

EUSALP 2018 A cross-disciplinary conference

Planning tourism, the case of Destination Management Organizations (DMOs) in Trentino

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Special Thanks to Pietro Beritelli – St Gallen University

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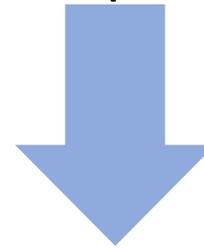
**t s m : a m a n a g e m e n t s c h o o l m a d e
b y t h e P r o v i n c e o f T r e n t o , t h e
R e g i o n T r e n t i n o A l t o A d i g e a n d
t h e U n i v e r s i t y o f T r e n t o**



- advanced training
- skills development
- applied research

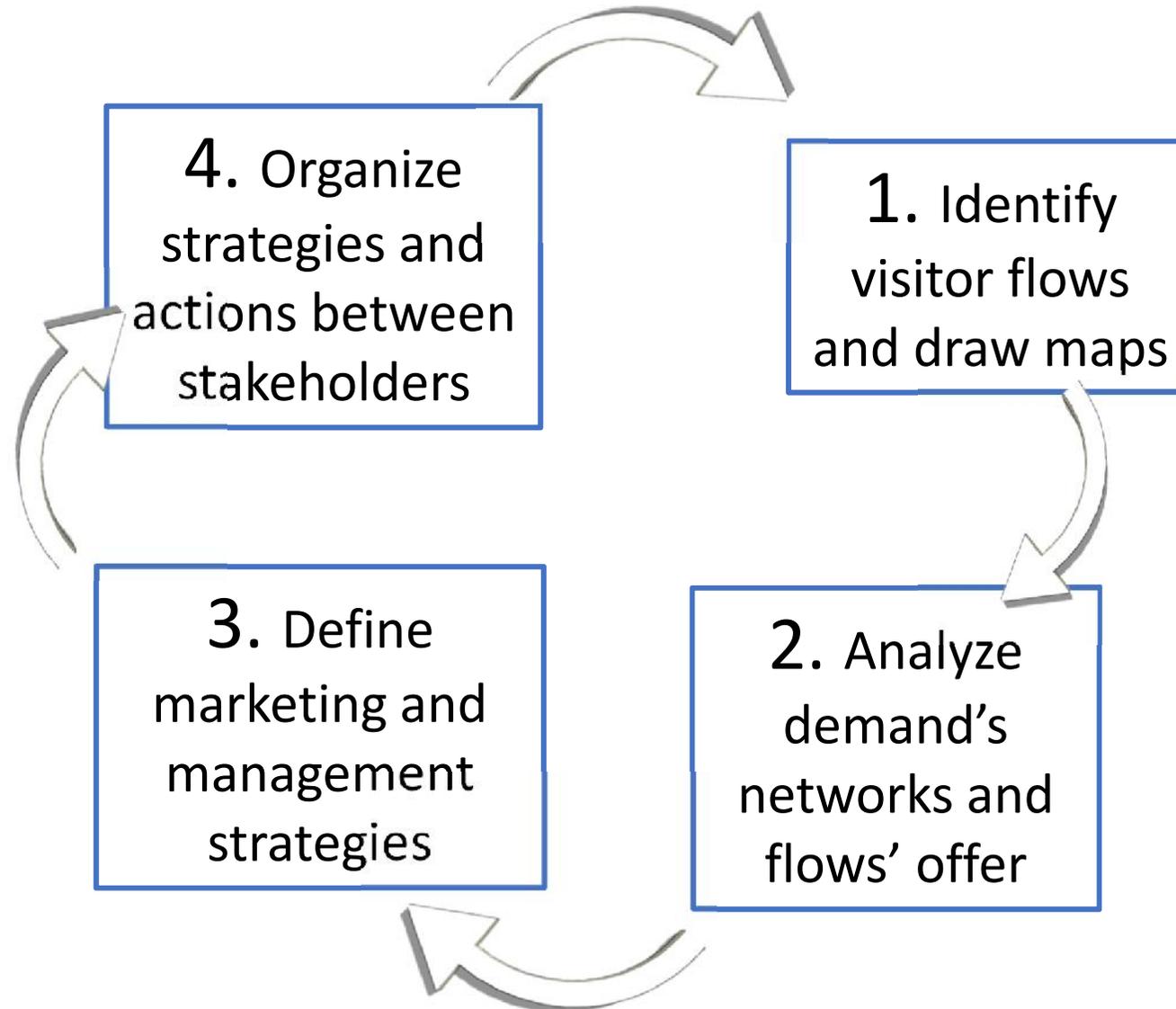
Tourism in Trentino: facts and figures

- 5 million arrivals / 26 mln overnights
- 2017: +9,1% tourist arrivals and +8,1% overnights on previous year
- Tourism from about 90 foreign countries
- 16% of GNP in Trentino
- Growing trend with important environmental, economic and social impacts on the territory

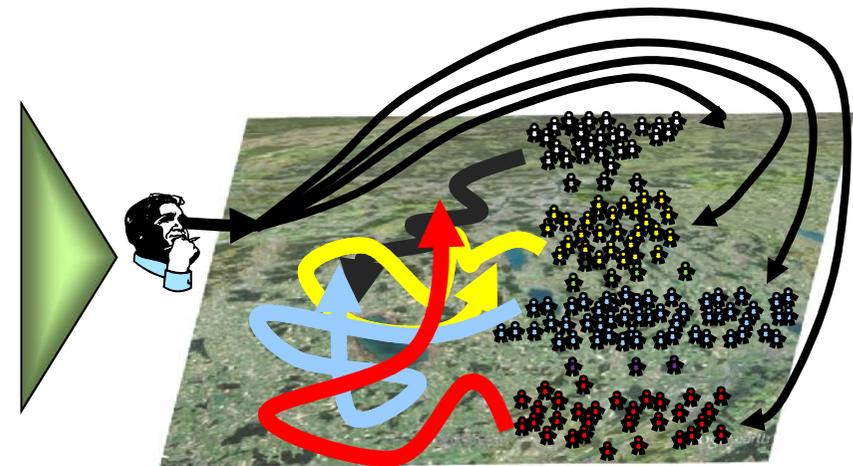
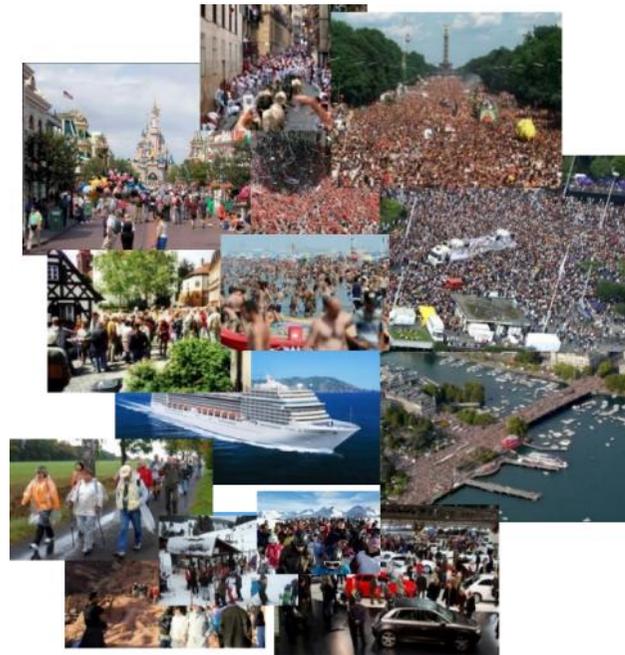


TOURISM AS A STRUCTURAL PHENOMENON
THAT AFFECTS HETEROGENEOUS ASPECTS

Application of St. Gallen TRENTINO SCHOOL OF MANAGEMENT Destination Management Model



We mapped the territory through visitors' experiences...



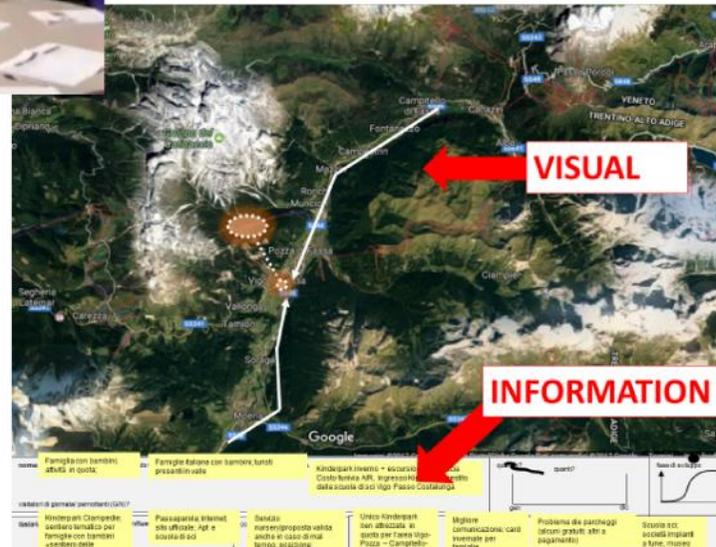
Attractions → vs
Tourist flows → vs
Management

Destination is an
economic space
activated by the tourist.
The tourist moves freely
with/within the mass

1. Workshop with stakeholders to draw flows on maps



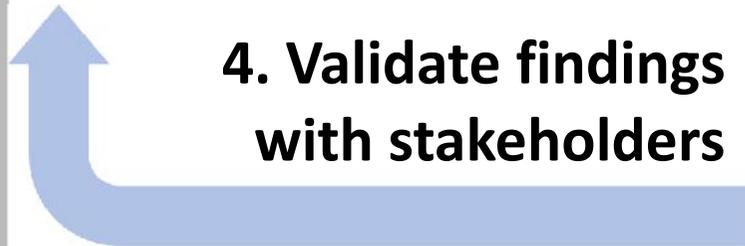
2. Register and analyze each flow



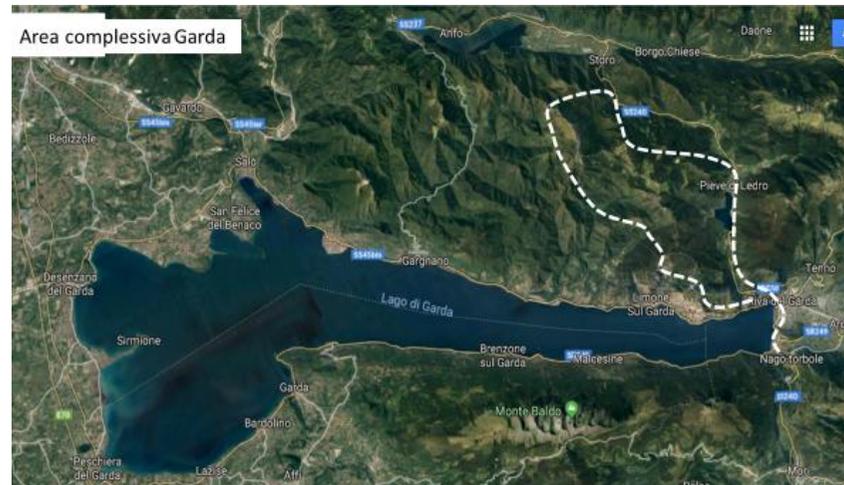
3. Merge flows and create Territorial Business Areas



4. Validate findings with stakeholders



Information comes from single and aggregated flows (ex Garda Lake)



It is possible to build a project based on a key flow (i.e. visit to a main attraction) or on different flows with common needs.

nomi acronimo:	chi da dove/profilo?	cosa/ quanto \$?	quando?	quanti?
15 tremalzo	Bikers e bikers			
visitatori di giornata permittenti (C&T)?				
resale di sistema	inflavoratori di domanda	cosa va bene?	aiida?	soluzioni?
Sentiero sbento	passaporto	Ambiente naturale ancora intatto	Giuvia i picchi alla stagione	

GV Area Complessiva Bike (mtb + road + ciclabili)

nomi acronimo:	chi da dove/profilo?	cosa/ quanto \$?	quando?	quanti?	fase di visita?
4 lago di ledro in bici	6 strada fona	7 monte altissimo da nago	8 Funivia monte baldo		
15 tremalzo	16 ciclabili	20 fusi potenziali ciclabili del garda	28 potenziali lake		
47 funivia Baldo		4)?			
32 lago di ledro in bic	inflavoratori di domanda	cosa va bene?	aiida?	soluzioni?	cosa altro dobbiamo sapere?
	35 e-bike	39 postale	42 giornate a bramosina		Badante(?)

Aggregating flows helps visualizing strategic problems (e.g. summer vs winter strategy Pizol)

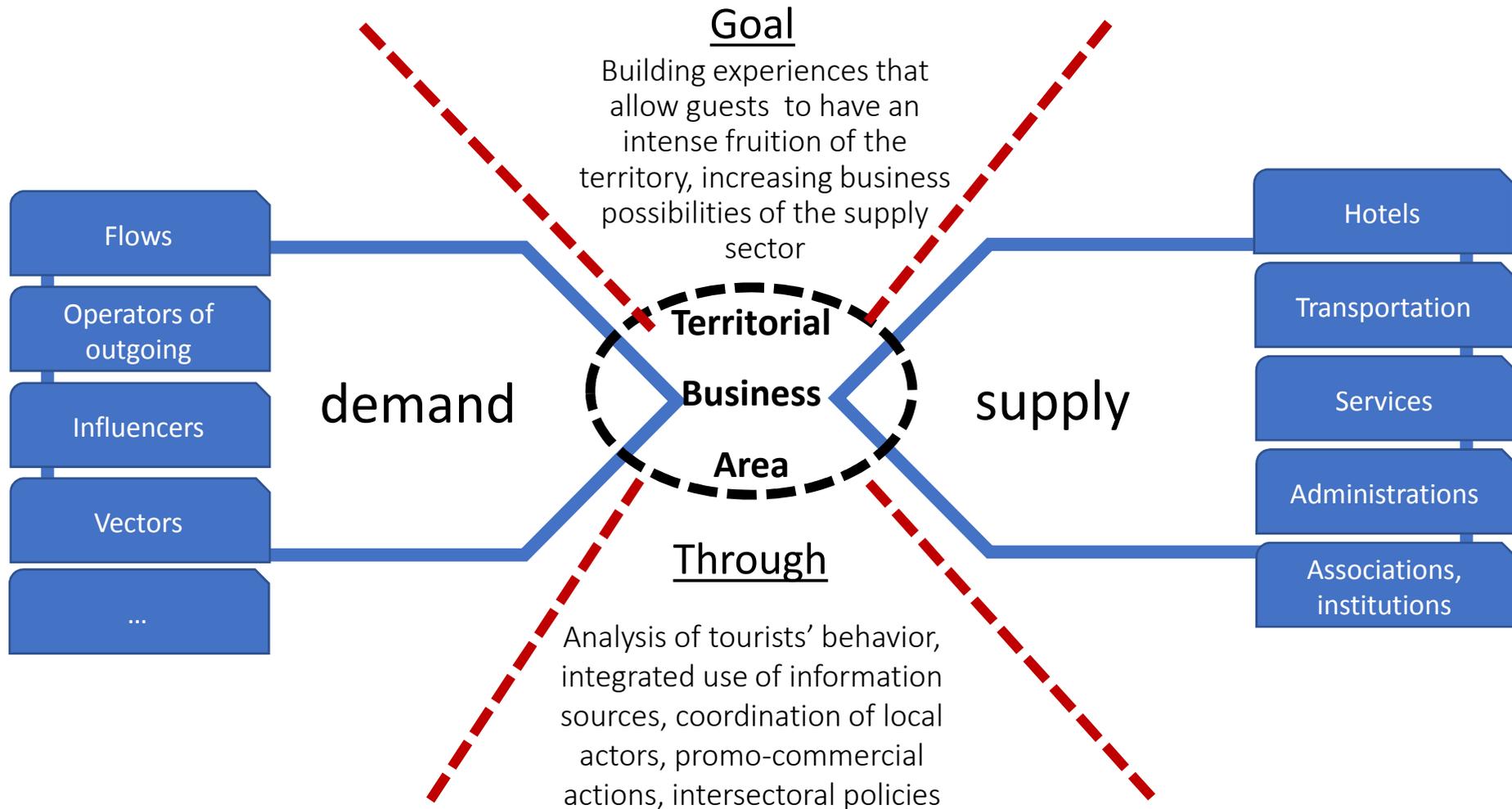


Ströme	Was läuft gut?	Herausforderungen?	Lösungen?	Was müssen wir noch wissen?	Kümmere(r)?
5-Seen-1 (90%)		Wetter, WC-Anlage beim Spieß (?!), Abfallentsorgung			... (Pizobahn) + Fam. Kichmann
5-Seen-2 (10%) + 2-Seen-Wanderung		Wetter, WC-Anlage beim Spieß (?), Abfallentsorgung		führt durch Wetterbe	... (Pizobahn) + Fam. Kichmann
Wasserwald	Ausbau	Konsumieren wenig, Unterhalt			... (Pizobahn)
Heidpfad		Konsumieren wenig, WC-Anlage beim Spieß (?), Abfallentsorgung			... (Pizobahn) + Fam. Kichmann
Wanderer Pizol1		WC-Anlage beim Spieß (?), Abfallentsorgung			
Wanderer Pizol2		WC-Anlage beim Spieß (?), Abfallentsorgung	Wetterbe inszenieren		
Wanderer Pizol3		WC-Anlage beim Spieß (?), Abfallentsorgung	Wetterbe inszenieren		... (Pizobahn) + Fam. Kichmann
Pizol Panorama Höhenweg	Ausbau, Aussicht	Wetter, WC-Anlage beim Spieß (?), Abfallentsorgung	Wetterbe-Angebot	Neu ab Sep 2016	... (Pizobahn)
Bettenweg-Valera	Etagen möglich, Paradies, Pizohütte, Valera, Tamiaschlucht	Wegunterhalt / Alpweh	Wegunterhalt Gemeinde	Neu ab Sep 2016	
Wesalannen-Battn		Zustand Wanderweg			
Geotour Gemé	Gute Kennzeichnung				

Territorial Business Area: defined space activated by visitor flows (ex Val di Fassa)



Territorial Business Areas

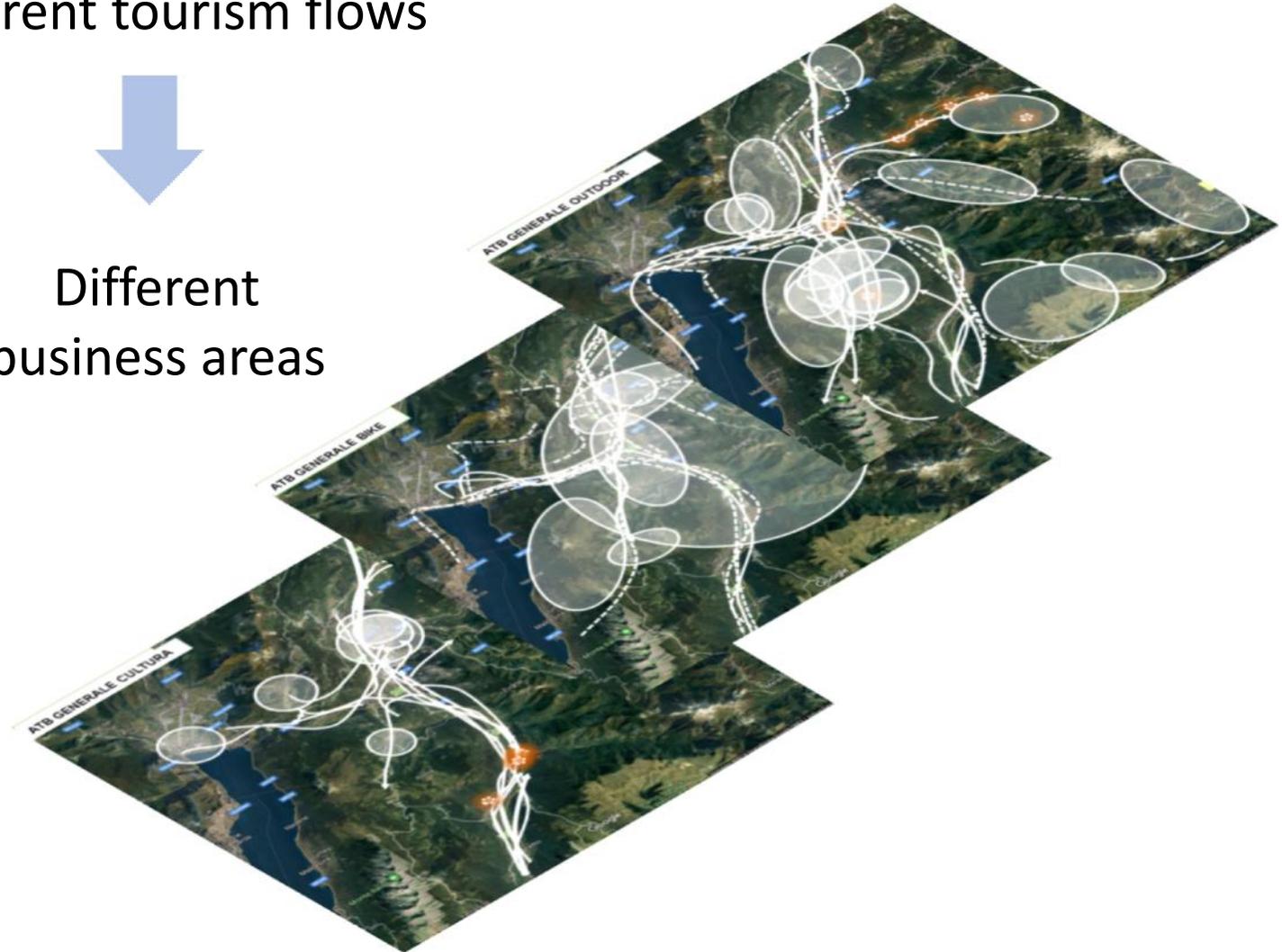


Territorial Business Areas: Layers

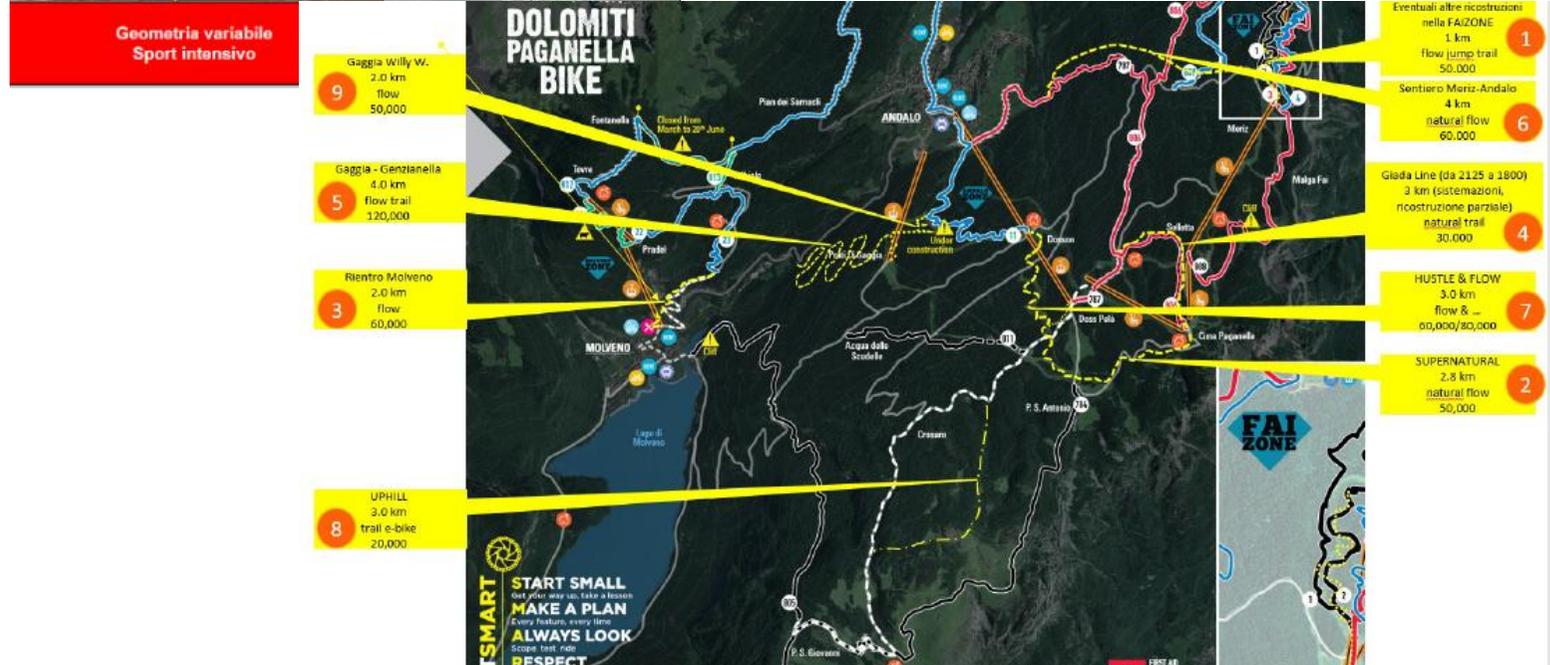
Same territory,
different tourism flows



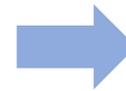
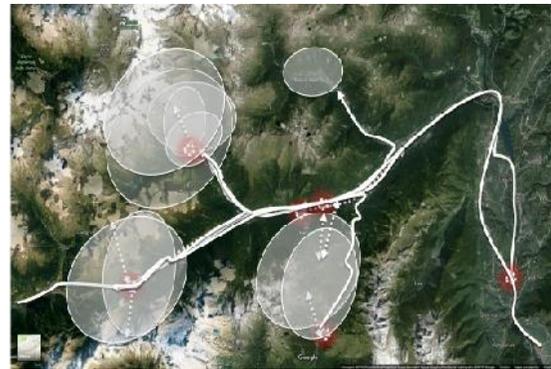
Different
business areas



From visitor flows to product design: Bike Resort in Paganella Dolomiti



From visitor flows to service design: Mobility Plan in Val di Sole



stazione attuale

service brand

cartina della rete

orari delle linee

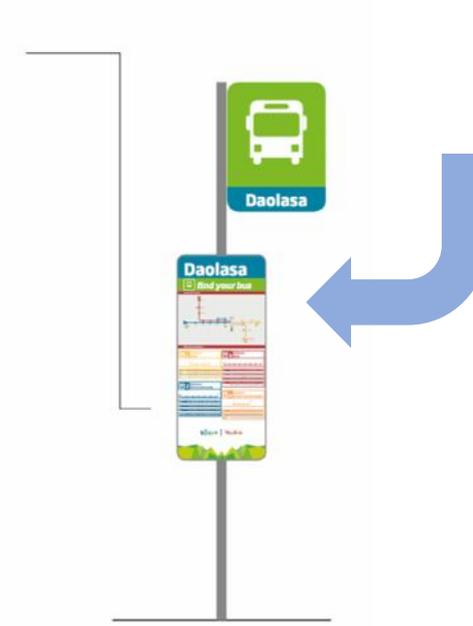
integrazione cd

Daolasa

find your bus

Daolasa

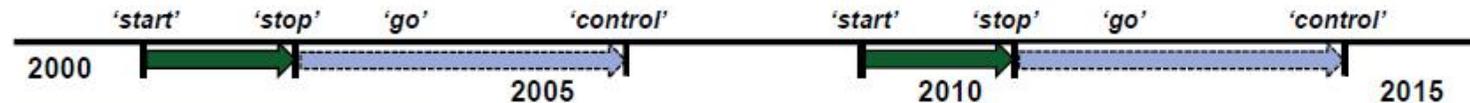
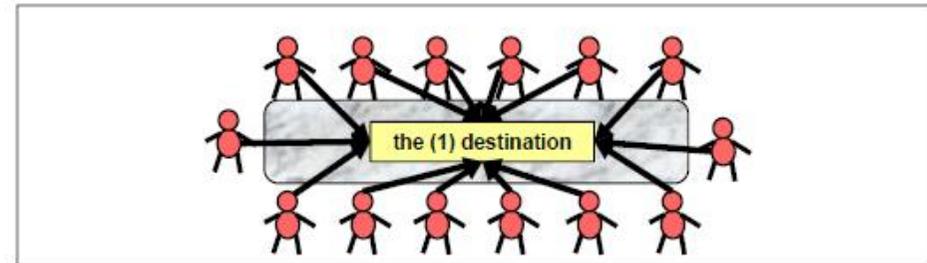
find your bus



Visitor flows : implications in destination governance

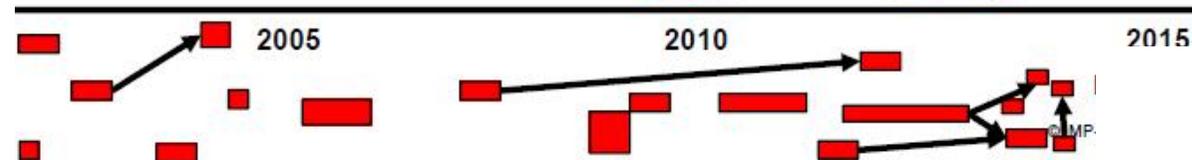
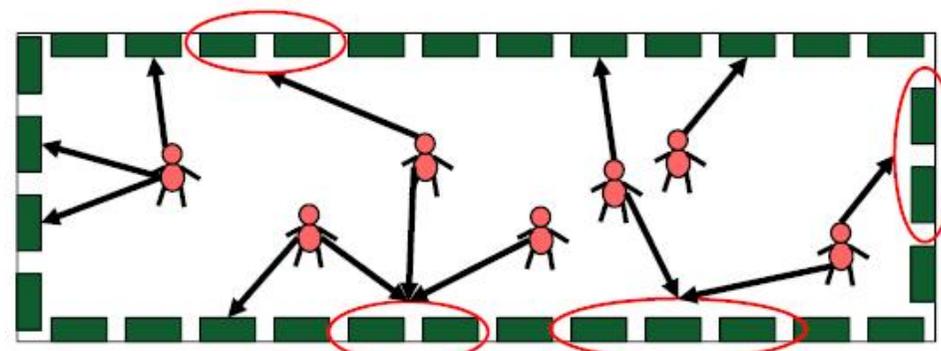
traditional approach

- one destination
- one strategy
- one report
- one round table
- every actor 'representing interests'
- one common process



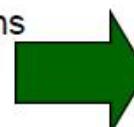
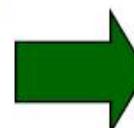
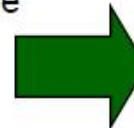
demand-flow approach

- various areas (map sizes)
- many projects and initiatives
- Many maps and tables, working papers
- one meeting room with different participants at different times
- every actor learns, discusses, decides
- continuous, decentralized, but still surveyed learning and deciding platform

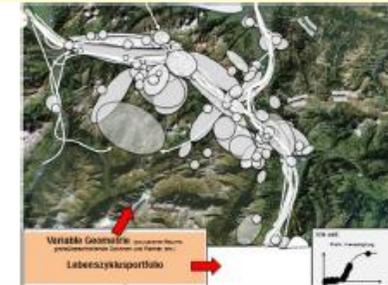


Visitor flows : implications in destination governance

1. From one territorial area to multiple strategic visitor flows
2. From the DMO as an institution (one big pot) to the DMO as a synergetic combination of tasks, commissioned by the private and public sector (stacking bricks that can be added or removed), and consequently
3. From common ownership (the DMO belongs to everybody and serves everybody) to effective transactions (the DMO can only fulfill selected tasks, with a clear goal).



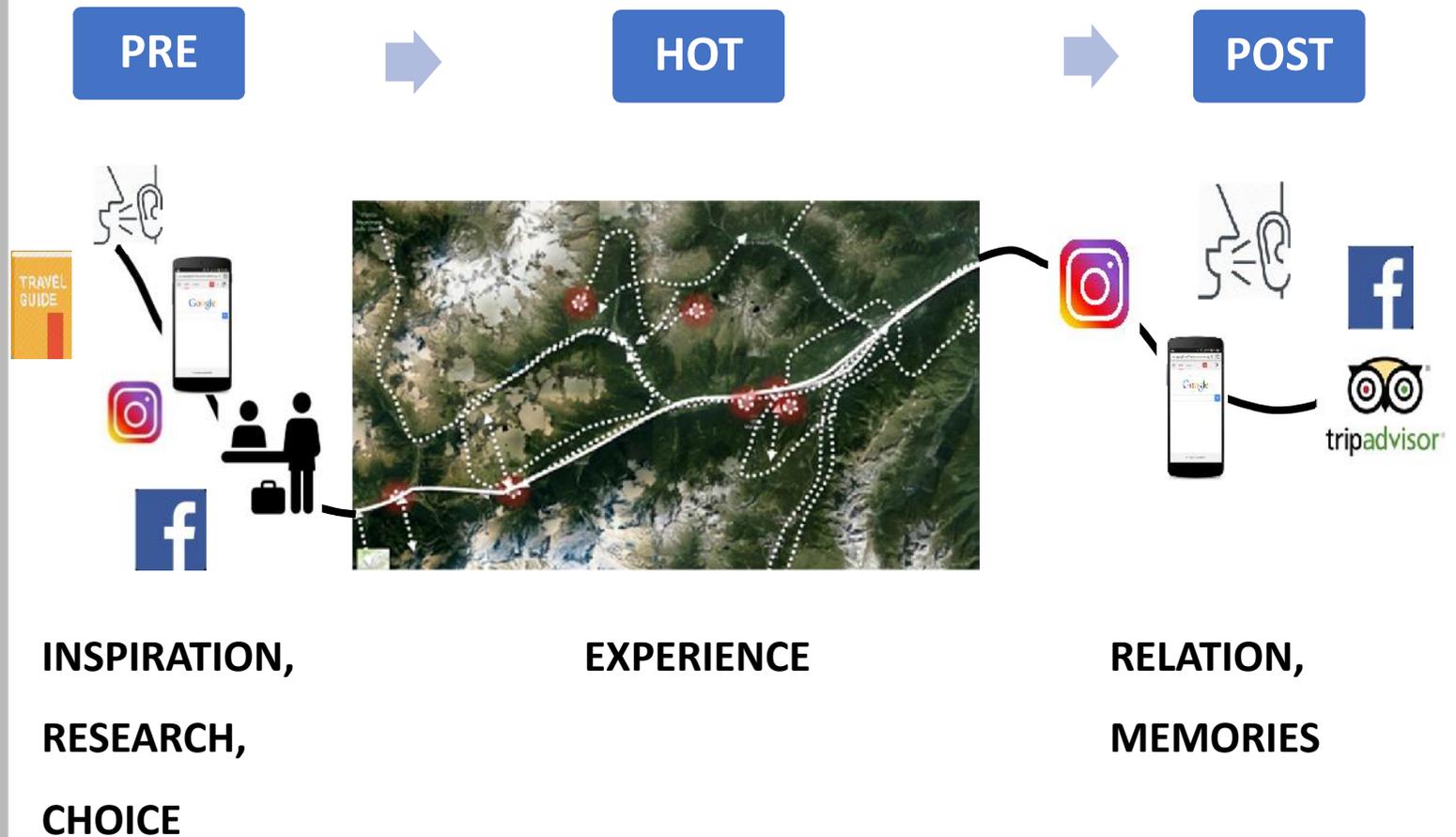
Traditional territorial space vs. variable geometry for the case of Heidiland



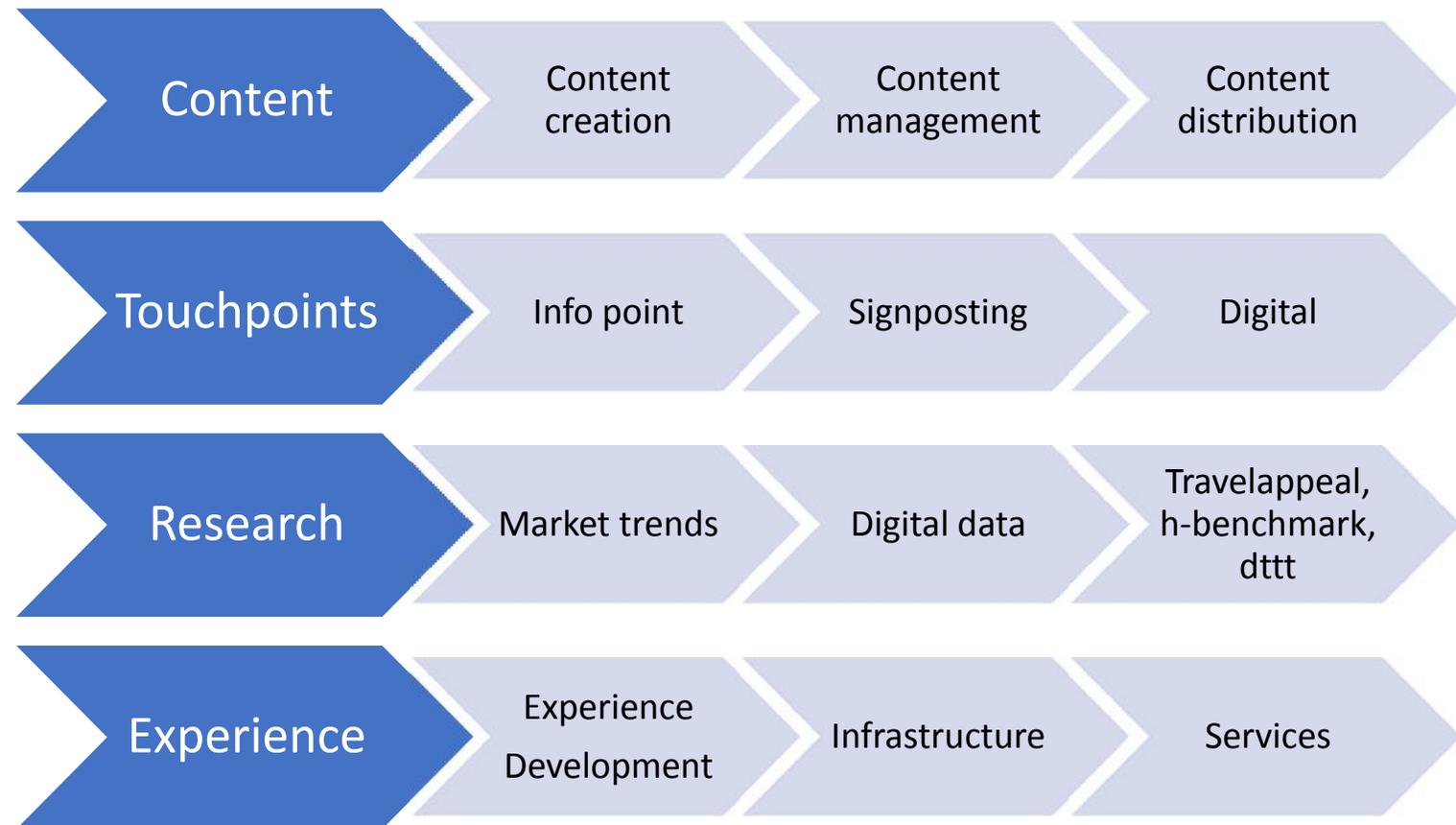
Selected tasks for Baselland Tourismus (dark grey), with other tasks done by others (white) and tasks left undone (light grey)

Strategische Orientierung	Analyse	Produktentwicklung - offers	AD (Anwesenheitsdienst, Preis, Events)	A (Leben, Freizeit, Sport)	Service (Mitarbeiter, OTC, Web-Shop)
Agenda Fixität	X	AG, Organisations-, Governance?	X	AK, Aktiv, Verbot, Organisations?	AK
Hygiene- / Bio-Produkte	?	Strategische Konzepte, Marketing, Kommunikation, Branding	Produkt, Konzepte, Events	?	PHILIPPOREWEITER
Wasser und Freizeitangebote	X	X	X	X	Agut, Aktiv, Aktiv, Aktiv
Medienmarketing	X	X	X	X	Marketing
Wahlberechtigte Organisation	X	Agut, Freizeit, Aktiv, Aktiv, Aktiv, Aktiv, Aktiv	?	?	Wahlberechtigte Organisation
Mobile Sites	X	Mobile Sites?	?	?	Mobile Sites
Wasserfahrzeuge	?	Organisations-, Aktiv, Aktiv, Aktiv, Aktiv, Aktiv, Aktiv, Aktiv	?	?	Wasserfahrzeuge
Solaris	?	Einleitung, Solaris	?	X	Solaris
Reiseveranstalter	X	X	Reiseveranstalter	X	Reiseveranstalter
Naturerlebnisse	?	Strategische Konzepte	Konzepte, Events	?	PHILIPPOREWEITER
Kultur- Aktivitäten	X	Kultur, Kultur, Kultur, Kultur, Kultur, Kultur, Kultur	Kultur, Kultur	X	X
Wahlberechtigte, Wahlberechtigte	?	Wahlberechtigte, Wahlberechtigte, Wahlberechtigte	?	?	?
Events	?	Organisations-, Kultur, Kultur, Kultur, Kultur, Kultur, Kultur	Events, Kultur	?	?
Charakter	?	X	X	X	X
SAZ	?	Kultur, Kultur, Kultur, Kultur, Kultur, Kultur, Kultur	?	?	Events, Kultur, Kultur

Destination experience > Dmo «nurtures» customer journey



Destination experience > Dmo «nurtures» customer journey

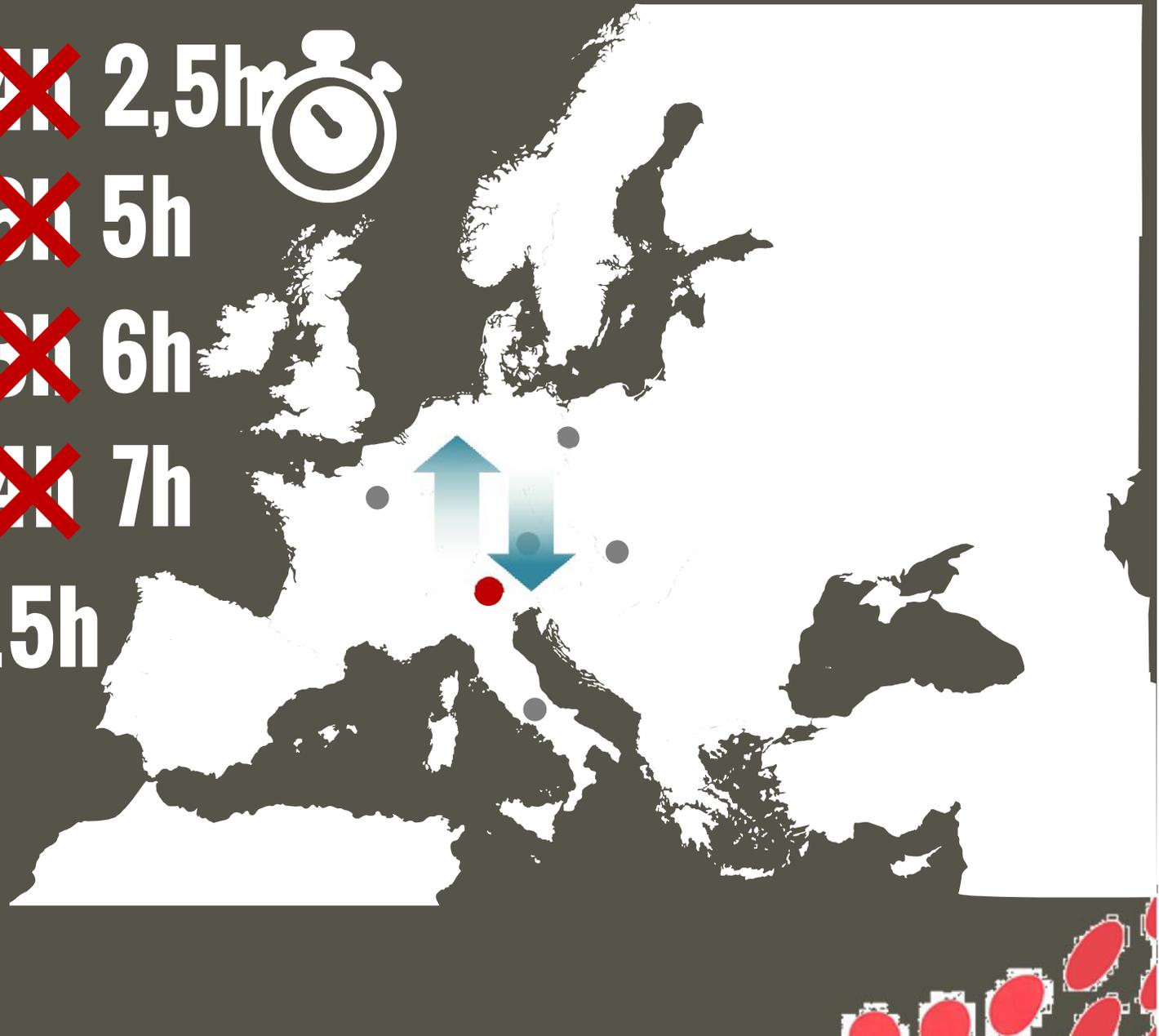


Which is the role of Trentino in a glocal dimension?



The effects of Brenner base tunnel's opening:

⇒ München	4h	2,5h	
⇒ Wien	6h	5h	
⇒ Berlin	13h	6h	
⇒ Paris	14h	7h	
⇒ Roma		4.5h	



NEW TASKS FOR DMOs

=Destination Marketing

From: relations
with foreign
markets

To: internal
relations within
the market

Training/Product design/ Experience
Diversification of areas through the
enhancement of local resources

=Destination
Management

From: internal
relations of the
destination

To: relations
inside/outside
the destination

Mobility

**Territorial planning/Residential areas/
(Real Estate Market /Retail landscape)**

KEY WORDS

CO-INNOVATION

COPYRIGHT VS COPYSHARE

INTEGRATED DIVERSITY

NETWORKS

LOCALHOOD

**VALUE
CREATION**



**DATA
VS
KNOWLEDGE SHARING**

MODELS' HYBRIDATION

TERRITORIAL LAB

ECONOMY

Towards an Alpine Strategy

New paradigms open to a common Alpine strategy with reference to:

- **Developing policies to make resident benefit from visitor economy**
- **Common visitor management strategies**
- **Improving mobility infrastructures**
- **Spreading visitors in the areas / Stimulating different itineraries**
- **Enhance the quality of local skills**
- **Coherent policies towards OLTA and big player**
- **Data enter and knowledge sharing**



Grazie per l'attenzione!

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