

The 'Tourism Minotaur'

Addressing Key Destination Policy and Strategy Challenges

Papathanassis

Prof. Dr. Alexis



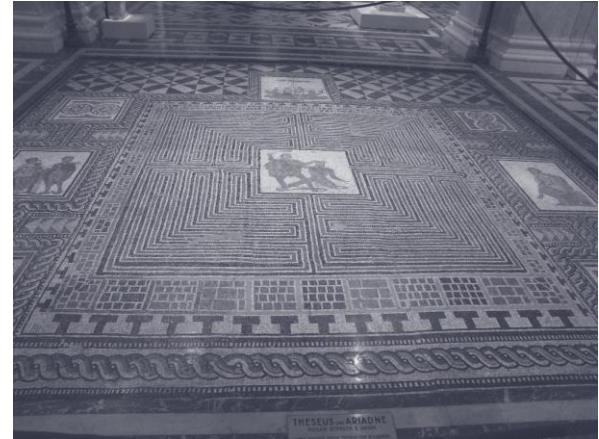
Cruise Management &

E-Tourism

Prof. Dr. Dr. hc Alexis Papathanassis
CruiseT – Constanta (Romania), 13th of June 2016

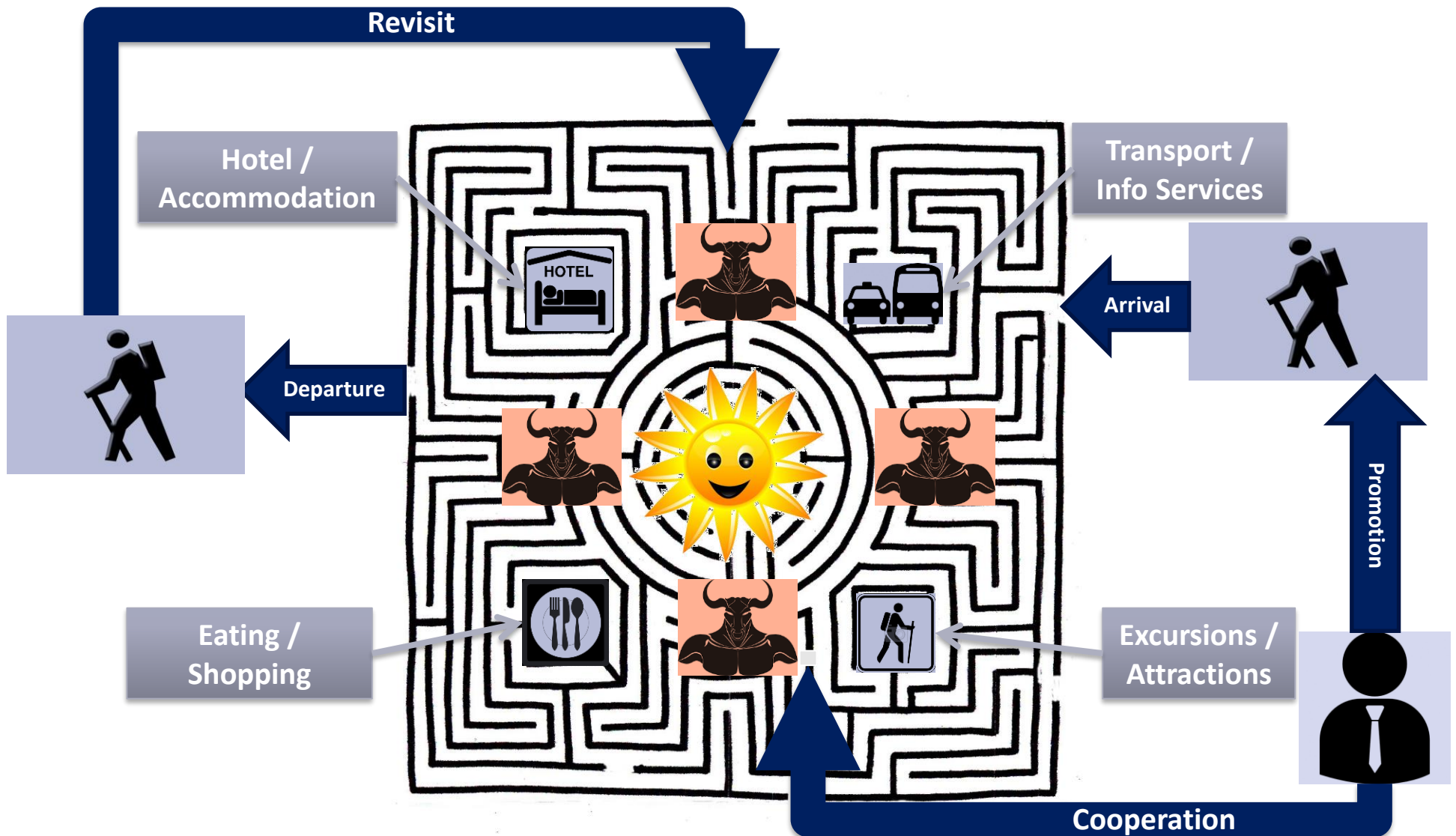
The Legend of the Minotaur and the Labyrinth...

A Tale About the Monster of Prosperity and the Complexity of Managing it!



The Tourist Experience Labyrinth...

Many 'Little Minotaurs' between Holiday Components and Satisfaction



Tourism **Policies** or **Strategies**
are not the cause of tourism's



economic **Failure**. Their **Absence**
and lack of **Accountability** is!

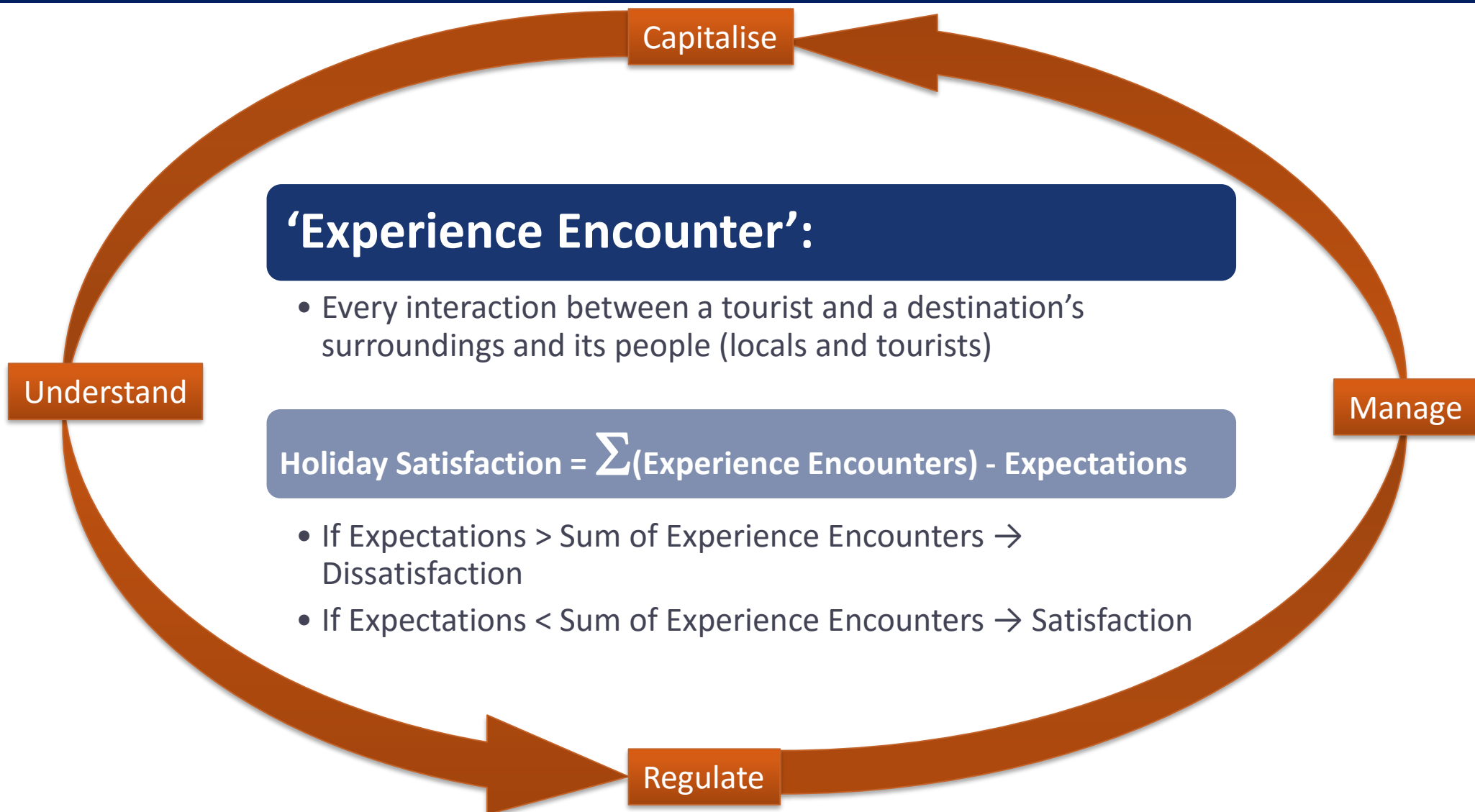
INTRODUCING THE EXPERIENCE ENCOUNTER

Being in the Shoes of Theseus!



Key Policy Concept: Managing The 'Experience Encounter'

Every Tourist Has Their Own Path in the Labyrinth!

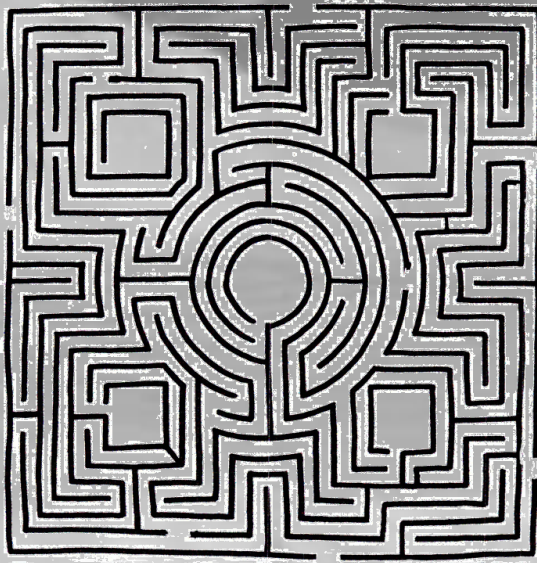


Great things are done by a series
of small things brought
together.

Vincent Van Gogh

UNDERSTANDING

A Journey through the 'Destination Labyrinth'



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Travel & leisure
The Observer

Miracle in Athens as Greek tourism numbers keep growing

Worries about Turkey and north Africa have seen healthy, and rising, visitor numbers to Greece. Which is welcome in a sector that provides a fifth of all jobs

For an economy stuck in depression-era recession, dependent on emergency bails and seemingly locked in a perpetual fiscal vice, tourism is vital. A record 23.5 million holidaymakers visited Greece in 2015 - generating €14.2bn in direct receipts, or 24% of gross domestic product. In 2010, at the start of the country's debt crisis - which has seen it struggle to avert default and remain in the euro - revenues from tourism were €10bn, or 15% of GDP.

But while price wars have played a role in securing bookings this year, industry figures also worry about the leftist-led government's business plan and its appetite for raising tax rates.

But other countries' loss could be Greece's gain. And it could not come at a better time: tourism provides one in five jobs in Greece, at a time when unemployment in the effectively bankrupt nation has hovered stubbornly around 25%. Youth unemployment stands at an astonishing 67%.

Much of the upsurge is linked to Greece's safety record. Tourists are staying away from resort in Egypt, Tunisia, Turkey and elsewhere in the wake of high-profile attacks. Countries whose economies are also dependent on holidaymakers have suffered incalculable damage following a severe drop in arrivals. Travel advice from governments and fears of fresh violence are simply keeping tourists away.

For Some Tourists... The Experience Encounter Story

BBC Sign in News Sport Weather Shop Earth Travel More

NEWS

Home Video World UK Business Tech Science Magazine Entertainment & Arts

Magazine

The tourists held by Greek police as illegal migrants

By Chloe Hadjimatheou
BBC News - Athens

BUSINESS INSIDER LIFE

Here's Proof That Greek Taxi Drivers Scam Tourists



Gus Lubin

Aug 23, 2012, 8:56 AM 10,171 20



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PRINT

Taxis take the scenic route ✓

Tourists get scammed ✓

Rich people are targeted ✓

Greeks are corrupt ✓

Nothing surprising in a study we came across from last year, but it is gratifying to see proof.

From 'What Drives Taxi Drivers?' by professors from the department of Economics and Statistics at the University of Innsbruck:



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At least 50 British families among 800 people struck down by violent vomiting bug at five-star hotel in Rhodes

- Outbreak has lasted ten days but staff are still letting people check in
- One family of three s
- Another guest said:

By LEON WATSON

PUBLISHED: 08:02 GMT, 21 August



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Greece 2015 Crime and Safety Report: Athens

Travel Health and Safety; Transportation Security; Stolen items; Theft; Burglary; Fraud; Counterfeiting; Assault; Anarchist; Left-wing; Maritime; Anti-American sentiment; Improvised Explosive Device; Riots/Civil Unrest; Earthquakes; Wildfires; Intellectual Property Rights Infringement; Racial Violence/Xenophobia; Drug Trafficking; Kidnapping; Financial Security
Europe > Greece; Europe > Greece > Athens
2/18/2015

Overall Crime and Safety Situation

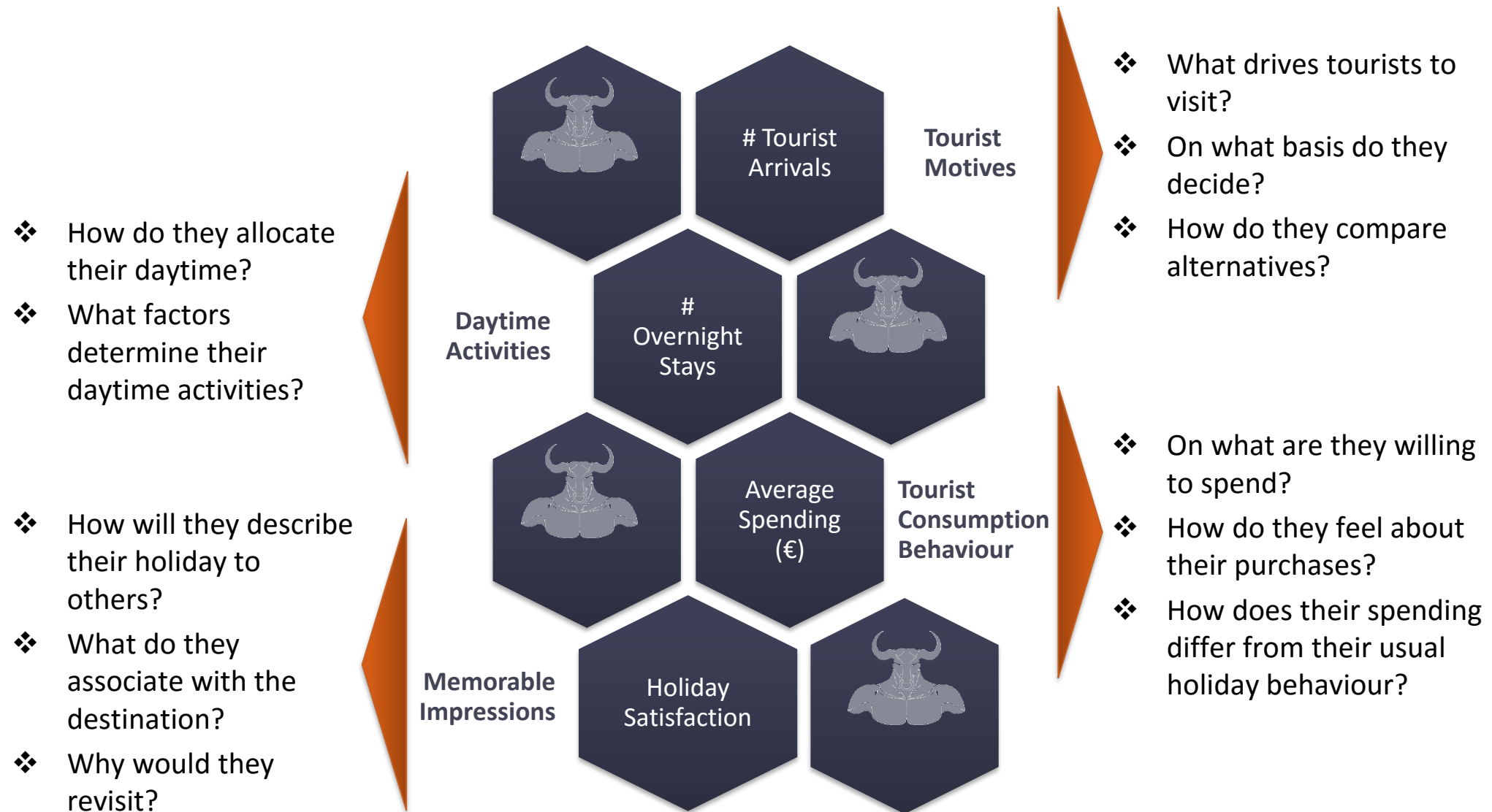
Crime Rating: High

Crime Threats

Rates of street crimes (pickpocketing, purse snatchings, and other crimes of opportunity) continue to be high, and statistics show an increase compared to 2013. These cases overwhelmingly involve pickpocketing and theft, mainly within the popular tourist areas and on the Metro system (both rail and bus). Many of the incidents involve multiple perpetrators using various efforts to distract their victims.

'Understanding':

Beyond Quantitative KPIs... Qualitative Research Necessary



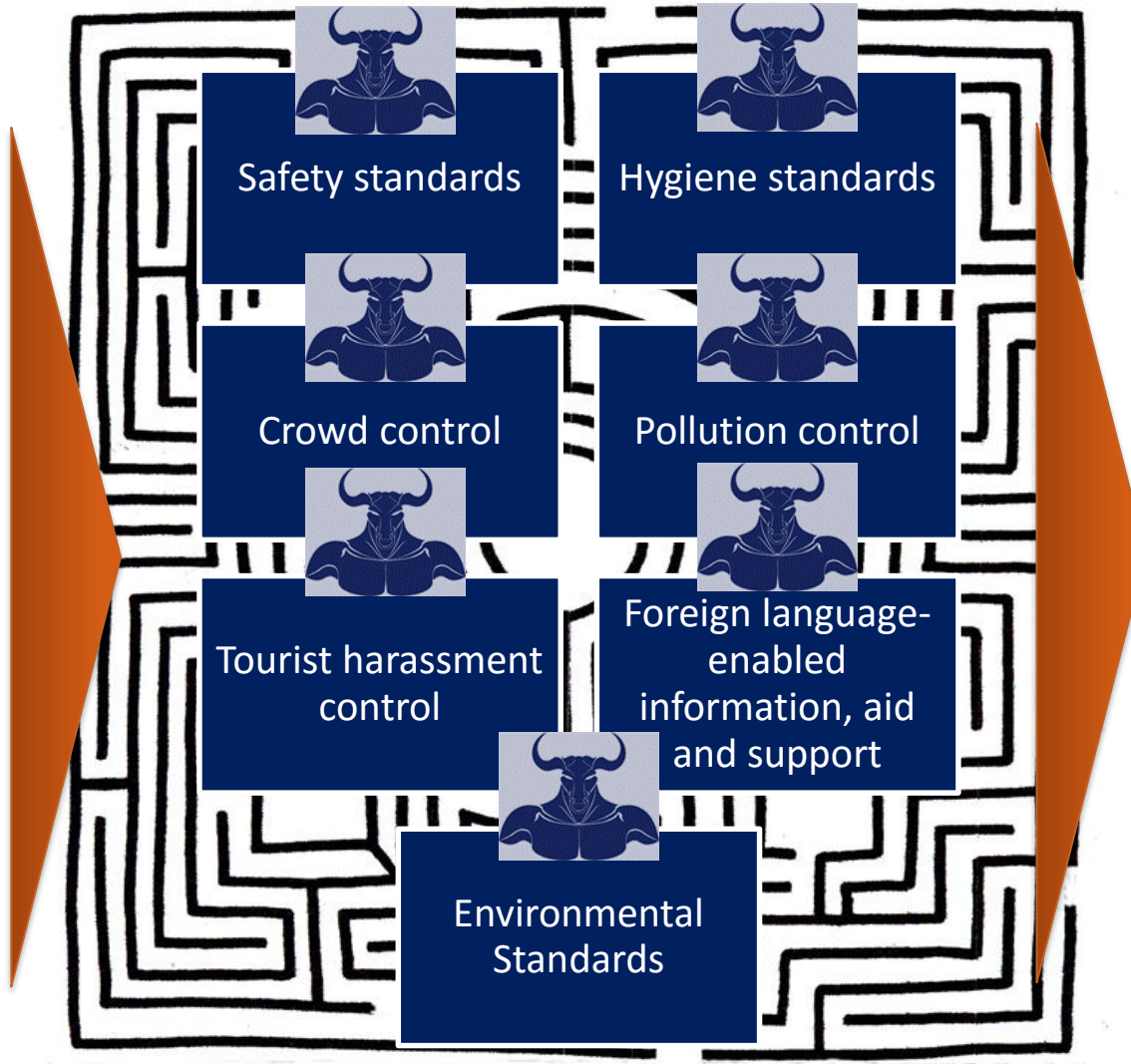
REGULATING

'Slaying the Minotaurs'



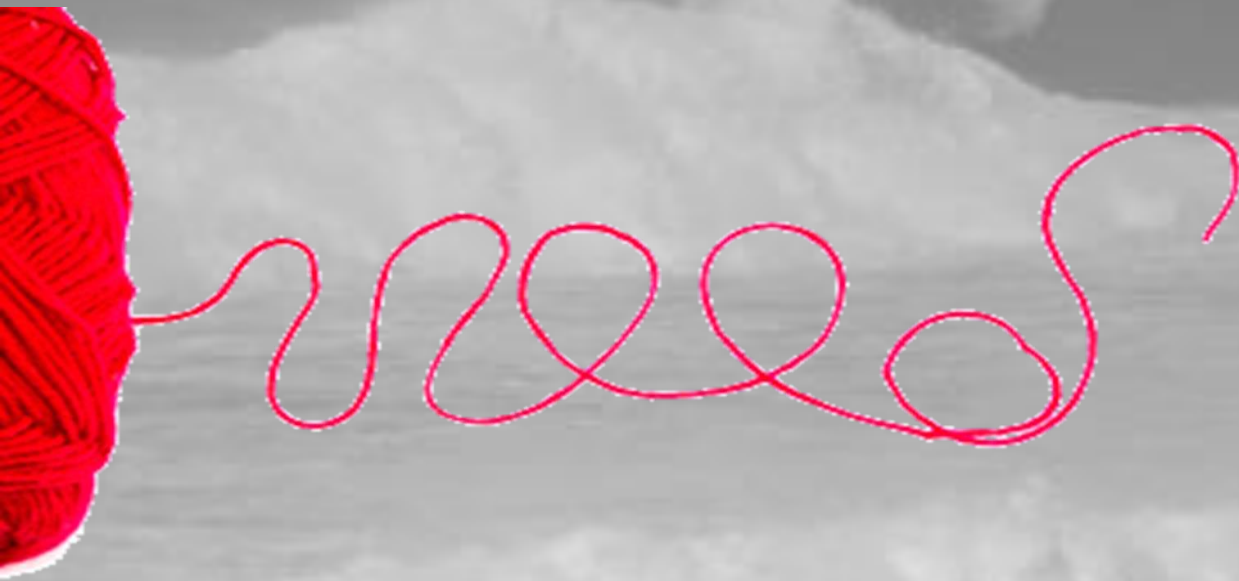
'Regulating'

Legislation plus Enforcement!



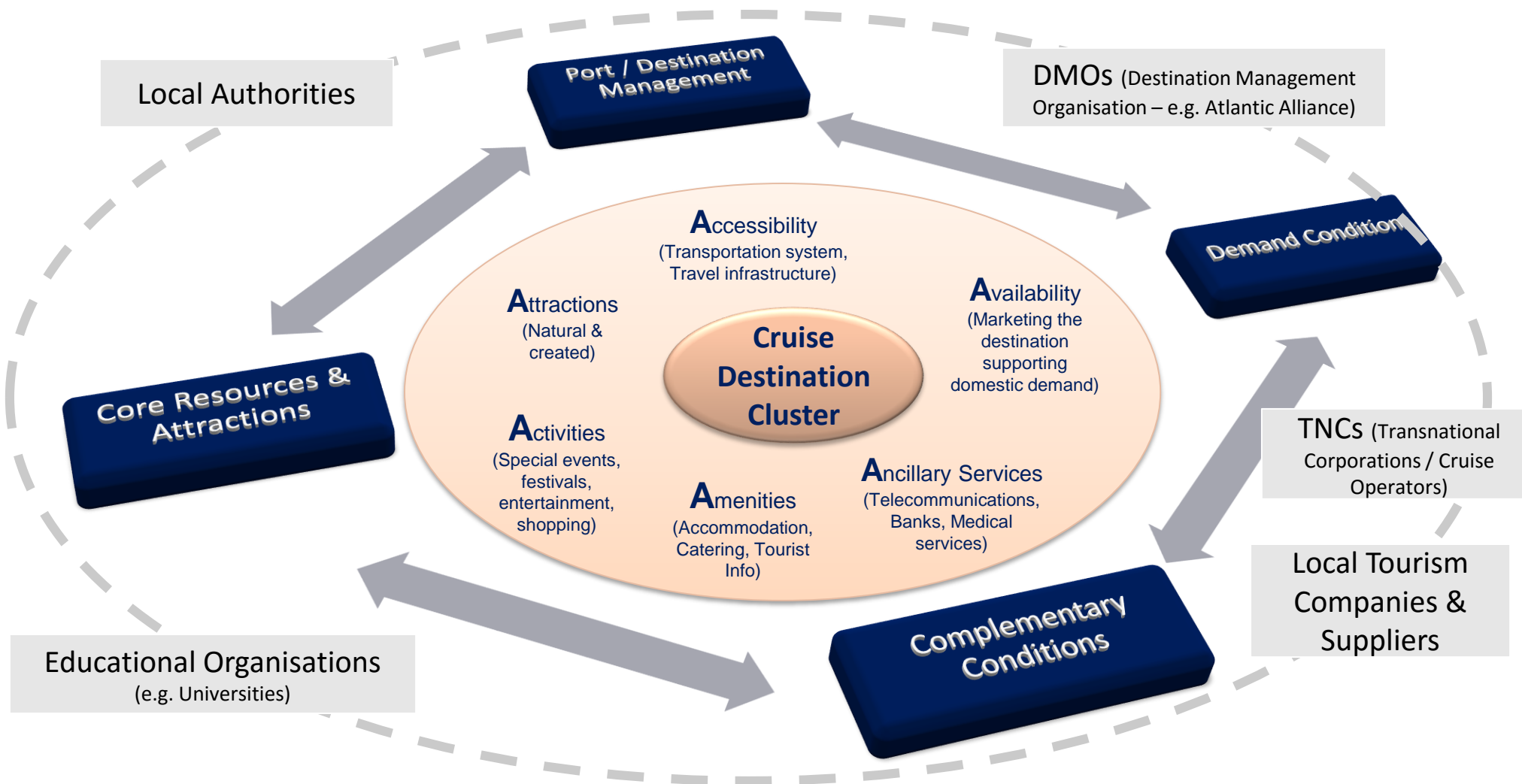
MANAGING

A Journey through the 'Destination Labyrinth'



'Managing Clusters'

Don't Forget the Locals!



Accountability for Coordination and Management is Key

The DMO of the Future

Today

National Tourism Organisations

- Promotion / Advertising
- Tourist Info Provision / Material
- Supply of Services (Accommodation bookings)
- Certification / Training

Tomorrow

National DMO Networks

- B2B Representation Abroad
- Cluster Co-ordination (Innovation, Internal Marketing, Financing Support)
- Research & Education
- Standard Development & Implementation

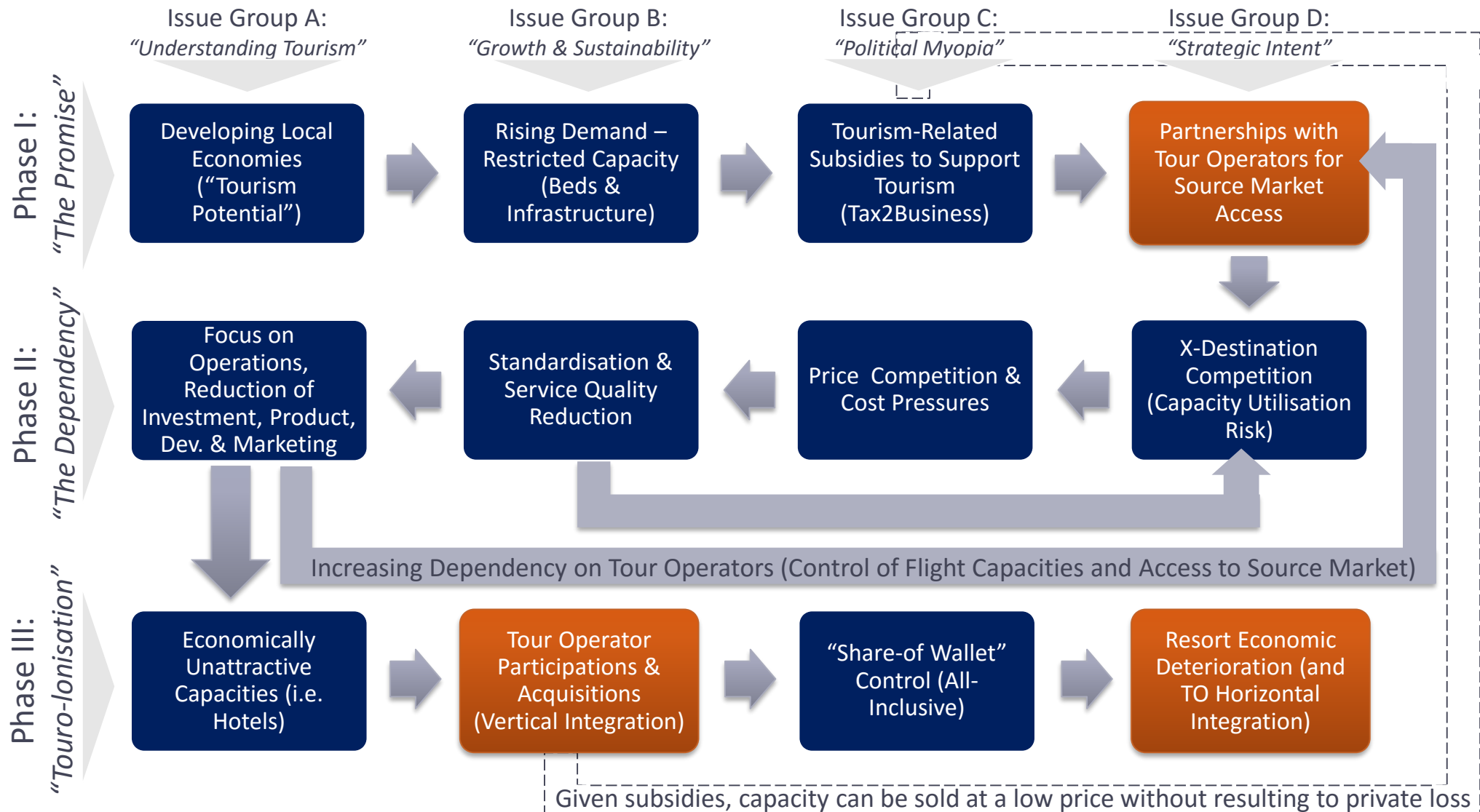
CAPITALISING

Preventing Tour-olonisation



'Capitalising'

Watch Out for Tourism Cartells... Avoid Tour-olonisation!



'Tour-olonisation' Resistance... Some Examples!



3 Cardinal Mistakes in Tourism / Cruise Development

'Holistic Pragmatism as a Development Principle'

High Concentration in the Source Markets

TO / CO 'Cartel-Type Activity' & 'Supply Chain Power'

"if you can't live with them, but also not without them... Ensure that they feel the same"

Error 1

"Privatise Tourism Revenue – Nationalise Capacity Risk"

- What is subsidised? And what is taxed?
- Refrain from **'Black or White' Debates...**
 - All-inclusive yes / no
 - Mass vs. Individual Travel
 - Cost-Leadership vs. Differentiation
- Architecture + Governance is Key!
 - Smart Legal framework (**Policy vs. Measures**)
 - Tourism **Education vs. Training**
 - **Long-term** planning (i.e. Beyond a legislation period)

Error 2

"Economy in the service of Tourism"

- Indirect + Intangible **impact management** & controlling
- Tourism **integration** with other income generating sectors
 - Consideration of entire tourism value-chain plus interface to other value chains
- Avoidance of tourism (and / or economic) **'monocultures'**
 - Physical space (e.g. 'Tourism Ghettos')
 - Conceptual space (e.g. 'Promotion of Standardised National Stereotypes')

Error 3

"Enjoy Dependence, Dream Independence"

- PPP as a 'Tour / Cruise Operator **Lock-in**'
 - TO/CO Vertical integration also means **Co-Dependence**
 - ROI (Return on Investment) is not the same as ROP (**Return on Promises**)
- Beyond just 'pushing the destination to the end-customers'... Also **'Pulling the Tos/Cos to the destination!'**
 - Tourists do not just visit Greece because it is beautiful... They visit Greece because Tos / Cos make profits in Greece

3 Cardinal Mistakes in Tourism / Cruise Development

'Holistic Pragmatism as a Development Principle'

High Concentration in the Source Markets

TO / CO 'Cartel-Type Activity' & 'Supply Chain Power'

"if you can't live with them, but also not without them... Ensure that they feel the same"

Add 'Strategy' to 'Hospitality' and 'Business Sense' to 'Service Mentality'

- M...
- Cost-E...
- Architecture + Governance is Key!
- Smart Legal framework (**Policy vs. Measures**)
- Tourism **Education vs. Training**
- **Long-term** planning (i.e. Beyond a legislation period)

Develop Tourism Economy (not just generate guests and income)

- pl...
- Avoid... or economic) **'monocultures'**
- Physical space (e.g. 'Tourism Ghettos')
- Conceptual space (e.g. 'Promotion of Standardised National Stereotypes')

Foster Co-Dependence, be a 'Co-Investor' (not just a supplier)

- as...
- Beyond... destination to the end-customers'... Also **'Pulling the Tos/Cos to the destination!'**
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Sustainable Tourism Development



Tourism Strategy

Tourism Policy



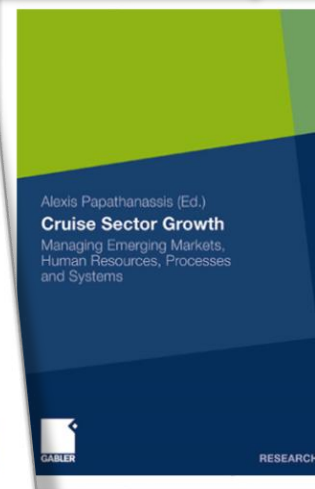
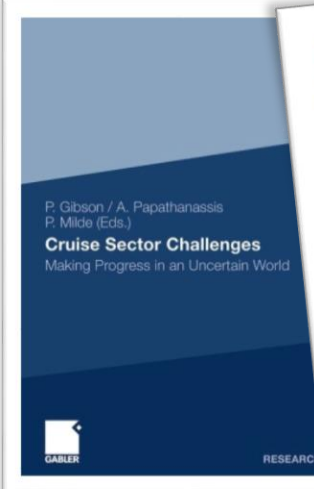
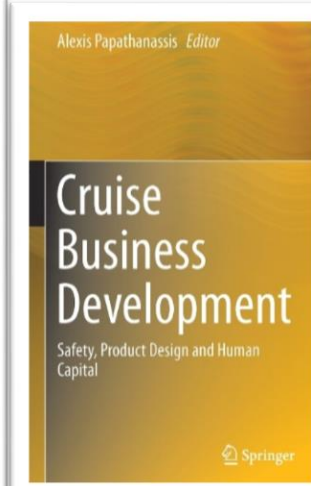
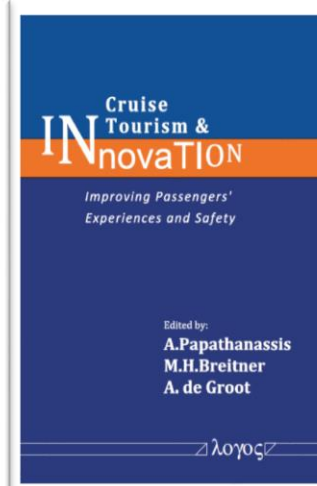
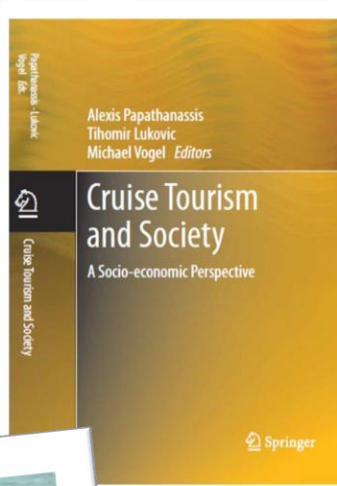
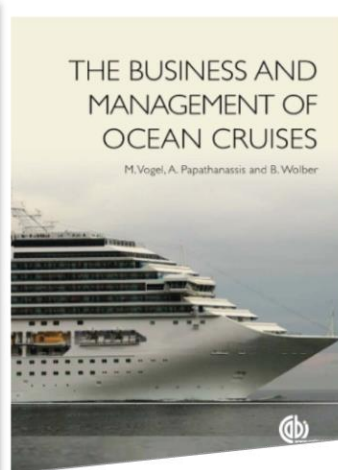
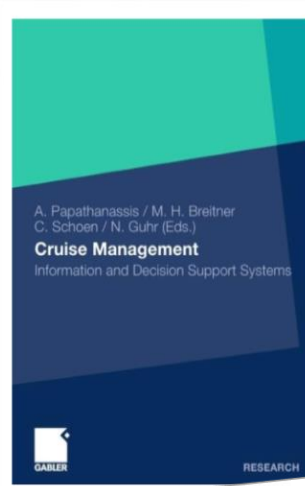
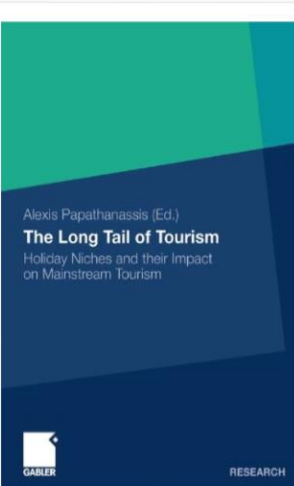
Management
Accountability
for Tourism
Clusters

Tourism
Development
Architecture
and
Dependencies

Monitoring and
Researching
Tourists'
Experience
Encounters

Regulation &
Enforcement in
Tourism Regions





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