

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

University of Innsbruck – 4 aprile 2018

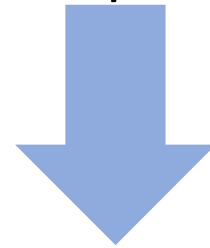
**tsm: a management school made
by the Province of Trento, the
Region Trentino Alto Adige and
the University of Trento**



- advanced training
- skills development
- applied research

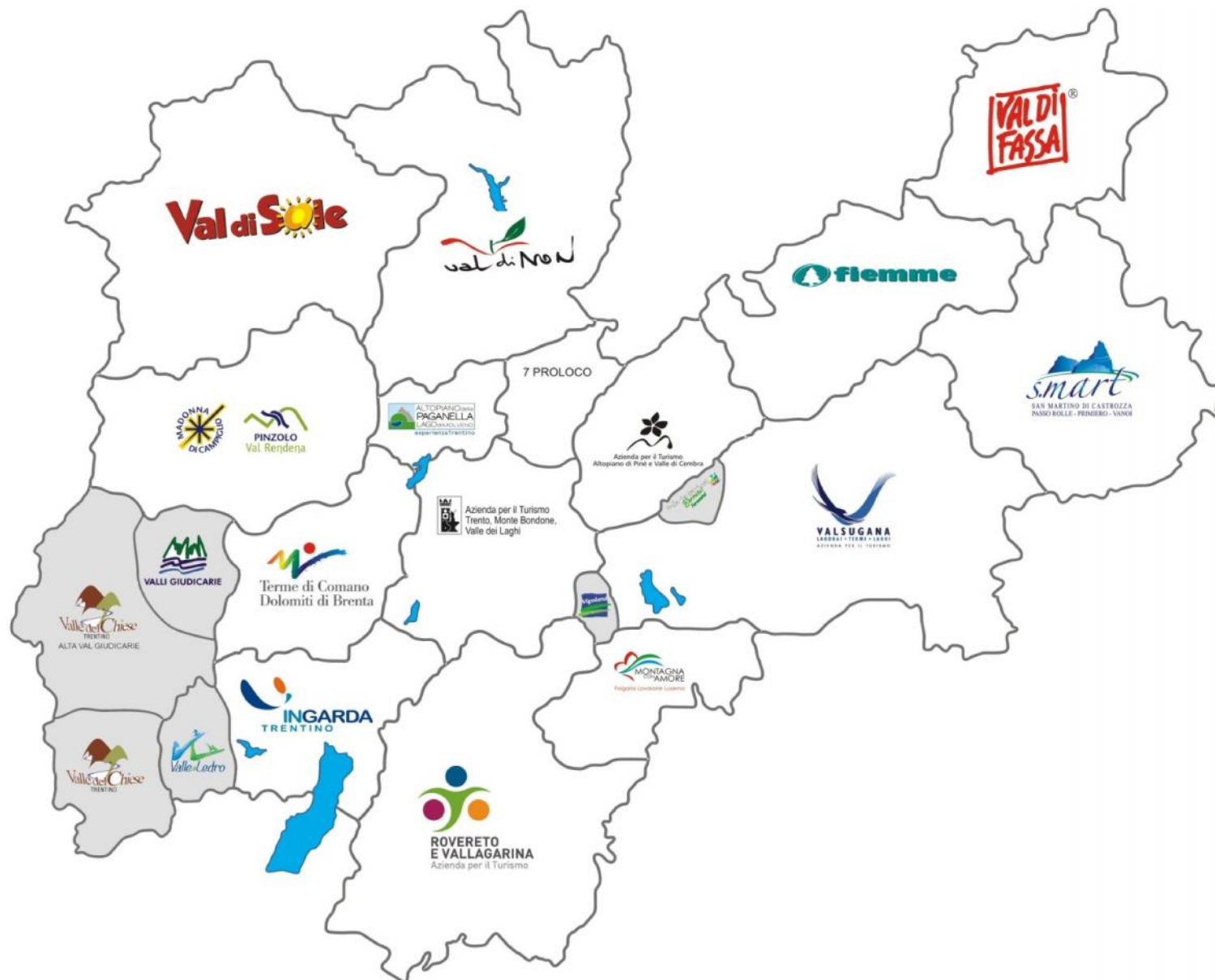
Tourism in Trentino: facts and figures

- 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

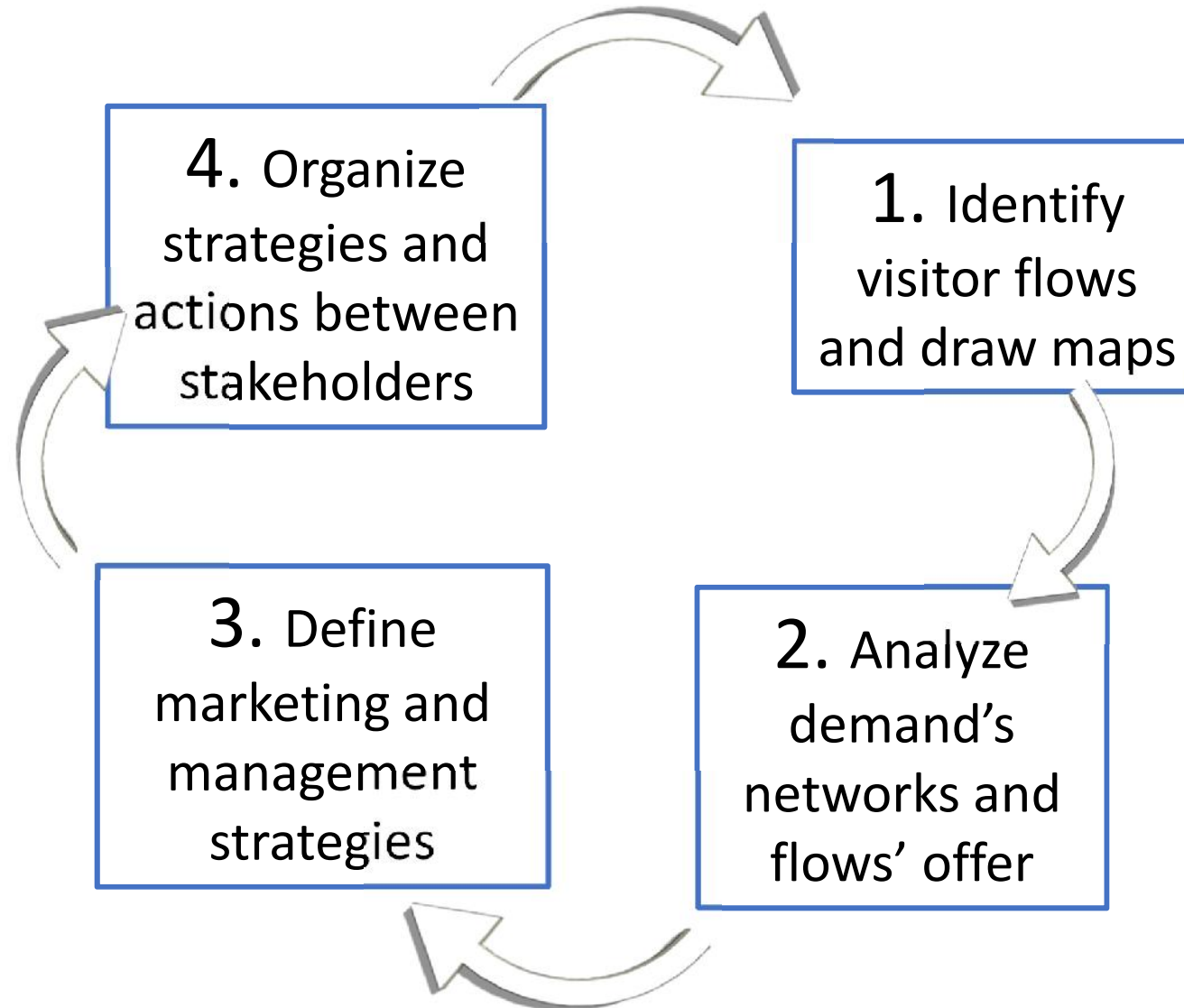


TOURISM AS A STRUCTURAL PHENOMENON
THAT AFFECTS HETEROGENEOUS ASPECTS

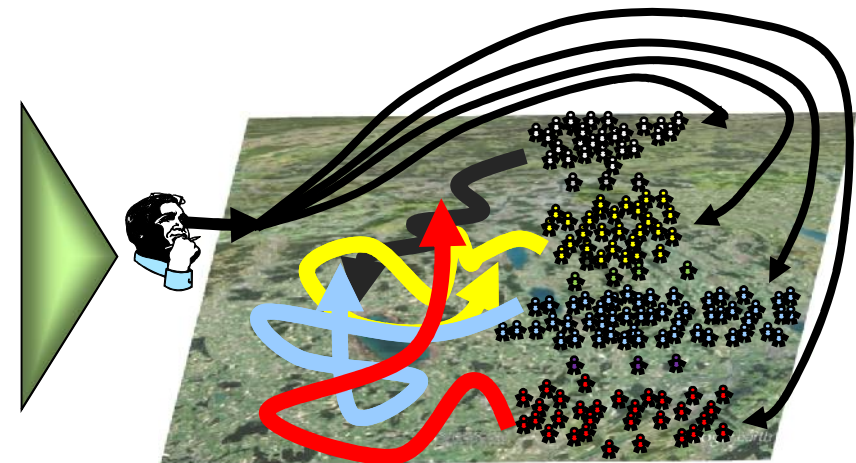
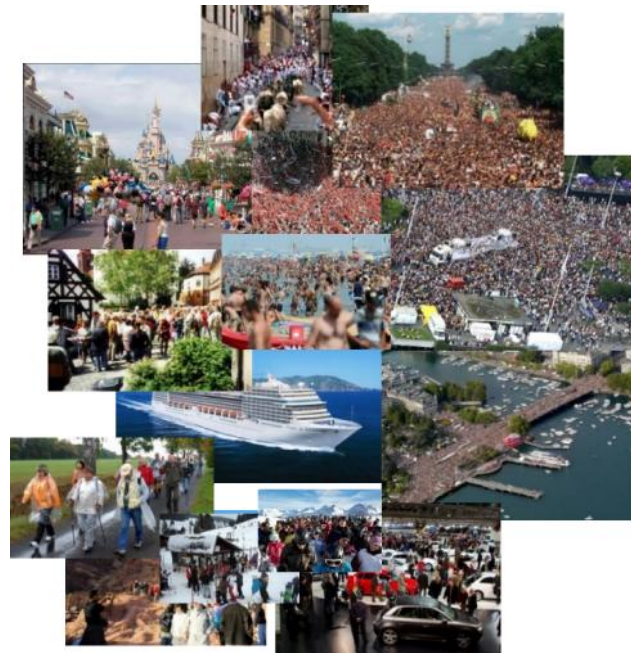
DMOs in TRENTINO



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



We mapped the territory through visitors' experiences...



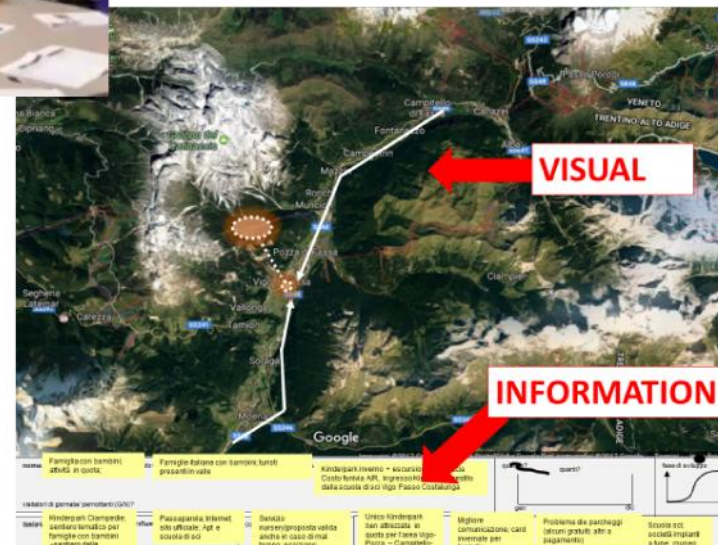
Attractions → vs
Tourist flows → vs
Management

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



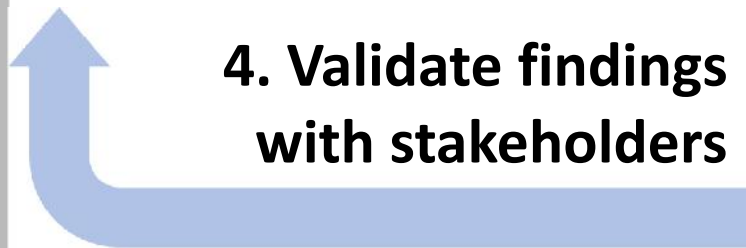
2. Register and analyze each flow

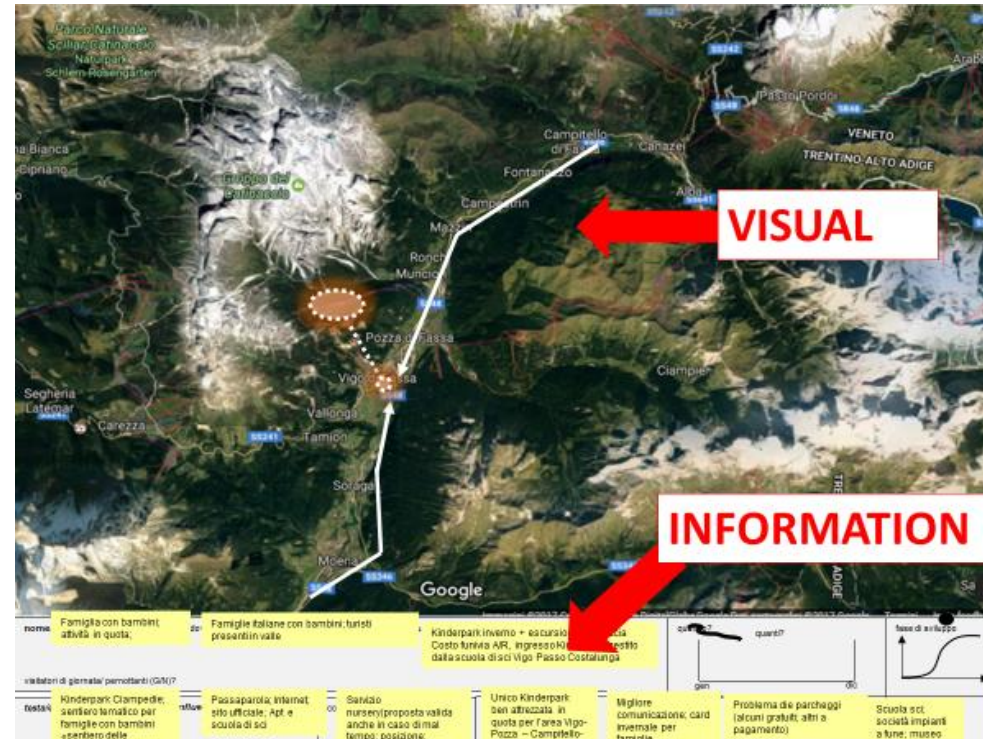


3. Merge flows and create Territorial Business Areas



4. Validate findings with stakeholders



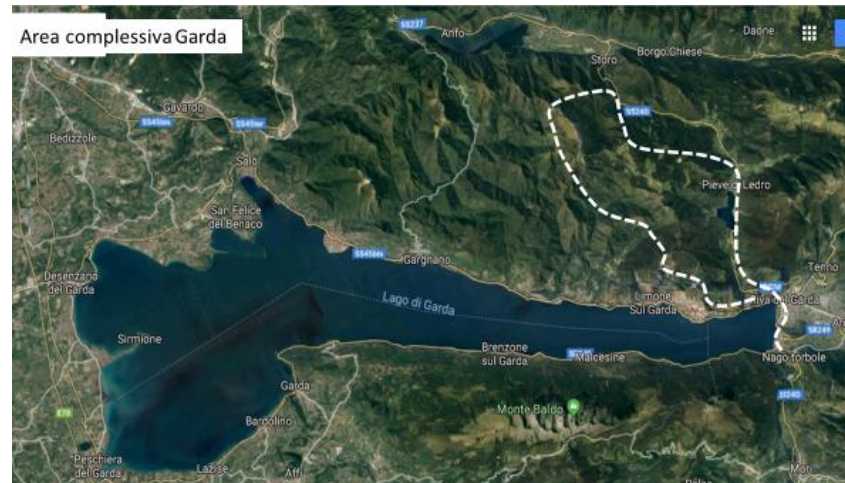


Networks and interdependencies
(Who/what influences how?)

Diagnosis

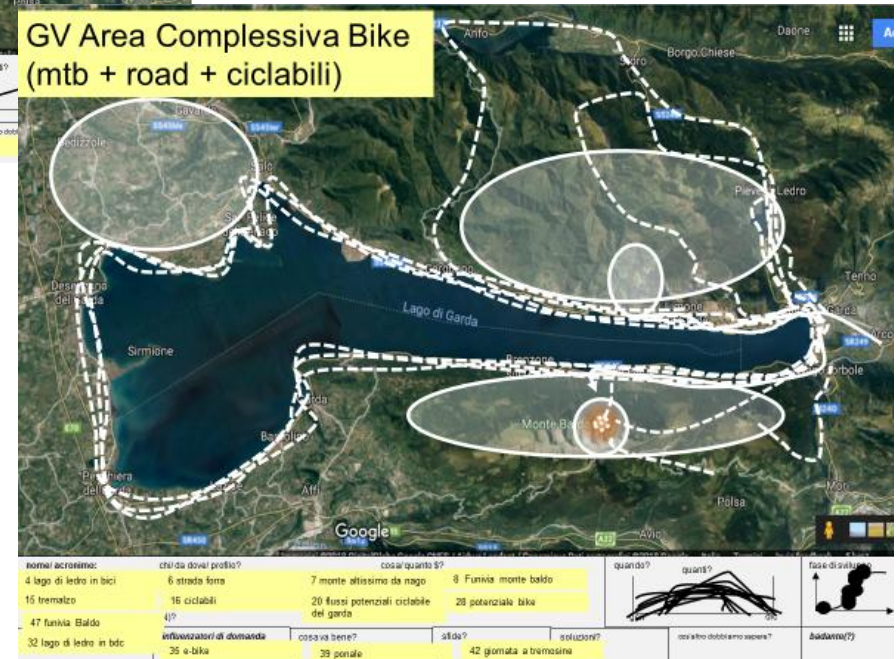
SVF	System head(s)	Market mavens	What is going well?	Challenges?	Solutions?	What else do we need to know?	SVF system minder
...
...
...
...

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.

nome/acronimo:	chi da dove/profilo?	cosa/quantità?	quando?	quanti?
15 tremalzo	Bikers e bikers			
visitatori di giornata/pemittanti (CNR)?				
restate di sistema	influenzatori di domanda	cosa va bene?	slide?	soluzioni?
Sentiero storico	passaporto	Ambiente naturale ancora intatto	Gestire i picchi alta stagione	



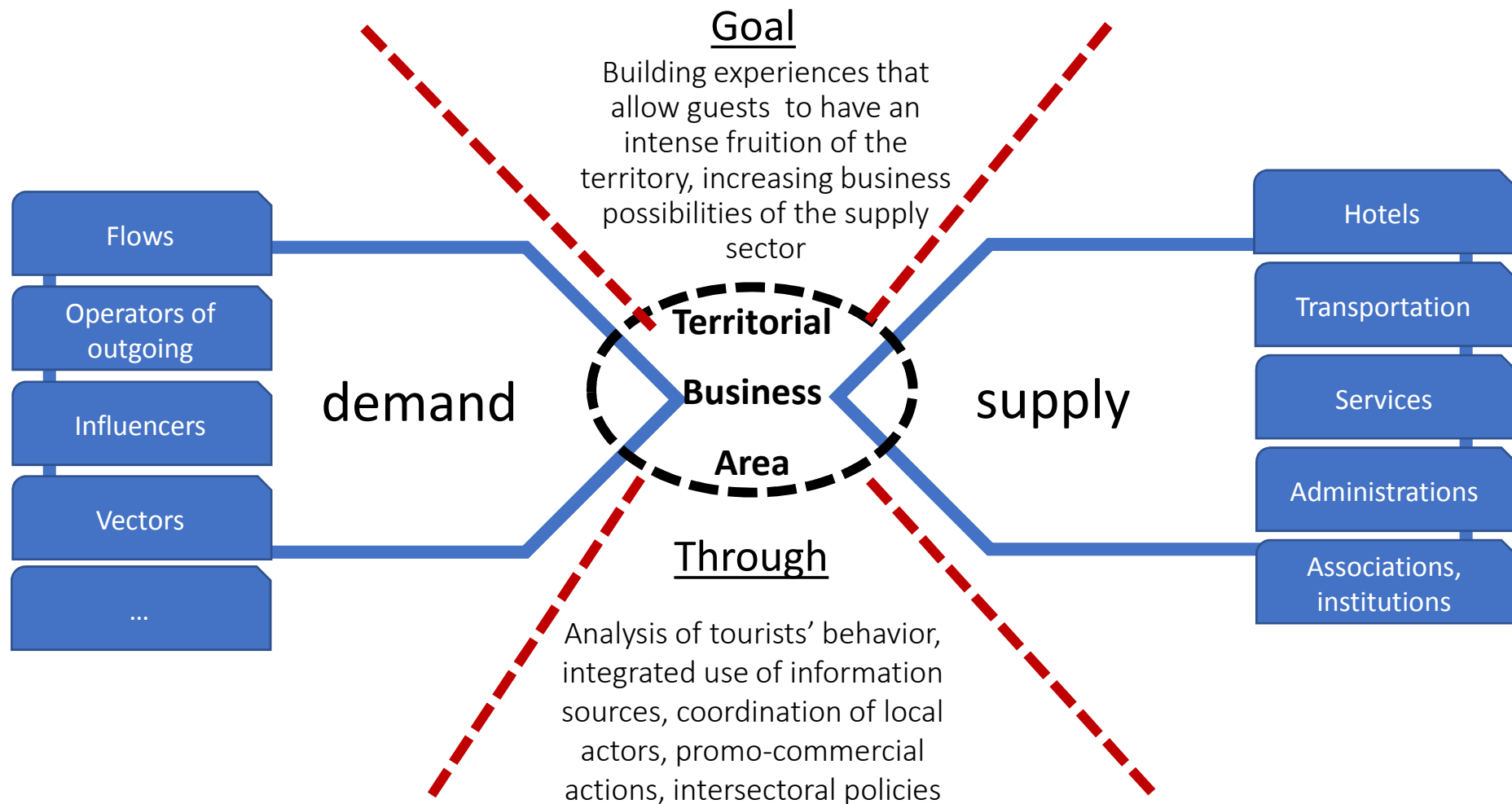
Aggregating flows helps visualizing strategic problems (e.g. summer vs winter strategy Pizol)



Ströme	Was läuft gut?	Herausforderungen?	Lösungen?	Was müssen wir noch wissen?	Kümmerer?
S-Seen-1 (90%)		Wetter, WC-Anlage beim Speiflat (?), Abfallentsorgung			... (Pizobahn) + Fam. Kichmann
S-Seen-2 (10%) + 2-Seen-Wanderung		Wetter, WC-Anlage beim Speiflat (?), Abfallentsorgung		führt durch Wetterbe	... (Pizobahn) + Fam. Kichmann
Wasserwald	Ausbau	Konsumenten wenig, Unterhalt			... (Pizobahn)
Heidpfad		Konsumenten wenig, WC-Anlage beim Speiflat (?), Abfallentsorgung			... (Pizobahn) + Fam. Kichmann
Wanderer Pizol1		WC-Anlage beim Speiflat (?), Abfallentsorgung			
Wanderer Pizol2		WC-Anlage beim Speiflat (?), Abfallentsorgung	Wetterbe inszenieren		
Wanderer Pizol3		WC-Anlage beim Speiflat (?), Abfallentsorgung	Wetterbe inszenieren		... (Pizobahn) + Fam. Kichmann
Pizol Panorama Höhenweg	Ausbau, Aussicht	Wetter, WC-Anlage beim Speiflat (?), Abfallentsorgung	Wetterbe-Angebot	Neu ab Sep 2016	... (Pizobahnen)
Bettenweg-Valens	Etappen möglich, Pardi, Pizohütte, Valera, Tarnbachhütte	Wegunterhalt / Alpin	Wegunterhalt Gemeinde	Neu ab Sep 2016	
Wesalannen-Battn		Zustand Wanderweg			
Geotour Gemä	Gute Kennzeichnung				

SIGHTSEEING VS ECOTOURISM

Territorial Business Areas

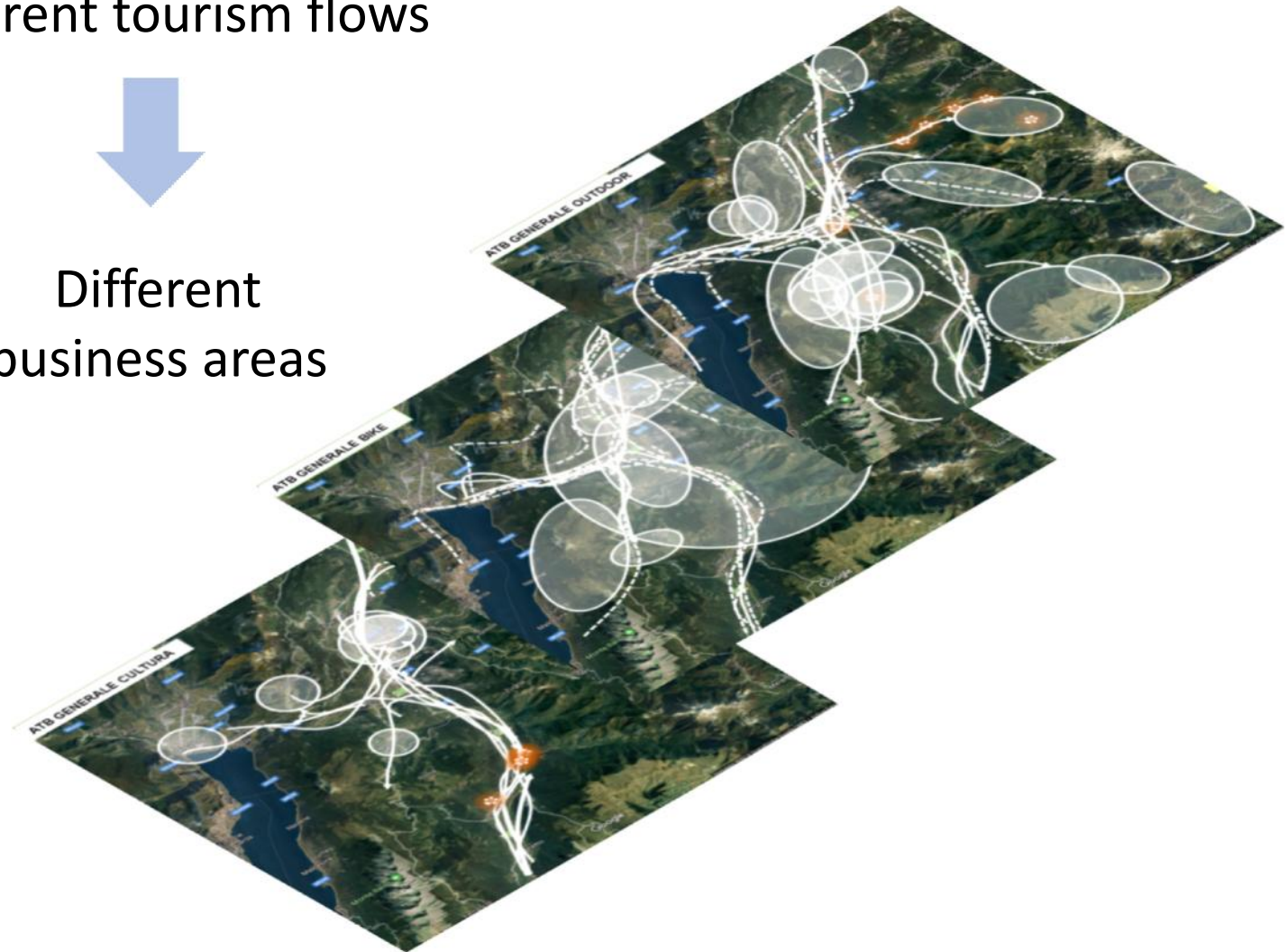


Territorial Business Areas: Layers

Same territory,
different tourism flows



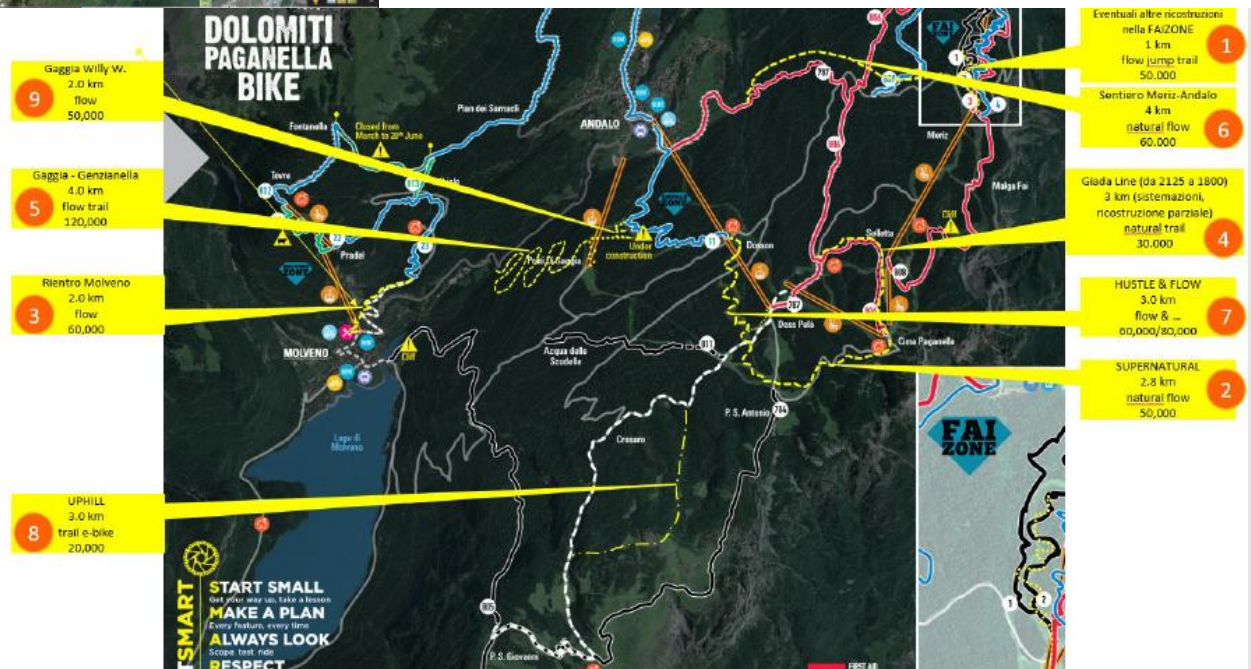
Different
business areas



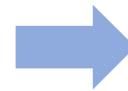
From visitor flows to product design: Bike Resort in Paganella Dolomiti



**Geometria variabile
Sport intensivo**



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

1 Daolasa - Malè

2 Daolasa - Passo del Tonale

3 Daolasa - Pejo

4 Daolasa - Madonna di Campiglio

ValleSole | Niguarda

Daolasa

find your bus

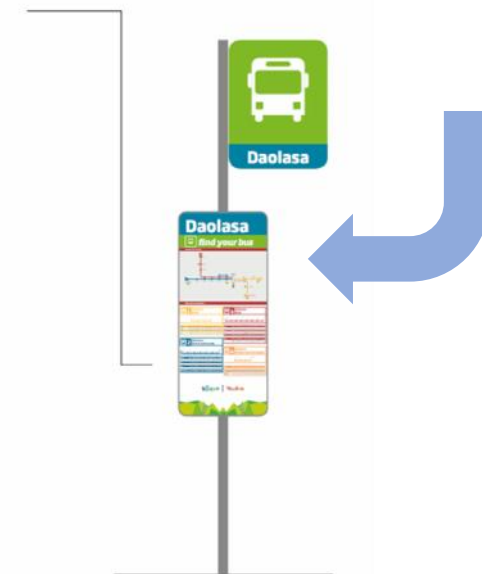
1 Daolasa - Malè

2 Daolasa - Passo del Tonale

3 Daolasa - Pejo

4 Daolasa - Madonna di Campiglio

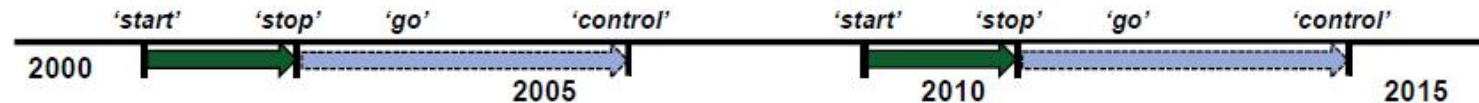
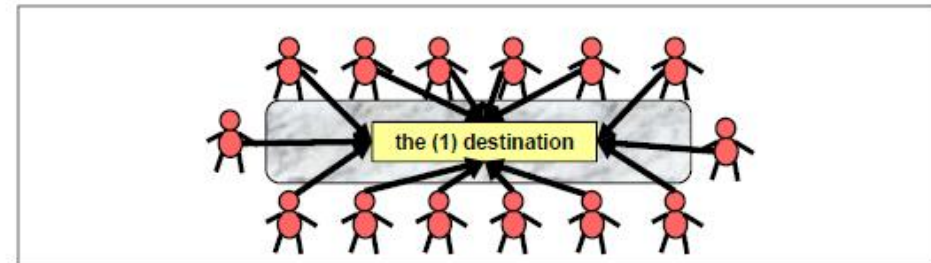
ValleSole | Niguarda



Visitor flows : implications in destination governance

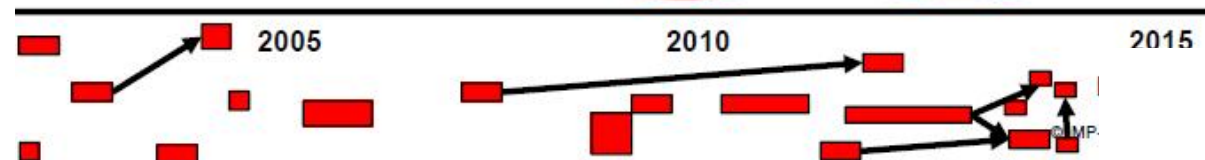
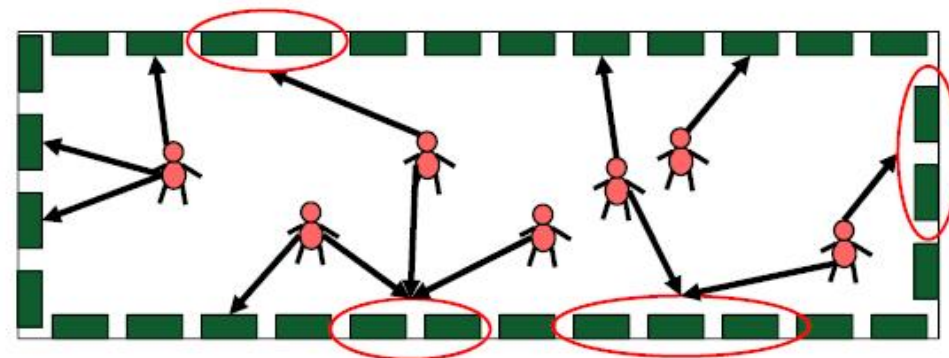
traditional approach

- 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).

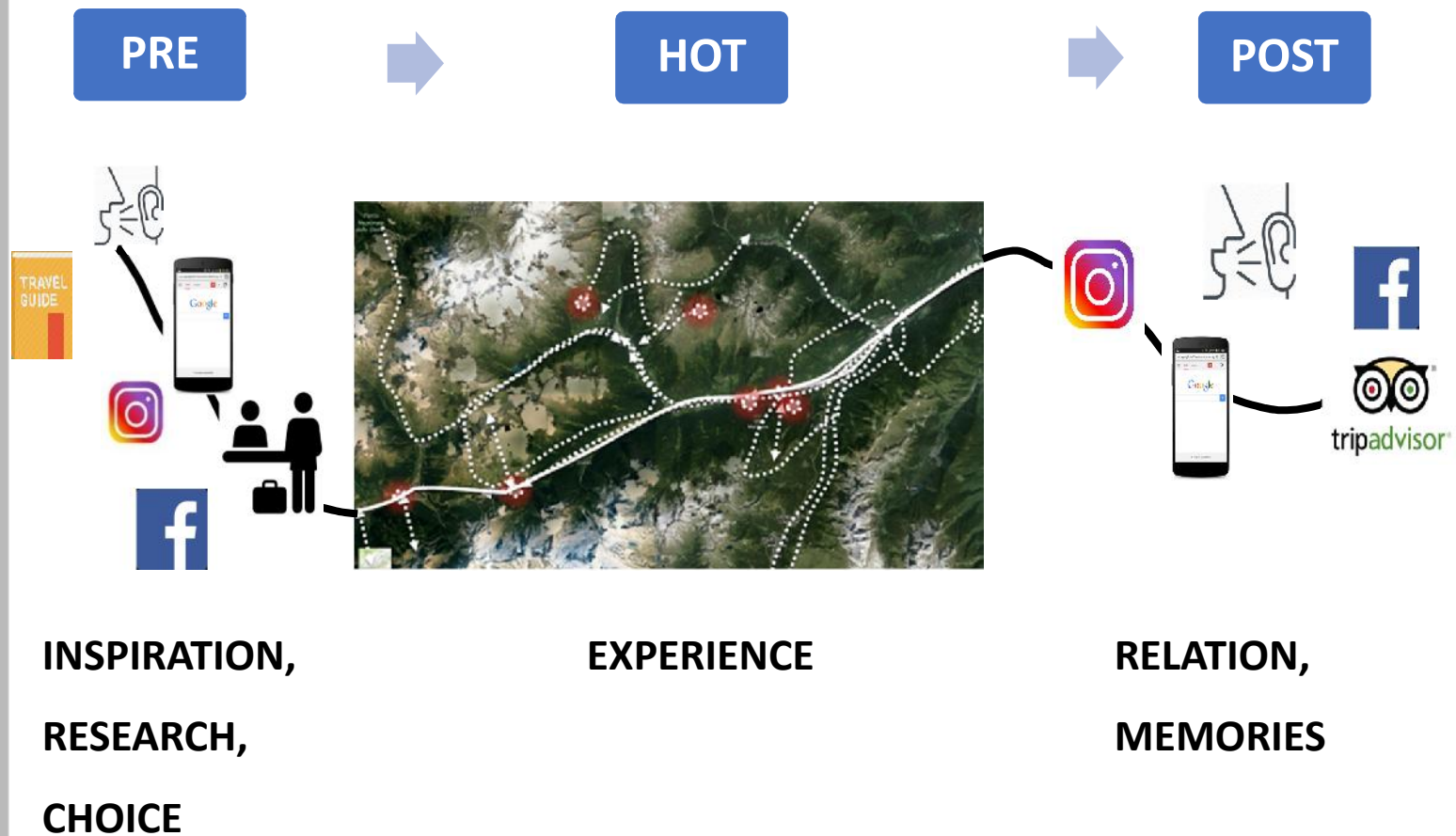
Traditional territorial space vs. variable geometry for the case of Heidiland



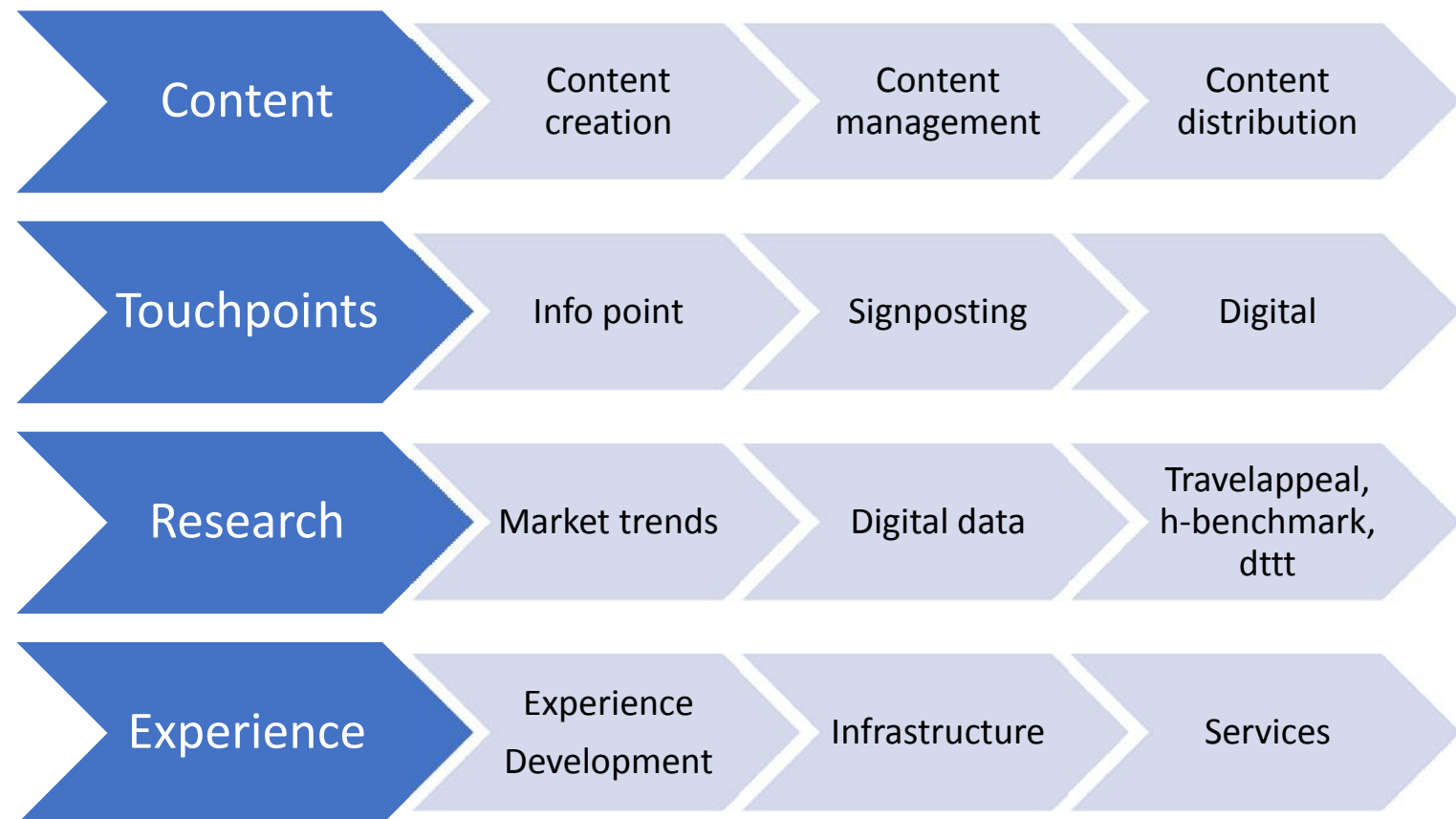
Selected tasks for Baselland Tourismus (dark grey), with other tasks done by others (white) and tasks left undone (light grey)

Strategische Grundhaltung	Analysis	Produktentwicklung - offer	AD (Gemeinsamkeiten - Basis, DMO, Team)	A (Jedem, Vielfalt - Vielfalt)	Service (Mitarbeiter, DMO, 100% Service)
Agieren Fokussiert	X	AG, Organisations-, Governance?	X	AK, aktive Vielfalt/ Organisations?	AB
Hybrid - Ziel-Veränderung	?	Strategisches Konzept, Marketing, Dienstleistung, Serviceleistung	Produkt, Konzeptions- und	?	PHILIPPO-Produkt
Wasser und Freizeitvergnügen	X	X	X	X	Aquafunk, Sole-Land, Meeresspa
Medien- und Kulturvergnügen	X	X	X	X	Medien
Wald- und Naturvergnügen	X	X	X	X	Wald- und Naturvergnügen
Modell- und Sport	X	Beispiel (Sport)	?	?	Modell- und Sport
Wasser- und Natur	?	Optimierung, aktive Angebote, F1- und Sport, F1- und Sport, F1- und Sport	?	Interessante Angebote	Wasser- und Natur
Solo- und	?	Einzelne Angebote	?	X (da Einzel- und Solo)	Solo- und
Reise- und	X	X	Einzelne Angebote	X	Reise- und
Reise- und	?	Strategisches Konzept	Konzeptions- und	?	PHILIPPO-Produkt
Kulturelle Aktivitäten	X	Kulturelle Aktivitäten, Kultur- und	Kulturelle Aktivitäten	X	X
Wasser- und Naturvergnügen	?	Wasser- und Naturvergnügen	?	Wasser- und Naturvergnügen	?
Einzelne	?	Einzelne Angebote	?	Einzelne Angebote	?
Einzelne	?	Einzelne Angebote	?	Einzelne Angebote	?
Einzelne	?	Einzelne Angebote	?	Einzelne Angebote	?
Einzelne	?	Einzelne Angebote	?	Einzelne Angebote	?

Destination experience > Dmo «nurtures» customer journey



Destination experience > Dmo «nurtures» customer journey

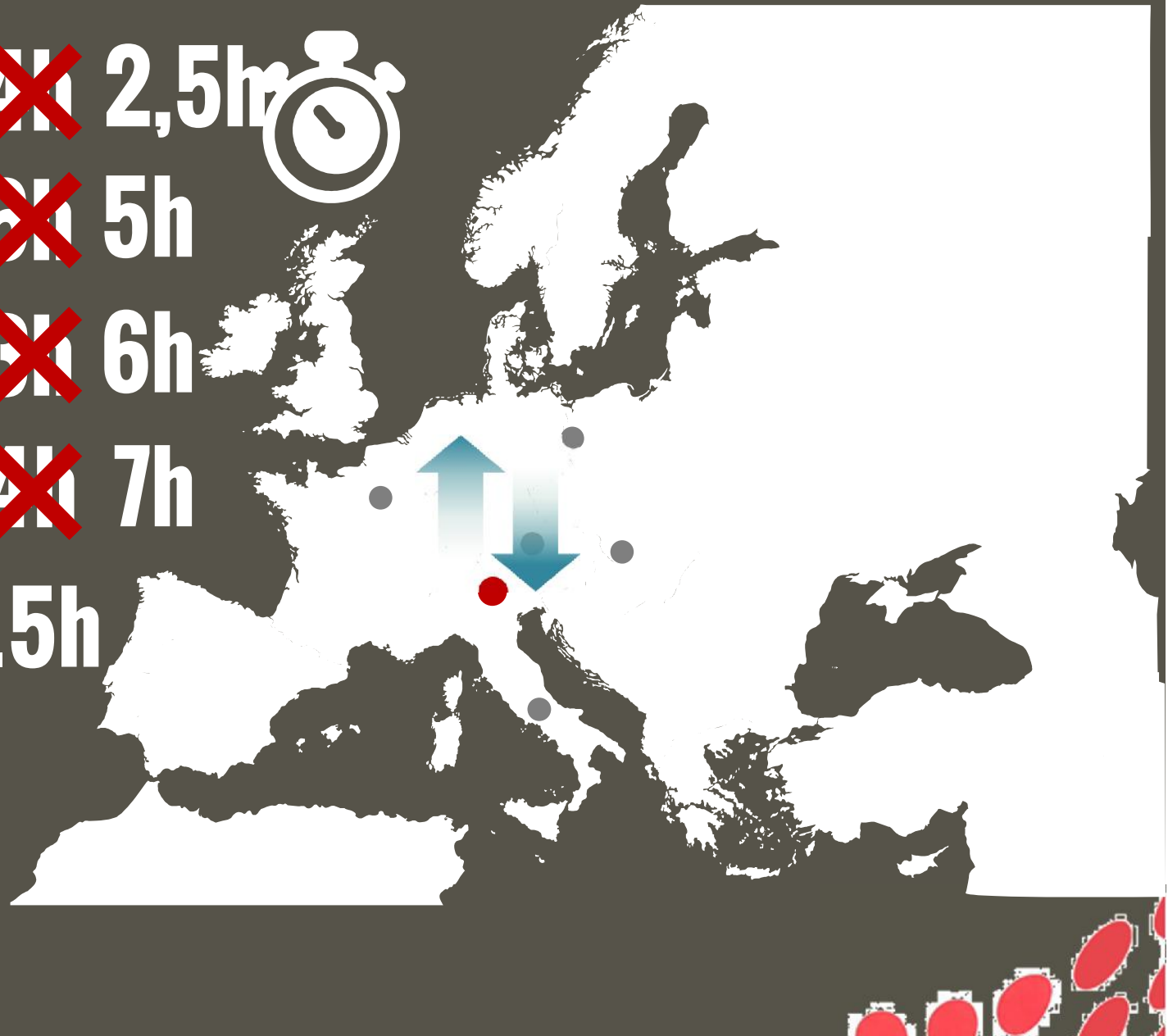


**Which is the role of Trentino in a
glocal dimension?**



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

**VALUE
CREATION**

COPYRIGHT VS COPYSHARE

INTEGRATED DIVERSITY

NETWORKS

MODELS' HYBRIDATION

LOCALHOOD



**DATA
VS
KNOWLEDGE SHARING**

TERRITORIAL LAB

ECONOMY

Towards an Alpine Strategy

New paradygms 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**

The image shows a large, modern building with a prominent glass and steel dome. The dome's structure is a complex web of metal beams supporting a glass roof. In the center of the dome is a large circular skylight. Below the dome is a courtyard with a curved wall featuring vertical slats and small square windows. Several people, including children and adults, are jumping in the air in the courtyard, with some holding up small objects. The scene is bright and sunny, with shadows cast on the ground.

Grazie per l'attenzione!

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