Workshop Output WS 3.2.B

Title of workshop: DMOs, Destination Governance and management of events

Prepared by

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Participants*	Theresa Leitner, Bernhard Bichler, Akbulut Onur, Daniel Scott, Elsa Kristiansen, Filippo Bazzanella

* Workshop participants that have submitted contributions to the workshop

General questions to please be answered in the workshop reporting

1) What was the focus of the workshop? Methodological issues and advancements or thematic issues (systems knowledge, transformation knowledge, target knowledge). Please check and fill in the matrix in the output section.

Methodological issues and advancements	Thematic issues		
	System knowledge	Transformation knowledge	Target Knowledge
	X		

1) Which key points were discussed in the workshop as a whole? (This should be more a synthesis and not simply a summary of the key points in each presentation)
We mainly discussed four themes:

1. **Resident's management and stakeholder participation:** Overall, the session showed that Destination management organizations need to address all stakeholders in the destination and especially the locals when developing tourism-related products and services. Since 2015, the DMOs in the European Alps have learned that they have to go for a participatory community-oriented tourism development process to create sustainable tourism. E.g. the voting of Tirol's residents against Olympic Games 2026 bid of Tirol left the industry with many open questions. Now, they are focusing very much on integrating locals in tourism development decisions. And this process will even get more participatory in the future.

2. **Event Management and events in the Alps:** Events need to have a fit with the destination. The past has shown that the stronger the fit between destination image and event image both tourists but also locals are more satisfied with these events. Thus, the fit is of utmost importance but then the event can contribute to a stronger profile of the destination. Recent work of Schnitzer and his team at the University of Innsbruck highlighted this fact (in analyzing the UCI Championships in Innsbruck 2018).

3. **Destination Governance in the Alps:** The functions of DMOs go far beyond marketing - more and more DMOs do stakeholder management and product development and they are often responsible for transferring knowledge (e.g. of sustainable management practices) to destination stakeholders. Furthermore, recent research (again) underlines the importance of a few leading enterprises in alpine valley but also of strong DMOs. DMO also attempt to protect certain areas and traditions in the destination, e.g. such as farming and alpine pastures.

4. **Overtourism:** A term describing unbalanced tourism but also referring to old concepts of carrying capacity and overcrowding. In the alps and mountain areas, we find it is not only the quantity but very often the quality of individuals on the mountain. Non-informed and non-educated tourists can easily access mountainous areas with urban-linked cableways and thus bus-loads of tourists can be found in the mountains. This requires proper visitor management and guidance on the mountains - with a special focus on long-haul tourist segments.

2) What is your opinion on the current state of knowledge concerning your topic(s) (focusing on mountain regions)? *Please check and fill in the matrix on the following page.*

Overall assessment of the state of:

What is your personal opinion on the current state of knowledge concerning the topic(s) addressed in your workshop? Please tick the appropriate field. Brief explanations are appreciated.

State of knowledge	Very good	Good	Poor	Very poor	Not appropriate	*Comments*
Global		X				
Regional			X			*In general, the knowledge regarding stakeholder management in Alpine regions, as well as the overcrowding effects in mountains through leisure, is scarce.*
Scattered case study-based knowledge			X			*Mainly, in North-American and Australian studies we find interesting case studies focusing on resident's misperception of tourism development*
Knowledge about past states/trends		X				*Quite good, but again mainly other continents are explored. Good knowledge about stakeholders' perception of tourism development in North-America and Europe in Switzerland (St. Gallen University).*
Knowledge about current situation			X			*Still poor, especially we hardly know anything about the linkage between quality of life and tourism development*
Knowledge about future states/trends/thresholds			X			*See current situation*
Knowledge about the system		X				*The basic functionalities and organizational processes are analyzed in detail in the existing literature. Furthermore, there is a danger that comparisons will be made between destinations with completely different political and legislative preconditions. In our workshop and at the conference in general, it became clear that it is worth considering tourism development in different regions of the world together, but that a closer look at the existing framework conditions is also necessary.*
Knowledge about shaping pathways to more sustainable development (transformation knowledge)				X		*Studies showed and this was also discussed that there is a missing transfer of knowledge from one event to the next one. Also sports-related programs in regional and destination development are very poor and need much more improvement. The idea of working between stakeholders in destination is underdeveloped and needs more improvement*
Knowledge about envisaged goals (target knowledge)			X			*Against the background of developing stakeholder participation, relevant destination management goals will change. Previous success indicators, such as quantitative growth, are increasingly being questioned. Alternative indicators of success are hardly developed and even less implemented.*

<u>Ideas for questions to potentially be answered by the moderators after the workshop in the reporting (please delete what is not useful):</u>

1) Were there any new insights and/or findings presented? If yes, which ones?
   Issues related to integrative approaches in destination development are missing and the exchange between the main stakeholders should be more stressed.

2) What was the main message/consensus of your workshop?
   Closer cooperation between stakeholders in a destination is necessary. Sustainable development, but also positioning on the market, requires access in which individual players look beyond their own horizons.

3) Were major uncertainty issues identified and discussed? If yes, which ones?
   The challenges such as a better integration of local people, the demand for participative decision-making processes, the necessity of closer cooperation and coordination as well as the handling of increasingly scarce resources have been a common theme throughout the workshop.

4) Was there any significant controversy (if so, what?) that requires new data (or further exploration of existing data) to resolve the issue? (explain)
   Larger - more controversial discussed views - did not exist. Nevertheless, the examples showed that the context (e.g., Norway, Turkey, Alps) can play an important role. For example, the strategic approach of the UCI World Cycling Championships 2017 (Bergen-Norway) and 2018 (Innsbruck-Tyrol) was quite different.

5) Were new research questions raised? If yes, would working on these questions need to involve other disciplines (which ones)?
   The issue of sustainability (e.g. Olympic Games) has clearly dominated. The tension between authentic images (e.g. alpine pastures) but "modern" customer needs (e.g. mobility) has also raised new research questions.

6) Did the workshop identify research topics (e.g. environmental drivers other than climate) that are, in your opinion, currently greatly underrepresented in mountain research, but should urgently be addressed?
   The topic "human being" (in the sense of the guest, but also in the sense of the local) will play a more central role in the future - as the individual presentations have shown well. Besides, much of the research focused on mature destinations in Europe or the USA/Canada.

Further Comments

During our session, we used an innovative online tool, which made the workshop more interactive and inclusive. We asked the audience to answer the following questions. The following word clouds show the most common answers:

What are the major challenges of Destination Management in times of changing mountain environments?

Click on "Submit" and NOT on "Next Question"

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What are key challenges of hosting major events in alpine tourism destinations?

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