



TOURISM COMPETITIVE NESS

CAN WE BREAK THE CODE OF
SUCCESSFUL DESTINATIONS
?

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Destination Score Cards

**CLEAR OBJECTIVES?
COMPARABLE CRITERIA?
AN EFFECTIVE TOOL?**

DESTINATION SCORE CARDS

CRITERIA TO ASSESS THE QUALITY OF THE DESTINATION

- *(NGS-Delphi –International Experts)*
- Environmental Quality
- Social and Cultural Integrity
- Aesthetical qualities of the destination
- Local tourism development : policies & prognoses
- Integrity of historical resources
- Quality and State of Conservation of Historical Buildings

??? QUALITATIVE INDICATORS ??? COMPARABLE DATA?

DSC : a valid tool?



STRENGTHENING LOCAL CULTURE IN A GLOBAL MARKET

- “Cultural assets are the distinguishing factor in attracting tourists”
- Cultural tourism is expected to grow the most in the tourism sector (**Europa Nostra, 2005**)
- “The combination of tourism and culture has become an extremely potent economic engine” (**Richards, 2010**)
- Tourism moves away from the ‘S- markets’ to the ‘E-markets’

ESCAPES, EXPERIENCES, EMOTIONS, EDUCATIONAL, ECOLOGICAL

INSCRIBING NEW CULTURAL VALUES IN THE TOURISM DESTINATION

- **NEW PERSPECTIVES**
 - Tourism destinations in a global competition
 - Tourism as a driver in cultural economy
 - Tourism as a tool for local development
- **NEW IMPULSES: Tourism an incentive**
 - For Conservation & Revitalisation
 - For Innovation & Creativity
 - For Global, Regional & Local Networking
- **NEW CHALLENGES**
 - Landmarks, Icons & Images
 - Linking Tangible & Intangible Heritage
 - Grass-rooted Events



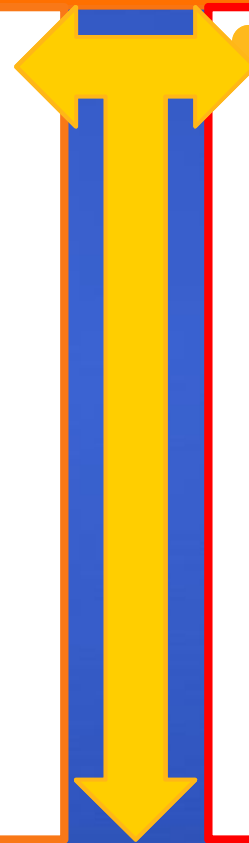
Actor Network Approach : TOURISMSCAPE

● **Products / Services**

- INFORMATION, ADVICE
- TRAVEL
- STAY
 - Accommodation
 - Meals & Drinks
 - Activities
 - Amusement
 - Goods & Souvenirs
 - Experiences
 - Local transport
- LOGISTICS

● **Producers /Providers /Facilitators**

- Communication & Media
- Travel & Transport business
- Hospitality Sector
- Guides
- Cultural, Sport, Leisure & Entertainment Sector
- Event Organisers
- Retail Trade
- Bank & Insurances



INSCRIBING NEW CULTURAL VALUES

Complexity of “TOURISMSCAPES”

THE SUPPLY SIDE

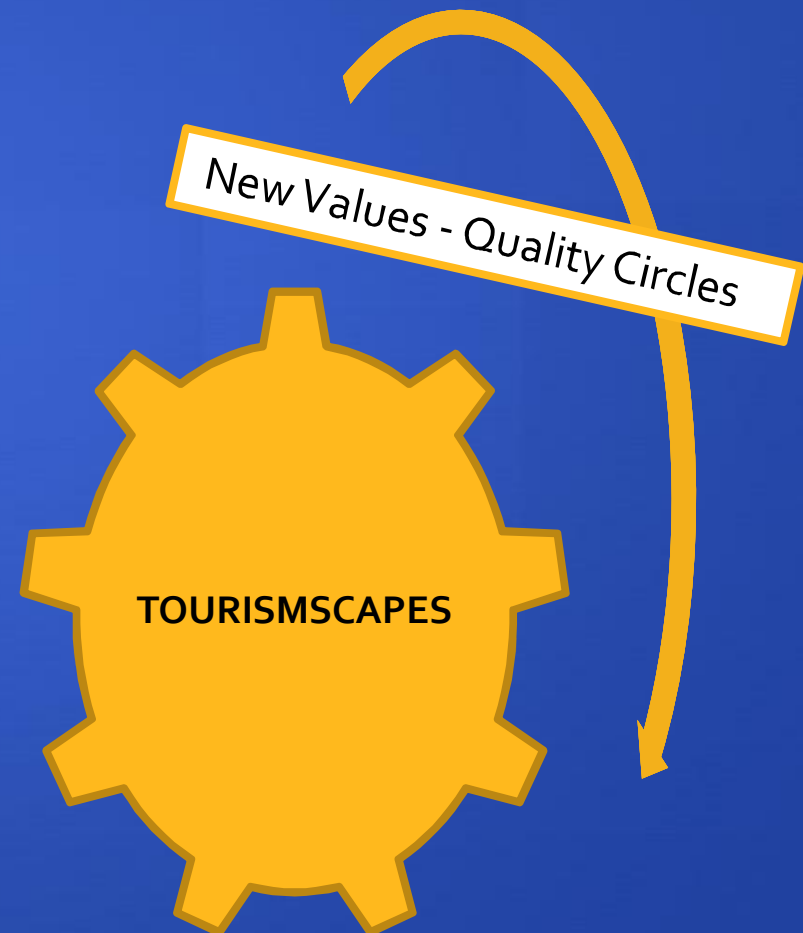
- Products-Services- Places
- Tourist Opportunity Spectrum (TOS)

THE DEMAND SIDE

- Images and expectation
- Interpretations and narratives
- Time and space behaviour patterns
- Expenditure patterns

THE ORGANISATION SIDE

- Decision makers- Policy makers
- Public & Private Agents
- Local & Global Players



Territorial Cultural Resources for a Cultural Economy

CULTURAL CAPITAL

- HISTORY & HABITAT
- TANGIBLE HERITAGE
 - Sites, monuments, complexes, urban morphology
- INTANGIBLE HERITAGE
 - Music & dance, arts & crafts,
 - Religion & traditions ,
 - Products of the territory

COMPETITIVE TOURISM DESTINATION

- INSCRIBING NEW VALUESS
 - Landmarks, Icons
 - Flagship Museums,
 - Grass rooted Events
- TOS Attractive Tourist Opportunity Spectrum
- NARRATIVES & IMAGES

Critical Success Factor: SYNERGY BETWEEN CULTURE AND TOURISM

The LOCAL PRESENCE of Cultural Resources

- Endowed assets
 - Tangible and intangible heritage
 - Cultural activities & traditions
- The endogenous CAPACITY to develop Tourism
 - Organisational capacities (ORGWARE)
 - Infrastructure (HARDWARE)
- Building a cultural images –Place branding (SOFTWARE)
- Cross sectoral collaboration (networks-SHAREWARE)

HARDWARE: KEY ISSUES

SITE MANAGEMENT

Quality – Sense of place
Aestetical landscapes
Protection

- Physical Carrying Capacity
Robustness – Fragility

Monitoring physical
impact

Indicators

Tools & Methods

DESTINATION MANAGEMENT

(local-regional)

- Planning infrastructure
Local transport, roads & paths,
public space, sign boarding, etc
Scale, Architecture,
Location visitor center
Planning & mapping TOS:
 - Zoning & Clustering
 - Core attractions & supporting facilities

INTEGRATE ARCHITECTURAL ICONS
HISTORIC & POST MODERN

INNOVATION STRATEGIES



Integration of old and new
Diversification in TOS
Clustering of activities

Long term vision –
Short term action

SOFTWARE: KEY ISSUES

- Valorizing Intangible Capital
- Presentation & Images
- Theming & Brands
- Linking tangible & intangible heritage
- Interpretation & Narratives



- GUIDES & GUIDEBOOKS
- CONCEPT OF VISITOR CENTER & GUIDING

- Creating & sustaining “Tourist appeal” in a competitive & virtual arena
- Creativity in facilitating high quality “Tourist Experiences”
- Visitor Management
 - Tourist time-space use
 - Tourist satisfaction scores
 - Trails & viewpoints
- Selective Marketing
 - Expectations of special interest groups
 - Adapted to domestic & international target groups



ORGWARE:

building endogenous capacities

PARTNERSHIPS

- * Private & Public
- * Local & Regional
- * Cross Borders
- * Cross Sectors
- * Residents & Visitors
- * Owners & Guests
- * Temporary – Long term

STAKEHOLDERS' NETWORKS

- Inclusion / Exclusion
in decision making
in policy development
- * Multicultural dialogue

SHAREHOLDERS in

- * Jobs, revenues, benefits
Business Opportunities
- * Innovative
Entrepreneurship
- * Responsible
commodification of
heritage assets
- * Ownership &
Stewardship

To increase the competitiveness of a place

- Identify COMPARATIVE ADVANTAGES: strenghts and weaknesses of endowed assets
- Create AWARENESS about the availability & vulnerability of resources
- REVALORISE history, identity, authenticity, uniqueness
- Invest in HUMAN RESOURCES to introduce, manage and monitor the process of "TOURISMIFICATION"
- Participate in international KNOWLEDGE NETWORKS for building & exchanging expertise
- Turn to RESEARCH BASED POLICIES

An alternative policy agenda

- **SHORT TERM :**
 - Consensus on the tourism potential of cultural resources
- **MID TERM :**
 - Promoting uniqueness of the territory : Linking tangible and intangible heritage, old & new, in a creative way
- **LONG TERM :**
 - Identifying structural paradoxes and limits of tourism development
 - Planning and monitoring the process of tourismification
 - Indicators of sustainability,
 - Trend watching,
 - Management tools,
 - Policy implementation,
 - Honest Assessment

THANK YOU !



**for
listening**

**for
exchanging
your views**