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# GUIDE TO DESTINATION MANAGEMENT PLANNING PILOT PROGRAMME FOR GREEK DESTINATIONS



European Bank for Reconstruction  
and Development (EBRD) in cooperation  
with The Ministry of Tourism and the Greek  
Tourism Confederation

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## AGENDA

**A**

**Project  
Overview**

**B**

**The  
Destination  
Management  
Plans**

**C**

**The  
Destination  
Management  
Planning  
Guide**

**D**

**Next steps**

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A

# PROJECT OVERVIEW



# Key Project Partners



**European Bank**  
for Reconstruction and Development



HELLENIC REPUBLIC  
**MINISTRY OF TOURISM**

TEAM

YELLOW RAILROAD

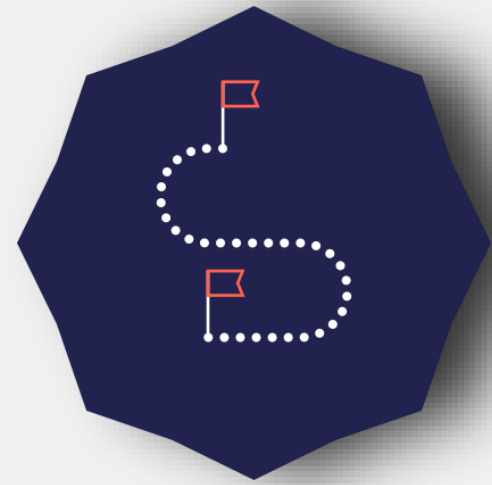
TOPOSOPHY

CHAMBER OF  
CYCLADES

CHAMBER OF  
DODECANESE

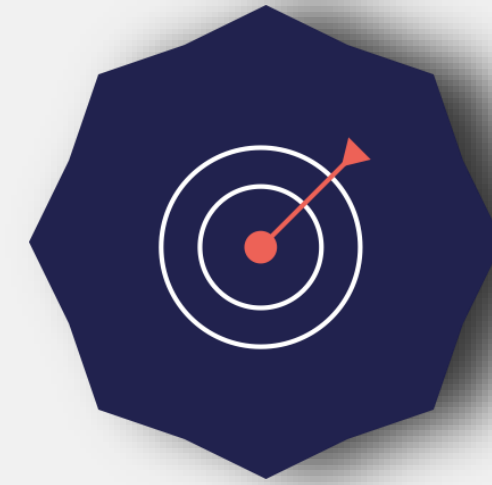
**SETE**

# Pilot Destination Management Plans for Rhodes & Santorini – The Brief



## SCOPE

- Create a clear vision for sustainable tourism development and identify priorities for destination management in each island.
- Engage local stakeholders and communities in destination management planning.



## OBJECTIVES

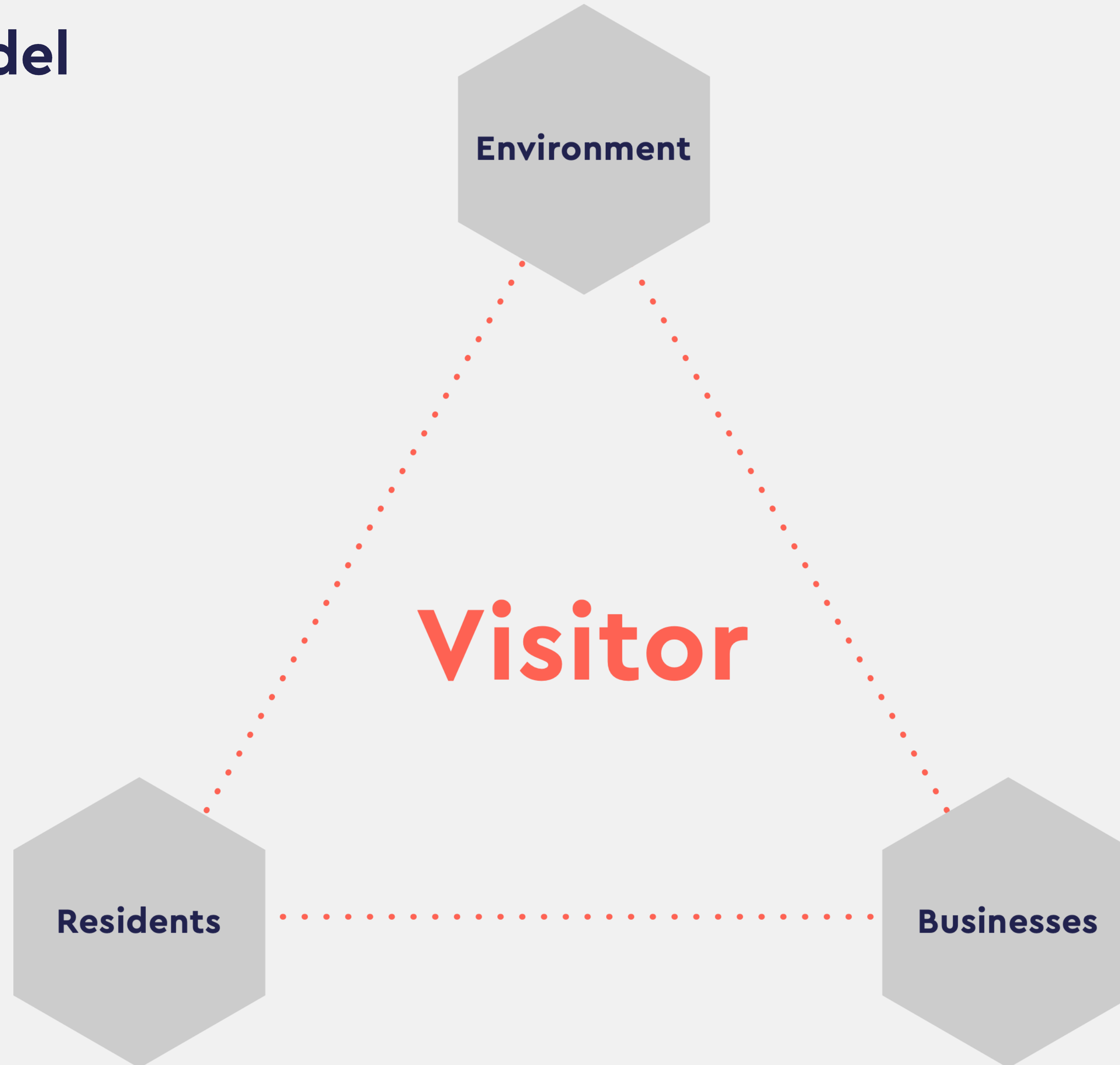
- Maximise destination performance (e.g. visitor spending, longevity of tourist season) and develop solutions for negative impacts (e.g. phenomena related to overtourism).
- Facilitate the development of experiences that meet visitor needs and expectations, reflect the destination vision and brand and facilitate the elements of a journey within a destination.

## Definition: Destination Management Planning as the Basis for Sustainable Tourism

Destination Management Planning is a process that enables **people in a destination to decide** how they want tourism to contribute to their economic and social life and take steps to achieve this.

This should cover "**all the aspects of a destination that contribute to a visitor's experience**, taking account of the needs of visitors, local residents, businesses and the environment."

# The VERB Model



## Context of Destination Management Planning

- ✓ Global tourism growth – demand and supply
- ✓ The search for experiences and authenticity
- ✓ Sustainability takes centre stage
- ✓ Increasing focus on managing the destination
- ✓ National policies on attracting new, higher yield markets
- ✓ Thomas Cook collapse drives market restructuring
- ✓ Aegean planned expansion of winter timetable



# The Deliverables

✓ **Rhodes DMP**  
Report  
Word + PPT

✓ **Santorini DMP**  
Report  
Word + PPT

✓ **Guide to DM Planning**  
Report  
Word + PPT

✓ **Dissemination**  
**workshops**  
Chania and Corfu  
PPT + Video

✓ **Project Report**  
Presentation to  
National  
Stakeholders  
PPT + Video

✓ **Project Report**  
PPT

## Timetable

Desk research	<b>MAY</b>
Workshops, individual discussions and site visits	<b>JUNE</b>
Situation Report	<b>JUNE - JULY</b>
Surveys of industry, consumers and community	<b>JULY - AUGUST</b>
Interviews with key stakeholders and experts	<b>JULY - AUGUST</b>
Strategy Discussion Papers	<b>AUGUST</b>
Draft Destination Management Plans & DM Guide	<b>SEPTEMBER - OCTOBER</b>
Presentations to stakeholders – Rhodes and Santorini	<b>OCTOBER</b>
Dissemination events (Chania, Corfu, Athens)	<b>OCTOBER</b>
Project completion	<b>by 31 OCTOBER</b>

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B



# THE DESTINATION MANAGEMENT PLANS

## Pilot Destination Management Plans for Rhodes & Santorini

### THE DESTINATION MANAGEMENT PLANS WERE DESIGNED TO:

- 1. Provide a high level 'road map' for tourism
- 2. Identify 'strategic priorities' for the development of tourism
- 3. Provide broad action plans for enabling activities
- 4. Outline options for an implementation structure
- 5. Suggest where more detailed plans will be required

### THE DESTINATION MANAGEMENT PLANS WERE NOT DESIGNED TO:

- 1. Provide detailed costed plans for every area of action
- 2. Provide solutions to issues that require specialist / technical expertise (e.g. legal, land use planning for development projects, investment planning)
- 3. Include detailed budget / HR commitments by partners

## DMP Approach

### 4 QUESTIONS

1. Where is your destination in tourism now?  
SITUATION ANALYSIS

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2. Where does your destination want its  
tourism to be in 2030?  
THE VISION

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3. How does your destinations get there?  
THE STRATEGY & ACTION PLAN

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4. How will we measure success?  
MONITORING

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## DMP Approach

### 4 CORE PRINCIPLES

1. **Targeting** those **visitors who will provide the greatest benefit** to the destination, in terms of spend, length of stay, season of visit, propensity to travel beyond the 'honeypots', and, most importantly, their (responsible) behaviour in the destination.

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2. **Developing** the destination, its infrastructure and tourism products and experiences, so that it appeals to those **visitors who will provide the greatest benefit** to the destination.

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3. Identifying and managing any potentially **negative impacts** of tourism before they damage the place or undermine community cohesion.

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4. Securing **residents' understanding** of tourism as a driver of the local economy, social cohesion, and environmental conservation, so that they welcome visitors and commit to tourism as an important and positive contributor to their daily lives.

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## Situation report

### TYPES OF CONTENT

- ✓ Destination management-related initiatives and issues
- ✓ Destination management trends & PESTEL context
- ✓ Stakeholder mapping
- ✓ Competitor analysis
- ✓ Destination supply analysis & initial tourism product assessment
- ✓ Destination demand analysis & initial tourism market assessment

## Organisations Involved in the Policy Workshop in Rhodes

- ✓ Chamber of Dodecanese
- ✓ Municipality of Rhodes  
– Directorates of Tourism  
and Culture
- ✓ Municipal Port Fund of  
South Dodecanese
- ✓ Region of South Aegean  
- Directorates of Tourism,  
Sports and Lifelong  
Learning
- ✓ Rhodes KTEL S.A.
- ✓ Association of  
Taxi Owners
- ✓ Rhodes Hoteliers  
Association
- ✓ Rhodes Hotel  
Managers Association
- ✓ Association of Travel  
Agents
- ✓ Rhodes KTEL S.A.
- ✓ Rhodes Traders  
Association
- ✓ University of Aegean
- ✓ Rhodes Institute of  
Vocational Training



## Key Issues Discussed in the Policy Workshops

1

**Primary  
challenges**

2

**Geographic markets & lifestyle  
segments with high  
potential**

3

**Main competitors**

4

**Most important  
destination values / attractions**

5

**Priorities for  
destination management**

## Expert Interviews in Rhodes ORGANISATIONS & BUSINESSES

- ✓ Municipality of Rhodes
- ✓ Association of Travel Agents
- ✓ Church Committee Tsampika Monastery
- ✓ Region of South Aegean
- ✓ Rhodes KTEL S.A.
- ✓ Olive Oil Factory and Folklore Museum
- ✓ Rhodes Hoteliers Association
- ✓ Rhodes Traders Association
- ✓ Monolithos Community Association
- ✓ Rhodes Hotel Managers Association
- ✓ Dodecanese Directorate under the Greek National Tourism Organization
- ✓ University of the Aegean

## Expert Interviews in Santorini ORGANISATIONS & BUSINESSES

- ✓ Municipality of Santorini
- ✓ Restaurant Selene
- ✓ SantoWines
- ✓ Geothira M.A.E.
- ✓ Wine Museum
- ✓ Metaxas Group
- ✓ Region of South Aegean
- ✓ Restaurant Krinaki
- ✓ Researchers involved in the Master Plan for the Cultural Route of Santorini
- ✓ Santorini Hoteliers Association
- ✓ Domaine Sigalas
- ✓ Institute for the Study and Monitoring of the Santorini Volcano
- ✓ Heliotopos Conferences
- ✓ Nomikos Estate

**An online tool enabled targeting a total sample of 1600 recent visitors across 4 surveys; 2 for Rhodes (UK, DE) and 2 for Santorini (UK, US)**

## **Subjects Covered in the Visitor Surveys Included:**

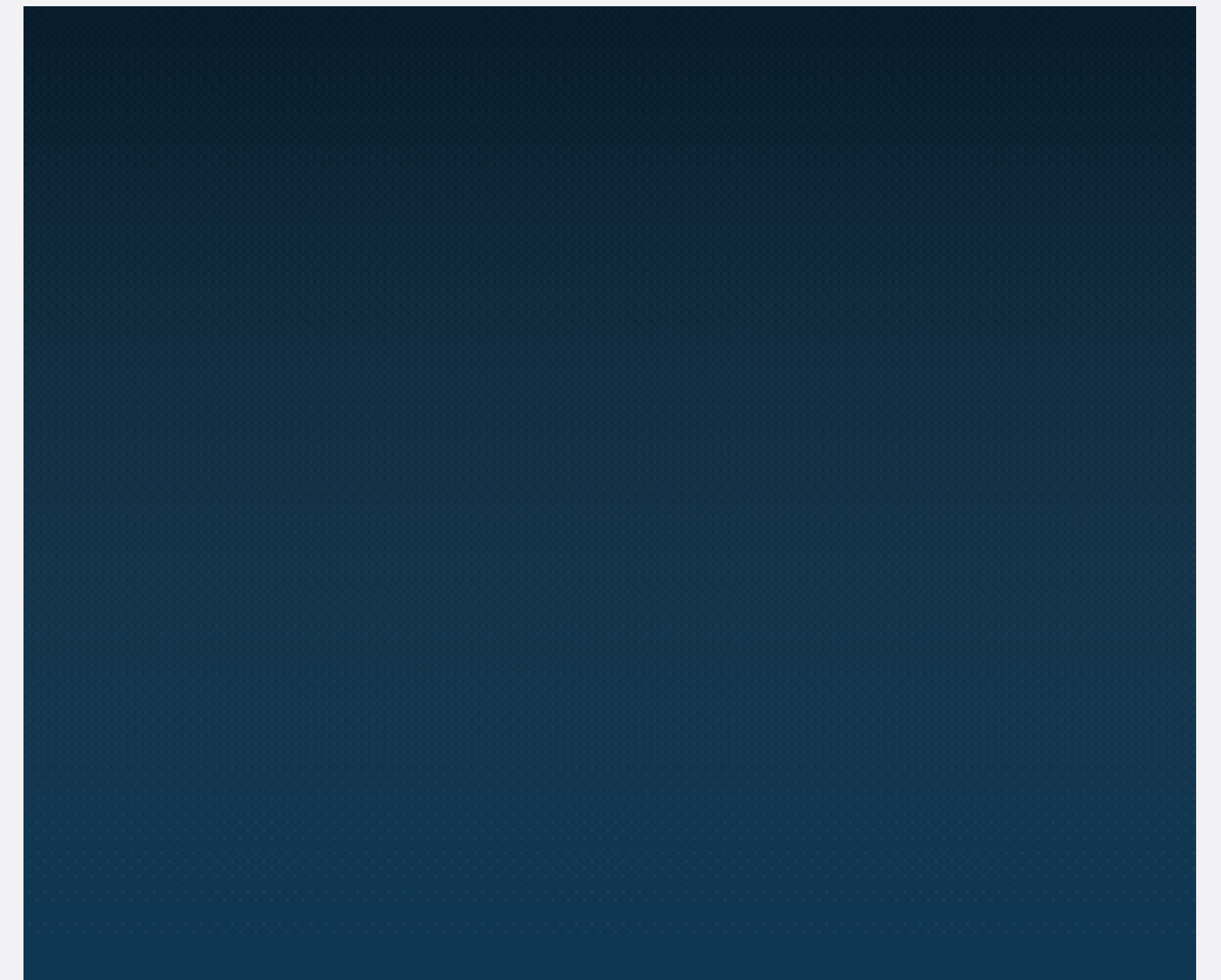
- Profile of visitors and key travel arrangements
- Holiday trip planning details
- In – destination experiences
- Post – visit perceptions of Rhodes/Santorini



## 4 online surveys focused on the aspirations of the local businesses and community members with respect to how Rhodes & Santorini are perceived as destinations to live, work and play.

### Subjects Covered in the local Surveys Included (e.g.):

- Profile of respondents
- Satisfaction with tourism development on the island
- Growth of short - term rentals
- Attitudes to day visitors coming by cruise and ferry (Santorini survey)
- The types of experiences offering the greatest growth potential (business survey)
- Key target markets and competitor destinations (business survey)
- The most important challenges facing the island
- The positive and negative impacts of tourism
- Suggestions for the future of tourism



## The Two Visions



### VISION FOR RHODES BY 2030

*"An all-year-round sustainable destination of choice, through the creation and promotion of exceptional visitor experiences, designed for markets that are interested in exploring the island as a whole for its heritage, culture and outdoor activities, across all four seasons of the year; and which will bring optimum benefits for the people of Rhodes".*



### VISION FOR SANTORINI BY 2030

*"An exclusive, paradise island, recognised globally as a leader in sustainable tourism management, where tourism and agriculture underpin a successful, sustainable economy and vibrant community life, and contribute to the conservation of its cultural heritage and natural environment".*

# The Two Sets of Strategic Priorities

## for Rhodes

- 1 Rhodes for All Seasons-**  
the "Flagship" initiative  
4 Action Areas  
15 recommended actions
- 2 Repositioning Rhodes-**  
enhancing its image and  
broadening its appeal  
6 Action Areas  
18 recommended actions
- 3 Creating Sustainable Rhodes-**  
sustainable in terms of  
environment/natural  
resources, communities,  
visitors, businesses  
8 Action Areas  
28 recommended actions
- 4 Managing Visitors in the  
City-** maximizing visitor  
enjoyment and quality  
of life  
4 Action Areas  
13 recommended actions
- 5 Extending the Footprint-**  
spreading tourism  
benefits to business and  
communities across the  
island  
5 Action Areas  
20 recommended actions
- 6 Enhancing the Visitor  
Experience-** focusing on  
quality  
5 Action Areas  
20 recommended actions

# The Two Sets of Strategic Priorities

## for Santorini

- 1** Making Santorini **sustainable** for the decades to come  
13 action areas  
47 recommended actions
- 2** Managing tourism to ensure residents' **quality of life** and quality of **visitor experience** – ensuring that these match the brand  
11 action areas  
43 recommended actions
- 3** Conserving the quality of Santorini's **built and natural environment**  
4 action areas  
11 recommended actions
- 4** Ensuring Santorini achieves **optimum value** from tourism  
5 action areas  
15 recommended actions
- 5** Developing **new experiences** for the off-season, providing a model for improving summer tourism  
5 action areas  
12 recommended actions
- 6** Enhancing the **brand**  
10 action areas  
16 recommended actions



## Strategic Focus

### for Rhodes

- ⚠ Seasonal extension:  
c. 60%
- ⚠ Visitor management in peak season:  
c. 15%

- ⚠ Increase main season visitor value, through attracting new markets:  
c. 25%

### for Santorini

- ⚠ Manage main season visitor pressure:  
c. 80%
- ⚠ Seasonal extension:  
c. 20%

## Supporting Priorities

### Crisis Preparedness / Civil Protection

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- ✓ Legal framework for crisis response
- ✓ Crisis management plan
- ✓ Operational framework for emergency response
- ✓ Crisis recovery plan

### Enabling / Supporting Actions (cross-cutting)

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- ✓ Industry education and training - food and drink, customer service, online marketing and information provision
- ✓ Partnership facilitation
- ✓ Research and intelligence
- ✓ Performance measurement / management
- ✓ ICT systems and applications
- ✓ Effective law enforcement

## B THE DESTINATION MANAGEMENT PLANS



## The Strategic Priorities and Beneficiaries in Rhodes

The diagram shows the intended impact of the strategic priorities (the inner rings) on each of the four primary beneficiaries of the DMP (the quadrants).

- SP1** - Rhodes for All Seasons
- SP2** - Repositioning Rhodes:
- SP3** - Creating Sustainable Rhodes
- SP4** - Managing Visitors in the City
- SP5** - Extending the Footprint
- SP6** - Enhancing the Visitor Experience

## B THE DESTINATION MANAGEMENT PLANS



## The Strategic Priorities and Beneficiaries in Santorini

The diagram shows the intended impact of the strategic priorities (the inner rings) on each of the four primary beneficiaries of the DMP (the quadrants).

**SP1** - Making Santorini sustainable

**SP2** - Quality of life and visitor experience

**SP3** - Built and natural environment

**SP4** - Optimising benefits of tourism

**SP5** - Extending the season

**SP6** - Enhancing the brand

## Action Plan – Format of Content of Annex 1 of DMPs

Action Area	Actions	Suggested Lead	Performance Measures
<b>Removal of traffic from Oia and Fira + park and walk – chargeable parking, varying by time of day, time of year</b>	<ul style="list-style-type: none"><li>• Ensure adequate parking for all types of vehicles on outskirts of Oia and Fira.</li><li>• Extend and enforce 'pedestrian only' and 'no parking' zones.</li><li>• Introduce ticketed entry at peak periods, to be purchased in advance. (See below)</li><li>• Create suitable drop-off zones for coaches in suitable places.</li></ul>	Santorini Municipality	<ul style="list-style-type: none"><li>• Parking areas created, sufficient to cope with demand.</li><li>• Pedestrian-only zones developed and enforced.</li><li>• Ticketed entry system in place</li><li>• Drop-off zones created and enforced.</li></ul>
<b>Enhanced public transportation for visitors – easy to use</b>	<ul style="list-style-type: none"><li>• Publicise public transport timetable to key locations (e.g. Oia, Kamari, Akrotiri).</li><li>• Extend relevant public bus frequencies between major locations (e.g. hotel areas, towns and visitor sites) in peak season.</li><li>• Implement travel card for unlimited local travel. (A 'Santorini Card' is among the recommendations of the Cultural Route's Master Plan.)</li><li>• Set up 'Santorini Culture Bus' – round itineraries providing access to all the key sites of the Cultural Route – in cooperation with the private sector.</li><li>• Establish public transport stops at/close to all major attractions / museums.</li></ul>	Santorini Municipality	<ul style="list-style-type: none"><li>• Public transport timetable produced and disseminated.</li><li>• 'Visitor-friendly' timetable in place for public bus service.</li><li>• 'Santorini travel card' in place.</li><li>• 'Santorini Culture Bus' operational.</li><li>• Public transport stops conveniently close to major attractions.</li></ul>

## B THE DESTINATION MANAGEMENT PLANS

# Action Plan – Format of Content of Annex 1 of DMPs

Action Area	Actions	Targets	KPIs	Responsibility Lead / Support	Resource / Budget
<b>Independent scientific assessment of the carrying capacity of Santorini and of Oia</b>	<ul style="list-style-type: none"> <li>Commission scientific assessment of the island's carrying capacities in critical areas, from acknowledged expert.</li> <li>Create local register of capacity of tourism suppliers – operators' licenses for all types of accommodation establishments, food operators, rented cars/motorbikes, etc.</li> <li>Develop a short registration information document to demonstrate to industry operators the benefits associated with official registration under the terms of the DMP.</li> </ul>	<ul style="list-style-type: none"> <li>1 study delivered in time with practical recommendations</li> <li>Register created, with all relevant businesses included</li> <li>Information document created with helpful and persuasive content, in time.</li> </ul>	<ul style="list-style-type: none"> <li>1 study with clear recommendations by June 2020.</li> <li>Comprehensive register created by October 2020.</li> <li>Clear and persuasive document created by June 2020.</li> </ul>	To be completed by LIB/DMO in consultation with local stakeholders once makeup of LIB and level of resources have been determined.	To be completed by LIB/DMO in consultation with local stakeholders once makeup of LIB and level of resources have been determined.
<b>Action to ensure that tourism volumes relate to carrying capacity</b>	<ul style="list-style-type: none"> <li>Limit number of cruise ships per day at peak times (e.g. 3-5, dep. on vessel capacity).</li> <li>Stagger cruise ship arrivals throughout the day at peak times.</li> <li>Set a cap on the number of cruise passenger disembarkations per day at Fira (e.g. 5,000-8,000) and Athinios.</li> <li>Develop a schedule of embarkation and disembarkation times.</li> </ul>	<ul style="list-style-type: none"> <li>Limit per day in place and enforced</li> <li>Staggered schedule in place and enforced</li> <li>Cap in in place and enforced</li> <li>Embarkation/disembarkation</li> </ul>	<ul style="list-style-type: none"> <li>Agree limit per day in time for 2021 season and enforce it.</li> <li>Agree staggered schedule in time for 2021 season and enforce it.</li> <li>Agree cap in time for 2021 season and enforce it.</li> <li>Agree embarkation/disembarkation</li> </ul>		

## Marketing Plan 1

### Rhodes

- **Business Challenge:**  
"One-dimensionally popular"  
(dominance of main season beach)
- **Positioning:**  
"Familiar, Yet Undiscovered"
- **Brand proposition:**  
"Historic beach"  
beyond the beach: layers of history,  
surprisingly green, refreshingly active  
– intriguing and invigorating

### Santorini

- **Business Challenge:**  
"Born in Anger, Threatened by Love"  
(globally iconic scenery risks attracting  
too many visitors)
- **Positioning:**  
"Scenic and sensual"  
volcanic character, indulgent enjoyment  
– feeds the body and the soul
- **Brand proposition:**  
"Romantic gastronomy"

## Marketing Plan 2

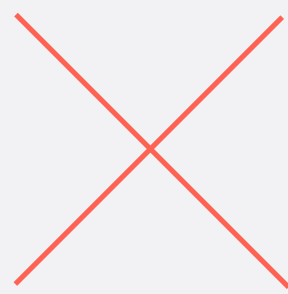
### Target Markets – Rationale



#### Value

Current and future potential value

volume x spend x repeat visit propensity



#### Sustainability

Impact on the island's natural environment, physical infrastructure, resources, and community – e.g. propensity to:

- spread benefits around the island,
- visit outside the main season
- consume fewer scarce resources
- minimise congestion
- contribute towards heritage preservation and natural environment conservation



## Marketing Plan 3

### Four Guiding Principles



#### **Sustainability**

Focus on attracting visitors who will contribute most and impact least.



#### **Targeted marketing**

Marketing should not be spread too thinly and should focus on a limited range of the best prospects for the destination.



#### **Cost-effectiveness**

Need to achieve maximum impact with limited resources.



#### **Product-market fit**

Focus on those who would most appreciate the destination's range of appeals and therefore be likely to stay longer and spend more, rather than on short stay, lower-spending "Instagram" visitors.

## Marketing Plan 4

### Rhodes Target Segments



#### Primary Segments

Develop and Build – Off-Season

- **"Culturally curious"**  
visitors from UK and Germany, followed by Netherlands and Sweden
- **"Outdoor enthusiasts"**  
visitors from UK and Germany, followed by Netherlands and Sweden
- **"Off-season short breakers"**  
from UK and Germany, followed by Netherlands, Poland, Israel and Russia



#### Secondary Segments

Maximise Value

- **"Special interest devotees"**  
from UK and Germany, followed by Netherlands and Sweden
- **"MICE"**  
primarily small conference and incentive visitors – from UK and Germany, followed by Sweden



#### Tertiary

Maintain and Nurture

- **"Sun and sea/beach worshippers"**  
families and youth groups, from UK and Germany, followed by Sweden, Poland and Israel
- **"Cruise visitors"**  
mixed age groups, but predominantly older couples, from Europe and USA

## Marketing Plan 4

### Santorini Target Segments



#### Primary Segments

Invest and Grow

- **"Romantic escapers/honeymooners"**  
from Italy and UK, followed by France, Germany, Switzerland, Austria, Netherlands and Spain
- **"Foodies"**  
from USA, Italy and UK, followed by France, Germany, Switzerland, Austria and Netherlands
- **"Off-season short breakers"**  
from UK and Germany, followed by Netherlands, Poland, Israel and Russia



#### Secondary Segments

Nurture and Maximise Value

- **"Cruise visitors"**  
mainly 'empty-nester' couples from UK and USA, plus groups of friends from USA and other European countries – albeit offering lower value by virtue of their day visit



#### Tertiary

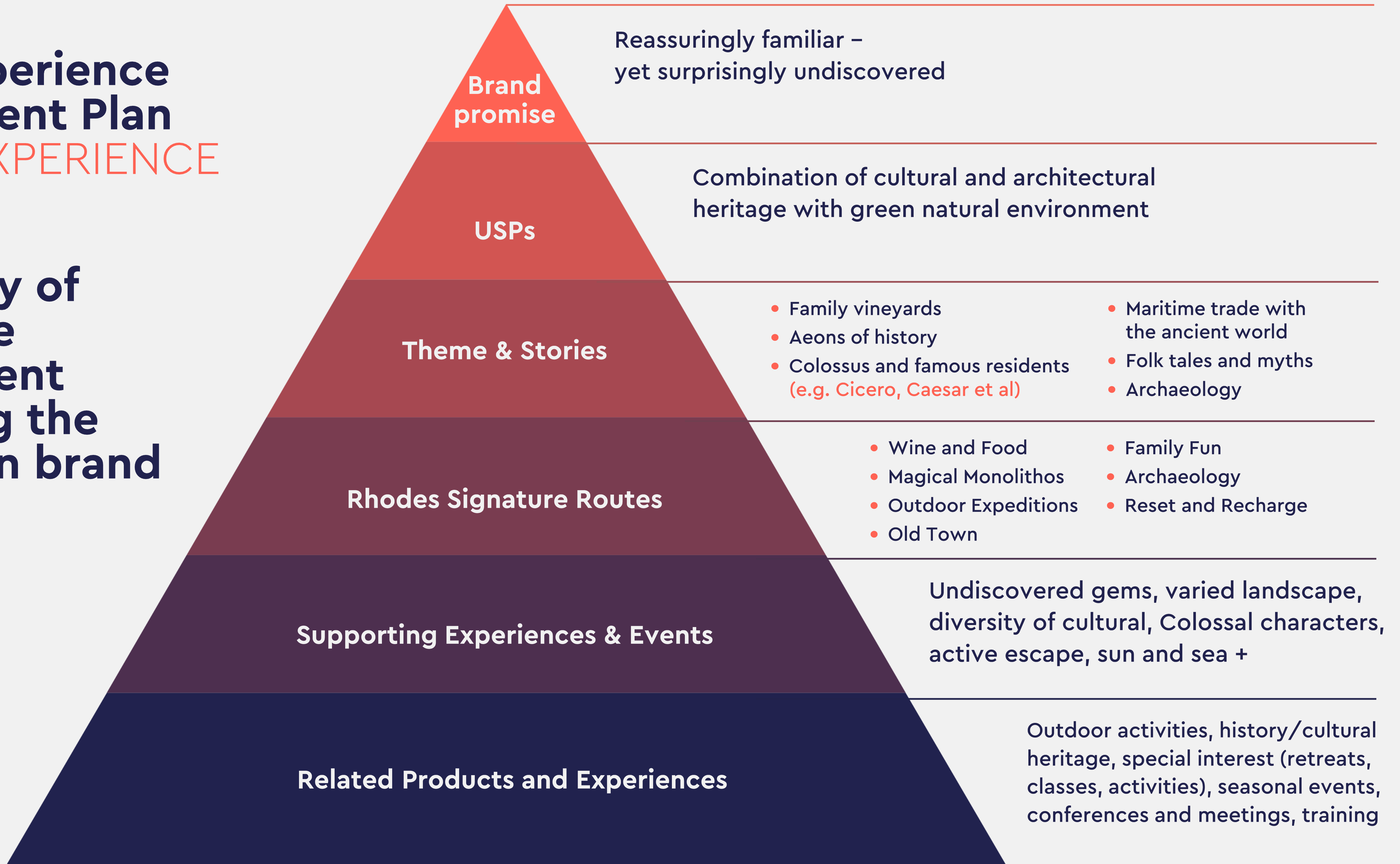
Long-Term, Aspirational – Develop

- **"Sybarites"**  
from USA, Italy, UK, France and Russia – subject to future development of luxury spa and gastronomic experiences

# Visitor Experience Development Plan

## VISITOR EXPERIENCE PYRAMID

A hierarchy of experience development supporting the destination brand



**3 scenarios were formed with regard to how local stakeholders can work together and make progress on delivering the DMPs' strategic priorities.**

## Critical Success Factors

**1** Establishment of effective partnership mechanisms for steering and implementing the DMP.

**2** Full and active engagement of the Regional and Municipal Authorities.

**3** Endorsement and active support from the Ministry of Tourism and other Ministries, as required.

**4** Involvement and support of all tourism-related sectors of the economy, primarily through the medium of the Dodecanese Chamber and SETE

**5** Close collaboration of all other key stakeholders, including those responsible for transportation infrastructure and utility services.

**6** The ability to secure the required funding and deploy appropriately skilled human resources to implement the recommendations of this DMP.

## Critical Success Factors

- 7** Securing the understanding of the people and communities of Rhodes/Santorini to the Vision and Strategic Priorities of the DMP; and their active engagement in its implementation
- 8** Recognition of the importance for tourism of resolving environmental issues including sustainable energy usage, waste management, water consumption, and pollution; and of ensuring affordable housing for residents.

## Monitoring Progress



### Community

residents' satisfaction survey



### Tourism industry

tourism performance survey



### Visitors

visitor satisfaction survey



### Environment

environmental impact study



### Measurement of performance

against key actions



# Project Communications

Ensure Stakeholders are kept up to date via



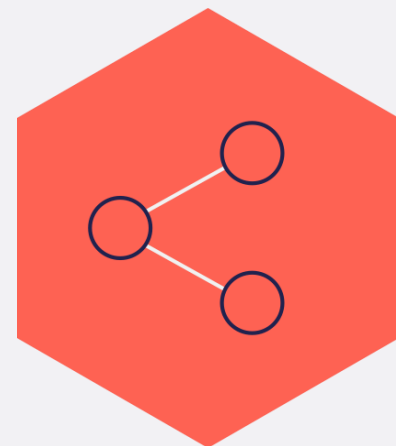
**Project website**



**Newsletter**  
online



**Public meetings**



**Social media**



**Local media**

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C

# THE DESTINATION MANAGEMENT PLANNING GUIDE



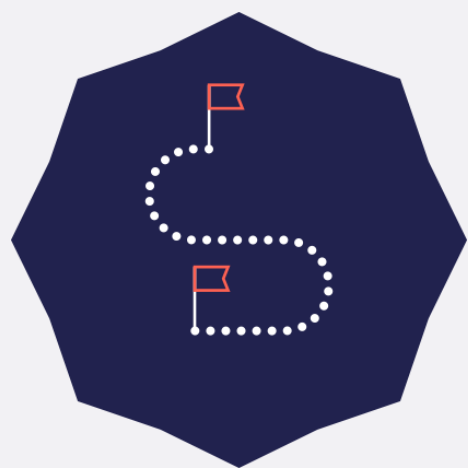
## Objectives of the Guide



Explain role and value of destination management planning



Encourage destinations throughout Greece to develop DMPs



Explain the process for developing a DMP



Identify potential challenges in developing a DMP



Inspire confidence in developing a DMP through a clear step-by-step approach

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## LIST OF CONTENTS OF DM PLANNING GUIDE

### **1. INTRODUCTION**

Context and Approach to Destination Management Planning

#### **1.1**

**Background and Purpose of this Guide**

#### **1.2**

**Destination Management as the Basis for Sustainable Tourism**

#### **1.3**

**Destination Management Planning**

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#### **1.4**

**The Approach to Destination Management Planning in Outline**

#### **1.5**

**Key Aspects of the Approach to Preparing a DMP**

## **2.THE WORK PROGRAMME**

for Preparing a Destination Management Plan

### **2.1**

**Outline Work  
Programme**

### **2.2**

**Briefing and  
Inception Meeting**

### **2.3**

**Desk Research**

### **2.4**

**Communication  
and Consultations**

### **2.5**

**Primary  
Research**

### **2.6**

**Situation Analysis  
Report**

### **2.7**

**Plan  
Development**

## **3. STRUCTURE, CONTENT AND KEY COMPONENTS** of a Destination Management Plan

### **3.1**

**Outline  
Structure**

### **3.2**

**Strategic Aim,  
Vision and  
Objectives**

### **3.3**

**Strategic Priorities  
and Action Plan**

### **3.4**

**Marketing Plan**

### **3.5**

**Visitor Experience  
and Product  
Development  
Framework**

### **3.6**

**Monitoring**

### **3.7**

**Governance  
Options for DMP  
Implementation**

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**Destination  
Insights**

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## ANEXES

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### ANNEX 1

Destination Management  
Trends and Context

### ANNEX 2

Political, Economic, Social,  
Technological, Environmental  
and Legal Context (PESTEL)

### ANNEX 3A

Action Plan Template  
Core Version

### ANNEX 3B

Action Plan Template  
Longer Version

### ANNEX 4

Marketing Action Plan

### ANNEX 5

Useful Data Sources

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D

**NEXT STEPS**





## Next steps

### 1 For Rhodes and Santorini DMPs

- Key stakeholders to meet to review the DMP and establish two Task Groups
  - To review and elaborate the Action Plan
  - To agree on responsibilities and resources
- Results to be reported by end of 2019

### 2 For the DM Guide

- Identify one or more destinations that are keen to develop DMPs
- Organise intensive training session(s) for organisations:
  - To enable them to understand the DMP process;
  - To encourage them to begin developing DMPs for their destination, applying the Guide;
  - To determine suitable management and implementation arrangements

## Next steps

### 3 For the Ministry

- Meet with EBRD and EU to discuss potential for programme or project funding
- Review options for establishing DMP Implementation Bodies and prepare plan to facilitate preferred model(s) with new governmental measures.
- Consider the need and opportunity to roll out DMP concept to other areas on a phased basis, starting with one or two that are keen to use the DMP Guide.
- Organise regional workshops for promote roll out and introduce the DMP Guide

## The Importance of Leadership



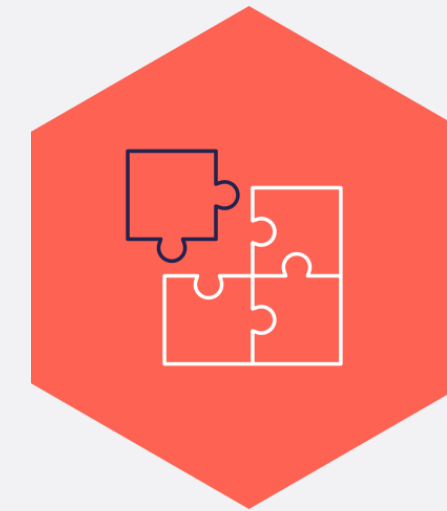
Bringing key stakeholders together in a joint mission



Setting a clear vision and strategy



Ensuring the right mechanisms exist to enable effective implementation of the strategy



Leading in securing support (time and money) from politicians, business leaders and other key players in the wider community



Keeping destination management on track, correcting course as needed



Championing destination management planning as a critical tool for sustainable development

THANK  
YOU!

TEAM / YELLOW RAILROAD / TOPOSOPHY