

## Destination management & DMO roles

### **Q: What are some good guidelines for DMOs developing storytelling strategies?**

A: As discussed in the session, the stewardship approach (working with and caring for local well-being) is critical to effective storytelling for destinations, since local communities are at the core of what makes the destination unique and interesting.

Here are some relevant resources:

- EarthCheck - "[Sustainability Storytelling for tourism and hospitality destinations](#)"
- IUCN Academy - "[Guiding and Storytelling for an Impactful Ecotourism Experience](#)"
- Skift - "[Destination Storytelling 2020: A Guide to Telling Great Stories](#)"

### **Q: What are good ways to approach “overtourism” challenges in destinations? What can DMOs do to reduce negative impacts?**

A: There is no one-size-fits-all solution, but it's important for all destinations dealing with such challenges to reflect on and invest in the key components of effective management. As discussed in this session, a solid governance framework and the stewardship approach to ensure resident well-being and tourism's positive impacts on host communities should be at the core of the tourism strategy. Without such a strong foundation, tactics to address the symptoms alone will not be enough.

You can also find more information under the following lessons in this module:

- Key issues and challenges with destination management
- Approaches to addressing destination management challenges

### **Q: For destinations that don't have a lot of resources to work on sustainable management, what are some of the most important steps to focus?**

A: For any destinations, small or large, getting started on their sustainability journeys, it will be important to:

- Identify and solidify a shared long-term vision that properly reflects the needs of local communities. This can form the basis for developing destination strategies and action plans.
- Build relationships with key stakeholders including tourism businesses, local residents, and other industry groups. Investing time in building positive ties will help destinations build strong networks of stakeholders to support their stewardship efforts in the long-term.
- Start working on mechanisms to measure tourism's impact, even if only a handful of indicators can be properly applied to start with. The most important step is to get started

on gathering data that will be useful in supporting destination management. Over time, such measurement efforts can be expanded and improved upon.

## Stakeholder Engagement

**Q: When working with diverse groups of stakeholders, you just can't make everyone happy all the time. What can you do when the stakeholders are divided on their opinions regarding certain subjects?**

A: It's normal for different groups of stakeholders to have disagreements. Even though there may not be 100% agreement on each individual issue, destinations can still advance their sustainable tourism goals in an inclusive way by leading with a shared vision that is understood and accepted by most groups within their communities. The overall tourism strategies should be based on strong shared visions of the desired future of the destination, and serve as a tool to bring stakeholders together for a common goal, and help guide collective efforts.

Regarding individual issues where there may be disagreements among stakeholders, it may help to consider, for example:

- Working on strategic “quick wins” can be a good way to gain acceptance. By breaking down larger goals into smaller action steps, destinations may be able to win the support of more stakeholders. And the success of such actions can be used to demonstrate the benefits of a more cooperative approach.
- Destinations may also use a “pilot phase” approach to work on a solution on a temporary basis. That way, those who do not agree with the solution may be more open to participating or supporting it, with the understanding that the pilot results will be used to reevaluate the viability of the solution.

**Q: How often should a DMO organise stakeholder meetings?**

A: It depends on the context of the destination and the specific aims of engagement. In some cases, it can be helpful to organise regular stakeholder meetings (for example, for programs and initiatives that require ongoing monitoring). In other cases, destinations may require time-specific stakeholder engagement approaches to consult and collaborate with stakeholders (e.g. for specific phases of a project).

**Q: What criteria should be considered when analysing stakeholders and their influence?**

A: Each destination, depending on the specific context of the aim of stakeholder engagement, should determine appropriate criteria according to who should be at the table. For some instances, for example, those who have strong subject matter expertise in a certain area may be

needed, whereas in some other instances, the likelihood and capacity for participation may be the most important factor when evaluating stakeholders. In any case, it is important to consider all potential stakeholders, so you can identify the right audience for your engagement efforts.

**Q: What are the characteristics of a venue for stakeholders engagement that make it successful?**

A: Ideally, the venue should have a large plenary room and smaller rooms for group work, including enough space for materials (e.g. flip charts, pin boards), and movable chairs and tables. Depending on the specific stakeholder engagement techniques used, there are also other requirements for materials and features, which the venue should be able to accommodate.

Please also see [this list](#) of resources related to stakeholder engagement and facilitation.

**Q: Can you share some more information on the specific engagement techniques?**

A: You can see explanations, examples and resources related to some of the stakeholder mapping and engagement techniques that can be relevant to destinations:

- [Ripple Effect Mapping](#)
- [Focus Group](#)
- [World Cafe](#)
- [Open Space Technology](#)
- [Magic Roundtables](#)
- [Citizens' Assembly](#)
- [Town Hall](#)