

Partnership and Co-operation

Destination management organisations as drivers of sustainable tourism development

Marianna Strzelecka

Dunira Strategy, Scotland

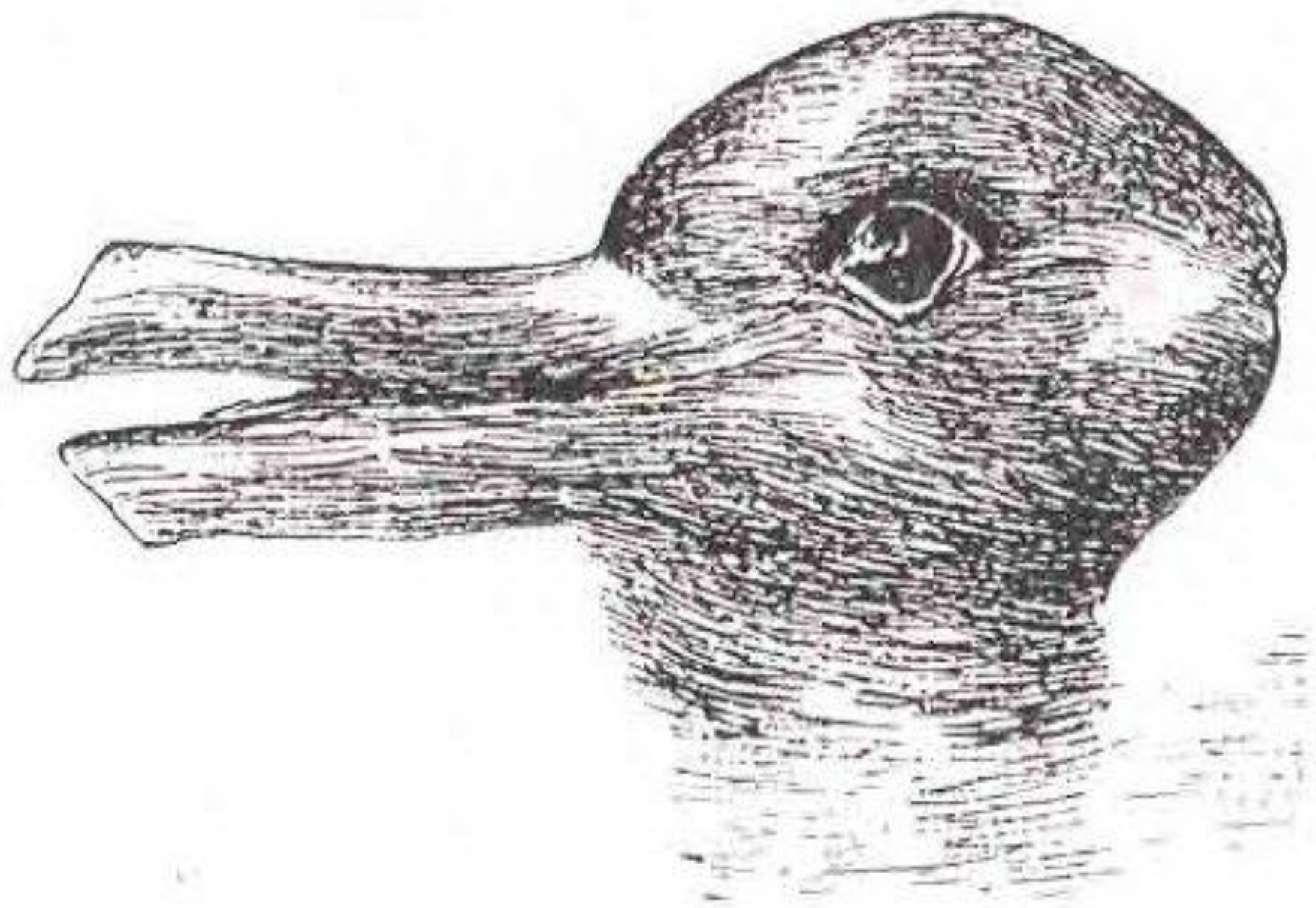
Seminár Destinačný manažment v cestovnom ruchu

Vysoké Tatry

March 2012

DUNIRA STRATEGY

Sustainable Business Solutions in Tourism







Challenges

1. How can a focus on marketing sustainable tourism make your destination a more attractive place to **live, work, visit and invest**?
2. What needs to be done to encourage more of your region's young people to develop a career in tourism? (Human Capital Development)
3. How does your region's marketing proposition need to change in order to attract tourism visitors to less established parts of your destination and encourage them to stay overnight... or even for *several* days?"

Changing Operating Environment

- Emergence of direct suppliers
- Loss of controlled distribution by TOs
- Growth in new consumer channels
- Reduced funds available for development
- Increased competition for visitors
- Marginalisation of rural destinations

Characteristics of marginal tourism destinations

Negative

Peripheral
Inaccessible
Higher unemployment
Marginal investment
Indistinct
Unremarkable

Positive

Autonomous
Enterprising
Self-sufficient
Development assistance
Authentic
Unique

- With **reduced support from national tourist boards and development agencies**, rural areas established small tourism associations and tried to compete, using emerging distribution channels
- Typically however they were **too small** to achieve market penetration, **lacking critical mass** to be of interest to consumers (or tour operators)
- In order to reach markets (and develop new markets) and to secure public and private support (for product development), they recognised that they had to **co-operate and form partnerships** to compete in a global market place

A ‘**destination management organisation**’ (DMO) can:

- Ensure more effective and efficient marketing activities
- Better coordinate product development and focus on *authentic* ‘local distinctiveness’ and ‘*authentic experience*, which in turn enhances the destination brand
- Develop viable business plans and strategies (context)
- Reflect local needs and identify social and economic opportunities
- Access public and private funds more easily
- Promote sustainable community benefits of tourism



“[Tourism] is essentially the renting out for short-term lets, of other people’s environments, whether that is a coastline, a city, a mountain range or a rainforest. These ‘products’ must be kept fresh and unsullied not just for the next day, but for every tomorrow.”

Sir Colin Marshall
Former Chairman, BA

Sustainable Development

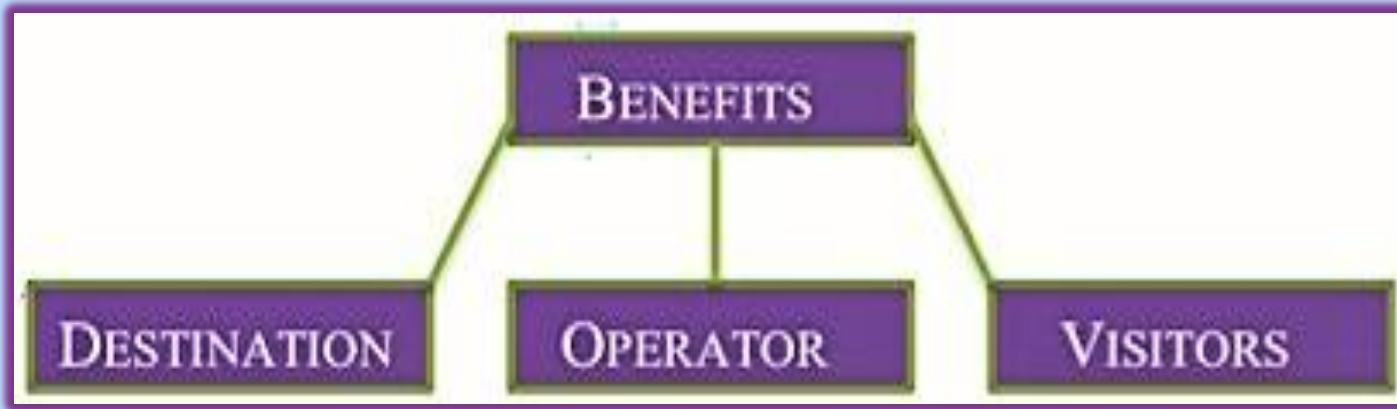
Sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

The Bruntland Report
(*The World Commission on Environment and Development:
Our Common Future, 1987.*)

A sustainable tourism destination *“uses natural and cultural heritage sites and resources as a focal point to attract visitors to a particular community, sometimes linking these attractions with established tourism sites to enhance them through geographic and/or thematic association. The purpose of a visit can include both education and entertainment. Resources can be natural or man-made, but they must be managed in a sustainable way for the present and future benefit of visitors, the tourism industry, the host community and its environment.”*

Dunira Strategy

Benefits of Sustainability



D: local environment is conserved

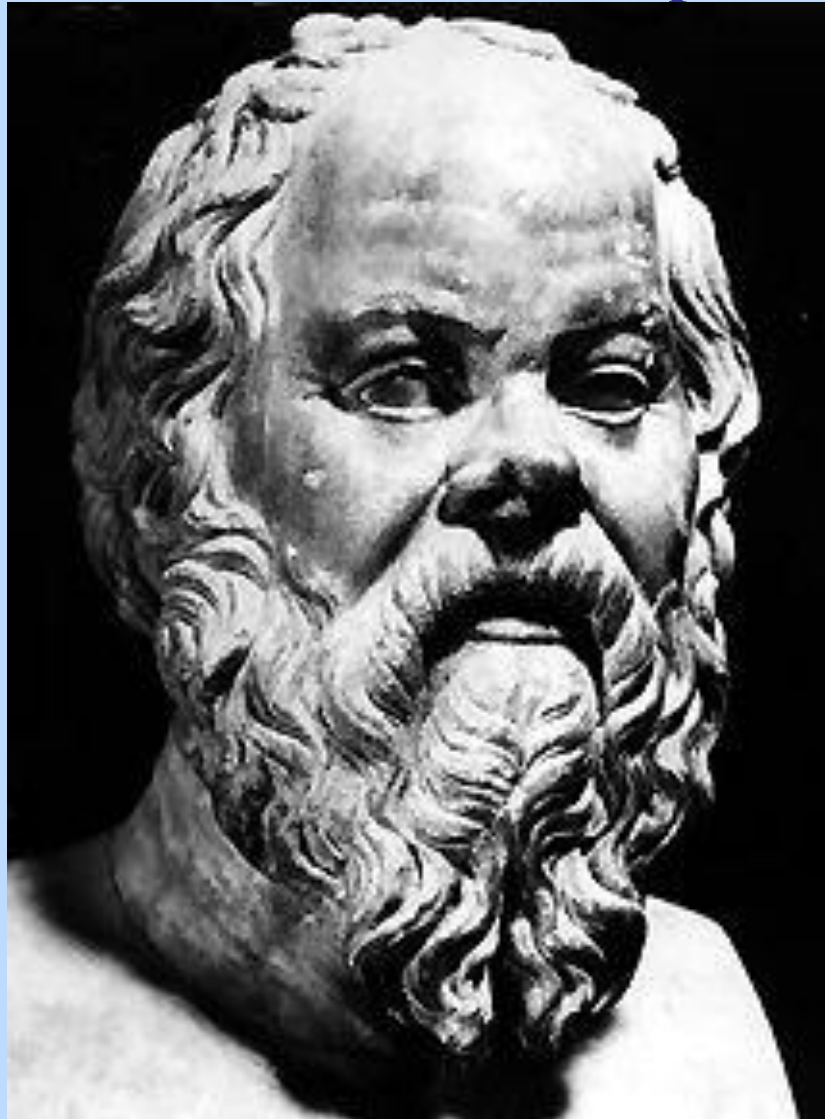
O: future profits are maintained

V: quality of visitors' experience is maintained

“For the majority of tourists, responsible or sustainable tourism practices can be the ‘tie-breaker’ in tourists’ decision making.”

Justin Francis
CEO, responsibletravel.com





DUNIRA STRATEGY

Sustainable Business Solutions in Tourism

“An agent’s job is to assist you. In the Information Age that means the agent is there to help you find information.”

Bill Gates
CEO, Microsoft

Dunira Strategy

Founded in 2002 by Benjamin Carey, former tour operator with 20 years professional experience.

Broad project experience in established and emerging destinations:

Armenia, Belize, Bhutan, **Croatia**, Egypt, England, Faroe Islands, France, **Georgia**, India, Iran, Iraq, Ireland, Laos, Lebanon, Liberia, **Montenegro**, Nepal, Pakistan, Palestine, **Poland**, **Russia**, Rwanda, Scotland, **Serbia**, Sierra Leone, Spain, Trinidad & Tobago, **Ukraine** and Yemen.

Clients and affiliations include: European Commission, International Co-operative Alliance, Scottish Enterprise, Scottish Parliament International Development Group, SNV, Tourism Concern, The Tourism Society, The Travel Foundation, UK Foreign and Commonwealth Office Consular Stakeholder Panel, UK Trade & Investment, UNDP, UNEP, UNESCO, USAID, World Bank Group (GEF, IFC) and World Tourism Organization (UNWTO) Panel of Experts.

Expertise

- ✓ Tourism strategy development and planning
- ✓ Destination management organisations
- ✓ Tourism co-operatives
- ✓ Tourism development in protected areas
- ✓ International tourism markets
- ✓ Stakeholder engagement and consultation
- ✓ Supply chain management and development
- ✓ Marketing and distribution channels
- ✓ Fundraising for destination development
- ✓ Tourism data and statistics
- ✓ Project management
- ✓ Risk management
- ✓ PR and representation
- ✓ Rural economic development
- ✓ Market and case study research
- ✓ Business strategy and planning
- ✓ Social media
- ✓ Sustainable product development

Current projects

- Establishing a network of co-operative DMOs in the Indian Himalaya
- Delivering a capacity building programme for UNESCO in a national park in Montenegro
- Developing a new national marketing strategy for Rwanda
- Designing a €15m international heritage centre on a Scottish island
- Conducting a feasibility study for ecotourism in Belize
- Advising a community group in Iraq on destination development options
- Representing Yemen's Ministry of Tourism in the UK and advising on policy
- Organising an international conference on community tourism development in West Africa



Marianna Strzelecka

Masters from Poznan University of Economics, Poland: tourism development

PhD (ABD) from University of Illinois at Urbana-Champaign, Illinois, USA:

‘Enhancing individual and community empowerment through sustainable tourism development’ - examining impacts of the LEADER framework on rural community development in Pomerania, Poland.

- **Interests:** sustainable tourism development, community-based tourism. the role of NGOs in sustainable rural development, community development through tourism in a post-communist setting, also food and nature-based tourism.
- **Experience:** action research (USA), community based tourism development projects with public sector stakeholders and DMOs in North America and Central and Eastern Europe, Nature 2000

Experience in Central and Eastern Europe

- Researched the value of tourism across the *Natura 2000* ecological network for European Commission
- Advised Bielsko-Biała on cross-border destination development in the Beskydy Euroregion
- Produced a strategic destination plan for Lidzbark Warmiński, Poland
- Delivered training on ‘special interest tourism’ in NW Russia for European TACIS programme
- Led workshop on SME tourism opportunities in nature-based tourism in the Balkans
- Managed UKTI seminar series on rural destination management in Croatia
- Advised a tourism association in Ukraine on DMO development
- Implemented an international marketing campaign for Slovenia during World Cup 2010

Benjamin Carey FTS

Managing Director

benjamin@dunira.com

+44 (0) 7974 577476

Marianna Strzelecka

Manager – Central Europe

marianna@dunira.com

+48 (0) 609 502 977

**Dunira Strategy, 33 West Preston Street, Edinburgh EH6 6QH
ŠKÓTSKO**

Tel: +44 (0) 845 370 8076; fax: +44 (0) 845 370 8188

<http://www.dunira.com/>

DUNIRA STRATEGY

Sustainable Business Solutions in Tourism