Looking at destination governance through three lenses

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AGENDA

Introduction

Key Literature References

Research Questions

Methodology

Results

Discussion/Conclusion

The study attempts to bring evidence to the **operational reality** of tourism destination governance, with a focus on **the behavior**, **roles** and **motivations** of the players involved in the process.

Beritelli et al, 2007; Nordin, 2007; Pechlaner, 2009

Relevant literature in tourism management

strategic management (Middleton, 1994; Go & Govers, 2000, Bieger & Weibel, 1988; Weaver, 2000; Flagestad & Hope,2001, Sainaghi, 2008);

planning and development (Gunn, 1972, 1979, 1980; Inskeep, 1991, 1994; Pearce, 1989; Davidson & Maitland, 1997; Ahn, Lee, & Shaker, 2002);

destination marketing and destination marketing/management organizations (Bieger, 1998; Gretzel, et al., 2000; Buhalis, 2000; Pike, 2004; Cooper et al. 2005; Franch, 2010; Gehrisch, 2005; Gretzel, et al., 2006; Bieger et al., 2008; Kamann, 2008; Sigalla, 2009).

Tourism destinations cannot be managed or marketed as enterprises due to the **dynamics** of **interests** and **benefits** sought by stakeholders which although have linkages and interdependencies **do not cooperate**, often have radically **different development visions** and **none of them is able to control** the destination.

The literature identifies a shift from **government** to **governance**, where responsibility for policy-making extends to both public and private sectors.

Focus - the process of **decision-making**, the importance of the formal and informal **actors**, their roles and influence as well as on the **structures** responsible for the implementation of the decisions.

Relevant literature - Di Maggio, 1992; Sabatier & Jenkins-Smith, 1993; Lannoo, 1995; Palmer, 1996; Rhodes, 1997; Stoker 1998; Sautter & Leisen, 1999; Tyler & Dinan, 2001; Pforr, 2002; Dredge, 2006; Do Bato, 2006; Zergaw, 2008; Nordin, 2009

Destination governance describes a form of self-organization of tourist destinations, based on the **cooperation** of the persons and companies involved, and shaped by the **institutional context** as well as **rules** of organization and code of conduct.

Relevant literature - Beritelli, Bieger & Laesser, 2007; Franch & Martini, 2009; Nordin & Svensson, 2007; Nordin, 2007; Pechlaner & Raich, 2005; Pechlaner 2009

Search terms
Locations
Time Ranges

Tip: Use quotation marks to match an exact phrase. ("table tennis")

TOURISM GOVERNANCE

+ Add search term

Web Search

Worldwide

2004 - present

All Categories

Search

Web Search Interest: tourism governance

Worldwide, 2004 - present

Categories: Society (0-10%), Travel (0-10%), Industries (0-10%)

Interest over time

☑ Forecast   ☐ News headlines ?

How can I see numbers?

forecast**

2004   2005   2006   2007   2008   2009   2010   2

Google Insights for Search
beta

Compare by	Search terms	Filter

Compare by
- ● Search terms
- ○ Locations
- ○ Time Ranges

Search terms

Tip: Use the minus sign to exclude terms. (wimbledon -tennis)

● DESTINATION GOVERNANCE

+ Add search term

Filter

Web Search ▼

Worldwide ▼

2004 - present ▼

All Categories ▼

Web Search Interest: destination governance

Worldwide, 2004 - present

Not enough search volume to show graphs.

Suggestions:

- Make sure all words are spelled correctly.
- Try different search terms.
- Try more general search terms.
- Try fewer search terms.

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DMO's

The traditional governance model in a tourism destination is represented by Destination Management/Marketing Organizations – responsible for **managing** and **coordinating** destination activities including **planning** and **promotion**.

Relevant literature – Buhalis 2000; Bieger, 1998, 2008; Cooper et al. 2005; Gretzel, et al., 2000; Gehrisch, 2005; Gretzel, et al., 2006; Kamann, 2008; Pike, 2004; Seaton & Bennett, 2004; .

Criticism

74.2% of all DMO's view destination **branding** as their main responsibility, because is really the only part they can **control**. They can only **co-ordinate** and **guide** their activities.

Relevant literature - Ryan, 1991; Buhalis & Cooper,1998; Buhalis, 2000; Sainaghi, 2003; World Tourism Organization, 2005; Kamann, 2008

DMO's must become **modern, market oriented service centers** and meet the demands and expectations of **customers - strategic perspective** and bring together diverse community **stakeholders**, balance their interests as well as their **local community - political and cultural perspective**.

Relevant literature - Bieger, Beritelli, Laesser,2009; Bhatt, 2008; Buhalis & Cooper,1998; Deidre, 2006; Kamann, 2008; Hakansson & Johansson 1993 ; Grängsjö, 2003; Gehrisch, 2005; Ewen & Gibson, 2007; Nordin & Svensson, 2007; Middleton & Hawkins 1998; Moscardo 2008; Rainey 1983; Ring & Perry 1985; Ryan, 1991; Sainaghi, 2003; Su et al. 1997; Telfer, 2001; World Tourism Organization, 2005;

Destinations

Networks

Strategic

Political
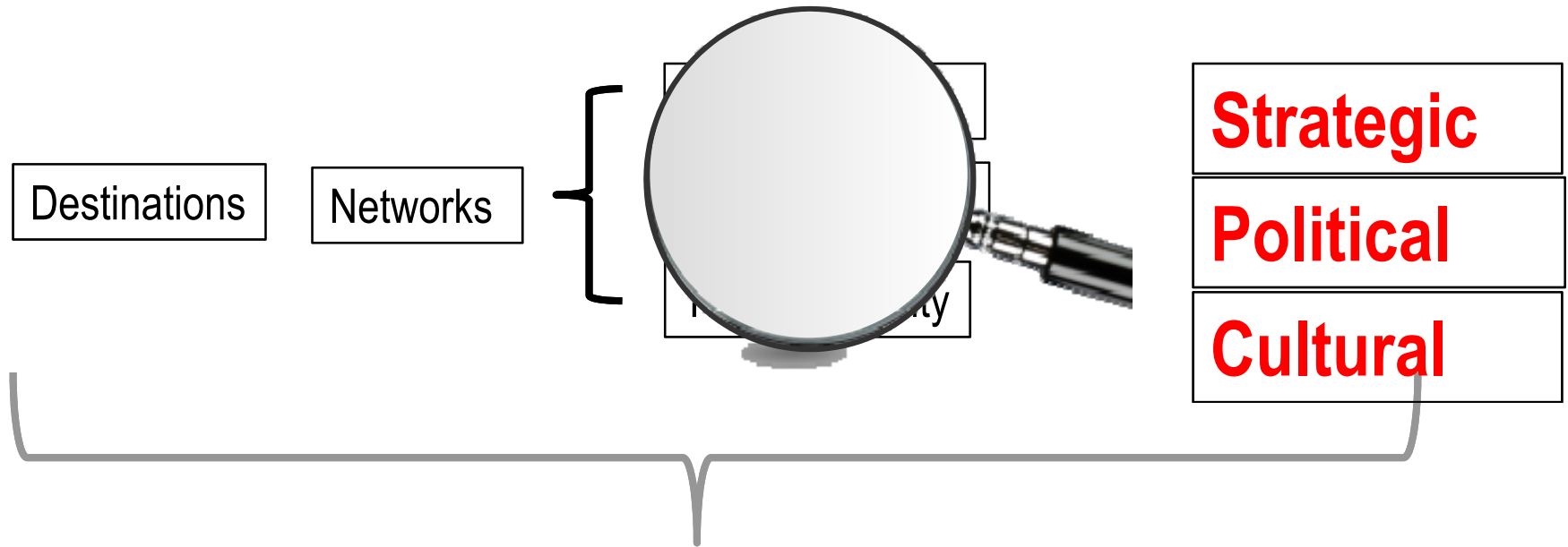
Cultural

The **behaviors & motives** of the players
should be analyzed and considered from
a **strategic**,
political &
cultural perspective

Ancona, Kochan, Scully, Van Maanen, & Westney, MIT Press 1999

The lenses are used to understand how organizations **function**

Each lens tends to **focus** on certain variables while ignoring others

Each lens suggests a different set of **practices & solutions**

Each lens is a perspective of a **priority**

(Ancona et al, 1999)

The strategic lens - importance of organizational design and structure and focuses on formal roles, policies and procedures.

The political lens - varying interests of multiple stakeholders in the struggle to control the organizational agenda.

The cultural lens - attitudes, values, beliefs and assumptions; guides organizational behavior in ways that may not necessarily be obviously understood or explicitly recognized by organizational members.

(Ancona et al, 1999)

complex, conflicted relationships

difficulties in controlling the outcome

differences in perspectives and dynamics between players in public, private sector and the community

→ 3 lenses perspective – the analytical tool for understanding the behaviors of the players and identifying their motives of action

Research questions

DESTINATION GOVERNANCE

How is produced?

Who are the players?

What roles have the players?

Action research in a Swiss alpine resort (April 2009 – April 2010) with the objective to bring change to a community in crisis and evidence to the literature in tourism governance.

Diagnose → Planning action→ Taking action→ Evaluating→ Specific learning

Relevant literature – Ateljevic, Pritchard, & Morgan, 2007; Campbell and Fiske, 1959; Decrop, 2004; Denzin, 1978; Dick, 2002; Franklin, 1994; Gummesson, 1999; Gibson, 2006; Gilmore, Krantz & Ramirez, 1986; Hollinshead, 2006; Lewin,1948, 1951; Morgan, & Pritchard, 2006; Phillimore & Goodson, 2004; Riel, 2010; **Paget et al. 2010;** Smith, 1975; **Van Mannen, 1988**; Yin, 2003; Webb et al., 1966;

SETTING

BOSCO GURIN, SWITZERLAND
Location   Ticino, South Switzerland
Altitude   1508 m
First historical records   1244
Population   37

THE CONTEXT

SWITZERLAND

- Mature and consolidated market
- Stagnation of demand
- Strong concentration
- Global competition

BOSCO GURIN

- Walser – culture of subsistence and resilience - 1244
- **Micro destination** - 1970
- Population 2010 – 37 av. age 65
- Unsustainable business model
- Financial crisis
- Fragmented regional context
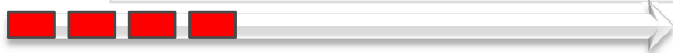
HISTORICAL DEVELOPMENT

Performance

Arrival of a dynamic entrepreneur with strategic perspective but clash of cultures and political interests

Started from a patriotic initiative with a strong cultural and political perspective

1960   1970   1980   1990   2000   2010   **Time**

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21
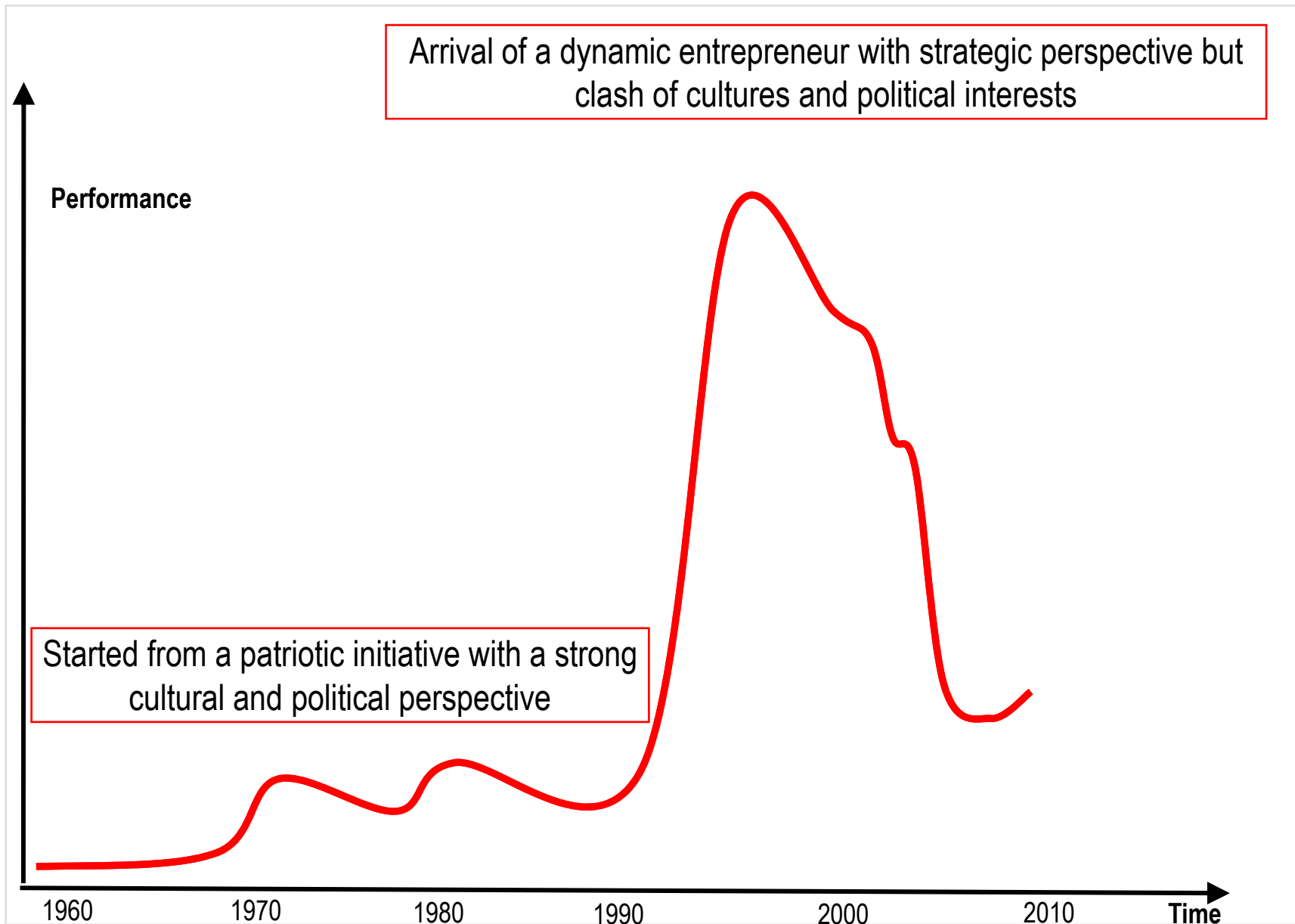
ACTION RESEARCH TIMELINE APRIL 2009 – APRIL 2010

Specific learning outcome

- Challenges to control the process and the players
- Lack of problem ownership
- Resistance to change

Evaluating

- Analysis of the process and the performance
- Opportunities & threats for the model
- Potential areas of development

Taking action

- strategy-business plan;
- propose and implement solutions
- awareness of perspectives

Planning action

- Trust & cooperation community & leaders
- Form a qualified team

Diagnosing

- Ethnography
- Discussions & interviews
- Historical & business analysis;

APRIL 2009   MAY-JUNE   JULY - AUGUST   SEPTEMBER - OCTOBER   DEC-MARCH 2010   **Time**

The cultural lens

Understand the behavior and identify the players that are defining values and binding the community with connective glue.

They naturally had the best understanding of how change would impact the community.

Though the cultural leaders wished to be drivers of change and they had a strong vision, they lacked the negotiating power to build a network and a strategic planning.

3 LENSES

The political lens

Understand the behavior and identify the players that are interested in forming networks, coalition, gain influence and power.

These players are the negotiators, the fund raisers with connective glue, and naturally had a public role and visibility.

Though the political leaders wished to be drivers of change, they lacked the credibility and community support.

3 LENSES

The strategic lens

Understand the behavior and identify the players that drive progress and operations, define the goals, tasks and drivers of implementation.

These players are the designers of the strategy, attempting to control the passions of the cultural and political members.

Though the strategic leaders wished to be drivers of change, they lacked the patience and the understanding of the multiple perspectives.

Findings

How is produced?

DESTINATION GOVERNANCE

Who governs?

What roles the players have?
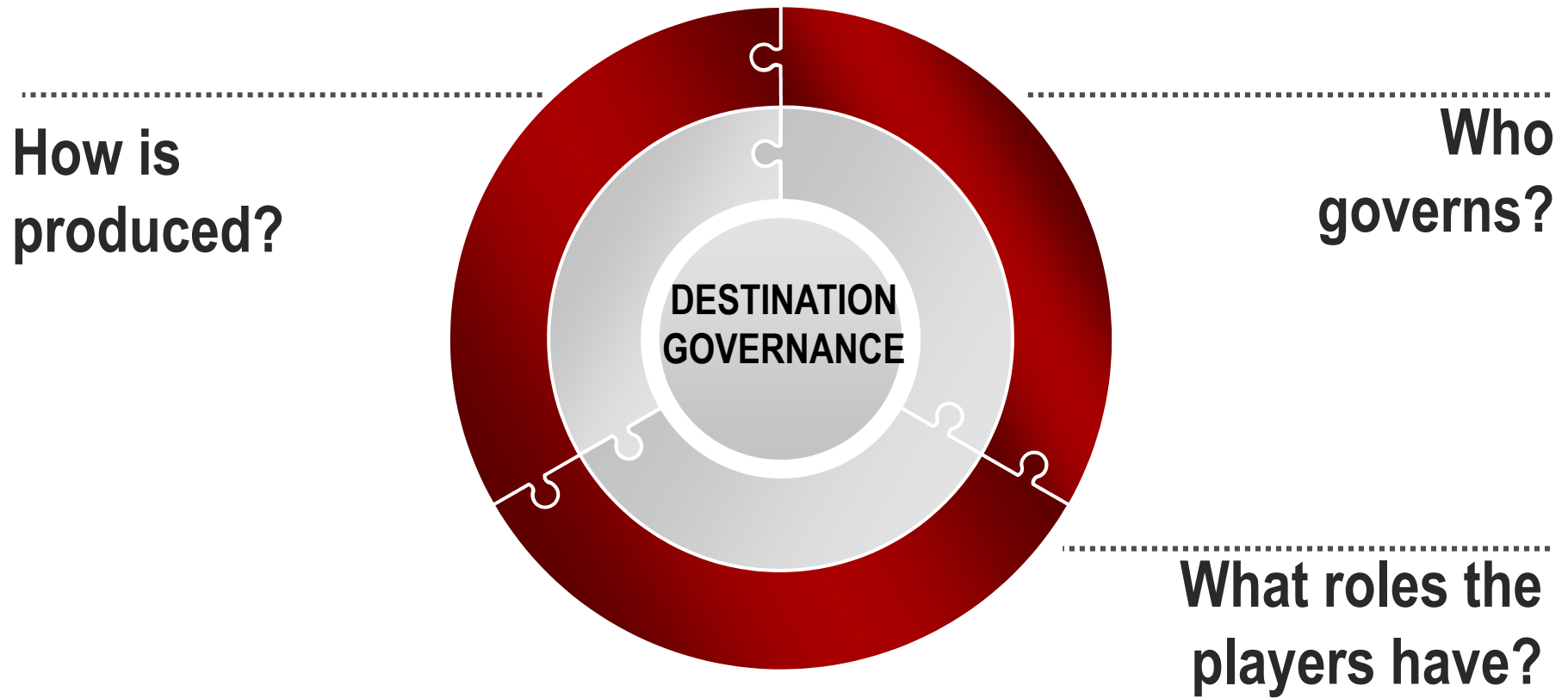
Q1. How is governance produced?
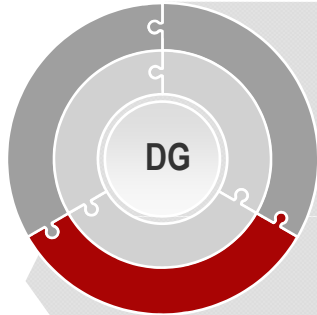
Governance is produced through a process of collaboration, cooperation and leadership and through finding a common understanding.

The governance is a constant political negotiation, a learning process and requires a business model with high tolerance for trial and error.

Conceptually, governance occurs through raising levels of community trust. From a practical perspective, destination governance production involved the act of creating a physical forum and formalized proceeding.

Q 2 – Who governs?

DG
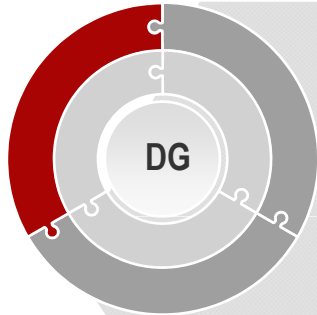
Governance is a **collective process** with different roles to be played by the collective members who all have been there before representing the same interests but didn't have the right platform.

In our case the cultural and political actors represented a more pivotal role than that of the operational strategists.

Q 3– What are the roles of players in the process?
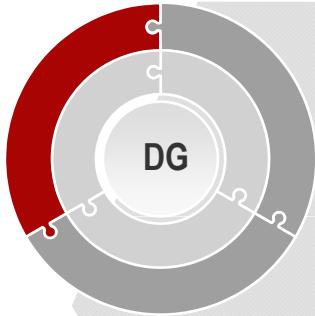
In the governance process, the roles are a reflection of the perspective they represent.

The political players focus on building coalitions, negotiating, using power and influence in the network.

Strategic individuals drive progress and operations, design strategy, define the goals, tasks, and drive the implementation.

The cultural players are visionaries defining values and binding the community with connective glue.

OBS – the importance and role of an independent 3rd party
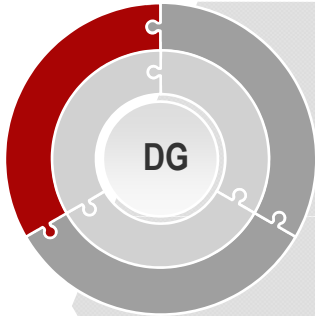
The researcher, here a trusted "independent third party" was able to wear all 3 lenses and understand the process from a multiple perspective offering "translation" to the board members.

Her role of catalyst and mentor was essential for reaching consensus however governance is a process that requires ongoing mentoring.

Findings are limited to a single case study in a micro-destination.

The next steps will have to bring more empirical evidence to the use of the lenses and of a moderator; a model of the governance process is also an interesting research challenge.

This research addresses the ongoing debate on tourism governance through an action research project that applied the three lenses to comprehend the roles of multiple players in the governance process.

Some of the findings corroborate to previous literature (Nordin 2007, Beritelli et al, 2007) and it further illustrate the **operational reality of governance** offering **analytical tools** for the investigation of the **behavior** and the **motivations** of the players involved in the **decision making process**.

CONCLUSIONS

Destination → Networks → { Private actors, Public bodies, The community } → { Strategic, Political, Cultural }
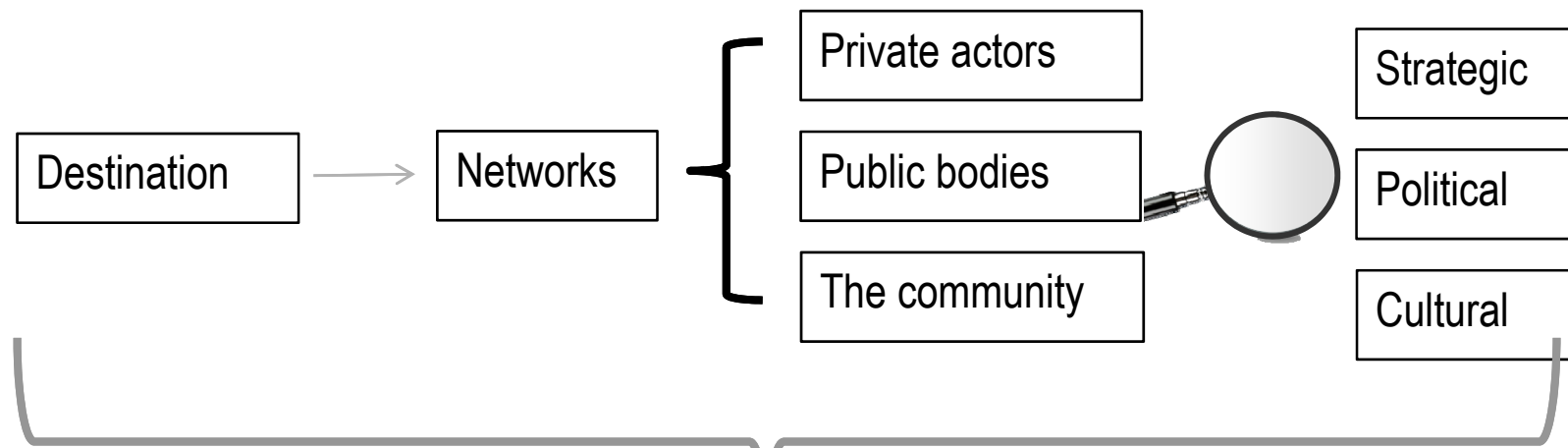
Destination governance can be produced in an expedited and efficient manner using the three lenses with the assistance of an independent 3rd party to catalyze and mentor the process.

thank you !