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**Josep Ejarque**

THE NEW CHALLENGES IN DESTINATION  
MANAGEMENT: FROM CLOSE NUMBER TO  
COUNTERMARKETING



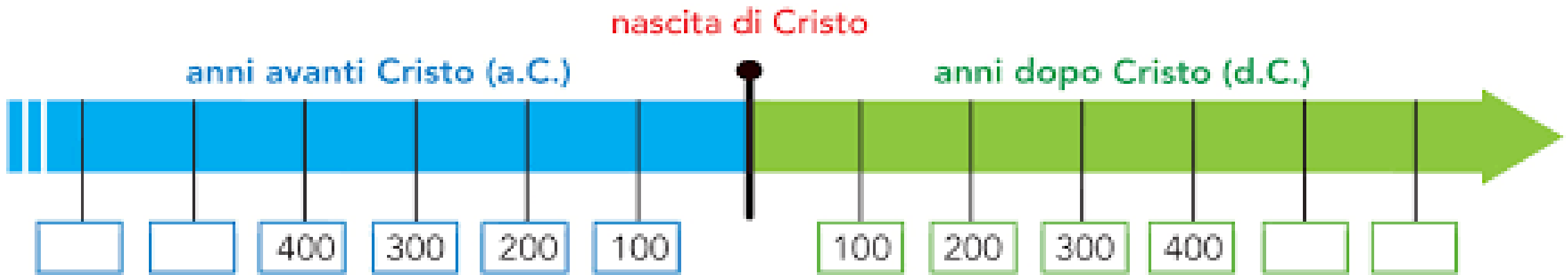
EUROPE  
ACADEMY



**F TOURISM & MARKETING**  
Josep Ejarque

# 1. The tourism development model

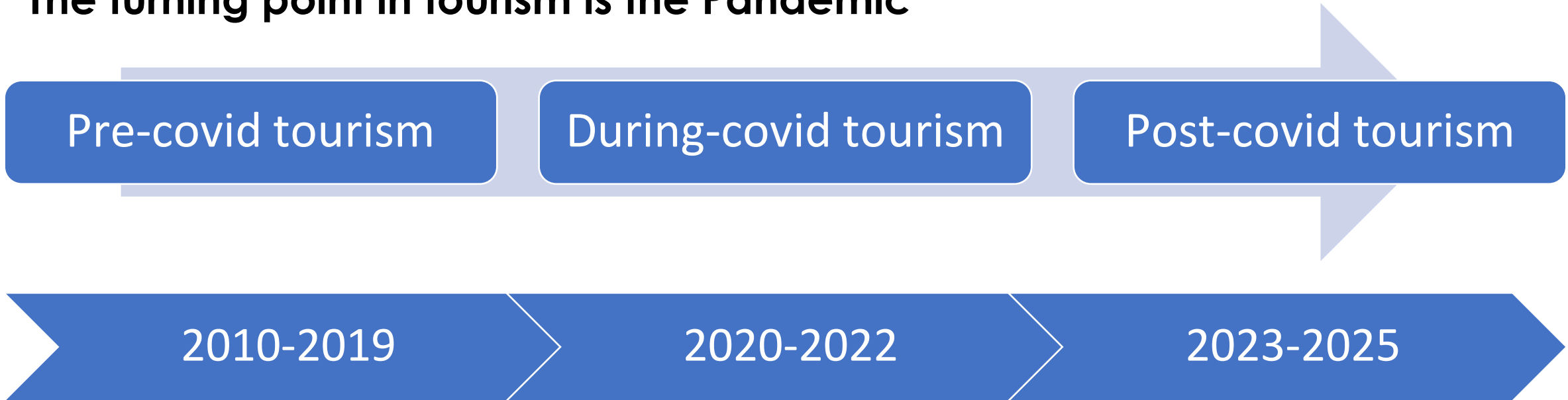
- The evolution of tourism is similar with the history of humanity
- History has a turning point



- In tourism the turning point is not Christ

# 1. *The tourism development model*

- **The turning point in tourism is the Pandemic**



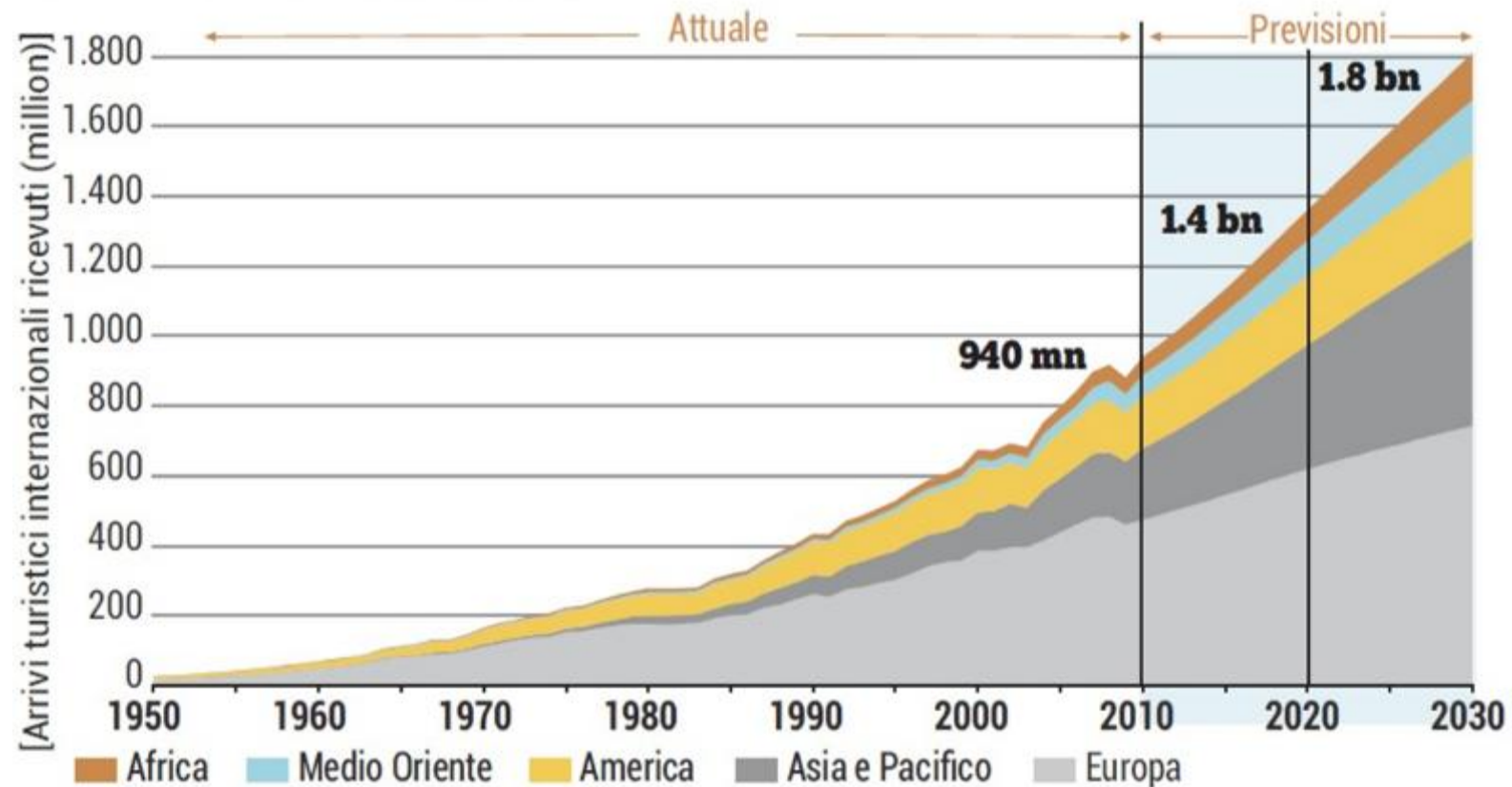
# 1. The tourism development model

- Tourist arrivals were growing rapidly

- Uncontrolled tourism development
- A true uncontrolled tourism explosion

## 2010-2030: IL VENTENNIO DEL RADDOPPIO DEI VIAGGIATORI

FONTE: WORLD TOURISM ORGANIZATION (UNWTO).



# 1. The tourism development model

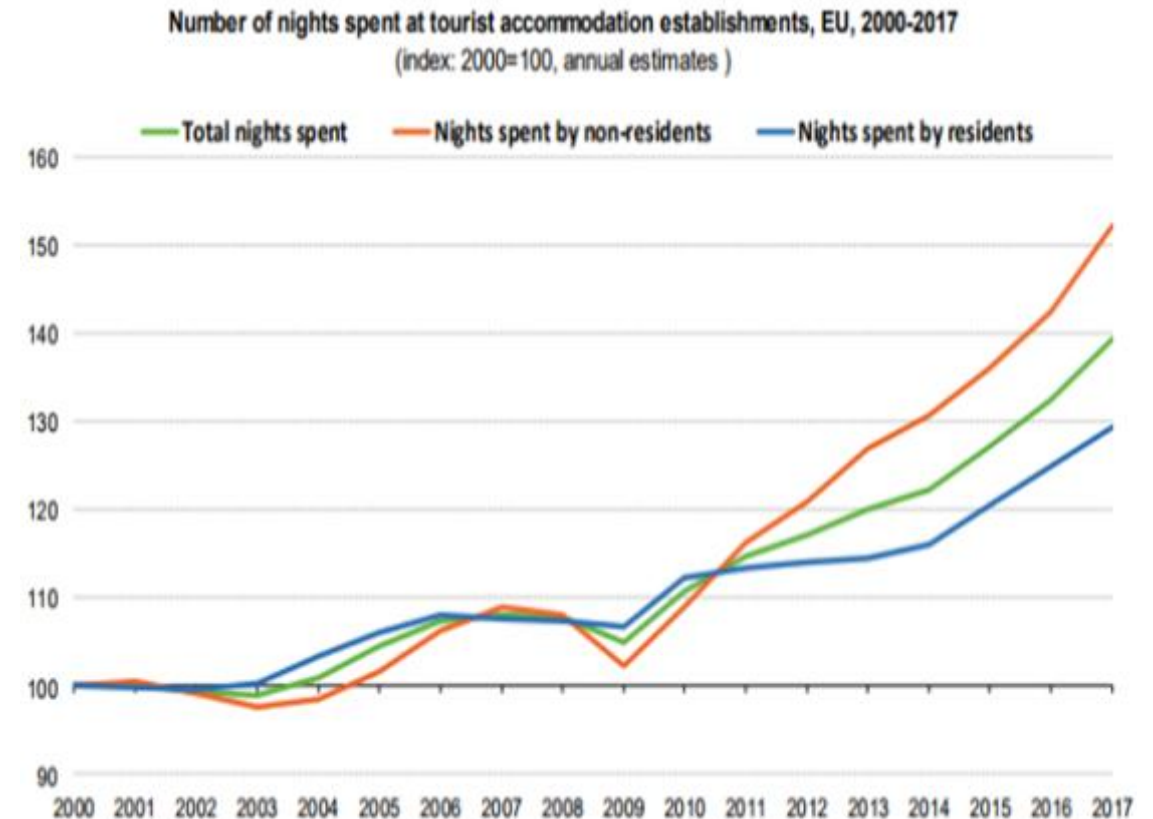
- A model of tourism development that has generated high revenues



- Tourism as a commodity
- Tourism as a democratic value



- Decrease in tourism added value
- Decrease in tourism value as an economic activity

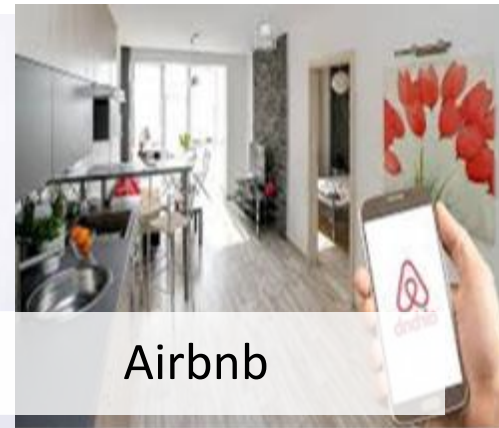


EU aggregate estimated for the purpose of this publication using available data.

# 1. The tourism development model

## The causes of commoditization

- New tourism business models
- Disrupting new player
- Explosion in home accommodations



# 1. The tourism development model

- A Fordist tourism development model based on volume
- Promoted by local administrations and local economic associations



**Theory: greater volume of tourists = greater economic impact on the destination**

# 1. The tourism development model

## Consequences:

- Overtourism
- Gentrification
- Street food explosion
- Increase in destination management costs
- Business model transformation
- Average ticket reduction
- Creation of «grey» accommodation offer
- Crowding
- Decrease in local housing rental offer

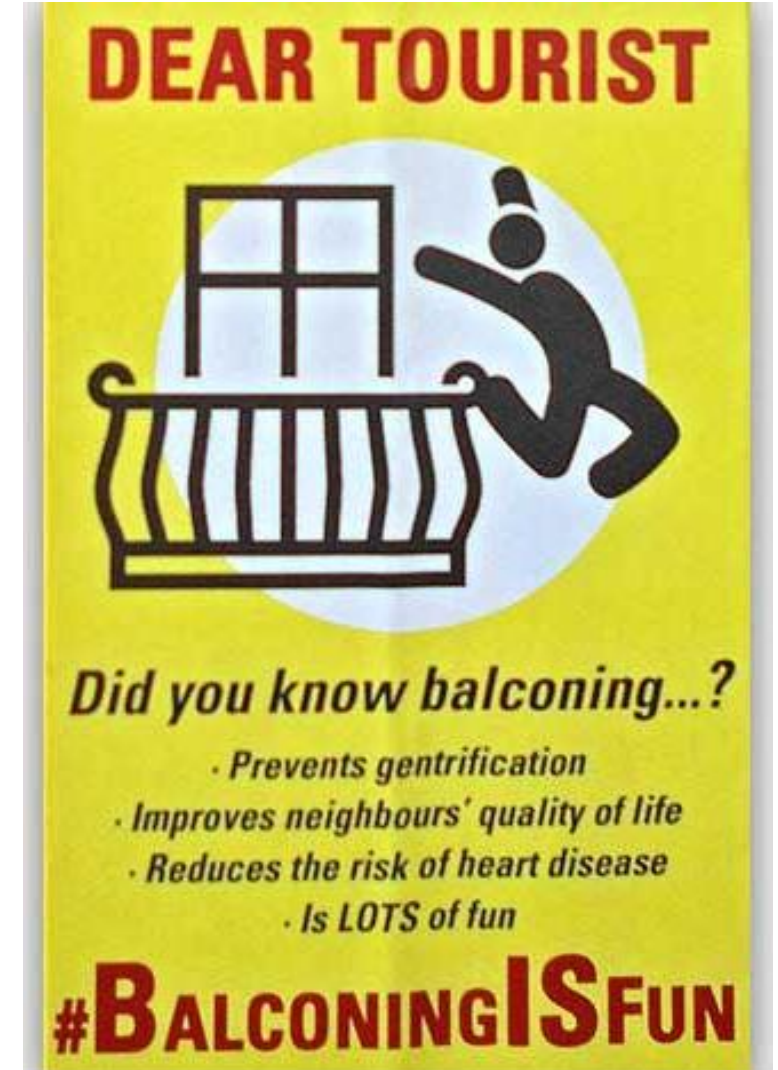


# 1. The tourism development model

Consequences in destinations:

Above all...

- Citizen refusal
- Loss of life quality for residents



# 1. The tourism development model

- Consequences in destinations on the tourist offer:



- Decreased differentiation between destinations
- Standardization of tourism offer
- Proliferation of not regulated accommodation
- Loss of identity and personality

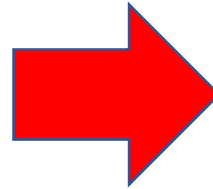
## 2. The watershed in tourism model

### A new risk: Revenge Tourism



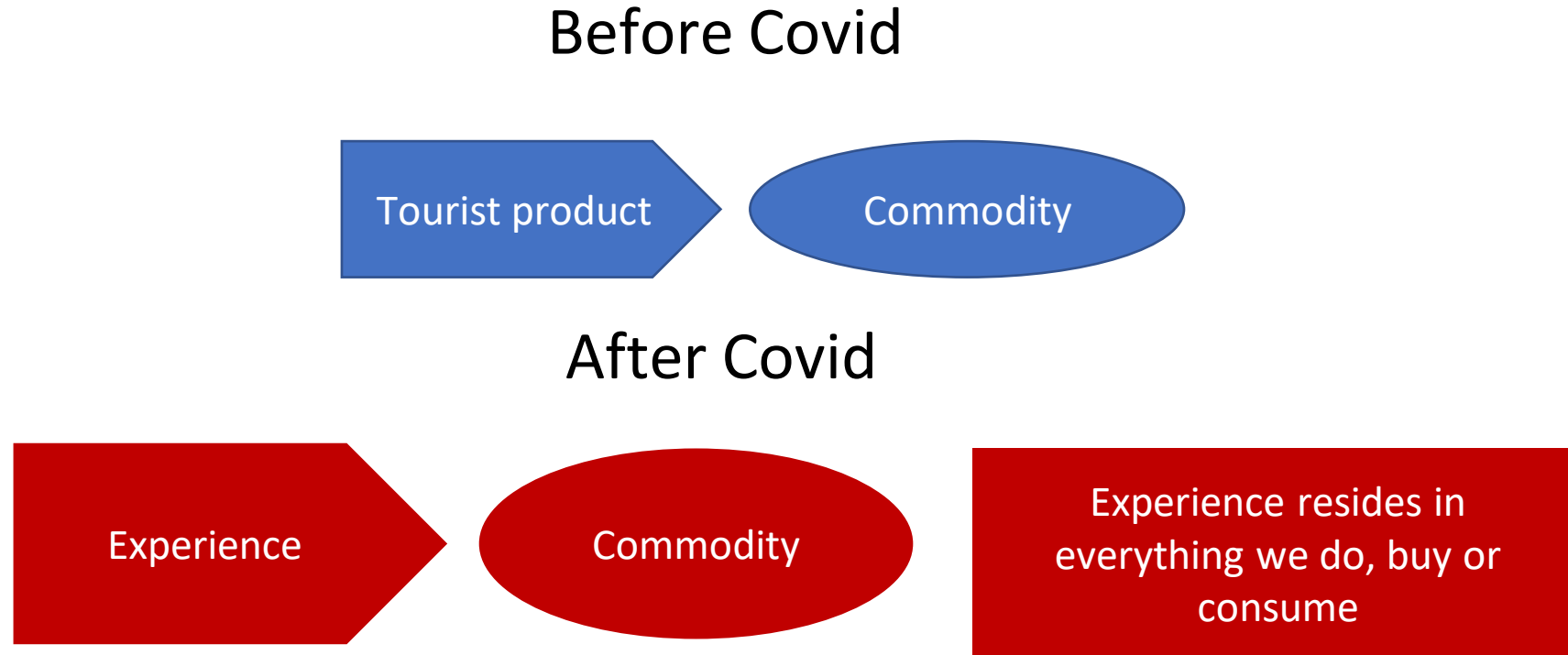
Estate 2022: numeri da pre-covid e revenge tourism

*Josep Ejarque*  
F Tourism & Marketing



## 2. The watershed in tourism model

### Evolution of tourism offer



**Experience in tourism is now a commodity**

## 2. The watershed in tourism model

### Evolution of tourism demand

#### Post Covid

Tourism demand for experiences  
has given way to the demand for  
value



From offering experience to  
communicating our values



Turismo Illes Balears  @TurismeBalears · 2h

Hacer turismo no implica hacer daño al medioambiente. 🙌 Es decir, no te lleves naturaleza de recuerdo y escucha los consejos de las personas que habitan en la zona. #EITurismodelFuturo



## ***2. The watershed in tourism model***

### **Evolution of tourism demand**

From Where Tourism



To Why Tourism



## 2. The watershed in tourism model

The evolution that tourist destinations must make



## ***2. The watershed in tourism model***

### **Values demanded by tourism demand**

- **Sustainability**
- **Natural environment**
- **Equity / inclusion**
- **Authenticity**
- **Self well-being**
- **Well-being**
- **Safety**
- **Respect**
- **Intimacy**
- **Nearness**
- **Atmosphere**
- **Environment**
- **Personalization**

**We have moved from supply tourism to demand tourism**

## 2. The watershed in tourism model

Today tourists are less and less a "tourist" and more and more a "temporary local" looking for an emotional connection with experiences and places based on their interests, relationships and authenticity



Local Food



Locale small businesses



Off the beaten path

### 3. *The regeneration of tourism model*

Sustainability determines the attractiveness of the destination:

DAL TURISMO COME COMMODITY



AL TURISMO DI VALORE



Prezzo come determinante



Benefici come valore

### ***3. The regeneration of tourism model***

The new scenario generated by the transformation of demand:

- From “tourism of where” to “tourism of why”
- From mass tourism to respectful mass tourism
- From tourism in a price market to competition based on value
- From invasive tourist consumption to sustainable tourist consumption
- From tourism as entertainment to conscious tourism



### 3. The regeneration of tourism model

#### The challenge for tourist destinations



### ***3. The regeneration of tourism model***

#### **The challenge for tourist destinations: Regeneration of the tourism model**

- **Adapt to the ongoing transformation of demand**
- **Choose the desired placement and compare it with possible placements**
- **Modify the destination business model**

A destination is nothing more than a supply system that organizes the product-destination, to satisfy the needs of the demand, having a market as a reference and looking for a specific positioning.

#### **Business Model Mix**



### 3. The regeneration of tourism model

The challenge for tourist destinations:  
Regeneration of the tourism model



It establishes the pillars on which to build the business vision of the entire system:

It is the idea of what the destination is and what its business opportunities are

Key elements:

- Value propositions
- Product/products that the destination can produce
- Distribution channels of the value proposition
- The main product that attracts tourists
- Targets/markets

Ability to generate different, quality proposals, products and services, with identity and authenticity, to be perceived and consumed by potential tourists

### 3. The regeneration of tourism model

The new destination business model is based on:



Illegal accommodation control



Flow control



Excess management



Generation of tourism of value



Beneficial citizen-tourist relationship

## ***4. Destination Management strategies***

**The Key: Less promotion more management**

**Options:**

- **1. Destination specialization**
- **2. Closed number Destinations**
- **3. Contingent of tourist flows**
- **4. Countermarketing: discouragement**

## ***4. Destination Management strategies***

### **1. Destination specialization**

- ✓ **Concentrate efforts in certain markets or targets**
- ✓ **Privileging certain tourism products (niche) over others (mass)**
- ✓ **Promote the increase in the integral quality of the destination**

## 4. Destination Management strategies

### 4.1. Best practice

#### 1. Destination specialization: Ischia

Beds	8000/day
Inhabitants	19.600
Tourists	2.500/day
Visitors	3000-5000/day



## ***4. Destination Management strategies***

### ***4.1. Best practice***

#### **1. Destination specialization: Ischia**

**Ongoing strategies:**

- ✓ Product re-engineering: from thermal tourism to wellness & wellbeing tourism**
- ✓ Development new local operators networks (increasing quality)**
- ✓ Discourage tourist flows of low profitability: local quality criteria**

## 4. Destination Management strategies

### 4.1. Best practice

#### 1. Destination specialization: Ischia

##### Criticalities:

- Aging of the offer
- Product-destination in decline
- Massive tourist flows in summer
- Proximity tourists
- Loss of attractiveness
- Price war



## ***4. Destination Management strategies***

### ***4.1. Best practice***

#### **1. Destination specialization : Ischia**

##### **Strategies:**

- ✓ **Focus efforts on international markets and new targets**
- ✓ **Privileging certain tourism products (niche) over others (mass)**
- ✓ **Discourage tourist flows of low profitability**
- ✓ **New integrated products**

## ***4. Destination Management strategies***

### ***4.1. Best practice***

## **2. Closed Number destinations**

### **Strategies:**

- ✓ **Carrying capacity (theoretical vs convenient)**
  - ✓ **Limit accessibility**
  - ✓ **Reservation required**
  - ✓ **Destination not accessible by own means**
  - ✓ **High parking or access prices**
  
- ✓ **Control and penalties for irregular home accommodation**

## 4. Destination Management strategies

### 4.1. Best practice

## 2. Closed Number destinations: Amalfi

Starting situation

Beds	2500/day
Inhabitants	5.000
Tourists	6000-6.500/day
Visitors	11.000-18.000/day



## 4. Destination Management strategies

### 4.1. Best practice

## 2. Closed Number destinations: Amalfi

### Criticalities:

- Overcrowding
- Lack of housing / residential emigration
- Medium-low restaurant ticket
- Hotel rates 20-30% lower than the competition
- Noise and environmental pollution
- Closure of valuable shops
- Opening of «tourist» trade
- Citizen discontent



**Loss of value**

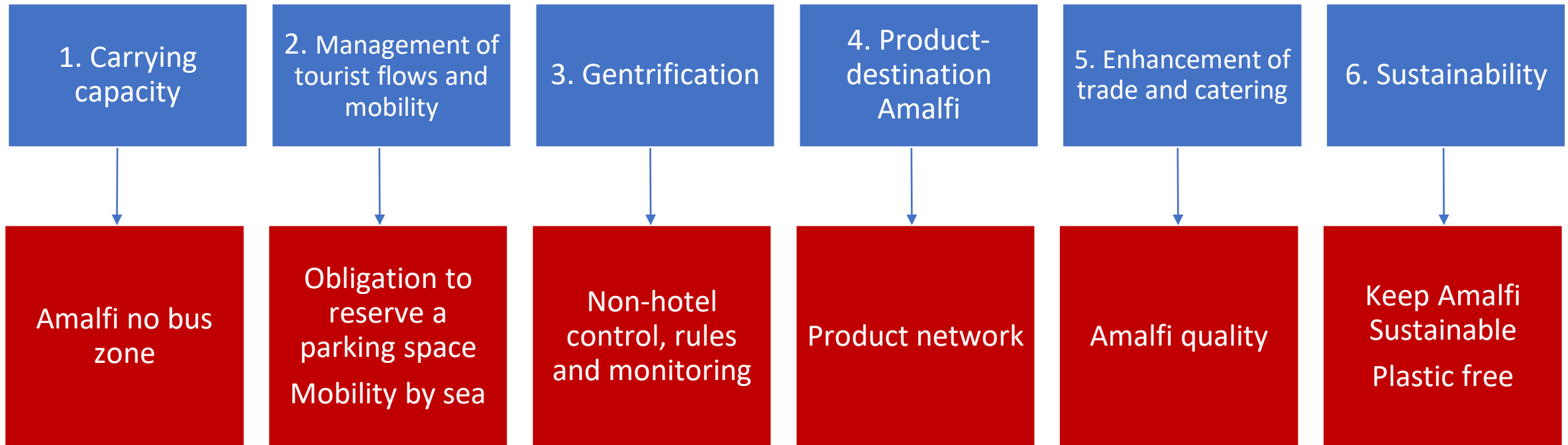


# 4. Destination Management strategies

## 4.1. Best practice

### 2. Closed Number destinations: Amalfi

#### Strategy:



## ***4. Destination Management strategies***

### ***4.1. Best practice***

## **3. Contingent of tourist flows**

### **Strategies:**

- ✓ **Carrying capacity (theoretical vs convenient)**
- ✓ **Reservation required**
- ✓ **Prohibition of accessibility**
- ✓ **Use of internal vehicles for mobility**
- ✓ **Zoning: Access restriction**
- ✓ **Diffusion of tourist flows to avoid concentrations**

## 4. Destination Management strategies

### 4.1. Best practice

## 3. Contingent of tourist flows: La Maddalena

Starting situation

Beds	3800/day
Inhabitants	10.000
Tourists	122.000/year



## 4. Destination Management strategies

### 4.1. Best practice

## 3. Contingent of tourist flows: La Maddalena

### Criticalities

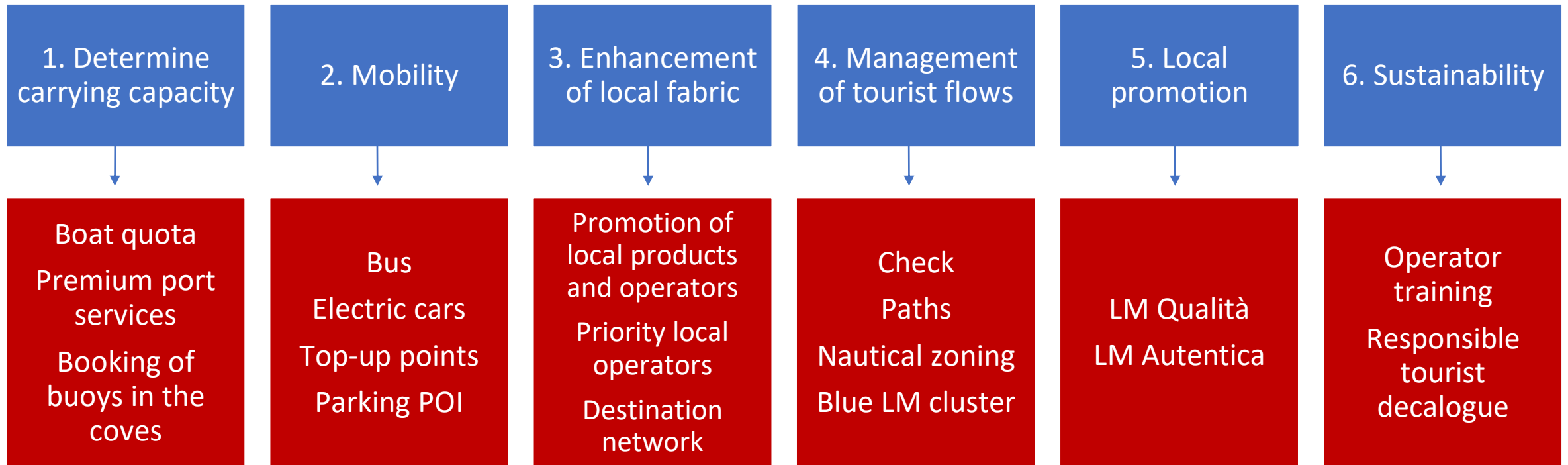
- Overcrowding of the Archipelago
- Excessive seasonality
- Marine area pollution and contamination
- Environmental risks
- Scarce effects on commercial fabric
- Outstanding value for money
- Loss of value



## 4. Destination Management strategies

### 4.1. Best practice

## 3. Contingent of tourist flows: La Maddalena Strategy:



# 4. Destination Management strategies

## 4.1. Best practice

ANSA.it › Sardegna › **Parco La Maddalena limita noleggio nautico ai non residenti**

### Parco La Maddalena limita noleggio nautico ai non residenti

Protesta di Confindustria contro la decisione dell'Ente

*Autorizzazioni navigazione nelle acque del Parco*

**NAVIGAZIONE ORMEGGIO TRANSITO** Per navigare nelle acque del Parco devi essere **autorizzato** e corrispondere un ticket. Tutte le info su **COSA FARE PER/AUTORIZZAZIONI**

**Cala Coticcio e Cala Brigantina**  
sono zone di rilevante interesse naturalistico (classificazione TA - tutela integrale)  
si può accedere solo con visita guidata autorizzata dal Parco  
trovi tutte le informazioni su **COSA FARE PER/ESCURSIONI INFO UTENTI**

**Budelli**  
La Spiaggia Rosa non si tocca!  
Chiusura integrale della spiaggia e dello specchio d'acqua di Cala di Roto. Limitazioni alla navigazione di fronte alla spiaggia rosa  
La Spiaggia del Cavaliere è protetta.  
Non si possono oltrepassare le cime posizionate a terra per proteggere sabbia e sistema dunale. Si può stare nella battigia, si può fare il bagno

### Citroën sbarca a La Maddalena con una flotta elettrica

Un progetto per la mobilità sostenibile dell'isola sarda

Redazione ANSA ROMA 29 GIUGNO 2022 10:56



**Acqua più pulita nei porti di La Maddalena: arrivano 3 Seabin**

## ***4. Destination Management strategies***

### ***4.1. Best practice***

## **4. Countermarketing: discouragement**

### **Strategies:**

- ✓ **Enter high tourist tax**
- ✓ **Prioritize tourists over visitors**
- ✓ **Reservation required**
- ✓ **Tickets required to access**

## 4. Destination Management strategies

### 4.1. Best practice

## 4. Countermarketing: discouragement: Venice

Starting situation

Beds	43.426 day
Inhabitants	262.000
Tourists	1.583.000/year



## 4. Destination Management strategies

### 4.1. Best practice

#### 4. Countermarketing: discouragement: Venice

##### Criticalities

- Overcrowding
- Disneyfication
- Gentrification
- Pollution and Contamination
- Environmental risks
- Loss of value
- Closure of local shops
- Increase china & bangladesh souvenirs



## 4. Destination Management strategies

### 4.1. Best practice

#### 4. Countermarketing: discouragement: Venice

##### Strategy:

- From 2023 Venice will be limited in number
- To access you need to purchase a ticket online
- The center will be closed by turnstiles
- Mandatory booking via an app
- Tourist tax will vary depending on the day





***Thank you***  
***for you attention***