



Università della Basilicata
L.M. Natural & Cultural Resources Economics

Destination Planning and Policy: *Process and Practice*

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Tourism Destination Marketing & Management

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Introduction

Destination planning and policy seeks to explore the theoretical and practical aspects of tourism as it relates to the **physical, social, economic, political and environmental characteristics** of, and changes to, localities and place.

Introduction: Examples of Australian destination management studies

Dredge, Jenkins (2003a)	Tourism is considered as essentially place based and involving the production of destination identity at different scales. National, regional and local organizations are actively engaged in presenting and promoting place identity, seeking to attract tourists and to increase market share.
Pfarr (2001, 2002, 2005)	The tourism policy processes concerning the TDMP are explored and two themes in that process are described: a top-down approach from the Northern Territory Government, and the Northern Territory Government's agenda for rapid economic development.
Priskin (2003)	The lack of collaboration between industry and government limited approaches to the sustainable management of tourism resources . The workshop led to the formation of a regionally integrated tourism group to implement recommendations arising from the workshop, but many factors, including political and other issues arising outside the tourism arena, limited their implementation.
Richins, Mayes (2008)	The case study described the practices of a commercial cruise operation. It explained how the owners of the cruise operations took site-specific, self-managed and voluntary action to provide leadership and contribute to the development of state regulations for cetacean watching.
Dredge <i>et al.</i> (2010a)	The study identified that more effective event governance can be achieved through placing greater importance on stakeholder participation in decision making, showing commitment to local issues, demonstrating transparency and accountability, demonstrating compliance with the rule of law, and promoting collaboration and consultation with all agencies (government and non-government) that are directly and indirectly implicated in the planning and management of events.



Background

- ➔ Studies of tourism planning and policy draw from many **social sciences-related disciplines and fields.**
- ➔ The theoretical of Destination planning and policy and conceptual developments in the field have been lacking and heavily reliant upon discourses in these **other disciplines**, although some advances have been made.
- ➔ In a relatively new interdisciplinary field, these circumstances are not surprising, but it is a concern to those with an interest in **policy and planning processes.**



Concepts and Definitions: destination

Destinations vary widely in their **scale and in the historical nature** of their development, **spatial size and organization**, demography, topography, climate and weather, culture, infrastructure, **available attractions, governance, politics and management**, and **human resources and finances**.

Visitors - attractions visited, travel time, the services needed and consumed, and the entry and exit points that define their travel

Industry - the clusters and linkages between operators and businesses that have formed over time

Destination planning and policy are **dynamic, complex and value-laden tasks**.

High levels of **reflective, analytical skills** to understand how **power** is distributed and **resources** allocated, distributed and redistributed



Concepts and Definitions: destination regions

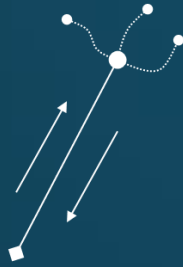
- (i) Tourist generating markets and destination regions are **separate geographical entities**
- (ii) The complex and multi-scale nature of destinations means that their conceptualization must be a **flexible hierarchical structure** adapted to suit different scales, locations and market characteristics
- (iii) Destinations can be **single locations or 'chained'**, in that they can be a set of geographically separate locations linked through travel patterns or touring routes



Concepts and Definitions: destination



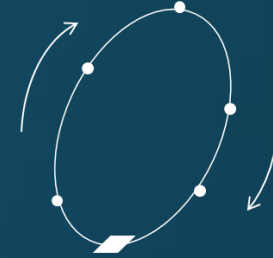
S1 "single destination"



S2 "base camp"



M1 "stopover pattern"



M2 "full loop"



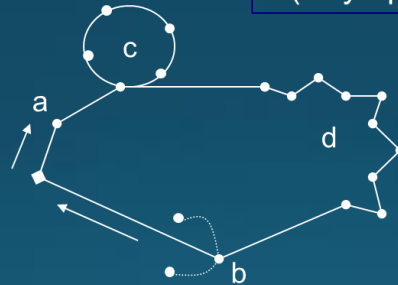
M3 "destination area loop"

- ◆ (Home) – Where they come from
- (Overnight) – Destination where they sleep
- (Daytrip) - excursion

- ◆ (Home) – Where they come from
- (Overnight) – Destination where they sleep
- (Daytrip) - excursion



M4 "open-jaw loop"



M5 " multiple destination area loop"

- ◆ (Home) – Where they come from
- (Overnight) – Destination where they sleep
- (Daytrip) - excursion



Policy and policy making

Policy-making is concerned with the **processes** of making public policy, from the genesis of ideas about a **policy**, to the **development of a policy**, to **its implementation, evaluation, review and perhaps abolition**'.

Policy involves government

Governments may invest in major infrastructure, undertake research, spend money on marketing and promotion, and negotiate international investment deals and bid for events

Policy involves a commitment

It may be publicly stated and approved or it may be a decision not to do something

Policy involves a course of action

It is common for governments to establish committees and reference groups to develop policy

Policy involves the future

When it requires thinking about or anticipating future circumstances and what conditions might be best to achieve a certain outcome



Policy and policy making

Policy is any action

It involves an intervention of some kind (Levin, 1997), or a decision not to intervene.

Policy is an organizational practice or response to an issue

It involves government and non-government sectors in the collaborative processes of policy development.

Policy is fundamentally about the choices

Governments and their policy collaborators make and the expression of that choice through policy documents and actions

Policy involves mediating the values and interests of a wide range of stakeholders

There is an element of politics in all policies



Planning

Policy and planning are **interrelated concepts**

Planning is defined as the **activity of setting goals and identifying steps** to fulfil those goals



'A set of processes whereby **decision-makers engage** in logical foresight before committing themselves'

'Processes that result in a **physical plan**' about where things ought to be located and how things ought to be.



Approaches and Methods

These disciplines and fields of study are characterized by an array of **approaches, methods, concepts and frameworks.**

Interdisciplinary flavour and diversity in conceptual, theoretical and applied research means that **the field potentially lacks cohesion or theoretical and conceptual strength**

Diversity and breadth in a field of study provides **many opportunities for collaborative work**, encourages researchers and practitioners to transcend traditional disciplinary boundaries, and through conceptual, theoretical and applied advances contributes to knowledge and practice



Value-based approaches

1. **Boosterism**, where it is assumed that the **key benefit of tourism is economic**, and therefore all decisions and actions should be aimed at boosting the economy through investment attraction and economic incentives.
2. **Economic**, where it is assumed that **tourism will contribute to a region's income, generate employment and foster economic growth** via flow-on effects and leveraging; destination planning should focus on reducing barriers to economic development.
3. **Physical/spatial**, where it is assumed tourism planning should seek to **minimize impacts on the physical and spatial environments** concerned and incorporate ecological principles linked to spatial, capacity and threshold parameters.
4. **Community**, where it is assumed that **tourism promotes or empowers local communities** in planning and policy processes; thus, destination planning should recognize and foster the social benefits of tourism.



Domain-based, applied approaches

1. ***Industry development planning and policy***: this recognizes the particular and often highly fragmented characteristics of the tourism industry.
2. ***Market planning and policy***: this recognizes the highly specialized marketing, branding and promotional activities that are undertaken by agencies to promote destinations.
3. ***Spatio-physical destination planning and policy***: this recognizes that tourism has a spatial dimension.
4. ***Conflict management planning and policy***: this recognizes that planning is needed to mitigate the conflicts that can emerge between tourism and other resource-based activities.
5. ***Communicative planning and policy***: this recognizes that governance structures and processes are often required collaboration across the multitude of stakeholders.
6. ***Crisis-response planning and policy***: this recognizes that crises emerge from time to time, and that governments are often required to pull together a raft of actions at short notice to respond to perceived risks.



Methods

1. A **descriptive/explanatory component** that seeks to understand and develop historical knowledge about how policy has been made in the past, and what the strengths and weaknesses of this approach were, it may even explain how certain outcomes have emerged.



2. The **normative/prescriptive component** that seeks to provide guidance on the content of policy for the development and management of tourism in the destination.

3. The **predictive component** that makes predictions about the possible causes and consequences of various policy actions on tourism



4. The **procedural tradition** that provides direction on how to plan and manage destination and is oriented towards identifying detailed steps, actions and initiatives



Advocating a meta approach

Institutional context

- What are the values, beliefs, perceptions and attitudes about the role of the state?
- How do the structures and practices of government influence policy making?

Issue drivers and influences

- What are the social, economic, political, environmental and technological factors that influence how issues emerge and what priority they are given?

Actors, agencies and their relational characteristics

- Who are the actors with direct and indirect interests in tourism policy?
- What are the characteristics of their relationships?

Policy dialogues

What effect do policy dialogues have on:

- collaboration, alliances and partnerships?
- communication, knowledge transfer and learning?
- rules of conduct, power relations and leadership?

Understanding policy making

- as a product;
- as an outcome;
- as a reflection of power; and
- as a response to selective interest.

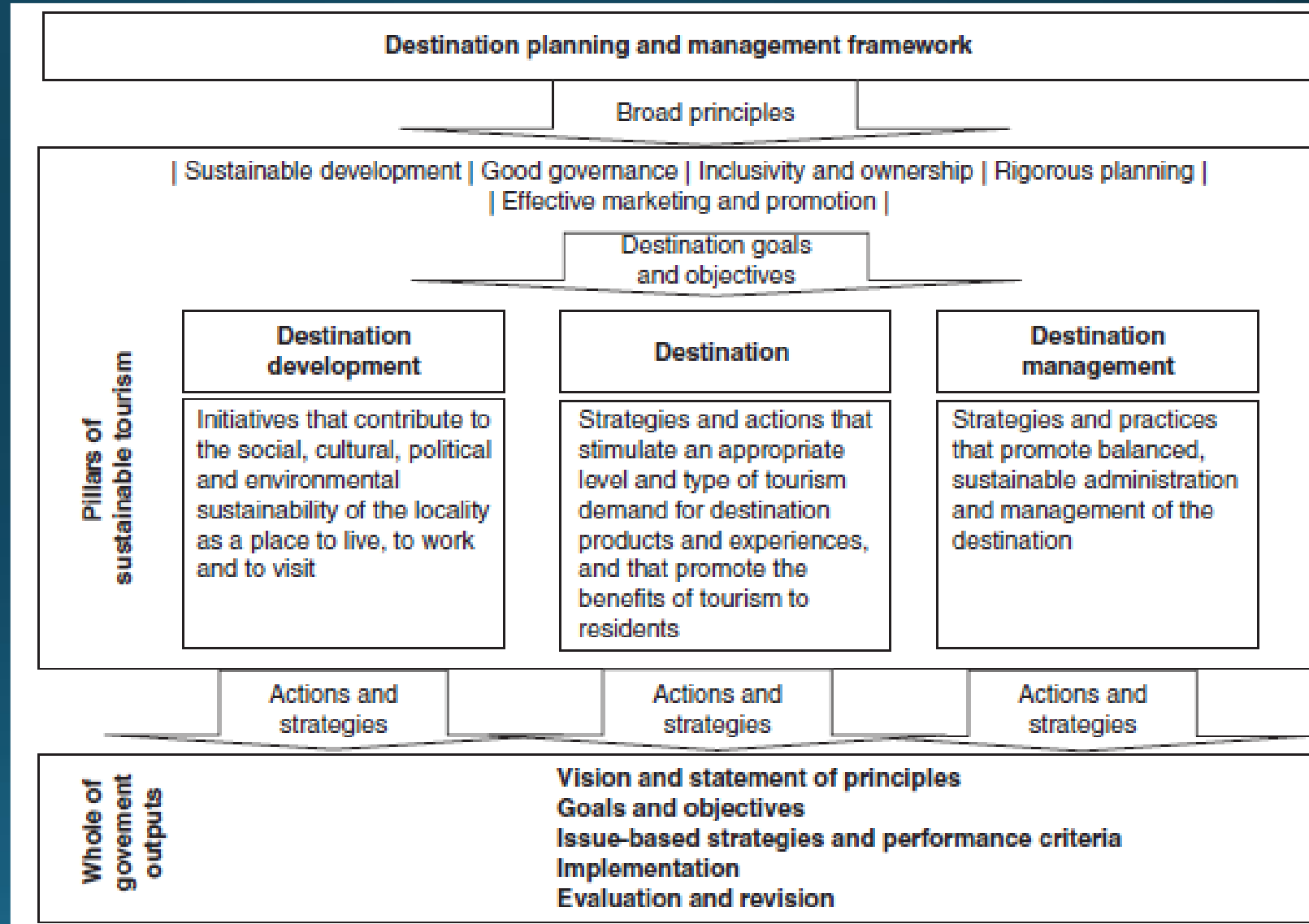
Analysis of policy making

- Over time
- Across space
- Interdisciplinary
- Integrated description, explanation and analysis



Destination planning and management framework

- ❖ to facilitate **collaboration**, knowledge and information sharing,
- ❖ to reduce **inefficiencies** associated with overlapping work programmes and duplication of effort,
- ❖ to encourage the **pooling of resources** in terms of time, money and expertise
- ❖ to increase **resilience** in terms of joint support for initiatives





Conclusion

- Defining and critically examining **destination policy and planning**.
- A number of important mainstream thoughts and practices, **reviewed theoretical applications** in the field, and described **approaches and methodologies**.
- The terms '**destination**', '**policy**' and '**planning**' are difficult to defined and open to interpretation based upon the prevailing institutional context, scale and values.