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Enhancement and governance of the Local Tourist Destinations in integrated perspective

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Abstract

The increased competition between territories following the globalization of the market economy of the last three decades is accompanied by a change in policy for the development of peripheral and marginal areas, where local specificities become potential resources for the local development of virtuous, integrated and sustainable paths. Particularly influential in this change is the paradigm of local development. Local contexts produce tangible and intangible assets which, if properly exploited, can generate external economies which would be of useful action for firms in the territory. The paper focuses on regional marketing and regional tourism and offer management of community type activities (in negotiated or participated government models) illustrating a governance model through the interpretation of requirements and expectations of all local tourist destination stakeholders. It knows how to implement a policy of sharing decisions with all the actors of the network, which is essential for the planning and the promoting of an integrated tourist offer.

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1. Introduction

Tourism, and in particular tourism in the less developed regions of the European Union, suffers from a difficult dichotomy: on the one hand to preserve and conserve the resources that a region can offer and on the other to exploit them. For many years the European Union has considered tourism an important economic resource for the economic and competitive development of the Member States and which necessarily must also pass through the enhancement and promotion of tourism in the territory.

In line with what has been stated, both at a Community and national level, minor territories highlight the need to use the "do" system in order to overcome the sectorial connotation of tourism and to return it to a multidimensional vocation that engages the entire territory and population which it composes (Materiali UVAL, 2014).

The task of the territories is to identify an available social capital capable of: promoting the acceptance and permanence of tourists ' Traveller ', defining a differentiated tourism offer integrated in content and values and responding to the current demand for tourist and holiday consumption which is geared more to relationships, to meetings, exchanges, personal and engaging travel experiences. A tourism-called "slow" has mainly a cultural and experiential content divided into a pluri-thematic and multidimensional way. It is able to act as an important driver of economic development especially for inner areas (Calabrò & Della Spina, 2013; Mollica, 1996-1998; Morrison, 2013).

Thus moving away from a strictly economic vision one can identify new sustainable development trajectories in which the territorial identity, local history, social capital, cultural and human heritage become strategic and innovative factors of a truly sustainable development of the local policy (Camagni & Maillat, 2006).

To this day there is a lack of the idea of territory by the local decision-makers. Territorial strategic plans were reduced to programming works which did not adhere to a logic local development system (Calabrò, & Della Spina, 2014a). They were often limited to some public works carried out without that upstream idea of territory and local development. In addition, the same plans are not supported by a serious and effective evaluation but rather of poor quality. The valuation analyzes such as cost-benefit analysis, multi-criteria evaluation of a public work and its financial sustainability are essential elements and must inevitably form the basis of reflection for local administrators.

The territorial needs include a real institutional renewal process that declines functions, skills and programs as well as a systematic revival of a public - private partnership (Calabrò & Della Spina, 2014b) that is capable of intercepting an effective territorial development planning and a concrete implementation of the programs through the use of qualified skills (Calabrò & Della Spina, 2013).

Effective marketing and management applied to these situations should arise, of course, from a careful analysis of the existing and potential tourist demand, which allows to investigate the different needs of its most relevant clusters, according to which product components should be defined in order to adequately communicate the factors of attractiveness of the territory (Cassalia, 2014; Morrison, 2013; World Economic Forum, 2011).

These reasons require the need to consider the management of a Local Tourist Destination (LTD) that refers to the principles of the potential stakeholders. In order to participate actively in the shared definition of strategies and management of a business network, where independent strategies converge towards common objectives, cooperation and synergy between all the stakeholders of the destination becomes fundamental (Crotts, Buhalis, & March, 2000).

According to this orientation the fundamental issue is to activate within the destination a " higher-level " management of the local tourism network and to entrust it to an organisation better defined as Destination Management Organization (DMO). As an organism of destination management it should create, through the coordination and the consent of the different stakeholders, favorable, cultural, strategic and organizational conditions for the sustainable development of tourism destination (Franch, 2002; Laws, 1995).

2. Strategic planning and marketing: learn to program development

According to the new guidelines of the European Union metropolitan cities and inland areas have become two of the three policy options for the European strategic program 2014-2020, a real European planning engine

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