

COURSE N.2: Destination Management

Module N.1: Destination Management Structure And Responsibilities

Destination Management overview: roles, functions and future directions



Alessia, Fiorentino – Etifor | Valuing Nature

Re-introducing stewardship

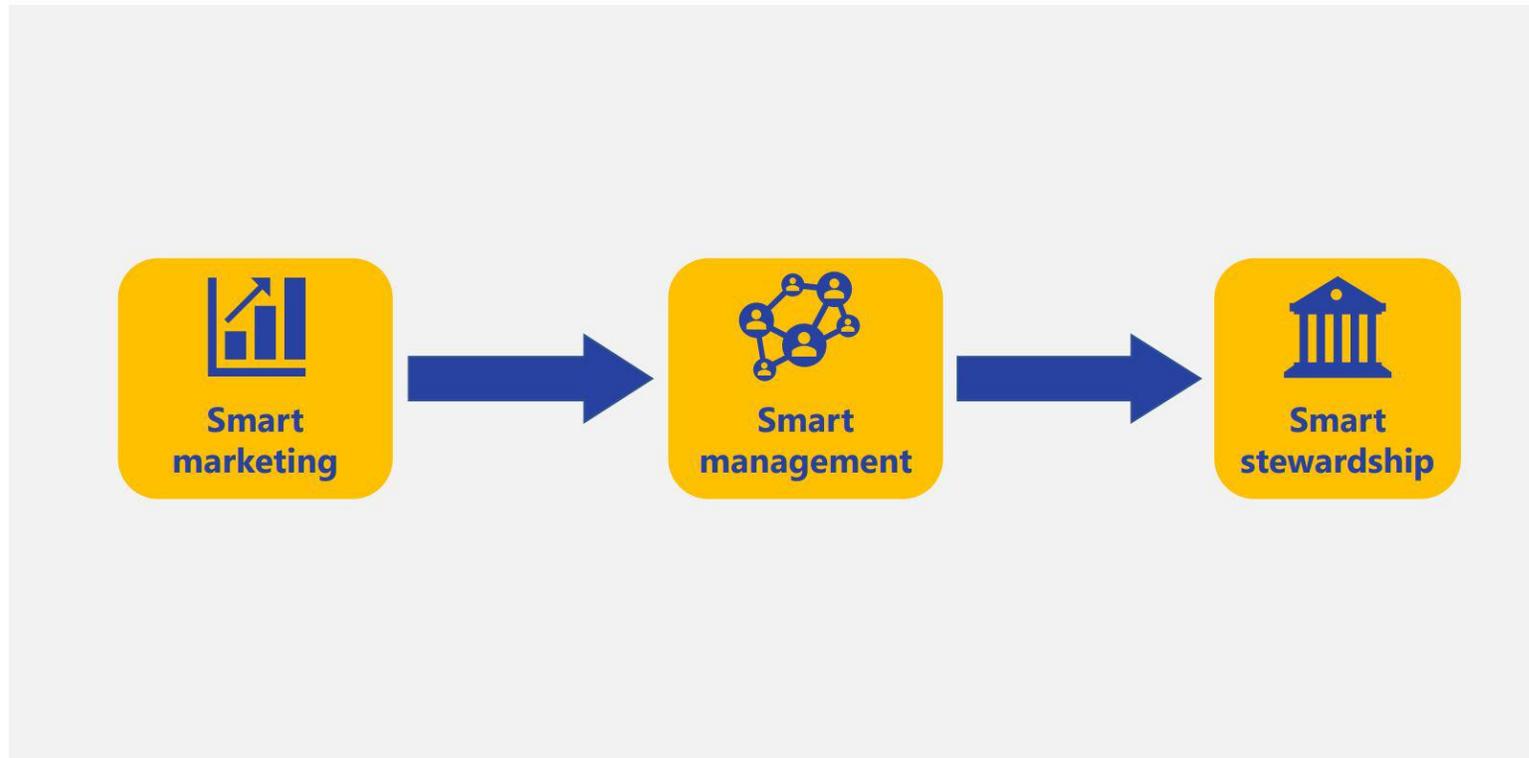


“The responsible overseeing and protection of something considered worth caring for and preserving.”

Source: own picture

From (smart) marketing to (smart) stewardship

Evolution-in-progress: stages of destination maturity



Source: [the Smart Tourism Destinations project](#)

Smart stewardship

Key attributes of Smart Tourism strategy and governance

	STAGE 1: "Smart Marketing"	STAGE 2: "Smart Management"	STAGE 3: "Smart Stewardship"
FOCUS of general tourism approach	Marketing	Marketing, management	Marketing, management, facilitating collaboration, knowledge sharing
GOALS of general tourism approach	Economic development	Sustainable development	Regenerative Tourism
PRIORITY AREA of data collection	Planning and booking	Planning, booking and staying Managing tourism flows and tourists' experience	Supporting the tourists' experience through the whole journey Destination resource management Well-being of residents and communities Innovation of products and services
STRATEGY of general tourism approach	Attract visitors, focus on volume	Manage stakeholders, focus on quality Efficient resource use	Added value for businesses, residents and tourists Focus on value and experience co-creation Spread visitors in time and space Enhance destination for residents and tourists Enhance well-being of community
Data management strategy	Limited strategic importance, left to individuals, largely for reporting	Data awareness is present. There is an increasingly widespread understanding of the value of data and a data management strategy	Data awareness is omnipresent. Data is considered crucial for decision-making. The data management strategy is tailored precisely to that end. Collaborations for data management exist.
Indicators	Quantitative - focused on tourists (No. Of tourists, average length of stay,...)	Qualitative -focused on tourists and businesses (satisfaction)	Focused on quality of experience, life and performance Carrying capacity management Resource utilisation and replenishment

Source: [the Smart Tourism Destinations project](#)

The evolving roles of DMOs



Source: [Time for DMOcracy - Group NAO](#)

The evolving roles of DMOs



AGORA
TOURISME
BORDEAUX



“Bordeaux Métropole and the Tourism and Convention Office are committed to a **participatory governance to reinvent the practices of urban tourism and events.** The Agora for Tourism in Bordeaux Métropole is an open space for sharing.”

Source: [Agora Tourism Bordeaux - Bordeaux Tourisme & Congrès](#)

The evolving roles of DMOs

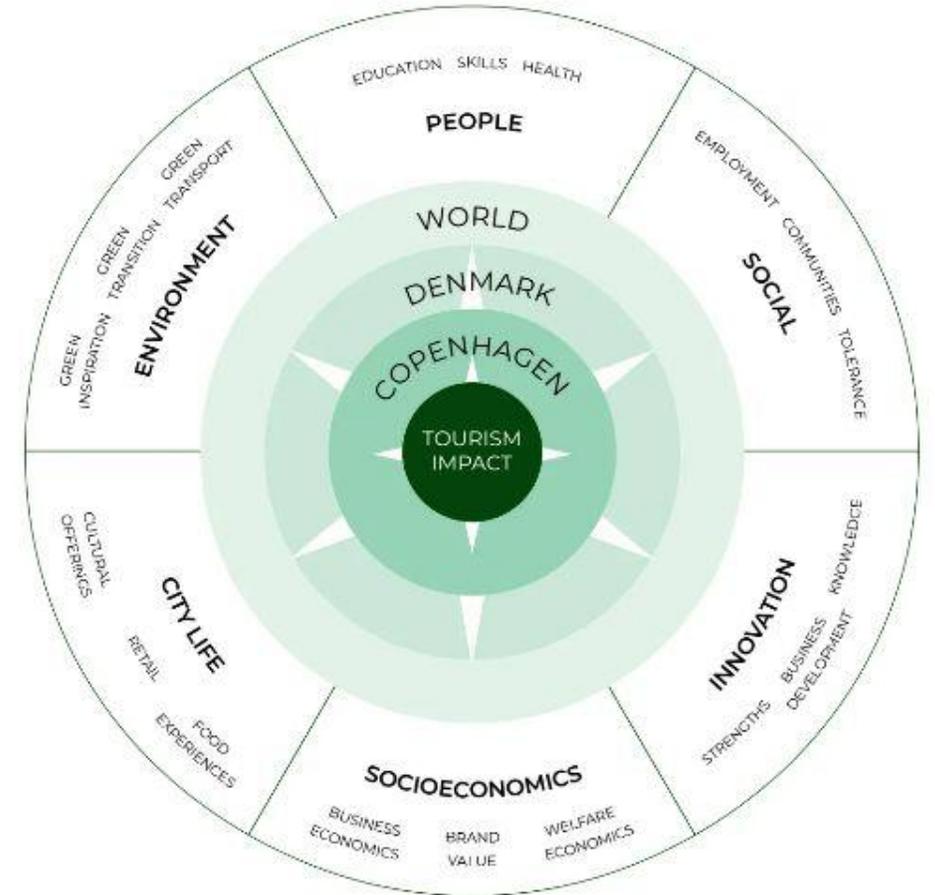
DMOs are more and more aware that they need to **cater for the needs of residents and care for their wellbeing**. This goes hand in hand with the ecological focus.

Goals of **Copenhagen's latest tourism strategy**:

#1 Tourism in Copenhagen should accelerate the **green transition** locally and globally

#2 Tourism creates **enriching encounters and lasting value**

#3 Tourism in Copenhagen should create **larger socioeconomic value** for more people



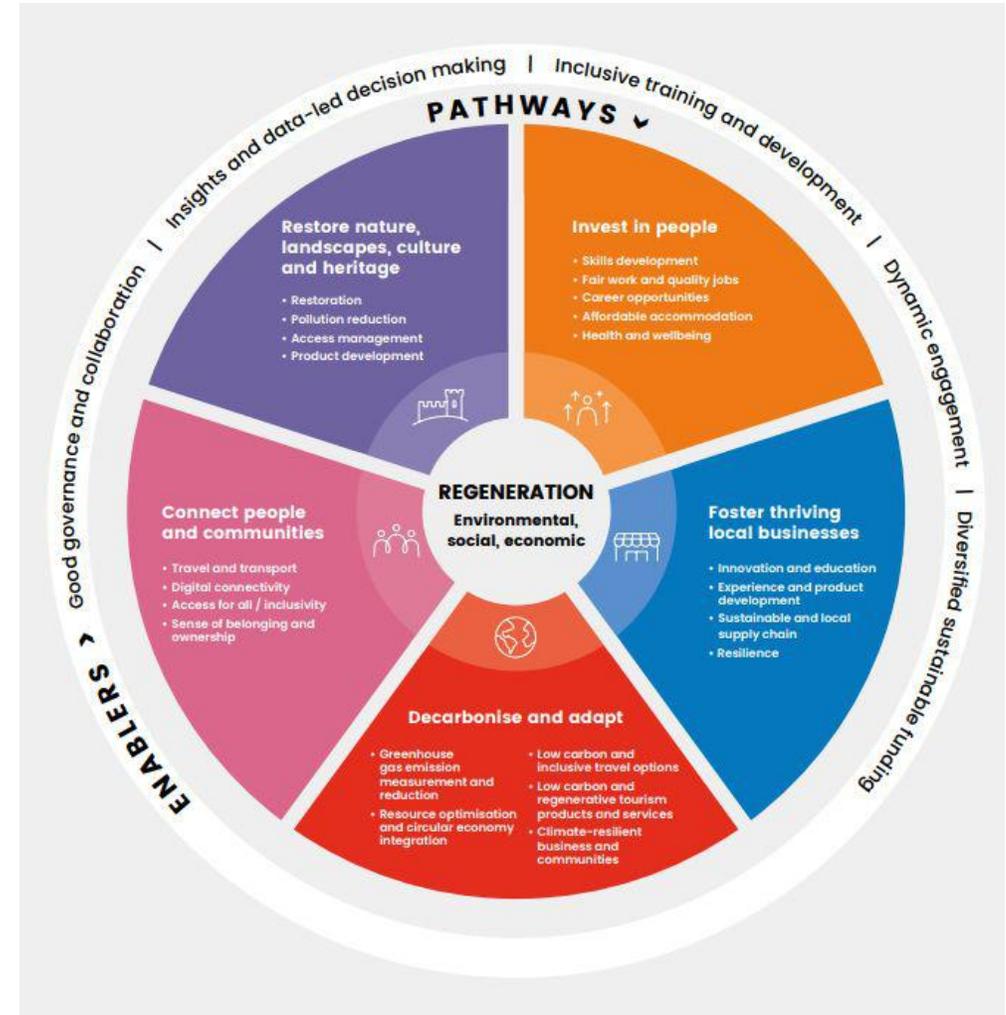
Source: [“Copenhagen, All Inclusive” 2024-2030 tourism strategy](#)

The evolving roles of DMOs

Destination North East England Regenerative Visitor Economy Framework

Building on the Sandford Principle used in management of protected landscapes in the United Kingdom, the new North East Stewardship Principle was developed.

“In cases of irreconcilable conflicts in the development of the visitor economy, **the wellbeing of the community and environment should take precedence over purely economic considerations.**”



Source: [Destination North East England Regenerative Visitor Economy Framework](#)

DMOs of the future?

“As we move into the practice of stewardship, the automatic question many people ask is: **how will we measure our progress?**”

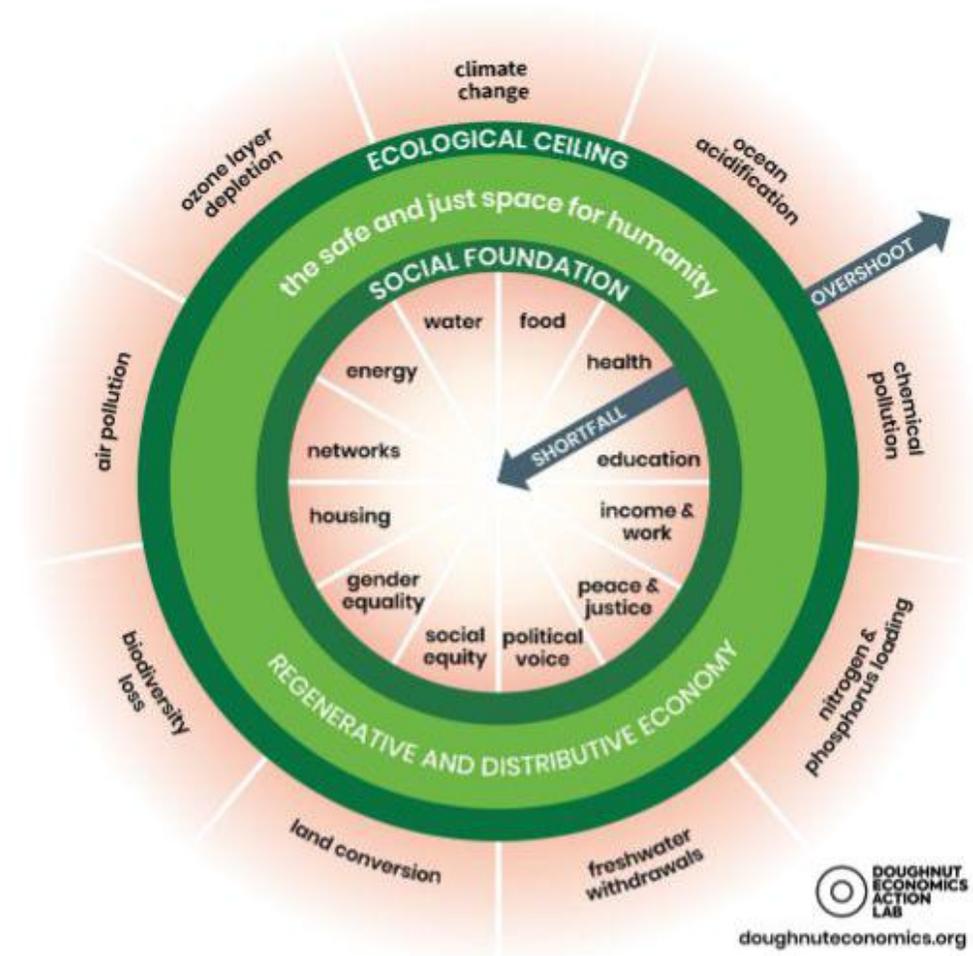
WEALTH & WELLBEING OUTCOMES

- 1** Tourism businesses prosper, are deeply embedded in and generate wealth for communities;
- 2** Tourism jobs are coveted and inclusive of diverse people and geographies;
- 3** Local cultures thrive, are rooted in community and welcome the world;
- 4** Tourism operates in harmony with ecological abundance and rebalancing of the carbon cycle;
- 5** Infrastructure supports the development of tourism;
- 6** Guests are transformed by rich experiences that distinguish Canada in the world.

Source: [A Regenerative Approach to Tourism in Canada](#)

DMOs of the future?

Integrating **just social and ecological approaches** in the way we manage destinations



Source: Doughnut Economics Action Lab

DMOs of the future?

ECONOMIC NUTRITION

What if everything you bought told you where exactly your money was going?



Economic Nutrition^{CM}

Fogo Island Inn

Community Enterprise

Where does the money go?

Fogo Island	54%	Rest of Canada	26%
Newfoundland	16%	International	4%

What does the money pay for?

Salaries, Wages	53%
Food, Room Supplies	12%
Business Operations	15%
Building Costs	10%
Insurance	3%
Sales, Marketing	4%
COVID-19 Debt Service	3%

* Values are calculated retrospectively and updated when changes are material. Figures shown are for illustrative purposes.

Economic Nutrition^{CM} is a certification trademark of Shorefast, used under license by Fogo Island Inn.



Source: [Fogo Island Inn](#)

With new responsibilities come new needs...

Need for **new professional figures**:

- capable of dealing with **complexity**, uncertainty, ambiguity, volatility (it's a VUCA world!)
- coming from a variety of backgrounds (**multidisciplinarity**): engineering, ecology, biology, data analysis, social sciences, **facilitators...**
- Bringing innovation and creative, **critical thinking**
- ...anything else?

**Thank you
for your attention**

The background features two large, curved, overlapping shapes. A teal shape is positioned in the upper right quadrant, and a blue shape is in the lower left quadrant. The rest of the background is white.

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