

What makes a DMO effective in Sustainable Destination Management?

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Tourism and Sustainability

"A Complex Balance"

- Tourism is a complex socioeconomic system, involving various actors: **local communities, visitors, and the environment.**
- Sustainable development depends on balancing these components, avoiding negative impacts on cultural identity and residents' quality of life.

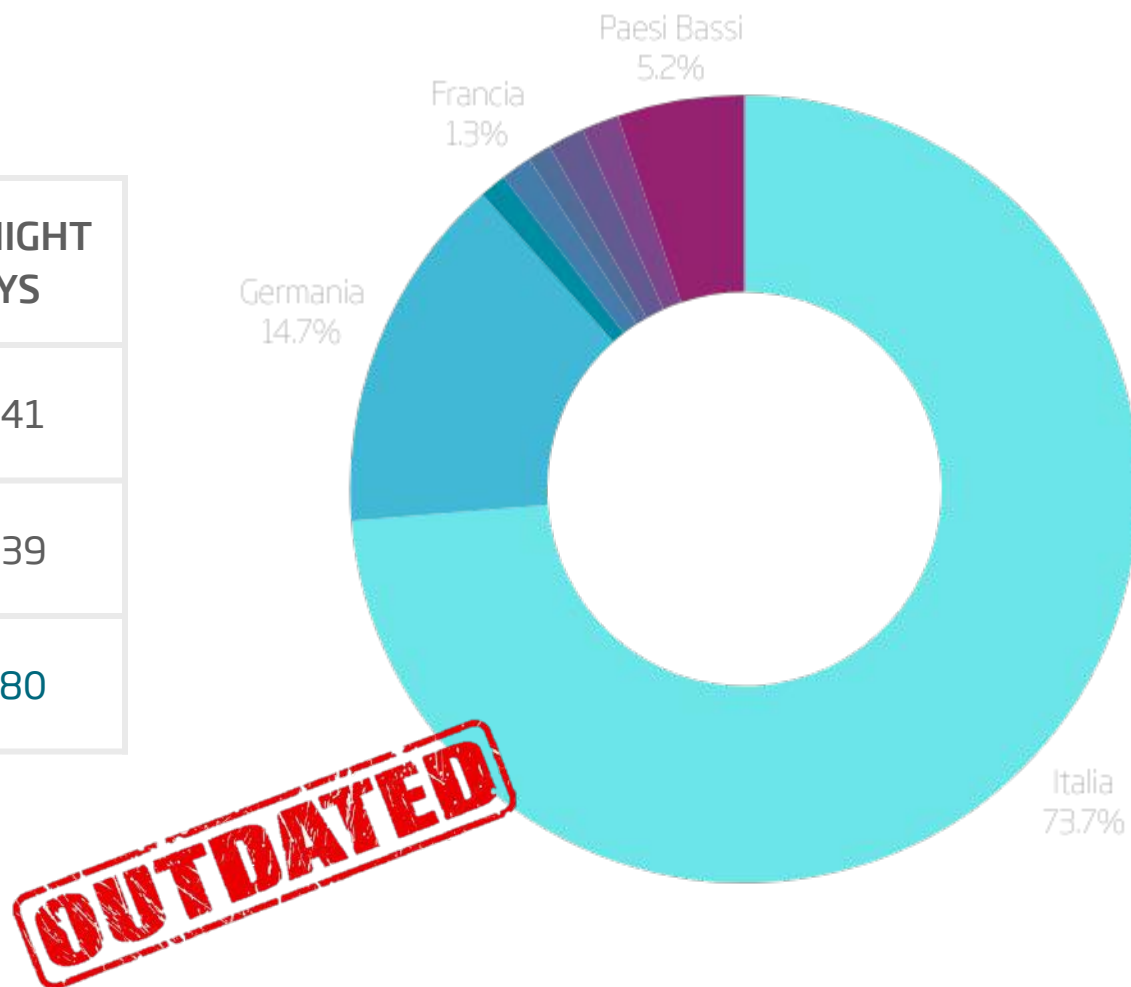
 DMOs are at the intersection of these dynamics

Tourism Index

Focus apartments (2024)

	TOURIST ARRIVALS	OVERNIGHT STAYS
ITALY	12.423	55.641
EUROPE	7.113	36.939
TOTAL	19.536	92.580


PROVENIENZA



The Role of a DMO in Managing Balance

More than Marketing: DMOs as Coordinators of Sustainability

- Tourism can have negative effects if not managed properly.
- The DMO must ensure long-term value by aligning economic, environmental, and social sustainability.

 *It's not about promotion alone — it's about stewardship.*

When the Balance Breaks

Key Challenges in Destination Development

1. Tourism-led Gentrification
2. Over-tourism and Touristification
3. Mass Tourism and Standardization

- Displacement of residents
- Loss of authenticity
- Environmental strain

 *An effective DMO anticipates, mitigates, and adapts.*

The Risks of Tourism Monoculture

Dependency and Vulnerability

- Sole reliance on tourism creates economic fragility.
- Climate change threatens seasonality (e.g. low-altitude ski resorts).
- Diversification is crucial for resilience.

 *Effective DMOs foster innovation and alternative sectors.*

Solutions Toward Sustainability

From Coordination to Co-creation

- Inclusive and collaborative processes
- Shared governance with stakeholders
- Long-term planning beyond short-term gain

🤝 *A DMO must build trust, not just plans.*

Governance & Stakeholder Engagement

Making Governance Participatory

- Balance between strategic leadership and stakeholder inclusion
- Co-design models for shared decisions
- Continuous dialogue = adaptive management

 *Effective DMOs are facilitators of collective intelligence*

Stewardship in Practice

From Promotion to Protection

- Supporting local businesses with training, innovation, and tools
- Caring for the territory, not just attracting visitors
- Example: First GSTC-certified destination through public-private cooperation

🌟 *An effective DMO nurtures a destination from within.*

Practical Case: EcoPack Valsugana Camping

- Challenge: poor waste separation, rising costs in campsites
- Solution: coordination, standardized bags, AI-enhanced communication
- Launch: start of season, and goal: improve tourism waste management

 *DMOs can turn small innovations into scalable solutions.*

Key Takeaways


What Makes a DMO Truly Effective?

- ✓ Long-term vision over short-term results
- ✓ Participatory governance
- ✓ Commitment to sustainability
- ✓ Innovation rooted in local identity
- ✓ Concrete, measurable action

← *Effective DMOs are not only managers – they are enablers of transformation.*

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Sustainability in tourism is not a solo act — it's a shared mission. A DMO is the bridge that connects people, place, and purpose.



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