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A STRATEGIC APPROACH TO INTEGRATED QUALITY MANAGEMENT IN TOURISM DESTINATIONS

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A SIMPLIFIED FRAMEWORK FOR TOURISM COMPETITIVENESS (DESTINATION BASED)

Factors related to governance, management and the market dynamics

- Sustainable tourism policy and regulations
- Strategic planning
- Public Private Partnership + vertical cooperation i.e. national- regional-local levels
- Governance structure
- Safety and security
- Hygiene and health facilities
- Investment and entrepreneurship policy
- Promotion strategies and tools
- Economic impact
- Entry visa facilitation
- Labour productivity in tourism services and human resources development
- Budget allocated to support the tourism sector
- Volume of accommodation facilities + related and supportive facilities
- Demand trends and patterns
- Use of information technologies
- Knowledge management and research
- Capacity for innovation in tourism
- Accessibility for all
- Political and economic stability

Factors related to destination appeal, attractors, products and supply

- Geographical location and /connectivity
- Natural resources
- Cultural resources (tangible, intangible),
- Public and private amenities
- Infrastructure
- **Quality**
- Local community awareness, hospitality
- Authenticity
- Ethical and responsible tourism products and services
- Image
- Brand
- Positioning in the domestic market
- Positioning in the international market
- Innovative products and services
- Price competitiveness

WHY QUALITY ?

Quality is vital for the success of a tourism destination and is considered as a decisive competitive instrument.

UNWTO DEFINITION

Quality in a tourism destination is the result of a process which implies the satisfaction of all tourism product and service needs, requirements and expectations of the consumer at an acceptable price, in conformity with mutually accepted contractual conditions and the implicit underlying factors such as safety and security, hygiene, accessibility, communication, infrastructure and public amenities and services. It also involves aspects of ethics, transparency and respect towards the human, natural and cultural environment.

Quality, as one of the key drivers of tourism competitiveness, is also a professional tool for organizational, operational and perception purposes for tourism suppliers.

QUALITY IN TOURISM

OPPORTUNITIES

- **PROFESSIONAL TOOL:**
 - **Organizational**
(planning, awareness, commitment ..)
 - **Operational** (continuous performance, monitoring..)
 - **Perceptual** (market recognition, commercial value..)
- **A MANAGEMENT MODEL:**
 - Public-private and inter-institutional commitment..
- **TOOL FOR MARKETING AND CREATING LOYALTY**
 - Customer needs and expectations
- **PARAMETER FOR COMPETITIVENESS**

CHALLENGES

- **Production and consumption are simultaneous actions**
- **Intangible (abstract) and symbolic components**
- **Heterogenous activity**

QUALITY FOR WHOM (IN A DESTINATION) ?

FOR THE CUSTOMER

- Visitor satisfaction, minimized uncertainty, maximized confidence
- Value for money

FOR THE INDUSTRY/SUPPLIER

- Competitive edge , differentiation factor
- Better products and services
- Customer loyalty
- Reducing costs , more profits
- Innovation
- Human resource improvement, stable industry

FOR THE LOCAL COMMUNITY

- Well being of residents
- Percieved quality of life for the destination
- Improvement of infrastructure
- Public services and amenities
- Safety and security for local community

FOR THE ENVIRONMENT (natural, cultural and man - made assets

- Conservation
- Enhacement
- Authenticity
- Aesthetics
- Rejuvenated local amenities

DESTINATION MANAGEMENT AND TOURISM VALUE CHAIN



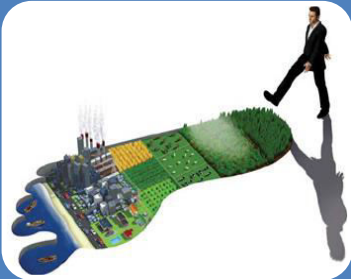
DESTINATION QUALITY AND THE CUSTOMER/ BASIC PRINCIPLES

- **Quality management must always focus on the CUSTOMER and CUSTOMER SATISFACTION.**
- **Quality is a PARAMETER for competitiveness.**
- **Quality must NOT be identified by “luxury”.**
- **Quality of a destination is NOT the lump some of the individual quality products and services.**
- **In each market segment, there is not any “perfect product” to satisfy all customers, real quality is built from the IMPLICIT NEEDS of the customer and not on his expectations or “wish list”.**
- **Visitor satisfaction helps us measure “quality”, however, it does not reflect “objective quality” since it is associated with expectations and perceptions.**
- **Quality performance is one of the key variables in determining the strengths and weaknesses of the destination.**
- **Quality standards, awards and benchmarking are perishable and time sensitive and need regular monitoring.**
- **Quality needs consensus with all the actors and stakeholders.**

QUALITY ATTRIBUTES OF DESTINATIONS



SAFETY & SECURITY (PERCEPTION OF SECURITY)



NATURAL, CULTURAL AND MAN-MADE ENVIRONMENT
(including infrastructure)



HYGENE AND HEALTH CONDITIONS

(including waste management & water treatment, food safety, cleanliness, medical assistance)

QUALITY ATTRIBUTES OF DESTINATIONS



ACCESSIBILITY, COMMUNICATION AND SIGNPOSTING

(connectivity, transport capacity, accessibility FOR ALL to tourist attractions, frequency, scheduling, safety, signposting, etc.)



SOCIAL ENVIRONMENT AND LOCAL HOSPITALITY

(authenticity, respect for the visitor, other service suppliers, banks, cultural attractions, shops etc.



INTEGRATED QUALITY APPROACH

(accomodation facilities, food and baverage)

QUALITY ATTRIBUTES OF DESTINATIONS



LEGAL ENVIRONMENT AND CONSUMER PROTECTION

(regulation of tourism activities, professional skills of providers, price transparency)



POLITICAL ENVIRONMENT AND INSTITUTIONAL SUPPORT

(consistency with tourism development objectives, growth strategies, public services, human resources etc.)



COMPETITIVE ENVIRONMENT

(geographical location, climate, scale of the destination,

PROCESS FOR QUALITY MANAGEMENT

- **Assessment and diagnosis of destination quality** : Auto assessment, auditing and visitor surveys.
- **Identification of quality objectives and policy**: Setting the priorities through consensus of all partners and a quantifiable objective: eg. 3% improvement in a particular index; effective leadership.
- **Quality cost estimate**:
- **Quality plan and implementación**: continuous improvement.
- **Quality assurance**: standardization , certification and categorization.
- **Quality measurement and indicators**: Quality attributes: e.g. Basic, neutral, questionable, contradictory, complementary and symbolic .
- **Monitoring and improvement**.

STANDARDIZATION, CERTIFICATION AND CATEGORIZATION

STANDARDIZATION

- Self regulated/ mandatory
- Defines technical specifications,
- Generally a participatory process,
- Market oriented,
- Public service oriented

CERTIFICATION

- Generally voluntary
- Recognition and validation
- Market oriented,
- Supported by norms
- Independent, external validation
- Commercial oriented
- Associated with a brand

CATEGORIZATION

- Mandatory
- Administrative request
- Supported by norms
- Technical initiative
- Ranking oriented
- Supervised by the public sector

BASIC QUALITY INDICATORS AT DESTINATION LEVEL

Quality indicators represent parameters for the empirical measurement of quality process (number, scale, time, percentage, proportion etc.) examples:

ATTRIBUTES		INDICATORS
Railways ports & airports	Connectivity	<ul style="list-style-type: none">• Travel time• Connections• Frequencies• Distance to the centre• <hr/>
Equipment for segment	Capacity	<ul style="list-style-type: none">• Traffic congestion• Occupancy (%)• Congestion in use of facilities• Supplementary services /1000 customer• Available space for other services,• Exchange bureaus• Number of bank machines• Language•

BASIC QUALITY INDICATORS AT DESTINATION LEVEL

DESTINATION MANAGEMENT

- Tourists and excursionists
- Length of stay
- Expenditure/visitor
- Number of days with exceeded carrying capacity
- Investments (by type)/ tourist
- Volume of employment generated by tourism
- Number of accidents, complaints
- Emergency response time
- Infringements
- Implementation of the tourism plan %
- Tourism land use %
- Green areas %
- Population density %
- Investment in maintenance of attractions/visitor/year
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MARKETING

- Total number of information queries
- Efficiency, visibility and timeliness in responding to requests
- Occupancy rate of information offices
- Total number of visits to the web site of the destination
- Percentage of repeat visitors in a specific period of time
- Percentage of customers who recommend the destination
- Percentage of companies with licence/certification
- Number of complaints
- Assessment of the quality/price survey
- Promotion budget/visitor
- Average cost of attracting new visitors
- Value of free promotion
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BASIC QUALITY INDICATORS AT DESTINATION LEVEL

DESTINATION MANAGEMENT

Sustainability issues :

- Investment in public awareness campaigns
- Business climate index
- Resident satisfaction index
- Local capital and the percentage of local businesses
- Energy consumption per person (resident+visitor)/day
- Contribution of tourism to the local economy (% of GDP) by per capita income
- Concentration of CO2 / specific time period
- Physical environment (customer survey)
- Revenue from tourism taxes
-

MARKETING

Inter-sectoral issues:

- Customer survey for different sub-sectors
- Hygiene and maintenance (customer survey)
- Accessibility (percentage of suitable equipment)
- Hospitality and behaviour (customer survey)
- Health; number of health centres, beds, ambulances and pharmacies
- Security . Police and security staff and vehicles/1000 people
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BASIC QUALITY INDICATORS AT DESTINATION LEVEL

(Destination Typology)

URBAN :

- Protection of cultural heritage (%)
- Value of investment in conservation and restoration
- Street furniture (quantity and quality)
- Parking space/1000 habitants
- Public transport
- Information centres
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- _____

RURAL :

- Km. of marked trails
- Accessible marked trails (km)
- Economic impact of tourism (revenues)
- Human resource management
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MOUNTAIN :

- Waiting time for the lifts and other mechanical equipment
- Waiting time for hiring equipment
- Parking capacity
- Information about ski slopes
- Bathrooms and toilets in the ski area
- Training courses
- Length of slopes
- Safety and security
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COASTAL:

- Certified beaches (%)
- Chemical/biological analysis of sea water
- Beach equipment
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PROMOTING AND COMMUNICATING QUALITY

- QUALITY BRANDS:

product brand: represents a single destination or a product :



prestige brand: represents top or near-top of the quality:



conformity seals:





THANK YOU

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