

Stakeholder involvement

The stony way from ideas to strategies

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The crucial role of stakeholder involvement

In general the involvement of local stakeholders in tourism planning leads to better results.

It may “serve instrumental ends if it leads to the transformation of relationships and the development of trust and understanding between participants.” (Reed et al, 2009)



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Who should participate?



- Identify stakeholders
- Differentiate between and categorise stakeholders
- Investigate relationships between stakeholders

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What makes for good stakeholder involvement?

Early and effective participation...

Barriers

- Poor public knowledge on planning and legalities
- Lack of information
- Lack of access to resources
- Mistrust
- Failure to influence the decision-making process
- Poor execution
- Regulatory constraints

Evaluation Criteria

- Communication
- Fairness
- Timing
- Accessibility
- Information provision
- Influence on decision-making
- Competence
- Interaction
- Compromise
- Trust

(Hartley and Wood, 2005)

When should they participate?



- Early and effective
- Continuous, cyclical management process
- Maintaining involvement maintains motivation.

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What should they contribute?



- Local knowledge - Expertise
- Critical issues
- Self-assessment: strengths and weaknesses
- Vision
- Strategy

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Expected outcome

Participation will lead to an integrated and regionally appropriate plan, product or strategy that will address unique selling points and products that will benefit the region as a whole.



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INSIGHTS Integrated, Slow, Green, Healthy Tourism Strategies



1.1.2017 30.6.2019	1.837.406,12 ERDF	124.538,81 IPA	

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Main local outcome:
8 integrated sustainable tourism strategies.

What did they contribute

- Awareness Raising : Common goals
- Status Quo Analysis: Along chosen indicators
- Analyses of Strengths and Weaknesses
 - Destination Strategy, cooperation and Management structure
 - Environment and Land Use Heritage
 - Socio-economic Benefits and Regional development
 - Socio-cultural built heritage
 - Quality of Visitor Experience and Product Development
- Vision Development - Adapted to strengths and weaknesses
- Strategy Development – Adapted to regional needs

Self-Assessment leads to...



... common visions and ideas for objectives.

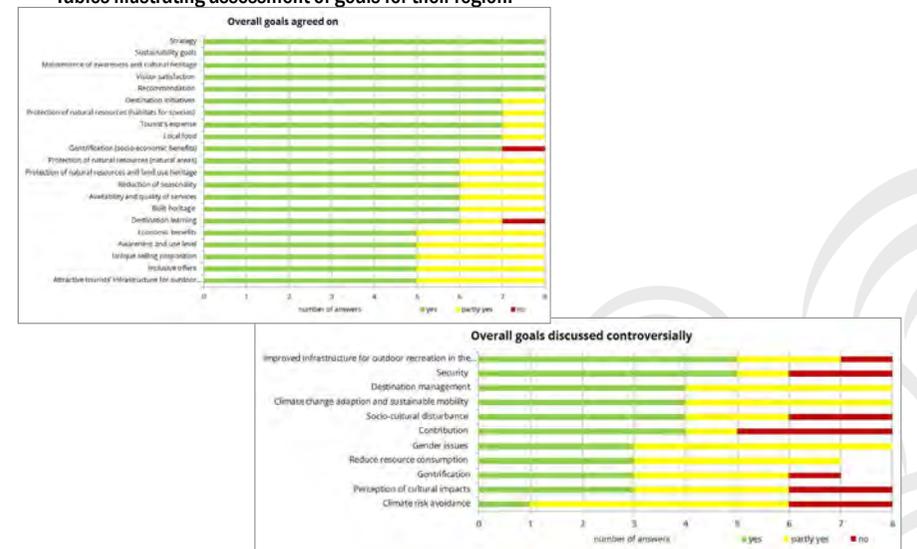
Awareness raising - Agreeing on conditions

Table 2: Destination Strategy, Cooperation and Management Structure

Overall goals	Desired conditions	The members of the assessment team agree on the overall goal and support the desired conditions								
		LP	PP4	PP5	PP6	PP7	PP8	PP9	IPA1	
Strategy	The region has a strategic concept for tourism including sustainability goals	yes	yes	yes	yes	yes	yes	yes	yes	
Sustainability goals	Sustainability goals are supported by the communities and/or regional governments and communicated	yes	yes	yes	yes	yes	yes	yes	yes	
Destination management	There is an organisation in the destination which serves as a connector between different stakeholders, groups, and local organisations. The role & importance of destination leadership is clear	partly yes	yes	partly yes	yes	yes	partly yes	partly yes	yes	
Destination initiatives	With commonly organised events and presentations at fairs, the DMO contributes to the cooperation and its visibility	yes	yes	partly yes	yes	yes	yes	yes	yes	
Destination learning	The DMO together with other institutions provides educational and learning offers for its members. The DMO strengthens the local network	yes	yes	no	yes	yes	partly yes	yes	yes	

Awareness raising - Agreeing on conditions

Tables illustrating assessment of goals for their region.



Self-Assessment: Indicators

Table 11: Destination Strategy, Cooperation and Management Structure – Current Situation (indicators: black = mandatory; red = alternative indicators; select one; green = optional indicators)					
Overall goals	Desired conditions	Indicators	PP	Current situation	
Strategic	The region has a strategic concept for tourism including sustainability goals	Tourism concept exists	LP	<ul style="list-style-type: none"> No common strategic tourism concept for the whole region The most important towns and counties have independent tourism concepts 	
			PP4	<ul style="list-style-type: none"> Yes Additionally, the municipalities have their own strategies 	
			PP5	<ul style="list-style-type: none"> Yes 	
			PP6	<ul style="list-style-type: none"> No 	
			PP7	<ul style="list-style-type: none"> No common strategic tourism concept for the whole region The 3 tourism boards have independent tourism concepts 	
			PP8	<ul style="list-style-type: none"> Yes 	
			PP9	<ul style="list-style-type: none"> Priorities and goals are included in the regional development strategy The process of developing a regional tourism development program incorporating SGHT strategies has started 	
			IPA1	<ul style="list-style-type: none"> Yes 	
			Sustainable criteria as guidelines are included	LP	<ul style="list-style-type: none"> No, as there is no common strategy Some of the towns have tourism concepts including sustainability criteria
				PP4	<ul style="list-style-type: none"> Yes
		PP5		<ul style="list-style-type: none"> No 	
		PP6		<ul style="list-style-type: none"> No, as there is no common strategy Some cities/settlements have sustainability and green strategies 	
		PP7		<ul style="list-style-type: none"> No common agreement on sustainability goals in the region 	
		PP8		<ul style="list-style-type: none"> Yes 	
		PP9		<ul style="list-style-type: none"> Yes 	
		IPA1		<ul style="list-style-type: none"> Yes, in the regional development strategy A regional tourism development program incorporating SGHT strategies is in progress 	

Self-Assessment: Strengths and Weaknesses

Table 12: Analysis of Strengths and Weaknesses: Overall findings

Pilot region	Destination Strategy, Cooperation & Management Structure	Environment and Land Use Heritage	Socio-economic Benefits and Regional Development	Socio-cultural and Built Heritage	Quality of Visitor Experience and Product Development
LP	😊	😊	😞	😊	😞
PP4	😊	😊	😞	😊	😊
PP5	😊	😊	😞	😊	😊
PP6	😞	😊	😞	😊	😊
PP7	😊	😊	😞	😊	😊
PP8	😊	😊	😊	😊😊	😊
PP9	😊	😊	😞	😊	😊
IPA1	😊	😞	😞	😊	😞

Vision Development

Based on overall goals and self-assessment. The planning process was broken into smaller, easy to manage pieces.

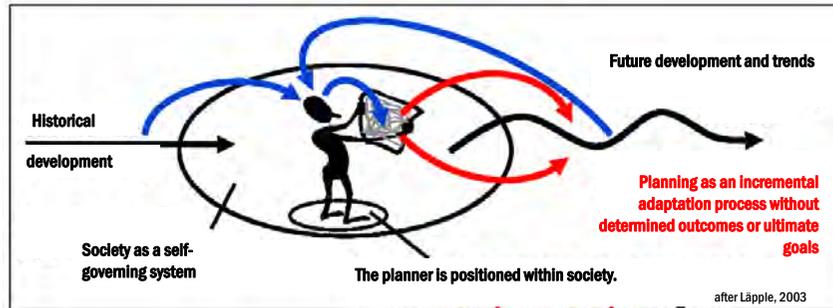
With the information gained, the unique selling points can now be addressed and realistic visions developed.

Success based on ...

- Creating manageable steps
 - Indicators – Self-Assessment – Vision – Strategy – Product
- Ensuring understanding amongst stakeholders before asking for deliverables



New understanding of planning



Planners need to be cooperative problem-solvers who can work in smaller increments while not losing sight of the long-term development aims.

Thank you for your attention

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