

PROFESSIONAL DESTINATION MANAGEMENT TRENDS AND ISSUES

Alastair M. Morrison

Introduction to destination management

History of destination management

Destination management and destination marketing are terms that are used interchangeably by practitioners and academics. The initial mention of destination marketing was in Gartrell's (1988) pioneering book and he states that the first convention bureau was established in 1896 in Detroit (p. 4). Destination management is a somewhat newer phenomenon in tourism; Heller (1996) was among the first to use the term destination management in the academic literature. Table 24.1 is an approximate historical timeline of major developments (events and influential publications) in destination management.

Table 24.1 Historical timeline of major events and publications in destination management

Years	Events and authors	Details and titles
19 th century	First convention bureau established in USA	Detroit, Michigan
1914	New DM organization created	International Association of Convention Bureau
1988	Gartrell book published	<i>Destination marketing for convention and visitor bureaus</i>
1989	Burke & Lindblom article in Journal of Travel research	<i>Strategies for evaluating direct response tourism marketing</i>
1990s	IACVB launched certification program	Certified Destination Management Executive (CDME)
1996	Heller article in Journal of Vacation	<i>Designing a tourism marketing</i>

	Marketing	<i>assessment for San Antonio, Texas</i>
2000	Buhalis article in Tourism Management	<i>Marketing the competitive destination of the future</i>
2000	Gretzel, Yuan, & Fesenmaier article in Journal of Travel Research	<i>Preparing for the new economy: Advertising strategies and change in destination marketing organizations</i>
2003	Ritchie & Crouch book published	<i>The competitive destination: A sustainable tourism perspective</i>
2003	Dwyer & Kim article in Current Issues in Tourism	<i>Destination competitiveness: Determinants and indicators</i>
2005	Blain, Levy, & Richards article in Journal of Travel Research	<i>Destination branding: Insights and practices for destination management organizations</i>
2005	International Association of Convention and Visitors Bureaus changed name	Destination Marketing Association International (DMAI)
2005	DMAI launched accreditation program	Destination Marketing Accreditation Program (DMAP)
2006	Fyall & Leask article in Tourism & Hospitality Research	<i>Destination marketing: Future issues, strategic challenges</i>
2007	Pritchard, Morgan & Pride book published	<i>Destination branding: Creating the unique destination proposition</i>
2007	UNWTO book published	<i>A practical guide to tourism destination management</i>
2007	Beritelli, Bieger, & Laesser article in Journal of Travel Research	<i>Destination governance: Using corporate governance theories as a foundation for effective destination management</i>
2008	Ford & Peeper book published	<i>Managing destination marketing organizations</i>
2010	Pollock paper published	<i>Speculation on the future of destination marketing organizations (DMOs)</i>

2011	Wang & Pizam edited book published	<i>Destination marketing and management: Theories and applications</i>
2012	New dedicated journal launched	<i>Journal of Destination Marketing & Management</i>
2013	Morrison book published	<i>Marketing and managing tourism destinations</i>
2014	Destinations International launched analysis of future of DMOs	<i>Destination NEXT Futures Study</i>
2014	Pike & Page article published in Tourism Management	<i>Destination marketing organizations and destination marketing: A narrative analysis of the literature</i>
2018	Gursoy and Chi edited a handbook on destination marketing Gowreesunkar et al. book chapter	<i>Routledge handbook of destination marketing</i> <i>Destination marketing organisations: Roles and challenges</i>
2018	Gardiner & Scott article published in Journal of Destination Marketing & Management	<i>Destination innovation matrix: A framework for new tourism experience and market development</i>
2019	Kozak & Kozak edited book published	<i>Tourist destination Management: Instruments, products, and case studies</i>
2022	European Cities Marketing changed its name	Cities Destination Alliance

Note: This is only a partial account of key events and influential publications. Many other valuable contributions were made during this time period.

At the time of writing, therefore, the destination marketing term has been in use for around 35 years, and destination management for approximately 27 years. It can be argued that there still remains confusion about the differences between destination management and

destination marketing. Even some of the major industry groups are perpetuating this confusion; however, there is a growing acceptance that destination management is a multi-role profession that is not limited to just marketing.

From the academic publishing viewpoint, the volume of publishing on destination management and destination marketing is steadily growing. This trend is shown in Table 24.2, with the majority of publications being in the last ten years.

Table 24.2 Academic publishing on destination management and destination marketing

Topic	Article title, abstract, keywords (all)	Article title, abstract, keywords 2013-2022	Article title only (all)	Article title only 2013-2022
Destination management	1,629 (100.0%)	1,281 (78.6%)	271 (100.0%)	201 (74.2%)
Destination management organi(s)zation	530 (100.0%)	436 (82.3%)	67 (100.0%)	50 (74.6%)
Destination marketing	1,678 (100.0%)	1,167 (69.5%)	332 (100.0%)	203 (61.1%)
Destination marketing organi(s)zation	541 (100.0%)	400 (73.9%)	50 (100.0%)	34 (68.0%)

Note: Based on a Scopus search, 8 April, 2022 (Author calculations).

Definitions of destination management

Destination management is “*the coordinated management of all the elements that make up a tourism destination (attractions, amenities, access, marketing and pricing)* (UNWTO, 2007).

Another definition of destination management is provided by Morrison (2019) as:

Destination management is a professional approach to guiding all of the efforts in a place that has decided to pursue tourism as an economic activity. Destination management involves coordinated and integrated management of the destination product (attractions and events, built facilities, transportation, infrastructure, and service quality and friendliness). Destination management organisations (DMOs) are teams of tourism professionals that lead and coordinate all tourism stakeholders. Effective destination management involves long-term tourism planning and continual monitoring and evaluation of the outcomes from

tourism efforts.

These two definitions emphasise the role of the DMO as a coordinator of tourism stakeholders and that these organisations have multiple functions. It is noticeable again that they view a DMO as doing considerably more than marketing.

Recent trends for destination management

Destination management is experiencing many trends globally and locally. The catalysts for these trends are external (such as changing customer demands and advancing technologies) and internal (including greater desire for partnering and requirements for more effective governance). Table 24.3 presents a listing of 25 current trends and their catalysts.

Table 24.3 Recent trends for destination management

Trends	Catalysts or factors causing trends
1. Greater industry, community and government alignment is driving destination competitiveness and brand	Partnering and collaboration; multi-stakeholder; branding
2. Customers are increasingly seeking a unique, authentic travel experience	Customer demands; authenticity, experiences
3. Content creation and dissemination by the public across all platforms drives the destination brand and experience	Technology; content creation
4. Video becomes the new currency of destination marketing and storytelling	Technology; video, storytelling
5. Travelers are demanding more personalized information, control and interaction	Customer demands; information; control; interaction
6. Travelers are seeking more personal enrichment and wellbeing	Customer demands; well-being; enrichment
7. Social media's increasing prominence in reaching the travel market	Technology; social media
8. Mobile devices are becoming the primary engagement platform for travelers	Technology; mobile
9. Customers increasingly expect highly curated and customized destination content	Customer demands; content; curation

10. Travelers want assurances of high standards of cleanliness and hygiene	Customer demands; safety and cleanliness
11. Better data management platforms are helping optimize strategy	Technology; data
12. Air access to a destination is key factor in attracting business travelers	Air access
13. The destination brand is a more important factor for choosing a destination	Destination branding; destination selection
14. Greater demand for more dynamic outdoor experiences	Customer demands; outdoor experiences
15. Business event customers are looking for better collaboration with destinations to achieve greater business outcomes	Partnering and collaboration; business events and destinations
16. New data management platforms provide 360-degree view of customers and marketplace	Technology; data management
17. Geotargeting and localization becoming more prevalent	Technology; localization and geotargeting
18. Organizations are increasingly developing strategic alliances across multiple economic sectors to leverage resources	Partnering and collaboration; strategic alliances; multi-sector
19. Governments approaching tourism from an integrated, multi-departmental perspective focused on economic development	Partnering and collaboration; public sector
20. Risk management now a top priority	Risks and crises
21. Venues are making significant investments in hygiene and spacing protocols	Safety; venues
22. More communities are aware of importance of tourism to local economy and job growth	Economic development and awareness; communities
23. COVID-19 dramatically accelerated e-commerce	Technology; COVID-19
24. Governments are more aware of the visitor	Economic development and awareness;

economy's impact on jobs, tax base and the overall economy	public sector
25. Increasing importance of transparency and building partnerships to secure business to a destination	Governance; partnerships

Source: Destinations International. (2022).

An analysis of the catalysts in Table 24.3 indicates that the three principal ones are technology, customer demands, and partnering and collaboration. While Table 24.3 provides a comprehensive, excellent list of recent trends, there is at least one major trend that is missing and that is the increasing emphasis being given by DMOs to social and environmental responsibility. According to a major tourism consulting firm, “*contrary to popular belief, the overall objective for a DMO isn't only to bring more tourists to the destination. It is to make tourism more sustainable and thus enjoyable for visitors for years to come*” (Hartog, 2021). This is a topic that will be raised again later in the chapter in the discussions of the SDGs and future trends.

Roles and competencies of professional destination management

Figure 24.1 shows eight roles of destination management, and these are the ones recommended for all DMOs, whether run by governments or not. These have been articulated by UNWTO (2007) and Morrison (2019, 2023). A brief description of each of the roles follows:

Roles of destination management



Figure 24.1 Roles of destination management (author).

Leadership, governance, and coordination. DMOs set the agenda for tourism and coordinate all stakeholder efforts toward achieving the destination vision, goals and objectives. DMOs are the leaders for the tourism sector in their areas. They must follow good governance principles especially in terms of accountability and transparency.

Partnership and team-building. DMOs must collaborate with other organisations and individuals in their areas. They need to encourage cooperation among government agencies and within the private sector and establish partnerships to attain specific goals and objectives. DMOs achieve much more when they work in tandem with others.

Community and stakeholder relationships and involvement. It is crucial that community residents are supportive of tourism and know about its contributions as an economic sector. (They also must be fully apprised of potential negative impacts of tourism). DMOs need to involve local community leaders and residents in tourism and continuously monitor resident attitudes. DMOs must frequently communicate and engage with stakeholders and community residents.

Planning and research. Typically, DMOs play the lead role in tourism planning and research. They must ensure that the planning and research is completed to achieve the destination vision, goals and objectives. DMOs need to view research as a strategic investment.

Product development. DMOs are not usually involved in physical tourism development; however, they are required to oversee tourism development planning to ensure the appropriate development of physical products and services. All aspects of destination products need to be considered, including tangible and intangible.

Marketing, branding, and communications. DMOs should lead the efforts to create destination positioning and branding, select the most appropriate markets, and communicate the destination. This includes marketing planning, market research, market segmentation, marketing strategy, marketing plan, integrated marketing communications (IMC), and marketing control and evaluation. DMOs are now putting more emphasis on e-marketing.

Visitor management. DMOs must monitor and manage visitors in different ways and mostly when they are within the destinations. A main concern is for resource protection within natural areas and cultural-heritage attractions. Visitor management has implications for the visitors, especially to ensure their safety and security. Also, there are economic yield reasons for considering visitor volumes and mixes. The most important lesson learned from the COVID-19 pandemic is that visitor management is needed to better balance economic goals and environmental and social-cultural priorities.

Crisis management: The COVID-19 pandemic should have convinced DMOs to be more actively involved in crisis management and to develop crisis management plans. PATA (2003) suggested that crisis management planning should cover the 4 Rs of reduction, readiness, response, and recovery. Reduction is detecting the early warnings and identifying crises in their very early stages. Readiness is being ready with prepared crisis management plans. Response is the implementation of operational plans during a crisis. The recovery stage is when the DMO and destination stakeholders attempt to recover to normal as before or better.

Marketing, branding, and communications have been the traditional core roles for DMOs for more than 100 years (Gartrell, 1988; Grimaldi, 2016). Gradually, however, DMOs have realised that other responsibilities must be assumed and particularly for product development and community and stakeholder relationships. Additionally, there is a need for better governance, including accountability and transparency. The emergence of overtourism, combined with increased safety and security concerns (even before the pandemic), accentuate the need for visitor and crisis management.

DMOs have done a less-than-average job of creating public awareness of their value and

existence. This situation was recognised by Destinations International and was the inspiration for the association’s DestinationNEXT futures studies (Destinations International, 2022a). Extending the roles of DMOs beyond just marketing and branding is essential in creating greater public recognition and acceptance of DMOs.

The eight roles of destination management provide a solid foundation for the specification of professional competencies. The professional competencies must be a close match to the roles of DMOs. Globally, there is not yet a standard set of competencies for destination management. This is attributable to a number of reasons including the fact that it is a rather new and often unrecognised profession. The variability in DMO structures and reporting responsibilities is a second reason. There is a lack of a broad consensus on the roles of DMOs as well, and that would represent the basic foundation for specifying the professional destination management competencies. A suggested list of competencies is provided in Table 24.4.

DMO roles	Skills and competencies
Leadership and coordination	<ul style="list-style-type: none"> ▪ Management ▪ Team-building
Planning and research	<ul style="list-style-type: none"> ▪ Tourism planning ▪ Urban and regional planning ▪ Statistics and market research
Product development	<ul style="list-style-type: none"> ▪ Financial analysis ▪ Architecture and landscape architecture ▪ Urban and regional planning
Marketing, branding, and communications	<ul style="list-style-type: none"> ▪ Marketing ▪ Brand development and management ▪ Sales ▪ Advertising ▪ Public relations and journalism ▪ Digital marketing
Partnerships and team-building	<ul style="list-style-type: none"> ▪ Management ▪ Team-building ▪ Negotiation
Community and stakeholder relationships and involvement	<ul style="list-style-type: none"> ▪ Capacity building ▪ Community-based tourism
Visitor management	<ul style="list-style-type: none"> ▪ Management ▪ Public relations ▪ Capacity measurement ▪ Experience design ▪ Protected area management ▪ Crisis and disaster management
DMO administration	<ul style="list-style-type: none"> ▪ Human resource management ▪ Financial administration ▪ Fundraising

Table 24.4 Competencies for professional destination management (author)

Trade associations, governmental agencies (e.g., UNWTO), and NGOs are the main instigators of the growth in professional destination management. These initiatives include

Destination International's *Destination Marketing Accreditation Program* (DMAP) with its accreditation standards (Destinations International, 2022b) and the Certified Destination Management Executive (CDME) credential (Destinations International, 2022c). While not completely covering all the eight destination management roles, these two initiatives in North America are helpful in identifying the scope of the profession and what DMOs and their executives should be doing. The CDME is a certification programme for individual professionals, although Destinations International calls it a credential.

Another pioneering effort in professional destination management capacity-building and training was conducted in Indonesia with assistance from Swisscontact, the international development agency (NGO) of Switzerland. This resulted in modules being developed and tested on *Community Relationships and Involvement; Crisis and Disaster Management for Destinations and DMOs; Destination and DMO Leadership and Coordination; Destination Marketing and Promotion; Destination Research and Information; Governance and Finance for DMOs; Human Resource Management for DMOs; Introduction to Destination Management; The Management of Visitors at Destinations; and Tourism Destination Planning*.

Issues and challenges

The following quote sums up one of the major challenges facing DMOs in the future – “*the need and legitimacy of destination management organisations (DMOs) are increasingly questioned*” (Reinhold, Beritelli, & Grünig, 2019). Another quote from the practitioner side questions the longer-term sustainability of DMOs in their present form - “*the current DMO model (in the U.K.) is unsustainable for many organisations – particularly for those that rely heavily or entirely on subscriptions and funding from the private sector*” (Stafford, 2021). The COVID-19 magnified DMO issues and challenges; however, most of the issues and challenges existed well before the pandemic as several academic scholars discussed (e.g., Fyall & Leask, 2006; Gretzel et al., 2006; Morrison, 2019; Pollock, 2009). There is a need to unpack the reasons for the uncertainty surrounding the future of DMOs and now some of these are reviewed:

Funding and governance

Securing operating funds is a perennial issue for DMOs and this issue was exacerbated by the COVID-19 pandemic in 2020-2022. The health crisis and the drop in hotel and tourism revenues forced many DMOs to furlough or lay off staff members (Destinations

International/NorthStar Meeting Group, 2020; Schoening, 2020). The governance side of this issue is that DMOs are often seen as not being accountable and transparent enough, e.g., absence of visible KPIs or performance measurement (Llewellyn McLaren Consulting, 2021).

Visibility and public recognition

As mentioned earlier, these organisations do not have high recognition by the general public and are not particularly visible within their own communities. Traditionally, they focussed communication efforts outside of their destinations. They are often confused with chambers of commerce and other business associations.

Myopia

There is a significant level of myopia within the DMO profession that their scope of responsibility is limited to just marketing, branding, and communications. Ironically this was the basis for the establishment of the first DMOs; today, it is a major criticism levelled against DMOs.

Overtourism

The coining of the term overtourism is attributed to Skift and its founder, Rafat Ali (Ali, 2018). This occurs when there are excessive numbers of tourists at a specific destination that result in negative impacts of all types on the community involved (Dodds & Butler, 2019). A research study based on Barcelona categorised DMOs as having tourism-philia, meaning pushing the economic benefits of tourism while not revealing the negative effects (Zerva et al., 2019). This connects with the earlier comment on myopia within some DMOs. The narrow conception on a DMO's role is reflected in the following definition of a destination management organisation: "*A destination management organization (DMO) is an organization whose primary function is to attract visitors for the purpose of enhancing the local economy through purchase of room nights, food and beverage, retail items, transportation or visitor services*" (Travel Oregon, 2022).

Villeneuve (2021) presents an opposing view of the DMO saying that "*DMOs can vary in their official names (visitors bureau, tourist boards, organization of tourism, chambers of commerce) and geographic competence (local, regional, national, or multi-country) but they all have a pivotal role to play in sustainable tourism management*".

Technology

As highlighted in Table 24.3, technological advances are the major recent trend affecting destination management. Hays, Page, & Buhalis (2013) reviewed the engagement on social

media platforms by DMOs and saw the benefit of using such technologies as traditional fundings sources were becoming more limited. User-generated content uploaded online can become a reservoir of crucial data (big data) for DMOs and can be built into a destination quality control system (Pan, MacLaurin, & Crotts, 2007). More recently, Gretzel (2022) has put forward six smart DMO functions in mobilizing, match-making, managing, sensing, shapeshifting and stewardship as part of smart tourism governance that are partly, not wholly, supported by technology.

Consolidation

Communities have multiple agendas and not just tourism. They want to attract all forms of investment and quality human talent, as well as being more sustainable and better places to live. One of the future challenges for DMOs is that they may be consolidated into other agencies for cost-saving or strategy reasons. The coupling of tourism with film development is already happening and other such combinations are likely to continue in the future. Another instance is the absorption of the former China National Tourism Administration into the Ministry of Culture and Tourism. There is a potential danger that tourism will receive lesser priority when integrated into organisations with broader portfolios of responsibilities.

Creativity and innovation

There has been a tendency for DMOs to try to maintain the status quo and to closely guard existing budgets and activities. Most DMO managers follow a “stay as we are” strategy as this is the most efficient, safest and least controversial approach (Gardiner & Scott, 2018, p. 122). The challenge for DMOs is that they must change in the future due to a mixture of external and internal factors.

Stakeholder interests and roles

The main stakeholders for destination management are tourists, tourism operators and organisations, community residents, government, and NGOs and the environment. As Table 24.3 suggests, DMOs are reaching out more to form partnerships with traditional and non-traditional stakeholders and this implies that stakeholders will be more engaged with DMOs in the future. This is opening up many more opportunities for co-creation involving DMOs with their stakeholders. A more detailed itemisation of stakeholder roles and initiatives with DMOs and destination management is given in Table 24.5.

Stakeholders	Roles and initiatives
Tourists	<ul style="list-style-type: none"> • Co-create tourism experiences with DMOs • Engage in crowdsourcing of materials with DMOs • Participate in environmentally oriented initiatives with DMOs
Tourism operators and organisations	<ul style="list-style-type: none"> • Co-create tourism experiences with DMOs • Provide inputs and recommendations to DMOs • Serve on DMO Boards of Directors • Financially support DMOs
Community residents	<ul style="list-style-type: none"> • Co-create tourism experiences with DMOs • Engage in crowdsourcing of materials with DMOs • Participate in environmentally oriented initiatives with DMOs • Serve on DMO Boards of Directors • Provide inputs and recommendations to DMOs
Government (public sector)	<ul style="list-style-type: none"> • Provide DMO funding • Develop policies in support of tourism and DMOs • Assist DMOs with planning and research • Provide industry training for DMOs
NGOs and the environment	<ul style="list-style-type: none"> • Engage with DMOs in pro-environmental programmes • Prepare guidelines for protection and conservation of natural areas

Table 24.5 Roles and initiatives of stakeholders with DMOs and destination management

Potential contributions to SDGs

There are several calls for DMOs to be active agents in the achievement of the UN's Sustainable Development Goals (e.g., Bowen & Sotomayor, 2022; Morgan, 2021; Rivera et al., 2021; UNWTO, 2018). Table 24.6 shows suggested potential contributions of DMOs to the achievement of the SDGs.

SDG numbers and titles	SD goal explanations	DMO potential contributions to SDGs
SDG 1. No poverty	End poverty in all its forms everywhere	Supporting pro-poor tourism and community-based tourism programs
SDG 2. Zero hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Encouraging food waste recycling by restaurants that feed the hungry
SDG 3. Good health and well-being	Ensure healthy lives and promote well-being for all at all ages	Encouraging local residents and tourists to improve lifestyles and wellbeing
SDG 4. Quality education	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Providing training and education on tourism for community residents
SDG 5. Gender equality	Achieve gender equality and empower all women and girls	Supporting women-owned and managed tourism enterprises
SDG 6. Clean water and sanitation	Ensure availability and sustainable management of water and sanitation for all	Encouraging reductions in the use of water
SDG 7. Affordable and clean energy	Ensure access to affordable, reliable, sustainable and modern energy for all	Encouraging the use of alternative and clean energy sources
SDG 8. Decent work and economic growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Supporting community-based and pro-poor tourism businesses and projects
SDG 9. Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Encouraging the wise use of infrastructure in a sustainable manner Advocating sustainable tourism developments
SDG 10.	Reduce inequality within and among	Discouraging all forms of

Reduced inequalities	countries	discrimination Being an equal opportunity employer
SDG 11. Sustainable cities and communities	Make cities and human settlements inclusive, safe, resilient and sustainable	Encouraging sustainable actions and initiatives within urban areas
SDG 12. Responsible consumption and production	Ensure sustainable consumption and production patterns	Purchasing and consuming responsibly
SDG 13. Climate action	Take urgent action to combat climate change and its impacts	Reducing carbon footprints
SDG 14. Life below water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Encouraging the following of environmental guidelines and protocols in water
SDG 15. Life on land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Encouraging the following of environmental guidelines and protocols on land
SDG 16. Peace, justice and strong institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Advocating peace and harmony Being an effectively governed organisation
SDG 17. Partnerships for the goals	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Co-creating innovations and projects that support achievement of the SDGs

Table 24.6 Potential contributions of DMOs to SDGs

Future trends for DMOs and destination management

Several commentators are predicting turbulent times ahead for DMOs in the next ten years and beyond, and the future challenges are already highlighted in this chapter. While it is acknowledged that there are now fears for the survival of DMOs, it must be asked how did these organisations manage to exist for more than 100 years? (Gartrell, 1988; Grimaldi, 2016). The answer that seems to have been forgotten by many academics is that DMOs have already been flexible and changed with different circumstances (e.g., broadening focus beyond business events, adapting to e-marketing).

There are future trends on the horizon that will call upon DMOs to be flexible once again and change to be effective and sustainable. Some of these future trends are now highlighted:

Changing workforce

As more members of Generation Z gain employment in DMOs, there could be a sea change in attitudes about organisational roles and responsibilities. This cohort of younger employees will demand that DMOs strictly follow social responsibility guidelines, for example.

Increasing organisational consolidation and integration

Place marketing and branding are receiving more attention in practice and in the academic literature. Destinations are becoming increasingly engaged in attracting inward investment, human talent, creative industries, university and other students, and major events. DMOs are increasingly targets for consolidation into integrated multi-sector economic development agencies. This consolidation of place marketing and branding entities seems inevitable in the difficult economic times ahead.

Digitalisation of marketing

DMOs have moved toward e-marketing since the late 1990s and digital is fast becoming a major part of what they do. This will continue and be the primary way that DMOs communicate with all audiences, especially through social media platforms and mobile devices.

Funding sources

The funding of DMOs was flagged earlier as a traditional issue and challenge that became

even worse as a result of COVID-19. Staff costs are the major expenditures, and it is very likely that many DMOs will have to make do with lower budgets than they have been accustomed to. For example, full-time jobs set in offices may be replaced by contract work done from home.

More DMO partnering and collaboration

Greater collaboration and more partnerships among DMOs and other entities seem to be highly likely and needed. DMOs will increasingly be sharing resources to achieve common goals and desired outcomes. As suggested by Ford and Peeper (2008), associations that are active in destination management will need to work more collaboratively in the future to support the efforts of DMO practitioners.

New DMO business models

Many DMOs will have to make radical changes in their business models in the future (DestinationNEXT, 2022a; Ford and Peeper, 2008; Reinhold, Beritelli, & Grünig, 2019). The latter set of authors suggest four new DMO business models in the destination factory, destination service center, value orchestrator and value enabler (pp. 1145-1146).

Professionalisation of destination management

The past three decades have witnessed increasing professionalism in destination management. Destination management associations, government agencies, and NGOs have been pioneering this movement to better prepare DMO professionals for the future. Academic institutions need to join in this effort by offering degree programmes in destination management.

DMO social responsibility

It is customary for companies to have corporate social responsibility (CSR) strategies and plans; however, these are not commonly found in DMOs. They are starting to appear in some DMOs, and this will be an even stronger trend in the future.

Sustainable tourism development and the SDGs

In some countries (e.g., Costa Rica), DMOs are placing a high priority on environmental concerns as well as the social-cultural impacts of tourism. However, many DMOs are yet to fully engage in this movement and seem to be giving it lip service rather than allocating resources to sustainability. This must change as DMOs need to accord sustainable tourism

development a much higher priority.

A caveat needs to be offered here along with these future trends and that is that not all DMOs are alike. These trends are more applicable to Western and more developed nations. Countries such as China and Indonesia have huge national (governmental) DMOs with thousands of employees. These organisations are less likely to be adversely affected by worsening economic conditions in the future.

Contributions

This chapter provides a useful status report on destination management and DMOs for practitioners and academic scholars. The timeline of events and influential publications, and statements of DMO roles and competencies, recent and future trends, challenges and issues, stakeholder roles, and SDG initiatives will assist in evolving policies and strategies for the future.

There is a need for more research into professional destination management on a global basis. Assuming that a uniform definition can be agreed upon, a basic census of DMOs is needed. One estimate is that there are 4,200 DMOs in the world, 1,450 of which are in the U.S. (Hall, 2016). While the U.S. figure seems reasonable, the global estimate is well below the true number of DMOs globally, which the author suggests are in the tens of thousands.

An agreed-upon definition of a destination management organisation must be reached as the current confusion is inhibiting their recognition and minimising the status of DMOs in society. How such a consensus will be reached is an enigmatic proposition; however, it will be a worthwhile venture for destination management.

Conclusions

Destination management is becoming more professional; however, it is still struggling for broader recognition in society. Despite surviving in one form or another for more than a century, DMOs appear to be now facing the greatest threats to their existence. With global economic conditions expected to deteriorate further due to the pandemic and the Russia-Ukraine conflict, these organisations may be facing a greater struggle than in 2020-2022. The changing labour pool, working habits (e.g., working from home and digital nomadism), and advancing technologies (e.g., IoT, Metaverse, extended reality, and artificial intelligence) will

also have profound influences on destination management and DMOs in the decades ahead. The bottom line is that DMOs will have to change and, of course, continue to be even more professional at what they do.

References

- Ali, R. (2018). The genesis of overtourism: Why we came up with the term and what's happened since, Skift, 14 April, <https://skift.com/2018/08/14/the-genesis-of-overtourism-why-we-came-up-with-the-term-and-whats-happened-since/>
- Beritelli, P., Bieger, T., & Laesser, C. (2007). Destination governance: Using corporate governance theories as a foundation for effective destination management. *Journal of Travel Research*, 46, 96-107.
- Blain, C., Levy, S. E., & Ritchie, J. R. B. (2005). Destination branding: Insights and practices from destination management organizations. *Journal of Travel Research*, 43(4), 328-338.
- Bowen, J., & Sotomayor, S. (2022). Including residents in the rebranding of tourist destinations to achieve sustainable development goals. *Worldwide Hospitality and Tourism Themes*, 14(1), 56-64.
- Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21(1), 97-116.
- Burke, J. F., & Lindblom, L. A. (1989). Strategies for evaluating direct response tourism marketing. *Journal of Travel Research*, 28(2), 33-37.
- City Destinations Alliance. (2022). City Destinations Alliance, <https://citydestinationsalliance.eu/>
- Destinations International/NorthStar Meetings Group. (2020). Planning for post-COVID-19: Convention sales and services, https://www.northstarmetingsgroup.com/uploadedFiles/Articles/News/Convention_and_Visitors_Bureaus/DI-Northstar-4-8-20.pdf
- Destinations International. (2022a). A strategic road map for the NEXT generation of destination organizations, https://destinationsinternational.org/sites/default/files/DestinationNEXT_2021FuturesStudy_FINAL2.pdf

- Destinations International. (2022b). Destination Marketing Accreditation Program (DMAP), <https://destinationsinternational.org/destination-marketing-accreditation-program-dmap>
- Destinations International. (2022c). Certified Destination Management Executive (CDME) Credential, <https://destinationsinternational.org/cdme>
- Dodds, R., & Butler, R. (2019). The phenomena of overtourism: A review. *International Journal of Tourism Cities*, 5(4), 519-528.
- Dwyer, L., & Kim, C. (2003). Destination competitiveness: Determinants and indicators. *Current Issues in Tourism*, 6(5), 369-414.
- Ford, R. C., & Peeper, W. C. (2008). *Managing destination marketing organizations*. Orlando, FL: ForPer Publications.
- Fyall, A., & Leask, A. (2006). Destination marketing: Future issues, strategic challenges. *Tourism and Hospitality Research*, 7(1), 50-63.
- Gardiner, S., & Scott, N. (2018). Destination innovation matrix: A framework for new tourism experience and market development. *Journal of Destination Marketing & Management*, 10, 122-131.
- Gartrell, R. B. (1988). *Destination marketing for convention and visitor bureaus*. Dubuque: Kendall/Hunt Publishing Company.
- Gretzel, U. (2022). The smart DMO: A new step in the digital transformation of destination management organizations. *European Journal of Tourism Research* 30, 3002.
- Gretzel, U., Yuan, Y.-L., & Fesenmaier, D. R. (2000). Preparing for the new economy: Advertising strategies and change in destination marketing organizations. *Journal of Travel Research*, 30(2), 146-156.
- Gretzel, U., Fesenmaier, D. F., Formica, S., & O'Leary, J. T. (2006). Searching for the future: Challenges faced by destination marketing organizations. *Journal of Travel Research*, 45, 116-126.
- Grimaldi, L. A. (2014). DMAI: 100 years of service, Meetings & Conventions, 1 August, <https://www.meetings-conventions.com/News/Third-Party/DMAI-100-Years-of-Service>
- Hall, A. (2016). 16 things to know about DMOs and DMCs, MeetingsNet, 3 October, <https://www.meetingsnet.com/site-selectionrfps/16-things-know-about-dmos-and-dmcs>

- Hartog, Z. (2021). What is a DMO? Solimar International, <https://www.solimarinternational.com/what-is-a-destination-management-organization-dmo-and-why-should-destinations-care/>
- Hays, S., Page, S. J., & Buhalis, D. (2013). Social media as a destination marketing tool: Its use by national tourism organisations. *Current Issues in Tourism*, 16(3), 211-239.
- Heller, V. L. (1996). Designing a tourism marketing assessment for San Antonio, Texas. *Journal of Vacation Marketing*, 2(2), 163-175.
- Kozak, N., & Kozak, M. (eds.). (2019). *Tourist destination management: Instruments, products, and case studies*. Cham, Switzerland: Springer Nature Switzerland.
- Llewellyn McLaren Consulting. (2021). DMO review responses: Full report, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1011687/DMO_Review_Responses_Report_-_accessible.pdf
- Morgan, N. (2021). Time for ‘mindful’ destination management and marketing. *Journal of Destination Marketing & Management*, 1, 8-9.
- Morrison, A. M. (2019). *Marketing and Managing Tourism Destinations*, 2nd ed. London: Routledge.
- Morrison, A. M. (2023). *Marketing and Managing Tourism Destinations*, 3rd ed. London: Routledge.
- Pacific Asia Travel Association (PATA). (2003). Crisis. It won't happen to us. Bangkok: PATA.
- Pan, B., MacLaurin, T., & Crofts, J. C. (2007). Travel blogs and the implications for destination marketing. *Journal of Travel Research*, 46, 35-45.
- Pike, S., & Page, S. (2014). Destination marketing organizations and destination marketing: A narrative analysis of the literature. *Tourism Management*, 41, 1-26.
- Pollock, A. (2009). The future of destination marketing: Why all marketing is social marketing. Presentation to BIT Reiseliv, Oslo, Norway.
- Pritchard, N., Morgan, A., & Pride, R. (2007). *Destination branding: Creating the unique destination proposition*. Oxford: Elsevier Butterworth-Heinemann.
- Reinhold, S., Beritelli, P., & Grünig, R. (2019). A business model typology for destination

- management organizations. *Tourism Review*, 74(6), 1135-1152.
- Ritchie, J. R. B., & Crouch, G. I. (2003). *The competitive destination: A sustainable tourism perspective*. Wallingford, England: CABI.
- Rivera, J., Pastor, R., & Punzón, J. G. (2021). The impact of the COVID-19 on the perception of DMOs about the sustainability within destinations: A European empirical approach. *Tourism Planning & Development*, <https://doi.org/10.1080/21568316.2021.1914149>
- Schoening, E. (2020). CVBs cut staff members as Coronavirus crisis continues, NorthStar Meetings Group, 23 April, <https://www.northstarmetingsgroup.com/News/Convention-and-Visitor-Bureaus/Coronavirus-CVB-DMO-Layoffs-Furlough-Staff-Employee-Reductions>
- Stratford, A. (2021). Future of DMOs = future of English tourism, Go To Places, 29 March, <https://www.gotoplaces.co.uk/insights-and-resources/future-of-dmos-future-of-english-tourism/>
- Travel Oregon. (2022). Destination management organizations, <https://industry.traveloregon.com/resources/tourism-in-oregon/destination-management-organizations/>
- UNWTO. (2007). *A practical guide to tourism destination management*. Madrid: UNWTO.
- UNWTO. (2018). *UNWTO guidelines for institutional strengthening of destination management organizations (DMOs): Preparing DMOs for new challenges*, <https://www.e-unwto.org/doi/epdf/10.18111/9789284420841>
- Villeneuve, V. (2021). The value of DMOs to destinations, Solimar International, <https://www.solimarininternational.com/the-value-of-dmos-to-destinations/>
- Wang, Y., & Pizam, A. (eds.) (2011). *Destination marketing and management: Theories and applications*. Wallingford, England: CABI.
- Zerva, K., Palou, S., Blasco, D., & Donaire, J. A. B. (2019). Tourism-philia versus tourism-phobia: residents and destination management organization's publicly expressed tourism perceptions in Barcelona. *Tourism Geographies*, 21(2), 306-329.