

MANAGING DESTINATIONS

From Theories to Practices

Edited by Noel Scott, Manuela Guerreiro
and Patrícia Pinto

BRIDGING TOURISM THEORY
AND PRACTICE

VOLUME 14

MANAGING DESTINATIONS

BRIDGING TOURISM THEORY AND PRACTICE

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Recognizing the increasing gap between what is researched in academic community and what is practiced in industry, this series aims to bring together academic and industry leaders in their respective fields to discuss, exchange, and debate issues critical to the advancement of tourism. The book series intends to not only create a platform for academics and practitioners to share theories and practices with each other, but more importantly to serve as a collaborative venue for meaningful synthesis.

Each volume will feature a distinct theme by focusing on a current or upcoming niche or “hot” topic. It shows how theories and practices inform each other; how both have evolved, advanced, and been applied; and how industry best practices have benefited from, and contributed to, theoretical developments. Volume editors have both strong academic credentials and significant consulting or other industry engagement experiences. Chapter contributors will be identified through professional conferences and trade conventions. In general, the book series seeks a synergy of how concepts can inform actions, and vice versa. The book series will inspire a new generation of researchers who can translate academic discoveries to deliverable results valuable to practitioners.

BRIDGING TOURISM THEORY AND PRACTICE
Volume 14

MANAGING DESTINATIONS: FROM THEORIES TO PRACTICES

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INVESTOR IN PEOPLE

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Chapter 1

INTRODUCTION

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This book draws upon papers submitted to the t-Forum 2020 conference entitled “Breaking Barriers in the Changing World: Bridging Theory and Practice in Tourism” held in Algarve, Portugal (18–20 March 2020). The t-Forum is about transfer of knowledge/intelligence to and within tourism. The intent is to couple concepts and their applications to bring together researchers and practitioners who work on tourism from a variety of approaches, disciplines, and fields. The papers from the conference were supplemented by a general call for chapters. The chapters in this edited book are all examples of studies that seek to transfer intelligence to and within tourism. The book may be especially of interest to those involved in the management of tourism destinations. The chapters have been divided into five sections: strategy, new markets, stakeholders, infrastructure, and research and knowledge management. Within these sections, cross-cutting themes include the importance of social and environmental sustainability and integration of governance.

The first section of destination strategy discusses three cases from Italy and one from Far East Russia. Chapter 2 examines the implementation of a national strategy for the development of rural Italian regions and its relationship with tourism. The case illustrates the difficulties of aligning

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development strategy across levels of government and with industry and the community. Chapter 3 contrasts and compares the development of Genoa, Turin, and Milan over the past decades and their movement from an industrial to a postindustrial experience economy. Chapter 4 discusses the development of tourism in the Russian Far East focusing on the “Twin Cities” of Blagoveshchensk (Russia) and Heihe (China). This is discussed as an example of an experiential core developing at a peripheral destination. The effects of politics between China and Russia on cross-border tourism are examined, and the recent effects of COVID-19 are noted. Chapter 5 returns to Italy and the urban development strategy of Mestre on the outskirts of Venice. The chapter contrasts undertourism in Mestre, with overtourism suffered by Venice. The authors present a well-argued case for the expansion of the core tourism area of Venice to include Mestre, and in doing so highlight the politics of place development.

The section on new markets has two chapters from small islands in the Atlantic Ocean. Chapter 6 provides the results of a tourist well-being project in Madeira Island, Portugal. This study allows for design of customized experiences that can enhance tourists’ psychological profile and their well-being. These experiences include gastronomy, walks along irrigation channels (Levadas), and scenic landscape. Chapter 7 presents results of research that segments and characterizes senior tourists who used online information to book their trip to the Azores Region in Portugal. This highlights the importance of information and communication technology and its use in understanding tourist behavior.

The third section focuses on destination stakeholders. In Chapter 8, the authors provide a case study of the development of a small village in Saudi Arabia based on its archaeological heritage and religious significance. This raises questions concerning the involvement of local residents in tourism development and how they can benefit from it. Chapter 9 presents the intertwining model which examines the level of influence of events on the public policies in a destination and its interface with the different actors involved. The chapter identifies stages in the evolution of public policies and their relationship to the networks of different actors, noting that stakeholders can have multiple roles. Chapter 10 examines support by residents of Santiago Island, Cape Verde, for tourism during COVID-19. The results indicate that residents’ support for tourism was positively influenced by their quality of life. Thus, the more tourism benefits locals, the more they support tourism. Chapter 11 reports on stakeholder views of the historic centre of São Luís, Brazil, a UNESCO World Heritage site. While World Heritage Site listing protects a site, it can improve tourism but bring little benefit to residents. This study examines the perceptions of residents and other stakeholders of this site.

The fourth section discusses infrastructure and its importance and development for tourism. Chapter 12 discusses energy, specifically the adoption of

solar energy in Croatia. This is done by examining good practices in several locations around the Mediterranean Sea. The impact of politics and public opinion on solar power strategy are noted. Chapter 13 discusses the legal infrastructure of tourism and the use of arbitration from the perspective of litigation. Tourism disputes often involve two legal systems, and organizations can use arbitration instead of courts to get a good effect. The next chapter examines ports and sea transport. Chapter 14 provides results from research as part of the Spain–Portugal Cross-Border Cooperation EU Program. The aim is to design a sustainable and transboundary maritime transport system in the Gulf of Cádiz, which includes the Spanish provinces of Cádiz (its Atlantic coast) and Huelva, together with the Portuguese region of the Algarve. The findings indicate demand for potential tourism packages created around boat trips with sun-beach, gastronomy-wine, and culture-landscape vectors as the main attractors.

The final section and chapter discuss the importance of research in destination management. While many of the chapters in previous sections use research of various types, Chapter 15 seeks to develop innovation in a destination using the concept of a living lab, which is a model of open innovation characterized by a networked approach to innovation, enabling local communities' participation in the sustainable development of tourism. This chapter is a good practice case targeted at transfer of knowledge/intelligence to and within tourism. Finally, Chapter 16 provides some key lessons for management of tourism destinations and directions for further research.

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DESTINATION STRATEGY

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Chapter 2

TOURISM IN PERIPHERAL AREAS National Strategy for Italian Regions

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Abstract: This chapter discusses the development of tourism in peripheral areas, prompted by the “National Strategy for Inner Areas” developed by the Italian National Government. The strategy, backed by policymakers, business owners, local communities, and environmental nongovernmental organizations (NGOs), aims to stop demographic decline by boosting sustainable tourism practices. A case study of Valle D’aosta examines the problems and their solution in the implementation of the strategy. It discusses how to make strategy implementation less complex and whether sustainable tourism is possible in such areas – whether it is an oxymoron, or whether it is a utopia that is worth pursuing. **Keywords:** Sustainability; peripheral regions; inner areas; local development practices; spatial policies

INTRODUCTION

A large part of Italy, accounting for more than half of the territory and a little less than a quarter of the population, is composed of areas characterized by marginalization, degradation, and abandonment and is located far from

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the big cities. Such areas in peripheral regions, called “inner areas,” have undergone a progressive marginalization and de-anthropization, with a reduction in the use of territorial capital. Their small, inhabited centers offer limited access to essential service (Agenzia per la Coesione Territoriale, 2013; Lucatelli, 2016; Mantino & Lucatelli, 2016). While they have many problems and difficulties, still they are equipped with precious resources. Recently, the national government initiated tourism-focused development to enhance the local resources located in these areas.

Strengthening inner areas through tourism implies changing pre-conceptions about development and providing “governance capacity” in these locations (Borrelli, 2009). The goal is to implement “active landscape conservation” (Salvatore, 2015) based on the principle of coevolution among place, community, and tourism economy. This means opting for sustainable practices that aim to reactivate the place’s value and the local community. The Italian government has taken the potential of inner areas into account in the National Reform Program developed by Dipartimento per lo Sviluppo e la Coesione Economica (2013), which has adopted the National Strategy for Inner Areas, aiming to stop the demographic decline and boost sustainable tourism practices.

This chapter discusses the most important steps in the development of the concept of sustainability related to tourism and its connection with regional development. It presents the process of constructing the national strategy for the inner areas, identifying the actors involved, and clarifying the strategies needed to attain sustainability and sustainable tourism. A case study helps to suggest the strengths and weaknesses of the national strategy implementation and of sustainable tourism.

DEVELOPING SUSTAINABILITY IN TOURISM

The first signs of interest toward a more respectful approach to local culture and the environment – crucial elements of the tourism product – can be found in the Manila Declaration on World Tourism that resulted from the 1980 World Tourism Conference held in Manila:

Tourism resources available in the various countries consist at the same time of space, facilities, and values. These are resourcing whose use cannot be left uncontrolled without running the risk of their deterioration, or even their destruction. The satisfaction of tourism requirements must not be prejudicial to the social and economic interests of the population in tourist areas, to the environment or to natural resources, which are the fundamental attraction of tourism, and historical and cultural sites. All tourism resources are part of the heritage of humanity. National communities and the entire