

Component 2: Learning Aim C

Destination Management

Exploration

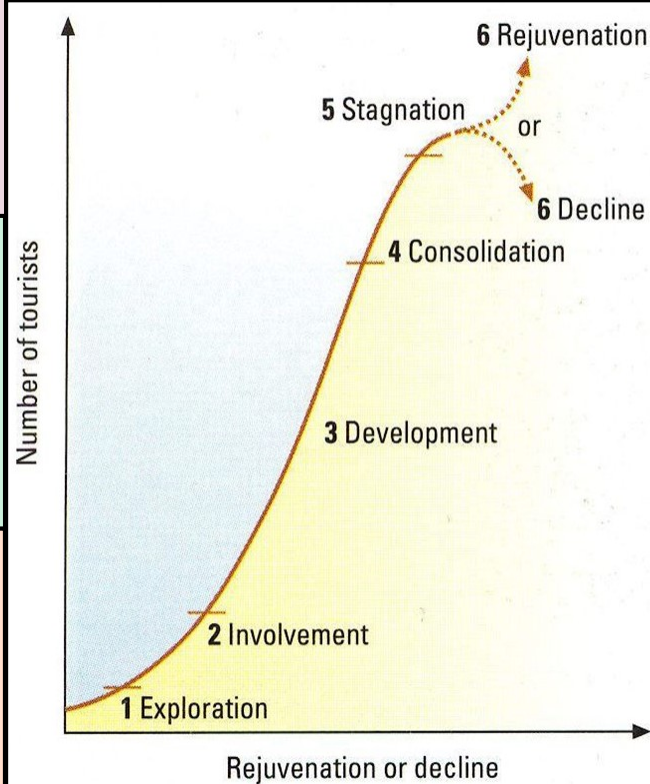
- Small number of tourists attracted by culture / natural beauty
- Limited numbers
- Few facilities exist

Involvement

- Some involvement by locals to provide tourists with facilities
- Recognisable tourist season
- Developing tourism market

Development

- Large numbers of tourists
- Local people earn money
- Control of market moves from locals to external bodies e.g. TNCs
- Some conflict between residents and tourists



Consolidation

- Tourism constitutes major part of economy
- Mass tourism replaces what was once the original economic function of the location
- The local culture is being diminished by a more international culture

Stagnation

- Peak tourist numbers reached
- Tourist numbers plateau
- Older facilities seen as 'second rate'
- Resort no longer fashionable

Decline or Rejuvenation

- Attractiveness continues to decline
- Resort become dependent on visitors seeking a cheap break
- Efforts need to be made to modernise and rejuvenate resorts or they will continue to decline

Analyse - examine something methodically and in detail, typically in order to explain, interpret or communicate something.

Assess - give careful consideration to the factors or events that apply and identify which are the most important or relevant. Make a judgement on the importance of something, and come to a conclusion where needed.

Define - give the meaning of a term or phrase.

Describe - give an account of something, such as steps in a process or characteristics of something. The response should be developed, but does not require justification or reasoning.

Discuss - consider the different aspects in detail of an issue, situation, problem or argument and how they interrelate.

Explain - provide reasoning to justify or exemplify a point. The response should be developed using

linked points providing reasoning/justification.

Evaluate - consider various aspects of a subject's qualities in relation to its context, such as strengths or weaknesses, advantages or disadvantages, pros or cons. Come to a judgement supported by evidence which will often be in the form of a conclusion.

Destination Management

The co-ordinated management of the different elements that make up a tourist destination, including visitor attractions, infrastructure, marketing and pricing.

Butler's Tourism Area Life Cycle

Throughout their life cycle, tourist destinations will experience stages of growth, stagnation and decline or rejuvenation.

The Butler Model is used to illustrate the cycle of a resort / destination over time. Development and decline.

Tourist destinations experience 6 distinct stages throughout their life cycle.

Butler Model - Benidorm Case Study

Exploration: 1950s - small, fishing village, few visitors, few tourist facilities, main source of income from fishing

Involvement: late 1950s - resort grew, local people realised they could make money from tourism, developed hotels, restaurants and bars, package holidays 1957, Alicante airport opened in 1967

Development: 1970 sprawling mass of hotels based around needs of tourists, town had completely changed functions, most jobs in tourism, hotels run for miles

Consolidation: 1977 - over 12 million visitors each year, northern Europeans attracted by summer temperatures, beach, all-day bars and all-night clubs

Stagnation: 1990 - the resort began to stagnate, government forced to step in, scheme aimed to rejuvenate resort and its facilities

Rejuvenation: local government has worked with private companies to develop water and theme parks, designed to appeal to families, attracts about 4 million visitors a year, official advertising campaign

Emerging Destinations

Locations that have recently (within the last 10 years) grown in popularity and have a growth rate of visitor arrivals of over 4% year on year.

- Visitors seek adventure, 'authentic' experience, culture or nature based
- May be difficult for overseas visitors to access
- Transport links likely to be undeveloped
- Basic infrastructure - energy, water, waste disposal
- Unspoilt natural and cultural features are the main attraction, local communities follow traditional lifestyles
- Seek to develop tourism to boost economies, raise living standards
- Local people may not have access to healthcare and education
- Low volume of visitors - may have to make own travel arrangements
- Limited awareness of the destination globally



Bequia, the Grenadines

Located next to the Caribbean destinations of St Lucia and Antigua, Bequia is considered an emerging destination. The main appeal of the island lies with the quality of the relatively untouched beaches. Currently, the island is popular with scuba divers and sailors, who visit for the annual Easter Regatta. The island currently has about 12 small hotels and guesthouses; most of these have less than 10 rooms.

Role of Governments

Local and National governments have a central role in travel restrictions and security, improving and managing transport, infrastructure, and communications, approving and controlling development, attracting and providing funding, and ensuring sustainability.

Phuket, Thailand

Located in Southern Thailand, Phuket is the country's largest island and wealthiest region. The island is one of Thailand's main tourist destinations and has been especially popular with visitors from English speaking nations for many years. As Phuket is relatively hot and humid throughout the year, the island is popular with visitors from Europe in the winter months. One of the main impacts of tourism in the area has been the development of transport infrastructure, with the island benefiting from an airport. Phuket International Airport is located in the north of the island. Before the airport was developed into a major international airport, visitors would land elsewhere and embark on a lengthy 200km or more transfer by coach or taxi down the peninsular and across the Sarasin bridge, which links Phuket with the mainland.

Strategy	Details
Travel restrictions	Most countries have passport or visa requirements. These can be applied to outbound or inbound travel e.g. Travel Restriction Orders in the UK
Security measures	Airports and seaports have various security measures in place such as police dogs, security guards, metal detectors etc. to minimise the threat of terrorist attacks
Entry requirements	Most countries allow entry to anyone with a valid passport but some countries require visas for entry
Infrastructure	Transport links and infrastructure play a massive role in encouraging tourism. Governments develop transport links, energy and water supply and waste disposal
Communication links	Technological developments have improved global communication links by securing internet access and improving internet access
Funding	Gain funding for major projects and initiatives
Sustainable development	Through employment, business initiatives, promoting 'support local' schemes and reducing negative impacts of tourism
Taxes, rules and legislation	This can be a fine balancing act between setting taxes, rules and legislation that bring maximum benefits for the resort without exploiting or discouraging tourists



Mature Destinations

Need to have been popular for at least 20 years and have experienced a 2% growth rate of visitor arrivals year on year.

- High volume / mass tourism with organised package holidays
- Natural and cultural features may be damaged, diluted, overwhelmed by tourism
- Local economy is reliant on tourism
- Established season
- May be some conflict between locals and visitors
- Extensive advertising of the destination, which is well known globally
- Fully developed infrastructure
- Standard of visitor facilities may become run down
- May be a strain on resources such as water
- Fully integrated transport links

Importance of Partnerships in Destination Management

Partnerships between different types of organisations play a significant role in ensuring destinations are managed effectively. Organisations form partnerships for different reasons and there are advantages and disadvantages of working collaboratively.

Public and Private Sector Partnerships

Public - private sector partnerships, known as PPPs, are essential for supporting and developing the global tourism sector. Partnerships are an effective way of encouraging collaboration in order to secure best practice, to secure funding and to share costs.

New tourism developments - planning and constructing new hotels isn't possible without the public and private sector working together. New hotel developments are funded and constructed by the private sector, legal permission to begin work is often granted by local government

Transport links and infrastructure - funding for major projects, such as new roads and airports, will be provided by a combination of public and private sector investments and loans, while the construction will be undertaken by private sector organisations

Restricting design, size and scale - one of the key roles of the local authority is to ensure that the design, size and scale of any new construction projects are sympathetic to the existing area and won't have a negative impact on the quality of the built environment

Revitalising town centres - a recent issue for local authorities has been the deterioration of town centres in the UK due to major private sector brands withdrawing from UK town centres over a number of years e.g. Marks and Spencer. In 2018, private sector retailers appealed to the UK government to work in partnership with them to reduce the business rate taxes that apply to organisations with physical retail units. In response to the decline of town centres, the Local Government Association released a handbook that offers guidance to local authorities about how town centres can be revitalised. One of the key areas of guidance encourages local authorities to embrace the heritage of town centres to create a more desirable experience

Voluntary Sector Partnerships

The voluntary sector relies on partnerships with public and private sector organisations. Some, such as the National Trust and English Heritage operate travel and tourism visitor attractions; however, other non-travel and tourism voluntary organisations still rely on the support of the sector for funding.

Promoting good causes - specific support, such as assisting with the costs of marketing or running an event can lead to positive publicity and raise the profile of the organisations involved. For example, Thomas Cook Children's Charity provides support to voluntary sector organisations including WheelPower, Save the Children, SOS Children's Village, Red Cross and Just a Drop

Raising funding - by encouraging people to raise money to take part in international challenges such as trekking to the top of a mountain

Sharing skills and resources - this is done between public and private sector organisations and voluntary organisations such as National Trust and Travel Foundation

Destination Management Organisations (DMOs)

Partnerships between a range of tourism agencies and stakeholders that play an important role in the development of tourism within a destination. They are found both in the UK and in overseas destinations.

In the UK, DMOs include:

- UK National DMO - VisitBritain
- UK Regional DMO - Visit Cheshire
- UK Local DMO - Visit Liverpool

DMOs are concerned with marketing and promoting the destination that they represent. This can include working with a range of partners to promote different tourism activities, facilities and events within a local area.

VisitBritain - has been involved in a range of global partnerships with both public and private organisations to try and increase the number of visitors to the UK. They have also been involved in a £100 million marketing campaign which has promoted Britain to a global market through a number of themes including culture heritage, sport, music, the countryside and shopping.

Advantages and Disadvantages of Partnerships

Advantages of partnerships

- Shared resources, skills and expertise
- New ideas - creating an organisation where every member of an organisation feels confident enough to share new ideas is beneficial. When honesty, trust and integrity exist between organisations, new ideas are more likely to be introduced
- Shared costs
- Increased publicity

Disadvantages of partnerships

- Conflicting aims and priorities - if the aims of each organisation are not aligned and / or are at odds with the will of the local community then this can lead to conflict, negative publicity and a loss of business
- Less flexibility
- Slows down decision making - more people are involved in the decision making process meaning that it takes longer than expected
- Difficulty in responding to change

VisitBritain is an example of a destination management organisation (DMO) which receives funding from the Department for Digital, Culture, Media & Sport (DCMS). It plays a role in raising Britain's profile worldwide and increasing the volume and value of tourism in Britain.

1. Raising the value of tourism in Britain is one role of VisitBritain. Give **one** other role of VisitBritain
2. VisitBritain is an example of a national DMO. Give **one** example of a local or regional DMO
3. VisitBritain is funded by the DCMS - a government department. Explain why the UK government wants to encourage tourism in Britain
4. Explain the role that a DMO like VisitBritain can play in raising the profile of a destination
5. To what extent do you agree that DMOs like VisitBritain are needed to promote tourism?

Practice Exam Questions

1. Discuss why the characteristics of emerging tourist destinations may appeal to independent travellers. [6]
2. What is the second stage of the Tourist Area Life Cycle (TALC) model? [1]
3. The government has formed a partnership to work together with private sector organisations to build and operate the new airport.

Explain **two disadvantages** of this partnership between the private sector organisations and the government. [4]
4. The government hopes the airport will help achieve three aims:

To control the numbers of visitors to Machu Picchu

To improve accessibility to Machu Picchu

To improve the lives of local people living in the areas near to Machu Picchu

Assess whether the new airport will enable the government to achieve these three aims. [9]

1. Identify three characteristics of emerging destinations
2. Identify three characteristics of mature destinations
3. Describe how tourism may have impacted on the culture of a mature destination
4. Explain the appeal of emerging destinations for tourists
5. Improved infrastructure, such as the opening of airports like Alicante, is one impact of tourism. Describe **two** ways that improved infrastructure can benefit the local community.
6. A destination such as Benidorm experiencing stagnation or decline may try to rejuvenate itself. Give **two** impacts of a destination in decline.
7. Assess how partnerships can benefit destinations. Evaluate the impact of Destination Management Organisations (DMOs) on destinations.