

tourism

The official e-journal of the Tourism Society



EDITORS NOTES

By Julian Zarb FTS

As soon as the PM and his cabinet give us the green light we will be free to enter a new chapter in tourism. In this edition of the Tourism Society Journal we asked you, our members, to tell us just how you intend to start this new chapter. We have had a good response and I hope we can maintain this momentum in the future, because, we want this journal to be your voice to the industry and decision makers. Tourism is not only our bread and butter but it is a socio-cultural activity that we all must play a part in, we must include here the tourism authorities all around the country, the DCMS, the business entities and the local communities in the UK. The new face of tourism means we should try to implement those serious issues such as the management of sustainable and responsible tourism; the promotion of staycations and sustainable travel overseas. Covid has taught us that travel and tourism are vulnerable and very volatile. Here we have a choice – either reopen the industry as we were in 2020 or restart with a reviewed and renewed activity.

Once again, I invite all members of the tourism society to let us have their articles for the journal – in our next edition we could concentrate on implanting innovation and new experiences for the traveller in a post-Covid world. Take care.

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WHAT MATTERS MOST TO FAMILY TRAVELLERS NOW

By John Speers CTS



As part of the Tourism Society's Big Thinkers Big Themes series we heard from Andrew Dent, Katie Bowman and Ed Grenby – the highly awarded editorial team at Family Traveller Magazine as it sets to relaunch across UK, Germany and US. With 7 years of experience specifically with UK families and 20 years with the Sunday Times Travel Magazine, we were delighted to hear their thoughts and see research commissioned for the event revealing what matters most when it comes to family travel as we emerge from the pandemic.

The biggest swing from families to sustainability was seen with 57% preferring accommodation to be eco-friendly against 43% 'luxurious and lovely'. That's worth thinking twice about... preferring sustainability over a lovely place to enjoy their well-earned and yearned for break. That's a tipping point right there.

The concern many had, as the world gets back onto its feet, was environmental issues would take a back seat as necessary practices of health and safety and economic imperatives would rise to the fore. But the majority of families (55%) still feel more concerned to step up sustainability – and that's in addition to the 43% who feel the same concern as pre-pandemic. That's a huge shift. So, with the public clearly demanding it and as travel slowly begins to resume, the challenge we all have is to ensure that travel returns better.

And that's the nub of the question – what does that actually mean and how can we do it?

The good news – for the industry and the families – is that 64% of people will take a holiday this year, a little over 40% domestically with the classic favourites of Spain, Italy, France and Greece coming swiftly after. We all need a break after the year that was, but after we've all 'flopped and dropped' at the pool after throwing the kids in and sat back with a sigh of relief, there's always that moment of 'now what?' – especially after 3 days pool or beachside.

So, what is the right thing? If we go back to the Family Traveller research, when asked about 'what are you looking forward to most when you travel again', the answer was that people want to explore new places, getting into new experiences outside with friends and families.

This does not mean necessarily getting on the tour bus. It means providing the information, incentive and directions to great local experiences to meet the local culture with money going directly into the hands of great local people. The win/win of supporting the local community with local products and services and having great memorable experiences at the same time.

Katie Bowman in particular talked to navigating travel experiences that kids will remember and experiences that will expand their minds. It may well be 'educational', but if it's seen as that then the kids naturally run a mile. 'You have to do it by stealth' and they will 'learn by osmosis' as you get out there, engage with local communities and together find and relish the soul of a new place.

The soul of a place can be visible in many ways, but food is a great way in for kids to access a new culture – priceless bonding over evocative sights, smells and experiences, which just happen to be low cost and regenerative to local people and place.

The Family Traveller research indicated a huge natural rise in multi-generational travel with people wanting shared experiences with their loved ones now more than ever. It's up to us to provide the right ones to benefit all. That's not all getting back onto the bus but developing and actively promoting extraordinary experiences for everyone to witness the extraordinary and sustainable delights of meeting the world once again.

TIME TO GET ON THE FRONT FOOT BEFORE IT'S TOO LATE

By John Speers CTS



As part of the Tourism Society's Big Thinkers Big Themes series we had the pleasure of hosting Eva Stewart, YouGov Head of Travel & Tourism, sharing brand new data following the Friday 7th May government announcement. YouGov have at their fingertips a continuous real-time stream from 150,000 UK individuals, and their Destination Index and Global Travel Profiles are the deepest and most robust strategic planning tools for destinations from 11 million travellers across 55 countries.

To open up, we witnessed an entire year mapping the happiness, stress and frustrations of the UK public correlating with the pandemic, the government's reaction, and subsequent impact on travel. A sobering reminder and a graph even the most daunting rollercoasters in the world can't compete with.

Generally, 'UK apathy' was at an all-time high in January and February this year – we all felt it didn't we? But since then, contentment and confidence has been on the rise and it's great to see the mood of the nation at its happiest right now at 45% – surpassing all of last year's peaks and troughs as we rode through the storm.

It was also great to confirm what we've been hearing this year: that the desire for domestic holiday has been on the rise since February to now almost 6 out of 10 people wanting to commit to a UK staycation.

But there's a caution here. The latest May figures suggest

a slight tailing off as the prospect of travel overseas raises its head slightly over the parapet. There is a fear that a domestic boom may fade as greater confidence in international travel kicks in.

It was also great to see the perception of 'health risks' preventing travel recede from 59% of the population in January 2021 to 39% in May. Likewise, the negative impact of travel restrictions is dipping since February – presumably as people become more used to the 'chop and change' and 'holiday roulette'. Now, it appears, is the right time to convince people and convert the pent-up demand. But that needs confidence, commitment and marketing drive from the industry, otherwise a good proportion of the UK public will 'wait and see' and sit on the fence – potentially all summer.

A clear talking point was the limited number of countries on the 'green list'. Eva, with YouGov's fast polling, had captured the UK's attitude to these with 76% just not interested in going to the current green destinations. Indeed, with restrictions, testing, cost and general hassle it appears only about a third of the UK think it's worth going to any green list country.

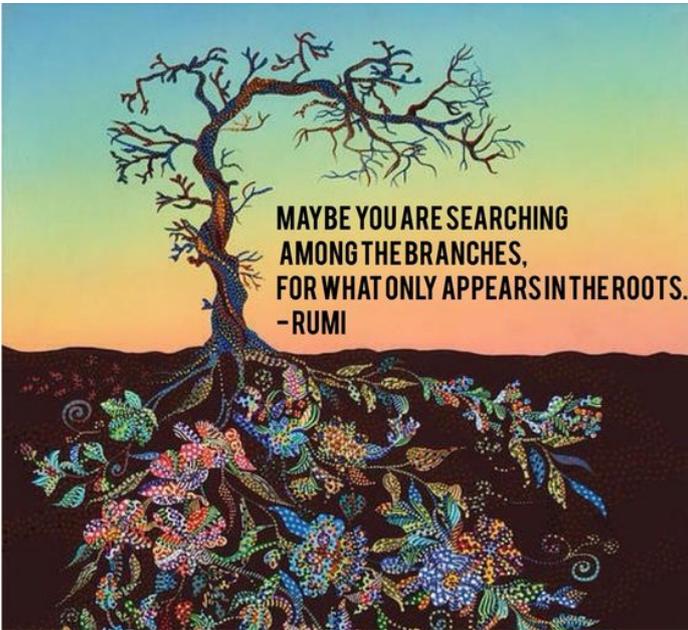
So, we have a huge opportunity to make sure the UK industry gets the public out and enjoying their own 'backyard'. It seems whilst many have committed, there's a significant proportion still waiting to be tipped over the edge, and it's up to the industry to do so.

Perhaps we've been getting too good at waiting, but now is the time to lead ourselves out. The sentiment towards travel in the broad media seems always too keenly negative. We spoke about the contrast with the US, where greater confidence and a more proactive marketing-led push has, in large part, led to an accelerated travel recovery there. It's time to get on the front foot in the UK if we are to get our customers to do the same. If the industry wavers, then can we really be surprised if the public does the same?

We have vaccines, we have a beautiful backyard coming into the right season, and we have international travel slowly opening. Now is the time to go hard to get those sitting on the fence to commit. Putting it bluntly, there's millions of people sitting on billions of saved funds wanting to spend it. We know they can travel, they know they can, so it's down to us to get them blinking out of lockdown into the sunlight and having fun. It's what we all need right now, isn't it?

WHAT ON EARTH HAVE WE LEARNED?

By John Speers CTS



Last Earth Day the question we asked ourselves was what more can we do to help?

I had the greatest pleasure of speaking with Anna Pollock about this as part of our Big Thinkers and Big Themes series at the Tourism Society. Anna has a reputation of being 'irrepressibly curious and creative', 'ahead of her time', and a 'visionary'. She sits at the helm of her own movement named Conscious Travel – an alternative to mass industrialised tourism aimed at making mindful and informed travel choices. For decades she has campaigned, practiced and guided sustainable and regenerative tourism and I don't know anyone better informed about the subject.

This was a special Earth Day marking one whole pandemic year. And as we still move through it, there seems to be no better time than now to fundamentally challenge and change the nature and purpose of travel. The planet needs it, the public has reached a tipping point of demanding it, and we as an industry need to lead it.

Over the last year, our vulnerability has been exposed and we have seen limits to our 'carrying capacity' around the globe. We have a historic opportunity to reverse the evolution of an industry that everyone knew was unsustainable. Before COVID-19 we were heading for 1.6 billion tourists and anyone wanting a return to 'business

as usual' needs to seriously ask why.

We have seen that, when left alone, nature will heal. This is the first time this has been made abundantly clear to us, corresponding with our desire to make it happen and with our pleasure in experiencing it. We have now seen that rewilding is both a necessity and a joy.

It's been abundantly clear that the ecological ceiling has been reached and that the impact upon our security, health and wellbeing as a species has been felt. There are many great initiatives to help the cause, but what Anna made very clear to us was, quoting Rumi, 'maybe we are searching among the branches for what appears in the roots.' The root cause of today's challenges lies in our perception of them. The filters and lenses through which we see the world are obsolete and unfit for the times we live in. These filters are created by our beliefs and assumptions taught by our culture and personal experience. If we continue to see the world as 'a machine to manipulate' we now know the consequences.

To get 'new lenses' we have to create and adopt new models on how things now need to work. We have to take heed of the events we currently see and restructure around a desired future. This is a commitment to a reflective, creative and highly actionable plan towards a new vision.

The best starting point to this is the acceptance that most of the world's problems are the result of the difference between how nature works and the way people think. Human life started on this planet connected with nature and this is the best lesson we can learn from ancient civilisations who did not face or cause the current threats that we face. We as a species have disconnected from nature and that is the issue.

To regenerate ourselves and our planet we have to revitalise our way of doing things, to live by nature's rules and create in everything we do the conditions for life to thrive and evolve. This is the central tenet by which our organisations, life and work must revolve.

Quite simply, if everything we do is informed by nature, then nature will return. This way of thinking both transcends and informs any process, product or new system. Living by nature's rules is a fundamental starting block that, if adopted, will be a true celebration of Earth Day.

HISTORIC HOUSE TOURISM AFTER COVID

By Ben Cowell OBE FTS



Just after the Second World War, many country houses, castles and gardens discovered that tourism was a sustainable means of generating revenue to pay for essential repairs and maintenance. From the early 1950s places like Beaulieu in Hampshire and Chatsworth in Derbyshire helped to establish the 'stately home' as a staple of the UK tourist market. Historic Houses was established in 1973 as an independent business association for places such as these, most of which remained as privately owned family homes even while they were dependent on visits by members of the public for their survival.

Historic Houses now represents 1,500 properties across the UK. More than 300 of these places open as attractions, to which Historic Houses visitor members get free admission. Hundreds of other of our member houses regularly welcome members of the public in as guests, whether this is to weddings or other social gatherings, to concerts and plays, or to garden open days. In a normal year, over 26 million visits would be made to Historic Houses' member properties, generating £1 billion in revenue, much of which is spent in the local area.

Naturally, these houses have been hit hard by the Covid crisis. Visitor numbers last year were just 26% of normal levels. Our member properties typically experienced a halving of their annual turnover, with total losses collectively estimated at £267 million. Sadly, 13% of the jobs at our member properties – around 2000 FTE posts – has been made redundant, with this number set to increase further.

A Historic Houses survey in December 2020 revealed that almost half of all respondent properties (47%) reported that they had diversified their business model in the light of Covid-19 or were now planning to do so. The larger properties with farm shops on the estate took to offering home delivery services. Properties that previously prospered as wedding venues switched to leasing out their guest accommodation as ready-made holiday lets for short-break domestic stays. Those with rolling parkland could offer drive-in events, such as drive-in cinemas, drive-in music concerts or even, in the case of Braxted Park in Essex, a drive-in wedding for 150 guests.

The ability to reopen gardens to visitors from the end of May demonstrated just how popular gardens and open spaces had become during lockdown. More than half (51%) of our properties noticed a positive change in the way visitors had appreciated the outdoors. More and more of our member places are now investing in campsites and glamping pods to meet the growing demand. The Knepp Estate in West Sussex now offers Knepp safaris for those wanting to learn more about its famous rewilding project.

Historic Houses member properties have suffered hugely because of the adverse conditions of the pandemic. And yet many look forward with confidence to the period after 19 July. The enduring appeal of the English country house means that their enterprising owners will find new ways to bounce back, just as they did after the dark days of the Second World War.

Upcoming Event:

The vice president of European Historic Houses, William Cartwright-Hignett, is joining the Tourism Society and ICOMOS to speak at their virtual event next Wednesday, 30 June, from 12.00-1.30pm. He will be joined by speakers from English Heritage, the National Trust, and the National Trust for Scotland who will discuss the impact of the "staycation boom" on UK's cultural heritage. If you would like to find out more about the event and register for free please see our website: https://thetourismsociety.com/ta_events/staycations-a-blessing-or-a-challenge-for-cultural-heritage/



TOURISM REIMAGINED

By David Curtis-Brignell OBE FTS

At the Society's 2017 Edinburgh Tourism Symposium I spoke about the changes already impacting on Destination Management Organisations (DMOs). Cities such as Amsterdam and Barcelona were already radically managing over-tourism and here, local authority funding was declining further. I predicted a future of partnership and collaboration, a world of "super DMOs" sharing common products and processes providing economies of scale.

I predicted disruptor brands and how they would enter existing successful sectors and totally changed the model. Like everyone, I didn't predict that the biggest disruptor in tourism since WW2 would be a virus.

Whilst there has been Government support for DMOs over the past year to help them to support sector recovery, some have disappeared and many have had to reduce costs and staff.

What is clear is that the model was not been robust before the pandemic and that going forward there will need to be new thinking. Good news came at the beginning of March with the announcement that DCMS had launched an independent review of DMOs to be led by VisitEngland Chairman Nick de Bois.

I was delighted to be asked to join 8 others from across all sectors of the industry on a "Challenge Panel" which would help the Chairman by advising, questioning and, well, challenging the evidence and views submitted.

Surveys and call-outs for evidence received a high level of response and numerous one-to-one sessions and 9 regional roundtable meetings will have taken place by the time you read this. I have been very impressed by the process and the many discussions, led skillfully by Nick de Bois.

There are still some of us who remember the early days of the English Tourist Board and the formation of the Regional Tourist Boards. I was fortunate to see this from both sides – working in a destination and then ETB itself. Then we 'lost' the Regional Boards, ETB became ETC, RDAs worked well in some parts of the country and not at all in others and then thankfully we saw the formation of Visit England, albeit not as 'independent' from Visit Britain as ETB was from BTA.

Throughout all of this time we have had destination organisations supporting local visitor economies across the country. Some have gone by the wayside, others have emerged or grown. Professionalism has increased and digital has changed almost everything.

And what about stars? Common Standards are no longer fit for purpose as consumers demand quality and reassurance but not prescriptive 'one-size-fits-all' accreditation. And reassurance also comes through schemes that are not simply self-regulated 'tick-box' exercises. Budget Hotels the sharing economy and changing visitor trends have also shaken up the landscape.

So it's good to see the Government's new Tourism Recovery Plan and that it includes a consultation on the introduction of a Tourist Accommodation Registration Scheme in England – something I have supported for decades.

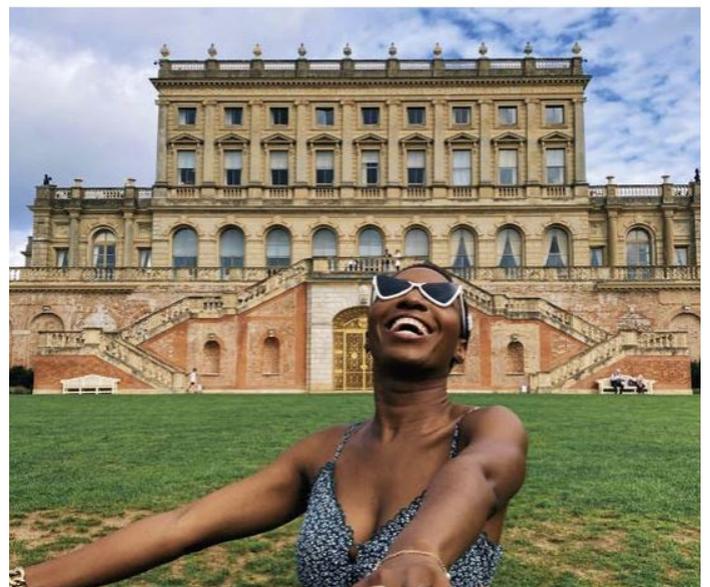
As the saying goes, change is inevitable except from vending machines.

The coming months will be interesting to say the least. And, I think, exciting!

www.tourismreimagined.co.uk



The Tourism Recovery Plan



THE MANX PERSPECTIVE - TOMORROW'S TOURISM

By Angela Byrne FTS

Located in the middle of the Irish Sea, almost equidistant between England, Ireland, Scotland and Wales, the Isle of Man is a unique self-governing kingdom, a Crown Dependency that belongs to neither the United Kingdom nor the European Union.



The Island is home to an extraordinary offering for visitors, with a distinct cultural identity, rich heritage and outstanding natural beauty, all of which are recognised in the Island's status as a UNESCO Biosphere Reserve- the only entire jurisdiction in the world to be awarded this accolade.

Although our biggest priority over the past year has been supporting industry, it has been a circuit breaker too, and has given us valuable time to reflect and commission a number of key pieces of work to help identify gaps in the market, and understand consumer changes when considering holiday destinations moving forward.

This has included a substantive piece of 'Visitor Insights' research covering the UK and Ireland; a product audit of the Isle of Man's visitor propositions; an on-Island trade survey and a resident survey, focusing on the staycation market and the Island's product offering. Many of these projects were all significant elements of the Agency's 2020—2023 strategic plan, so we have been able to bring these forward and go into 'the new chapter' of tourism with not just a renewed focus, but one that will take into consideration the changes in consumer behaviours.

Identified through our Visitor Insights is a big opportunity for us to capture new markets; strong evidence suggested

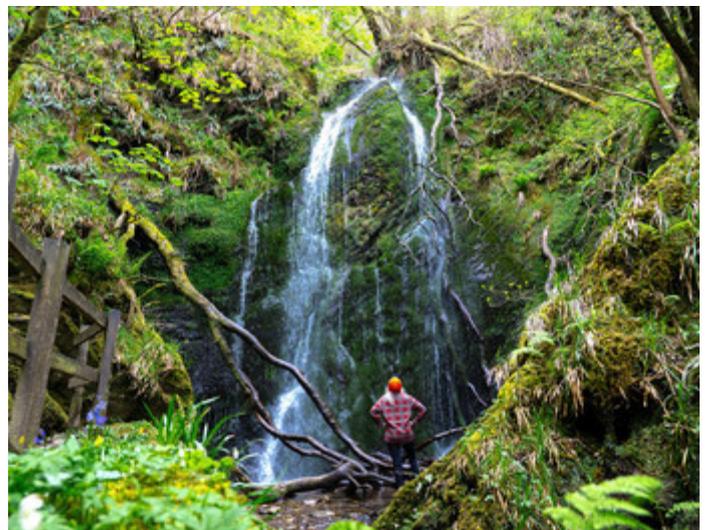
the Island is desirable to a younger demographic who are looking for new experiences and adventures closer to home in the light of COVID-19. Likewise, it highlighted that destinations with low COVID-19 risk and offering a 'book with confidence' message will be the most desirable.

Subsequently, our team have been working closely with travel trade partners to ensure we have the right routes to market in place to reach new and existing markets effectively. Leveraging these important partnerships will also enable us to capitalise on their ability to promote the 'book with confidence' message and 'package up' travel, accommodation and products into targeted offerings.

We have also launched our 'Safe, Clean & Legal™ COVID-19' accreditation scheme in conjunction with tourism and hospitality quality assessment provider; Quality in Tourism- a free scheme that will assess properties on cleaning protocols and public safety measures.

Events form a key pillar within our revised strategy, and post-COVID, will play a key part in increasing visitor growth. With the cancellation of significant summer events, the Agency now has even more impetus to develop our events calendar to not only reach new markets, but to extend our tourism season beyond the traditional months.

The Agency and I are truly optimistic for the Island's future. Although we will be in a more competitive market, I believe because of the extensive research, preparation and planning we have undertaken, we are in a very strong position to have our voice heard and to welcome our wonderful visitors back.



TOMORROW'S TOURISM - MORE DOMESTIC, LESS INTERNATIONAL

By Nigel Adams MTS

The last fifty years has seen the consistent growth of international tourism aided by cheaper air travel, package tours and recently the ability for the consumer to put their own online holiday packages together. The next thirty years may see the decline in international tourism and the rise of domestic tourism.

This will be due initially to Covid-19 and its after effects, and more fundamentally the challenge of climate change.



Covid-19 has demonstrated the vulnerability of humans to viruses, particularly in enclosed spaces such as aircraft and cruise ships. The norovirus had been an increasing problem for the cruise industry and demonstrated the difficulties of achieving virus control on cruise ships. Large parts of the world will not get their populations vaccinated until 2022, giving scope for vaccine resistant mutations to emerge. This uncertainty will make people nervous of taking holidays abroad, particularly the experience over the last twelve months of changes to quarantine rules at very short notice.

A further factor may be that the cost of overseas holidays will rise, with the reduction in airlines and holiday facilities due to bankruptcies arising from the loss of trade.

Longer term, the major challenge facing the world is climate change and this will result in the growth in appeal of domestic holidays and a decline in overseas holidays.

The appeal of overseas holidays will be reduced as a result of the following factors:

- Climate change impacts in some of our more popular holiday destinations. In 2019, 45.45% of UK visitor destinations were to Mediterranean countries (source: Travel Trends,ONS). These are likely to be adversely affected by heat waves, health issues, wild fires, water shortages - particularly on the islands, landscape impacts during the summer months.
- Increasing instability in many of the countries in Africa, South America and parts of Asia due to increasing competition for dwindling resources and health issues.
- Mitigation policies by governments seeking to reduce the impacts of climate change with higher fuel prices and air fuel duty making the cost of air travel far more expensive. Whilst Airbus is aiming to introduce zero emission aircraft using hydrogen fuelled concepts, they will not enter commercial service until 2035.

The appeal of the UK as a holiday destination will increase as a result of predicted warmer and drier summers, though there will be wetter autumns and winters (source UKCP 2019). Providing our cultural and tourism infrastructure recovers from the impact of Covid, the UK is well placed to grow the domestic market.

There is likely however to be a decrease in overseas visitors due to the impact of mitigation policies. Oversea visitors to the UK spent £28.4 billion in 2019, but UK residents spent £43.4bn on overseas holidays in 2019 (source Travel Trends ONSs 2019). Whilst the outlook for overseas visitors to the UK is not so bright, this could be more than compensated for if our domestic industry could capture some of the £43.4bn spent by UK residents on overseas holidays.



OPTIMISM FOR THE RETURN OF TOURISM IN IRELAND

By Dr J. Patrick Greene OBE FTS



March 13th 2020 was the date when EPIC The Irish Emigration Museum in Dublin stopped welcoming visitors following instructions from the government in the face of the COVID-19 pandemic. It was four days before the St Patrick's Festival was due to take place, so all of EPIC's plans to mark the emotional and festive celebrations were cancelled. We didn't know it then, but one year later the 2021 parade was again cancelled and the festival moved entirely online. In the meantime, we, together with tourist attractions and hospitality venues throughout the country, experienced three lockdowns and two short-lived reopenings. Now the vaccination programme has reduced infection numbers to a level at which the government felt confident that visitor attractions could reopen. EPIC opened its doors on May 10th with a huge sense of relief shared by all the museum's team.

We haven't wasted the crisis. We kept most of our people employed and busy with tasks that benefit EPIC now we are open. Our online lecture programme has kept us connected with our diaspora – with hundreds of attendees joining in from around the world. Our 'History at Home' packs have been downloaded over 22,000 times and have been used by the Sunday Times for their children's supplements. When schools returned, we offered distanced learning workshops- one on the Irish language attracted over 700 school students during St Patrick's week. EPIC has added online retail to its offerings. We have redesigned our website (epicdq.com).

We have installed an additional gallery that dramatically contrasts the experience of being a migrant from Ireland in the nineteenth century with that in the twenty first century. It has been funded by Fáilte Ireland and will open in July. We have a Historian in Residence funded by the Department of Foreign Affairs. His research into LGBTQ+ activists in the Irish diaspora has resulted in a fascinating exhibition 'Out in the World' that opened in June 2021.

A particular challenge in the government's Path to Recovery from COVID-19 was to find museums bracketed with very unlikely categories of activities, and forced to close while non-essential retail remained open. It has taken strenuous efforts by attractions and our representative body AVEA (the national Association of Visitor Attractions and Experiences in Ireland) to bring this anomalous situation to the attention of government. We have stressed the importance of museums to people's mental well-being as well as to the tourism economy.

In common with our colleagues elsewhere, we know that initially we depend on domestic consumers but the 75% of overseas visitors that we would normally expect will take longer to reach. We are optimistic that we will succeed, buoyed by our TripAdvisor ratings and by winning 'Europe's Leading Tourist Attraction' title in the World Travel Awards in 2019 and 2020. Ireland's tourism is a vital part of the economy, with employment throughout the nation. It is essential that the government continues to provide support in the short and medium term, but it is the the creative people in the industry who will ensure that it has a bright future.

Dr J. Patrick Greene is a Fellow of the Tourism Society and has led EPIC The Irish Emigration Museum in Dublin since September 2019. He is a former CEO of Museums Victoria in Melbourne, and previously the Director of the Museum of Science and Industry in Manchester.



BOOK REVIEW

OVERTOURISM: THE ROLE OF EFFECTIVE DESTINATION MANAGEMENT

By Helene Von Magius Mogelhoj FTS TCN

At the end of 2019, overtourism was a frequently discussed topic in the media and among tourism professionals across the globe. The debate was how do we manage the exponential growth in tourism at destination level to avoid being overwhelmed by overtourism? No one knew that by mid-2020 tourism would come to a virtual standstill exposing the economic fragility in tourism-dependent destinations.

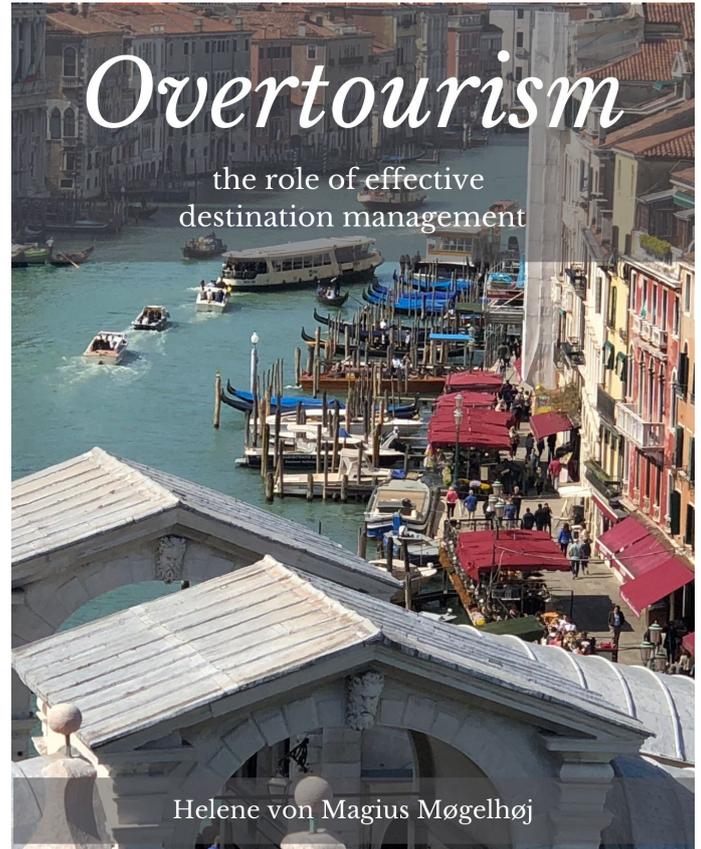
Although, growth in tourism has been paused momentarily, it is recognised that travel is an aspirational activity and that people always have and will travel when they are able to do so. Therefore, destinations need to prepare for a return to growth in tourism in the longer term.

If anything, the coronavirus pandemic has exposed the dire consequences for destinations that are too dependent on tourism. The crisis has highlighted the importance of having a balanced economy with a focus on sustainability rather than relying on tourism as the main industry sector.

A successful tourism industry plays an important role in promoting the attractiveness and appeal of a destination not only as a place to visit but also as a place to live, work, study, and invest. Tourism supports the preservation and conservation of cultural and natural heritage assets. At the same time, the many micro and SMEs operating in the tourism sector are responsible for creating vital local jobs and contributing to economic growth and prosperity.

In my view future overtourism can be managed or even reversed through effective destination management. Essentially, this requires strong stakeholder collaboration and engagement with the local community at destination level combined with an appropriate DMO structure. For many DMOs the primary objective is to attract more visitors and to ensure maximum utilisation of tourism-related infrastructure rather than managing visitors once in situ.

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My book identifies some of the positive steps that destinations can take to develop and manage their tourism sector in a more sustainable manner that brings benefits and economic prosperity to the local host population while avoiding overtourism and some of the associated negative social and environmental impacts.

DMOs should consider how to work smarter and introduce measures to better manage visitor flows and seek to attract those visitors who deliver the most added value at local level. This will help ensure that a destination's carrying capacity is managed rather than exceeded and situations that give rise to tourism phobia and anti-tourism campaigns are avoided. Achieving effective destination management requires a systematic approach to measuring and monitoring a destination's performance according to a set of agreed key indicators supported by a flexible long-term strategy.

The fragmented nature of tourism means there are no easy solutions, nor a one-size-fits-all model. A key part of the solution is to engage and collaborate with the local host population and key stakeholders in order to achieve strategic alignment and consensus. In summary, effective destination management requires a multi-disciplinary approach where tourism forms an integral part of the destination's wider regulatory and policy framework and is not considered in isolation.

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