

# Destination management

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# Definitions

A **tourism destination** is a *“physical space with or without administrative and/or analytical boundaries in which a visitor can spend an overnight. It is the cluster (colocation) of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism.*

*A destination incorporates various stakeholders and can network to form larger destinations. It is also intangible with its image and identity which may influence its market competitiveness.” (UNWTO)*

Learn more: UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs): Preparing DMOs for new challenges  
<https://www.e-unwto.org/doi/pdf/10.18111/9789284420841>



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# Definitions

How we define destination management is critical as it will determine the focus on who or what is to be managed, how and by whom.

Technical approach:

**Destination management** is „*the coordinated management of all the elements that make up a tourism destination (attractions, amenities, access, marketing and pricing)*“. (WTO, 2007)

Learn more: World Tourism Organization (2007), *A Practical Guide to Tourism Destination Management*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284412433>

„...**destination marketing and management** can be defined as a proactive, visitor-centred approach to the economic and cultural development of a destination that balances and integrates the interests of visitors, service providers and the community.“ Wang (2011, p. 2)

Learn more: Wang, Y. (2011). Destination marketing and management: Scope, definition and structures. In Y. Wang & Pizam, A. (Eds.) *Destination marketing and management: theories and applications* (pp. 1-20). Wallingford: CABI.



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# Definitions

Visitor-oriented approach:

*„**Destination management and marketing** is the consistent orientation of tourist services and service providers towards the needs of potential guests....The guest’s subjective feeling, his expectations and experiences during his journey and his stay make his satisfaction a vital factor of competence of a destination management.“ (Zehrer et al., 2005, p. 148)*

Learn more: Zehrer, A., Pechlaner, H. & Hölzl, B. (2005). The development of a destination management system (DMS) in South Tyrol. *Anatolia: An International Journal of Tourism and Hospitality Research*, 16(2), 147-161.



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# Strategic objectives of DM

- increase long-term prosperity of local inhabitants,
- maximize satisfaction of visitors,
- maximize profits of local companies and
- maximize multiplication effects and optimize tourism impacts by providing for sustainable balance between economic benefits and socio-cultural costs and environmental costs (Buhalis, 2000)

Learn more: Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21(1), 97-116. doi:10.1016/s0261-5177(99)00095-3



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# 3C principle

The effective destination management process is based on a principle of:

- Cooperation
- Communication
- Coordination

Learn more: Ritchie, J.-B., Crouch, G.-I. (2003). The competitive destination: A sustainable tourism perspective. Wallingford. Cabi Publishing. 272 s. ISBN 0851996647



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# 3C principle

- Coperation
  - Based on partnership, not competition among the stakeholders/actors
  - Focused on support in the development of the destination
  - Mutually beneficial public and private partnership
  - Focus on complex and harmonious development of the destination
  - Mutual understanding and sharing of common objectives
  - Long-term and continuous process of building trust
  - Public stakeholders
  - Private stakeholders
  - NGOs
  - Local inhabitants



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# 3C principle

- Communication
  - Process to achieve complex and consensual development of destination
  - Connecting element between people and processes
  - Effective destination management leads to better communication among stakeholders in the destination as well as increased support of local inhabitants
  - Effective communication is essential part of the destination management because stakeholders can have conflicting interests and objectives (public/private/locals)



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# 3C principle

- Coordination
  - Involvement of stakeholders in highly coordinated cooperation
  - Planning, decision-making, organizing
  - Activities of the DMO should be optimised to avoid double-track processes
  - Synergic effects lead to better use of financial means, implementation of innovations, better protection against negative externalities (such as environmental)
  - Development and management of the destination image (impossible to achieve by individual actors in the destination)



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# DM development

3 phases of development of destination management in mature destinations:

- Development phase
- Growth phase
- Concentration phase



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# DM development

- 1/ Development phase
  - When:
    - sixties of the 20th century
  - Organizational cooperation:
    - promotion activities executed by various societies and associations
  - Forms of cooperation:
    - joint promotional materials,
    - joint presence at trade fairs,
    - organization of cultural events

(Bratl and Schmidt, 1998)



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# DM development

- 2/ Growth phase
  - When:
    - seventies-eighties of the 20th century
  - Organizational cooperation:
    - Building cooperation among various tourism subjects based on strategic partnership
    - Local and regional tourism organizations
  - Forms of cooperation:
    - involvement of various stakeholders,
    - creation of strategy,
    - sales support,
    - information services

(Bratl and Schmidt, 1998)



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# DM development

- 3/ Concentration phase
  - When:
    - nineties of the 20th century
  - Organizational cooperation:
    - strategic management and cooperating subjects
    - also referred to as the destination management phase
  - Forms of cooperation:
    - Creation of development and marketing strategy,
    - coordination of activities,
    - cooperation of stakeholders,
    - certification,
    - branding and image management,
    - direct sales,
    - building of infrastructure,
    - information and reservation system

(Bratl and Schmidt, 1998)

Learn more: Bratl, H., & Schmidt, F. (1998). *Destination Management*. Wien: Wirtschaftsministerium, ÖAR-Regionalberatung.



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# DM stakeholders

„a **stakeholder** implies any person or group with interests, rights, a claim or ownership in the organisation“ (UNEP&WTO, 2005)

Learn more: UNEP & WTO: United Nations Environmental Programme & the World Tourism Organization (2005). *Making tourism more sustainable: A Guide for policy makers*, Paris: United Nations Environmental Programme.

## 1/ Internal and External stakeholders

- Internal stakeholders (employees, managers, owners)
- External stakeholders (suppliers, society, governments, creditors, shareholders and customers/tourists).
  - Society: competitors (entrepreneurs), social agents, governments, tertiary educational institutions, non-government organizations (NGOs), environmentalists and the local community/residents
  - Financial institutions and creditors are those responsible for providing the finance necessary to develop an construct new infrastructure that will help to promote tourism in a specific destination. (Hieu and Rašovská, 2018)

Learn more: Hieu, V.M., Rašovská, I.: Trendy v podnikání - Business Trends (2018), 8(1), 90-102. [https://doi.org/10.24132/jbt.2018.8.1.90\\_102](https://doi.org/10.24132/jbt.2018.8.1.90_102)



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# DM stakeholders

## 2/ Public vs. Private cooperation

- Public stakeholders
  - Activities:
    - Services to local inhabitants
    - Building and maintaining tourism infrastructure
    - Creation of suitable conditions for development of tourism, such as economically stable environment, access to investment, support of research and education, legal framework, etc.
  - Actors:
    - relevant ministries, regional administrations, municipal (local) administrations, national park administrations, heritage protection institutions etc.



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# DM stakeholders

## 2/ Public vs. Private cooperation

- Private stakeholders
  - Activities:
    - Share professional knowledge to develop tourism infrastructure and services
    - Cooperate on development of professional standards in the tourism industry
    - Adhere to ethical standards
    - Support sustainable approaches to tourism,
    - protect cultural heritage,
    - educate the visitor in the sustainable consumption,
    - cooperate on research and educational activities,
    - cooperate on safety measures with public sector
  - Actors:
    - Operators of collective accommodation facilities, hospitality operators, travel agents, tour operators, bike rentals, ski-lift operators



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# DM stakeholders

## 2/ Public vs. Private cooperation

- NGOs
  - Activities:
    - Exchange of best practices
    - Lobbying
    - Protection of member interests
  - Actors - professional associations and organizations, such as:
    - Association of tourism information centers (A.T.I.C.)
    - Association of hotels and restaurants (AHR)
    - Associations of travel agents (ACK, ACCKA)
    - Association of tourguides (AP)
    - Czech Tourist Club (KCT)



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# DM stakeholders

## 2/ Public vs. Private cooperation

- Local inhabitants
  - Important stakeholders in direct contact with the tourists
  - Can't directly influence the tourism offer
  - Should be involved in the activities of the destination management company to be able to influence the tourism conditions in the destination where they live
  - Important indicator of the absorption capacity of the destination



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# Approaches to defining a destination

- Administrative borders
- Concentration of demand
- Extent of public administration intervention
- Selected tourism development indicators
- Strategy of centralization



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# Administrative borders

- Technocratic approach (suitable mostly on national level, sometimes local level)
- Commercially not practical on regional level (difference between administrative and tourism regions)
- Tourists are interested in supply of attractions and products rather than administrative borders
- Risk of supply disruption

Learn more: <https://www.boredpanda.com/international-borders/>



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# Concentration of demand

- Based on the motivation of travellers to visit a destination
- Element of distance from the point of departure plays a role
- Different recognizability on domestic market (CR seen as complex of smaller-scale destinations - regions) and international market (CR seen as an element of Europe or Central Europe)
- Exception of strongly branded destinations (French Riviera, Tirol, etc.)



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# Extent of public administration intervention

- Bottom-up approach
  - Creation of a DMO initiated by the private sector stakeholders, NGOs, individuals on the regional or local level
- Top-down approach
  - Creation of a DMO based on a legal act (generally initiated by a regional administration)



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# Selected tourism development indicators

- generally applied in Austria
- Selected criteria can be number of room/nights, number of beds in collective accommodation facilities of 3+\*, modern leisure infrastructure, business management and a marketing budget
  - If all criteria are met, the DMO is established
  - If not, regions are promoted together or not promoted on international market at all



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# Strategy of centralization

- One organizational centre is responsible for management and marketing of a destination (generally applied on national level)
- Clear competences and area focus
- Elimination of double-track activities due to inexistence of overlaps with other entities
- More dependent of public resources and political support



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# DM structure in CZ

Tourism destination management distinguishes 4 levels:

- supra-national level
  - destination management recognizes the Czech Republic as a part of a larger destination Europe
  - suitable for promotion of destination Europe at third markets (overseas)
- national level
  - destination Czech Republic
  - competing with other European and Central European destinations
- regional level
  - difference between the administrative regions and tourism regions
- local level
  - difference between municipalities and tourism areas



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# DM structure in CZ

Organizations of tourism destination management on 4 levels:

- 1/ supra-national level
  - European Travel Commission, established in 1948
    - Members (32) are states represented by their national tourism organisations
    - Operates mainly on major source markets for European tourism (such as USA, Russia, Brazil, China)
    - Non-profit organization financed by members contributions and specific campaigns raised overseas
    - Specific website dedicated for the promotion of destination Europe ([www.visiteurope.com](http://www.visiteurope.com))
    - Czech Republic presented within the destination Central Europe, together with Slovakia, Poland, Hungary and Austria



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# DM structure in CZ

Organizations of tourism destination management on 4 levels:

- 1/ supra-national level
  - Visegrad 4
    - for the tourism purposes the brand „European Quartet – One Melody“ is used
    - destination Central Europe
    - operates mainly on overseas source markets for Central European tourism (such as USA, Russia, China, Japan, India, Brazil)
    - financed by contributions of the four member countries represented by their relevant ministry responsible for tourism and national tourism organisation
    - Specific website dedicated for the promotion of destination Central Europe (<http://www.discover-ce.eu/>)
    - Czech Republic presented within the destination Central Europe, together with Slovakia, Poland and Hungary



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# DM structure in CZ

- 2/ national level
  - national tourism organisations (NTOs)
  - Ministry for the Regional Development
    - key state administration institution responsible for the tourism agenda based on Act 2/1969 Coll.
  - CzechTourism
    - contributory organization responsible for the promotion of the Czech Republic as the tourism destination abroad and domestically
    - established in 1993
    - financed from the state budget (through Ministry for Regional Development) and EU funds
    - carries out activities to support incoming and domestic tourism



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# DM structure in CZ

- 3/ regional level
- regional tourism organisations (RTOs)
  - regional administrations (independent, self-administered) vs. tourist regions (defined by CzechTourism);
  - some tourist regions overlap in more than one administrative regions
  - Examples:
    - Prague City Tourism,
    - VysočinaTourism ([www.vysocinatourism.cz](http://www.vysocinatourism.cz)),
    - d.c. East Bohemia ([www.vychodni-cechy.org](http://www.vychodni-cechy.org)),
    - tourist authority of South Moravia ([www.ccrjm.cz](http://www.ccrjm.cz)),
    - t.a. of South Bohemia ([www.jccr.cz](http://www.jccr.cz))
- 4/ local level
- Local tourism organisations (LTOs)
  - municipalities
  - Examples:
    - d.c. Sokolovsko ([www.sokolovsko.cz](http://www.sokolovsko.cz)),
    - d.c. Krkonoše s.r.o. ([www.krkonossko.cz](http://www.krkonossko.cz)), etc.



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# DM structure in CZ

Destination management organizations on all levels can have various legal forms and operate under various labels, such as:

- destination management organization,
- professional association,
- chambers of commerce,
- contributory organization,
- limited liability company,
- tourism centre,
- destination agency,
- association,
- regional development agency,
- tourism cluster,
- local action group etc.



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# DM challenges

Overlaps of administrative and tourist regions:

- Středočeský, Jihočeský and Plzeňský overlap into two tourist regions
- Liberecký and Královéhradecký overlap into three tourist regions
- Tourist region Šumava is divided between Plzeňský and Jihočeský

These tourist regions have to follow the rules and regulations of various administrative regions which may result in inefficient destination management (administrative vs. tourism perspective)

Unbalanced number of destination management companies in administrative regions:

- Moravskoslezský (8),
- Ústecký (6)
- Královéhradecký (6)

Specific position of the Prague City Tourism organization



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# Role(s) of DMO

- coordinate elements of the tourism product
- provide visitor services and information to market the destination while enhancing residents' well-being
- support, plan and coordinate the tourism development of a destination as a whole
- use political and legislative power as well as the financial means to manage the destination's resources rationally
- ensure that all stakeholders can benefit in the long term
- formulate (or participate in the formulation process) and implement of the destination's tourism policy
- gather and analyse data data (market research, etc.)
- provide training and capacity building (not only internally but also for local tourism professionals)
- coordinate promotion, marketing and branding
- (!) DMOs do not control the activities of their partners and other actors operating in the tourism destination but bring together resources and expertise



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# DMO financing

DMOs largely depend on external resources:

- subsidies
- support from regions or municipalities (financial, non-financial)
- loans
- EU funds (ERDF, ESF)
- regional funds (Vysočina region fund)
- local fees (spa and recreation stay, accommodation facility stay, entrance fees for sport and cultural events, fee for usage of public space, motor vehicles entry fee)

Internal resources:

- membership fees
- revenues from additional economic activities

Challenges:

- financing is not unified
- impossibility to plan long-term
- local fees generated by tourism don't have to be reinvested in tourism (!)



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# DM advantages

Competitiveness

Sustainability

Quality

Institutional governance

Minimization of gaps and overlaps

Community support and involvement

Economic benefits



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# DM advantages

## Competitiveness

*“The **competitiveness** of a tourism destination is the ability of the destination to use its natural, cultural, human, man-made and capital resources efficiently to develop and deliver quality, innovative, ethical and attractive tourism products and services in order to achieve a sustainable growth within its overall vision and strategic goals, increase the added value of the tourism sector, improve and diversify its market components and optimize its attractiveness and benefits both for visitors and the local community in a sustainable perspective.”*

**Note:** This operational definition was elaborated by the Committee on Tourism and Competitiveness (CTC) and it was adopted as a recommendation by the 22nd Session of the General Assembly of the UNWTO held on 11–16 September 2017 in Chengdu, China (A/RES/684(XXII)).

## Sustainability

**Sustainable tourism development** requires proper planning and management to maintain the economic viability of a destination and its environmental, social and cultural integrity, as well as the authenticity, resources and character of the destination that made it attractive in the first place.

**Good planning and management** minimize social and cultural conflicts and prevent tourism from affecting negatively local lifestyles, traditions and values.

Source: World Tourism Organization (2017), Practical Guidelines for Integrated Quality Management in Tourism Destinations – Concepts, Implementation and Tools for Destination Management Organizations, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284417988>.



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# DM advantages

## Quality

*“**Quality** of a tourism destination is the result of a process which implies the satisfaction of all tourism product and service needs, requirements and expectations of the consumer at an acceptable price, in conformity with mutually accepted contractual conditions and the implicit underlying factors such as safety and security, hygiene, accessibility, communication, infrastructure and public amenities and services.*

*It also involves aspects of ethics, transparency and respect towards the human, natural and cultural environment. Quality, as one of the key drivers of tourism competitiveness, is also a professional tool for organizational, operational and perception purposes for tourism suppliers.”*

**Note:** This operational definition was elaborated by the Committee on Tourism and Competitiveness (CTC) and it was adopted as a recommendation by the 22nd Session of the General Assembly of the UNWTO held on 11–16 September 2017 in Chengdu, China (A/RES/684(XXII)).

## Institutional governance

The establishment of a DMO means a **reinforced institutional governance** in the destination (horizontal, vertical), regardless of its structure (single public authority, PPP model). The ability of a destination to align efforts and bring together all stakeholders under the leadership of an organizational entity contributes to improve the institutional governance of the destination and to facilitate the dialogue and the decision-making process towards a collective destination vision.

Source: World Tourism Organization (2017), Practical Guidelines for Integrated Quality Management in Tourism Destinations – Concepts, Implementation and Tools for Destination Management Organizations, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284417988>.



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# DM advantages

## Minimization of gaps and overlaps

Effective **coordination** of all stakeholders in the destination and mutual understanding of the shared vision enhances positive effects of tourism and minimizes double-track activities that might result in conflicts. DMO is in a better position than any other entity at destination to avoid duplicating efforts and overlapping initiatives, as well as identifying possible gaps that should be addressed to ensure an effective management of the destination, based on **cooperation** rather than **competition**.

## Community support and involvement

Tourism income should support the development of community-based products and experiences, advancing rural and experiential tourism, creating decent jobs, promoting SMEs or exploring the potential of local arts and crafts within the tourism value chain. DMOs are in a unique position to create a favourable framework towards an **inclusive tourism** growth that benefits both the local businesses and the communities/residents in the destination. Local communities and residents should be part of the tourism planning and management.

Source: World Tourism Organization (2017), Practical Guidelines for Integrated Quality Management in Tourism Destinations – Concepts, Implementation and Tools for Destination Management Organizations, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284417988>.



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# DM advantages

## Economic benefits

Coordinated tourism development and targeted marketing result in increase the average visitor length of stay, increase per capita visitor expenditure, mitigation of seasonality, better awareness of the absorption capacity, better territorial balance of tourism flows, elimination of over-tourism. The **multiplier effects** of the tourism help generate economic benefits in connected industries, supporting local suppliers of tourism and non-tourism goods.

## Brand identity

*„DMOs are increasingly realizing the value and power of strong **destination brands** which are closely connected to the **values** of the destination. By consistently delivering excellent value, brand **loyalty** and visitors return to the destination on a regular basis increase.“*

Source: World Tourism Organization (2017), Practical Guidelines for Integrated Quality Management in Tourism Destinations – Concepts, Implementation and Tools for Destination Management Organizations, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284417988>.



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# DM from the visitor's perspective

What makes a good destination?

What are the expectations of tourists?

What are the attributes of a good/poor (bad) destination?

Does a destination have to be managed?

What needs to be managed?



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# What makes a good destination?

- Highly individual

*„It depends ... on your mood, which mood you are in this moment. You are in different moods every time so sometimes this is a perfect place for your mood and sometimes not so.“ (Irene)*

- High expectations

*„...to be a good destination you want it to deliver on your expectations. And if possible, like, a really good destination would surpass them.“ (Roy)*

- Element of surprise

*„...you can get some surprises in destinations which actually make them even better“ (Mary)*

- Image / reality gap

*„...maybe a bad destination is somewhere that appears outwardly to be something that it's not.“ (Lucy)*

Source: Destination Management: The Tourist's Perspective

<http://orapp.aut.ac.nz/bitstream/handle/10292/5972/Destination%20Management%20JDM%20final.pdf?sequence=7&isAllowed=y>



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# Destination attributes

- Variety in supply

*„...there’s always something going on, there’s something happening, and there’s lots to see and do. I think that’s what makes a good destination.“ (Kate)*

- Undiscovered by tourists

*„...a good destination is also the ... opposite, like ...a place where you go and all you see is a beach and a palm tree, and a hammock, and like a cocktail.“ (Jim)*

- Non-traditionality

*„...having something different but being inviting“ (Raymond)*

- Uniqueness

*„...unique feature that makes a city stand out“ (Jean)*

- Lasting impact

*„It’s the place that touches you...that leaves an impact with you.“ Mary*

Source: Destination Management: The Tourist’s Perspective

<http://orapp.aut.ac.nz/bitstream/handle/10292/5972/Destination%20Management%20JDM%20final.pdf?sequence=7&isAllowed=y>



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# Does a destination have to be managed?

- Covert management

*... a destination needs to be managed but not too much, because ... you lose the charm of the destination. And after it's too managed it's too touristy, the beauty is lost.” (Gerry)*

- Destination-specific management

*„It depends on what the destination is. Like, with a city, you'd hope so. But if you're out in the wilderness that's quite exciting as well, if it's unmanaged.” (John)*

- Balance between tourists and residents

*„... if you're in a tourist town then you, as the resident, want to enjoy the amenity of the town without the tourists just ... taking over. And because we live in a global world you have to be very careful about how you manage your resources... But you've got to manage it for... not only the tourists, but the people that actually live here as well, so, that's probably harder to balance.” (Jean)*

Source: Destination Management: The Tourist's Perspective

<http://orapp.aut.ac.nz/bitstream/handle/10292/5972/Destination%20Management%20JDMM%20final.pdf?sequence=7&isAllowed=y>



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# What needs to be managed?

- Marketing and tourist assistance

*„A tourist destination needs to be managed to the extent that it needs to be marketed, let people know more about it. And then once they're here, really help the people to get the most out of it, to meet their expectations, and to make it a memorable destination.“ (Colin)*

- Promotion and tourist regulation

*„...if there was no management then people perhaps wouldn't visit because they wouldn't know where to go and what to do. ... you have to have some sort of tourist management to attract people as well as keeping people in line.“ (Lucy)*

Source: Destination Management: The Tourist's Perspective

<http://orapp.aut.ac.nz/bitstream/handle/10292/5972/Destination%20Management%20JDMM%20final.pdf?sequence=7&isAllowed=y>



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