the second column of the table in **Annex 1**.

This handbook does not include the broader subject of the management of the public realm or placemaking as it is often known. It is fundamentally important to the attractiveness of destinations, but it is a complex subject that extends far beyond tourism into every aspect of urban design and civic activity – "More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution."<sup>8</sup> It is a subject on which reports have been prepared for many towns and cities and texts written – notably 'The Routledge Handbook of Placemaking'.<sup>9</sup> Readers are referred to this publication to learn more about this vitally important subject.

#### (c) Benefits to stakeholders

A successful destination management partnership brings benefits to all of its stakeholders, from the most powerful to the most modest.

<sup>8</sup> <https://www.pps.org/article/what-is-placemaking>.

<sup>9</sup> <https://www.youtube.com/watch?v=eQqMvblDs-w>.

<b>For institutional partners</b> (government agencies, local authorities, chambers of commerce, etc.	It brings these partners together in a common cause, maximizes resource efficiency, and contributes to existing mandates in the form of revenues, jobs, social, cultural and economic development.
<b>For local communities</b>	It gives local people a mechanism for involvement; a voice in tourism development; and opportunity for greater economic and social benefit.
<b>For tourism operators:</b>	It will help to deliver more business through increased attractiveness of the destination and targeted marketing under the destination brand. It will also provide them with data and intelligence about current and potential markets; and, in some cases, training and business support.
<b>For cultural and educational organizations,</b> including museums, universities and practitioners of the arts	It can provide an opportunity to raise the cultural profile of the destination and generate income; and to help fulfil artistic and educational objectives through the destination management program.
<b>For public or private-sector suppliers of services,</b> such as travel and transport, power, water, internet access	It can help them to raise the profile of the services or assets they manage, increase public revenues and contribute to local economic development goals.

In addition, a destination partnership can facilitate the work of local associations, civic organizations or NGOs that are providing support and/or funding to communities and small businesses in the tourism sector: providing a central source of information and perhaps a channel for funding.

## 1.4 Key requirements for destination success in tourism

For a destination to ensure the engagement of partners and be competitive, these will be essential requirements:

- **Be accessible.** It must be possible to reach the destination, whether by air, rail, road or, in some cases, on foot. On arrival, there must be options for accommodation and food, even if the goal is to attract small numbers and to limit the environmental impact.
- **Be distinctive.** A tourism destination must have a recognized identity and known characteristics that make it attractive to the visitors it wants to attract.
- **Offer a quality experience.** In today's world, where consumers can easily leave comments and referrals on social media, a strong product and good services can be quickly rewarded.
- **Be engaging.** Some destinations go still further and are particularly welcoming to their core customers, giving them a sense of belonging, of being friends and guests rather than just visitors. These destinations can generate a loyalty that reduces the need for promotion.
- **Be resilient.** Basing its planning and operations on tested and sustainable principles, with an eye to the long term.





### CASE EXAMPLE 8

#### Planning for success in the Dolomites

Although the Dolomites, a rugged mountain chain of the Italian Alps, attract both domestic and foreign tourists, some parts of the Province of Trentino, on their southern side, have suffered from poor seasonality, low funding and lack of identity, leading to low morale on the part of tourism professionals. In 2015, five small mountain communes – Molveno, Andalo, Fai della Paganella, Cavedago and Spormaggiore – launched the brand of Dolomiti Paganella and initiated projects in all five of the domains above:

- With the Trentino School of Management, they have applied a strategic Visitor Flow Model<sup>10</sup> that identifies how visitors can best access the destination and for what purpose.
- This has led them to focus on four distinctive visitor experiences: biking, hiking, climbing and family experiences.
- Around these four themes, they put together product development and funding partnerships, to strengthen the offer and ensure originality and quality.

In 2019, they launched the 'Future Lab', to plan for long-term sustainability and engagement by local businesses – on the basis of regular workshops. The October 2019 launch meeting of the Future Lab attracted over 700 people, including both professionals and local residents.

Even in four years, from 2015 to 2019, these changes have had a significant impact, extending the tourism season – now from April to November and increasing visitor numbers five-fold, increasing revenues and bringing in new kinds of visitors.

## 1.5 Measuring the success of destination management

Destinations will set their own targets for success depending on the destination drivers that motivated the partnership. Destinations typically have objectives around visitor numbers, length of stay and spending. However, the best managed destinations will increasingly integrate reductions in seasonality, regional spread, quality of employment, sustainability, competitiveness, inclusion and resilience indicators into their evaluation frameworks.

Destination managers need to be able to demonstrate to their budget providers (funders), policy makers, residents, businesses and visitors that the partnership is generating value for each of these constituents. Success must be measured and reported reliably, but it must also be communicated. Many partnerships struggle to communicate their successes effectively which may lead to a loss of faith in their work and reductions of support.

<sup>10</sup> Based on the Saint-Gallen Destination Management model. <https://www.advances-destinationmanagement.com/sgdm>.







## 2 Initiating the destination management process

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*This Chapter covers the initial steps in conceptualizing and setting up a destination management partnership. It provides guidance on deciding who should be involved, what decisions should be taken and how to move the program forward. It will answer the following key questions:*

- Who gets things started? How do they involve and motivate the other partners?
- How is the idea of a destination management partnership launched? Who are the partners?
- What should be the objectives of the partnership?
- What should be included in the initial Strategy and Action Plan?
- Where does the national context come in?

### 2.1 Establishing a Destination Management Partnership

In most cases, the destination management process is initiated by a person or organization that is highly motivated and has the authority or influence to make things happen. In many cases, it is a leader in local, regional or national government. In other cases, it may be a community organization, a business association, an NGO or an entrepreneur.

The initiator brings together the key stakeholders that are sympathetic to the concept and that have the motivation, influence and/or resources to support a destination management initiative. This is a process of engagement, discussion, alignment and enablement. The aim is for initial stakeholders or 'partners' to agree to form a partnership.



#### CASE EXAMPLE 9

##### How the villagers of Poutasi, Samoa, took charge

Following the devastating tsunami of 2009, the community leaders of the small village of Poutasi appointed local businessman Tuatagaloa Joe Anandale as High Chief, also asking him to run the newly formed Poutasi Development Trust (PDT). The Trust took on a coordinating role in developing Poutasi as a recognized visitor destination, recruiting both local and outside partners and looking for funding. This work has been recognized by the Samoan Tourism Authority (STA), by the WRTF (World Rural Tourism Conference) as well as by the local groups and associations that are partners and members of the PDT. More details [here](#).

### 2.2 The nature and forging of partnership

Partnerships are central to successful destination management. They bring together resources, skills and influence from different stakeholders in the destination to enable a strong, coordinated destination management program.

The tourism offer of any destination is made up of diverse elements, including accessibility, tourism products, attractions, human resources, security, cleanliness, image, information, and quality that are the responsibility of different actors and agencies. Many different stakeholders are involved in the planning and management of these elements, and thus partnerships are critical to deliver everything in a coordinated way and to a high standard.

Such partnerships can range in form from relatively informal groups or committees to contractual partnerships. In the early stages, the partnership may be informal – a loose agreement to cooperate. To do this, they will need a set of agreements and processes to oversee these actions, that enable them to work together and involve other partners and stakeholders. As the partnership gains momentum, partners may sign a **memorandum of understanding (MOU)**, publish a joint **statement of intention**, or **form a legal entity such as an association or company**. They will meet, when necessary, share out responsibilities and create working groups for specific tasks, on the basis of a joint operating plan.







The purposes of the partnership are likely to include some or all of those listed in Section 1.2 above and the document is likely to stress the importance of collaboration between the signatory stakeholders. These are likely to include, on the one hand, representatives of local and regional government or of government-appointed agencies; and on the other hand, representatives of local tourism businesses, cultural organizations and other private bodies.

The agreement will typically include details about:

- The purpose and objectives of the partnership;
- The way meetings are set up and managed;
- How information is shared;
- The way decisions are taken.

A generic draft of such an agreement is provided at **Annex 3**.

An announcement may be made to inform the media and other local stakeholders about the intention of the group. At this stage, the partnership is still flexible, open to involving new partners or to adjusting its purpose – to expand or focus its objectives.

In places where decentralized destination management programs are new, this group may need to also seek the right authorizing environment to allow the concept to move forward. In cases where the authorizing environment needs to be enabled, the initiators will typically conduct a brief legal review of the national, regional and local legislation pertaining to the mandate and roles of the key partners – particularly the government partners. In some cases, legislation may then need to be adapted to enable local institutions to form partnerships, new legal entities, share responsibilities, mandates and channel resources. Building the partnership and trust between stakeholders can continue at the same time.



#### **CASE EXAMPLE 10**

##### **Making intentions clear in Sharchi Village**

In the village of Sharchi, India, the community leaders decided to actively step up to protect their destination against mass tourism. The Village Council (Sharchi Panchayat) was determined to plan and regulate tourism in their village and curtail commercialization to preserve the natural landscape and their cultural traditions. Their drive has raised awareness of the need for a better understanding of tourism and its impacts among the region's communities and tourism developers. The goal is to work towards a long-term sustainable tourism plan for the region. Sharchi Village and two local grass root NGOs prepared a memorandum to seek approval from the various government authorities to move to the implementation stage. More details [here](#).

The larger or better-established partners, such as local government bodies or tourism federations, are likely to take on the administrative and secretarial roles. It is likely, but not always the case, that the role of chairing the meetings is taken on by one of these well-established organizations.

## **2.3 The partners**

The partners can be of many different kinds. Most partners will be motivated to support the destination management agenda because it corresponds to their mission and their interests. Many partners will perform their functions as part of their current responsibilities or in support of their own business interests (and therefore without charge). They are likely to include some or all of the following:

	Public sector	Private or voluntary sectors
<b>Government authorities or agencies</b>	Regional or national Ministries (Transport, Infrastructure, Immigration, Health, Tourism etc), tourism offices, development agencies	
<b>Local community representatives</b>	Local authorities, such as municipal councils	Community leaders, including churches, mosques, residents' associations
<b>Business leaders</b>	Economic development agencies	Leaders of the business sector, such as chambers of commerce
<b>Training and teaching organizations</b>	Universities, colleges, schools	Private training institutes and schools
<b>Managers of tourism assets</b>	Heritage sites, museums, national parks, forests, reservoirs etc.	Commercial attractions, sports and leisure facilities
<b>Representative of tourism service providers</b>	Tourism information offices	Federations, associations of hoteliers, travel agents, guides, etc.
<b>Cultural/social agencies and organizations</b>	Culture ministries or agencies	NGOs in the community/cultural/social sphere
<b>Transport providers</b>	Airports, railways	Airlines, private transport providers
<b>Funding bodies</b>	National and international funding organizations	Private funding organizations, investors, banks

Some will be more active than others, depending on the focus of the partnership. Some will become formal partners, signing agreements to cooperate. Others will provide more informal or occasional support.



#### CASE EXAMPLE 11

##### The partners of Victoria Falls, Zimbabwe

Many partners are engaged in the development of a Destination Management Partnership in Victoria Falls. In February 2022, a Destination Steering Committee was formed under the direction of the Ministry of Environment, Climate Change, Tourism and Hospitality Industry (MECTHI) to work with all stakeholders and is supported by an International Finance Corporation (IFC) advisory program. The committee is tasked to pave the way for the Partnership and included both national and local partners consisting of: the local council, the national tourism authority, national tourism business council, national investment promotion and development agency, national airports company, national park authority, and local residents association. More details [here](#).



## 2.4 The main objectives of a destination management partnership

The following are potential objectives for a partnership, in order to achieve the aims of destination management as outlined in Section 1.2 above:

- **To coordinate the actions of the partners:** to align their interests and to establish common goals, for example in discussions with regional or national government.
- **To facilitate the development and management of tourism infrastructure, attractions, assets and experiences:** by providing expertise and training; by helping develop essential infrastructure, such as access routes and signage; by coordinating complex actions such as events and festivals; by encouraging community provision of authentic experiences.
- **To manage the destination sustainably:** to ensure that all stakeholders adopt and apply the principles of responsible tourism; to keep ahead of competitors, and ensure it stays attractive to targeted visitors, businesses, investors, and residents; and to follow through with exceptional quality of products and experiences, ease of access and value for money.
- **To market the destination:** through destination branding, creation of a common website, distribution through multiple channels, CRM, travel trade and travel media support (including fam trips), social media marketing, or many other means.
- **To benefit communities, businesses and other local stakeholders:** economically, socially and culturally, through responsible and equitable development of tourism.

Overall, the role of the destination management partnership is to implement a program of activities under a clear plan whose objective is to serve the interests of all stakeholders and to develop tourism sustainably.

According to their circumstances, the focus and priorities of one destination partnership may be very different from those of another, as the following case examples illustrate.



### CASE EXAMPLE 12

#### Chelenko, designated Touristic Interest Zone by the Chilean government

Chelenko is a nature-based destination in the Chilean Patagonia which was the first in the country to be designated a Touristic Interest Zone (Zona de Interés Turístico – ZOIT),<sup>11</sup> due to rise in visitors number and need to protect the Lake. A collaborative public-private Directorate for the Chelenko ZOIT was adopted as the best stewardship model for the sustainable management of tourism in the destination with the creation of a participatory action plan.

One of the key aspects of the plan is the government commitment to the process at national, regional and local levels and its support in technical knowledge, data, information, logistics and facilitator. More details [here](#).



### CASE EXAMPLE 13

#### Supporting local businesses in Djebel Dahar

Local and regional partners envision a sustainable future for this Tunisian destination and are planning to turn Dahar into a recognised destination. This has resulted in the formation in 2018 of the Fédération Tourisme Authentique Destination Dahar (FTADD), with the aim of providing support to local businesses, while developing essential infrastructure and protecting heritage assets.

Actions have included the provision of training and business support for small operators and the development of walking trails that link up the key sites of the destination. The training programmes and the trails have been catalysts for the creation of a network of micro-businesses, each supporting the others. More details [here](#).

<sup>11</sup> ZOIT is a public-private management governmental instrument for development and promotion of tourism activities in the country – <http://www.subturismo.gob.cl/zoit/que-es-una-zoit/>.



#### CASE EXAMPLE 14

##### Dorset County, world class mountain biking destination

Focusing on the development of the area as a mountain biking destination has boosted the economy of the old mining town of Derby in Dorset County, Tasmania. The destination has concentrated on developing the amenities (investing in developing the trails, signage, bike wash area, toilets etc.) and positioning it as one of the major world class mountain biking destination.

Businesses have flourished to enhance the experience of the visitors and cater for their every needs: mountain bike shop, rentals, shuttle services, mountain bike friendly accommodation, as well as cafes, pubs and restaurants showcasing local produce. More details [here](#).

## 2.5 The Destination Strategy and Action Plan

The partnership will soon agree that they need a strategic plan to deliver on their objectives. The partnership will produce a **destination management strategy and action plan** that sets priorities, identifies the resources needed and where they come from, and creates a roadmap to achieve the objectives. It will answer three basic questions – ‘**Where are we now?**’, ‘**Where do we want to be in [5-10] years’ time?**’ and ‘**How are we going to get there?**’ – through the following process:

### Where are we now?

- Undertake a program of evidence gathering, through research (see following sections) and stakeholder consultation;
- Analyze the current state of tourism in the destination; what are its current strengths and weaknesses? who does it impact and how? who are the tourism stakeholders?;
- Understand the key stakeholders and their interests and the levels of inclusion;
- Also understand the regional, national and international context and its impacts on the destination;<sup>12</sup>
- Identify the market segments (the characteristics of visitors and where they live) that would be most beneficial for the destination and would be likely to find it attractive – see Section 3.3 below.

### Where do we want to be in 5-10 years’ time?

- Create a shared vision with objectives and targets for growth of value to the destination;
- Establish the basis for a clear and appealing identity, that will differentiate the destination in the market;
- Identify the products, experiences and services that will be needed to attract and satisfy the target market segments;
- Establish an agreed set of Strategic Priorities, together with a supporting program of actions;
- Agree a timescale for achieving the Vision and its objectives.

### How are we going to get there?

- Assess the factors that are critical for success and the challenges that have to be overcome;
- Produce an action plan that includes what is to be done, who will do it and when;
- Identify the partnerships required to implement the action plan and identify sources of funding. The partnership may therefore be expanded to bring in new organizations;
- Establish a strategy implementation group and mechanisms for measuring and managing performance.

The process of engaging stakeholders in providing evidence and in shaping the strategy also serves to build trust, establish working relationships and help unlock resources to deliver the strategy.

<sup>12</sup> This can be done using the PESTEL framework, identifying key influences relating to the political, economic, social, technological, environmental and legal context.





### CASE EXAMPLE 15

#### The Mohawk Council of Akwesasne formulates its strategy

The Mohawk Council of Akwesasne is the coordinating body of this sovereign tribal nation located on the border between the USA and Canada. The tourism strategic action plan was developed in 2016 in consultation with key stakeholders. It outlined actions to develop small-scale cultural heritage tourism to support economic development and cultural heritage preservation.

In 2017, the tribe was awarded a grant to establish Akwesasne Cultural Tourism, including the creation of a new DMO, building its brand and website, and developing local capacity and tourism experiences for its first-ever formal tourism effort. Since then, the DMO has launched immersive cultural tours hosted by community experts to learn about First Nations' history, culture, art and local cuisines. More details [here](#).

As the program moves forward, there will be updates to and elaboration of the strategy, going into more detail – for example, regarding:

- Developments in specific areas of the destination;
- Planning for niche activities (spas, golf, skiing, birdwatching etc.) or for thematic routes;
- Strategies specific types of tourism, such as business events, medical tourism or sports tourism;
- Addressing particular destination issues as they arise (inefficiencies, conflicts).

## 2.6 The Action Plan

The Action Plan will flow from the strategy and will be developed in partnership with those stakeholders that will be most involved in its implementation. It should identify the actions to be undertaken by each of the stakeholders and the performance measures to be used for each area of activity. The plan should address the following topics:

- Identifying the actions required to deliver the strategic priorities (identified in the strategy), including tourism priorities as well as those related to inclusion and community benefit; including timelines and milestones;
- Identifying roles and responsibilities for implementation by the destination management partners;
- Estimating budget (in cash or in-kind) and securing support and resources from third parties;
- Coordinating the marketing activity of its stakeholders to maximize impact and high yield business for tourism suppliers;
- Propose areas and concepts for strategic development, including more detailed plans for tourism development areas or zones, where required;
- Indicators and targets to measure success and manage overall destination performance.

While the destination strategy can be for a longer time period (five-ten years), it is good practice to keep action plans limited to two or three years. This allows for flexibility and a shift in actions to course-correct after a few years.

The action plan should have clearly defined actions that can be easily measured and are realistic in scope. They should indicate budget, specify the timeframe needed to complete the action, and show who is responsible for each action, including an agreed lead role.

The actions can be grouped according to the destination management functions as identified in Section 1. Thus there will be integral plans for research (including performance measurement), marketing, visitor services, development of products and experiences and infrastructure.

Often, a destination strategy and action plan are known simply as a 'Destination Management Plan'. More detailed guidance on the principles and process of destination management planning is available from New Zealand<sup>13</sup> and England<sup>14</sup>.

<sup>13</sup> New Zealand Ministry of Business, Innovation & Employment, 'Developing a Destination Management Plan', at <https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/destination-management-guidelines/developing-a-destination-management-plan>.

<sup>14</sup> Visit England, 'Principles for developing Destination Management Plans' at <https://www.visitbritain.org/developing-your-destination-management-plan>.

## 2.7 Aligning local, regional and national strategies and operations

Effective destination management is dependent on alignment of national, regional and local tourism strategies and policies. All sorts of policies affect the tourism industry, directly or indirectly, including, for example: official policies for tourism development, legislation, regulations, taxation, education and workforce development, business formation, visa policy, planning control development zoning and transportation.

Thus a key challenge for local destination management partnerships is to ensure that their strategies, action plans and operations are fully aligned with those of regional and/or national government and its agencies. Ideally, this alignment should be a two-way process. This is discussed in more detail in **Annex 2**.



### CASE EXAMPLE 16

#### Turning a wasteland into a tourism destination

The town of Lens was once at the heart of a booming mining and industrial area in north-eastern France. Since the 1980s, it has suffered huge decline, with decaying housing and high unemployment. As part of a national decentralization programme, the French government decided to open a satellite of the world-famous Louvre Museum on the outskirts of Lens – considered at the time to be a cultural wasteland. A DMO was set up, backed by the Regional Council (Pas-de-Calais Region), with the objective of creating an international tourist destination and federate tourism stakeholders around the brand/positioning of 'Around Louvre-Lens'.

The area is promoted as a cultural destination, using the strong appeal of the Museum, while promoting the area's mining heritage to make the destination more visible and recognisable in the international market. This repositioning required a huge financial investment, made possible by a government contract – a 'contrat de destination' – with the Government acting as financier, guarantor and key partner. In France, ambitious tourism development strategies tend to be centralized, with the national and regional governments working in collaboration under a 'contrat de destination' that formalizes the strategy and provides a framework for all involved. More details [here](#).

Links between destination organizations are not only vertical. They can also be horizontal i.e. with other destinations that are neighbors and/or have complementary product offerings and/or are linked by transportation. There is a strong case for such destinations to work together to:

- Create packages of attractions and experiences that are of sufficient scale and quality to have a real impact on target markets. Such packages may be tours or routes based on particular themes—e.g. vineyards/wineries, castles, cathedrals, film/TV locations, walking or cycling trails, etc.;
- Promote broader geographical regions that have similar target markets under a regional brand or through cooperative marketing;
- Ensure that longer term plans for tourism development in adjacent destinations are complementary and mutually supportive and productive.

Groupings or associations of destinations are mostly national, but they may also operate at an international level, such as in the example of Alpine Pearls below. In Europe, there are many cross-border associations of this kind.



### CASE EXAMPLE 17

#### Alpine Pearls, destinations forging links to exchange expertise

Alpine Pearls is a transnational umbrella network of 19 unique villages in the Alps, facilitating co-operation to develop and promote innovative green mobility experiences. With a common concern for the environment and a method to protect it, the network packages gentle eco-holidays, accessible by public transport, guaranteeing car-free mobility with environmentally friendly recreational / mobility options in villages that preserve their regional, culinary and cultural heritage. More details [here](#).

# 3 Understanding the market

*A critical success factor for any tourism destination or business is to understand existing and potential markets (to identify best prospect segments, their motivations and their requirements) and the various methods of attracting them cost-effectively. This chapter provides a short overview of the tourism value chain, followed by a review of ways to undertake research and gather intelligence, even with a limited budget. It then explains the process of market analysis that enables a destination to position itself for strong and healthy development. It answers the following questions:*

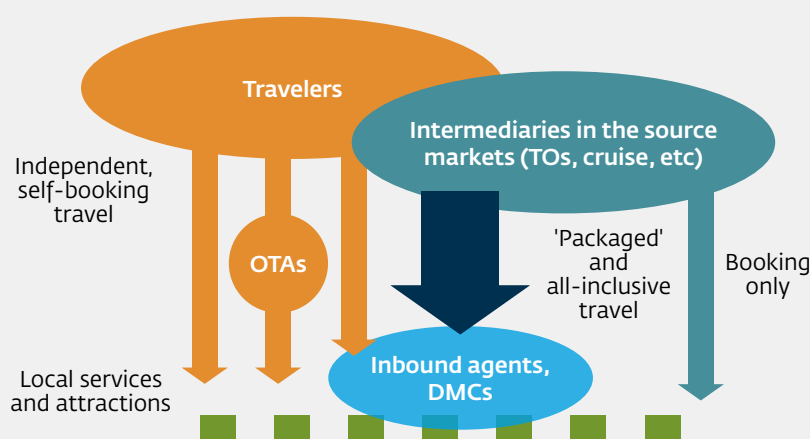
- Who are the different parties or mechanisms that are involved in the promotion and sales of a destination and how do they operate?
- What is the importance of quality research and intelligence, what should it cover, and how can it be undertaken with a limited budget?
- What are the principles of market analysis; and how can a local destination partnership do this most effectively?

## 3.1 The tourism value chain

The first requirement of a destination manager is to understand the value chain from the perspective of the visitor. Managers need to know who future visitors could be, where they are likely to come from, how they will learn about the destination; who they will be influenced by; how they will choose to book and to travel; and who they will interact and transact with once they arrive.

For a local destination, the traditional tourism value chain will look something like this:

Figure 2 – Traditional tourism value chain



Source: TEAM Tourism Consulting.

Some destinations will be highly dependent on international operators, i.e. tour operators, cruise companies, airlines, hotel and resort chains. These operators will generally have local partners, the 'ground handlers' /Destination Marketing Companies (DMCs) that arrange accommodation, transport and activities and provide guides, couriers and representatives to welcome the visitors on arrival and accompany them as they travel around the destination. For many tourists, they are a key benefit of buying a traditional type of tour product, particularly in destinations which they do not know well or where they do not speak the local language(s).





#### CASE EXAMPLE 18

##### Local engagement in wildlife tourism, Rwanda

Rwanda's tourism industry adopted a low-volume, high yield approach to tourism in natural areas, focusing in particular on gorilla tourism and attracting high-end visitors and environmentally responsible tour operators. Wildlife tourism is largely managed by local organizations, providing employment and economic stability. Visits to wildlife reserves are arranged by local tour operators and accompanied by qualified guides. For the Rwanda Development Board, wildlife tourism relating to gorilla conservation is a pillar of the country's eco-tourism strategy. More details [here](#).

In many mature destinations with good public transport, digital economy and levels of security, travelers choose to be independent. Such travelers can make 'direct' contact<sup>15</sup> with attractions, accommodation providers and local services, to arrange their stay. Volumes of Fully Independent travelers (FITs) continue to grow as it becomes ever easier to get information and to book online.



#### CASE EXAMPLE 19

##### Mountain bikers booking active holidays in Dorset County, Tasmania

Derby is an old tin-mining town in north-east Tasmania. Its declining economy has been revived by the development of a network of world-class mountain bike trails, planned by the local Councils, with the support of the Blue Tier Forest Reserve. The partners have not had to invest large sums in marketing: as the reputation of the trails grows, bikers come from all over the world, booking directly with the local accommodation providers and trail guides: some catering to high-performance adventurers; others to older couples and families. More details [here](#).

An important influence on consumer behavior, and therefore on choice of product or channel of purchase, is the travel media. In earlier days, this mainly meant television, newspapers, magazines and supplements; today it includes digital channels and social media influencers.

Traditionally, destinations have invested time and money in establishing and maintaining relations with the players in the various routes to market: attending trade shows, organizing events and fam trips, meeting the media, etc. Because of digitalization, traditional value chains involving tour operators are reduced in scale today; but they remain important, especially for destinations in their early stages of marketing. Tour operators can still have privileged relations with businesses and consumers and can guarantee regular flows of visitors to the destination.

### 3.2 Research and intelligence

Research and market intelligence are key to understanding the tourism market and the destination's position and competitive advantages within it. It is also an ongoing requirement and function of any destination management partnership.

Planning for destination management should be based on evidence, rather than assumptions. The types of evidence that may be gathered include:

- Performance data.

To understand the destination's performance in terms of volume and value of tourism, and the performance of tourism businesses, destinations can conduct local business surveys, gather national data and apply it with discretion to the area of the destination, undergo local economic impact analyses and collect annual information on visitor volumes at key sites. A selection of specific indicators is shown in **Annex 8**. Examples of destination performance dashboards are shown in **Annex 5** – Appendix 4.

<sup>15</sup> 'Direct' is in inverted commas as these contacts are mostly made through the online travel agents (OTAs), using booking tools such as Booking.com, Expedia or Airbnb. These OTAs (Online Travel Agents) have substantially replaced traditional agents in many markets. Technically, therefore, the consumer is still going through an intermediary. However, they will certainly consider themselves to independent travelers, taking their own decisions; so that is how it has been presented them in the diagram above.

- Visitor profile and experience data.

Information about visitors' profile (demographics, city/city of origin, age, travel style), activities, motivations, decision making, satisfaction and other visitor information can be collected through in-market visitor surveys, analysis of destination coverage on social media platforms and travel sites, customer information gathered by local businesses, and analysis of in-market research undertaken for the national tourism authority. Visitor experience can also be captured by analysis of traveler reviews, comments, and ratings on tourism websites like TripAdvisor and Booking.com.

The example below illustrates both the understanding of the destination's performance and of the existing and potential visitors:



#### **CASE EXAMPLE 20**

##### **Making visitor research accessible to all in Samoa**

The Samoa Tourism Authority (STA) carries out research to help its partners improve decision making and refine their marketing strategies and activities. Working with the Samoa Bureau of Statistics, they compile visitor statistics which are disseminated to the relevant parties, including local destinations such as Poutasi. The research results include a breakdown of where the visitors come from, by nationality; their profile, gender, lifestyle and motivation; and details of how they plan and undertake their trips.

- Understanding the tourism business landscape.

Information on business performance and needs may be gathered through tourism operator surveys, employee surveys or online forums for tourism business discussions.



#### **CASE EXAMPLE 21**

##### **We Are Victoria Falls (WAVF)'s annual business survey**

WAVF carries out, on behalf of the Ministry and the Zimbabwe Tourism Authority, an annual survey conducted with a representative sample of tourism businesses in Victoria Falls. It collects market-level data on occupancies, tourist profiles, product performance, marketing yield and revenue. Since the pandemic, the survey results have formed the basis of recovery and resilience tracking reports. More details [here](#).

- Investment data.

Data to support tourism-related or complementary investment into the destination includes market data on existing industries (performance data), market size and purchasing power, demographics and other data related to supply, demand, pricing and operational costs associated with different industries. In addition, the systematic collection and publication of economic data is key to getting buy-in politically and to the sustainability of investment. This requires collective and collaborative activity with the local authorities, the investment promotion agency and trade associations.

- Community engagement, attitudes and wishes.

Surveys, consultations and meetings with key stakeholder constituents such as local community groups, residents, NGOs and other civil society organizations concerned with quality-of-life issues and the economic, social, cultural and environmental impact of tourism.



- External trend data.

Regularly reviewing national, local and travel media, online and off-line, to understand general economic, social, environmental and technological trends, opportunities and threats, as well as trends and forecasts relating more specifically to tourism markets and product development. The World Tourism Organization (UNWTO) and other international tourism organizations (e.g. Destinations International, Pacific Asia Travel Association, World Travel and Tourism Council) provide consistent and reliable sources of intelligence, allowing destination managers to access tourism statistics and related economic and social data for destinations across the globe. These should be supplemented with trade articles, analyses and publications on trends. Other sources include National Tourism Authorities, National Statistical Offices, Central Bank and Immigration Authorities.<sup>16</sup>

- Competitiveness data.

Understanding a destination's competitive set is a critical aspect of destination positioning, marketing and product development. The competitive set will also vary by target market; for example, a domestic or regional tourist might be considering a different set of destinations than an international traveler. Undertaking regular web and market research to learn how other destinations are developing and marketing their tourism products and experiences will emphasize key differentiators in messaging and possibly identify opportunities for collaboration.



#### CASE EXAMPLE 22

##### Monitoring the competitiveness position of destination Bonaire

With strong competition in the Caribbean, Tourism Corporation Bonaire conducted, as part of their [2017-2027 Strategic Tourism Plan](#), research to benchmark Bonaire with other Caribbean destinations. A survey was carried out among tourists who had visited the Caribbean before and Google Analytics tools used to determine (for example using the term 'Diving + Country'), the frequency for which Bonaire is searched by potential travelers compared to other destinations.

The DMO also partners with ForwardKeys to measure their performance based on real-time data (demographic profiles, segmentation, seasonality etc.). It helps them monitor their performance among their markets and travel targeted audiences, but also how it compares against its competitors. This insight helps them to anticipate market change. More details [here](#).

Good intelligence ensures that operational plans are based on solid evidence. It also provides useful information to tourism businesses within the destination. Both will benefit from:

- A better evaluation of the destination's tourism: how well it is performing and where there are opportunities for improvement;
- A richer understanding of the source markets: where the visitors come from, what they are expecting and how they can be best attracted and engaged;
- Greater awareness of tourism trends, of gaps in the market and opportunities to be exploited;
- Awareness of how tourism practices and techniques are evolving, with new tools and processes; and how the destination can best adapt and take advantage of them.

A concern of many destination management partnerships is their limited resources and budgets. The following are examples of research tasks that can be undertaken at relatively low cost, using online surveys, web analytics or interviewing by students or volunteers.

<sup>16</sup> Destinations International (2015) DNext Practice Handbook. Retrieved from [https://destinationsinternational.org/sites/default/files/DestinationNEXT\\_2021FuturesStudy\\_FINAL.pdf](https://destinationsinternational.org/sites/default/files/DestinationNEXT_2021FuturesStudy_FINAL.pdf).

<b>Surveying visitor behavior</b>	Keeping track of what is happening with visitors, in particular how many there are, what they do and where they go. Useful information on this can be gathered by students and volunteers.
<b>Keeping and consulting statistics</b>	Hotels keep records of who stays with them and when. Airports have data on arrivals and departures. Ferries know how many passengers they carry on each trip. All this data can be collected and customized for the local destination.
<b>Surveys of expectation and satisfaction</b>	Visitors can explain why they came, what they were looking for and whether their expectations were met. These can be good student projects, with interviews of visitors and online surveys.
<b>Surveys of tourism operations</b>	There should be regular discussions with managers and staff of businesses and attractions in the front lines: museums, national parks, guides, bed & breakfasts and so on.
<b>Tracking of media usage</b>	Using analytics can reveal how visitors perceive or interact with the destination even before they book their tickets.

**Professional advice should be obtained at the outset on how to collect and analyze such data and ensure that the research is undertaken on a regular basis.**

A destination will always benefit from more research and more information. As more information is collected, it will become important to gather and store information in **standard formats**, so that it can be easily shared. The destination managers should discuss with the partners and stakeholders, to agree these standards. If the tools and formats are standardized, it becomes possible to compare data from different sources, analyze it and draw conclusions. A useful notion for destination managers is the digital 'dashboard', where people can quickly see the main trends and search for relevant data.



#### **CASE EXAMPLE 23** **The Vienna Tourist Board, extensive data collection**

The Vienna Tourist Board (Austria) collects extensive information on tourism volumes and trends from data provided by Vienna City Council from local accommodation tax income and other sources. The DMO also carries out regular visitor surveys and data collection of its own to follow activity in the tourism market, to identify trends in its various target markets, to evaluate the impact of its advertising and promotional activities, and to analyse the profile and characteristics of its visitors. It also tracks how the city fares in comparison with others, by monitoring benchmarking data from sources such as the European Cities Marketing Benchmarking Report, TourMIS database and various existing indices on quality of life, the visitor economy and meetings industry sources.

All of this information is stored in standardised formats, so that it can be easily consulted and shared. The managers of the data have access to a dashboard that allows them to compare results and track trends. Users can access the data through a user-friendly interface. More details [here](#).

As the destination management partnership matures, destination managers will want to obtain more sophisticated information for strategic and operational planning: for example, on trends, businesses and consumers in other regions and countries; and to obtain it dynamically – i.e. to get an immediate reading of a changing situation. This will likely require partnerships with regional and national tourism office, as will be explained in later chapters of this Handbook.



### 3.3 Market analysis for strategy and action planning

An essential requirement for the preparation of a destination strategy is a thorough understanding of the market, to identify the clientele that will bring it the greatest benefit.

The process is as follows:

<b>Intelligence</b>	Gathering knowledge of tourism markets relevant to the destination.
<b>Segmentation</b>	Grouping consumers into segments according to their characteristics and motivations
<b>Priority analysis</b>	Selecting target segments based on a variety of criteria

The first step is the acquisition of **intelligence**, increasing understanding of the mechanisms of the value chain, as described above; and providing knowledge of where visitors are coming from, through which channels, and where they might come from in the future – see previous section (3.1).

The next step is **market segmentation**, which can be based on various factors – e.g. socio-demographic profiles, psychographic factors, media usage, motivations, etc. For each segment, it is important to understand their tourism-related preferences and the factors that influence their choice of destinations. This might reveal, for example, that people looking for outdoor adventure tend to be younger (around 16-40 years old), travel as couples or with friends; or with older children; and prefer accommodation in natural surroundings, rather than urban hotels. Or that people looking for beach-side relaxation, are more likely to have younger children; more likely to appreciate the comfort and services of 4 or 5-star hotels, within easy reach of urban centers.

Finally, there is a process of analysis to select a small number of **priority target markets** (most successful destinations select between 5 and 10 markets) that are most likely to be attracted to the destination, will bring the greatest benefit (including regional and seasonal spread), and have the greatest realistic potential for growth. Criteria can include, for example, consumer perceptions about the destination, proximity and connectivity, market growth potential, spending power, and product preference match.



#### CASE EXAMPLE 24

##### Dolomiti Paganella, visitor flow model helping address lack of specialization for the destination

Before 2015, Dolomiti Paganella Tourism Board suffered from a lack of long-term vision and low funding for tourism, and no clarity on the DMO's role. The DMO used to manage a lot of different, ad-hoc projects, lacking in specialization, coordination, and leadership. To remedy this, the new CEO of the DMO, together with the nearby Trentino School of Management used a St Gallen Strategic Visitor Flow model to work out visitor flows – in particular those of the key market segments concerned – and then determined to focus on the four products (biking, hiking, climbing and family experiences) that provided attractive solutions for these markets.

The emphasis is now on the promotion of the destination as a whole through specific, targeted products. Such specialization allowed the DMO to prioritize its activities and focus on a long-term vision. The change has raised destination visibility, extended the tourism season from April to November and broadened the visitor market. More details [here](#).

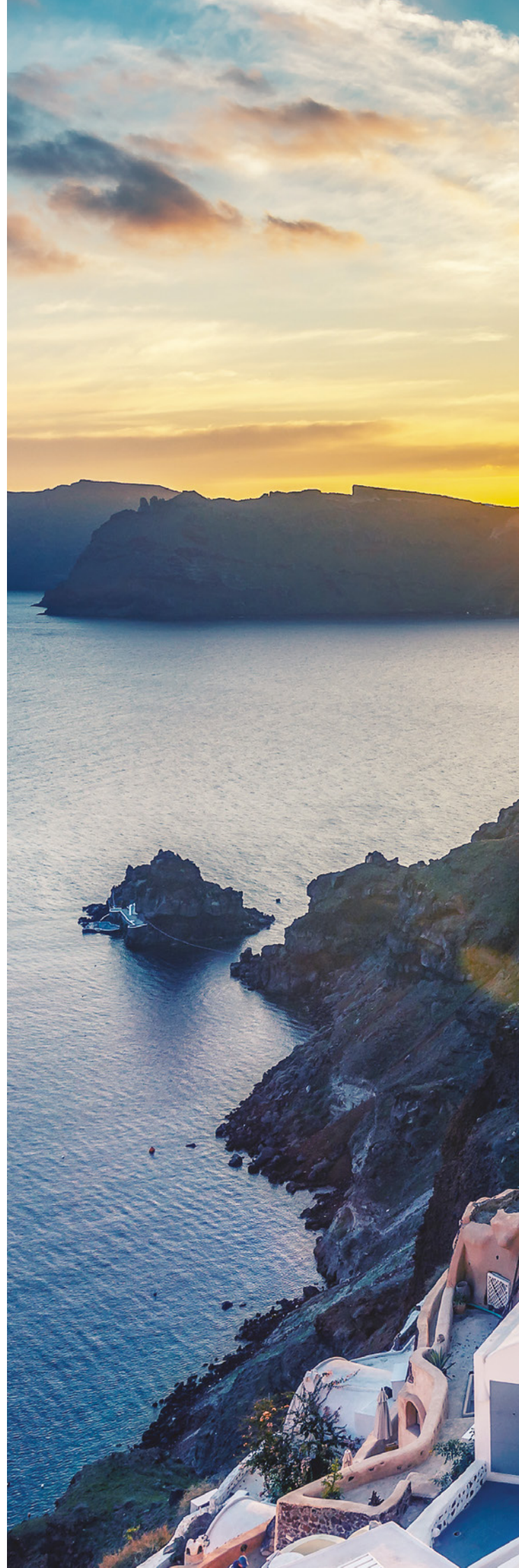


#### CASE EXAMPLE 25

##### Visit Bruges, tourism to contribute to a balanced city

One of Visit Bruges' strategic goal is for tourism to contribute to a 'balanced' city, i.e. where both economic and social impacts are taken into consideration. The DMO has therefore been working to identify market segments and target groups that also add social value and benefits for the environment. For example, following data analysis, the DMO has made the strategic choice to curb the growth of day excursions, while encouraging multi-day, residential tourism. Additionally, they target selected groups in the MICE and leisure segments that are of strategic importance for the city. Those are not country-specific but have the same profile – i.e. segments such as culture seekers; or companies whose activities are in line with those of the key economic sectors of the city and region. More details [here](#).

Based on this analysis, the strategy can be designed to attract the highest priority segments, through provision of appropriate products, experiences and services, together with the development of suitable infrastructure and suitably targeted marketing. This may include joint marketing with tour operators specializing in target segments and air or sea carriers providing access from the main source markets.

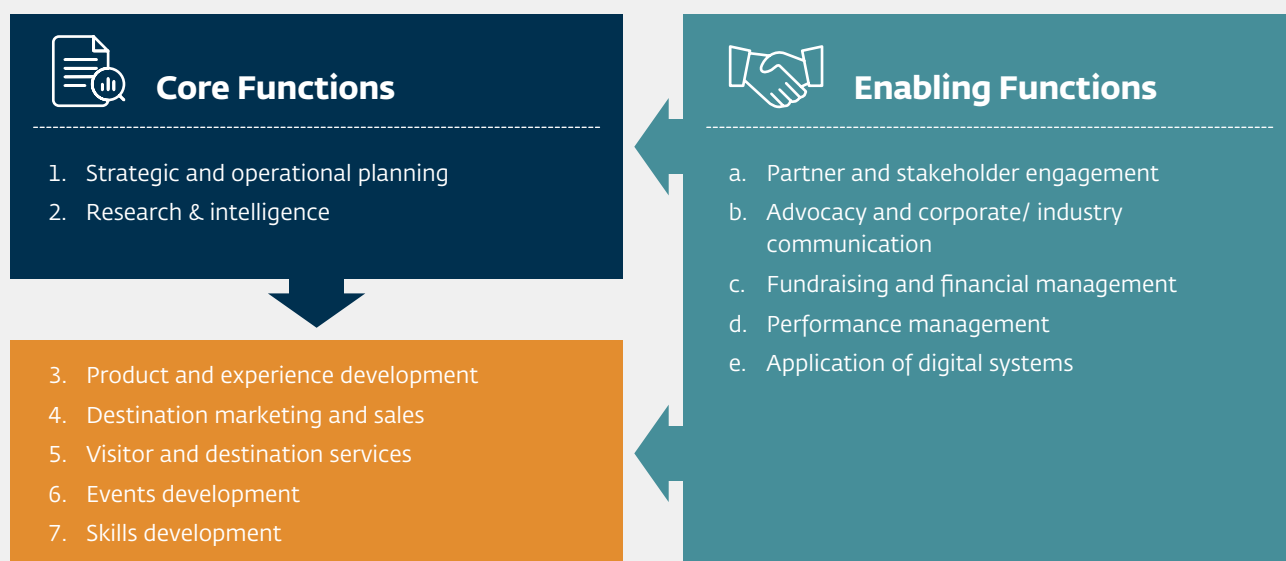






# 4 Destination management functions

The following diagram of destination management functions, presented previously in Section 1.3, is repeated here as an aide to navigation through the Handbook. The first two functions have been discussed already, in Chapters 2 and 3 respectively. The other functions are covered in this chapter, except for the final two functions 'd. Performance management' and 'e. Application of digital systems', which are covered in Chapters 5 and 6 respectively.



*This Chapter focuses on the most important functions for the effective running of the destination management partnership. It will answer the following key questions:*

- How can a partnership ensure that its destination has the distinctive products, experiences and events to attract target market segments?
- What are the best ways to market and promote the destination?
- What are the essential visitor services for a destination to be 'visitor ready'?
- How should the partnership identify and address the training and skills development required to ensure that the destination performs well and achieves high levels of visitor satisfaction?
- How should the partnership seek to engage partners and stakeholders; raise community awareness; and act as advocates for the tourism sector?
- How should the partnership generate the funds to fulfil its objectives?

## 4.1 Product and experience development

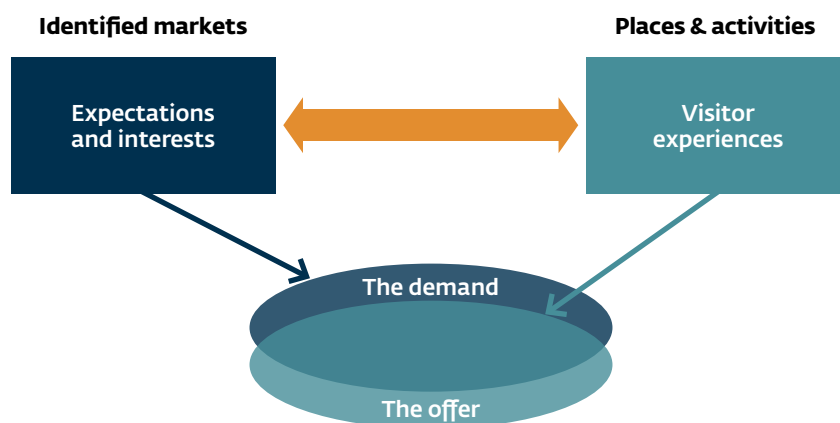
Destination managers should focus on encouraging and facilitating development of the offer to attract and satisfy the target market segments that were identified through market analysis – see Figure 3 below. The first step is to undertake an inventory of what exists in the territory, mapping the **experiences** that can already be provided or most easily be developed for the target markets. These may be of a cultural nature such as visiting historical sites, tasting local cuisine or enjoying traditional music; or they may be nature-based or focused on adventure or other recreational activity; or they may relate to multiple other consumer special interests or passions.







Figure 3 – Product and experiences development for target market segments



Source: TEAM Tourism Consulting.



#### CASE EXAMPLE 26

##### Collaborative development of new tourism products by four DMOs in Indonesia

The previous chapter refers to the development of destination management partnerships in Indonesia (supported by the WISATA program), where the target market identified has a strong interest in the natural environment and the socio-cultural life of local communities. To respond to the needs of this market, a tourism 'cycling product' has been developed jointly by the four DMOs, with investment in the creation of a set of cycling trails, tailored to different interests ('Adventure', 'People and Culture', etc.). The trails allow visitors to discover the traditional way of life in remote villages, in a non-invasive way; and learn about local culture and traditions.

On the basis of investments made through the WISATA programme, local communities are encouraged to develop their own products and experiences, including festivals, performances, homestays and other community-based activities. They are supported by a 'Community Coaching Program' (CoCo),<sup>17</sup> through which they can acquire the necessary planning expertise. More details [here](#).

Today's travelers are often looking for high engagement, 'immersive' activities, such as taking cooking classes, learning to dance, making or building things. The challenge is to develop outstanding '**visitor experiences**' that will be truly memorable, stimulate repeat visits and recommendations and differentiate the destination from its competitors. In many cases, these offer opportunities for visitors to engage in authentic local activities relating to the economy and social life of communities, involving a high level of engagement with local communities and entrepreneurs.

Memorable experiences are generally of a dynamic nature. Traditionally, the emphasis has been on 'static' attractions (heritage sites, monuments, museums, landscapes), whilst experiential tourism is more about high-engagement activities, such as visiting vineyards; musical evenings in pubs or cafes; trekking; engaging with wildlife, events (sporting, cultural or other), festivals and celebrations.

<sup>17</sup> The WISATA Program developed the Community Coaching (CoCo) program, a structured training and coaching program based on experiences in the destinations and aimed to strengthen selected community organizations or community-based tourism groups. through 4 practical themes: Organisational development; Financial literacy; Homestay management; and Local product development.





#### **CASE EXAMPLE 27**

##### **Developing experiences to engage visitors**

The Rwanda Development Board promotes, via its [visitrwanda.com](http://visitrwanda.com) website, experiences to discover the country focusing particularly on three interests: responsible tourism, culture & heritage; and sports & adventure. Experiences have been developed to encourage visitors to explore the many facets of the country, including its traditional music and dance, its iconic species, its teas, and its beautiful landscapes.

The Gorilla tracking experience is one example of experiences that have been developed for those keen to learn more about the primates. The VisitRwanda website provides information on permits needed, what type of clothes to wear and options for booking. Bookings can be made either through a private tour operator company or through the Irembo platform, the governmental platform from which online permits / bookings can be made for this gorilla experience as well as other type of experiences (golden monkeys tracking, walk in nature, caving, etc.). More details [here](#).

Developing quality experiences that match visitor expectations is a long-term objective, often taking many years and requiring the involvement of all partners in the destination – including inbound tour operators or DMCs, guides, managers of cultural or natural sites, accommodation providers, organizers of sporting activities and events, and many more, working together as part of the partnership.



#### **CASE EXAMPLE 28**

##### **Integrated tourism development in Dorset Council, Tasmania**

The Town of Derby (Northern Tasmania) transformed from an old tin-mining town to a key mountain biking destination in just five years. Dorset Council was approached by keen riders convinced that if the town were to build mountain biking trails, bikers would come. The Council was convinced and decided to invest in making this happens.

With the help of a Federal Government grant and a partnership with Forestry Tasmania, the land manager, the town was able to commission one of the world's top trail designers and develop a premium quality product. Private investors have helped develop the destination (with accommodation and services), to cater to the needs of high spending mountain bikers. The town of Derby's economy is now booming, and the town transformed into a world-class biking destination with thriving tourism businesses. More details [here](#).

The role of the destination partnership is typically to present the data on market demand and opportunity and highlight product or experience gaps that could be filled. This should be done at regular intervals as market dynamics shift and the destination managers strive to improve the distinctive and competitive offer of the destination as a whole. The private sector partners in the destination will be largely responsible for designing, investing and operating the new experiences, often in partnership with local communities and public agencies who manage destination assets (for example, national parks).

At the local level, the process of identifying and developing quality experiences will often start through carefully designed and moderated workshops, with substantial follow-up support (for example, training, study tours, access to finance schemes), to translate ideas into practical, sustainable operations.



#### **CASE EXAMPLE 29**

##### **Dolomiti Paganella: how decisions are taken in local stakeholder workshops**

Future Lab operates in the Italian Alpine destination of Dolomiti Paganella. The purpose of the Future Lab is to develop a tourism offer for the destination that is truly sustainable while taking into account the goals and ambitions of the tourism professionals of the Trentino. Workshops have been organized with guides, restaurant owners, managers of ski and cycle rental businesses and accommodation providers, to develop a set of products and experiences that fulfil these criteria and that match market demands.

The Future Lab program was launched in 2019. By the end of February 2020, when Covid brought further meetings to a halt, 20 workshops had already been organized, resulting in practical recommendations and agreements on product development and refinements. During the Covid crisis, work continued online and through phone and email contacts. In 2022, the face-to-face meetings have resumed.

Often, particularly in emerging destinations, there will be a need for investment in new enabling infrastructure to support significant development of hotels, resorts, attractions and recreational activities and to enhance access by air, road or water transport. Such investment may need to be substantial and may represent a constraint on what can be achieved. This is a factor that should be integral to strategic planning for tourism.

## **4.2 Events development**

From the perspective of strategic market development, events may be seen as an effective method of achieving market growth. Not only do they draw additional visitors, but they also increase length of stay, spend and target seasonality. Events can also attract media attention and often stimulate substantial social media activity among potential visitors – both locally and internationally.

Development of an events program requires effective collaboration with the worlds of sports, business, culture, entertainment and the arts. Events can be designed to draw attention to the destination's identity and culture and its unique assets. For destinations with strong cultural traditions and limited promotional budgets, an investment in cultural events can be more effective and of more lasting impact, than many other forms of promotion.

Such events may be of as much interest to residents of the destination as to visitors from nearby destinations and can therefore serve as a meeting-point between hosts and visitors, a shared experience.

The management of the events will often be undertaken by private operators, municipalities, community groups, trusts or NGOs.



#### **CASE EXAMPLE 30**

##### **Virtual Rainforest World Music Festival and Borneo Jazz Festival**

For the Malaysian State of Sarawak, these two iconic music festivals are central to their tourism image and policy. As the Covid pandemic hit, it became evident that the 2021 versions of the festivals could not take place as planned. For the Sarawak Tourism Board and Ministry of Tourism, the decision of going virtual for their iconic music festivals was a necessity, to please devoted fans; but it was also an opportunity to reach out to new audiences, showcasing what make those events so special, as well as aspects of Sarawak's indigenous culture.

The virtual interactive edition of the Rainforest World Music Festival (RWMF) 2021 and Borneo Jazz Festival (BJF) 2021 provided a retrospective of past performances and new pre-recorded sessions. By registering on the RWMF platform, viewers were able to enter a 3D virtual landscape / walkthrough of the Sarawak Cultural Village to watch performances, interviews and flashbacks and access workshops and engage in conversation with other online users throughout the 90-minute event.

In terms of impact, RWMF 2021 had 402,865 viewers from 79 countries, while BJF 2021 reached 244,637 viewers from 43 different countries. In 2022, there are plans for hybrid festivals. More details [here](#).







### 4.3 Destination marketing and sales

'Destination marketing' involves communicating with target markets in the most cost-effective ways, to increase positive awareness and understanding of the destination, package and promote offers designed to attract those markets and make it easy for people to book and access the offers. Sometimes the objective is to grow the volume of tourism, but increasingly, the focus is on maximizing the tourism's value in the broadest sense, including regional and seasonal spread.

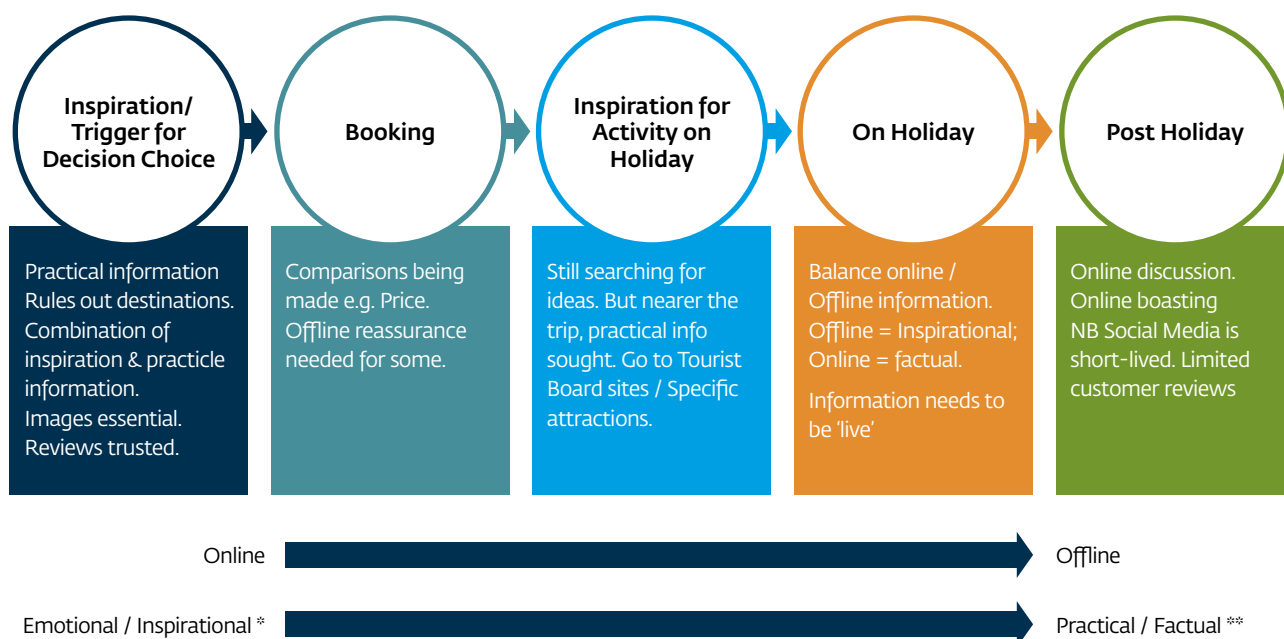
Promotion may be aimed at individual travelers or at travel trade intermediaries, i.e. tour operators and travel agents. In cities and larger resorts, there will usually be a strong focus on attracting business meetings, conferences and incentive travel, requiring very different types of promotional activity.

Destination managers need to adapt the type of messaging and its delivery channels according to the 'path to purchase' most appropriate to the market segment in question. The path to purchase illustrates that most 'buyers' require an initial trigger to decide that they need to travel, then they will evaluate different destinations and make a booking.

Many trips are made to undertake a particular activity and the choice of destination will be driven by the range, quality and price of the opportunities to undertake that activity. In other cases, people decide on the destination first, and then decide on their activities there – but these activities are often not booked until they are in the destination, depending, for example, on weather and the practicalities of scheduling.

In all cases, it is important for the destination to provide information, ideas and offers – but the approach must evolve at each stage in the customer journey, or 'path to purchase'. As consumers are looking for the initial trigger, for example, destinations should focus on generating content that is inspiring, aspirational and competes with other destinations. Further along, information needs to be more practical and specific, delivered through more tailored channels, including local channels, to reach the intended audience.

Figure 4 – The customer journey and the path to purchase at each stage



\*Inspiration can be quite practical / factual e.g. TOP 10 'MUST SEE' ACTIVITIES \*\*Practical information used to RULE OUT destinations as well as ruling them in.

Source: Failte Ireland.<sup>18</sup>

<sup>18</sup> <https://www.failteireland.ie/Failteireland/media/WebsiteStructure/Documents/Channel%20research/Channel%20research%20workshop%20presentations/Path-to-Purchase-Research-Findings.pdf>.



Promotional activity will be focused on the media and channels that will communicate with target markets in the most cost-effective way. The activities involved will normally include:

- Preparation of imagery and written content designed to attract the target audiences by showcasing the destination's experiences. Content can be prepared by the partnership, individual partners and members that have aligned messaging;
- Presentation of this content on the destination's website and through social media and other channels – with carefully targeted online advertising, as required;
- Direct e-marketing to potential customers in target market segments, using owned databases with CRM or using qualified databases of marketing partners or agencies;
- Making it available to travel or lifestyle media, followed by familiarization visits for carefully selected travel writers;
- Distribution to sales partners, such as tour operators, for use in their promotion;
- Engaging the active support of marketing partners, including national and regional tourism organizations, to jointly create content that supports the destination's brand values, campaigns or events and to boost awareness of the offer.

Good content is the foundation of all destination marketing. It includes:

- High quality photos and, increasingly important videos. These may be commissioned from specialist companies and/or, more economically, obtained from residents, visitors and local content creation communities – e.g. through thematic competitions;
- Digital assets created specifically for social media – blog posts, infographics, podcasts, video for YouTube etc.;
- Itinerary planning content for consumer or travel trade access through specialist software.

It is important that destination managers should have access to professional expertise in marketing, particularly digital marketing. This may be provided by one of the partners or by employing one or more destination marketing professionals.

Marketing destinations for business events (meetings, conferences, exhibitions and incentive travel) requires specialist techniques and knowledge, based largely on the application of CRM - identifying and informing best-prospect organizations and the preparation of professional bid documents in conjunction with local ambassadors. Similar techniques may be used to attract large leisure events. There are several key exhibitions each year that bring events 'buyers' together with venue suppliers and destination organizations. These are a key component of the CRM process.



#### **CASE EXAMPLE 31**

##### **Visit Napa Valley, using integrated CRM and content management**

Visit Napa Valley, DMO for the California's Napa Valley region, decided to use the Simpleview system for the development of an integrated CRM and website content management system, which resulted in a more efficient back-end process and some customization capacity which their former CRM platform could not offer. The newly acquired applications also facilitated updating of the look and feel of VisitNapaValley.com. This is credited with achieving growth in visitor number on the website including increase in organic traffic and decrease in bounce rates. More details [here](#).

## **4.4 Visitor and destination services**

The provision of high-quality visitor services has the aim of enhancing the visitors' experiences of the destination, in order to maximize length of stay and spending; and stimulate repeat visits and recommendations. Important objectives of the visitor services function include making it easy for potential visitors to plan and book their visits to/within the destination, to navigate around it and to enjoy it to the maximum. Some of these services are of benefit to residents of the destination as well as to visitors.

Visitor services may include the following:

- Operation of visitor centers and distribution of tourist information to key outlets around the destination;
- Production of publications, web-based visitor information and mobile app – n.b. these may also be handled as part of the marketing function;
- Ticket sales for transport, events, attractions;
- Operation and/or sales of tours (bus, bike, walking);
- Events and attractions information management;
- Other location-based digital services;
- Facilitation at entry points;
- Safety, including provision of security staff or tourism police;
- Health and hygiene protocols, such as those applied during the Covid pandemic;
- Providing welcome and hospitality training to all visitor facing staff in the public or private sector;
- Help services, including complaints.



#### **CASE EXAMPLE 32** **Edinburgh's world-class visitor services**

This is an example of a mature destination which has covered most of the above. The Edinburgh iCentre is part of a network of visitor centers operated by VisitScotland, providing face-to-face information provision and inspiration through a variety of tools including face-to-face, printed and digital (including interactive screens). Advisors are providing personalized services to visitors including accommodation reservations, booking tours, attractions passes and tickets to public transport services.

However, VisitScotland is moving away from the traditional focus on dedicated visitor centers and has reduced its national network substantially over the past ten years. It has pursued alternatives, such as its 'iKnow' Partner program open to all quality assured businesses, community groups, local authority-operated library services and social enterprises ensuring that quality information touchpoints with knowledgeable local ambassadors are available where visitors need it. More details [here](#).

As can be seen from this example, visitor services tend to be provided more and more online. Most travelers nowadays have a smartphone and many prefer to get the information than way. Others, particularly in the higher age groups, still prefer friendly face-to-face advice – but the costs of setting up and operating information centers can be substantial, so the value of doing so should be evaluated carefully in terms of clearly stated objectives. Many mature destinations have reduced the number of information centers and focused on more economic ways of disseminating information, such as those noted in the last paragraph of the case example above. Emerging destinations are well advised to focus on these alternative and use of digital channels.

## **4.5 Skills development and training**

Destination managers will want to ensure that all services for visitors are provided effectively, professionally and in a welcoming manner. This particularly concerns front-line staff: whether working for immigration, taxi services, attractions or accommodation. The tourists' encounter with front-line staff will color their opinion of their stay and of the destination, which in turn will affect both repeat visits and word of mouth recommendations. Regular customer service training is important for destinations striving for competitiveness.

In many destinations, business and operational training is a continuing requirement throughout the tourism sector, because of the need to learn about evolving systems and to build a new skilled workforce following the Covid-19 pandemic. Managers of the destination and its SME tourism businesses may benefit from training in essential business skills such as accounting and costing; also in health and safety management; accounting and revenue maximization, digital marketing and product development.



Such training may best be provided by dedicated training organizations, public or private. As much as possible, these organizations should be training staff that can pass on the skills within their departments and communities.

Destination managers can play a role by enabling such training in their own organizations and encouraging it in others; and in particular by emphasizing the importance of staff training, analyzing the needs and promoting and facilitating such training and business development to SMMEs. It can also provide strategic direction to ensure that consistent, high-quality training is ongoing. It may be particularly relevant for communities heavily reliant on tourism to ensure that education about the importance of tourism is offered in schools and colleges. Apprenticeships and work shadowing can also be useful.



### **CASE EXAMPLE 33**

#### **Training programs in Flores, Indonesia**

With the support of its partners, the DMO of Flores has been able to set up a local resource network and offer skills training, in the form of workshops and coaching, to members of the local community. These include the coaching workshops for community development referred to earlier (the 'CoCo' program); a coaching program for small hotels, guesthouses and homestays (Hospitality Coaching Program – HoCo);<sup>19</sup> as well as a comprehensive destination management training for practitioners – Tourism Skills Training (ToST) targeting the tourism workforce as a whole. ToST training aims to improve skills in housekeeping, front office, F&B service, good kitchen practices, health & safety and tour guiding.

## **4.6 Partner and stakeholder engagement**

Partnerships are a central part of successful destination management. It follows that establishing and maintaining partner engagement is critical to success.

It is vital that the destination partnership communicates regularly and clearly with its stakeholders, in order to:

- Provide them with research and intelligence relating to markets, marketing opportunities and news about the destination;
- Profile and credit their innovative contributions to the destination, through communications, awards schemes etc.;
- Engage them in joint marketing and information activities;
- Stimulate improvement or development of products and experiences to attract and satisfy target markets;
- Consult them on policy issues, for example relating to transportation services, visitor management, heritage management, and environmental protection;
- Generate income from stakeholders, by selling them marketing opportunities or other services through a membership scheme, that includes a package of benefits.

It is important to provide opportunities for stakeholders to talk to each other, to exchange knowledge and do business together. Potential methods of communication with and between stakeholders include:

- E-newsletters, at least every two months, which gather key activities, blogs and news articles and offer invite everyone to submit news items or articles;
- Online forum(s) to get discussions going on topics of particular interest;
- Meetings for stakeholders two or three times a year. These work well if they are held at existing or new attractions in the destination and include some hospitality or familiarization tours—it is good publicity for the attraction concerned. People like to hear stories of success, so innovative businesses (perhaps from other destinations) can be invited to come and tell their story;
- Regular workshops, seminars or online webinars on subjects of interest, such as the use of social media, online security or energy conservation;
- Study visits to successful destinations or initiatives nearby.

<sup>19</sup> The HoCo Program is a combination of training and direct coaching to small-scale local hotels to change their hospitality behavior, improving their quality of service.

## 4.7 Building relationships with key tourism service providers and travel media

In its marketing activities, destination managers will need to establish operational relationships with other players of the tourism industry; in particular:

- Tour operators, DMCs and leisure operators that may wish to create tours and holiday packages involving the destination;
- Transport companies, including road, rail, sea and air;
- Accommodation providers, developers and investors;
- The rich and varied travel media, now including bloggers, vloggers and social media influencers.

Contacts from all these domains should be welcomed, shown around the destination and helped to discover it. Representatives of the destination will be seen at events and trade shows, hosting stand or giving presentations: raising their profile and expanding their network. The destination's presence will be established online, through its websites and its social media channels and pages.

## 4.8 Advocacy

One of the key functions for destination managers is to be a focal point and strong advocate for the tourism sector, particularly in representations to government at all levels, as various policies can affect the tourism industry, directly or indirectly – for example, official policies for tourism development, legislation, regulations, taxation, education and workforce development, business formation, visa policy, zoning and transportation.

Good communications with stakeholders and industry associations are required to understand their views on these matters; and with key players in government and those who influence them. Many destinations form advocacy groups to keep track of legislative issues and build relationships with governments to stay abreast of legal changes, which might impact the travel industry.

Destination managers also need to generate support for investment in tourism projects by local government, development agencies, private investors or developers, transport operators, utility suppliers and others. These are investments typically beyond the direct scope and control of destination management entities, so evidence-based advocacy is key. This can be done by campaigning through news media and/or by systematically targeting key players or influencers with well-argued and presented communications.

## 4.9 Fundraising and financial management

Fundraising for strategic projects is an essential requirement for most destination partnerships. The ways of raising funds for investment and development will vary greatly and will be highly dependent on the economic and political context. In some countries, tourism investment funds are held and allocated at a national level and will be obtained by relationship building and lobbying at that level. In others, regional authorities effectively determine where and when investment is made. In many less developed areas of eastern and southern Europe destinations are highly dependent on EU funding. In parts of Africa, Latin America and south-east Asia, funding bodies such as the World Bank Group, regional development banks or nationally supported development aid organizations such as GIZ or Swisscontact play an important role in the development of destination partnerships.

Within destination partnerships, responsibility for fundraising and administration will typically be taken on by the leading government department or agency – already familiar with the sources and processes. Government agencies are typically able to receive public and donor funds in ways that other entities may not.

Effective fundraising requires a fundraising plan that maps possible sources of funds and their permissible uses, application processes and availability. It is advisable to seek stable and sustainable anchor funding that enables the priority functions of the partnership to be executed, and then examine other supplementary sources.

In effective partnerships it is important to recognize that significant elements of the destination management plan will be implemented directly by the partners – because the activities are already aligned to their mandate and interests. This means funding does not need to be raised per se. For example, the Immigration Authorities in a destination partnership may conduct customer service training for their staff (at their expense) as part of their contribution to implementing the destination management action plan.





# 5 Achieving quality, sustainability and resilience

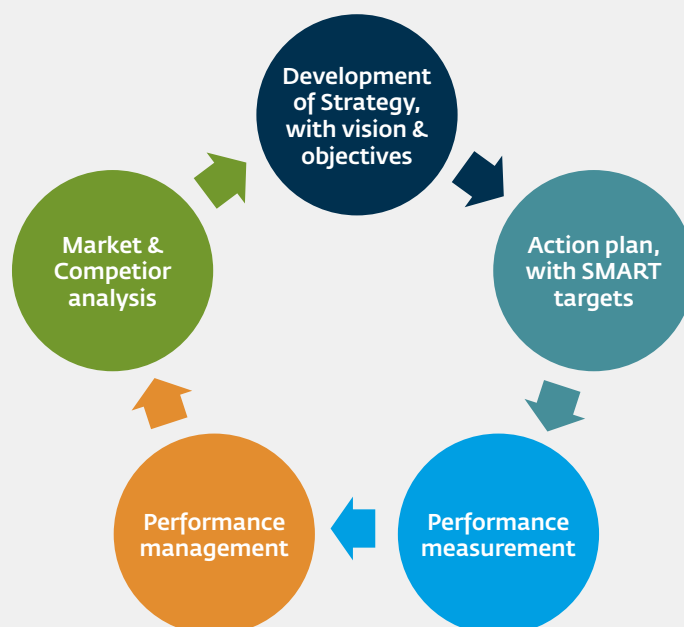
*Beyond the execution of the main destination management functions outlined in Chapters 2 to 4, destination managers will want to ensure the destination is strong, resilient and adaptable. Having the dual objective of generating value from tourism for all its stakeholders, as well as ensuring long-term sustainability, means that partnerships also need to look forward and focus on continual performance management and improvement. This chapter presents a methodology, which is that of continuous improvement. It answers the following questions:*

- What can a destination do to ensure quality performance?
- What is 'continuous improvement' and how can a destination make it happen?
- Why is social, cultural and environmental sustainability so important for the future of a destination?
- What is the value of obtaining a certification or quality label?
- What are the factors that can make a tourism destination strong and resilient?

## 5.1 Performance management

Tourism is a competitive business that takes place in a constantly evolving environment. The challenge is not only to attract visitors but to continue to improve the offer, adapting to new circumstances. The following diagram provides a conceptual framework for this.

Figure 5 – Performance Management Cycle



Source: Model devised by TEAM Tourism Consulting for use in destination management.

In this cycle of continuous improvement:

- The starting point for a destination is a strategy, with a vision and objectives, that will be translated into a coherent action plan;<sup>20</sup>
- The impact of every action will be measured;
- Management of the destination is a constant process of action, measurement and adjustment;
- All improvements will be evaluated according to the requirements of the market and benchmarked against the performance of other, similar destinations.

The following sections outline the types of actions that can be undertaken to enhance performance.

## 5.2 Managing for success

The basic requirements of performance management can be summarized as follows:

- **Performance measurement** – performance of the destination against the strategic aims for the destination; and performance of the partnership, in terms of the effectiveness of the destination management activity. This provides the basis for determining required improvement to performance.
- **Quality of partnership** – between the members of the destination partnership, but also with all the stakeholders of the destination, including the public sector, civil society and the business community.
- **Strategic planning** – that establishes a common vision that all stakeholders can work towards, each in their own domain.
- **Strong positioning** – giving the destination a clear identity.
- **Intelligent marketing** – not based on large-scale advertising, but on an understanding of the target markets and finding cost-effective ways to reach them.
- **Digital expertise** – invaluable for achieving all of the above: a subject that will be covered in detail in Chapter 6.

The secret of success for the partnership lies in the quality of the strategy and planning; and in the ongoing commitment to that plan by all concerned. It requires clarity of vision, good collaboration, and the willingness to choose quality and value over quantity and quick returns. This is, initially, more important to success than anything else. Without it, a tourism destination is adrift, out of control; whereas, with a strong partnership, a reputation can be built from modest foundations; means of access to the destination can be found; funding raised; operators motivated; quality of service developed.

## 5.3 Sustainability principles and management

The principles of sustainability should be at the root of all initiatives, both strategic and operational, undertaken by a destination management partnership. These principles should include:

- **Social sustainability:** ensuring that social structures and ties remain strong. The greatest risk, as described above, is the influx of outside investment that undermines traditional methods of farming, fishing, building, business and lifestyle.
- **Environmental sustainability:** including the protection of the natural assets (land and landscapes, water resources, wetlands, biodiversity, etc.) that may have sustained the local population for hundreds of years, the need for regenerative activity, the creation of a circular economy, elimination of pollution of all types and action to address climate change.
- **Cultural sustainability:** including the activities and traditions that define the local population and that are expressed in its language, its food, its music, its rituals and celebrations, its built heritage and its way of life.
- **Economic sustainability:** focusing on the forms of tourism which maximize value to the local population and economy, reducing the leakage of tourism revenue generated to external suppliers. This concept is explained in greater detail in Section 5.7.

<sup>20</sup> The diagram refers to SMART targets, an acronym that stands for Specific, Measurable, Attainable, Relevant and Time-based (or Timely). See <https://corporatefinanceinstitute.com/resources/knowledge/other/smart-goal/>.



Guidance on the actions that destination partnerships should undertake are contained in a World Economic Forum report called *Ten Principles for Sustainable Destinations: Charting a new path forward for travel and tourism* (2022).<sup>21</sup> These principles are:

1. Certify and monitor scientifically
2. Cultivate the workforce
3. Prioritize communities
4. Align visitors
5. Protect heritage
6. Protect nature
7. Produce and consume responsibly
8. Calibrate infrastructure
9. Govern effectively
10. Embed resilience

For each principle, the report sets out the need, the 'reset paths', case studies and best practice and identifies tools, resources and research.



#### CASE EXAMPLE 34

##### Protecting cultural and natural resources through community-based tourism

The village of Seonheul on Jeju Island (South Korea) has been designated by the Korean Ministry of Environment as one of the 29 ecotourism destinations in the country, protecting nature and supporting community-based ecotourism development. It is a long-standing resident-led development, particularly interesting for its desire to achieve autonomy and not be reliant on government subsidies.

The Village Council (VC) opted to set up a social cooperative (a village enterprise model) to ensure long-term economic sustainability of the village. The cooperative was created for the conservation of its natural and cultural heritage and the happiness of its residents. With the VC as primary leader, it ensures stakeholders' engagement, democratic decision-making process and wide distribution of business profit. The Cooperative manages the local wetland center, operates ecotours, local product sales, interpretation service and community eco-education programs with all age groups participating in development efforts. More details [here](#).

Sustainability requires participation at all levels. It is complex and is often overlooked in the rush to benefit from the new wealth generated by tourism.

The adoption of sustainable policies at the heart of destination management is fundamentally important in its own right, but, in addition, it has become **a key factor in competitiveness** in recent years. It is rapidly becoming an expectation of travelers and a criterion for choosing a destination. More and more tourism experience providers are seeing an interest in delivering services that are environmentally and socially sustainable: sourcing materials responsibly; switching to renewable energy; recycling, including using recycled water; serving food that is locally and organically grown; hiring staff from local communities; offering employment and advancement to women, to people with handicaps, to those that have not had educational opportunities. They are finding that the response from customers is positive and that the rewards can be considerable in terms of staff loyalty and support from the community, and reputation – let alone the cost savings in energy, water and other inputs. It is a key responsibility for destination managers to encourage and support such practices.

<sup>21</sup> Available at [https://www3.weforum.org/docs/WEF\\_Ten\\_Principles\\_for\\_Sustainable\\_Destinations\\_2022.pdf](https://www3.weforum.org/docs/WEF_Ten_Principles_for_Sustainable_Destinations_2022.pdf).



### **CASE EXAMPLE 35**

#### **The sustainable management strategy of the Soča Valley Tourist Board**

A tourism development and marketing strategy for the entire Soča Valley to 2025, Soča Evergreen, was published in 2020. One of the key objectives of the strategy is sustainable management with the aims of: Reducing visitors' carbon footprint; Increasing green awareness and the sustainable operation of all stakeholders; Establishing systems and methods of effectively managing tourist flows; and preserving the valley's identity and heritage. The Soča Valley Tourist Board aims to position the Valley as a green destination and has developed a sustainable spatial concept based on tourist hubs, outdoor hotspots, green side valleys and Alpine meadows, long-distance hiking trails, and the Slovenian Mountain Hiking Trail. Their strategic model is based on four priority areas: Green destination; Collaboration; Quality and value; and Year-round destination. More details [here](#).

Destination managers can support sustainability through effective planning and implementation. Sustainability goals and objectives can be incorporated into the destination management plan and each activity in the Action Plan scrutinized and designed to maximize sustainability outcomes. These outcomes need to be tracked through the performance measurement process, reported on, and communicated effectively.

Destination managers can deploy a practical step by step approach, including workshops, training, encouragement of certification, continuous engagement and promotion of initiatives and businesses that operate responsibly and successfully.



### **CASE EXAMPLE 36**

#### **Helsinki's Think Sustainably Digital Service helps visitors make sustainable choices**

In 2019, the City of Helsinki with its subsidiary DMO launched a website<sup>22</sup> and mobile app to empower businesses, citizens and visitors to make more sustainable choices as part of the local government's Carbon Neutral Helsinki Initiative, which aims to make the city carbon neutral by 2035.

Residents and visitors are provided with information they need to support businesses that are mitigating their environmental impact by choosing to visit listed sustainable cafes, restaurants, attractions, shops, accommodation and events. The service offers local businesses tools to help them communicate and develop their responsibility actions. Sustainable operators are also marked with a green tab in the DMO website, MyHelsinki.fi.

At its launch, the CEO of Helsinki Marketing (now combined with another subsidiary of the City of Helsinki, Helsinki Business Hub, into a new company named Helsinki Partners) explained that the city operated like a city-scale laboratory and hoped that other cities would learn from their experiment. More details [here](#).



### **CASE EXAMPLE 37**

#### **The Faroe Islands focus on quality and preservation**

Visit Faroe Islands adopted a model based on a preserving, evolving solution which they named the 'Preservolution' model. This sustainable tourism development strategy towards 2025 is based around four key elements: Quality over quantity; Tourism for all of the Faroe Islands, all year round; Knowledge and professionalization; Common legislative framework.

Examples of key initiatives towards 2025 include initiatives such as: Limit on the size and number of cruise ships; Spreading tourism across the country, all year round; Introduction of a Nature Preservation Fee for all visitors to the islands to go into a National Nature Preservation Foundation; Development of certification programs, Establishment of network of businesses to facilitate the development of new quality tourism products and experiences. More details [here](#).

<sup>22</sup> <https://www.myhelsinki.fi/en/think-sustainably>.

At a more strategic level, destinations should support national and international initiatives to achieve sustainability globally, as set out in the WEF report noted above. To this end they can, for example:

- Adopt sustainability policies and performance metrics based on UN Sustainable Development Goals;
- Take the necessary actions to obtain sustainability accreditation, both for the destination and for its businesses;
- Adopt a Net Zero carbon target for destination;<sup>23</sup>
- Use potential carbon footprint as a factor in selecting target markets.

## 5.4 Certification

The discussion of quality management and sustainability leads inevitably to certification and to the 'labels' that identify a tourism destination or business as attaining certain standards.

There are several international schemes in which destinations can participate, such as the [Global Destinations Sustainability Index](#), the [EarthCheck Sustainable Destinations Program](#) and [Green Destinations Certified](#). Participation in any one of them will help to ensure that the destination will progressively develop a culture of sustainability and quality across all aspects of the visitor experience. Many destinations elect to voluntarily adopt criteria from one or more of the schemes, without necessarily seeking full certification which can become costly.

Relating to overall quality of tourism businesses, the principal worldwide certification is that of ISO 9000. However, the application process is heavy; and certification is generally awarded to businesses of a certain scale (airlines, hotel chains, major tour operators, etc.). At a more local level, for smaller front-line, visitor-facing businesses such as hotels, there is less and less distinction made between a 'quality' certification and one relating to sustainability. The certifiers will evaluate the processes that improve the visitor's experience as well as benefits to the environment and society.

Of sustainability labels for businesses, some are broad-based geographically, covering several continents, such as Green Globe, EarthCheck, Green Key and TourCert. Most are more local: the EU Ecolabel; Green Tourism Business Scheme (UK & Ireland); Nordic Swan; Viabono (Germany); or Green Leaf (Thailand).



### CASE EXAMPLE 38

#### The Soča Valley, a certified Slovenia Green Destination

The Soča Valley received the Slovenia Green Destination Gold label, under the national certification programme 'Green Scheme of Slovenian Tourism'. The scheme is a 'national certification program bringing together all sustainable tourism efforts in the country under the brand SLOVENIA GREEN'. It is based on the European Tourism Indicators System and on the Global Sustainable Tourism Criteria for Destinations established by the Global Sustainable Tourism Council. Its goal is also to bring together and foster active collaboration among destinations, tourism service providers and other tourism stakeholders. The scheme is a tool to rate and improve the sustainability of operations, introducing sustainable tourism principles and sustainability requirements to adhere to. Six tourist providers in the valley have been awarded with the Slovenia Green Accommodation label. More details [here](#).

Certification of businesses will have a significant impact on the perceived quality of a destination:

- Certification is visible – seen by guests in the lobby of their hotel, on the car dashboard of their guide; on social media pages; on fliers picked up in tourism offices.
- Above all, certification of a business will be seen and noted by competitors. The more accommodation providers (and other businesses) obtain certification, the more are likely to follow, to emulate success or out of fear of losing business.
- Most quality and sustainability labels require imposing standards on partners and suppliers – who will in turn adapt their practices to keep the business.
- As a result of all of the above, standards will rise. In addition, when changing jobs, managers and staff are likely to take their improved practices with them. Over time, the destination will experience a general change in behavior and expectation.

<sup>23</sup> See 'A Net Zero Roadmap for Travel & Tourism'. World Travel and Tourism Council, November 2021 at [https://wtcc.org/Portals/o/Documents/Reports/2021/WTTC\\_Net\\_Zero\\_Roadmap.pdf](https://wtcc.org/Portals/o/Documents/Reports/2021/WTTC_Net_Zero_Roadmap.pdf).



In other words, the destination will progressively develop a culture of quality and sustainability. With this in mind, they may seek certification as a whole destination, through labels such as Green Destinations, EarthCheck or GDS Index (<https://www.gds.earth/>).



#### **CASE EXAMPLE 39**

##### **Snæfellsnes Peninsula, first EarthCheck Sustainable Destination in Europe**

In 2018, Snæfellsnes Peninsula achieved EarthCheck Platinum Certification, marking 10 years of their journey towards becoming an environmentally certified and more sustainable community. This involved developing their sustainable operations such as measuring and managing their greenhouse gas emissions, energy, waste and water consumption and social impact. Their work with EarthCheck gave them a head start to focus on sustainable destination management using quality control, discipline and compliance as tools. More details [here](#).

## **5.5 Resilience and fragility**

The adoption of sustainable practices, as outlined above, is essential to the long-term resilience of a destination. However destinations also need to be able to adapt and respond to specific threats that include; pandemics, climate change, terrorism, geo-politics, financial crises and economic shocks.

Events of the last decade have highlighted destination fragility. Epidemics such as SARS, MERS and Ebola have affected some countries badly. Terrorist attacks have shaken confidence in Egypt, Mumbai, Paris and many other destinations. In most cases, destination managers have not been well prepared to respond or adapt to the impacts of these threats. The crisis caused by Covid-19 has revealed that full recovery could be several years in coming and could have long term negative impacts on market growth and destination resources. For example, a particular shock to many destinations in the years 2020-2022 was the dramatic reduction of the Chinese outbound market that had previously been a priority for market development.

## **5.6 The key principles of resilience**

Since the onset of the Covid-19 pandemic 2020, important questions have been asked about the nature of resilience and how it can be achieved. The discussion is ongoing, but the following principles apply:

- That the highest risk is to destinations whose economies rely on tourism to a great extent (as a percentage of GDP), that are dedicated to a single form of tourism, that are primarily long-haul destinations, that cater to low-cost markets and have not invested in resilience measures. The impacts of the Covid-19 pandemic for example were most acutely felt in small island states, and destinations dedicated to low cost 'sun, sea and sand' tourism.
- The resilience of destinations is conditioned by factors such as the local policy environment, public health, security and climate policies, ICT readiness, government crisis responsiveness, and the extent of tourist service infrastructure.<sup>24</sup>
- The most resilient market is the domestic market: one that many tourism authorities have taken for granted in the past. After the domestic, the most resilient are the nearby and 'familiar' markets: those just across the border and those that are already knowledgeable about the destination and therefore less likely to be concerned by risk and uncertainty.

The following example illustrates both the fragility of tourism markets and the value of domestic and local visitors.

<sup>24</sup> <https://openknowledge.worldbank.org/bitstream/handle/10986/34348/Rebuilding-Tourism-Competitiveness-Tourism-response-recovery-and-resilience-to-the-COVID-19-crisis.pdf?sequence=5&isAllowed=y>.



#### CASE EXAMPLE 40

#### Tunisia, the fragility of remote and unfamiliar markets

In 2019, the Office National du Tourisme Tunisien (ONTT) counted 9.43 million tourist entries, of which over 20% (630k) were Russian nationals. A further 250k were from elsewhere in Eastern Europe. The Russian and Eastern European markets were considered essential to the prosperity of many Tunisian coastal resorts. In 2020, as a result of the Covid-19 pandemic, the number of Russian visitors dropped by 99.6%, to a bare 2,279 people. Visitors from other Eastern European countries were down to around 20k in total.

Luckily, Tunisia had not invested heavily in the development of the Chinese market, which also virtually disappeared in 2020 as a result of the pandemic. This was a wake-up call for the Ministry of Tourism and the ONTT, who are now treating these long-distance markets with which they are less familiar with much more caution.

There is another, more positive side to the Tunisia story. Of the 9.43 million tourism entries in 2019, one and a half million were Tunisians residing abroad; and almost five million others were North Africans, predominantly from neighboring Algeria and Libya. In 2020, the overall picture was bleak, down to around two million entries, but these markets were the most resilient. 580,000 Tunisians still returned home for the holidays; and the country's North African neighbors still represented almost a million visitors. Many tourism businesses survived thanks to their presence. With the addition of the inhabitants of Tunis, leaving the city for holidays and at weekends, the tourism industry remained afloat.

The Ministry of Tourism and the ONTT are now investing significantly in short-distance tourism, to meet the needs of their own residents and those of neighboring countries.

Tourism destinations of all types and sizes are taking note of these principles, which can be summarized as in the following table.

Figure 6 – Principles of higher and lower risks type of visitors and offer

Higher risk	Lower risk
Where the visitors come from	
Single or limited number of source markets Geographically distant source markets Historically recent, with weak cultural ties	Multiple source markets The domestic market Nearby countries with strong cultural ties
The nature of the offer	
A single form of tourism Attractive because of its low cost Requiring high tourism volumes Primarily packaged Foreign owned Low adaptability	Diversity in the offer Focus on value and reputation, not cost Focusing on value rather than volume Primarily independent, self-booking Locally owned and managed High adaptability

Source: TEAM Tourism Consulting.

## 5.7 The economic and social value of resilient societies

Small-scale, locally owned tourism operators offering a quality service often fare better during crises than bigger companies. Such businesses<sup>25</sup> will find solutions, lean on local relationships and networks, and will seek out new markets. In some cases, they will be prepared to put parts of their business into hibernation, which is more difficult for larger corporations that have shareholder responsibilities.

Locally owned and managed businesses offer another benefit in terms of resilience. Earned revenues will stay local. They will be reinvested in the activity; used to pay local employees. They will be an encouragement to young professionals and entrepreneurs to stay and work rather than leave.

In tourism economics, there is the concept of 'leakage', whereby economic value 'drains' from the destination. The leakage is also of a societal nature and is often caused by the arrival of investors that have no long-term commitment to the well-being of the communities concerned; whereas, in destinations where the economic value is generated by locally owned businesses, there is much less leakage. In Peru, this concept of 'leakage' has been recognized as a major problem; and the government has taken active steps to remedy the issue, as explained in this case example below.



### CASE EXAMPLE 41

#### Keeping economic value in the local community

An initiative called 'Al Turista, lo Nuestro' by the Peruvian Ministry of International Trade and Tourism (MINCETUR) seeks to develop a sustainable tourism value chain that keeps the indirect economic value of tourism in the local economy. The initiative has involved, on the one hand, conducting research to identify local producers able to supply quality products and services and, on the other, encouraging tourism providers (such as hotels, restaurants etc.) to purchase products directly from them, i.e. from local farmers, agri-businesses, fish farms and craftsmen. More details [here](#).

## 5.8 Operational risks in destination management

Development of a destination's tourism sector involves many complex and sometimes delicate tasks, requiring prioritisation of expenditure, and partnership between multiple different stakeholders. Inevitably this creates risks of misunderstanding, poor execution, compromise and loss of direction, at different stages in the process and at different levels of administration (local, regional, national). This underlies the importance of good leadership, strong governance, evidence-based planning, excellent partnership engagement and coordination, operation of quality management processes, accountability and transparency, according to the principles and practices set out in this handbook.

Where DMOs are involved in substantial physical development activities, it is essential that contracts and/or land are allocated only through inclusive, transparent and competitive processes. The destination management partnership must communicate effectively about all of its activities, using its own communication channels, but also the local and national media where appropriate.

<sup>25</sup> In this section, 'business' is used to refer to organizations of both a commercial and non-commercial nature, including social enterprises, cultural associations and other local groupings with an interest in tourism.



# 6 Operating in the digital world

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*This chapter addresses the impact of the digitalization of tourism worldwide. This is particularly important for smaller, less developed destinations, for whom digitalization can open up significant opportunities. It answers the following questions:*

- Why is digitalization so important? What are the challenges and opportunities?
- In particular, what are the management and marketing opportunities for a destination management partnership?
- What can a destination management partnership do to take advantage of the opportunities?

## 6.1 What digitalization has changed

For the most part, today's travelers expect to be able to book flights and rail travel online, as well as accommodation, and can be frustrated if this is not possible. They will turn to traditional travel agents and tour operators only if the journey appears complicated or for value-added services: for example, for tours on specialized themes, where local contacts are essential, or where the customers have special needs. Otherwise, for accommodation, travelers will use online services such as Booking.com or Airbnb; or, for air travel, the likes of Expedia and many other OTAs.

This opens up a huge opportunity for small tourism businesses. With a quality product and good digital skills, they can market directly to consumers domestically and internationally. This chapter provides guidelines for destination managers, to help SMEs and microbusinesses do this more effectively.

## 6.2 Internet connectivity

To be able to make use of the Internet there is, of course, an essential requirement: to have good access to the network. In many parts of the world there is good access to broadband or mobile services in and near urban or transport zones and often very poor connectivity in more rural and mountainous areas. Enhancing connectivity should be a high priority for a destination manager: to lobby and work with Internet service providers and the appropriate government departments, to demonstrate to these organizations the added economic value of offering improved service in their territory. In addition, the partnership, acting on behalf of a large group of businesses, may be able to negotiate favorable financial terms.

## 6.3 Digital imbalance

The other factor that limits the capacity to benefit from the Internet is lack of digital competence. In remoter areas, or amongst certain demographics of society, this limits the ability of entrepreneurs to market, engage and accept bookings and payments. As time goes by, this will increasingly be a handicap, even for businesses which currently manage without these tools.



### CASE EXAMPLE 42

#### Comparing digital marketing activity in Meknes and Saragossa

There are no reliable statistics on the digital activity of small tourism businesses in Morocco. However, in a recent study, a tourism consultant<sup>26</sup> found ways to benchmark the activity. One method was to compare the marketing activity on TripAdvisor of restaurants in the town of Meknes (population 630,000) with that of restaurants in Saragossa, Spain (population 667,000). In both cities, TripAdvisor is a well-established tool, used by both foreign and domestic visitors. The two cities are known for their exceptional cultural sites; and, according to Booking.com, they boast a roughly similar number of hotel establishments (69 versus 89).

On the 'restaurants' pages of Saragossa on TripAdvisor, 1620 restaurants can be consulted; on the Meknes pages only 114. Note, however, that the quality of information and images of the fifty top-ranking restaurants of Meknes is equal to that of the top fifty in Saragossa. The difference lies in the number of restaurants that simply do not appear. In other words, in Saragossa, the most modest of restaurants will still do some basic digital marketing; whereas in Meknes, only 'superior' restaurants will have the 'internet habit'. This others will effectively be invisible to travelers that come from other neighbourhoods or cities of Morocco, let alone to foreign visitors.

<sup>26</sup> David Ward-Perkins of Team Tourism Consulting, working for the UNWTO.

It should therefore be a priority of a destination management partnership or organization **to raise the skill levels of these independent operators**.

This is becoming easier as both consumers and businesses switch to using mobile (rather than desktop) apps. Essential management tools, including management of reservations and payment, can be downloaded to smart phones for free or for a very low cost, and can be operational within minutes. Where there is network access, there is no reason that the smallest business cannot be online, reachable from the other end of the world.

## 6.4 Digital marketing and social media

With very limited budgets, compared to traditional marketing, a destination can achieve practical, measurable results through digital marketing. This requires detailed analysis, constant attention and fast reactions, in other words the full-time involvement of a specialist digital marketer, overseen by a knowledgeable manager.<sup>27</sup>

A destination management partnership can turn social media into a powerful marketing tool of benefit to all stakeholders. The solution lies in the segmentation and targeting strategy presented in the previous chapter. The more focused the strategy, the greater the possible impact.



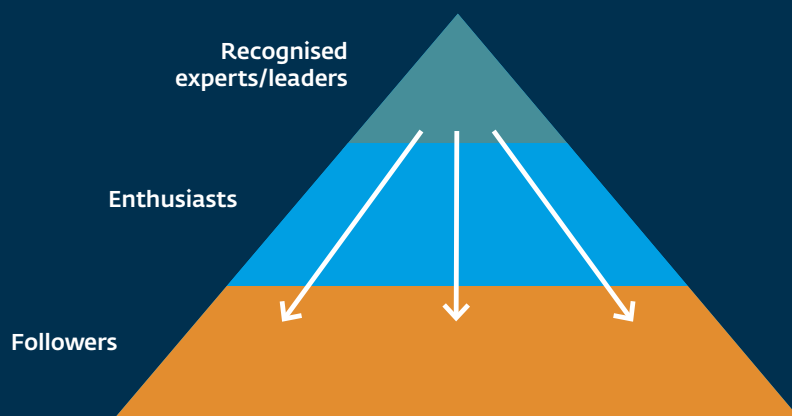
### CASE EXAMPLE 43

#### Faroe Islands, reaching out to a niche market, with the help of social media

In 2019, Visit Faroe Islands saw unprecedented success for its first 'Closed for maintenance, Open for voluntourism' campaign, that included a video shared on social media (see [here](#) to view). On the video, the Prime Minister invites volunteers to help maintain and preserve the Islands' landscapes and natural environment. The campaign raised the profile of the islands but most importantly allowed the DMO to reach out to their niche market of interest: environmentally conscious travelers, eager to make a difference when they travel and to participate in regenerative tourism experiences. More details [here](#).

Another example is the village of Saint-Jeannet in the southern French Alps. It is a remarkable mountaineering site, attracting top climbers with exceptional mountaineering skills, who will be treated as respected guests. In today's connected world, wherever expert climbers travel, their friends and followers will not be far behind. The phenomenon can be illustrated like in the figure below.

Figure 7 – Activity growth model



Source: TEAM Tourism Consulting.

<sup>27</sup> These skills can often not be found in-house; and destinations may be forced to outsource these activities to specialist agencies – which is to be avoided as much as possible, as digital marketing should be at the [heart](#) of a destination's strategies, not an add-on.

At the tip of the triangle, a small number of well-informed travelers come to the destination specifically to experience the climbing. They will communicate to fellow-enthusiasts about their trip, in many cases using social media. These postings will attract visits from other dedicated climbers (the second level of the triangle) which will in turn bring larger numbers of visitors.

The same mechanisms will operate whatever the domain. Where there is a rich tradition of weaving and fabric production, one is likely to find visitors interested in design and fashion. Where fine wines or whiskeys are produced, one will find travelers who go there to taste, to see, and to communicate with other connoisseurs. Where dedicated scuba divers have found clear waters and exceptional wildlife, others will soon follow.

If the 'stand out' offer is not evident, it should be a priority of the DM partnership to develop a specificity and a differentiation for the destination, as in the following example:



#### **CASE EXAMPLE 44** **Kite surfing in Morocco**

The Dakhla peninsula in southern Morocco has become a pilgrimage destination for kite surfers. Its wide, protected bay, swept by strong winds, also provide ideal conditions for windsurfers. In the early 2010, word began to spread in the kite surfing community and numbers of visitors grew: independent travelers, singles or couples, some of them camping on the beach, as local accommodation was limited.

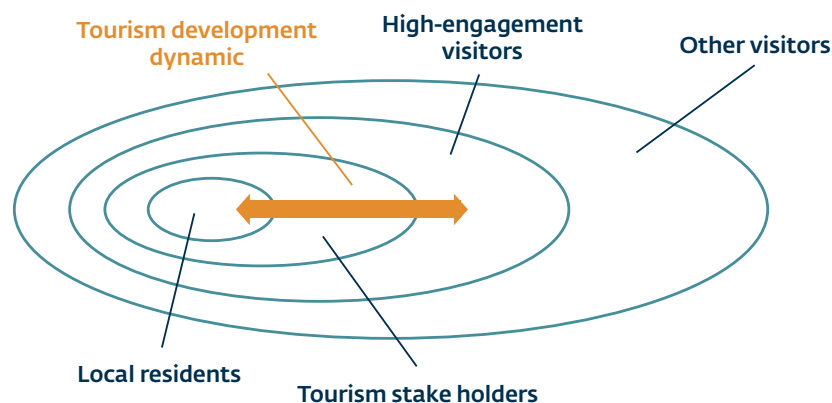
Around 2013, two young Moroccan entrepreneurs, the Snousi brothers, began investing in building cabins and bungalows for rental to visitors; then guest houses and a hotel – designed for this clientele, with easy access to the shore, light cooking facilities, storage space for equipment, and so on. The 'triangle' had reached the 'enthusiasts' stage, with visitors now looking for more comfortable lodgings.

Today, there are also many 'followers', including families with older children, learning to windsurf or kitesurf. The Snousi brothers are now working with the local authorities to manage sewage treatment and impose tighter control over building permits, to ensure that the coastal areas remain unspoiled.

There is now an airport offering low-cost flights to Dakhla, but for the early years, until 2020, no formal marketing was required. Thanks to social media and the very specific nature of the destination, promotion was entirely self-generating. More details [here](#).

Any destination manager should learn to identify these 'triangles' and encourage their development – being careful, as in the case of Dakhla, that they maintain control of their growth. There is no form of marketing more cost effective: the primary drivers are the visitors themselves; the primary tools, their daily communication.

Figure 8 – Market growth model



Source: TEAM Tourism Consulting.



As the diagram shows, these high-engagement visitors become drivers of tourism, in partnership with local residents and local tourism operators. **This process is particularly effective where the driving theme is authentic: where it corresponds to the identity of the territory and the perception and values of the local population;** and where there is a positive relationship between hosts and visitors, with a common desire to improve the experience of each.

## 6.5 The steps of a destination's digital development

A destination can progressively develop its capacity to make use of the digital environment, on the basis of the following objectives:

- Firstly, to optimize connectivity to the networks;
- Then to **encourage awareness and provide training** – so that all stakeholders, including the smallest operators, understand the opportunities that are available, whether through social media, through booking engines or through other channels. Such an initiative in Zimbabwe, **Let's Get Digital** (see <https://wearevictoriafalls.com/lets-get-digital>), provides a good model for other destinations.
- A third objective will be **development of content**. In these workshops, the stakeholders will identify imagery, narratives (stories), blogs and other content that supports the particular themes of the destination strategy or marketing objectives. Such content marketing is cost-effective and highly appropriate for cash strapped destinations;
- A requirement will be **a commitment to mutual support** and mutual promotion. A simple example: the stakeholders can share each other's social media posts. At the same time, the partnership can expand that content: it can take professional-quality photos and videos, write blogs for their website, publish interviews of their YouTube channel – using, as much as possible, the stakeholder-generated and user-generated content (UGC).

This mutually supportive environment can become an **ecosystem** of interconnected content. In this ecosystem, the visitors to the destination should be encouraged to participate in the posting and sharing of content, playing a role that is as important as that of the tourism operators, if not more so.

## 6.6 Data capture

There is another dimension to digital expertise. A huge opportunity in today's digital environment is to capture data that is of value in marketing, in particular about consumers who could be interested in visiting the destination. By analyzing such information, destination managers can better understand the potential visitor's expectations and therefore communicate with them more effectively.

For more mature and sophisticated partnerships, such as those of major cities, the capture and analysis of detailed data of this kind will be a high priority. Cities will undertake what they refer to as 'big data' analysis, where information is collected on a large scale, from multiple sources, and subjected to sophisticated correlation to identify meaningful patterns of demand.

This handbook is intended rather more for the early-stage or smaller partnerships. For these destinations, there are simpler analytic tools available, that are available free or for a modest price. Data can also be obtained from search engines, review sites and online booking services. Using such tools, a destination manager can, for example:

- Learn which sections and pages of their website are most consulted;
- See what Internet searches are associated with their destination. For example, whether consumers associate their destination name with 'mountaineering' or other terms;
- Evaluate whether an online marketing campaign has had an influence.



#### **CASE EXAMPLE 45** **Data driven decision making**

VisitBruges is one of the pioneers of data capture for tourism management, constantly upgrading its methodologies for data collection and analysis, for all areas of operation. As early as 2015, VisitBruges started mapping visitor numbers and profiles based on the analysis of mobile data traffic. The system has been refined through the years and in 2022 the DMO can accurately map how many people visit the historic city centre, their profile, origin and if they visit one of the city's museums. More details [here](#).

## **6.7 Digital management systems**

As happens in Bruges, a partnership should use the power of digital systems in its own operational management and encourage all of its major partners to do the same. It is important that partnerships operate in the most efficient and effective ways, using the most suitable applications and training their employees in their use. This includes internal business processes, project management, document management and internal and external communications.

It can be challenging for any small to medium size destination partnership to set up, maintain and manage such systems and applications on their own. One or more of the major stakeholders should be asked to help with this. Support and advice may also be available from the regional and/or national tourism organizations. The more these partner organizations adopt the same solutions, using common systems and applications, the easier they will be to implement and the more effective they will be in terms of sharing data.



#### **CASE EXAMPLE 46** **Smart management of the Slovenian tourism sector**

The Slovenia Tourist Board was an early adopter of digital technologies, using digital solutions in both marketing and management. On the marketing side, the DMO has upskilled the workforce through training and workshops, running innovative promotional campaigns driven by targeted and relevant content. In 2021, 29% of the STB's communication budget went to digital marketing, up from 22% the previous year.

On the management side, the ambition is to involve all stakeholders in the Slovenian tourism industry. From October 2021 to March 2022, STB worked and subsequently launched the Strategy of Digital Transformation of Slovenian Tourism. It sets a vision to serve as a clear guide and framework for the future operation and cooperation of all stakeholders in the Slovenian tourism industry until 2026. Key areas of the strategy include: smart management, advanced marketing and sales; smart business solutions; and competitive workforce. STB has set both quantitative and qualitative strategic goals as the basis for monitoring the overall progress.

This has enabled a better flow of information and a more informed data-driven decision-making process for destinations and companies throughout Slovenia. In turn, it will lead to a higher level of competitiveness, increase cooperation and added value in the industry overall. Initiatives include: the re-organization of STB; creation of a national market intelligence hub; management of tourism flows; digitalization of the country's Green Scheme; creation of a green hotel index and a digital maturity index. More details [here](#).





# 7 Establishment and management of Destination Management Organizations (DMOs)

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*This chapter covers the creation and management of DMOs, to undertake some of the destination management functions mentioned in Chapters 1-4. It answers the following questions:*

- When and why is a Destination Management Organization (DMO) needed?
- How is a DMO created and managed?
- What are its main roles, responsibilities and functions?

Detail about the process of creating a DMO is provided in Annex 5 and more information can be sourced from the 'Further resources for destination management' provided in Annex 9.

## 7.1 When and why is a DMO needed?

DMOs are dedicated entities that are established to take on some of the functions of destination management directly, rather than relying on the partners to execute. They take many different forms, according to circumstances. In some cases, they are an offshoot of regional or local government dedicated to tourism development.<sup>28</sup> In others, they emerge from partnerships between the major stakeholders – public, private and civic – that decide to establish an organization.

When part of government, the scope of the DMO is often limited. The responsibilities of a local authority tourism department tend to be limited to marketing and visitor services. Destination development functions such as encouraging and assisting new developments, provision of training, digitalization or improvement of access are outside their remit.

Where initiated by a partnership of stakeholders, the scope of functions may be wider, including other aspects of the management of the destination. The focus here is on DMOs that have a wider scope.

## 7.2 What are the responsibilities of a DMO?

The tasks allocated to a DMO are likely to include some or all of the following:

- Managing or assisting the preparation of a tourism strategy and action plan for the destination, in conjunction with the wider partners;
- Provision of a research and intelligence service;
- Promoting the destination as a whole, including creation of an identity and positioning statement;
- Provision of essential information about the destination through all key channels of communication;
- Assisting tourism operators – in particular smaller businesses and associations – in developing their offer; for example through training, or support with digitalization;
- Managing or assisting tourism development projects that involve several stakeholders, partners and/or operators;
- Representing the destination in discussions with government, tour and transport operators, strategic marketing partners, suppliers of digital systems and applications, etc.

The mandate of the organization can be broad, but it can also be restrictive: in particular, that its role may be limited to the marketing of the destination. In that case, one is effectively creating a 'Destination Marketing Organization', handling only the third, fourth and perhaps fifth responsibilities listed above, rather than a Destination Management Organization.<sup>29</sup>

<sup>28</sup> They may even simply be the tourism department of the local authority.

<sup>29</sup> Some DMOs do indeed consider themselves to be dedicated to marketing only. Confusingly, the initials are the same; and the distinction is not always understood.



#### **CASE EXAMPLE 47**

##### **Visit Maldives, the Maldives Marketing & Public Relations Corporation**

The Maldives Marketing & Public Relations Corporation (MMPRC) is the national DMO of the Maldives. Its primary mandate is the promotion of the island under the theme of 'The Maldives...the Sunny Side of Life' by providing marketing, advertising and public relations services to the Government in line with the National Strategic Action Plan.

The DMO's full set of responsibilities are defined in its Articles of Association and Memorandum of Association.<sup>30</sup> The DMO's overall mission is 'to promote quality and sustainable growth in the local tourism industry to deliver long term economic, social and cultural benefits to the country'. More details [here](#).

Even though the scope of its own operational activities is limited, the DMO may be given a broader role in tourism by providing leadership and direction; by preparing, commissioning or assisting with the development of strategy; and by coordinating and stimulating implementation of the plan by all partners.

In smaller, less experienced DMOs, with limited resources and staff, it will be important to focus on limited goals and essential functions, seeking to find alternative solutions for covering the rest. Some of these functions may be managed by other destination management partners. For example, a partner may put members of their IT department at the disposal of the DMO to help it create a digital presence. Or the task may be outsourced to a specialized agency or supplier, with help from national government.

### **7.3 The administrative and operational structure**

DMOs can have different administrative and legal forms. In some cases, they are a department or agency of a public authority, such as a city or region. In that case, it is highly desirable to have an advisory board or panel, bringing together public, private and voluntary/NGO sectors. Such a board or panel could play a significant role in advising on business and operational plans relating to tourism.



#### **CASE EXAMPLE 48**

##### **Tourism KwaZulu-Natal, governmental entity**

The KwaZulu-Natal Tourism Authority, trading as Tourism KwaZulu-Natal (TKZN) is the DMO for the Province of KwaZulu-Natal, South Africa. It is an entity overseen by the Provincial Department of Economic Development, Tourism and Environmental Affairs (EDTEA) that derives its mandate from legislation and government policy frameworks. TKZN is responsible for the development, promotion and marketing of tourism into and within the province. The TKZN Executive Management team is supported by a Board of Directors. More details [here](#).

In other cases, they develop from public-private partnerships – for example, local tourism syndicates or federations working together with government agencies. In that case the partners are likely, in their initial stages, to create a light-structure DMO to complement their light-structure partnership, such as a not-for-profit association, with flexible statutes that are easy to adjust to new circumstances.



#### **CASE EXAMPLE 49**

##### **How a private Trust works in partnership with the public sector**

The development of a tourism destination on the southern coast of the island of Upolu, Samoa, was essentially a private initiative, driven by the Poutasi Development Trust. However, the Trust works closely in partnership with the Samoan authorities both on the relaunch of agricultural activities and for the promotion of tourism, through the STA (Samoan Tourism Authority).

Other partners include the New Zealand VSA (Voluntary Service Abroad) and the Tindall Foundation. The Trust's activities are promoted on the United Nations platform of support for SDGs. More details [here](#).

<sup>30</sup> <https://corporate.visitmaldives.com/articles-of-association-and-memorandum-of-association/>.

More details about governance and funding models for DMOs, together with examples, are contained in **Annex 6**.



#### **CASE EXAMPLE 50** **Cape Town**

The overall responsibility for the development of tourism in Cape Town rests with the City of Cape Town (CoCT). The city handles several core functions, including destination planning and policy making, tourism regulation, tourism product development, training and capacity-building, and providing tourism infrastructure and services. Cape Town Tourism (CTT) is the official tourism body and DMO. It has three primary functions: Industry Services, Visitor Services and Destination Marketing & Management. The Convention Bureau for Cape Town is run by a separate organisation, Wesgro, a place marketing organisation, promoting the Western Cape as a place to visit, live, work, study and invest.

Cape Town Tourism is a non-profit organization and receives funding from CoCT and generates income from its membership programme and commercial activities. CTT offers tiers of benefits and membership packages which businesses can choose from, including a basic tier, classic tier, premium tier and a partnership tier. Benefits include accreditation, news and industry information, industry insights, website and digital channel support to increase visibility, networking with fellow industry partners and access to training resources at exclusive workshops. When members sign-up as partners, they choose between Executive or Strategic Partnership and they get a tailor-made benefit package. The CTT brand has been valued at \$32.3 billion by global benchmarking consultants Brand Finance, further encouraging industry alignment and accreditation.

## **7.4 The Directors and Executives of the DMO**

Where the DMO is a separate entity, responsible for its own governance, it is likely to have a **Board of Directors** that oversees the development and management of the organization, with a **chairperson** and **officers** as required by law. [N.B. This is similar to the situation for a broader destination management partnership, where the partnership is formalized into a legal entity.] The principal partners involved in the operations of the DMO are likely to have seats on the board, as are representatives of public or private entities whose support is required, including funding organizations. In some cases, positions on the board may be advertised and applicants selected on the basis of the expertise and commitment that they bring, rather than being representative of particular stakeholders or sectoral groups.

The Board has overall responsibility for the management of the DMO's business. Its members approve the organization's business plan and are responsible for ensuring that the company meets its statutory obligations. More detail about the composition and role of the Board can be found in Appendix 1 of **Annex 5** and **Annex 7**.

The board oversees the executives of the DMO: i.e. the **managers and staff** with operational responsibility. The operational structure will vary widely and will reflect the size of the organization, its budget and the range of functions that it undertakes. The management of a medium size DMO might include:

- **A General Manager or CEO**, responsible for all operations. He or she is usually the 'face' of the DMO in relations with the media and with strategic marketing and development partners.
- **A marketing manager or director**. In smaller organizations, this person may also handle all communication, including to the media and is likely to be in charge of any market research.
- **A development manager** responsible for improving the destination offer for visitors – working with public and private sector developers or investors to initiate or stimulate growth in the range or capacity of products, experiences and services; and/or improvements in quality.
- **A manager of information and reservation services** through the DMO's own information centers, through third-party outlets or, increasingly, using electronic distribution channels
- **A finance and administration manager**. However, some finance and admin functions may be provided by a stakeholder organization, particularly if the DMO is hosted within such an organization.

In smaller DMOs, some of these functions may be combined. For example, the GM/CEO may be directly responsible for marketing and/or development activity; or the marketing manager may be responsible also for information and reservation services.

The operational structure will reflect the mission of the DMO as it has been established in its statutes and business plan. As the mission and plan evolve, so may the structure.





#### **CASE EXAMPLE 51**

##### **An example of a management and staffing structure**

Sabah Tourism Board in Malaysia is an agency of the Sabah State Government, operating under the Ministry of Tourism, Culture and Environment. Its primary responsibility is the marketing and promotion of tourism for the Sabah State.

It operates with eleven staff, in addition to the Chief Executive Officer, across seven destinations:

- Research: Senior Research Manager
- Product: Senior Product Manager
- Marketing: Chief Marketing Officer + two Senior Marketing Managers
- MICE: Director of Business Events
- Digital and Communications: Communications & Digital Manager
- Finance: Chief Finance Officer + Finance & Accounts Manager
- Corporate Services & Internal Audit: Senior Corporate Services Manager + Internal Audit Manager.

(More details [here](#))

## **7.5 The Business Plan**

Chapter 2 stresses the importance of launching a destination management partnership on the basis of a Strategy and Action Plan. The DMO Business Plan describes how the DMO will deliver the responsibilities identified for it in Action Plan. It is good discipline, if not a legal requirement, for a DMO to publish a Business Plan every year.

The Business Plan will provide the blueprint for its strategic approach over the following three to five years and a particular focus on the planned operational activities and budget for the coming financial year. The Business Plan should be a practical plan to guide activities, against which progress can be monitored. The Business Plan will:

- Describe the organization, its purpose and relationships to other bodies;
- Define its strategic vision, aims and objectives, within the context of the Tourism and Economic Development Strategies and/or Management/Development Plans;
- Set out the proposed program of activities;
- Define the business model and budget for the organization, describing its resource requirements, including human resources, offices, ICT systems and applications; and the current and potential sources of income.

A more detailed list of potential contents, intended for use by larger DMOs, is provided in Appendix 2 to **Annex 5**. Smaller DMOs should focus primarily on the subjects noted above.

It is highly desirable for a DMO to have core public sector funding to cover the organization's core admin and staffing costs. In addition, to cover the costs of operation, DMOs should aim to generate income from other sources that may include:

- A commercial membership scheme for tourism businesses;
- Income from tourism businesses for participation in activities (e.g. promotion, information services, training);
- Commercial activity (booking, retail sales etc);
- Additional contributions by local authorities towards specific activities or projects;
- Project funding from donor organizations.

The business plan should include proposed income and expenditure, which will provide the basis for the Board or committee to set the budget for the next financial year. Thereafter, the Board or committee should monitor income and expenditure against the budget through regular management accounts, provided by senior management. See Appendix 3 to **Annex 5** for template for Management Account.

The Business Plan should also include a cash flow forecast of the first year, describe proposals to manage risks and liabilities and indicate appropriate performance targets and measures.

# 8 The key lessons of this Handbook

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*This final chapter underlines six key principles of destination management development.*

This Handbook describes the process – often delicate and complex – of setting up and managing a destination management partnership or organization. There are no absolute rules regarding the identity of the partners or their methods of operating and decision making. Arrangements are likely to differ from one country to another and according to local circumstances, including the type of area (for example, urban/rural); the nature of the tourism assets; and the extent of existing tourism activity.

However, whatever the context, there will be common principles that underlie the effective management of the partnership. Of these, six have been selected which summarize the high-level recommendations of this handbook.

## 8.1 Principle 1: Providing strategic direction and focus

A destination management partnership is set up to fulfil a purpose that cannot be achieved by the partners operating separately, nor by the public and private sectors conducting their business ‘as usual’. High-level goals are likely to be set at a national or macro-regional level; but at a local level, the partnership will be responsible for translating those goals into tangible objectives: in the formulating and coordinating a tourism development strategy for the city, region or territory concerned.

The destination strategy will include specific goals, both short and long term, understood and agreed by all partners. As the DM program evolves and as more organizations and people become involved, these may need some adaptation and reformulation. However, through difficulties and setbacks, the partnership’s primary mission will always be to maintain a common focus and drive the project firmly forward.

## 8.2 Principle 2: Acting on the basis of good intelligence

To achieve these goals effectively, the Handbook stresses the importance of good intelligence. A good understanding of the context and of the market underpins every step of the process, from strategy and planning through to the implementation of the program and its subsequent development. A good understanding of the value chain and of the market can give a destination a strategic advantage, and better optimize digital resources.

Collecting and analyzing information is not easy for an early-stage or smaller DMO. The Handbook has identified low-cost methods of obtaining relevant data; stressed the importance of collaboration in generating and using data; and underlined the benefits of working with regional or national tourism authorities that are likely to have the necessary resources.

## 8.3 Principle 3: Seeking value and benefit for all

A partnership may be set up for many different reasons, economic, social or environmental. In all cases, they should include the objective of bringing benefit to all stakeholders and all levels of society: not just to its official partners and major stakeholders, but to all the public and private organizations, associations, enterprises and people that have a stake in the destination in one way or another; and beyond tourism to the community: to the people that live and work in the destination and that are also the hosts and facilitators of arriving visitors.

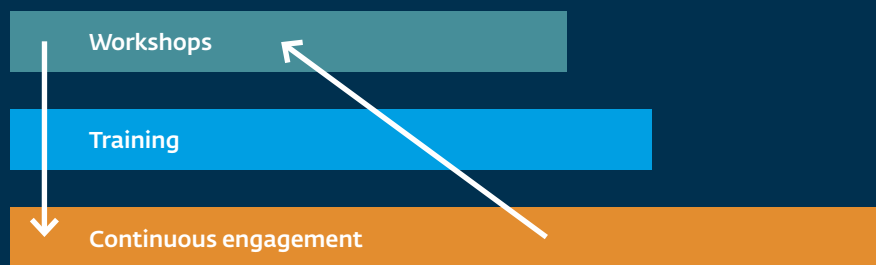
These micro-businesses, guides, taxi-drivers and shopkeepers, these employees of hotels, museums, restaurants, post offices and parks, these stakeholders in the community will be the ones that visitors will meet, that will communicate the ethos and values of the destination. Destination managers must, from the beginning, involve these tourism businesses and these members of the community, through regular meetings and contacts. There must therefore be structures and processes for meeting and discussion with all of them, at all stages of the project.

## 8.4 Principle 4: Raising awareness and developing competence

Because these front-line people and organizations are the eyes, ears and voice of the destination, it is critical that they are aware of the goals of the partnership, that they understand the benefits that the partnership or DMO can bring to them and their community; and that they have the skills to contribute to their achievement. For this reason, the handbook has proposed an ongoing model of workshops, whose goal is to raise awareness of the process of destination management and determine how each stakeholder can best participate; followed or accompanied by training or skills acquisition.

This is the flow proposed in the Handbook, whereby the workshops and training become part of an ongoing process that leads the participants towards mastery of their own development.

Figure 9 – Ongoing process of continuous engagement through workshop and training



Source: TEAM Tourism Consulting.

To launch this process, it may be necessary to bring in outside experts and trainers. It is strongly recommended that the destination take charge of this ongoing process locally: helping some of the trainees to become, in the turn, workshop leaders and trainers, so that the principal methodology of skills acquisition be practical emulation rather than transmission of theoretical knowledge.

As the diagram shows, the process is cyclical. As new needs arise, new ‘workshops’ or working groups are created, which identify the information and skills that need to be acquired and that establish a working relationship with the stakeholders that need to be involved.

## 8.5 Principle 5: Aiming for continuous improvement and enrichment

In the raising of awareness, the development of competence, the continuous improvement of actions and processes, the overriding criterion for quality will be the experience of the visitor. On a daily basis, the DM partnership or DMO will be making choices regarding investment, support to businesses and promotion of attractions and services. These choices should be driven, as much as possible, by the desire to develop and enhance the visitor experience.

Thanks to digitalization, the improvements can be constantly measured. Taking the example of a marketing action, the impact of that action, in terms of potential visitors that have seen and reacted to it, can be measured.

Figure 10 – Measurement of marketing action



Source: TEAM Tourism Consulting.

## 8.6 Principle 6: Ensuring sustainability and resilience

Finally, the destination partnership should be thinking long term, considering how the destination will evolve over the coming decades; how it will navigate the likely uncertainty of climate change, wars and other crises; and how it can act as a responsible ‘citizen’ of the world of tourism.

The principles of responsibility and sustainability – both social and environmental – are increasingly in line with those of the traveling public. They provide a solid base for growth and for the social and economic enrichment of the territory and its residents.



# Annex 1 – Destination Management Functions

The following table describes the DM ecosystem of functions, highlighting the potential role of a DMO.

Function	Full function description	Role of a DMO
<b>1. Strategic and operational planning</b>	<p>The primary strategic planning output is the tourism destination strategy and action plan as explained in Section 2.2 and 2.4 of the main Handbook text. Following on from, or as part of the destination strategy, there may be more detailed planning work for specific geographical areas, for routes or for thematic tourism. Like the destination strategy, the work will involve analysis of research (on markets, products, impact, competitors, etc. – see Section 2 below), consultation and engagement with key stakeholders.</p>	<p>If already established and authorized, DMOs often have responsibility for <b>developing new destination strategies and overseeing implementation</b>, working closely with major stakeholders and partners. In smaller DMOs, this may be handled by the DMO's chief officer, but in larger DMOs, there may be a separate function, usually linked to research. In many destinations, the strategy development and implementation work are undertaken or commissioned by the municipality or an economic development agency ('strategic authorizer'), with the DMO as a key partner. Even where the DMO is not directly responsible for producing the strategy, it may be asked to coordinate implementation.</p>
<b>2. Research and intelligence</b>	<p>Research and intelligence are undertaken by members of the DM Partnership in order to ensure strategy development and operational planning are evidence-based. It can also be designed to provide data and intelligence that will be of value to tourism businesses, relating to markets, marketing opportunities and news about the destination. Benefits to be derived include:</p> <ul style="list-style-type: none"> <li>• Understanding the performance of the destination and of the DMO;</li> <li>• Understanding current and potential markets;</li> <li>• Understanding the tourism business landscape in the destination;</li> <li>• Understanding external trends;</li> <li>• Understanding competitors.</li> </ul>	<p>DMOs gather <b>research and intelligence</b> from international, national and local sources to guide the destination strategy and their own operations; to help tourism businesses to develop and promote their operations most effectively; and to monitor destination and DMO performance. In some destinations, this role may be undertaken by municipalities or development agencies, with the DMO as a user of the outputs. The challenge is always to harmonize data and information from multiple sources into tourism market intelligence that is easily understood and usable by practitioners.</p>

Function	Full function description	Role of a DMO
<b>3. Product and experience development</b>	<p>These functions are about:</p> <ul style="list-style-type: none"> <li>• Delivering exceptional tourism experiences to fulfil the expectations of target market segments;</li> <li>• Delivering on the brand promise – ensuring that the experience lives up to expectations;</li> <li>• Ensuring that tourism is developed in a way that will enable the destination to fulfil its targets and objectives, in terms of e.g. increasing length of stay and spending, spreading tourism, ensuring good business all year round.</li> </ul> <p>The most important aspect of this is the development and management of the 'public domain', i.e. all the elements controlled, managed, designed or influenced by public sector that can make towns, villages and countryside attractive places to be. These include parks, gardens and other open spaces, markets, footpaths, cycleways, waterfronts, etc. Product development also cover the creation of new attractions, accommodation, restaurants, transportation, conference and exhibition centers and other services that are used heavily by visitors. Also, these functions can include encouraging local people to create opportunities for visitors to engage in authentic local activities relating to the economy, culture and social life of communities.</p>	<p>For many DMOs, particularly in emerging destinations, it is important to be involved in <b>product development</b>, a term that can either mean the packaging of existing products or the creation of new tourism products. Product development depends largely on the maturity of the destination and its suppliers. If the need is primarily to package and present existing products and services in new ways, for promotion to tour operators, travel agents or other members of the travel trade or to consumers direct, this would normally be handled as part of the leisure marketing function. If the need is for the <b>creation of new products and experiences</b> on the ground, the DMO would need to stimulate and work with entrepreneurs, communities and/or municipalities and/or development agencies to develop such experiences. This requires different planning and development skills to test, package and promote these new products to potential customers.</p> <p>In a few destinations, the DMO fulfils the role of <b>town center (or local area) management</b>, sometimes managing Business Improvement Districts (BIDs), with additional funding from the commercial operators in the area.</p> <p>Occasionally, DMOs are involved in <b>developing and managing tourism operations</b>, such as city tours, tourist attractions, events and even accommodation. These may best be handled through subsidiary companies, to ensure that they do not affect the financial and human resources for the DMO's core operations.</p> <p>Occasionally, DMOs are involved in implementing schemes of <b>quality assurance</b> for accommodation and attractions and sometimes other services. This is normally when the DMO is part of or acting as an agent for central government and may be linked to other aspects of governmental regulation.</p>

Function	Full function description	Role of a DMO
<b>4. Destination marketing and sales</b>	<p>With the research and strategic plan in hand, the DM Partnership can develop the marketing and sales plan, which needs to identify and understand the requirements of selected target markets and define the destination's competitive position and value proposition, before setting out a program of promotion and sales, using media and channels that will be the most cost-effective in generating additional visits from the target markets. Selection of target markets and the media and channels to influence them should be undertaken as methodically as possible, with a process of evaluation against an agreed set of criteria, which in part should relate to the strategic objectives in the destination strategy. The marketing plan should both influence and reflect the destination development plan, both resulting from the destination strategy and action plan.</p>	<p>Nearly all DMOs have a <b>leisure tourism marketing</b> role, normally including both marketing direct to consumers and through the travel trade. Those in large cities or major tourism destinations usually have a substantial <b>business tourism marketing</b> function as well, dedicated to the meetings and conventions market, for which they often establish a Convention (or Conference) Bureau, with the specialist expertise required. [N.B. Convention Bureaus sometimes handle bids for major leisure or sporting events, as well as business events, which require the coordination between multiple venues and entities.]</p> <p><b>Destination branding</b> may be undertaken by the DMO as integral part of its marketing activity; or it may be done in conjunction with partners that have an interest in the branding of the destination for other purposes, as a place to invest, live, work and study. This is often called place branding.</p>
<b>5. Visitor and destination services</b>	<p>Visitor services may be considered as the 'after sales' aspect of destination marketing, with the aim of enhancing the quality of visitors' experiences of the destination, in order to maximize length of stay and spending within the destination; and stimulate repeat visits and recommendations. In practical terms, the most important objective of the visitor services function is to make it easy for potential visitors to plan and book their visits to/within the destination, to navigate around it and to enjoy it to the maximum. The function should be proactive in supporting the destination's marketing campaigns by helping to ensure the fulfilment of the campaign offers, particularly where these are built around an experience brand, with stories to be told.</p>	<p>Most DMOs provide <b>information services</b> for visitors—traditionally through visitor information centers and local distribution outlets, but increasingly through digital channels. An integral part of this activity is obtaining accurate and up-to-date information from a wide variety of sources and tourism partners and making it available through multiple outlets and digital channels under a coherent brand voice and content strategy so as to entice the visitor to come to their destination and spend more time and money there.</p> <p>In some destinations, information services are provided by the municipality or by the national tourism authority/organization.</p>



Function	Full function description	Role of a DMO
<b>6. Events development</b>	<p>Events serve as an effective method of destination marketing. They attract media attention generally and often stimulate substantial social media activity among potential visitors – both locally and internationally. New events are often created at off-peak times, when additional tourism business is most needed.</p> <p>A substantial events program is a way not only to attract visitors, but also to increase their length of stay.</p> <p>Development of an events program requires effective collaboration with the world of culture, entertainment and the arts. Such events are a way of drawing attention to the destination's identity and culture; and its unique assets. For destinations with strong cultural traditions and limited promotional budgets, an investment in cultural events can be more effective and of more lasting impact than many other forms of promotion.</p> <p>The management of the events will often be undertaken by private operators, municipalities, community groups, trusts or NGOs.</p>	<p>Many DMOs are involved also in <b>developing and promoting festivals and events</b> in the destination, as a way of attracting more visitors, particularly at quiet times of the year. This may be through bidding to host existing events like sports tournaments or annual conventions that go to new locations from time to time—a process that the DMO can lead through its convention service if it has one. Or it may be (more often) by supporting the creation of new events specifically for the destination. The DMO should be involved in identifying the need and opportunity for such events and in the planning; but, wherever possible, the operation of such events should be entrusted to an organization that is dedicated to the task.</p>
<b>7. Skills development</b>	<p>During their stay in a destination, visitors come into contact with a wide range of service providers and their staff, who are at the 'frontline' of the tourism industry; in accommodation, attractions, shops, restaurants, taxis and information centers. Individual encounters will be many and unique to each tourist and will color his/her opinion of their stay and of the destination, which in turn will affect both repeat visits and word of mouth recommendations. Action to ensure that such encounters are of a consistently high standard represents a major challenge for the Destination Management Partnership.</p> <p>The Partnership can play a role by emphasizing the importance of staff training and promoting and facilitating such training and business development to SMMEs. It can also provide strategic direction to ensure that consistent, quality training is ongoing. It may be particularly relevant for communities heavily reliant on tourism to ensure that education about the importance of tourism is offered in schools and colleges. Apprenticeships and work shadowing can also be useful.</p>	<p>In many countries, training is undertaken by further or higher education institutions or by other agencies or organizations that are dedicated to the task. However, the DMO may be involved in providing certain types of <b>training and/or business advice</b> for some or all sectors of the tourism industry – particularly relating to marketing and the use of digital technologies. This activity can be led by the DMO or by specialist organizations engaged by the DMO.</p>

Function	Full function description	Role of a DMO
<b>Enabling functions</b>		
<b>a. Partner and stakeholder engagement</b>	<p>The management of tourism involves a very broad range of organizations within the destination, involved in fulfilling the functions outlined above. These organizations fall into three main sectors:</p> <ul style="list-style-type: none"> <li>• Local government, in respect of strategic planning, management of the public domain, operation of key civic assets (theatres, galleries, parks, sports and recreation facilities), operation of transportation infrastructure and services, provision of roads and parking, etc.</li> <li>• Private-sector suppliers of many different types of commercial services, such as transport, tours, activities, attractions, events, entertainment, accommodation, food and drink, etc.</li> <li>• Voluntary organizations/ NGOs that are essentially involved in ensuring the wellbeing of the community and, in some cases, provision of services for visitors (e.g. walking tours, information services, event organization /operations, etc.).</li> </ul> <p>In the early stages of introducing destination management, there is a need to create a multi-stakeholder partnership drawn from all three sectors – as explained in Chapters 1 and 2 of the Handbook. After that, there is an ongoing task to ensure that partners within the DM Partnership remain engaged. It is important that all partners should work together effectively and efficiently, with a clear focus on strategic objectives and on the actions necessary to achieve those objectives, as set out in the Tourism Strategy &amp; Action Plan.</p>	<p>The DMO may have the responsibility of coordinating the whole program of destination management, giving it a leading role within the destination community.</p> <p>Or it may have a more limited role as a member of the DM Partnership, responsible for delivery of specific elements of the program, typically including marketing and visitor services. This still involves substantial partnership development work, engaging and working with operational partners for its program of activities. Normally, they will include a wide range of tourism stakeholders from all three sectors within the destination. There may also be commercial partners, such as transport operators, tour operators, credit card companies, mobile companies, with whom the DMO can undertake joint marketing activity.</p>

Function	Full function description	Role of a DMO
<b>Enabling functions</b>		
<b>b. Advocacy and corporate/ industry communication</b>	<p>One of the key functions for destination managers is to be a focal point and strong advocate for the tourism sector, particularly in representations to government at all levels, as all sorts of policies can affect the tourism industry, directly or indirectly. For example, official policies for tourism development, legislation, regulations, taxation, education and workforce development, business formation, Visa policy, zoning and transportation. Good communication with stakeholders are required to understand their views on these matters; and with key players in government and those who influence them. Many destinations form advocacy groups to keep track of legislative issues and build relationships with governments to stay abreast of legal changes, which might impact the travel industry.</p> <p>In addition to working with travel media in key source markets and social media to promote the destination, most DM Partnerships engage with local news media, to inform them on how tourism is performing and to tell them about activities to develop and promote tourism.</p> <p>Closely related to this is the potential need for action to generate support for investment in tourism projects by local government, development agencies, private investors or developers, transport operators, utility suppliers and others. These are investments typically beyond the direct scope and control of destination management entities, so evidence-based advocacy is key. This can be done by campaigning through news media and/or by systematically targeting key players or influencers with well-argued and presented communications.</p>	<p>This is a key role for the DMO to play, in order to fulfil its leadership role for the tourism sector. In smaller DMOs, this is a critical part of the work of the CEO/GM. Where possible, the CEO/GM should have the backup of specialist PR/communications expertise, either employed by the DMO or provided by one of its partners.</p> <p>Success in fulfilling this role will have the benefit of strengthening the DMO's reputation with, and support from, all the tourism stakeholders and the DMO's own members.</p>



Function	Full function description	Role of a DMO
<b>Enabling functions</b>		
<b>c. Fundraising and financial management</b>	<p>The destination management program will involve many different organizations (including the DMO, where there is one) undertaking activities as part of their own operational plans and budgets. The role of the partnership is to oversee this program, not to undertake delivery at its own hand.</p> <p>On this basis, the Partnership itself would not need to raise funding, but its partners certainly will, particularly the DMO, which may be dependent on income from multiple sources.</p> <p>In some cases, a DM Partnership may undertake some delivery activities – in effect, acting as DMOs. In this case, the DMP will need to raise funding in the ways listed in the right-hand column.</p>	<p>As a delivery partner for the destination management program, the DMO requires to generate significant funding to fulfil its role. Funding can come in different forms from different sources. Normally, the main ones are:</p> <ul style="list-style-type: none"> <li>• Core funding from central and/or local government and other major stakeholders</li> <li>• In some countries, start-up funding from donor organizations</li> <li>• Payments from tourism operators to participate in promotional activities</li> <li>• Project funding for planning or development-related activities</li> <li>• Income from commercial activity – e.g. sales at information centers (accommodation and activity bookings, sales of publication and merchandise etc.), operation of walking or other tours and activities, management/operation of visitor attractions.</li> </ul> <p>Raising funding on a continuing basis is a major challenge for DMOs. Core funding from the major stakeholders is very important to ensure some level of stability.</p>

Function	Full function description	Role of a DMO
<b>Enabling functions</b>		
<b>d. Performance management</b>	<p>Measurement of the strategic performance of destinations should relate to the achievement of the destination's strategic objectives. To this end, DM Partnerships will need to undertake:</p> <ul style="list-style-type: none"> <li>• Regular surveys of visitors, businesses and residents to ask, amongst other things, how well the destination is performing in tourism and opportunities for improvement (see Chapter 3 of main handbook.</li> <li>• Use of real-time market data available from GDS, mobile network operators, GPS, credit card companies. These are likely to be expensive and time demanding for a DMO to obtain and may only be realistic if purchased and made available by NTAs/ NTOs for destinations around their country.</li> <li>• Collection of strategic KPIs on a consistent basis at a local level, enabling benchmarking of destinations within a country. See Annex 8 for potential performance indicators.</li> <li>• Collection of DMO operational KPIs focused on measuring performance against targets for key areas of activity. It is sensible to do this within the framework of the UN Sustainable Development Goals, with measures relating to residents, visitors, industry and the environment, such as: Citizen satisfaction with tourism; Measurement of cultural, social and environmental impacts; Industry adoption of sustainability standards; Measuring geographical and seasonal spread of tourism.</li> </ul>	<p>At the very least, the DMO will need to be an active partner in the program of performance evaluation and management. In some cases, it may need to initiate and lead the program, particularly where it is coordinating the whole DM program. To do the job effectively, the DMO will require dedicated resources to acquire and analyze data and active involvement of partners who will supply data. As far as possible, the focus should be on use of data that can be acquired and analyzed automatically through digital applications, notably through the provision of direct transmission of performance data and the use of online surveys, with strong incentives to encourage participation.</p>

Function	Full function description	Role of a DMO
<b>Enabling functions</b>		
<b>e. Application of digital systems</b>	<p>Operating in an environment where financial and human resources for tourism development are limited, it is important that DM Partnerships and DMOs operate in the most efficient and effective ways. The single most important consideration in this respect is the deployment of appropriate digital systems and applications, across many of the DM functions of destination management, including internal business processes, project management, internal and external communications, document storage/management, content management, messaging approval and social media management, management of relationships with the various sectors of the destination community, online research, and virtual meetings.</p> <p>The Appendix 1 in Annex 9 provides a more detailed listing of the types of applications that have particular relevance for DM, together with sources of information about these applications. There are also some general references relating to the subject of digital applications and links to examples of innovative uses by destinations.</p> <p>The digital systems and applications potentially provide the medium for stakeholders to work together in destination management and marketing. They enable the destination managers to communicate and exchange data with all the players and also for the players to communicate effectively with each other to do business direct.</p>	<p>The DMO would ideally act as the hub of the destination digital network, perhaps working in close partnership with a specialized public sector agency responsible for digital transformation or a specialist university department. Together with its partner(s), the DMO could provide a digital platform for use by all the tourism stakeholders, for communication and data exchange and, where appropriate, distribution of products to market, through multiple channels. This will need to be backed up by a substantial program of stakeholder engagement and training.</p>

In the following table, DMO lead functions are summarized under the headings of:

- **Probable** – where the DMO is the obvious organization to lead the planning and implementation of operations;
- **Potential** – where it would be a good role for the DMO, if it has sufficient scale, experience and resources, but it

should be undertaken in close cooperation with other stakeholder organizations;

- **Possible** – where the function could be handled equally well by other organizations, if they are willing and able to do so, but the DMO should provide support or lead if necessary.

#### DMO Lead Function Probabilities

Probable DMO leading role	Potential DMO leading role	Possible DMO leading role
<ul style="list-style-type: none"> <li>• Leisure tourism marketing – consumer and travel trade;</li> <li>• Attraction of meetings, conferences, exhibitions, events;</li> <li>• Visitor services.</li> </ul>	<ul style="list-style-type: none"> <li>• Destination branding;</li> <li>• Research and intelligence;</li> <li>• Destination strategy development and implementation;</li> <li>• Planning the creation of new products and experiences, including events.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and/or business advice;</li> <li>• Town center (or local area) management;</li> <li>• Developing and managing tourism attractions and events;</li> <li>• Quality assurance.</li> </ul>



# Annex 2 – Destination Management Functions by Destination Level

Destination management is a process that operates at several levels—typically, national, regional and local or micro levels.<sup>31</sup> The table below shows the types of function that might be undertaken at each level.<sup>32</sup> Regarding the organizations involved:

- At the local level, it will require a DM Partnership, consisting of multiple stakeholder organizations, as explained in Chapter 1.
- At the regional level, much of the delivery is likely to be undertaken by a regional DMO or the tourism department of a regional authority or development agency; or a regional consortium of local partnership, where there are no regional authorities.
- At the national level, delivery is likely to be undertaken by the Ministry responsible for tourism and/or National Tourism Organization, working in partnership with other relevant government departments and agencies.

	Local	Regional	National
<b>Research &amp; intelligence (R&amp;I)</b>	User of regional and/or national R&I knowledge base.  Gathering of local data on visitors and resources, using national methodological framework.	Preparation of regional R&I knowledge base, <sup>33</sup> using international, national and regional sources.  Supplementing national research, as required, to meet the specific needs of their destinations.	<b>Primary role</b> in commissioning market and economic research.  Realisation of future potential for 'big data' analysis.  Advice/ framework for regional/local research and data gathering.
<b>Strategic planning for local and regional destinations</b>	Preparation of local plans within framework of regional strategy.	<b>Primary role</b> , producing regional tourism strategies within framework of national strategy, with national support and local involvement.	National strategy as a framework for regional strategies.  Supporting role – providing strategic advice and research input to regional strategies.
<b>Destination marketing &amp; sales</b>	Local marketing within region. Supporting role through engagement in regional partnerships for international and domestic marketing.	<b>Key role supporting national marketing</b> , by forming regional marketing partnership (inc. main local tourism organizations) + working with other regions.  Primary role in domestic marketing, coordinating with local level.  <b>Primary role in gathering, managing and distributing digital content</b> , using national platform.	<b>Primary role in international marketing</b> , focusing on types of experiences that are most attractive for target markets.  <b>Provision of a national content platform</b> with a range of distribution channels used by target markets.

<sup>31</sup> In smaller countries, there may not be a 'regional level'. In larger countries or federations, there may well be a fourth level – e.g. in Canada there is a provincial level.

<sup>32</sup> This table is adapted from one prepared by OECD for Romania – see [www.oecd.org/countries/romania/operationalisation-of-destination-management-organisations-in-romania-9074fc18-en.htm](http://www.oecd.org/countries/romania/operationalisation-of-destination-management-organisations-in-romania-9074fc18-en.htm).

<sup>33</sup> Such a knowledge base would provide information and documentation to guide the destination strategy and DM operations, help tourism businesses develop and promote their operations most effectively, and monitor destination and DMO performance – to include data for municipal areas within the region, where it is available.

	Local	Regional	National
<b>Visitor services</b>	<b>Primary role for provision of 'on-the-ground' services</b> , within framework of national VS strategy and standards + regional information network.	<b>Primary role for the development of digital information services.</b>  Coordination of regional information network.	Development of national VS strategy and standards.
<b>Destination &amp; product development</b>	<b>Primary role in</b> <ul style="list-style-type: none"> <li>• <b>Creating an attractive public domain</b></li> <li>• <b>Creating or enhancing tourism products and experiences</b> to attract target markets.</li> </ul>	<b>Primary role in packaging of existing experiences</b> on a thematic basis, in partnership with other regional DMOs and the NTA.	Support (advice and/or funding) for development of primary experiences for target markets.
<b>Events development</b>	<b>Primary role in creating or enhancing events</b> to attract target markets.	Support for major tourism events and coordination of events involving multiple destinations, in partnership with NTA.	Support for national events and coordination of events involving multiple destinations, in partnership with RTOs.
<b>Skills development</b>	<b>Primary role in delivery and promotion of training opportunities to tourism businesses.</b>	Coordination of education and training suppliers to ensure availability of suitably trained staff.	<b>Primary role in strategy</b> for recruitment and training of hospitality staff.

It is important that there is alignment in terms of both strategy and operations between the local, regional and national levels, in order to ensure that:

- National policies for product development are reflected in the regional and local plans for action on the ground;
- Opportunities for tourism development identified at regional and local level are considered in national plans;
- There is integrated planning of marketing, so that local and regional marketing activities reflect national marketing programs and vice versa.

This alignment will require a continuous flow of information and intelligence from the national level down to the local level

and vice versa, which can be facilitated through integrated digital systems – see Chapter 6 of the handbook.

The required alignment of marketing and product development policies at and between national, regional and local levels is shown diagrammatically below. Also shown is the need for an integrated horizontal approach to planning of marketing and product development; plans for product development and packaging should reflect the requirements of target markets, whilst the selection of target markets should reflect existing and potential products, as well as the needs of the destination.

This should be considered as a Destination Management ecosystem, with interdependencies between each of the elements at and between the different levels.

### The Destination Management ecosystem



Source: Model devised by TEAM Tourism Consulting for use in destination management training

# Annex 3 – Informal Partnership Memorandum of Understanding

This template for a Destination Management Partnership Memorandum of Understanding identifies key elements that should be in an informal partnership cooperation agreement.

## Destination Management Partnership – Memorandum of Understanding

### Contents

1. Background
2. Partnership aims and objectives
3. Partnership activities
4. Partnership governance and oversight
5. Financial contributions
6. Disclaimer

### 1. Background

- 1.1 The following organizations have formed a partnership to establish a Destination Management Partnership for XXXX [Destination]:

A  
B  
C  
etc

- 1.2 This process for establishing this partnership has been initiated as a consequence of .....
- 1.3 The Partnership has been established for an initial three-year period, starting ....., renewable thereafter subject to agreement no less than six months before the end of this understanding.
- 1.4 Participation in the Partnership may be extended to other organizations that are willing to commit to the purposes of the Partnership and invest significant resources, in cash or in kind, to implement the destination management program.

### 2. Aims and objectives

- 2.1 The **aim** is to ensure that tourism in XXX is planned, developed, managed and marketed in the most cost-effective way.
- 2.2 The Partnership's **objectives are**:
- 2.2.1 To prepare a Tourism Strategy and Action plan for XXXX, based on sustainable development principles and designed to deliver maximum economic, social, cultural and environmental benefits for the people of XXXX.
- 2.2.2 To ensure effective implementation of the Tourism Strategy and Action Plan by the Partners and other stakeholders, through an integrated joint program of destination management activities.
- 2.2.3 To initiate other action as required to support the sustainable development of the tourism sector.

- 2.2.4 To engage in local regional, national and international policy discussions and negotiations, with a view to achieving vertical alignment of policies and operations.

### 3. Activities

- 3.1 The activities that will be implemented by the Partners on the basis of an integrated annual plan are as follows:

- Research & intelligence
- Strategic planning
- Marketing and promotion
- Visitor services
- Destination development, including tourism products, experiences, services and events, together with supporting infrastructure
- Management of the public realm to a high standard
- Human resource development
- Quality assurance
- Enabling activities, including performance management, digital systems and services, partnership development, advocacy and corporate PR.

- 3.2 Activities will be reviewed annually to ensure that they are being delivered according to the annual plan and evaluate impact. The lessons learned from this review will be taken into account in the subsequent plan.

### 4. Governance

- 4.1 The partnership will be known as .....
- 4.2 In the first instance, the partnership has no legal status. The need to become legally constituted will be kept under review.
- 4.3 The Partnership will have a Board of Management, consisting of the CEO of each Partner organization or agreed substitute.
- 4.4 The Board will elect the Chair, by gaining a majority of votes in an anonymous voting procedure.
- 4.5 The Chair will serve a two-year term, unless he or she resigns or is asked to resign by a majority of the Board, during the course of the term.
- 4.6 The Board will meet at least four times per year. It will make decisions based on consensus. Where a consensus cannot be achieved, the decision will be put to a vote, with the results formally recorded in the note of the meeting. Each organization represented on the Board has a single vote facility, with the Board chair having a casting vote.
- 4.7 The Board will consider applications for partnership membership against agreed criteria.
- 4.8 The Board is able to co-opt additional members, to address specific skill/ resource needs, as required.
- 4.9 One of the Partners will provide the secretariat to the Board.

4.10 One of the Partners will fulfil the role of Partnership Coordinator, responsible for ensuring delivery of the annual program of activities in accordance with the Action Plan.

Signed on behalf of

\_\_\_\_\_

[NAME, POSITION]

Date \_\_\_\_\_

4.11 In general, the Partners will directly organize and pay for the activities assigned to them in the annual plan. Where specific activities are funded jointly by several of the Partners, the Partnership may manage the budget on behalf of those partners.

Signed on behalf of

\_\_\_\_\_

[NAME, POSITION]

Date \_\_\_\_\_

4.12 The Partnership may establish and provide core funding for a legally constituted Destination Management Organization to undertake some of the delivery functions listed in Section 3.1, where they consider that this will be the most effective way of delivering those functions. Such an organization will have its own governance arrangements.

Signed on behalf of

\_\_\_\_\_

[NAME, POSITION]

Date \_\_\_\_\_

## 5. Disclaimer

5.1 By signing this document or by participating in the Destination Management Partnership, the partners are not committing to legally binding obligations. The partners remain independent of each other and their collaboration and use of the term 'partner' does not constitute the creation of a legal entity in the first instance, nor authorize the entry into a commitment for or on behalf of each other.

Signed on behalf of

\_\_\_\_\_

[NAME, POSITION]

Date \_\_\_\_\_



# Annex 4 – DMO Articles of Association – Main headings

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This section provides an example of List of Contents showing what the key elements should be in a formal document that officially establishes a DMO. Key elements will be the same in most legal entities, such as associations, limited liability companies, etc

## Example of List of Contents:

### PART 1 – INTERPRETATION AND LIMITATION OF LIABILITY

1. Defined terms
2. Liability of members

### PART 2 - DIRECTORS

#### DIRECTORS' POWERS AND RESPONSIBILITIES

3. Directors' general authority
4. Members' reserve power
5. Directors may delegate
6. Committees

#### DECISION-MAKING BY DIRECTORS

7. Directors to take decisions collectively
8. Unanimous decisions
9. Calling a directors' meeting
10. Participation in directors' meetings
11. Quorum for directors' meetings
12. Chairing of directors' meetings
13. Casting vote
14. Conflicts of interest
15. Records of decisions to be kept
16. Directors' discretion to make further rules

#### APPOINTMENT OF DIRECTORS

17. Methods of appointing directors
18. Termination of director's appointment
19. Directors' remuneration
20. Directors' expenses

### PART 3 - MEMBERS

#### BECOMING AND CEASING TO BE A MEMBER

21. Applications for membership
22. Termination of membership

#### ORGANISATION OF GENERAL MEETINGS

23. Attendance and speaking at general meetings
24. Quorum for general meetings
25. Chairing general meetings
26. Attendance and speaking by directors and non-members
27. Adjournment

#### VOTING AT GENERAL MEETINGS

28. Voting: general
29. Errors and disputes
30. Poll votes
31. Content of proxy notices
32. Delivery of proxy notices
33. Amendments to resolutions

### PART 4 - ADMINISTRATIVE AND/OR FINANCIAL<sup>34</sup> ARRANGEMENTS

34. Means of communication to be used
35. Company seals
36. No right to inspect accounts and other records
37. Provision for employees on cessation of business

#### DIRECTORS' INDEMNITY AND INSURANCE

38. Indemnity
39. Insurance

Adapted from UK Govt website – Model Articles for Private Companies Limited by Guarantee: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/740517/model\\_articles\\_private\\_ltd\\_by\\_guarantee\\_after28April2013\\_\\_1\\_.doc](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/740517/model_articles_private_ltd_by_guarantee_after28April2013__1_.doc)

<sup>34</sup> It is not a requirement to include information on finance and accounting in Articles of this kind, but it may be appropriate in the circumstances.

# Annex 5 – The process of establishing new DMOs, including tools and timescales

## Introduction

This Annex covers the process, requirements and timetable for establishing new DMOs. It addresses a number of key questions that go beyond the level of the handbook and that provide additional detail.

It answers the following questions:

- How should the process be started?
- What resources need to be secured?
- How is the Director/Chief Executive Officer (CEO) selected?
- What are the options and steps for generating funding?
- What is involved in obtaining offices, related services and staff?
- What is the timescale for the above tasks?

Readers should note that the approach suggested is indicative. In practice, it will vary according to the governance and funding model selected and local circumstances.

## Engaging key stakeholders in a Steering Group

Establishment of the DMO should be initiated and overseen by a Steering Group established by the Destination Management Partnership, if one exists, or by key stakeholders. The Partnership or key stakeholders may have established the role and functions of the DMO in implementing the destination strategy. The Steering Group will be responsible for determining how the DMO is to be funded and governed in order to fulfil its role and undertake its functions. It will need to review the advantages and disadvantages of the different models set out in Section 6.1 within the context of the destination concerned.

Once the decision is taken on the model, the Group will need to prepare the draft constitution for the organization and a first-year operational program and budget; and secure resources for setting up process. It will also need to agree the method of selecting the Board members and address the practical considerations of staffing, offices, etc.

Key Steps:

- Convene meeting of key stakeholders to discuss process and agree on membership of Steering Group;
- Arrange Steering Group meetings as required to agree governance and funding model, agree the method of selecting the Board members (see **Annex 7**), prepare first-year operational program and budget and draft constitution and secure resources for setting up process;
- Initiate agreed process for selection of Board members;
- Convene First General Meeting of DMO stakeholders.

## First General Meeting, formation of Board and approval of Year 1 program and budget

Once the DMO has been formally established, the first General Meeting of stakeholders should be held, at which the first Board will be formed, the constitution will be adopted, and the

first-year budget and program agreed. As soon as the Board is operational, the Steering Group will be disbanded.

## Engaging Director/CEO

The Board will be responsible for recruiting a Director/Chief Executive Officer (CEO). The first step is for the Chair (with appropriate professional support) to prepare the Job Description, for approval by the Board.

For the sake of fairness and accountability, the post of Director/CEO should be widely advertised, and formally recruited. The Board should select the interview panel. It is important that the Director/CEO be seen to work for the new organization and not to carry with him/her a legacy from the past. A sample description for the Director/CEO can be found in Appendix 1, below.

The Director/CEO will be responsible to the Board for the preparation and implementation of the business and financial plans and for developing and nurturing strategic and tactical partnerships. He/she will have other executive responsibilities, such as strategy, performance evaluation, and finance and partnership development. It will be for the CEO and the Board to devise an organizational structure for the organization.

Key Steps:

- Prepare job description, including terms and conditions, and professional specifications;
- Create and place advert;
- Receive applications;
- Shortlist candidates;
- Conduct Interviews;
- Make appointment;
- Notify stakeholders and key media.

## Preparing the Business Plan, including the funding model and budget

An early task for the Board will be to prepare a Business Plan (see Section 4.7), based on the first-year program and budget prepared by the Steering Group. A draft of the Business Plan should be sent to the key stakeholders for comment and input, as appropriate.

Once it is finalized by the Board, the Plan may then be submitted to key stakeholder organizations as the basis of an application for funding—ideally, for a three-to-five-year period.

Key Steps:

- Prepare draft plan;
- Review by key stakeholders;
- Prepare final plan and arrange formal adoption by the Board;
- Submission to key stakeholders for funding.

## Generation of funding

A substantial ongoing task will be to establish schemes and systems for generating funding from multiple sources, to ensure ongoing financial sustainability of the DMO. In the first instance, every effort should be made to secure core funding or in-kind support from the public sector, to cover key staff and office costs. The aim should be to maintain this core funding, whilst generating increasing operational funding from selling services to stakeholders, commercial activities and project funding.

Key Steps:

- Define operating budget for implementing the activities outlined in business plan;
- Identify and apply for sources of core funding and in-kind support, such as staff, office space, or other services;
- Identify sources of additional operational funding and develop services accordingly;
- Prepare funding strategy (to be integrated in Business Plan).

## Obtaining offices and related services

The Business Plan will define the program of activity and the staffing required to deliver it. These factors will in turn be the basis for deciding on the requirement for offices and related services. In the first instance at least, it will be best (in terms of time and money) if premises can be provided by one of the major stakeholders. In selecting premises, consideration may be given to locations that will also be convenient to travelers, if there is an intention to provide information or services – but this is not recommended as an essential requirement.

There is a wide range of other functions and obligations that must be fulfilled by the new organization. These include issues such as terms and conditions, appropriate insurance cover, personnel matters, health and safety, financial accounting, computer security and virus protection. Suitable financial and management resources must be set aside to cover all these matters. Again, it will be highly desirable if these services can be provided by one of the major stakeholders, not only to keep the costs to a minimum, but also to minimize the call on the time of the initial team of staff, especially the Director/CEO, whose highest priority is to provide leadership, develop good working relationships with the key stakeholders and to initiate an initial program of activities to generate benefits for the destination.

If stakeholder support is not available to undertake these tasks, then the CEO will need to engage admin and financial support at the earliest opportunity to handle all the set-up arrangements. It will be easiest and quickest to buy-in these services, at least initially, from an office management services company, if financial resources are available.

Ideally, the Director/CEO will oversee and coordinate all the set-up arrangements. If there is a delay in fulfilling that position, the Chair or his/her deputy will need to undertake that role for the time being.

Key Steps:

- Find interim premises;
- Make an action list of what's needed to get operational;
- Initial review of options for set-up arrangements;
- Specification of requirements in light of Business Plan programs;
- Negotiation;
- Move into permanent premises.

## Recruitment of staff

Where there is a substantial tourism industry and /or a well-resourced municipality, numbers of staff could be 20 or more. In some of the world's great tourism city destinations, where the DMOs have a wide range of functions, this number is often in excess of 100, with a substantial structure. However, in most emerging economies, DMOs often have very limited budgets and can therefore afford only a few multi-skilled staff (see Section 7.4). The situation for these DMOs is reviewed towards the end of this section.

Staff may be seconded by one or more of the main stakeholders, which is a good way to get going quickly; otherwise, there will be a need for DMOs to recruit appropriate staff, to implement the Business Plan. For this, the key steps are:

- Identify roles;
- Prepare job description, including terms and conditions;
- Prepare and place adverts;
- Receipt of applications;
- Shortlist candidates;
- Conduct Interviews;
- Make appointments.

## Indicative timetable

The table below shows an indicative timetable for the setting up process. In practice, the amount of time required will depend a lot on local circumstances. For example, if a major stakeholder is willing to supply offices and second one or two staff members, the process could be significantly faster. However, it is quite possible that some stages (e.g., recruitment of the CEO) could take longer.

Tasks 1 and 2 should be the subject of discussion and agreement with key stakeholders before the practical work begins (i.e., Task 3 onwards).

Tasks	Months							
	Pre	1	2	3	4	5	6	7+
1. Engaging the stakeholders in a Steering Committee								
2. Securing resources (staff and money) and preparing Year 1 program and budget								
3. First General Meeting for formation of Board and approval of Year 1 program/ budget								
4. Engaging General Manager/CEO								
5. Preparing the Business Plan, including full program and budget								
6. Generation of funding								
7. Obtaining offices and related services								
8. Recruitment of staff								
9. Commence operations								

## Annex 5 – Appendix 1: Template for DMO CEO/ General Manager Job Description

### Chief Executive Officer

The CEO will report to the Chairman and the Board of the DMO. Key responsibilities will include:

- Advising the Board on all matters of policy and strategy;
- Providing leadership for the new organisation;
- Preparing, reviewing and overseeing the successful implementation of the Tourism Destination Development Plan in conjunction with the partnership of stakeholders;
- Preparing and updating annually the DMO's Business Plan for approval by the Board;
- Directing implementation of the DMO's responsibilities identified in the Destination Strategy & Action Plan and such other activities and services that may be required by stakeholders;
- Managing the process of change for tourism services in a dynamic manner within a partnership framework;
- Reporting to the Board on operational matters and on performance against agreed targets and measures;
- Managing relationships with stakeholders, including local authorities, regional and sub-regional agencies, tourism industry associations and businesses, and other funding bodies;
- Building the membership of the DMO among commercial operators; establishing effective communications with them to encourage active participation and to meet their needs;

- Being responsibilities for financial management, for developing the income of the organisation and for ensuring sound financial systems are operated;
- Developing the staffing structure of the organisation and ensuring that staff of the right calibre and experience are recruited, retained, suitably developed and motivated;
- Reviewing, in consultation with the stakeholders, the effectiveness of the new tourism management structure in the destination and making any recommendations for change that may be necessary.

### The person appointed will have

- Proven expertise in planning to achieve strategic aims and objectives;
- Senior management experience and strong operational skills in running comparable tourism or tourism-related organisations;
- Direct experience of tourism, either private or public sector, and senior level operational experience;
- Proven leadership and motivational skills;
- Entrepreneurial acumen required to build profitable commercial activity for the organisation, in order to enhance its ability to fulfil its strategic role;
- Ability to meet the administrative, managerial and financial challenges of running the organisation;
- Ability to manage effective relationships and forge partnerships with a wide range of partners in the public, private and voluntary sectors;
- Strong communications skills – able to present effectively both externally and internally.



## Annex 5 – Appendix 2: Business Plan Template

Business plan structure template	
<b>Executive Summary</b>	<ul style="list-style-type: none"> <li>Purpose of the Business Plan;</li> <li>Key Learnings and Conclusions.</li> </ul>
<b>Vision and Mission Statement</b>	<ul style="list-style-type: none"> <li>The <b>Vision</b> is future focused, inspirational and verifiable – relates to the DMO's role in delivering the destination strategy;</li> <li>The <b>Mission</b> is present focused, reason for being, a roadmap, concrete, and measurable.</li> </ul>
<b>Structure of the DMO</b>	<ul style="list-style-type: none"> <li>Brief statement of the legal structure and governance of the organization, including Board of Directors and role of members.</li> </ul>
<b>Strategic Context</b>	<ul style="list-style-type: none"> <li>This requires a situational analysis including current trends, forecasts and areas of priority to address the following: <ul style="list-style-type: none"> <li>What are the current economic and tourism conditions?;</li> <li>What challenges and opportunities exist? May include SWOT analysis;</li> <li>Key learnings and priority areas.</li> </ul> </li> <li>Role and responsibilities of the DMO in delivering the local, sub-regional and regional tourism strategies.</li> </ul>
<b>Overall Aims, Objectives and Targets</b>	<ul style="list-style-type: none"> <li>Aims and objectives are the quantifiable results the DMO expects to achieve over the three-year period. Aims should be realistic, achievable, yet challenging and should include a timeline;</li> <li>Example objectives include amount of revenue, visitation levels, or visitor revenue desired by a certain date. If an objective is difficult to measure, indicators can be used; for example, the increase in visitors to a sample of operators or the number of enquiries at a website or visitor center could be indicators for overall visitation levels;</li> <li>Targets should be identified for all Objectives for the three-year period.</li> </ul>
<b>Programs of Activity -Strategies &amp; Key Actions</b>	<ul style="list-style-type: none"> <li>Strategic activity to fulfil key actions in the sub-regional and regional tourism strategies;</li> <li>Strategies describe the broad direction the community will take to achieve the stated goals and objectives;</li> <li>Strategies look longer term and may not change from year to year while tactics are short-term actions to achieve the implementation of a strategy;</li> <li>Strategies could include but are not limited to promotional strategies as well as relevant Destination development and Product experience and visitor services strategies. E.g.: <ul style="list-style-type: none"> <li><b>Tourism marketing and promotional strategies</b> are social media, media relations, advertising, joint or levered promotions, or consumer shows;</li> <li><b>Destination development and product experience strategies</b> may include those addressing infrastructure and policy issues, or products for tourism development;</li> <li><b>Visitor services strategies</b> may include approaches to satisfy visitor information needs;</li> <li>Industry <b>engagement strategies</b> and programs specifically to deliver benefits to tourism businesses e.g. Membership Scheme; training and/or business advice.</li> </ul> </li> <li>Provide a description of the overall resource allocation by major category;</li> <li>List key actions for each year of the three-year period with more detail in the first year.</li> </ul>
<b>Relationships with key stakeholders/ partners</b>	<ul style="list-style-type: none"> <li>Describe relationships (Including Service Level Agreements). E.g.: <ul style="list-style-type: none"> <li>Partnerships within destinations;</li> <li>Partnerships between destinations;</li> <li>Partnerships between local, regions and national levels.</li> </ul> </li> <li>Indicate stakeholder communications methods/plan.</li> </ul>
<b>Management, Governance, and Administration</b>	<ul style="list-style-type: none"> <li>A description of the proposed business model, management, governance and administration process for activities and funds;</li> <li>Whether the DMO will be carrying out the proposed activities or, whether a service provider or other organization will be responsible for carrying out some/all of the proposed activities.</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>Personnel, or 'Human Capital': <ul style="list-style-type: none"> <li>Outline of proposed staffing, responsibilities and salaries;</li> <li>Staff structure chart.</li> </ul> </li> <li>Premises – where will the DMO operate;</li> <li>Equipment, including ICT systems and applications.</li> </ul>

Business plan structure template	
<b>Budget</b>	<ul style="list-style-type: none"> <li>Financial analysis – including indicative projections beyond the initial three-year period to demonstrate sustainability;</li> <li>Income and expenditure: <ul style="list-style-type: none"> <li>Assumptions and risks;</li> <li>Other resources for delivery.</li> </ul> </li> </ul>
<b>Sources of Funding</b>	<ul style="list-style-type: none"> <li>Indicate other available sources of funding to fund tourism marketing, programs and projects. E.g <ul style="list-style-type: none"> <li>Income from tourism businesses for participation in activities (e.g. promotion, information services, training);</li> <li>Additional contributions by municipalities towards activities;</li> <li>Commercial activity (booking, retailing, etc);</li> <li>Project funding from donor organizations, local government, development agencies, private investors or developers, transport operators, utility suppliers etc.</li> </ul> </li> </ul>
<b>Monitoring and evaluation methods</b>	<ul style="list-style-type: none"> <li>DMO's own performance against targets that should be set in its Business Plan. These targets should include quality measures;</li> <li>The performance of partner organizations through Service Level Agreements;</li> <li>Consider the following definitions when preparing the output and outcome measures: <ul style="list-style-type: none"> <li>Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips;</li> <li>Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience. e.g. Visitor volume, average length of stay, accommodation revenues, jobs supported.</li> </ul> </li> </ul>
<b>Implementation timetable and key milestones</b>	<ul style="list-style-type: none"> <li>Include early priorities/quick wins.</li> </ul>

This table is based in part on a template prepared by Destination BC – see <https://www.destinationbc.ca/what-we-do/funding-sources/mrdt/forms/>

## Annex 5 – Appendix 3: Template for Management Accounts

	Budget (€)				Year to date (€)				Anticipated outturn (€)				Anticipated variance from budget (€)		
	Expenditure	Income	Net		Expenditure	Income	Net		Expenditure	Income	Net		Expenditure	Income	Net
<b>Marketing</b>															
Marketing research/ planning	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Campaign 1	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Campaign 2	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Travel trade engagement & support	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Travel/social media engagement & support	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
<b>Total Marketing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Visitor Services</b>															
Information Centre A	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Information center B	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Contact Centre	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Destination App	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
<b>Total Visitor Services</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Product &amp; Experience Development</b>															
Theme A	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Theme B	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
<b>Total P&amp;E Development</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Staff Costs</b>															
Salaries	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Social Security Costs	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Pension Costs	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Temporary Staff	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
<b>Total Staff Costs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Overheads</b>															
Rent	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Rates	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Heat/Light/Water	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Insurances	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Telephone & Internet	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Cleaning	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Print/Post/Stationery	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Advertising & Promotion	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Travel	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Consultants Fees & Subscriptions	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Legal & Professional	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Audit & Accountancy	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Bank Charges	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
General office expenses	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Depreciation	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
Office Equipment	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
<b>Total Overheads</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Annex 5 – Appendix 4: ToR for destination intelligence dashboard

### Destination Toronto – Data dashboards

Destination Toronto (DT) understand the benefits of harnessing the power of data.

Simpleview destination dashboard – DT wanted a tool to facilitate the collection, compilation and presentation of its data and opted for the Simpleview<sup>35</sup> destination dashboards. The DMO first introduced it to its sales teams internally integrating the DMO's CRM products and reporting tool. Sale

representatives have access to their own dashboard with their key metrics, while sale managers have timely access to team data to see how the team is advancing toward their KPIs.

Simpleview article / case study - <https://www.simpleviewinc.com/blog/stories/post/destination-toronto-benefits-from-the-power-of-data-with-simpleview-dashboards/>

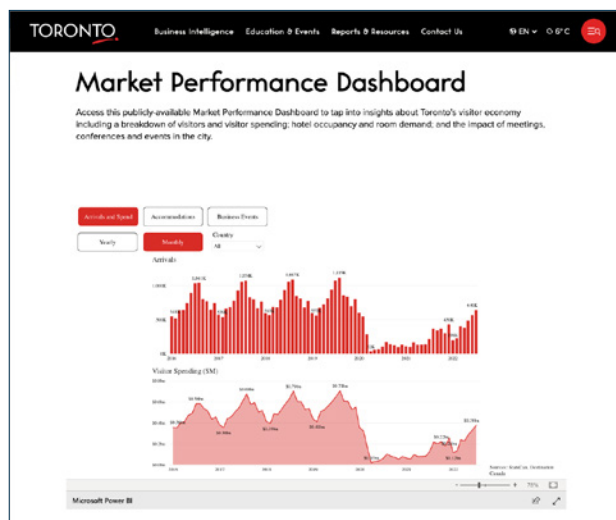


Market Performance Dashboard – DT also uses a market performance dashboard, powered by Microsoft Power BI, which is an illustration of overall destination performance dashboard in terms of volume of business.

Website - <https://www.destinationtoronto.com/research/business-intelligence/market-performance/>

Toronto Economic Dashboard Statistics – DT also uses dashboard detailing breakdown of what makes the city an economic powerhouse.

Website - <https://www.destinationtoronto.com/research/business-intelligence/local-economy/statistics/>



<sup>35</sup> <https://www.simpleviewinc.com/our-services/strategy-insights/dashboards/#:~:text=Destination%20Dashboards%20consolidates%20your%20data,Analytics%2C%20social%20media%20and%20more>



Visit Florida's members have protected access to the data dashboard. The Key Data™ dashboard provides the DMO and its members real-time data into the performance of short terms rental data and visitor origin markets. Key Data™ connects directly into every reservation management systems used by lodging providers in its destination.

Website - <https://www.visitflorida.org/resources/research/>

Data Unlocked  
 Quality of Life Dashboard  
 Below are samples of some key statistics on Florida travel from the study.

## FLORIDA VISITOR ESTIMATES

Note: When using any of our research statistics, please credit "U.S. FLORIDA Research." Unless otherwise noted, this data is copyright protected. For more detailed Florida tourism information, please contact the VISIT FLORIDA Research Team at [research@VISITFLORIDA.org](mailto:research@VISITFLORIDA.org).

**Select a Year**

2022

Region/ Quarter *	Domestic		Overseas		Canada		Total	
	Visitors	%Y Growth	Visitors	%Y Growth	Visitors	%Y Growth	Visitors	%Y Growth
Q1	31,601M	33.6%	07,323M	106.9%	0,816M	1027.9%	39,740M	38.2%
Q2	31,379M	1.3%	07,148M	49.0%	0,909M	1067.8%	39,436M	5.6%
Q3								
Q4								
Total	65,004M	16.8%	13,671M	101.2%	01,207M	1166.5%	80,344M	20.2%




Top origin states are not available for 2022. The data for 2022 will be released May/June of 2023.

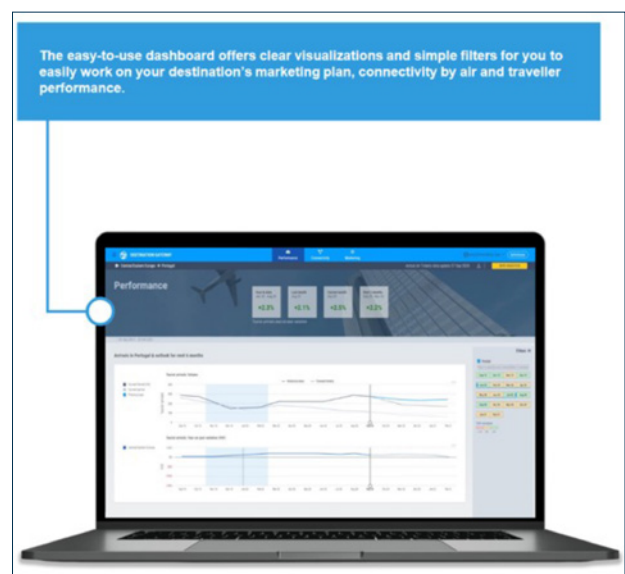
**Select a Mode of Transportation**

All Types

**Top Origin States (mouse over a state for details)**

Tourism Corporation Bonaire has opted for ForwardKeys [Destination Gateway](#) product to access performance intelligence based on real-time data monitored and shared via ForwardKeys. The DMO can access the data on an easy-to-use dashboard that offers clear visualization and simple filters.

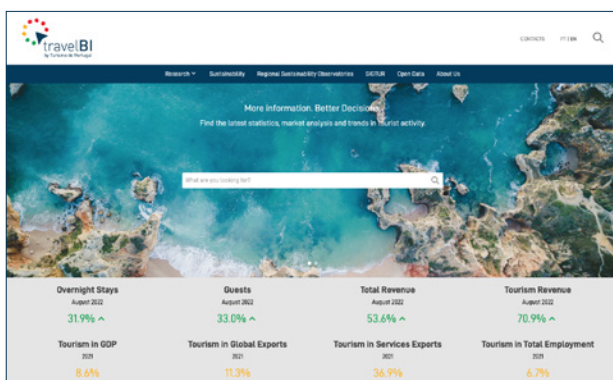
MODULES	
	<p><b>PERFORMANCE</b></p> <p><i>Do you know how your destination is performing?</i></p> <p>Understand the performance of specific travel audiences to your destination – the historic trends, current patterns and the future outlook.</p>
	<p><b>CONNECTIVITY</b></p> <p><i>How is it evolving and what are the new opportunities?</i></p> <p>Power up your decision-making and future negotiations with airlines by knowing the airline capacity and supply to your destination.</p>
	<p><b>MARKETING</b></p> <p><i>Do you know who, when and where to target travellers?</i></p> <p>Understand your source markets' travel behaviour and profiles to optimally prepare your marketing plans and campaigns.</p>



## Turismo de Portugal – travelBI tourism knowledge management portal

Turismo de Portugal, the national DMO for Portugal, believing that more information leads to better decisions, developed a free-access tourism knowledge management platform to provide the tourism industry with the latest statistics, market analysis and trends. TravelBI's mission is 'the dissemination of the main performance indicators of the activity and its competitive analysis'<sup>36</sup>.

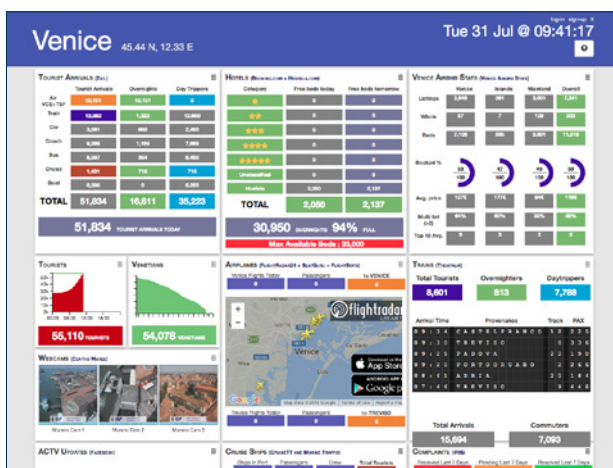
Website - <https://travelbi.turismodeportugal.pt/en>



## Dashboard of the Venice Project Center

Example of the Venice Project Center dashboard, composed of individual modules, or widgets, each displaying real-time information about Venice. It operates on an open data basis and the data is the basis for the operation of services useful to the community and is used daily by applications and predictive models. For the last 30 years, the centre has been studying solutions to preserve and improve life in the city of Venice.

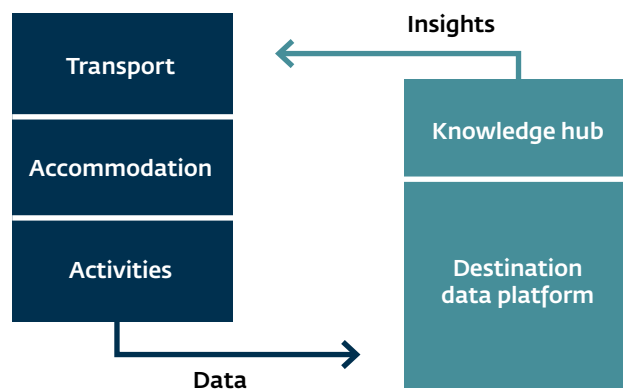
Website - <https://www.veniceprojectcenter.org/vpc/application/dashboard>



## Göteborg & Co – Knowledge Hub

Initiative from Göteborg & Co aiming to future-proof the visitor industry. The city's stakeholders are invited to provide data and join the hub to create and strengthen the data ecosystem platform. It is expected to be open access to create the basis for fact-based decision-making and collaborations. It will also encourage academics and private businesses to carry out research and innovate.

Website - <https://goteborgco.se/en/our-services/knowledge-and-statistics/the-knowledge-hub/>



<sup>36</sup> <https://travelbi.turismodeportugal.pt/en/about-us/>

# Annex 6 – DMO governance and funding models

There are several options for governance and funding of a DMO, including:

	Advantages	Disadvantages
<b>1. A public-private partnership: normally in the form of a non-profit making company or association</b>	<ul style="list-style-type: none"> <li>Engages the knowledge and support of all key players.</li> <li>Enables rapid decisions.</li> <li>Good environment for innovation</li> <li>Well placed to attract specialist tourism talent.</li> </ul>	<ul style="list-style-type: none"> <li>Likely constant concern about financial sustainability.</li> <li>Likely to have limited influence on planning and operations of public sector.</li> </ul>
<b>2. A department or agency of a single public authority</b>	<ul style="list-style-type: none"> <li>Funding more likely to be sustainable.</li> <li>Financial and admin services likely to be supplied by the authority.</li> <li>Well placed to influence all aspects of public sector policy relevant to tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Environment may reduce scope for innovation and entrepreneurial activity.</li> <li>Subject to government constraints on public sector funding.</li> <li>Decision making process may be slow.</li> <li>Less likely to attract funding and active involvement of private sector.</li> </ul>
<b>3. A partnership of public authorities (e.g., for a city and its surrounding areas), with a joint management unit, or responsibilities shared between the partners</b>	<ul style="list-style-type: none"> <li>Relatively easy to establish.</li> <li>Commitment more likely to be sustained, through peer pressure.</li> <li>Sharing of costs and reduced dependency on a single authority.</li> <li>Consistent policies over a wider area, with the potential to achieve critical mass of resources and a credible brand.</li> </ul>	<ul style="list-style-type: none"> <li>Some additional costs involved in establishing and servicing a partnership.</li> <li>Decision taking on key policies may be slowed by need to ensure agreement of all partners.</li> <li>Environment may reduce scope for innovation and entrepreneurial activity.</li> <li>Subject to government constraints on public sector funding.</li> <li>Less likely to attract funding and active involvement of private sector.</li> </ul>
<b>4. Private company or NGO managing activities outsourced by public authority(ies)</b>	<ul style="list-style-type: none"> <li>Provides access to specialist expertise and experience.</li> <li>Possible economies of scale, where contractor operating other DMOs.</li> <li>Enables reduction in public sector headcount.</li> </ul>	<ul style="list-style-type: none"> <li>High time cost in setting up, monitoring and managing outsourcing agreement and performance targets.</li> <li>Contractor's focus is likely to be operational rather than strategic.</li> <li>Contractor likely to have reduced commitment to and passion for the destination.</li> <li>Danger of actual or perceived conflicts of interest for contractor.</li> <li>Limited accountability during contract.</li> <li>Willingness of potential partners to engage with and support the work of the contractor could be limited.</li> </ul>
<b>5. A private association, company or NGO without core funding or contract from the public sector.</b>	<ul style="list-style-type: none"> <li>Likely to involve a minimum of bureaucratic costs.</li> <li>Potential to achieve a high level of commitment and engagement from the organizations concerned, at least initially.</li> </ul>	<ul style="list-style-type: none"> <li>Likely constant concern about financial sustainability.</li> <li>Limited influence on the tourism related work of public authorities.</li> <li>Limited scope for innovation.</li> <li>Focus likely to be on tactical activity, particularly marketing.</li> </ul>

There is no single best solution that should be applied universally. It all depends on the context – political, institutional, economic and social. Different solutions may be most suitable for different circumstances – for example:

- In emerging nations, where central government is the primary driver for tourism development, it may be best for DMOs to be established and substantially funded by the national tourism administration, as part of a fully integrated network;
- In regions where the economy is heavily dependent on tourism, the regional economic development department may be best placed to establish and/or fund the DMO;
- In local destinations where the economy is heavily dependent on tourism and the municipality is reasonably well resourced and/or provider of multiple tourism

facilities and services, it (the municipal authority) may be best placed to run the DMO;

- In local destinations where public sector resources are very limited, it may require another player, such as a leading commercial operator, an NGO or a University, a national parks or nature reserve to play the leading role in establishing a destination management entity – but here in particular, long-term sustainability may be problematic.

Whoever the leading funder(s) may be, the implementation of the DMO's program should be undertaken in partnership with, and with support from, all other key players (public, private, NGO, community) within the tourism sector, who may be invited to sit on the DMO Board, or to form an Advisory Board to work with the leading funder(s).

# Annex 7 – Composition and roles of the DMO Board of Management

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This section relates primarily to the situation where the DMO is a formally constituted company. In this case, there must be a Board of Directors, which has overall responsibility for the management of its business; the Board members approve the organization's business plan and make strategic and operational decisions accordingly and they are responsible for ensuring that the company meets its statutory obligations.

The other types of governance and funding models noted in **Annex 4** will also have governing bodies of some type. Where the DMO is part of a local authority, there may be a committee of councilors overseeing the work of the DMO and/or an advisory board from public and private sectors. Where the DMO is an association, there may be an Executive Committee or Board of Trustees. Each of these models will have its own rules and methods of operating, but many of the principles relating to companies may apply to them also. The key is to have industry and stakeholder involvement to drive destination management with a shared vision.

The Board (or committee) will normally delegate responsibility for some or all operational decisions to the management employed by the DMO. An important consideration is the extent of delegation, normally related to amount of expenditure involved. This is for decision by the Board, which might decide that any contract or purchase in accordance with the business plan and costing less than an agreed figure can be handled by the management; and anything above that level requires a decision by the Board.

The membership of a Board or committee may be determined in different ways, such as:

- Elected by the stakeholders;
- Appointed by public sector bodies and/or NGOs;
- Appointed by private sector associations or by major private funders;
- Appointed by a selection committee through an open application or headhunting process, according to skills, knowledge and experience;
- Appointed on an ex-officio basis (e.g. the mayor of the municipality);
- Coopted to undertake a particular role or task.

Or there could be a combination of these methods. The ways of appointing DMO Board members should be included in the constitution – known as the Articles of Association in the case of a company.

The Board should ideally number between 7 and 11 members to allow for a range of interests and skills to be included without the Group becoming unwieldy. With more than 11, there is a danger of losing unity of purpose. An odd number (7, 9 or 11) is important to ensure that there can be a majority when votes are taken.

Dependent on the method of selection, the Board or committee members may be in part representative of particular sectors or organizations such as the local authorities and tourism associations and would ideally have a reasonable balance in terms of geography (different parts of the destination) and sectors of the tourism industry. However, the overriding need is that individuals on the Board or committee have a good mix of skills and experience in order to ensure that the new DMO can operate in the most cost-effective way.

The primary responsibility of the Board or committee should be to enable the success of the DMO in achieving its objectives. It can be argued that, where a member has been appointed to the Board or committee by another organization, he/she may have split loyalties and also may not have appropriate expertise. In this respect, appointment by a selection committee based on skills, knowledge and experience may be considered a better method.

The Chair and Deputy Chair of the Board or committee may be:

- Elected by the membership as a whole;
- Elected by the Board or committee;
- Appointed by the municipality or other major funder;
- Appointed by a selection committee;
- Appointed on an ex-officio basis.

It is possible that the Chair might be appointed by the leading stakeholder (if there is one), whilst the Deputy Chair is determined by election or some other method.

In strategic terms, the most important role of the Board or committee is to determine the business plan and the budget relating to it. Once that is done, many other decisions will flow from it. It is the job of the DMO management to prepare the business plan, the primary aims of which should be to enable the DMO to fulfil its role in implementing the tourism strategy and development plan for the destination and to help the tourism businesses in the destination to achieve sustainable commercial success.

A template for the terms of reference for Board Members is included in the appendix below.



## **Annex 7 – Appendix 1: Template for Terms of Reference for Board Members**

### **1. Attendance at Board Meetings and other company events**

- a) When undertaking any official activities, Board Members' primary responsibilities are to ensure that the activities of the organization are undertaken with maximum efficiency and effectiveness, in accordance with the aims and objectives set out in the business plan and with the law of the land. Members' other affiliations and commitments should not influence their decisions relating to the organization's activities.
- b) Members of the Board must attend Board meetings as required as per Clause 8. Absence from three consecutive Board meetings, without the consent of the Chairperson, will result in disqualification as a member of the Board.
- c) Members of the Board must undertake to stay up-to-date and familiarize themselves with documentation and information presented, as they are required to provide strategic advice and make informed decisions relating to the current and future planning and operational activities.
- d) Board papers and other relevant materials will be made available to each Board Member at least three days prior to official Board meetings. Unless otherwise stated, all such materials must be regarded as strictly confidential. It is the responsibility of the member to familiarize themselves with the content and prepare well for all Board meetings.
- e) Members of the Board are required to inform the office of the Chief Executive Officer to confirm attendance at meetings or send apologies for absence.
- f) Members of the Board are required to make themselves available to act on sub-committees as required, pertaining to the individual business units of the organization.
- g) Members of the Board are required to make themselves available to attend relevant membership functions and official events.

### **2. Communication**

The CEO and staff of the organization will communicate with Board members by email as the preferred form of communication. Members must provide the CEO's office with a private and reliable email address. It is important to note that this email address must be for the sole use of the member. It is the sole responsibility of the Board Member to check email communication on a regular basis and stay abreast of relevant matters. Members must also provide the CEO's office with a private telephone number and cellular number to ensure effective communication.

### **3. Code of Conduct**

Members of the Board will sign a declaration to:

- a) Act in the best interest of the organization at all times;
- b) Treat the organization and each of its employees, management and other Board members with honesty, respect and dignity;
- c) Not abuse his/her position as Board member for personal benefit;
- d) Support the organization in its mission to excel and to promote fair and responsible tourism;
- e) Become actively involved to positively promote the organization to fellow members and to the tourism industry at large;
- f) Strive to continually improve the organization and its service to visitors and members through sound strategic guidance.

### **4. Term of office**

- a) The members of the Board serve a 3-year term of office commencing at the annual general meeting at which they are elected.
- b) Each member of the Board is eligible for re-election; provided that:
  - Members may serve on the Board for no more than 2 consecutive terms of office;
  - Members of the organization serving on the Board as at the date of adoption of this Constitution are entitled to continue to serve; provided that the time already served by them must be taken into consideration for purposes of determining the 3 (three)-year term of office.

### **5. Confidentiality**

Members of the Board must sign a confidentiality and non-disclosure undertaking which provides that they may not as a member of the Board or at any time thereafter, use, disclose or divulge, directly or indirectly, the confidential information of the organization to any person, nationally or internationally, whether in the organization's employ or not, without the express written permission of the Chair and/or CEO. Furthermore, Board members shall take all such steps as may be reasonably necessary to prevent the organization's confidential information falling into the hands of unauthorized third parties.

### **6. Declaration of Interests**

Members of the Board must declare all personal or business interests that relate in any way to the interests of the organization.

(Source: Adapted from unpublished paper provided by Cape Town Tourism'.)

# Annex 8 – Potential indicators of destination performance

**Measurement of the strategic performance of destination organisations should relate to the achievement of strategic objectives.** To this end, they will need to undertake:

- Regular surveys of visitors, businesses and residents to ask, amongst other things, how well the destination is performing in tourism and opportunities for improvement.
- Use of real-time market data derived from big data analysis.
- Collection of strategic KPIs on a consistent basis by destinations within a country and at a local level, enabling benchmarking of destinations within the country.
- Collection of operational KPIs focused on measuring performance against targets for key areas of activity – see below.

Measure	Indicators	How
<b>Growth in demand</b>	<ul style="list-style-type: none"> <li>• Volume of overnight stays and nights;</li> <li>• Volume of day visits;</li> <li>• Air and train arrivals;</li> <li>• Average visitors spend on accommodation, attractions, events, festivals, retail, dining;</li> <li>• Average length of stay;</li> <li>• Accommodation occupancy and yield;</li> <li>• Attendance at attractions.</li> </ul>	Exit surveys at airports and major road / rail exit points; Industry survey.
<b>Reduction in seasonality</b>	<ul style="list-style-type: none"> <li>• Seasonality index (e.g. ratio of average occupancies for 'low' and 'high' seasons, for serviced accommodation and self-catering).</li> </ul>	Accommodation occupancy surveys.
<b>Visitor satisfaction</b>	Total and by segment (Events, Business, Leisure): <ul style="list-style-type: none"> <li>• Visitor length of stay;</li> <li>• Proportion of visitors regarding destination as a great place to visit + positioning in relation to comparators;</li> <li>• Booking windows.</li> </ul>	Exit surveys at airports and major road / rail exit points.
<b>Resident satisfaction</b>	<ul style="list-style-type: none"> <li>• Proportion of residents regarding tourism as good or very good for the economic and social life of the destination;</li> <li>• Proportion of residents regarding destination as a great place to live; and to visit.</li> </ul>	Annual survey of residents.
<b>Actual markets vs. target markets</b>	<ul style="list-style-type: none"> <li>• Growth of primary target markets and proportion of each market that is 'new' business.</li> </ul>	Exit surveys at airports and major road / rail exit points.
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Percentage of tourism businesses certified to recognized sustainability/ environmental/ quality standard.</li> </ul>	Industry survey.
<b>Growth in employment in main tourism sectors</b>	<ul style="list-style-type: none"> <li>• Jobs in tourism;</li> <li>• Proportion of tourism personnel qualified/ certified.</li> </ul>	Industry survey.

## Further reading on indicators

- Standard Performance Reporting: A Handbook for Destination Marketing Organizations (DMOs). Destinations International (DMAI) 2011 at <https://destinationsinternational.org/tutorials/standard-performance-reporting-handbook>.
- European Tourism System of Indicators for Sustainable Management at Destination Level (ETIS), European Commission, 2016 at <https://op.europa.eu/en/publication-detail/-/publication/4b90d965-eff8-11e5-8529-01aa75ed71a1/language-en>.
- Experiences from Pilot Studies in Measuring the Sustainability of Tourism – A Synopsis for Policy Makers, UNWTO, 2020 at [www.e-unwto.org/doi/abs/10.18111/unwtoecd.2020.2.g51w645001604536](http://www.e-unwto.org/doi/abs/10.18111/unwtoecd.2020.2.g51w645001604536).
- Managing tourism development for sustainable and inclusive recovery, OECD Tourism Papers 2021/01, 2021 at [www.oecd.org/cfe/managing-tourism-development-for-sustainable-and-inclusive-recovery-bo62f603-en.htm](http://www.oecd.org/cfe/managing-tourism-development-for-sustainable-and-inclusive-recovery-bo62f603-en.htm).

# Annex 9 – Further resources for destination management

This Annex lists further resources (toolkits, handbooks, conference recordings, etc.) that could be of value to readers of this Destination Management handbook. It provides a short outline of their contents and links for easy access. It has been listed in alphabetical order.

\* Including marketing, visitor services, product and experience development.

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
18 Strategies for Conquering 5 Key Travel Marketing Goals, ADARA (2020)	Insights from ADARA's travel marketing strategists developing 18 proven strategies (with tactics) to achieve five key campaigns goals. Aimed to be used as a guide for new ideas to reach new and current customers.  Report: <a href="https://www.4hoteliers.com/features/article/13209">https://www.4hoteliers.com/features/article/13209</a>	X						
A Net Zero Roadmap for Travel & Tourism – Proposing a new Target Framework for the Travel & Tourism Sector, WTTC (2021)	Report aiming to offer a better understanding of the status quo of climate action of Travel & Tourism businesses within selected industries, as well as current challenges, opportunities and needs. It also provides a decarbonisation corridor framework demonstrating what net zero journeys could look like for different types of businesses and gives guidance and recommendations on potential climate action.  Report: <a href="https://wtcc.org/Portals/o/Documents/Reports/2021/WTTC_Net_Zero_Roadmap.pdf">https://wtcc.org/Portals/o/Documents/Reports/2021/WTTC_Net_Zero_Roadmap.pdf</a>					X		
A Primer to Destination Marketing 2.0 – Trends, Opportunities, Stories, Digital Travel APAC	Report with insights on what tourism boards around the world are doing in order to put their travel destination on the map.  Report: <a href="https://digitaltravelapac.wbresearch.com/downloads/digital-travel-apac-destinationmarketing">https://digitaltravelapac.wbresearch.com/downloads/digital-travel-apac-destinationmarketing</a>	X						X
Arival Guide to Airbnb Experience, 2nd Edition, Arival (2021)	Guide to help tour and activity operators assess if they should list, how to list, and how to succeed on Airbnb Experience.  Report: <a href="https://arival.travel/research/arival-guide-airbnb-experiences-2021-edition/?utm_source=press_release&amp;utm_medium=text&amp;utm_campaign=guide_inside_airbnb_experiences">https://arival.travel/research/arival-guide-airbnb-experiences-2021-edition/?utm_source=press_release&amp;utm_medium=text&amp;utm_campaign=guide_inside_airbnb_experiences</a>	X						X
Comprehensive Guide to Digital Marketing in Tourism for 2021, Orioly (2021)	eBooks compiling the latest online marketing trends in tourism, covering the best digital practices a modern tour business should embrace.  Report: <a href="https://www.orioly.com/get-ebook-comprehensive-guide-on-digital-marketing-in-tourism/">https://www.orioly.com/get-ebook-comprehensive-guide-on-digital-marketing-in-tourism/</a>	X						

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
<p>Crisis Readiness – Are you prepared and resilient to safeguard your people &amp; destinations?</p> <p>WTTC in collaboration with Global Rescue (2019)</p>	<p>Report aiming to equip the Travel &amp; Tourism sector with a better understanding of the risks landscape through the quantification of the impact of crises on the sector, and provision of recommendations of how the sector can better prepare, respond and enhance its resilience. This first milestone will set the stage for further collaboration to develop self-assessment toolkits as well as “basics” plans for emergency action for both the public and private sector.</p> <p>Report: <a href="https://www.globalrescue.com/grmkt-resources/pdfs/Crisis-Readiness-Final.pdf">https://www.globalrescue.com/grmkt-resources/pdfs/Crisis-Readiness-Final.pdf</a></p>					X		
<p>Destination at Risk: The Invisible Burden of tourism, Travel Foundation, Cornell University's Centre for Sustainable Global Enterprise and EplerWood International (2019).</p>	<p>The objective for this report was to better understand, and explain, the situation in which many destinations now find themselves. They are ill-prepared for coping with tourism growth. It is vital that the renewed calls for better destination management do not amount to businesses abdicating their responsibilities by placing them squarely on the shoulders of national and municipal tourism administrations.</p> <p>Report: <a href="https://www.thetravelfoundation.org.uk/invisible-burden/">https://www.thetravelfoundation.org.uk/invisible-burden/</a></p>					X		X
<p>Destination Funding and the impact of tourism taxes – Tourism Taxes by Design, Global Destination Sustainability Movement and Group NAO (2020).</p>	<p>In a new pan-European study and White Paper, Group NAO and GDSM has explored the potential of tourism tax as a policy tool to rebuild a balanced and re-generative visitor economy beyond the immediate crisis.</p> <p>Whitepaper: <a href="https://www.gds.earth/wp-content/uploads/TOURISM-TAXES-BY-DESIGN-NOV12-2020_rettet_compressed-1.pdf">https://www.gds.earth/wp-content/uploads/TOURISM-TAXES-BY-DESIGN-NOV12-2020_rettet_compressed-1.pdf</a></p>			X				X
<p>Destination Management Good Practice Guide, ILO – ASEAN Small Business Competitiveness Programme (Training Guide also available).</p>	<p>Guide designed to help all destination managers improve their destinations.</p> <p>Report: <a href="https://mekongtourism.org/wp-content/uploads/SBC-Destination-Management-GPG-.pdf">https://mekongtourism.org/wp-content/uploads/SBC-Destination-Management-GPG-.pdf</a></p>	X		X	X	X		X
<p>Destination Management Guidelines 2020, New Zealand Government (2019).</p>	<p>Describe what Destination Management is and how to go about creating a Destination Management plan. It provides suggestions on components that could be included in a plan and questions to stimulate discussion and identify gaps, opportunities and areas for further investigation.</p> <p>Report: <a href="https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/destination-management-guidelines/">https://www.mbie.govt.nz/immigration-and-tourism/tourism/tourism-projects/destination-management-guidelines/</a></p>	X	X	X	X	X		X



Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Destination Management in Developing and Emerging Countries – Handbook and guidelines for building sustainable destination management organizations, GIZ (2019).	Practice-oriented tool for implementing sustainable, effective destination management organizations (DMOs) in DECIs.  Report: <a href="https://www.giz.de/de/downloads/giz2019-en-destination-management.pdf">https://www.giz.de/de/downloads/giz2019-en-destination-management.pdf</a>	X	X	X	X	X	X	X
DESTINATION NEXT 2021 Futures Study – Strategic Road Map for the NEXT Generation of Destination Organizations, Destinations International (2021).	Roadmap toward a successful, more impactful future. It is a deep dive into the major opportunities for destination marketing and management leaders in these changing times. It is an ambitious global project intended to provide a roadmap for destination organizations heading into the future.  Report: <a href="https://destinationsinternational.org/sites/default/files/DestinationNEXT_2021FuturesStudy_FINAL.pdf">https://destinationsinternational.org/sites/default/files/DestinationNEXT_2021FuturesStudy_FINAL.pdf</a>	X			X	X		
Destination Stewardship Report.	Participatory e-quarterly collaboration among the Global Sustainable Tourism Council (GSTC), the Destination Stewardship Center, and CREST. Their goal is to provide information and insights useful to anyone who work or whose interests involve destination stewardship. The site includes access to past quarterly reports and many destination case studies.  Report: <a href="https://destinationcenter.org/dsr-introduction/">https://destinationcenter.org/dsr-introduction/</a>	X	X	X	X	X	X	X
Developing a Competitive Health and Well-being Destination, WelDest project partners, edited by Dvorak, Saari and Tuominen (2014).	The WelDest project was undertaken to explore and research health and well-being in tourism destination. The aim was to create a development framework to be used by public bodies, DMOs, and private companies at tourism destinations willing to strengthen the elements influencing the well-being level of tourists and locals alike, and to develop towards becoming a more holistic and sustainable health and well-being destination.  Report: <a href="https://julkaisut.turkuamk.fi/isbn9789522165404.pdf">https://julkaisut.turkuamk.fi/isbn9789522165404.pdf</a>	X				X		X

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Enhancing Resilience to Drive Sustainability in destinations, WTTC/ ICF (2022).	<p>The report aims to provide practical, structured inspiration to destinations as they think about resilience and sustainability. The impact of the COVID-19 pandemic is far reaching with numerous destinations also grappling with other major stresses and shocks, ranging from electricity or water shortages to extreme weather events. Recovery from COVID-19 provides an opportunity to implement transformational shifts as the Travel &amp; Tourism sector creates a more resilient and inclusive future.</p> <p>Report: <a href="https://research.wttc.org/enhancing-resilience-to-drive-sustainability-in-destinations">https://research.wttc.org/enhancing-resilience-to-drive-sustainability-in-destinations</a></p>					X		X
ETC Handbook – Encouraging Sustainable Tourism Practices, ETC (2021).	<p>Handbook prepared as a guide to help national and local tourism organizations in Europe understand how to support the wider tourism sector in adopting practices that will help tourism activity as a whole in Europe to become more sustainable.</p> <p>Handbook: <a href="https://etc-corporate.org/reports/handbook-on-encouraging-sustainable-tourism-practices/">https://etc-corporate.org/reports/handbook-on-encouraging-sustainable-tourism-practices/</a></p>					X		X
ETC Report – The Changing Tourism Environment and its Impact on the Work of NTOs, ETC (2021).	<p>Report developed to investigate the connection between the changing tourism environment and the evolving work of National Tourism Organizations (NTOs), past, present and future. It includes multiple case studies relevant to destination management at a strategic level.</p> <p>Handbook: <a href="https://etc-corporate.org/reports/the-changing-tourism-environment-and-its-impact-on-the-work-of-ntos/">https://etc-corporate.org/reports/the-changing-tourism-environment-and-its-impact-on-the-work-of-ntos/</a></p>	X	X	X	X	X	X	X
EU Guide on data for tourism destinations, European Commission (2022).	<p>Guide presenting the main aspects related to the implementation of smart tourism solutions based on enhanced data mastering. The purpose is to share basic knowledge and understanding from current tourism mega-trends observed worldwide and types of data produced in the tourism ecosystem to challenges in the implementation of data-driven approaches for tourism management. This guide is addressed to tourism destination willing to improve the way they collect and use data for tourism purposes and become inspirational for those cities, regions, or countries, eager to start their journey towards becoming smart tourism destinations.</p> <p>Report: <a href="https://smarttourismdestinations.eu/eu-guide-on-data-for-tourism-destinations/">https://smarttourismdestinations.eu/eu-guide-on-data-for-tourism-destinations/</a></p>		X				X	X

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Events and Festivals Contribution for Local Sustainability, MDPI Article (2021).	The key question that this article/study aims to answer is if it is possible to accurately calculate the economic benefits of hosting a festival in a small region. The festival can impact local economy in many levels, however for the purpose of the current study the only benefits calculated will be the direct expenditure of visitors.  Article: <a href="https://www.mdpi.com/2071-1050/13/3/1520">https://www.mdpi.com/2071-1050/13/3/1520</a>		X					
Experiences from Pilot Studies in Measuring the Sustainability of Tourism – A Synopsis for Policy Makers, UNWTO / UN Statistics Division (2020).	The report presents the work conducted by 11 countries, with a focus on the results obtained and the policy implications of the studies. It includes examples of cooperation within a country and highlights what can be achieved in relation to measuring the sustainability of tourism.  Report: <a href="https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-09/Experiences-from-pilot-studies-in-Measuring-the-Sustainability-of-Tourism.pdf">https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-09/Experiences-from-pilot-studies-in-Measuring-the-Sustainability-of-Tourism.pdf</a>					X		X
Future of Tourism Coalition.	Coalition sharing a global mission: to place destination needs at the center of tourism's new future. Their resources section provides links to recording of webinars including: 'Taking Climate Action for the Future of Tourism' Webinar and the 'Reset Tourism' Webinar Series (focusing on Destination Stewardship and Stakeholder Engagement; Measuring Tourism's Impacts and Success; Local and Sustainable Supply Chains).  Home page: <a href="https://www.futureoftourism.org/">https://www.futureoftourism.org/</a>  Principles: <a href="https://www.futureoftourism.org/guiding-principles">https://www.futureoftourism.org/guiding-principles</a>  Resources: <a href="https://www.futureoftourism.org/resources">https://www.futureoftourism.org/resources</a>	X	X			X		X
G20 Rome Guidelines for the future of tourism, OECD Report to G20 Tourism Working Group (2021).	This report builds on recent reports for the G20 and OECD, including: Managing tourism development for sustainable and inclusive recovery; Preparing tourism businesses for the digital future; and Preparing the tourism workforce for the digital future. It makes linkages to the other work streams of the G20 Presidency.  Report: <a href="https://www.oecd.org/cfe/g20-rome-guidelines-for-the-future-of-tourism-d1080db-en.htm">https://www.oecd.org/cfe/g20-rome-guidelines-for-the-future-of-tourism-d1080db-en.htm</a>	X				X	X	

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Global Destination Sustainability Movement (GDS-Movement).	<p>The GDS-Movement empowers destinations with the mindsets, strategies and skill sets to create regenerative places to visit, meet and live in. The aim is to achieve responsible and regenerative tourism that creates thriving destinations for all.</p> <p>Home: <a href="https://www.gds.earth">https://www.gds.earth</a></p> <p>GDS-Index: <a href="https://www.gds.earth/index">https://www.gds.earth/index</a></p> <p>GDS Insights: <a href="https://www.gds.earth/blog/">https://www.gds.earth/blog/</a></p>					X		
Global Sustainable Tourism Council (GSTC).	<p>Managing the GSTC Criteria*, global standards for sustainable travel and tourism; as well as providing international accreditation for sustainable tourism Certification Bodies.</p> <p>Home page: <a href="https://www.gstccouncil.org">https://www.gstccouncil.org</a></p> <p>* GSTC Destination Criteria: The GSTC-D v2 includes performance indicators designed to provide guidance in measuring compliance with the Criteria. Application of the criteria will help a destination to contribute towards the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (<a href="https://www.gstccouncil.org/for-destinations">https://www.gstccouncil.org/for-destinations</a>).</p>					X		
Green Destinations.	<p>Green Destinations is a non-profit foundation for sustainable destination development and recognition with a lot of good resources, including:</p> <p>Home page: <a href="https://greendestinations.org">https://greendestinations.org</a></p> <p>'START Toolkit' (<a href="https://greendestinations.org/programs-and-services/start/">https://greendestinations.org/programs-and-services/start/</a>): including five 'success stories' and a whole set of tools.</p> <p>Information about their 'top 100 destination stories': <a href="https://greendestinations.org/programs-and-services/top-100-destinations/">https://greendestinations.org/programs-and-services/top-100-destinations/</a></p>					X		
Guidelines for Institutional Strengthening of DMOs – Preparing DMOs for new challenges, UNWTO (2019).	<p>These guidelines aim to stress the relevance of having a leading organizational entity at destination level and setting a sound framework of criteria and indicators for DMOs, based on the UNWTO.QUEST Certification; overall, to provide a set of recommendations for DMOs to improve their planning, managing and institutional governance.</p> <p>Report: <a href="https://www.e-unwto.org/doi/book/10.18111/9789284420841">https://www.e-unwto.org/doi/book/10.18111/9789284420841</a></p>			X				



Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Guide for Regenerative Destinations – Certifications for Sustainability (2020).	Guide aiming to provide a trustworthy resource that enables you and your stakeholders to choose the certification that best fits the needs of their organization. All the certifications listed are globally recognised.  Report: <a href="https://www.gds.earth/wp-content/uploads/Certifications-Guide-Updated.pdf">https://www.gds.earth/wp-content/uploads/Certifications-Guide-Updated.pdf</a>					X		
Guide to Best Practice Destination Management, Australian Regional Tourism Network (ARTN) / Department of Resources, Energy and Tourism.	This guide is a Tourism 2020 project, funded by the Australian Standing Committee on Tourism and coordinated through the Destination Management Planning Working group. It is a practical guide for those working at the coal face of tourism destination management. It provides a roadmap that will help identify, engage and communicate with the right people along the way.  Report: <a href="https://regionaltourism.com.au/tecset/wp-content/uploads/2018/03/DMP-Best-Practice.pdf">https://regionaltourism.com.au/tecset/wp-content/uploads/2018/03/DMP-Best-Practice.pdf</a>	X	X	X	X			
Guide to Crisis Response & Recovery – for businesses, Australian Government, Department of Resources Energy and Tourism and Tourism Australia (updated in 2020 as part of Tourism 2020 Project).	<i>Don't Risk It Guide</i> – A guide to assist tourism businesses to prepare, respond and recover from a crisis, including various templates and tools.  Guide: <a href="https://www.austrade.gov.au/ArticleDocuments/1358/dont-risk-it-guide-to-assist-tourism-businesses-2012.pdf.aspx">https://www.austrade.gov.au/ArticleDocuments/1358/dont-risk-it-guide-to-assist-tourism-businesses-2012.pdf.aspx</a>	X				X		
Guide to Tourism Destination Marketing Strategy for DMOs, Orioly (2018).	Handbook for DMOs to improve their marketing strategies and learn how to deal with the 21st century tourist. What you will learn from our ebook: How to find out what makes your destination special; Tactics to identify target customers; Customer-centric approach; How to create a DMO website; Transition from offline to online marketing strategies; Tips and tricks on how to audit your DMO website; DMOs and social media management; How to partner up with tour operators and stakeholders.  Report: <a href="https://www.orioly.com/get-ebook-guide-to-tourism-destination-marketing-strategy-for-dmos/">https://www.orioly.com/get-ebook-guide-to-tourism-destination-marketing-strategy-for-dmos/</a>	X			X			

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
ITB Berlin Convention 2022: 'Open for Digital, Responsible & Resilient Solutions'.	<p>This ITB Convention focused on solutions in the fields of digitalization, sustainability and resilience. All sessions can be found on ITB YouTube channel where playlists of the tracks can be found:</p> <p><i>Future &amp; Resilience Track:</i>  <a href="https://www.youtube.com/watch?v=HFLbHu-IqWPs&amp;list=PLdkWkPxF54jmmtgUy97XKb-M9evOXRZnFM">https://www.youtube.com/watch?v=HFLbHu-IqWPs&amp;list=PLdkWkPxF54jmmtgUy97XKb-M9evOXRZnFM</a></p>					X	X	
Making Experiences the Cornerstone of Destination Marketing, Trekksoft (2017).	<p>In this study, Trekksoft wanted to answer several questions. Firstly, how are DMOs responding to an increasingly digital world? If they are feeling the pressure to evolve, what hurdles are they facing? What opportunities are they seizing? They also wanted to dive further into experiences.</p> <p>Report: <a href="https://www.trekksoft.com/en/library/research-report-remaining-relevant-as-a-dmo">https://www.trekksoft.com/en/library/research-report-remaining-relevant-as-a-dmo</a></p>	X					X	X

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
PATA	<p><i>Sustainability &amp; Social Responsibility (SSR) Programme</i> webpages (<a href="https://www.pata.org/sustainability">https://www.pata.org/sustainability</a>), including:</p> <p><i>SDGs Matter</i> (<a href="https://www.pata.org/sdgs-matter">https://www.pata.org/sdgs-matter</a>) – inviting PATA members to join the conversation on the SDGs by submitting content to be featured in the PATA weekly newsletter and social media channels.</p> <p><i>The Future of Tourism</i> (<a href="https://www.pata.org/future-of-tourism">https://www.pata.org/future-of-tourism</a>) – Project management for, by, and with their members to impact SDGs.</p> <p><i>Sustainability Resources</i> (<a href="https://www.pata.org/sustainability-resources">https://www.pata.org/sustainability-resources</a>) – handbooks, manuals and reports to further learn, develop and get inspired by sustainability initiatives across the tourism industry.</p> <p><i>Crisis Resource Center</i> (<a href="https://crc.pata.org/">https://crc.pata.org/</a>), including:</p> <p><i>Recovery Toolkit</i> (<a href="https://crc.pata.org/tools/">https://crc.pata.org/tools/</a>) – Case Studies; Communication Strategy; Crisis Communication Planner; Aviation Kit; Hospitality Kit; Tour Operator Kit; SME Kit; Printable COVID-19 Signage.</p> <p><i>Tourism Destination Resilience (TDR) Course</i> (<a href="https://crc.pata.org/courses/tourism-destination-resilience/">https://crc.pata.org/courses/tourism-destination-resilience/</a>)</p> <p><i>Resource Library</i> (<a href="https://crc.pata.org/resources/">https://crc.pata.org/resources/</a>)</p> <p><i>Destination Risk Exposure Tool</i> (<a href="https://crc.pata.org/tools/risk-exposure">https://crc.pata.org/tools/risk-exposure</a>) – using existing PATA research and global tourism indexes, this helps destinations to calculate their risk exposure. The report includes a stark warning of the need for increased efforts to implement effective measures for improved tourism destination resilience and sustainability.</p> <p><i>Crisis Communications Planner</i> (<a href="https://crc.pata.org/wp-content/uploads/Crisis-Communication-Planner.pdf">https://crc.pata.org/wp-content/uploads/Crisis-Communication-Planner.pdf</a>)</p> <p><i>Building Resilience: Integrating Climate and Disaster Risk into Development</i> (WB report) (<a href="https://crc.pata.org/resource/building-resilience-integrating-climate-and-disaster-risk-into-development">https://crc.pata.org/resource/building-resilience-integrating-climate-and-disaster-risk-into-development</a>)</p> <p><i>8-Point Plan to Support Travel Recovery</i> (<a href="https://www.pata.org/blog/patas-8-point-plan">https://www.pata.org/blog/patas-8-point-plan</a>)</p> <p><i>The Impact of Health and Hygiene on post Covid-19 Destination Competitiveness in Asia Pacific</i> (<a href="https://crc.pata.org/health-hygiene-post-covid-19-destination-competitiveness/">https://crc.pata.org/health-hygiene-post-covid-19-destination-competitiveness/</a>)</p>	X	X	X	X	X	X	X

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Practical Guidelines for Integrated Quality Management in Tourism Destinations – Concepts, Implementation and Tools for DMOs, UNWTO (2017).	<p>Outlines a comprehensive and pragmatic approach to the quality of destinations, and the components that go into it, for use by decision-makers, managers, planners, academics, professionals and entrepreneurs. They clarify and reflect upon concepts with the aim of improving knowledge and learning from practical experience.</p> <p>Report: <a href="https://www.unwto.org/archive/global/publication/practical-guidelines-integrated-quality-management-tourism-destinations-concepts-implement">https://www.unwto.org/archive/global/publication/practical-guidelines-integrated-quality-management-tourism-destinations-concepts-implement</a></p>	X				X		X
Regenerative Travel in the APAC Destinations' E-Reputation, PATA Research, Issues & Trends, Volume 26 (2H2021).	<p>Report exploring the concept of Regenerative Travel through social sentiment relating to "Socially and Environmentally Conscious Travel." This concept can include themes around local culture preservation, environmental conservation and social sustainability in relation to travel and tourism.</p> <p>Report: <a href="https://www.pata.org/blog/regenerative-travel-in-the-apac-destinations-e-reputation">https://www.pata.org/blog/regenerative-travel-in-the-apac-destinations-e-reputation</a></p>					X		X
Resilient Tourism – Competitiveness in the face of disasters, The World Bank (2020).	<p>The report presents the case to government decision-makers, tourism private sector stakeholders, and development partners that the industry must act urgently to integrate resilience as a core component of its competitiveness agenda. Its objectives are to: build knowledge of how and why the tourism sector is vulnerable to disaster and climate risks; raise awareness of disaster and climate impacts on tourism competitiveness; examine barriers to proactive mitigation and risk-informed decision-making; and present examples of approaches in different countries.</p> <p>Report: <a href="https://openknowledge.worldbank.org/handle/10986/34766">https://openknowledge.worldbank.org/handle/10986/34766</a></p>					X		X
Role of Tour Operators in Sustainable Tourism: Challenges explained, and solution proposed, Hotelmize (2020).	<p>Contents include: Tour operators working as problem solvers; What is Responsible Tourism?; Why does responsible tourism matter?; Environmental Impact; Social Impact; Economic Impact.</p> <p>Article: <a href="https://www.hotelmize.com/blog/role-of-tour-operators-in-sustainable-tourism-challenges-explained-and-solutions-proposed/">https://www.hotelmize.com/blog/role-of-tour-operators-in-sustainable-tourism-challenges-explained-and-solutions-proposed/</a></p>					X		



Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Study on mastering data for tourism by EU destinations, European Commission / European Union (2022).	Report (delivered in the context of the “Smart Tourism Destinations” project funded by the European Commission) aims at contributing to the knowledge base for European destinations wanting to become smarter in their development and management of tourism. It focuses on how European destinations are nowadays making use of data for tourism, outlining features and enabling conditions, challenges, good practices, trends, cases of cooperation, and proposing a preliminary set of recommendations for future action.  Report: <a href="https://data.europa.eu/doi/10.2873/23880">https://data.europa.eu/doi/10.2873/23880</a>		X				X	X
Sustainable Destination Management Strategies in the OIC Member Countries, Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COMCEC) (2019).	The objective of this study is to identify sustainable destination management strategies, compare sustainable destination management strategies and practices in the OIC Member States with global best practices, and provide policy recommendations for the OIC Member States.  Report: <a href="https://www.dinarstandard.com/wp-content/uploads/2019/02/COMCEC-Destination-Management-and-Sustainability-Strategies-in-the-OIC-Member-Countries.pdf">https://www.dinarstandard.com/wp-content/uploads/2019/02/COMCEC-Destination-Management-and-Sustainability-Strategies-in-the-OIC-Member-Countries.pdf</a>							X
Sustainable Tourism in SIDS Conference, 2017 Seychelles.	Conference report, including agenda and presentations links. The two-day conference included seven sessions on (1) the evaluation of financial and economic benefits of tourism in protected areas, (2) destination management and the application of standards and certification tools for protected areas, (3) impacts on biodiversity of protected area tourism, (4) tourism concessions and partnerships, (5) community-benefits and socio-economic linkages from protected area tourism, (6) sensitization and awareness: tools and best practices to involve local populations and tourists in sustainable tourism, as well as (7) employment and training in sustainable tourism: tools to reduce poverty in SIDS.  Report: <a href="http://seychellessustainable.org/wp-content/uploads/2018/02/Sustainable_Tourism_SIDS_Conference_Report.pdf">http://seychellessustainable.org/wp-content/uploads/2018/02/Sustainable_Tourism_SIDS_Conference_Report.pdf</a>					X		X
Sustainable Travel Report 2022, Booking.com.	Report containing insights gathered from more than 30,000 travelers across 32 countries and territories, highlighting increasing desire to make more mindful and conscious choices across the entire travel experience.  Press release: <a href="https://globalnews.booking.com/climate-community-and-choice-bookingcom-reveals-the-trends-shaping-sustainable-travel-in-2022/">https://globalnews.booking.com/climate-community-and-choice-bookingcom-reveals-the-trends-shaping-sustainable-travel-in-2022/</a>  Full report: <a href="https://globalnews.booking.com/download/1161485/booking.comsustainabletravelreport2022final.pdf">https://globalnews.booking.com/download/1161485/booking.comsustainabletravelreport2022final.pdf</a>					X		

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Ten Principles for Sustainable Destinations: Charting a new path forward for travel and tourism, World Economic Forum (2022).	White paper published in September 2022 to guide policy-makers, businesses and destination management companies to enable positive planning and behaviour change to restore destinations and optimize their offerings for a sustainable future. The principles are usefully aligned with the SDGs so that they can be integrated meaningfully into existing or complementary initiatives or planning processes that seek to achieve the Global Goals.  Full paper: <a href="https://www.weforum.org/whitepapers/ten-principles-for-sustainable-destinations/">https://www.weforum.org/whitepapers/ten-principles-for-sustainable-destinations/</a>					X		X
The Barcelona Call to Action, UNWTO (2021).	Towards a new agenda for tourism: for people, planet and prosperity.  Press release: <a href="https://www.unwto.org/news/barcelona-call-to-action-maps-the-way-forward-for-tourism">https://www.unwto.org/news/barcelona-call-to-action-maps-the-way-forward-for-tourism</a>  Document: <a href="https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2021-10/211125-the-barcelona-call-to-action-en.pdf?1MMFy9v6W_9mgq3XsVOjDaK1Pi_kZjTs=">https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2021-10/211125-the-barcelona-call-to-action-en.pdf?1MMFy9v6W_9mgq3XsVOjDaK1Pi_kZjTs=</a>			X		X		
The Destination Marketing Handbook for DMOs and DMCs, TrekkSoft (2018).	eBook designed for readers to learn about: Strategies used by the most successful DMOs and how to replicate their success; Latest industry research into effective experience-driven marketing; Using a data-driven and personalized approach to make your web-based marketing a success; Increasing your revenue by becoming a local marketplace; and How to encourage suppliers to sell online and become a part of your local collaborative network.  Report: <a href="https://www.trekksoft.com/en/library/ebook-destination-marketing-dmo-and-dmcs">https://www.trekksoft.com/en/library/ebook-destination-marketing-dmo-and-dmcs</a>			X			X	X
The Influence of Travel Video Marketing – Case Studies   Interviews   Insights, CIFFT / TSST (Second Edition – 2022).	eBook bringing together 24 case studies of successful tourism campaigns from across the globe, which are exclusive inputs from the CIFFT Circuit 2021 participants. It also presents interviews with renowned experts covering topics such as marketing, tourism, and audiovisual.  Report: <a href="https://mautic.ciff.com/ciff-ebook-2022">https://mautic.ciff.com/ciff-ebook-2022</a>	X					X	X

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Tools and Resources for Nature-Based Tourism, World Bank Group (2020).	The report is a comprehensive review of the tools, resources, institutions, and platforms available to help nature-based tourism practitioners, including World Bank staff, prepare and implement projects.  Report: <a href="https://openknowledge.worldbank.org/handle/10986/34433">https://openknowledge.worldbank.org/handle/10986/34433</a>			X		X		X
Tourism Destination Management – Achieving Sustainable and Competitive Results, USAID (2013).	Report from USAID’s Sustainable Tourism: International Cooperation for Development Online toolkit and resource series. This toolkit helps destinations put in place strategies and programs that will best tell their unique story and become an inviting host for visitors no matter the purpose of their journey.  Report: <a href="https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf">https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf</a>	X	X	X	X	X	X	X
Tourism Destination Marketing Strategies for DMOs, Orioly (2018).	eBook discussing tourism destination marketing strategies and how to management destination marketing organizations.  Report: <a href="https://www.orioly.com/tourism-destination-marketing-strategies/">https://www.orioly.com/tourism-destination-marketing-strategies/</a>	X					X	
Tourism Risk Management – An Authoritative Guide to Managing Crises in Tourism, APEC International Centre for Sustainable Tourism in partnership with UNWTO and PATA (2006).	In this guide, the generic risk management process has been adapted to the specific needs of tourism. It provides a practical framework within which tourism destinations can identify, analyse, evaluate, treat, monitor and review risks in the tourism context. Although the tourism risk management process has been developed for destinations, the same principles also apply to a tourism business or organization and can easily be adapted for their purpose.  Guide: <a href="https://www.apec.org/Publications/2007/04/Tourism-Risk-Management-An-Authoritative-Guide-to-Managing-Crisis-in-Tourism-December-2006">https://www.apec.org/Publications/2007/04/Tourism-Risk-Management-An-Authoritative-Guide-to-Managing-Crisis-in-Tourism-December-2006</a>		X			X		X

Resource	Short outline of content	Operational*	Research & Planning	Governance and funding	Partnership development	Sustainability and resilience	Digital programs	Case Studies
Towards Destination Stewardship – Achieving Destination Stewardship through scenarios & a Governance Diagnostics framework, WTTC (2021).	<p>Paper aimed at everyone in travel &amp; tourism but will have the greatest practical application for organizations such as Tourism Ministries and DMOs that seek to better understand how changes in governance structure could support greater destination stewardship. It presents four Destination Stewardship scenarios based on different levels of engagement from the public and private sector. A Destination Stewardship Governance Diagnostic Framework is built on the scenarios to support its stakeholders in considering how to move along that pathway, identifying the key aspects of governance that are either facilitating or frustrating a destination stewardship approach, and the required actions and resources to achieve an improved scenario.</p> <p>Moreover, the scenarios and diagnostic framework support stakeholders to come together to debate and scrutinise how tourism is managed in a way that meets the needs of the destination, casting new light on the barriers and opportunities for greater destination stewardship.</p> <p>Press release: <a href="https://wttc.org/News-Article/New-WTTC-report-provides-framework-for-achieving-Destination-Stewardship">https://wttc.org/News-Article/New-WTTC-report-provides-framework-for-achieving-Destination-Stewardship</a></p> <p>Report: <a href="https://wttc.org/Portals/o/Documents/Reports/2021/Destination-Stewardship-Framework.pdf">https://wttc.org/Portals/o/Documents/Reports/2021/Destination-Stewardship-Framework.pdf</a></p>	X	X	X	X	X	X	
X. Festival 2021 – Leading tourism transformation, Digital Tourism Think Tank (DTTT).	<p>Ten half-days of virtual sessions, interviews and workshops spread over two weeks for the tourism industry. Key themes for the 2021 X. Festival included: Emerging Trends; Digitalization &amp; Competitiveness; Sustainability &amp; Stewardship; Future of Urban Tourism; and Leaders of Digital.</p> <p>Home page: <a href="https://www.xfestival.travel/">https://www.xfestival.travel/</a></p>							X



## Annex 9 – Appendix 1: Sources regarding digital applications

### General sources of reference regarding digital applications for DM Partnerships

- **12 stages of Transformation for DMOS**, The Digital Tourism Think Tank (DTTT) (Jan 2019) at [www.thinkdigital.travel/](http://www.thinkdigital.travel/) – The DTTT has developed a framework to help DMOs embrace new opportunities of an always-on, digitally connected visitor to create and deliver the best visitor experience possible. The program is based on a 12-point methodology: The Holistic View; The Visitor Cycle; Product & Experience; Shaping the Brand; Markets & Audiences; Content & Engagement; Targeting & Distribution; Performance & Measurement; Partnerships & Alliances; Technology & Disruption; Knowledge & Insight; Exploration & Innovation. DTTT will be launching the next chapter of the series exclusive to its paid Launchpad membership ([www.thinkdigital.travel/](http://www.thinkdigital.travel/)), with everything you need to transform a DMO including: Selection of Case Studies & Talks; A pack of material with video tutorials; design thinking and project management templates; Step by step guidance through online-learning.
- **A Guide to Destination Ads: Increase Visibility**, DerbySoft/Skift (2020) at <https://skift.com/2020/12/01/destination-ads-new-guide-helps-hotels-maximize-advertising-recovery/> – this guide was designed to help travel industry operators boost visibility and harness fresh market demands in the recovery phase of the pandemic.
- **Case Studies**, Digital Tourism Think Tank (DTTT) [www.thinkdigital.travel/](http://www.thinkdigital.travel/) Various digital case studies for DMOs. By subscription only.
- **DESTINATION NEXT Practice Handbook**, Destinations International at <https://destinationsinternational.org/tutorials/destinationnext-practice-handbook> – DMO community of practice intended to improve destination strength and community support and engagement.
- **Handbook on Key Performance Indicators for Tourism marketing Evaluation**, ETC/UNWTO (2017) at [www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation](http://www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation) – The handbook provides a suite of key performance indicators (KPIs) for tourism marketing evaluation, which can be used to benchmark marketing effectiveness and track performance, as well as optimize the specific marketing and activities a NTO is involved in. It is designed to be a practical, user-friendly and accessible guide with content relevant to NTOs with a variety of strategic objectives and at different stages in their development.
- **Handbook on E-marketing for Tourism Destinations v3.0**, ETC/UNWTO (2014) at <https://www.unwto.org/archive/global/publication/handbook-e-marketing-tourism-destinations-fully-revised-and-extended-version-3.0> – This handbook is a comprehensive overview of the continuously changing environment of e-marketing in the tourism sector and covers all essential aspects of an e-marketing strategy including strategic planning, branding measures, content-building, search engine optimization, e-commerce and email marketing.
- **How Tech-Empowered DMOs Can Increase Online Economies**, Appnovation Blog (2020) at <https://www.appnovation.com/blog/2020-01-how-tech-empowered-dmos-can-increase-online-economies> – this blog examines key platform characteristics, conceptualize opportunities for DMOs to participate in the rapidly growing platform and online aggregator economy and outline how the DMOs and DMO tourism industry value creation chain for its online outlet needs to be redesigned from scratch.
- **How to Help DMOs Transform Travel through Data and Technology**, PhocusWire (2021) at <https://www.phocuswire.com/modernizing-destination-marketing-with-data> – short article discussing new tools that will prove to be the missing link to really harnessing big data for digital marketing.
- **The Complete Guide to Digital Marketing for DMOs and Tourism Organizations**, eventya at <https://www.eventya.net/digitalmarketing-ebook/> – ebook covering key trends in destination marketing; how to market the uniqueness of your destination; how to create a digital marketing action plan for your DMO; How to create an experience for your potential visitors; and the best marketing tools to use as a DMO.
- **The Destination Marketing Handbook for DMOs and DMCs**, TrekkSoft (2018) at <https://www.treksoft.com/en/library/ebook-destination-marketing-dmo-and-dmcs> – This ebook was designed for readers to learn: Strategies used by the most successful DMOs and how to replicate their success; Latest industry research into effective experience-driven marketing; Using a data-driven and personalized approach to make your web-based marketing a success; Increasing your revenue by becoming a local marketplace; and How to encourage suppliers to sell online and become a part of your local collaborative network.
- **The Power of Reviews – How Tripadvisor Reviews Lead to Bookings and Better Travel Experiences**, Tripadvisor (2022) at <https://www.tripadvisor.com/PowerOfReviews> – this report covers the difference between the types of reviews available; how reviews continue to help travelers make better booking decisions; and why Tripadvisor reviews remain the most powerful tool for travelers today versus other platforms.

- **The Voice of Travelers – Leveraging User-Generated Content for Tourism Development**, The World Bank Group & TripAdvisor (2018) at <http://documents.worldbank.org/curated/en/656581537536830430/The-Voice-of-Travelers-Leveraging-User-Generated-Content-for-Tourism-Development-2018> – The report identifies 10 reasons destinations and tourism businesses need to better understand the content produced by travelers (UGC) in order to better leverage UGC to achieve stronger development outcomes. It includes a selection of case studies illustrating how destinations are currently leveraging UGC and tips for implementation.
- **Tourism Destination Marketing Strategies for DMOs**, Orioly (2018) at <https://www.orioly.com/tourism-destination-marketing-strategies/> – this ebook discussing tourism destination marketing strategies and how to management destination marketing organizations. It includes section on creating a website and implementing a booking engine.
- **Using a CRM System in Destination Marketing Organizations**, HubGem Marketing at <https://blog.hubgem.co.uk/using-a-crm-system-in-destination-marketing-organisations> – discussed how DMOs can strengthen their role as the gateway between visitors and local businesses with a CRM system.
- **What can we learn from top tourism boards about the digital experience?** Smartvel (2019). <https://www.phocuswire.com/Tourism-boards-digital-experience-smartvel> A round up of insights from DMOs around the world revealing digital best practices.

#### Sources specific to destination management applications

Applications that are readily available for internal use by DMO	Potential usage by DMO	Sources of information and potential suppliers
<b>Content management system</b>	Acquisition, management and distribution of multi-media content through multiple channels.	<ul style="list-style-type: none"> <li>• 5 must-have features of a digital asset management system for travel, CrowdRiff at <a href="https://crowdriff.com/resources/blog/digital-asset-management-travel-features">https://crowdriff.com/resources/blog/digital-asset-management-travel-features</a></li> <li>• Simpleview CMS - <a href="http://www.simpleviewinc.com/your-solutions/cms/">www.simpleviewinc.com/your-solutions/cms/</a></li> <li>• New Mind tellUs CMS - <a href="http://www.newmind.co.uk/products-and-services/content-management-system">www.newmind.co.uk/products-and-services/content-management-system</a></li> </ul>
<b>Customer Relationship Management (CRM)</b> <ul style="list-style-type: none"> <li>• Consumers</li> <li>• Travel trade</li> <li>• Travel media</li> <li>• Tourism service providers</li> <li>• Other strategic partners</li> </ul>	Supporting targeted, customized communications (based on knowledge about the individuals) for marketing, engagement, corporate PR etc.	<ul style="list-style-type: none"> <li>• Simpleview CRM - <a href="http://www.simpleviewinc.com/your-solutions/crm/">www.simpleviewinc.com/your-solutions/crm/</a></li> <li>• Salesforce CRM - <a href="http://www.salesforce.com">www.salesforce.com</a></li> <li>• Apptivo CRM - <a href="http://www.apptivo.com">www.apptivo.com</a></li> <li>• HubSpot - <a href="http://www.hubspot.com/products/crm">www.hubspot.com/products/crm</a></li> <li>• Moonstride dedicated tourism board CRM - <a href="http://www.moonstride.com/dmo/">www.moonstride.com/dmo/</a></li> </ul>
<b>Online survey system</b>	Market research and performance measurement through surveys of consumers/visitors, travel trade/media, stakeholders, residents.	<ul style="list-style-type: none"> <li>• Cvent's online survey software – <a href="http://www.cvent.com/uk/online-survey-software/">www.cvent.com/uk/online-survey-software/</a></li> <li>• Survey Monkey - <a href="http://www.surveymonkey.com">www.surveymonkey.com</a></li> <li>• Qualtrics - <a href="http://www.qualtrics.com/uk/free-account/">www.qualtrics.com/uk/free-account/</a></li> </ul>

Applications that are readily available for internal use by DMO	Potential usage by DMO	Sources of information and potential suppliers
<b>Web analytics</b>	Website performance measurement Benchmarking against other destinations and DMOs.	<ul style="list-style-type: none"> <li>Handbook on key performance indicators for tourism marketing evaluation, ETC/UNWTO (2017) – Section 5.3 Web analytics at <a href="http://www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation">www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation</a></li> <li>Destination WebWatch - <a href="https://www.e-unwto.org/doi/book/10.1811/9789284409174">https://www.e-unwto.org/doi/book/10.1811/9789284409174</a></li> <li>Google Analytics 101 for Destination Marketing: A hands-on guide for digital marketers, CrowdRiff at <a href="https://go.crowdriff.com/google-analytics-101-for-dmos-travel-brands-ebook">https://go.crowdriff.com/google-analytics-101-for-dmos-travel-brands-ebook</a></li> <li>Google Trends - <a href="https://trends.google.com/trends/">https://trends.google.com/trends/</a></li> <li>Google Analytics at <a href="https://marketingplatform.google.com/about/analytics/">https://marketingplatform.google.com/about/analytics/</a></li> <li>Google Search Console at <a href="https://search.google.com/search-console/about?hl=en&amp;utm_source=wmx&amp;utm_medium=wmx-welcome">https://search.google.com/search-console/about?hl=en&amp;utm_source=wmx&amp;utm_medium=wmx-welcome</a></li> <li>Google PageSpeed Insights at <a href="https://developers.google.com/speed/pagespeed/insights/">https://developers.google.com/speed/pagespeed/insights/</a></li> <li>Google Structured Data Testing Tool - <a href="https://search.google.com/structured-data/testing-tool/u/o/">https://search.google.com/structured-data/testing-tool/u/o/</a></li> <li>Serpstat - <a href="https://serpstat.com/">https://serpstat.com/</a></li> <li>Ahrefs - <a href="https://ahrefs.com/">https://ahrefs.com/</a></li> <li>SERP Simulator - <a href="https://technicalseo.com/seo-tools/google-serp-simulator/">https://technicalseo.com/seo-tools/google-serp-simulator/</a></li> <li>Web Page Word Counter - <a href="https://wordcounter.net/website-word-count">https://wordcounter.net/website-word-count</a></li> </ul>
<b>Project management system</b>	Efficient management of major projects (marketing and/or development).	<ul style="list-style-type: none"> <li>Asana project management system - <a href="https://asana.com/uses/project-management">https://asana.com/uses/project-management</a></li> <li>Basecamp - <a href="https://basecamp.com/">https://basecamp.com/</a></li> <li>Monday.com - <a href="https://monday.com/">https://monday.com/</a></li> </ul>
<b>Booking system</b>	Aggregator and booking engine.	<ul style="list-style-type: none"> <li>Simpleview's booking integration, referral engine etc. - <a href="http://www.simpleviewinc.com/">www.simpleviewinc.com/</a></li> <li>Bookingkit, booking system for DMOs - <a href="https://bookingkit.com/industry/dmo/">https://bookingkit.com/industry/dmo/</a></li> <li>Beyonk, Experiences Booking Platform for DMOs - <a href="https://beyonk.com/blog/tourist-board-and-destination-booking-system">https://beyonk.com/blog/tourist-board-and-destination-booking-system</a></li> <li>Checkfront - <a href="http://www.checkfront.com/">www.checkfront.com/</a></li> <li>TrekkSoft - <a href="http://www.trekksoft.com/en/use-cases/destination-companies">www.trekksoft.com/en/use-cases/destination-companies</a></li> <li>FareHarbor - <a href="https://fareharbor.com/">https://fareharbor.com/</a></li> </ul>

Applications that are readily available for internal use by DMO	Potential usage by DMO	Sources of information and potential suppliers
<b>Tailored software</b>		
<b>Return on Investment (RoI) analysis</b>	Performance measurement. Feasibility studies.	<ul style="list-style-type: none"> <li>How to Measure ROI in Travel &amp; Tourism Digital Marketing, MyTravelResearch.com at <a href="http://www.mytravelresearch.com/how-to-measure-roi-in-travel-tourism-marketing/">www.mytravelresearch.com/how-to-measure-roi-in-travel-tourism-marketing/</a></li> <li>Oxford Economics Market Studies – strategic evaluation of market opportunities and risks for destinations and source markets at <a href="https://www.oxfordeconomics.com/country-and-city-tourism">https://www.oxfordeconomics.com/country-and-city-tourism</a></li> <li>Return on Investment Studies, Destination Analysts – <a href="http://www.destinationanalysts.com/research/return-on-investment-studies/">www.destinationanalysts.com/research/return-on-investment-studies/</a></li> <li>Potential on Investment (POI) of Social Media, Destination Think! (2020) – <a href="https://destinationthink.com/wp-content/uploads/2020/02/DThink-WP-POI.pdf">https://destinationthink.com/wp-content/uploads/2020/02/DThink-WP-POI.pdf</a></li> </ul>
<b>Destination and DMO performance measurement system/dashboard</b>	Management decision support – accessible and meaningful presentation of KPIs.	<ul style="list-style-type: none"> <li>Basic Frameworks for Your Destination Dashboards, Simpleview blog (June 2018) at <a href="http://www.simpleviewinc.com/blog/post/2018/13/Basic-Frameworks-for-Your-Destination-Dashboards/1038/">www.simpleviewinc.com/blog/post/2018/13/Basic-Frameworks-for-Your-Destination-Dashboards/1038/</a></li> <li>The importance of Data and Dashboards for DMOs, ForwardKeys (2020) – <a href="https://forwardkeys.com/the-importance-of-data-and-dashboards-for-dmos/">https://forwardkeys.com/the-importance-of-data-and-dashboards-for-dmos/</a></li> <li>KeyData™ DestinationData – <a href="http://www.keydatadashboard.com/products/destinationdata">www.keydatadashboard.com/products/destinationdata</a></li> </ul>
<b>Tourism businesses intelligence gathering (occupancy, ticket sales, etc.)</b>	Destination performance measurement – by acquiring real-time data on performance of tourism businesses.	<ul style="list-style-type: none"> <li>Handbook on key performance indicators for tourism marketing evaluation, ETC/UNWTO (2017) at <a href="http://www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation">www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation</a></li> <li>Amadeus services for Destinations &amp; DMOs at <a href="https://amadeus.com/en/industries/destinations-dmos">https://amadeus.com/en/industries/destinations-dmos</a>.</li> </ul>
<b>Intelligence distribution to stakeholders</b>	Distribution of easily understood tourism intelligence to tourism service providers.	<ul style="list-style-type: none"> <li>Simpleview Marketing Automation – <a href="http://www.simpleviewinc.com/our-services/digital-marketing/marketing-automation/">www.simpleviewinc.com/our-services/digital-marketing/marketing-automation/</a></li> <li>Simpleview DTN extension for DMO's community engagement efforts – <a href="http://www.simpleviewinc.com/blog/stories/post/dtn-an-extension-of-your-dmos-community-engagement-efforts/">www.simpleviewinc.com/blog/stories/post/dtn-an-extension-of-your-dmos-community-engagement-efforts/</a></li> </ul>
<b>Market demand projections – ideally by segment</b>	Input to destination strategy and to development feasibility studies.	<ul style="list-style-type: none"> <li>Oxford Economics Market Studies – strategic evaluation of market opportunities and risks for destinations and source markets at <a href="https://www.oxfordeconomics.com/country-and-city-tourism">https://www.oxfordeconomics.com/country-and-city-tourism</a>.</li> <li>Tourism Research Australia – <a href="http://www.tra.gov.au/International/International-Tourism-Forecasts/international-tourism-forecasts">www.tra.gov.au/International/International-Tourism-Forecasts/international-tourism-forecasts</a>.</li> <li>ForwardKeys, Predicting Travelers' Impact – <a href="https://forwardkeys.com/">https://forwardkeys.com/</a></li> </ul>



Applications that are readily available for internal use by DMO	Potential usage by DMO	Sources of information and potential suppliers
<b>External services</b>		
<b>Big data analysis/ presentation: using aggregate data supplied by, for example, mobile networks, GDS, credit/ payment card companies, i-beacons</b>	Market profile analysis. Trend analysis. Impact analysis. Spatial planning. Visitor management. Performance measurement (e.g. marketing campaigns).	<ul style="list-style-type: none"> <li>DESTINATION NEXT Practice Handbook, section on mining Big Data, Destinations International – <a href="https://destinationsinternational.org/tutorials/destinationnext-practice-handbook">https://destinationsinternational.org/tutorials/destinationnext-practice-handbook</a></li> <li>Defining the future of travel through intelligence – Smart decisions for smart destinations using big data, Amadeus at <a href="https://amadeus.com/documents/en/travel-industry/white-paper/defining-the-future-of-travel-through-intelligence1.pdf">https://amadeus.com/documents/en/travel-industry/white-paper/defining-the-future-of-travel-through-intelligence1.pdf</a>.</li> </ul>
<b>Social media analysis/ reputation analysis</b>	Performance measurement. Benchmarking against other destinations.	<ul style="list-style-type: none"> <li>DESTINATION NEXT Practice Handbook, section on Social Media Command Center, Destinations International – <a href="https://destinationsinternational.org/tutorials/destinationnext-practice-handbook">https://destinationsinternational.org/tutorials/destinationnext-practice-handbook</a></li> <li>Handbook on key performance indicators for tourism marketing evaluation, ETC/UNWTO (2017) – Section 5.4 Social media analytics at <a href="http://www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation">www.etc-corporate.org/reports/handbook-on-key-performance-indicators-for-tourism-marketing-evaluation</a></li> <li>Finally, sentiment analysis lets DMOs measure word of mouth on an undreamed-of scale, Destination Think! (June 2018) <a href="https://destinationthink.com/sentiment-analysis-dmos-impact-measure-word-of-mouth-scale/">https://destinationthink.com/sentiment-analysis-dmos-impact-measure-word-of-mouth-scale/</a>.</li> </ul>
<b>Itinerary planning</b>	Integrate with DMO website. Information center – kiosk or counter. Destination touring.	<ul style="list-style-type: none"> <li>Mobile Solutions for Tourism Boards and DMOs with automatically generated or suggested itineraries, mtrip at <a href="https://www.mtrip.com/en/tourism-boards-dmo/">https://www.mtrip.com/en/tourism-boards-dmo/</a>.</li> <li>Itinerary tools for DMO, travefy at <a href="https://travefy.com/destination-marketing-organization">https://travefy.com/destination-marketing-organization</a>.</li> </ul>
<b>Virtual, augmented and mixed reality</b>	Destination storytelling/ interpretation.	<ul style="list-style-type: none"> <li>What is AR, and how can hotel and destination marketers use it?, You Visit at <a href="https://www.youvisit.com/blog/travel-destinations/ar-can-hotel-destination-marketers-use/">https://www.youvisit.com/blog/travel-destinations/ar-can-hotel-destination-marketers-use/</a>.</li> </ul>
<b>GIS + 3D mapping</b>	Spatial planning/ master planning.	<ul style="list-style-type: none"> <li>Applications of GIS in Tourism, GrindGIS (January 2019) at <a href="https://grindgis.com/gis/applications-of-gis-in-tourism">https://grindgis.com/gis/applications-of-gis-in-tourism</a>.</li> <li>G-Tourism: Using GIS in tourism at <a href="https://www.geospatialworld.net/blogs/gis-in-tourism/">https://www.geospatialworld.net/blogs/gis-in-tourism/</a>.</li> </ul>
<b>Location based services</b>	Local information.	<ul style="list-style-type: none"> <li>Mobile Maps and Location Based Services in Tourism, Digital Tourism Think Tank (2014) at <a href="http://www.thinkdigital.travel/">www.thinkdigital.travel/</a></li> <li>Mobile Solutions for Tourism Boards and DMOs with map &amp; navigation, mtrip at <a href="https://www.mtrip.com/en/tourism-boards-dmo/">https://www.mtrip.com/en/tourism-boards-dmo/</a>.</li> </ul>

## Examples of DM Partnerships using ICT applications

### Visit Napa Valley (California, USA) use of Simpleview's integrated CRM and CMS solution

- Visit Napa Valley is the DMO charged with the tourism promotion and management of California's Napa Valley region, one of the most famous in the state. The DMO hired Simpleview, a popular tourism industry website and CRM service, for an integrated CRM and website content management system (CMS), which resulted in a more efficient back-end process and some customization capacity which their former CRM platform could not offer. The new technology also updated the look and feel of [VisitNapaValley.com](http://VisitNapaValley.com), a beautiful and easy-to-navigate website highlighting wineries, hotels and events. Following implementation, VisitNapaValley.com had seen positive website growth numbers, such as more than 20% increase in organic traffic and a 3.16% decrease in website bounce rates.
- Simpleview CRM provides Visit Napa Valley with an industry-specific, integrated solution created with DMOs in mind and updated to meet their specific requirements. It remains flexible and can be readjusted to meet future specific needs. The Extranet product tied to the CRM means that both partners and DMO found listings updates simpler and easier to make.

More details at Simpleview Case Study: Integrated Solution – Visit Napa Valley at <https://acton.simpleviewinc.com/acton/attachment/32124/f-0597/1/-/-/-/-/Visit-Napa-Valley-Integrated-Case-Study.pdf?ga=2.173647779.1463514404.1551174747-1279520452.1551174747>.



### Visit Flanders (Belgium) use of real-time visitor demand data and analytics

- One of Visit Flanders' main objectives is to help spread out tourism to avoid overtourism, especially in Bruges which can often be inundated with tourists. The DMO realized that they needed to take a new approach with their marketing to address this issue, to be more flexible and capitalize on opportunities. They hired Amadeus, a data and marketing firm dedicated to the travel industry, to improve their marketing campaigns and strategies.
- Using the Amadeus Destination Insight product has allowed Visit Flanders to achieve timely, relevant, and accurate insights from data. Amadeus' analysis of billions of up-to-date global air transactions highlights hidden opportunities for them to increase tourism in Flanders and adjust activity based on the data:
  - Many external factors can impact travelers' demand and DMOs need to be able to adjust quickly. For example, with the help of Amadeus, VisitFlanders was able to monitor on a weekly basis the impact of the March 2016 terrorist attacks in Brussels on their target source markets and adjust or postpone marketing campaigns in response.
  - Amadeus Destination Insight data also allowed the DMO to identify their competitors at various points of the year and find out when visitors to Flanders start planning their trips.

More details on the blog 'Why Visit Flanders is using Amadeus data analytics to inspire travelers' (May 2017) at <https://amadeus.com/en/insights/blog/why-visit-flanders-is-using-amadeus-data-analytics-to-inspire-travellers> and at <https://amadeus.com/en/industries/destinations-dmos>.

### Visit Houston (Texas, USA) use of Virtual Reality

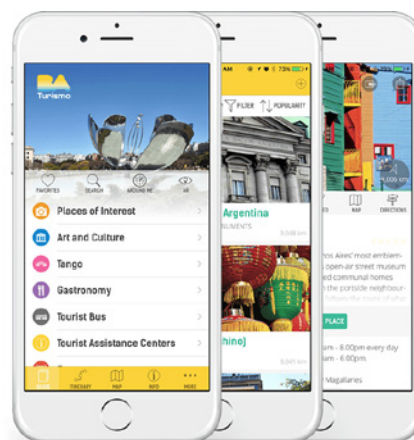
To help dispel misconceptions that Visit Houston thought potential visitors may have about Houston, Texas, in 2016 Visit Houston launched a virtual reality experience putting the potential visitors at the center of the action to discover the real Houston. Visit Houston believes that virtual reality (VR) experiences give a boost to marketing efforts, helping visitors to feel what it is like to actually be there, offering memorable experience, hopefully moving your destination to the top of the list.

- The VR experience was created with VR company YouVisit and gives viewers a 360-degree view over Houston's attractions and includes a tour guide avatar that offers brief explanations about each location visited.
- By tracking viewer data, YouVisit helps Visit Houston inform its future marketing efforts based on how many people are watching, where they are located, and which destinations are grabbing their attention.



## Buenos Aires, Argentina launches Mobile App using mTrip

- The Buenos Aires Tourism Board launched their official app, Buenos Aires Ciudad, powered by mTrip. The free app is available on iPhone and Android and includes features such as maps, practical information, events, suggested itineraries and more. The features are available while offline. <https://www.mtrip.com/buenos-aires-mobile-app/>



More details <https://www.youvisit.com/tour/visithoustontexas>; <https://www.youtube.com/watch?v=f4dVB5YjogM> and AdWeek Article 'Visit Houston Uses VR to Help Bust the City's Tumbleweeds and Cattle Stereotypes' at <https://www.adweek.com/brand-marketing/visit-houston-uses-vr-help-bust-citys-tumbleweeds-and-cattle-stereotypes-172426/>.

# Annex 10 – List of case examples

Many of the principles presented in this handbook have been brought to life through short case studies and examples, chosen for their potential relevance to destination managers, particularly in emerging destinations. Some are mentioned several times, including:

- The island of Flores, Indonesia, a destination whose tourism is largely driven by local initiatives, with the creation of homestays and other micro-businesses. Flores is one of four destinations in Indonesia that are supported by the WISATA program<sup>37</sup>, supported by the Swisscontact development agency.
- The Faroe Islands, remote islands forming a self-governing nation within the Kingdom of Denmark, where the DMO is using innovative initiatives, using its remoteness as an advantage to market the islands to targeted visitors in line with their sustainable development vision.
- Dinardica, a rural tourism destination in Bosnia and Herzegovina, under threat from a major dam construction project, led by a destination partnership determined to ensure a viable future for the local community.
- Dolomiti Paganella: five small mountain communes in the Italian Dolomites, where tourism was seasonal, of little value to the residents, that came together as a destination, focusing on product and experience developments and long-term resilience.
- Poutasi, a village in Samoa devastated by the 2009 tsunami and reborn thanks to the efforts of its community leaders, harnessing the power of broad partnership with both the public and private sector.
- Victoria Falls, where an independent, public-private partnership initiative representing the tourism community of Victoria Falls (Zimbabwe) was recently created.
- Rwanda, where gorilla conservation and tourism go hand in hand, raising governance and planning issues, relating to wildlife protection and the lives of local communities.
- Dorset County, Tasmania, a once-dying community that has become a world class mountain biking destination, illustrating the value of focus and determination.
- Djebel Dahar, Tunisia. In a mountainous region, a long way from the country's beach resorts, this new destination is attracting a very different clientele.
- Louvre-Lens, an example of collaborative regenerative development in a former mining region of France.
- Jeju Island, South Korea: an example of community-based tourism development focused on protecting its cultural and natural treasures.
- The Soča Valley, Slovenia: a model for sustainable management and practice.

The full list is as follows, categorized according to the subject of the section within the Handbook.

## CASE EXAMPLES IN CHAPTER 1 – THE VALUE OF GOOD DESTINATION MANAGEMENT

### Section 1.2 Why destination management?

1. Benefits to local communities in Indonesia
2. Homestays in Flores, Indonesia
3. Dolomiti Paganella addresses the problem of seasonality
4. The Ninki Nanka Foundation, Gambia: spreading the benefits
5. Faroe Islands, communicating on its unique remoteness
6. Long-term sustainability in Dinardica
7. Dinardica, Bosnia and Herzegovina

### Section 1.4 Key requirements for destination success in tourism

8. Planning for success in the Dolomites

## CASE EXAMPLES IN CHAPTER 2 – INITIATING THE DESTINATION MANAGEMENT PROCESS

### Section 2.1 Establishing a Destination Management Partnership

9. How the villagers of Poutasi, Samoa, took charge

### Section 2.2 The nature and forging of partnership

10. Making intentions clear in Sharchi Village

### Section 2.3 The partners

11. The partners of Victoria Falls, Zimbabwe

### Section 2.4 The main objectives of a destination management partnership

12. Chelenko, designated Touristic Interest Zone by the Chilean government
13. Supporting local businesses in Djebel Dahar
14. Dorset County, world class mountain biking destination

### Section 2.5 The Destination Strategy and Action Plan

15. The Mohawk Council of Akwesasne formulates its strategy

### Section 2.7 Aligning local, regional and national strategies and operations

16. Turning a wasteland into a tourism destination
17. Alpine Pearls, destinations forging links to exchange expertise

<sup>37</sup> WISATA is "a landmark program ... carried out in close cooperation with the Indonesian Ministry of Tourism and Creative Economy. The main goal of the program was to contribute to economic development through sustainable tourism".



## **CASE EXAMPLES IN CHAPTER 3 – UNDERSTANDING THE MARKET**

### **Section 3.1 The tourism value chain**

- 18. Local engagement in wildlife tourism, Rwanda
- 19. Mountain bikers booking active holidays in Dorset County, Tasmania

### **Section 3.2 Research and intelligence**

- 20. Making visitor research accessible to all in Samoa
- 21. We Are Victoria Falls (WAVF)'s annual business survey
- 22. Monitoring the competitiveness position of destination Bonaire
- 23. The Vienna Tourist Board, extensive data collection

### **Section 3.3 Market analysis for strategy and action planning**

- 24. Dolomiti Paganella, visitor flow model helping address lack of specialization for the destination
- 25. Visit Bruges, tourism to contribute to a balanced city

## **CASE EXAMPLES IN CHAPTER 4 – DESTINATION MANAGEMENT FUNCTIONS**

### **Section 4.1 Product and experience development**

- 26. Collaborative development of new tourism products by four DMOs in Indonesia
- 27. Developing experiences to engage visitors
- 28. Integrated tourism development in Dorset Council, Tasmania
- 29. Dolomiti Paganella: how decisions are taken in local stakeholder workshops

### **Section 4.2 Events development**

- 30. Virtual Rainforest World Music Festival and Borneo Jazz Festival

### **Section 4.3 Destination marketing and sales**

- 31. Visit Napa Valley, using integrated CRM and content management

### **Section 4.4 Visitor and destination services**

- 32. Edinburgh's world-class visitor services

### **Section 4.5 Skills development and training**

- 33. Training programs in Flores, Indonesia

## **CASE EXAMPLES IN CHAPTER 5 – ACHIEVING QUALITY, SUSTAINABILITY AND RESILIENCE**

### **Section 5.3 Sustainability principles and management**

- 34. Protecting cultural and natural resources through community-based tourism
- 35. The sustainable management strategy of the Soča Valley Tourist Board
- 36. Helsinki's Think Sustainably Digital Service helps visitors make sustainable choices
- 37. The Faroe Islands focus on quality and preservation

### **Section 5.4 Certification**

- 38. The Soča Valley, a certified Slovenia Green Destination
- 39. Snæfellsnes Peninsula, first EarthCheck Sustainable Destination in Europe

### **Section 5.6 The key principles of resilience**

- 40. Tunisia, the fragility of remote and unfamiliar markets

### **Section 5.7 The economic and social value of resilient societies**

- 41. Keeping economic value in the local community

## **CASE EXAMPLES IN CHAPTER 6 – OPERATING IN THE DIGITAL WORLD**

### **Section 6.3 Digital imbalance**

- 42. Comparing digital marketing activity in Meknes and Saragossa

### **Section 6.4 Digital marketing and social media**

- 43. Faroe Islands, reaching out to a niche market, with the help of social media
- 44. Kite surfing in Morocco

### **Section 6.6 Data capture**

- 45. Data driven decision making

### **Section 6.7 Digital management systems**

- 46. Smart management of the Slovenian tourism sector

## **CASE EXAMPLES IN CHAPTER 7 – ESTABLISHMENT AND MANAGEMENT OF DESTINATION MANAGEMENT ORGANIZATIONS (DMOs)**

### **Section 7.2 What are the responsibilities of a DMO?**

- 47. Visit Maldives, the Maldives Marketing & Public Relations Corporation

### **Section 7.3 The Administrative and operational structure**

- 48. Tourism KwaZulu-Natal, governmental entity
- 49. How a private Trust works in partnership with the public sector
- 50. Cape Town

### **Section 7.4 The Directors and Executives of the DMO**

- 51. An example of a management and staffing structure

*For more information, email us at  
[tourism@worldbankgroup.org](mailto:tourism@worldbankgroup.org)*

[www.worldbank.org](http://www.worldbank.org)

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