

Destination Management: The key to
Delivering Successful Tourism.
International Best Practice.

Dr Terry Stevens

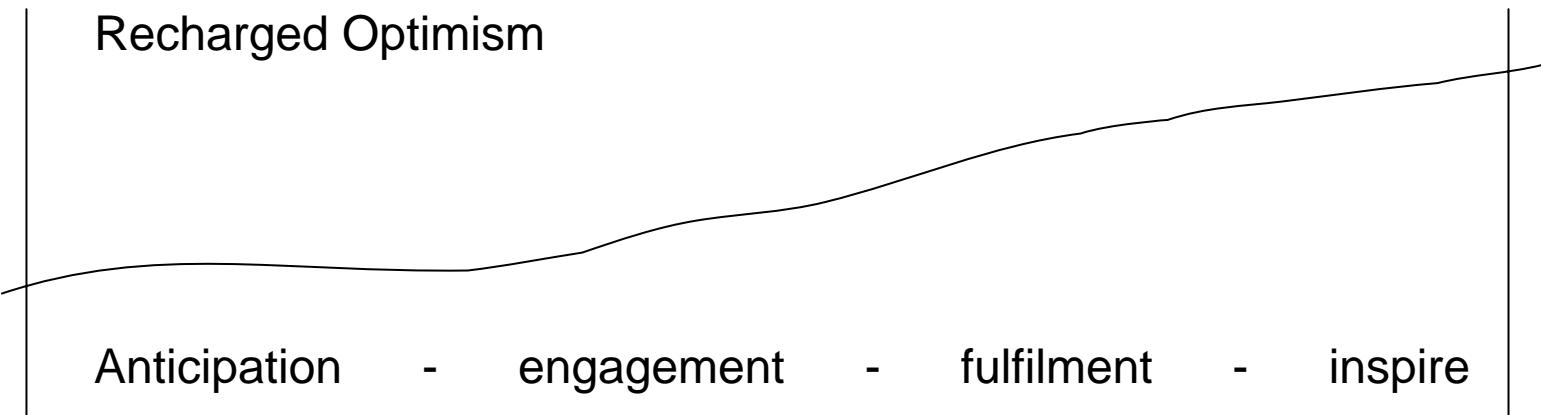
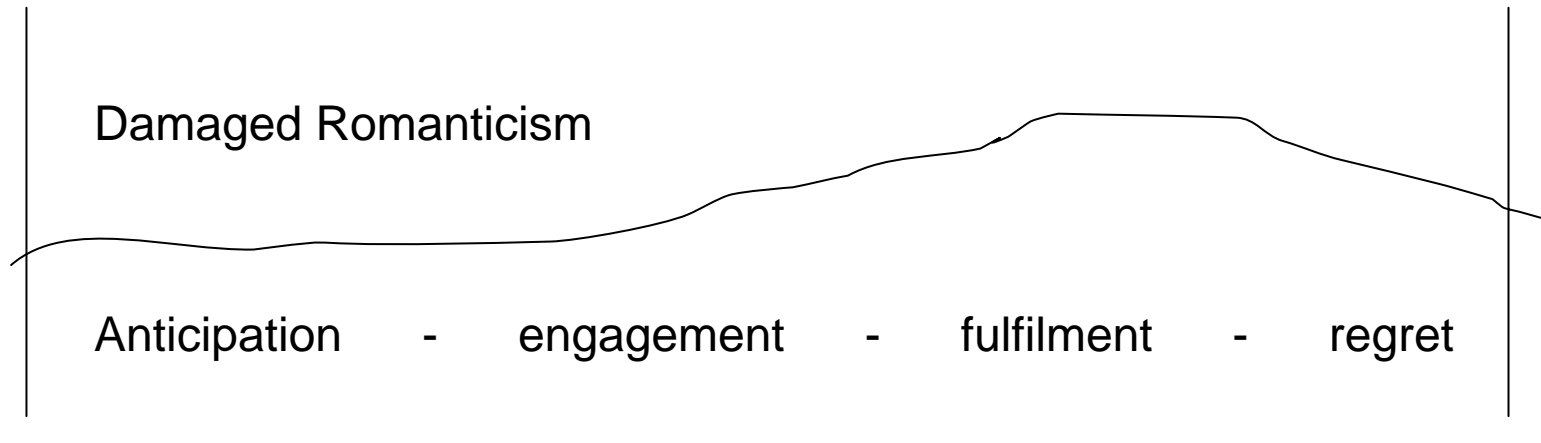
Stevens & Associates

Destination Management Approach

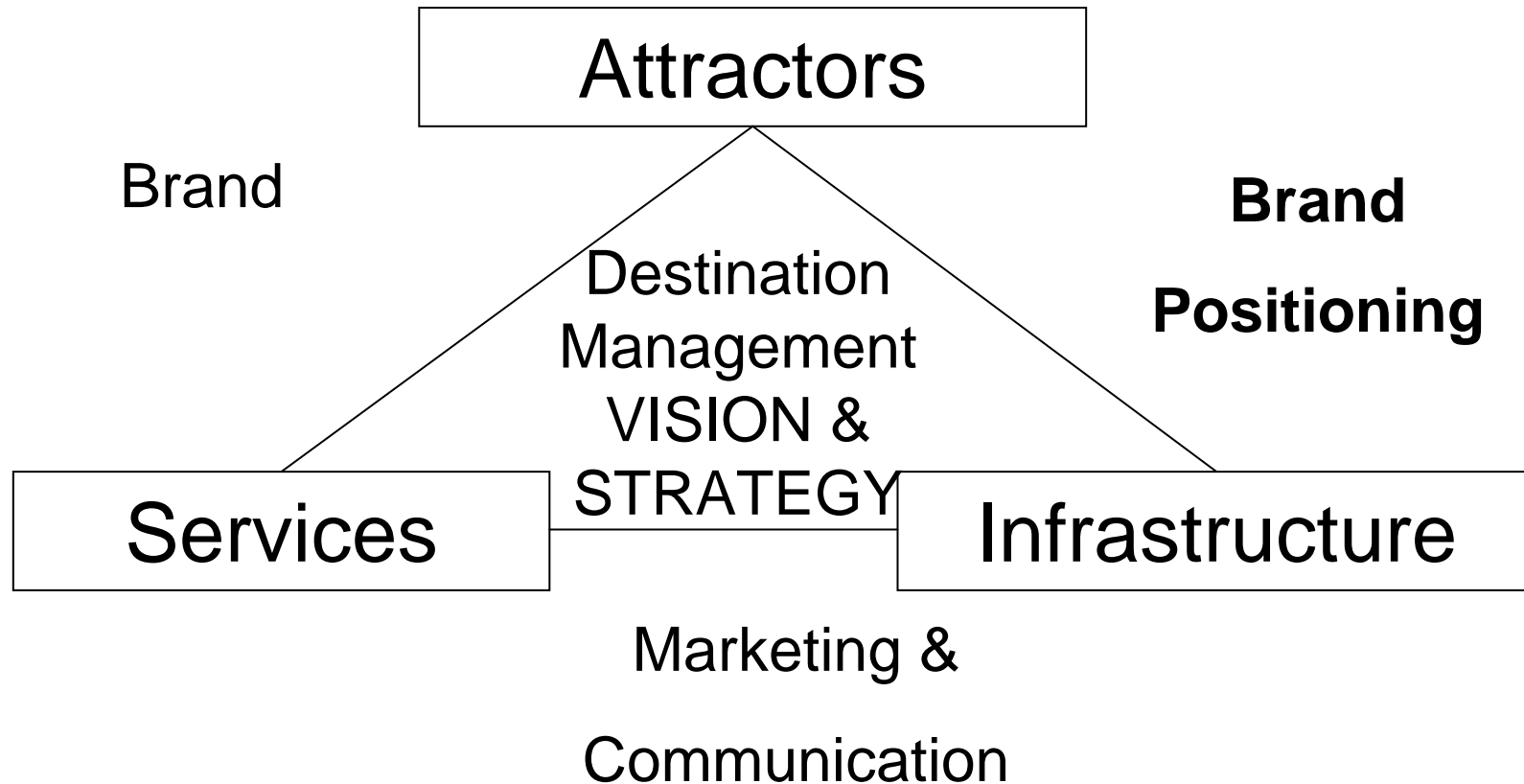
‘Without doubt this THE single most important aspect of delivering a quality visitor experience and achieving the strategic goals of a national vision for growth of tourism in Denmark’

Dr Terry Stevens.....

“The Traveller with his heavy load is in need of a friend” – Parallel Journeys



Destination Approach Essential



Norbert Vanhove, *'The Economics of Tourism Destinations'*

'The fundamental product in tourism is the destination experience. Competition, therefore, centres on the destination. For most tourists this experience takes place in a rather small geographic area. This is an entity which from the tourism management point of view is MANAGERIAL.'

Destinations Have to Be:

COHERENT ... understandable and meaningful for visitors (80 : 20 rule)

COHESIVE ...from a stakeholder perspective

COMPETENT ... in terms of the delivery of a high quality, integrated, visitor experience

COMPACT..... Manageable in scale

Overall Rank Order and Competitiveness

Position	Destination	Total Score	Mean Score
1	Whistler (Canada)	174.00	5.27
2	Lech (Austria)	170.33	5.16
3	Chamonix (France)	168.67	5.11
4	Zell am See (Austria)	161.84	4.90
5	Park City (USA)	160.30	4.86
6	Bad Klein (Austria)	158.83	4.81
7	Blue Mountain (USA)	151.08	4.58
8	Leysin (Switzerland)	143.00	4.33
9	Bled (Slovenia)	142.58	4.32
10	Kicking Horse (Canada)	142.32	4.31
11	Les Arcs (France)	137.33	4.16
12	Jackson Hole (USA)	133.81	4.05
13	Jasper (Canada)	130.17	3.94
14	Flagstaff (USA)	126.36	3.83
15	Mountain Creek (Canada)	122.66	3.72
16	ABSC (Scotland)	68.96	2.09

Source: Stevens & Associates, 2005

Competitive Destinations

“To be competitive a destination must function as a real entity. Tourism is like a theatre ... many different actors, stagehands, lighting designers, etc ... it needs a single manager to direct the process ... to lead with influence and persuasion rather than authority”

Great Places to Live, Work and Visit



Great Places to Live, Work and Visit



Maximising Community Benefits



Maximising Community Benefits



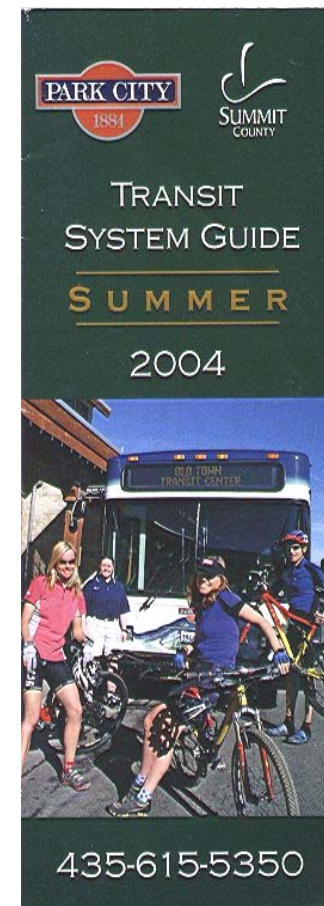
Destination Management Organisation



- Private sector led, public sector support
- Public sector policy aligned
- 360° business organisation
- Commitment to quality research about markets, market trends and measuring performance

Destination Management Organisation

- Good at forging meaningful alliances and partnerships
- Generates significant real finance and is well funded
- Undertakes benchmarking of competition; is outward looking and proactive
- Stewards of quality and the service ethic
- Stewards of the BRAND



Destination Management Organisation

- Key role in marketing and coordinating event activities and brand communication
- Communication of information / awareness to residents, visitors, politicians (the communication hub)
- Lean and efficient organisations
- Inspirational leaders – strong personalities, charisma and reputation
- Risk taking but based on solid research and analysis
- “*Can do : will do*” culture

The Work of a DMO – Creating the Vision, Delivering the Promise

1. Knowing and understanding the business of tourism = **market research**
2. Creating a collaborative approach = **improving communications and coordination**
3. Ensuring destination reputation and retaining existing visitors = **enhancing the visitor experience**
4. Encouraging repeat visits and attracting new markets = **marketing and promotion**

*“Coordination is the key and the key to coordination is getting organised. The key to getting organised is the establishment of a **destination management organisation**”*

Kerry Godfrey – Destination Development Handbook.

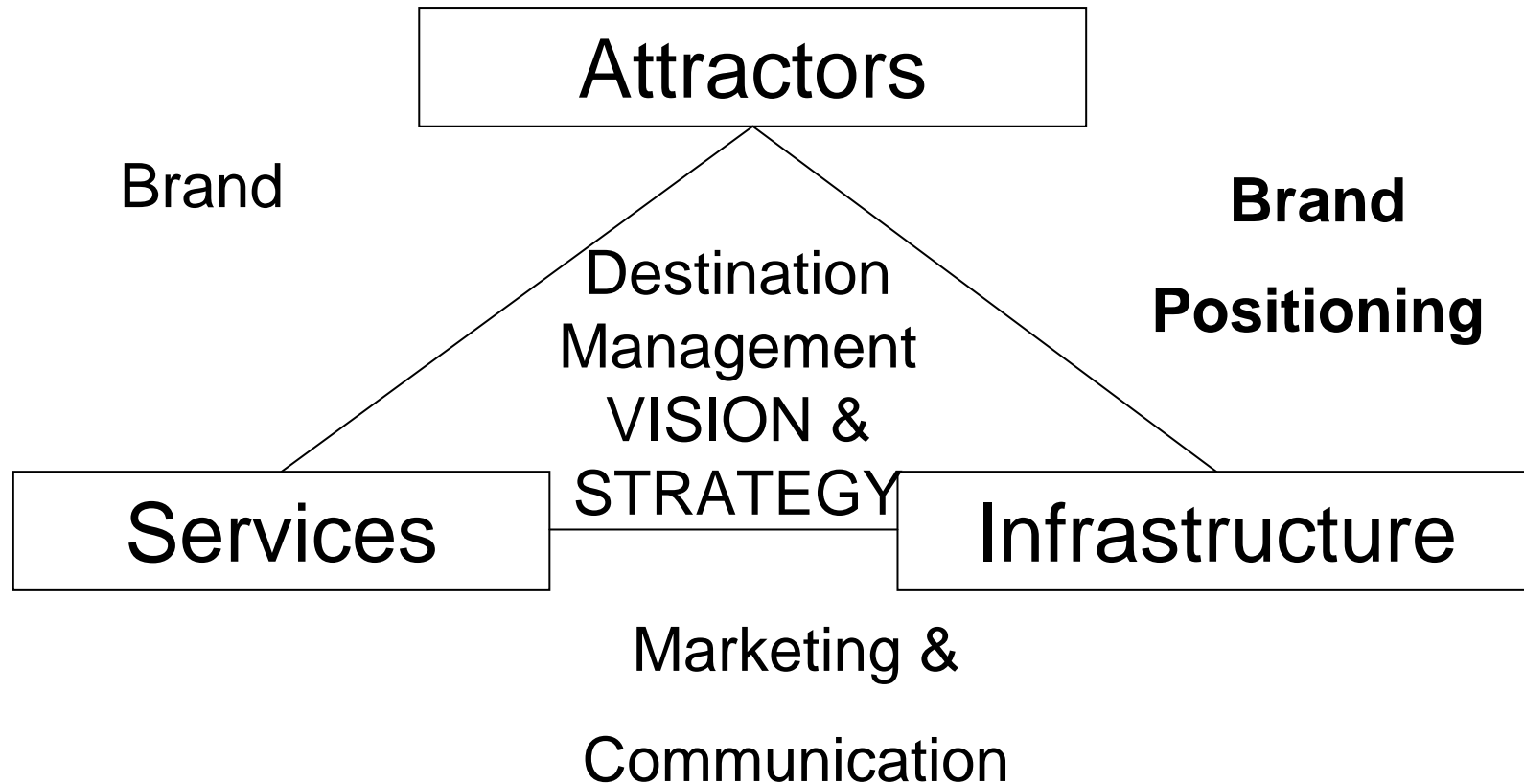
THE SPIRIT OF HOSPITALITY IS CRUCIAL FOR THE SUCCESS OF A DESTINATION ... it has to deliver experiences in a way that the visitor believes they are welcome ...

“The friendliness and hospitality of residents can, without doubt, strongly influence the destination’s image”

A Beerti, 2004

Factors Influencing a Destination’s Image

Destination Approach Essential



Attractors: Recreational and Sporting Provision



- Year round programme of activities
- Wide range and choice
- Easily accessible, bookable and obvious
- Expert leaders, guides, tuition
- Accreditation, safety checks

Attractors: Recreational and Sporting Provision



- Aim to have no barriers to access
- Lots of 'have-a-go' sessions
- Lots of equipment loan, hire, buy opportunities
- Connections made to get you 'sorted'

Attractors: Arts and Cultural



- Animation and access to the arts encouraged (e.g. Gallery Strolls)
- Iconic arts facilities with strong brand reputation
- Art permeates all aspects of the visitor experience and into all parts of the product:
 - street art/iconic work
 - public sculptures/sculpture parks
 - performance spaces
 - live music and theatre
 - retail craft outlets



Attractors: Appearance



- Ease of moving around (pedestrian areas, good traffic flows, easy to walk)
- Unobtrusive car parking
- Lots of places to stop, relax, reflect, dwell (seats, parks, gardens)
- Obvious civic pride and sense of place

Services: Restaurants and Bars



- Wide range; lots of choice
- Emphasis on dining; not take-away
- High quality – first class service and chefs
- Showcasing local produce
- Innovative designs, recipes
- External appearance interesting and appealing

Services: Retail



- Wide range – lots of choice
- High street / main core dominated by independent boutique-style shops
- Independent family traders
- Showcasing quality local products including crafts
- Merchandise relevant to culture and recreational profile

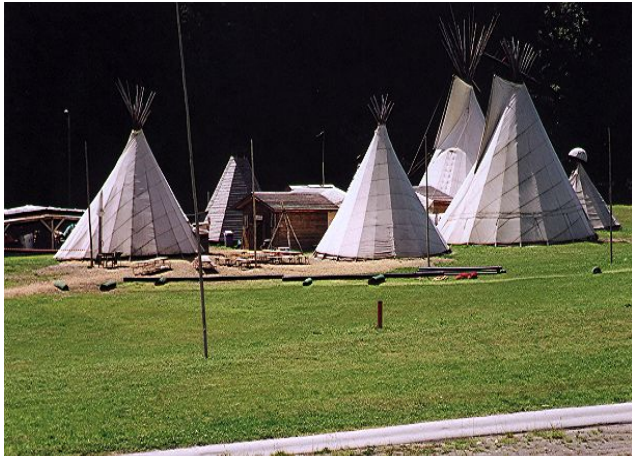
Services: Hospitality and Human Resources



- All members of public (community) and employees know '*where their bread is buttered*'
- Hospitality sector staff are proactive, confident, take pride in job, are well trained and committed
- Clear sense of mission, pride in job, knowledge of local area, what's on, etc



Infrastructure: Accommodation



- Diversity by type and price – lots of consumer choice
- Dominance of quality serviced and self-catering apartments
- High quality at every level and in each type
- Emphasis on theming
- Strong sense of place and character


Rivergrass



INTERIOR



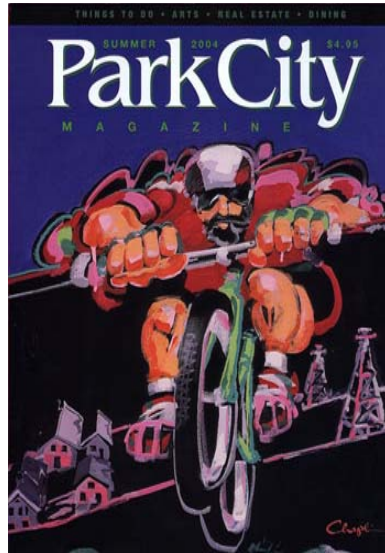
EXTERIOR

Infrastructure: Travel within destination



- Reliable, consistent, regular, frequent, clean, attractive, branded public transit system ... often provided free of charge
- Public transport is '*fit for purpose*':
 - Ski/bike/luggage racks
 - Disabled compliant
 - Appropriate routes/timings
 - Knowledgeable staff

Infrastructure: Customer facing information and communication



- Relationship building through emailing newsletters and promotions
- The 'art' of the concierge alive and thriving
- Knowledgeable, informed staff and local people – formal and informal ambassadors
- Use of newsletters and coffee-table style publications



Infrastructure: Customer facing information and communication



- E-business
- Customer generated content
- Web presence crucial
- Customer feedback on regular basis..... Surveys, focus groups, blogs...



“It is our desire to provide the highest quality law enforcement services to our community members, visitors and guests ...”

Great Places to Live, Work and Visit



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In summary.....

A successful destination has a strong destination management organisation to..... Facilitate, support, innovate and give direction for tourism growth.....

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