DESTINATION MANAGEMENT:
HOW TO MEASURE EXCELLENCE?

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Objectives
- The users: Who?
  - The partners

  - DMO’s
  - Municipalities
  - Their tourism office
  - Their promotion branch
Objectives

- The users: Who?
  - The other direct recipients
    - Local operators supplying:
      - Transportation
      - Lodging
      - Catering
      - Space management
      - Activity organization services

- Indirect recipients
  - Tourists
  - Professional organization from the tourism industry
  - Governments and local authorities
  - UNWTO and concerned international organizations
  - Universities, research and training centers
  - Investors
  - Medias
  - Travel agencies and tour operators
  - Local residents
Objectives

- For what purpose? The uses of a measurement system:
  - Diagnostic tool
  - Tool for progress
  - Tool for management
  - Tool for benchmarking
  - Tool for market positioning
  - Tool for communication

Fundamental principles

- The notion of destination
- The notion of excellence
- The notion of measurement
- The notion of systems
The notion of destination

- The perimeter
  - A municipality or a group of municipalities
  - For wide perimeter destinations:
    - image homogeneity
    - uniqueness of governance
    - economic relevance
    - availability of data

11 domains of excellence

- 1- Transport (accessibility and inner network)
- 2- Accommodation
- 3- Catering (food and beverage)
- 4- Supporting services
- 5- Environment
- 6- Urban planning and heritage
- 7- Governance
- 8 - Promotion and marketing
- 9 - Information and welcome
- 10- Security
- 11 - …

- For each domain, a set of measurable, weighted and gauged criteria and indicators
11 categories of excellence

- Tourist activities supplied by the destination within:
  - culture
  - sport and physical
  - education
  - religion
  - entertainment
  - nature discovery
  - well being
  - shopping
  - MICE (Meeting Incentive Convention, Exhibition)

For each domain, a set of measurable, weighted and gauged criteria and indicator

The notion of excellence

- The two complementary viewpoints:
  - Short term viewpoint: tourist expectations and perceptions
  - Long term viewpoint: sustainable tourism objectives, i.e. the capacity to:
    - assure an equitable sharing of the value
    - preserve resources
    - comply with ethical principles recognized by international laws and to guarantee the respect of others
The notion of measurement

- Not a binary system …
  - like accreditation, branding, labelling, certification…

- …but a grading system:
  - Rating for each of the 11 domains of excellence

The notion of system

- Development and revision of the system
- Testing
- Requests for evaluation
- Audits and evaluations
- Validation procedures
Thanks for your attention

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