

# Destination Governance

## A New Management Concept for Tourism Destinations?

- Typology of Governance in Tourism Policy (Hall 2011)
- Governance and Management of Tourism Destinations (Baggio et al. 2010)
- Corporate Governance in Destinations (Beritelli et al. 2007)
- Touristic Governance (Fuchs 2006)
- Innovative Destination Governance (Nordin & Svensson 2007)
- Tourism-related Urban Governance (Connelly 2007)
- Regional Tourism Governance (Zahra 2011)
- Local Tourism Governance (Beaumont/Dredge 2010)
- Centralized and Decentralized Tourism Governance (Yüksel et al. 2005)
- Governance of Tourism Partnerships (Eagles 2009)
- Modes of Tourism Governance (Erkuş-Öztürk 2011)
- Issues for Governance in Tourism Planning (Moscardo 2011)
- Governance Capacity in Coastal Tourism (Caffyn & Jobbins 2003)
- Destination Competitiveness Governance (Paskaleva et al. 2009)

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### General meaning of governance:

Any mode of social co-ordination of interdependent activities (market exchange, hierarchy, networks, communities, clans)

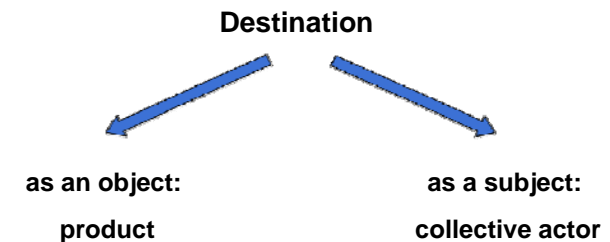
→ Analytical way of using the term “governance”

### Limited meaning of governance:

Self-organizing networks between multiple independent actors (public and private), involved in complex relations of reciprocal interdependence, based on dialogue and negotiation, with an emphasis on participation, empowerment and common welfare

→ Normative way of using the term “governance”: “New governance”

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**Community model vs. corporate model:**

**Who governs???**

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### Traditional question in destination management:

How can destination actors be governed by a DMO to produce a competitive and successful destination product?

### New question in destination governance:

How should governance arrangements be designed so that processes of co-operation and interaction between all destination actors (including the DMO) can produce a competitive and successful destination product on the basis of a general consensus?

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### Destination governance instead of destination management?

#### Different logics of action:

- Political actors (Orientation: elections)
- Administrative actors (Orientation: local/municipal/regional decision-making, institution-based dealing with problems)
- Entrepreneurs (Orientation: market, process-based dealing with problems)
- Organizations of civil society (Orientation: idealistic, based on solidarity of members)

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### Governance capacity:

“Strategic relational *node* or *arena* in a locality, a point of reference for many relational webs, and a locus of the development of shared understandings among the diversity of open relations in a place” (Healey 1999, 115)

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### Levels of destination governance:

- First-order governance: opportunity creation (empowerment, activating, facilitating, encouraging access, indirect management)
- Second-order governance: institution building (creation of policy instruments)
- Meta-governance: governance of the governance (normative aspects of governance, development of shared visions, re-articulation, collibration)

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**Is destination governance a new management concept for  
tourism destinations?**

**Or is it just an “empty signifier”?**

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**Thank you very much for  
your attention!**