



# Perspectives on destination recovery and resilience

Stefan Hartman & Bernadett Papp

26.03.2021



Stenden



I  
hate  
you.

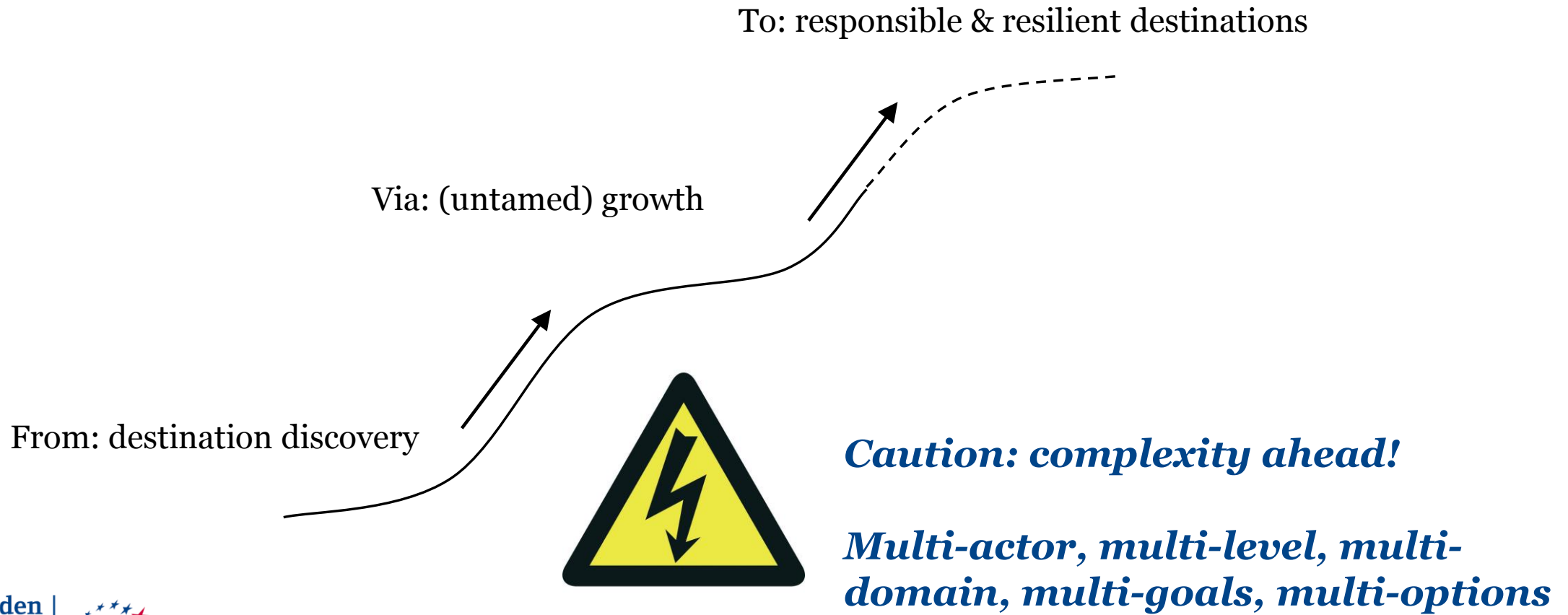


Stenden



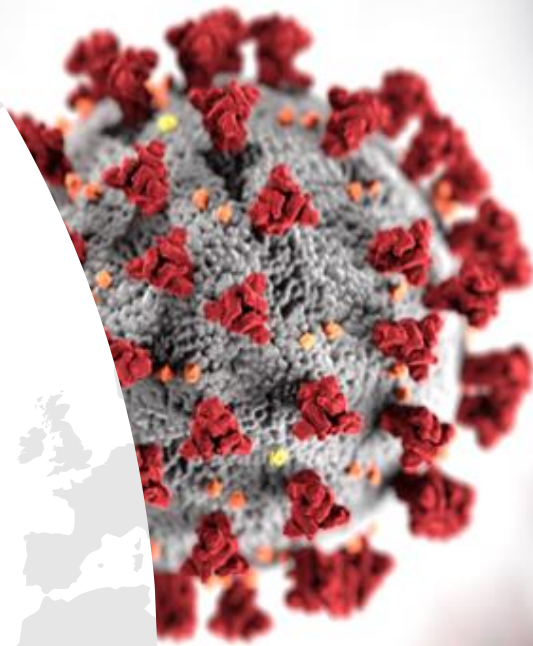
*building resilience*

# Tourism destination development today





# CoVid-19: challenges for global tourism

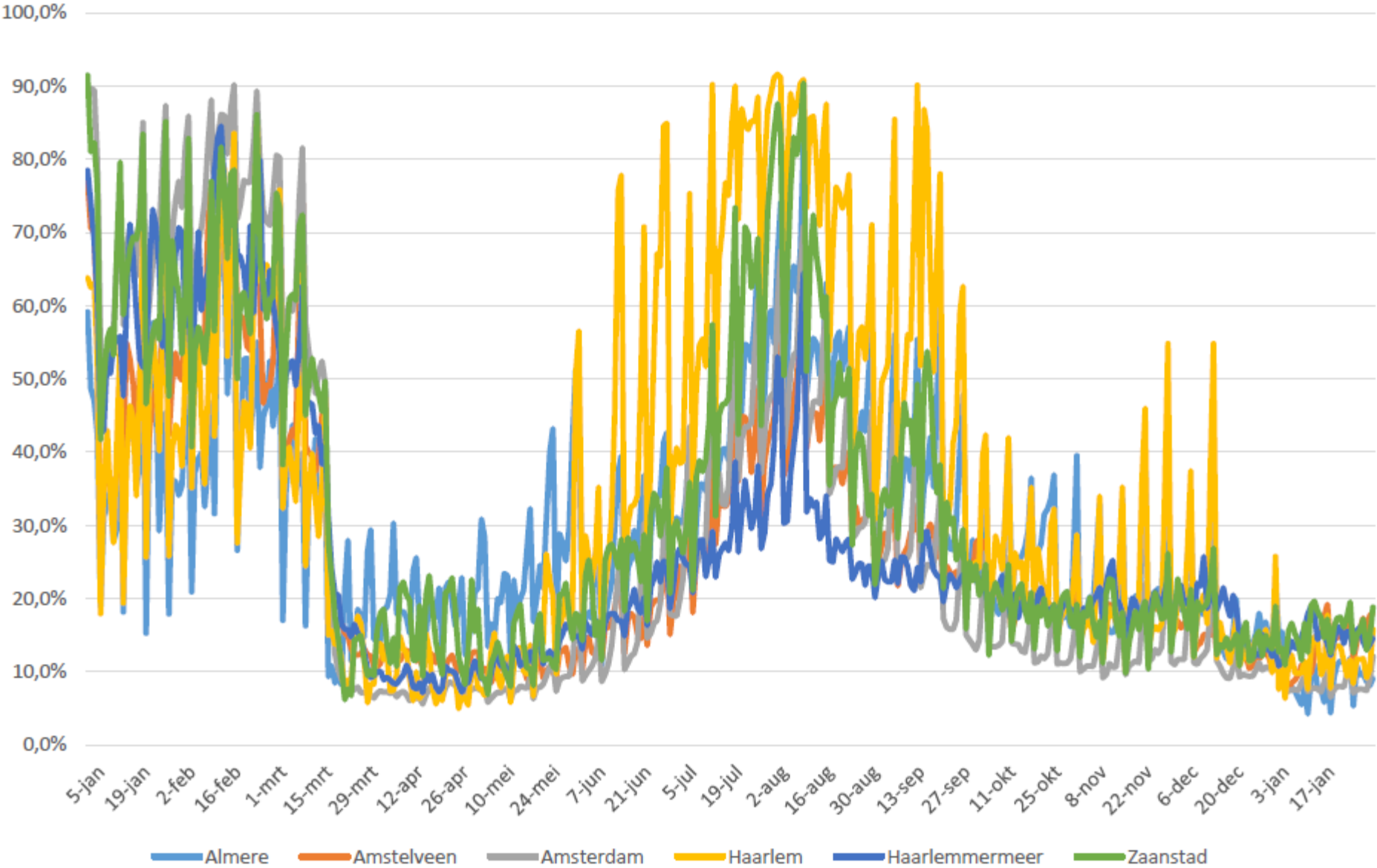


**COVID-19**  
CORONAVIRUS DISEASE 2019

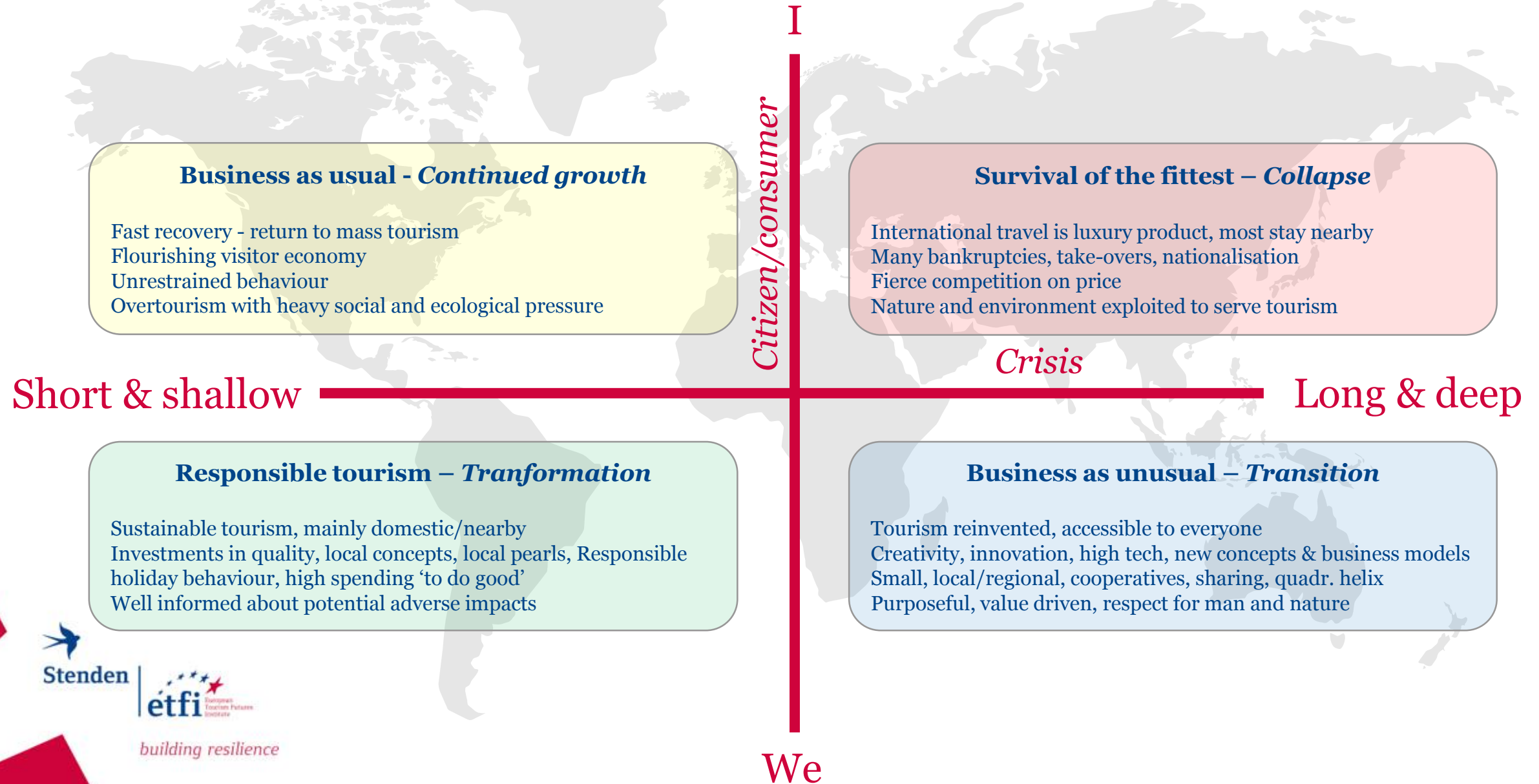


# Hotel occupancy rates Amsterdam

(source: Amsterdam & Partners)



# Four scenarios for tourism in 2025 – post COVID-19



# Strategic challenge

“Bounce back”

“Recovery”

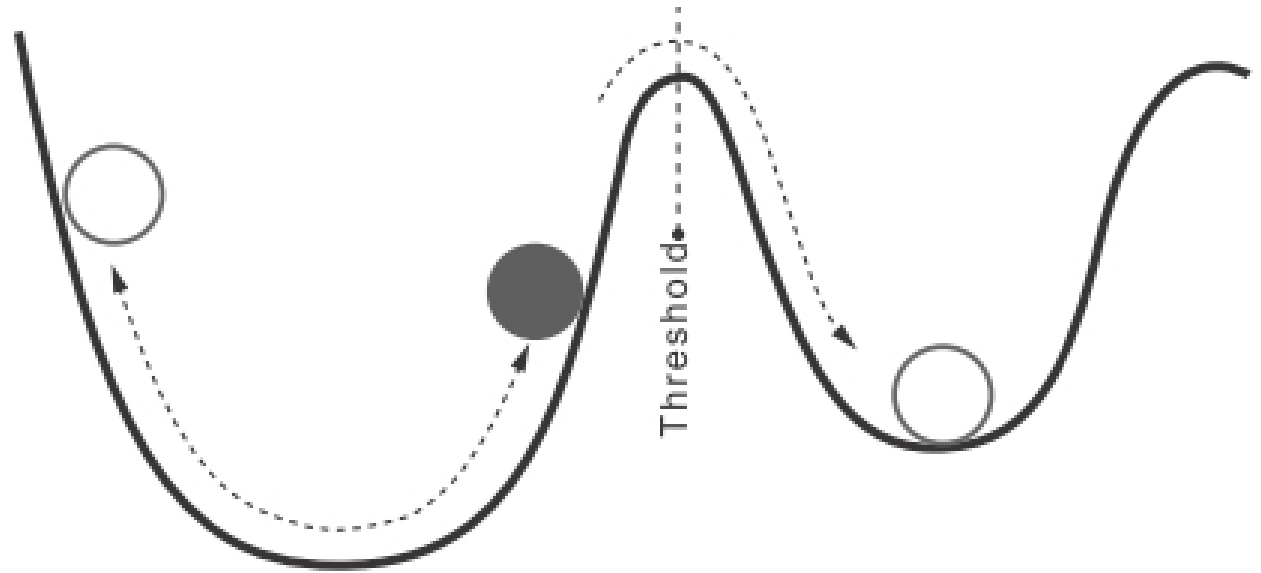
“Business as usual”

versus

“Bounce forward”

“Re-set”

“Business as un-usual”



Stenden

etfi  
European  
Tourism Futures  
Institute

building resilience

# Response to the strategic challenge: Destination Stewardship

## a more socially and environmentally conscious approach towards destination governance

### Destination stewardship defined

Destination stewardship implies an approach to destination governance that:

- Seeks to balance and meet the economic, environmental and social/cultural needs of the destination (businesses, residents)
- Operates within a legitimate governance model with active participation from public, private and community sectors



Destination needs - embracing sustainability → destinations as common-pool resources



Destination Stewardship Framework & Governance Diagnostic Tool



# Destination Stewardship

## Triggers and barriers

### 10 triggers of Destination Stewardship

1. Tourism growth
2. Global sustainability requirements
3. Evolving visitor economy
4. Shifting definitions of success
5. Government interest in tourism governance
6. Placemaking
7. Smart tourism
8. Enabling technologies
9. The need for increased tourism resilience
10. Rising call for social inclusion

### Barriers to Destination Stewardship

1. Tourism is fragmented
2. No mandate for destination stewardship
3. Clash of cultures and agendas
4. Lack of knowledge and data



An urgent need to address fundamental issues that prevent better co-management and efficient tourism policy design and implementation

# The benefits of a Destination Stewardship Approach

## Benefits for the Private sector

- Compete on a level playing field
- Receive government support for action
- Connect with destination needs (CSR)
- ‘Coopetition’ with other businesses
- Protected products and investments
- Access to new, innovative products
- Positive community relations
- Less/more efficient regulation
- More resilient supply chains

## Benefits for the Public sector

- A mandate for destination management
- Shared resources/accountability
- Positive community relations
- Private sector commitment to changes
- Backing for investment in new infrastructures
- Successful diversification of products
- A more resilient visitor economy

## Community benefits

- Strong/leading voice in development processes
- Quality of life
- Diverse amenities
- Thriving economy



Stenden



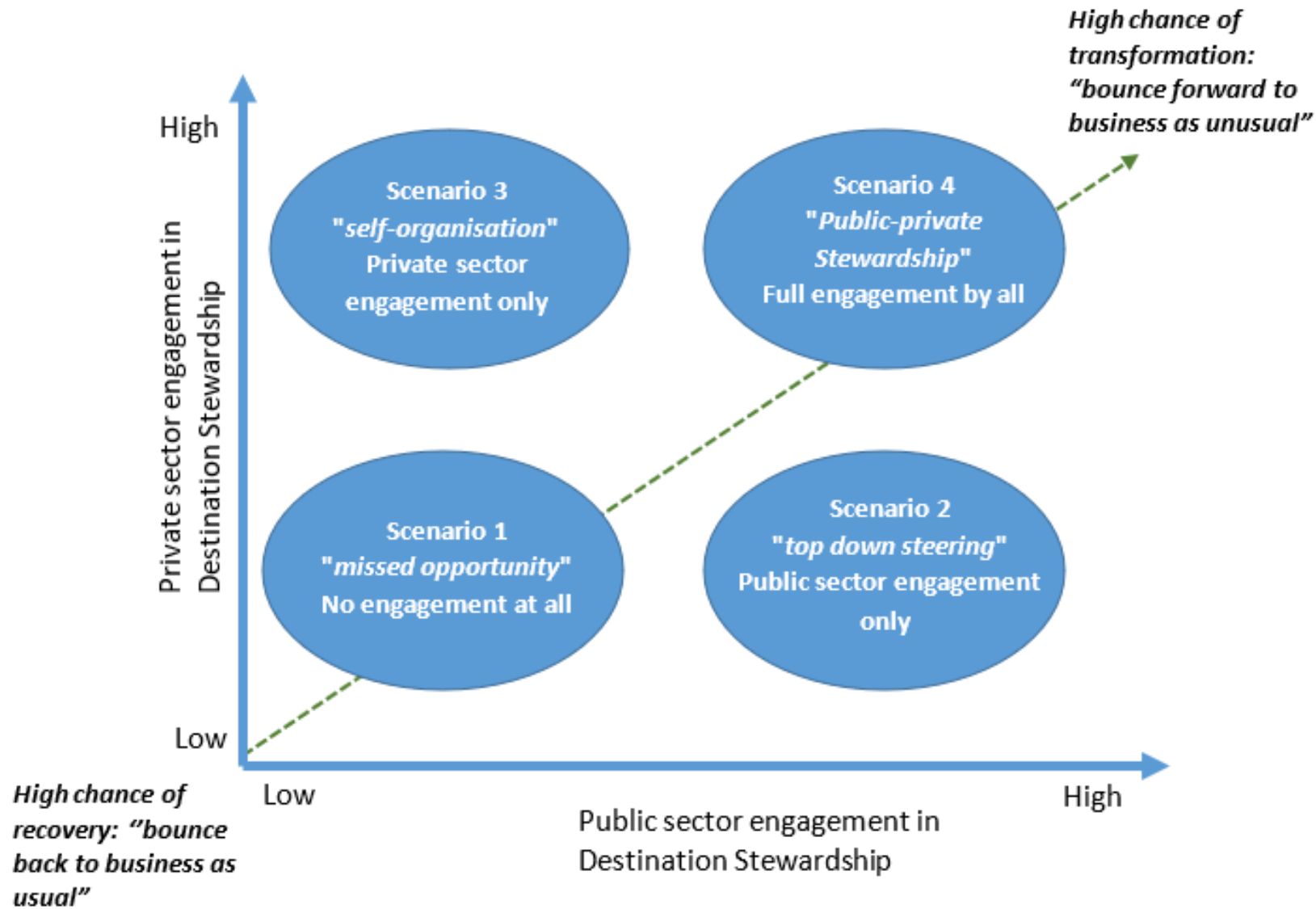
building resilience

theTravel  
Foundation



WORLD  
TRAVEL &  
TOURISM  
COUNCIL

# Destination Stewardship Framework



Stenden



building resilience

Effective governance models are needed to translate this engagement into meaningful action

# Destination Stewardship Governance Diagnostic Tool

Optimizing destination governance through collaborative thinking

	Aspects of Governance						
	Strategic vision: focus/scope	Implementation: policy, plans, projects	Form of collaboration	Resource mobilization	Influence	Legitimacy	Data and knowledge
Public Sector (prompt: vertical and horizontal, intra and inter, cross dept/portfolios)							
Private Sector (prompt: direct and indirect tourism, supply chain, investors, SMEs)							
Third Sector and Community (prompt: representative groups, direct resident engagement, special interest groups)							



Stenden



building resilience

theTravel  
Foundation



WORLD  
TRAVEL &  
TOURISM  
COUNCIL



# Destination Stewardship – Building back better

## “Key takeaways”

### **Understanding and addressing fundamental issues that prevent better co-management is vital**

- Integration
  - Vertical integration – cross-border, national, regional, local
  - Horizontal integration– representatives of various public policy domains
  - Cross-sectoral integration – representatives of selected sectors
  - Public-private collaboration
  - Public-private-community collaboration
- Engagement in shaping and leading on the destination’s priority issues, in line with the triple bottom line of sustainability
- Developing shared understanding of the common good
- Creating shared objectives and measurement of success
- Developing effective platforms for collaboration
- Clearly defined and assigned roles and responsibilities
- Mechanisms to ensure transparency and accountability

# European Tourism Futures Institute

Rengerslaan 8, 8917 DD, Leeuwarden

+31 (0) 58 244 1992

etfi@nhlstenden.com



[www.etfi.nl](http://www.etfi.nl)



[stendenetfi](https://www.facebook.com/stendenetfi)



[StendenETFI](https://twitter.com/StendenETFI)



[European Tourism Futures Institute](https://www.linkedin.com/company/european-tourism-futures-institute)



Stenden

