

LOCUM
DESTINATION
CONSULTING

**Locum Forum
Review Paper**

**'From Tourism
Management to
Destination
Management' -
*Sponsored by West
Midlands Regional
Centre for Tourism
Business Support***

LOCUM DESTINATION CONSULTING
ROCKWOOD HOUSE PERRYMOUNT ROAD
HAYWARDS HEATH WEST SUSSEX
RH16 3TW UNITED KINGDOM

TEL: +44 (0) 1444 459449
FAX: +44 (0) 1444 458911
E-MAIL: info@locum-destination.com
WEB: www.locum-destination.com

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1 Introduction

On Thursday 23rd June 2004, Locum Destination Consulting staged a one-day event at Thinktank, Millennium Point in Birmingham. It was called 'From Tourism Management to Destination Management' and was sponsored by Quality at Heart, the West Midlands Regional Centre for Tourism Business Support. Locum Destination Consulting invited a range of guest speakers to lead discussions on the challenges of creating new destination management companies, and the pursuit of quality in tourism destinations. The event was designed to have a strong participative element to enable knowledge sharing.

The 'Locum Forum' seminars are staged as a contribution to the industry, and are designed to push forward debate on major issues facing destinations, to offer an opportunity for open discussion on a range of subjects, and to share insights and good practice with destination industry colleagues.

This Forum event was part sponsored by West Midlands Regional Centre for Tourism Business Support.



2 Programme

Chairman's welcome and introduction

(Richard Tibbott, Chairman, Locum Destination Consulting)

Morning Session: 'How regions are responding to the challenge'

'The Destination Organisation Challenge'

(Robert Collier, Managing Director, Tourism South East)

'How Regions are responding to the Challenge – The West Midlands'

(David Moyser, Chief Executive, Heart of England Tourism)

(Steve Brown, Chairman, East Midlands Tourism)

Panel Discussion

Keynote Speech: 'Pursuing Quality in Destination & Tourism Businesses'

(Stuart Crosbie, Managing Director, 3C Consulting, New Zealand)

The Locum Forum 'Sharing Experiences' Lunch

Afternoon Session: 'Creating successful Destination Management Organisations'

'Creating Successful Destination Management Organisations'

(Penny Baker, Chief Executive, Lincolnshire Tourism)

'Creating Successful Destination Management Partnerships'

(Dr. John Heeley, Chief Executive, Experience Nottingham)

'Marketing Manchester'

(Andrew Stokes, Chief Executive, Marketing Manchester)

Panel Discussion



3 Chairman's Welcome

Richard Tibbott opened the Forum seminar by outlining the current climate of organisational change within the tourism and visitor economy sectors.

He likened English tourism to an engine, calling this Forum a 'dipstick' event, to help monitor how tourism re-organisation is working in the eyes of the regions, sub regions and the public and private sectors. He urged more regions to become aware of and involved in the issues of change management, at a time where new challenges and opportunities are emerging.

He also set the stage for the day's discussion on quality and its effect on visitor perceptions, saying that it is an issue often thought of as the 'Achilles heel of UK tourism.'

BIOGRAPHICAL NOTE: Richard Tibbott, Chairman of Locum Destination Consulting, is one of the UK's leading authorities in destination development and the visitor economy. His career has spanned roles as an operator of luxury tourism products, property developer and as a business consultant in commercial and cultural projects, stadia and resorts and the creation of national, regional and city tourism destinations. He specialises in resolving operational and development issues for major capital projects and in delivering strategic economic and tourism advice.



4 Morning Session: 'How Regions are Responding to the Challenge'

The morning session was devoted to the approach taken by different regions. Guest speakers from regional destination management organisations shared their knowledge and experiences with the audience for around fifteen minutes. The session then concluded with an audience Q & A session with our guest speakers, moderated by Locum Chairman, Richard Tibbott.

4.1 'The Destination Organisation Challenge' (Robert Collier, Managing Director, Tourism South East)

Robert Collier began the day's proceedings by recounting his experiences so far of the tourism organisation challenge in the South East of England. He concentrated on examining key principles, which he said could be utilised to 'avoid making the wrong decisions, and try and make the right decisions.' He added, 'This is a once in a life time opportunity to make beneficial change for the UK's tourism industry.'

One of the challenges identified was using different methods, structures, and principles to achieve a common goal. He addressed strategic issues including the national cohesion agenda, (calling for a sharper focus) and the new roles for Regional Development Agencies. He emphasised the importance of not wasting the good work that has already been achieved, saying 'it is a case of getting rid of the dirty bath water without losing the baby.' His main message however stressed that structural issues were simply 'temporary change clutter' demanding too much public attention. These issues were detracting from the key market-facing issues that are more important in the long term.

He went on to discuss the processes and challenges of change management within organisations. He highlighted common problems such as underestimating the period of time involved in changing attitudes, resistance to change and how change processes often end in failure due to management impatience.

Bob Collier then suggested that the main areas where tourism professionals can make a difference is through working closely together. He described tourism management as the amalgamation of Brand Management (through dialogue with the customer) and Destination management (through dialogue with the local industry supply and demand dynamic.) The challenge of brand management, he went on, is that too much marketing in UK is used to support destinations that



lack consumer market appeal and strong destination potential. Meanwhile it was important to 'get the basics of DMO right' by building a solid infrastructure and by instituting and maintaining strong links with the private realm. Investment in talent was also crucial in surmounting the DMO challenge. He ended his presentation by likening DMOs to Einstein's $E=MC^2$ formula: things should be simple, but not too simple.

BIOGRAPHICAL NOTE: Robert Collier is the Managing Director of Tourism SouthEast. He was previously Chief Executive of East Midlands Tourist Board, Marketing Director of Parkdean Holidays and has recently completed an MBA at Durham University Business School. He has wide experience of tourism including seaside resorts, incoming tourism operations, conferences and incentive travel.

4.2 'How Regions are responding to the Challenge – The West Midlands' (David Moyser, Chief Executive, Heart of England Tourism)

David Moyser began by talking about the need for change within the tourism industry. As he put it, 'Change requires a dissatisfaction with the present'. Dissatisfaction of Britain's performance in the league tables had prompted industry professionals to take on the responsibility of improving.

The best way to respond to this challenge and implement change successfully, he advised, was through having a flexible vision. During the early stages of planning, it was important to concentrate on core processes and define only the first key steps. This avoided getting stuck in 'planning paralysis' and lengthy discussions about structures. He stressed the importance of partnership and a leadership role, but said the key was to find solutions that are relevant at local level, supported by a management framework and existing partnerships.

He then outlined how to set about improving the visitor economy, suggesting starting with improving services at the local level, saying 'great places to live, work and study are great places to visit'. The aim in the West Midlands was to 'attract more visitors and then to deliver a high quality experience' by setting new standards in excellence - going from 'over promising and under delivering', to 'over delivering and under-promising'. He added 'the measure of effectiveness is the creation of memorable experiences and repeat visits', and that we should all commit to this.



BIOGRAPHICAL NOTE: David joined the Heart of England Tourist Board in 2001. Since becoming Chief Executive, he has led the organisation through much change and helped shape tourism organisation in the Midlands. He is an expert in strategic planning, business processes, re-engineering and change management. His career has spanned the retail merchandising, cosmetics and chemical industries and pharmaceutical sales and marketing.

4.3 Steve Brown, Chairman, East Midlands Tourism

Steve Brown's talk focused on his experience of chairing a new regional tourism organisation. He spoke about three main areas - why East Midlands Tourism had been created, its plans for the future and the wider national tourism issues that affect us all.

He explained the huge scale of the Midlands, and how the value of investing in the regions was recognised. In 2003 Destination East Midlands was set up following the creation of a strategy to deal with the challenges ahead. Later, East Midlands Tourism (EMT) was created to work with sub-regional partnerships to develop tourism at grass roots level. EMT adopted an innovative and shrewd approach, with a commitment to put in place firm foundations. Its strong private sector focus provided a balance to traditional public sector ethos, which helped them adopt a tough, objective perspective and learn from others nationally. EMT concentrated on developing key areas such as quality, workforce development, e-tourism, marketing, customer care and building the knowledge base. The aim was to link all relevant economic development activity and ensure that support programmes were tailored to include a tourism focus.

Steve Brown continued saying that, although RDAs had fought strongly for autonomy, there was a need for a national leadership role on policy issues to help underpin the successful development of regional tourism. He called for national co-ordination or guidance on strategic policy issues, but for RDAs to be empowered to interpret this to find their own regional solutions to their own specific regional issues. He continued; 'Change must be accompanied by reference to clear national strategic objectives'.

On wider tourism issues he talked about Regional Development Agencies having small marketing budgets, saying 'it is what you do with it that counts' and that they should 'act as a catalyst for change'. He added that strategies alone are 'just a bunch of ideas' and that the key to bringing about change is to focus on key



priorities'. He concluded 'if the commitment is there we will see significant improvements.'

BIOGRAPHICAL NOTE: Steve Brown was a founding Director of CenterParcs plc and Managing Director of Champneys Health and Fitness Group, as well as a Director of Thomas Cook. He currently holds a portfolio of non-executive directorships including chairman of a new £60 million holiday business. He also acts as consultant to a number of companies in the leisure and travel sectors.

4.4 Panel Discussion

BIOGRAPHICAL NOTE: David Geddes (Locum Destination Consulting) has advised upon regional tourism strategies for the North West, the East Midlands, and the East of England and Cumbria. He also has special expertise in destination marketing, coastal resorts, night economies and business planning for attractions.

Membership Issues

Nigel Smith, from Isle of Wight Tourism, asked the panel about the role of new DMO's in relation to industry membership, and the criteria used to decide upon membership.

David Moyser argued that there were pros and cons to membership, saying 'Membership at the regional level can be very important if the regional body is an advocate for businesses in the area and for local authority'. He explained that in the West Midlands membership would move to the DMO level.

Bob Collier explained that Tourism South East is to remain a membership organisation to balance the strong weight of the RDA. He believed there was value in having an organisation that had access to a very important economic cluster of over 3000 businesses in the region.

Steve Brown felt that 'the jury was out' in the East Midlands. However, East Midlands Tourism as a strategic body did not have a membership role at present.

Robin Barker, from SW Tourism, believed that it was important to retain industry engagement and maintain links with SMEs to avoid DMOs becoming arrogant, detached strategic quangos.



Anthony Climpson, New Forest District Council, added 'The biggest problem is that 75 per cent of the industry are SME/ Lifestyle businesses and they are not engaged anywhere.'

National Strategy

On the issue of the national cohesion and complementarity as a wide range of standards and operational policy issues and branding, Chris Collier of the Cumbria Tourist Board commented that far greater cohesion could be achieved if regional tourist boards would simply think more open-mindedly. 'I don't see why we shouldn't have some of the leading brand organisations sitting at the table with regional tourist board groupings,' she continued. 'At the moment we are saying 'no' to that and are therefore not encouraging regional cohesion.' She called for greater liaison between tourist boards and leading brands. Chris Collier concluded, 'We need to brand-map the UK and find out what these destinations are in the minds of the customer to help link regions and operate collective working. We need to find a way of helping to engage the SMEs in this brand-thinking. We need to seize the initiative or it will be done unto us.'

Ken Robinson added, 'Nobody wants prescription from the national level, everybody seems in favour of a neutral cohesion structure. We should all be lobbying for it, lets not miss the chance – we should use pressure on the government to make this happen.' 'If it does not happen soon, the people here today should consider taking matters forward as a networking activity'.

Steve Brown commented, 'we need to pool our limited resources and work together.'

Sandie Dawe, VisitBritain said 'this desire for national cohesion seems very vague at the moment, we have to be clear about what this agenda really is. Many of us – I can't get a clarity on this at all. Therefore it is difficult to judge whether it should be part of VisitBritain's remit or a separate body. Unless this agenda is defined clearly and there is a strong case for national initiatives, no one will get progress.'



5 Keynote Speech

5.1 'Pursuing Quality in Destination & Tourism Businesses' (Stuart Crosbie, Managing Director, 3C Consulting, New Zealand)

Sue Warren, an Associate with Locum Destination Consulting and former CEO of the New Zealand Way, the private sector initiative to link tourism and branding, introduced Stuart Crosbie with whom she had worked over many years.

Stuart Crosbie's entertaining and enlightening speech concentrated on pursuing quality throughout the tourism industry, using examples of best practise developed in New Zealand.

He began by sharing the success of the New Zealand Way tourism programme and explained how Qualmark, New Zealand tourism's official quality mark, was adopted by a tourism industry committed to showcasing New Zealand to the world. Performance of tourism businesses wishing to participate in the Qualmark scheme would first be assessed using the Malcolm Baldrige Business Excellence Framework. Prospective participators would then be provided with feedback and a rating, demonstrating the extent to which they had reflected world-class excellence. The key to this model, explained Stuart Crosbie, was that it was not 100% results orientated. Instead, outcomes were based on key areas such as perspective leadership, strategy, customer segments, processes and staff. Information and analysis underpinned the results. The model was designed to help provide clues about relatively strong and weak areas of performance and could be used in benchmarking across organisations, offering real value in assessing business performance.

Stuart Crosbie then went on to discuss the Qualmark campaign which was set up as a joint venture between the AA and the New Zealand Tourist Board in 2000. The scheme was effectively a licensing system identifying quality across a broad spectrum of tourism businesses and operators. Qualmark tells travellers that a business is professional and trustworthy, and has undergone an assessment and licensing process. The aim was to get 3000 tourism businesses, out of a total estimated number of 14,000 operators in New Zealand, involved by 2008. As well as acting as a benchmarking standardisation that benefits the customer, Qualmark was designed to offer operators with three desirables – Credibility, Visibility and Profitability.



Stuart believed that 'assessment tools should be outcome-focussed, to be fair and flexible'. He then introduced the Kano Model - a 3 dimensional approach to understanding levels of quality, which can be applied to any type of experience. The model assesses three categories of quality attributes; 'Must be right' – a basic level of quality attributes which should be present in any experience to prevent dissatisfaction; 'More is better' attributes and the 'delighters' which create memorable experiences.

Using these levels of quality, establishments can be assessed. Operators do not receive a star grade unless minimum requirement level is met. Stuart advocated the use of this grading system, saying it 'provided a language for quality' for both the consumer and operator. The advantages of the system were that assessment criteria were flexible and dynamic and therefore could be used to monitor quality across an entire spectrum of tourism experiences.

During the Q & A session, Philip Segar, from Innpro.co.uk asked Stuart for his opinion on the use of stars and diamonds as quality descriptors in the UK tourism industry. Stuart believed that 'countries love to express their identity through these schemes, but stars are the most well known internationally, so it would be foolish not to use them.' He said that there was an 'opportunity to harmonise quality symbols and descriptors internationally.' He added ' the next challenge is to make sure that 3 stars in one country would be the same as 3 stars in any other country.

BIOGRAPHICAL NOTE: Stuart Crosbie is Managing Director of 3C Consulting, a niche New Zealand-based consultancy specialising in performance management. He has developed several initiatives for assessing business excellence in specific industry sectors – such as tourism.



6 The Locum Forum 'Sharing Experiences' Lunch

During the Sharing Experiences lunchtime session, each table discussed the day's major themes.

Quality

Following on from Stuart Crosbie's keynote speech, delegates felt there was still plenty of work to do regarding the establishment of a credible quality standard system in the UK. The NZ Qualmark case study demonstrated that operators perceived the quality mark as having strategic importance for their businesses. But this perception was absent in the UK. Moreover, smaller operators lack strategic vision for their businesses and quality is an important element of strategic vision and aspiration.

Quality standards did not have enough credibility to be really effective – there should be more promotion of what the standards stood for, the different levels of quality etc. Both more understanding and promotion is what is really required.

The plethora of quality mark providers (AA, RAC, VisitBritain, Routiers, Michelin, Egon Ronay) continues to cause confusion among consumers, despite recent harmonisation measures. Confusion is compounded by the absence of clear and accepted definitions of accommodation types in England – an operator can call his establishment a hotel while, in fact, it is a B&B.

Overall, the 'must be right' standard dominates the schemes. There is no recognition of greater excellence or, as Stuart Crosbie refers to them, no acknowledgement of 'delighters'.

Out-of-date signs displayed by the accommodation operator remain an on-going problem.

The issue of quality vis-à-vis price remains a thorny one. The customer is always prepared to pay more if he feels that he gets value for his money. "Experience" is the magic ingredient in perceiving price as value for money.

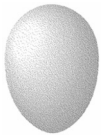
Quality issues are closely related to staff recruitment, which is a major problem in some parts of the country.



Destination Management

Delegates spent their lunch exchanging views on progress and challenges of various types. At some tables the specific challenges of a particular region were the focus with some points for joint action emerging.

The matter of national cohesion was seen as an important but future task by several commentators with some shared sense of urgency relating to some parts of a national policy – i.e., quality standards.



7 Afternoon Session: 'Creating successful Destination Management Organisations'

7.1 'Creating Successful Destination Management Organisations' (Penny Baker, Chief Executive, Lincolnshire Tourism)

Penny Baker began the afternoon session with a presentation on creating successful Destination Management Organisations. She stressed the importance of not only backing success but also building on potential; emphasised the goal of achieving sectoral growth through provision of a quality service tailored to customer needs; and highlighted the importance of offering a quality product.

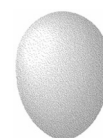
Penny then went on to discuss initiatives undertaken in Lincolnshire such as the city, coastal resorts and market towns benchmarking scheme and confirmed the importance of understanding visitor perceptions. She said there was a need to step back and think about the destination proposition in terms of appeal and potential appeal before investing in marketing, and that any marketing should always be customer focused, not product led.

Her preferred approach to planning was a results-oriented one. The main aim was to increase repeat visits and market share. But she emphasised the importance of taking advantage of short-term opportunities and implementing tactical initiatives on the ground through collaborative approaches.

In terms of structure, Penny said the DMO should be clear about the role of stakeholders in industry and the local authorities, advising that the DMO 'can be independent from politics.' She then talked about the patience needed for constant negotiations with trade associations, the benefits of membership and the importance of adopting a sales-oriented approach.

'A successful DMO is about committed and enthusiastic people who are in a position to make a difference,' she said. 'With ambitious plans, dynamic partnerships, and bright people you can move mountains,' she added. She concluded, 'When you have excellence and profitability as your motivator, you have a winning recipe.'

BIOGRAPHICAL NOTE: Penny Baker has been Chief Executive of Lincolnshire Tourism, one of the UK's leading destination marketing organisations, since 1998. She has long been involved in regional regeneration and tourism initiatives,



including shaping destination marketing agencies for both Leicester and Lincolnshire. Penny has instigated key new initiatives including a £2m investment in on-line tourism, a drive for quality investment in the sector and a rebranding of the county's destination marketing.

7.2 **'Creating Successful Destination Management Partnerships'** **(Dr John Heeley, Chief Executive, Experience Nottingham)**

Dr John Heeley drew on his vast experience of working in the tourism industry, explaining the fundamentals for successful Destination Management Partnerships and five core principles exemplified by his experience in five cities.

He began with 'the DMP should become a tree,' with the trunk as a professional, committed team; the branches as effective and inclusive governance; the roots as a fee-paying membership of trader interests and the blossom as corporate schemes that champion the territory of the DMP.

Dr Heeley said the building blocks that define mission and core purpose should be results-oriented, using SMART criteria. 'If it can't be measured it can't be managed, he warned.' Next, he explored five core principles, gathered from his career experience, starting with his experience in Glasgow. The fundamental lesson learned here was the DMP needed to be 'focused and well resourced'.

In Sheffield, Destination Sheffield experienced the success of hosting major events, such as the World Student Games. But a change of political regime led to the winding up of the organisation. His second principle was therefore: 'DMPs should be left out of politics.'

At Coventry and Warwickshire he learned the principle of 'calculated risk taking', drawing on his experience of using the press and public support for a Millennium Eve tightrope walk between two spires in the city, to raise awareness of the city.

Whilst at Birmingham, three separate bodies were amalgamated to become Marketing Birmingham, making it the most well resourced DMP in the country. The body earned £0.5m from a corporate citizenship scheme called Championing Birmingham. The core principle here: to 'get the corporates on board'.

Dr Heeley is currently working for Experience Nottinghamshire and is in the middle of a destination branding exercise. The challenge here is to create a 'real sense of place, physically and promotionally', and therefore 'transcend the icy imperfections of the mere stylist,' to quote Charles Rennie Mackintosh. He warns of alienating



key players and ensuring that core brand values do not lack substance, but mean something to both people and institutions.

BIOGRAPHICAL NOTE: Dr John Heeley became Chief Executive of Experience Nottingham in 2003. He has vast experience of developing city marketing organisations, having established those for Sheffield (1990-1996), Coventry (1997-2000) and Birmingham (2001-2003). John started his career as Lecturer in tourism at the Scottish Hotel School, Strathclyde University, Glasgow, where he helped pioneer tertiary level teaching and research in tourism.

7.3 **'Marketing Manchester'** **(Andrew Stokes, Chief Executive, Marketing Manchester)**

Andrew Stokes gave an engaging presentation about the journey of organisational change undertaken by Manchester over the last year.

He painted a positive picture for tourism in Manchester, saying there was massive potential yet to be explored. Since the two Olympic bids, which despite their failure succeeded in putting Manchester on the international map, infrastructure had improved along with leadership at local authority level and a political belief in tourism.

He then gave a brief history of Marketing Manchester dating back to 1996 when it was run as a promotions agency, fighting the negative perceptions of Manchester's industrial heritage. However the organisation's remit was too wide for its budget and was in danger of failure. When the Regional Development Agency commissioned a strategy for tourism, however, new roles for Marketing Manchester emerged with business tourism becoming its focus.

With the new vision, the organisation took on new responsibilities, including widening its stakeholders.

One role the organisation excelled at was 'attracting the visitor'. With a change in corporate structure, key contractual relationships were created as Marketing Manchester took over the visitor services function from the local authority. In terms of membership, a 'nodes of growth' industry network was established to add to tourism funding being received from the RDA. Partnership groups were developed delivering skills and quality initiatives. A key part of Marketing Manchester's strength was the addition of a new commercial division, run by a tough director.



Core funding for the organisation has changed over time. From being almost wholly reliant on Manchester Airport, the funding profile has shifted to more local authority funding and a wider collection of other funding partners. Over three years total funding has increased, in line with a significant increase in operating budget. And with 'more money comes more responsibility'.

Andrew finished by saying that Marketing Manchester's success could and would be judged by its performance and achievements.

BIOGRAPHICAL NOTE: Andrew Stokes joined Marketing Manchester in 1999, as Director of Destination Marketing. He was previously Head of Membership Services at the London Tourism Board. Previously he worked as Director of Sales & Marketing at the Royal Opera House. He began his career at The Liverpool Playhouse, Royal Liverpool Philharmonic Orchestra and the Royal Albert Hall.

7.4 Panel Discussion

The afternoon Panel then took questions from the audience.

Public & Private Funding

Alex Holmes, from South Warwickshire Tourism, raised the issue of funding, asking 'what is a desirable balance between public and private sector funding?'

Andrew Stokes commented that before Marketing Manchester was a "new style tourist board" a third of its income was generated by selling commercial services, such as conference venue finding services. Now several new potential income sources are being developed to include merchandising at Tourist Information Centres, the bidding unit and business tourism. The extent of self-generated funding was expanding rapidly.

Dr John Heeley commented that he was seeking to further engage the private sector as Experience Nottinghamshire matures. The private sector was 'an essential discipline', and it was important to have core funding based around leveraging private sector income.

Penny Baker added that it was important not to encourage a "dependency" culture. DMOs should not be afraid of charging a proper rate for its services that reflect the value they are offering. Anthony Climpson, New Forest District Council, asked about the relationship between DMOs and local authorities - 'Have the boundaries between the DMO and local authorities moved?' Penny Baker



commented that 'counties make sense to consumers, but so do character areas.'
The local authority boundaries were really consistent with branded places.

Chairman Richard Tibbott added that local authorities can work effectively with local authorities on local 'Destination Management Plans' that can pull destinations together by smarter, co-ordinated spending.

Competent destinations needed the local authority to take the role of 'destination maker' working with the DMO to achieve the development of infrastructure, public domain and the conditions needed for the private sector to thrive.



8 Feedback & Review

8.1 Delegates' Comments

DMOs

Most delegates agreed that the Locum Forum provided a much-needed arena in which to discuss the vitally important issues surrounding the creation of viable destination management organisations and business plans. This Forum provided a rare opportunity to gather practitioners under one roof to discuss such issues. The majority of delegates appreciated the day as many, particularly local authority personnel, were tasked were exploring new DMO change management. But despite the animated and vivacious debate and whilst the Forum had achieved a well-intentioned good start, there was long way to go in identifying DMO/DMP solutions. It would be a step-by-step, hard-fought journey. Several individual regional tourism authorities remain in a state of flux on how to respond to the challenge of creating new destination management organisations and business plans. One way forward was to roll-out the debate to local and regional level to gather a dynamic momentum and interface with the grass roots to share knowledge and improve learning and best practice.

At national level, there was unanimity in the auditorium on the need to promote clearer thinking on the national issues, perhaps through a national network of 'DMPi'. Such a network could be developed to build up a powerful endorsement lobby through which to then approach the RDAs, DCMS and DTI. This concept could be explored further in future gatherings.

Quality

The unanimous feeling amongst delegates was that Stuart Crosbie's wisdom from New Zealand was particularly timely. The UK still lagged behind in implementing a credible quality standards system as robust as the Qualmark assurance programme. UK operators still lacked the perception that the quality mark had strategic importance for their businesses. Quality standards still lacked enough credibility to be really effective, and consumer confusion still reigned over the clutter of competing standards in the tourism market. Excellence among operators should be recognised and rewarded - merely reaching a standard of adequacy



should not suffice. Recruitment of quality staff, inextricably linked to the quality agenda, remains problematic in some parts of the UK.

8.2 Chairman's Comments

Richard Tibbott commented – “I think that this has been a thoroughly worthwhile event. It is a pleasure to have brought together such an excellent audience and our speakers. I particularly thank the West Midlands Regional Centre for Tourism Business Support for their sponsorship and support”.

So what might be the way forward?

Locum, TMI, the RDAs and others should perhaps reflect on the issues raised and the need to disseminate best practice and to provide support to colleagues managing this difficult period of change.

Tourism, a 'grown-up' industry, needs to get on and find its own solutions rather than continue to expect central government to provide a strategy on a plate.

Richard Tibbott

Chairman

Locum Destination Consulting, July 2004



9 Attendance List

Ralph Almond		Howard Loxley	Regional Centre for Tourism Business Support
Mark Balaam		Kevin Mason	South Derbyshire District Council
Robin Barker	South West Tourism	Alan Menzies	East Riding of Yorkshire Council
Amanda Bathorn	City of London Council	Drusilla Moody	Portsmouth City Council
Richard Bifield	Borough of Telford & Wreakin	Sarah Myers	Rotherham Metropolitan Borough Council
Nick Bolton	Cambridge City Council	Iain Newton	DCMS
Claire Bostel	Duchy Travel by Design Ltd	Michael Nutt	
Roger Carter	Tourism Enterprise & Management	Carol O'Reiley	Marketingham Birmingham
Rosemarry Clarke	Bromsgrove District Council	Richard Parks	Omni Tourism
Anthony Climpson	New Forest District Council	Roger Platt	Tameside Metropolitan Borough Council
Nancy Cockerell	The Travel Business Partnership	Stephen Potter	Sefton Metropolitan Borough Council
Chris Collier	Cumbria Tourist Board	Colin Potts	Chester City Council
Sandra Collins	Devon County Council	Nicola Poultney	Experience Nottinghamshire
Malcolm Connor	Connor & Co	Jon Pywell	Hull City Council
Trevor Cornfoot	Advantage West Midlands	Jane Randall	Stoke-on-Trent City Council
Sue Crawley	Tees Valley Tourism Bureau	Liz Robertson	East Midlands Development Agency
Louise Davis	Yorkshire Forward	Ken Robinson	
Sandy Dawe	VisitBritain	Peter Robinson	East Midlands Tourism
Mike Dowdall	East of England Tourist Board	Lee Robson	Malvern Hills District Council
Alison Duckworth	The Mersey Partnership	Nicola Rollason	East Midlands Development Agency
Andrew Duff	VisitBritain	Paul Ryan	Newcastle Gateshead Initiative
Katie Foster	Katie Foster Associates	Anna Ryland	VisitBritain
Julia Frater	Tees Valley Tourism Bureau	Stephen Sawyer	East Riding of Yorkshire Council
Sharon Glancy	People 1st	Philip Segar	Inmpro.co.uk
Jessica Goodfellow	Eden District Council	Carl Smith	South West Tourism
Lorna Gotts	Business Link South Yorkshire	Nigel Smith	Isle of Wight Tourism
Alex Holmes	South Warwickshire Tourism	Ian Stephens	Cumbria Tourist Board
Katie Huane	East of England Development Agency	Andrea Watkins	Worcester City Council
Dave Hughes	Tourism Plus	Mike Wilkinson	Scarborough Borough Council
Ruth Hyde	King's Lynn & West Norfolk Borough Council	Caroline Wilson	Doncaster Metropolitan District Council
Ken Jennings	Cheltenham Borough Council	Deb Tate	Hull City Image Ltd
Sally Lansbury	Eden District Council	Mary Tebje	MTA Tourism & Leisure
Robert Lee	GSL	Jill Trew	The Travel Business Partnership
Jane Lewis	Herefordshire Council	Karen Turnbull	Colchester Borough Council
		Wendy Ulyett	Sheffield Tourism



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