

Pillar 5 “Data and Tourism Ecosystems” in practice Mapping stakeholders for managing their networks smartly

Why? Identifying the different networks of stakeholders within a destination is a key condition for setting up a suitable ecosystem. Thereafter, the **information** could be **disseminated** efficiently, and the **roles** might be **allocated** correctly. In this regard, using a convenient **method for mapping** the different actors influencing the destination **mainstreams the DMO’s efforts**. Additionally, it provides sound fundamentals for the subsequent actions in the process of becoming smarter.

How? A destination’s stakeholders are often grouped up in networks or collectives, depending on their nature, role or place in the value chain. At this point, we propose using a simple method that is easy to implement by any DMO regardless of its maturity stage. It consists of working with up to six different categories of stakeholders, mapping those who belong to each group.

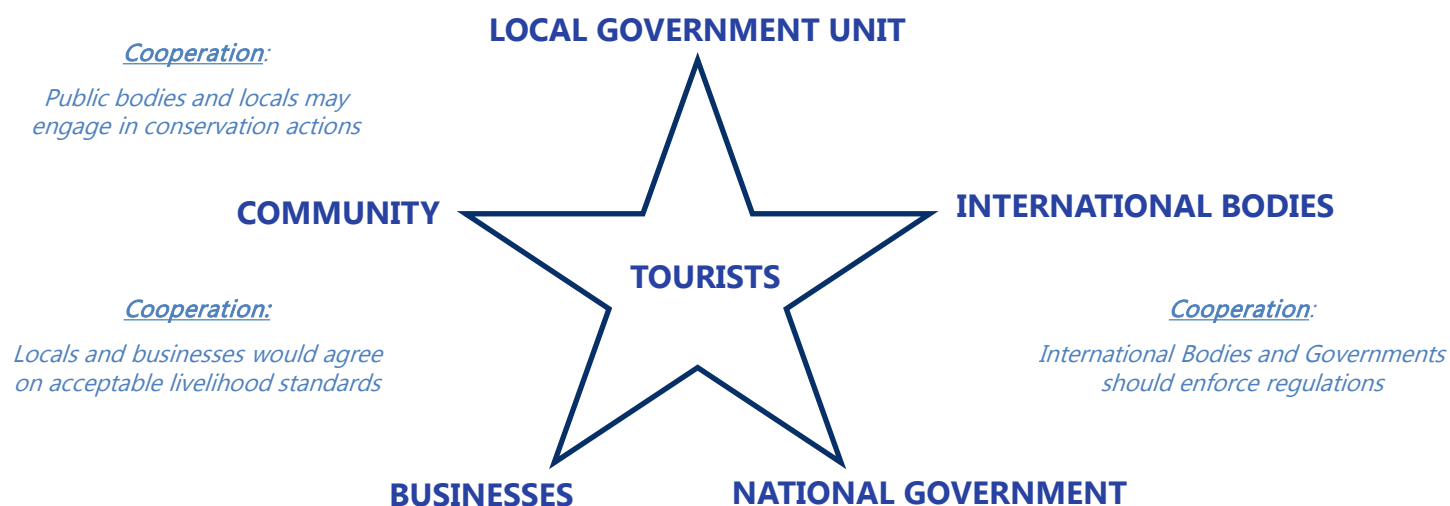
Tips and Guidelines:

- In the model presented there are six different sorts of players influencing the destination: a) **International bodies** (e.g. UNWTO, EU, NGOs); b) **National Government** (e.g. Tourism Ministry); c) **Local/Regional Government** (e.g. Regional Councils, City Halls); d) **Communities** (e.g. locals, trade unions); e) **Businesses** (e.g. hotel, tourist experience provider, travel agency); and f) **Tourists** (e.g. family/holidays, MICE tourism).
- The DMO needs to **identify the main actors** and networks operating in the destination, shortlisting those who perform leading roles or prescriptive actions. For other mapping models, you could also refer to the [toolkit](#), where tools like [ODI](#) are explained.

A baseline for mapping stakeholders in the tourism ecosystem.

In 2020 one of the latest models for achieving sustainable cooperation among the different stakeholders in a destination was elaborated*. It resembles a five-pointed star, meaning that there are **five major families of players** interacting in the tourism ecosystem. Therefore, a DMO aiming to map all the **relevant networks interacting** within the destination should focus mainly on these groups.

There are three remarkable **ways for cooperating** with each other, for the destination to perform sustainably. Firstly, **proper regulations** should be enforced and implemented by both international bodies and governments. Second, businesses and locals would agree on acceptable and sufficient **livelihood** standards. Lastly, the public bodies, together with residents, may commit to continuous actions towards the **conservation/regeneration** of the destination assets.



Stakeholders	Some potential roles
International bodies	Create transnational inspiring mechanisms. NGO’s exerting influence. Disseminate global standards.
Government	Rise awareness. Facilitate participatory planning. Create institutional bodies for tourism development.
Businesses	Responsible advertising. Facilitate data gathering/dissemination. Participate in collective decision-making.
Community	Suggest the kind of tourism desired. Actively help in keeping the assets. Monitor the cost-benefit fairness.
Tourists	Collaborate in the destination’s conservation and regeneration. Issue data as they are visiting the destination.

Link with other Smart Tourism Pillars: Before this factsheet, the “**Opportunities and tools for data and knowledge sharing**” (pillar 4) provided guidance about disseminating information alongside the destination supported in different tools and formats. In “**Strategy and Governance**” (Pillar 1) other notions about stakeholders can be found. This factsheet puts under the spotlight the need for identifying the main actors in the destination and how to implement an efficient stakeholder network. Tips and guidelines can be found consulting the Toolkit for Tourism Destinations and other supporting materials available in the [digital library](#) of the Smart Tourism Destinations project website.

* Five-pointed star model as introduced by Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Mapping stakeholders’ roles in governing sustainable tourism destinations. *Journal of Hospitality and Tourism Management*, 45, 387-398. <https://doi.org/10.1016/j.jhtm.2020.09.005>.

Pillar 5 “Data and Tourism Ecosystems” in practice Mapping stakeholders for managing their networks smartly

Tips and guidelines: Following a widely used method* for managing the stakeholders within a destination, a DMO could use a matrix to **classify** them. Not all the stakeholders in the destination have the same **interest** in the destination’s success. Furthermore, not all of them hold the same potential to **influence** the destination’s resources or strategy. According to these criteria, the different stakeholders identified could be **distributed along a two-axis graph**, showing at the same time the level of interest and influence for each one. Hence, this hierarchy facilitates the **efficient distribution of priorities and roles**. Nonetheless, the items in each category are subject to change over time, thus the DMO needs to **review** them **periodically**.

	Criterion	Definition
1	INFLUENCE	The stakeholder’s ability to change the destination’s course of action, by convincing, inducing or persuading the decision makers. Also, the extent to which the player can affect the destination by mobilizing significant resources or assets.
2	INTEREST	The stakeholders’ intention of using the influence they have procured so far. In other words, how strong is their motivation to take action towards the destination’s success, getting involved with other stakeholders in it.



A matrix for managing a destination’s ecosystem

The different sorts of stakeholders need different levels of attention and support, depending on their interest and their influence.

Monitor (L-L)	Show consideration (H-L)	Keep satisfied (L-H)	Engage closely (H-H)
These actors lack interest in the destination’s performance. Furthermore, they show a small capacity to add resources to the network or affect the destination.	These players are highly interested in the destination’s success. However, they lack the capacity to alter the destination’s plans or provide significant resources.	These stakeholders can deploy considerable resources in the destination’s process of becoming smart or are notably influential within it. However, they show little interest in this process.	The most important actors to consider. Able to assemble significant resources or encouragement for the sake of the destination and being highly motivated either.
<u>Strategy recommended:</u> To monitor them, tracking their mobility over time towards other positions in the matrix.	<u>Strategy recommended:</u> To keep them motivated and engaged, even though their participation is not initially crucial. To make sure they feel encompassed.	<u>Strategy recommended:</u> To let them know about the DMO’s initiatives, stimulating the invitation to join them.	<u>Strategy recommended:</u> To involve them in the destination’s managing system. To pay close attention to their evolution and needs.

* Power-Interest matrix model adapted from Morrison, A. M. (2018) *Marketing and Managing Tourism Destinations*. Routledge, citing Mendelow, A. L. (1991) ‘Environmental Scanning: The Impact of the Stakeholder Concept’. *Proceedings From the Second International Conference on Information Systems* 407-418. Cambridge, MA.

