

Promotion and Preservation: Best Practices in Rural Destination Management

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West Virginia University Extension Service

Special Thanks
Charlie French, University of New Hampshire Extension

*Building Community Resilience through
Rural Innovation and Entrepreneurship*

Routledge Community Development Research and Practice Series

Destination Analysts'

The State of the American Traveler™

DESTINATION MANAGEMENT EDITION

Fall 2019 | Volume 34

DestinationNEXT 2019 Futures Study

three transformational opportunities to help destination leaders formulate strategic decisions heading into the future. Together, they provide an integrated framework designed to both grow the visitor economy and support the mandates of local government, industry and community organizations.

1. Destination Stewardship

Balancing economic development, sustainable tourism and quality of life.

2. Community Alignment

Building public support around a shared vision for the destination.

3. Digital Conversion

Connecting with visitors on mobile devices to drive real-time sales in-destination.

THE NEW TOURISM LEXICON: REWRITING OUR INDUSTRY'S NARRATIVE



"A destination marketing organization (DMO) or convention and visitors' bureau (CVB) is an organization that promotes a town, city, region, or country in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on convention sales, tourism marketing, and services."

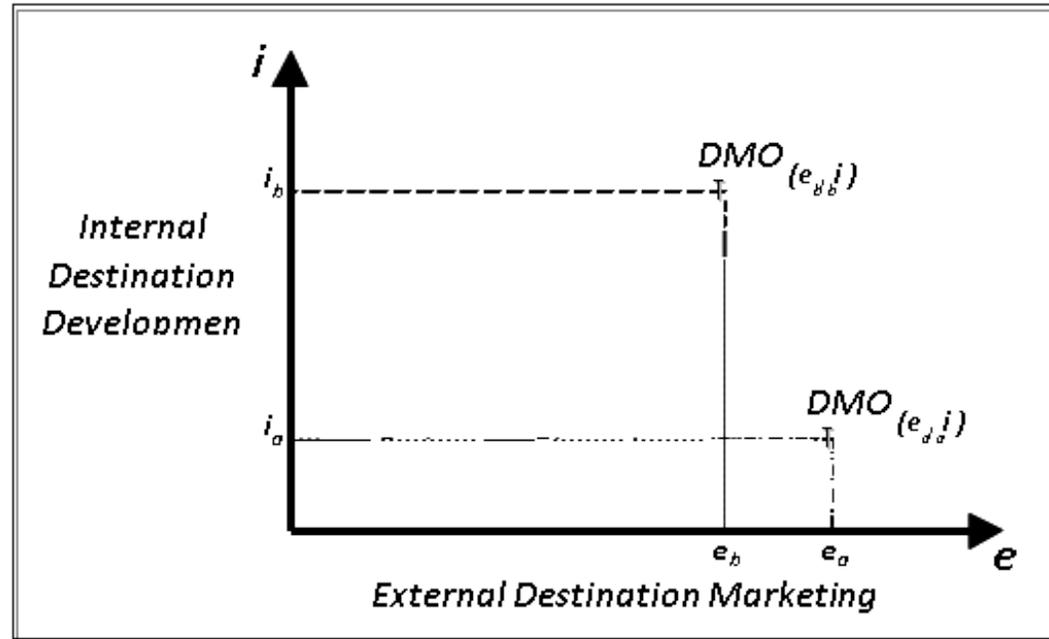
Let's rewrite that to more effectively communicate the value of our organizations:

*"A destination organization is responsible for promoting a **community** as an attractive travel destination and enhancing its **public** image as a dynamic place to live and **work**. Through the impact of travel, they strengthen the economic position and **provide opportunity** for people in their **community**."*

Travel Megatrends 2020: Tourism's New Competitive Advantage Is Protecting Destinations

If destinations that are to remain competitive and attractive to visitors for years to come will have to **start protecting their communities and cultural capital now** with this shift in approach requiring **reimagining the way that destination marketing and management intersect** — as well as incorporating the concerns of local stakeholders into the tourism boards' strategic planning.

A MODEL OF THE ROLES AND ACTIVITIES OF DESTINATION MANAGEMENT ORGANIZATIONS



Presenza, A., Sheehan, L., & Ritchie, J. B. (2005). Towards a model of the roles and activities of destination management organizations. *Journal of Hospitality, Tourism and Leisure Science*, 3(1), 1-16.

August 2020

Feature Article

America Outdoors: Consumers Are Flocking to These 5 Activities

Consumers are looking for activities to help them stay occupied and healthy as COVID-19 necessitates social distancing. As a result, a number of outdoor categories have experienced explosive growth, our Retail Tracking Service data shows.

Typically, June is a critical selling month for the outdoor industry. In this article, we explore five outdoor activities consumers have flocked to and analyze how June 2020 dollar sales stacked up to last year.



Crowds, Trash, Overrun the Eastern Sierra, CA

During the summer months, large amounts of visitors descend upon the region, and this summer tourist season is pushing the region to its **breaking point.** More and more people are traveling closer to home with travel restrictions in place due to the ongoing Coronavirus pandemic. With Southern California a 5-hour drive away, and the San Francisco Bay Area having access via mountain passes during the summer months, the Eastern Sierra is being overrun.

“I have never seen our public lands busier. I have never seen as much violation of rules as we are seeing right now such as illegal campfires, dispersed fires, trash dumping, and vandalism.” – Deb Schweizer, Inyo National Forest Public Affairs Specialist



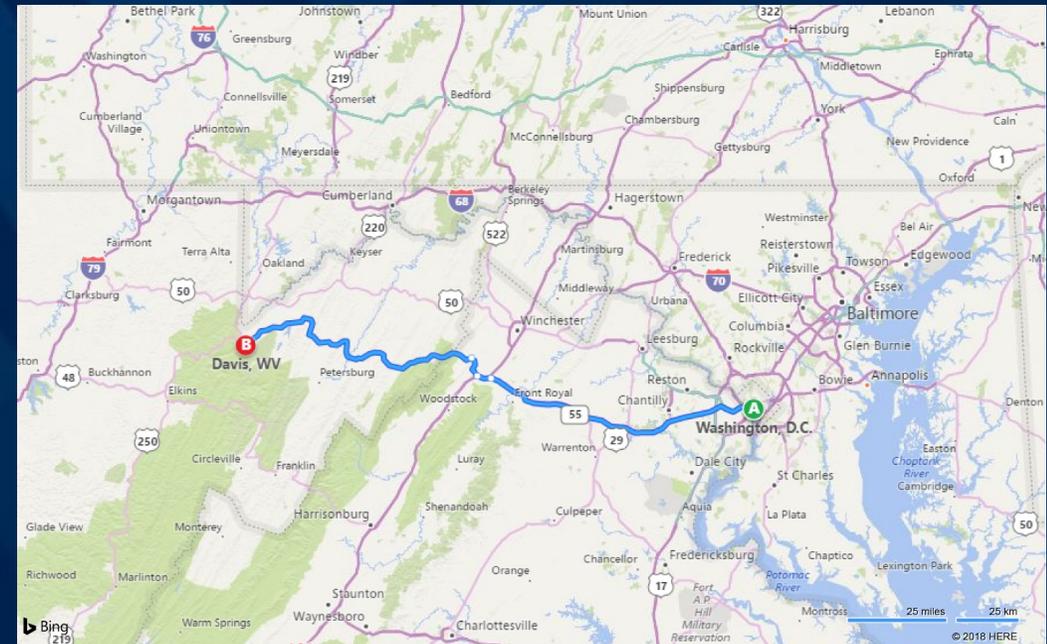
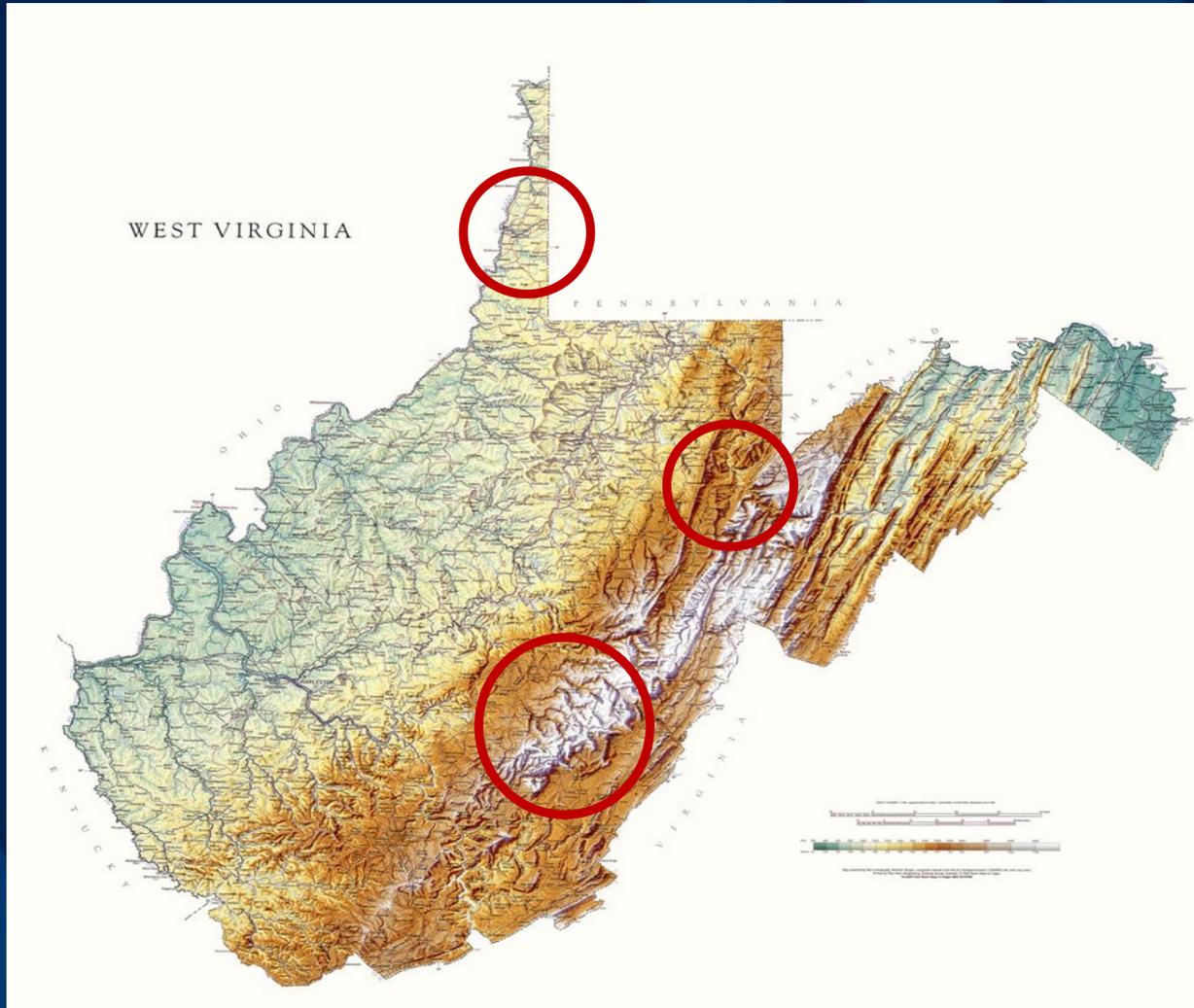
WELCOME TO WVACVB

Effective Partners in Promotion & Marketing Your Destination

Innovation in Rural Tourism

- Innovation = capacity to change and adapt (Kanter, 1983)
 - New knowledge
 - Implementation
- Research on rural tourism innovation is extremely limited (Booyens & Rogerson, 2016; Marasco, DeMartino, Magnotti, & Morvillo, 2018)
- Little evidence of knowledge transfer from explicit, research-based knowledge sources (Hallin & Marnburg, 2008; Cooper 2006; Hjalager, 2010)
- Shared experiences and interactions favor local, tacit knowledge (Hoarau & Kline, 2014)
- Destinations as cognitive systems (Varra, Buzzigoli, & Loro, 2012)
- Lyons, Miller, & Mann (2017) ID an explicit role for Extension in facilitating networks and rural innovation systems

Methodology and Study Area



2017 EVENTS

BLACKWATER CLASSIC MOUNTAIN BIKE RACE

SUNDAY MAY 21, 2017
START TIME: 12 NOON



More info: WVMBA



MOUNTAIN STATE BREWING CO.
West Virginia Born & Brewed

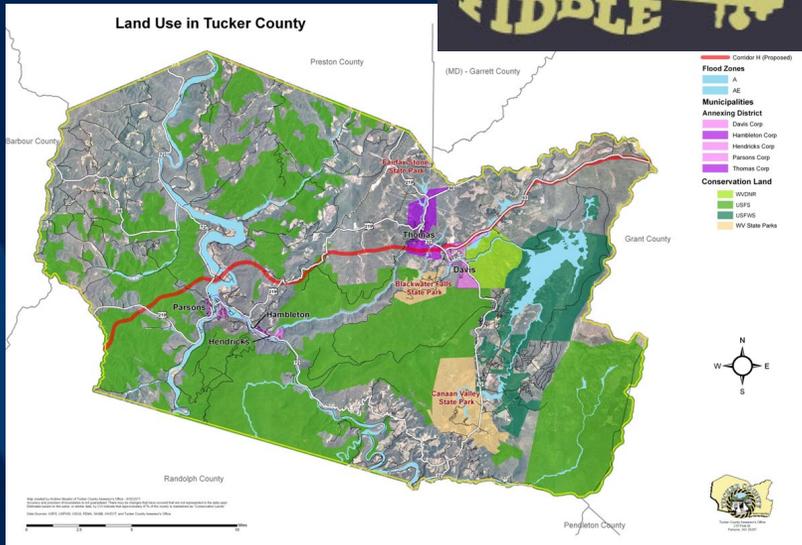
STUMPTOWN ALES

PURPLE FIDDLE
CAFE, BREWS & STAGE



Tucker County, WV (pop. 6,839)

- Leisure and Hospitality = 21% total emp.
- \$46 million in direct sales
- 790 jobs



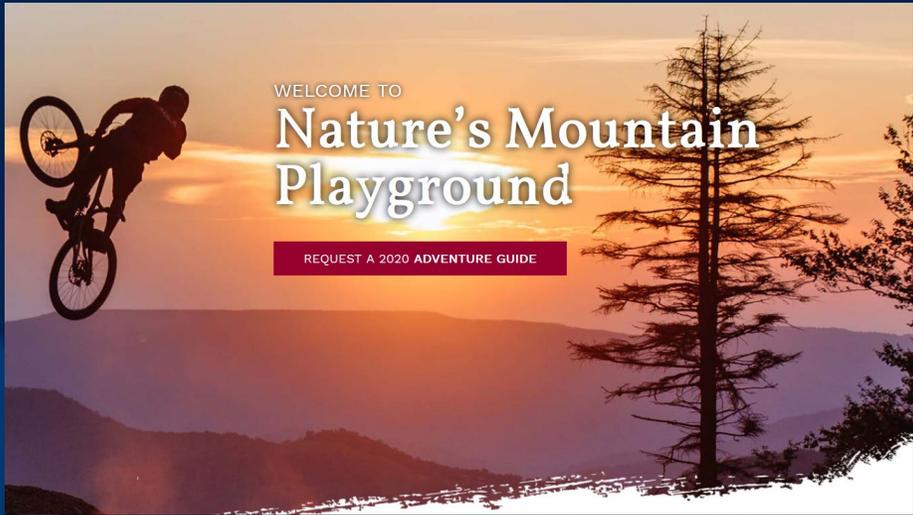
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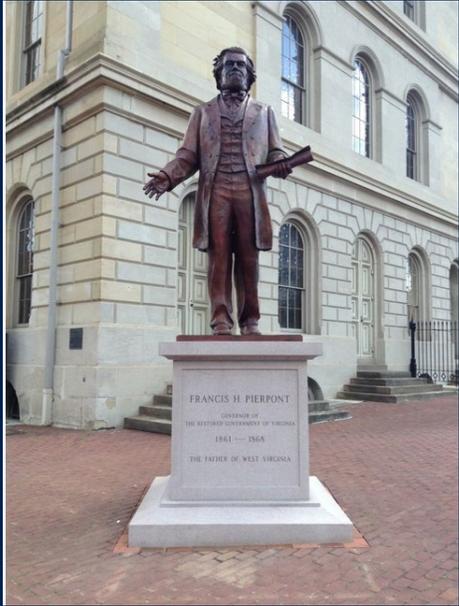
https://www.google.com/maps/uv?hl=en&pb=!1s0x884ac9bb786bb7cb%3A0x3642ba46ce9d3723!2m19!2m2!1i80!2i80!3m1!2i20!16m13!1b1!2m2!1m1!1e1!2m2!1m1!1e3!2m2!1m1!1e5!2m2!1m1!1e4!3m1!7e115!4s%2F%2Fh6.googleusercontent.com%2F-RXZRwX_S0VY%2FVvjz2Zxv89I%2FAAAAAAAAvbY%2FaVIVodzWUwQRBdoQAvqP0iGaNkVY-i96ACJkC%2Fw90-h90-n-k-no%2F!5s%20-%20Google%20Search&imagekey=!1e3!2s-RXZRwX_S0VY%2FVvjz2Zxv89I%2FAAAAAAAAvbY%2FaVIVodzWUwQRBdoQAvqP0iGaNkVY-i96ACJkC



Pocahontas County, WV (pop. 8,247)

- Leisure and Hospitality = 25% total employment
- \$112 million in direct sales
- 1,300 jobs





City of Wheeling, WV (pop. 26,430)

- \$334 million in direct sales
- 2,870 jobs



Morrison, A. (2013). Destination management and destination marketing: The platform for excellence in tourism destinations. *Tourism Tribune*, 28(1), 6-9.

Roles of the DMO in destination management

- **Leadership and coordination:** The DMO has a leadership role in tourism within the destination; it sets the overall direction for tourism in the future. There are many others involved in tourism in the destination, so the DMO also acts as a coordinator of the efforts of everyone on the destination team.
- **Planning and research:** The DMO has a key role in preparing tourism policies, plans and strategies for the destination. It conducts research on existing and potential target markets to guide future marketing and product development decisions. The DMO tracks the programs of its main competitors and continually seeks out best practice case studies to improve product development and marketing.
- **Product development:** The DMO has the overall responsibility for the sustainable development of the tourism product including physical products, people, packages, and programs. It takes inventory of the current destination offerings and assists with continuous product quality improvements. Additionally, the DMO identifies new tourism product development opportunities and provides assistance in realizing these projects and programs.
- **Marketing and promotion:** The DMO develops the overall marketing strategy and prepares long-term and short-term marketing plans for tourism. It identifies the priority target markets and selects the most effective image or identity for the destination, culminating in the implementation of an effective branding approach. The DMO uses the integrated marketing communications method combining online and traditional promotions to inform and persuade tourists to come to the destination.
- **Partnership and teambuilding:** The DMO puts together an effective destination team and builds alliances to achieve the destination's product development and marketing goals. Some of the partnerships are established within the destination, while others are with external parties including travel agencies, tour operators, transportation providers, MICE planners, and others.
- **Community relations:** The DMO acts as the main champion and advocate for tourism within the destination by raising the awareness and profile of tourism locally to support the achievement of its product development and marketing goals. Additionally, the DMO may consult with community residents when making important decisions that will affect their lifestyles and living standards.

Moving Beyond Marketing

- WVACVBs requires 40% of budget directed to advertising

“Its much bigger than marketing.
Marketing is the number one thing, but *in order to do marketing, you've got to have your product* development.”

“We have to stop relying on our natural attractions to stay a competitive tourism destination...people like Ohio are dumping tons of money into trail development... *[our destination] is going to fall behind if we don't reinvest.*”

“*Product development is small business development.* ... When there is an event, a Broadway show on a Tuesday night at the theater and there are 2,500 people going to that venue, filling up the Bridge Tavern, drinks before they go and drinks after dinner...this theater is driving that market...you can specifically say that it was the programming that brought the people to the community.

Leadership, Partnerships, & Engagement



The destination is “three primary things: the power of *people*, the power of *product*, and the power of *partnerships*. ... that’s my job: to make sure that those three things work together.”



For Immediate Release:
 Wednesday, October 14, 2020



SNOWSHOE HIGHLANDS RIDE CENTER LEVELS UP – ANNOUNCES SILVER-LEVEL RIDE CENTER DESIGNATION

Pocahontas County, W.Va. – Only a year after its debut, the International Mountain Bicycling Association (IMBA) has designated Snowshoe Highlands Ride Center as a Silver-Level Ride Center.

Snowshoe-Highlands Ride Center Review Score						
Minimum Scores			Category	Points Available	Your Scores	Award Level
Bronze	Silver	Gold				
60	75	90	Services	20	17	Bronze Level Ride Center
			Destination Best Practices	30	26	
			Trail Types	50	28	
			100	71		
10	20	30	Quality Trail Experience	40	15	



<https://www.pawv.org/endanger/archives/02-2009>
<https://wheelingheritage.org/project/capitol-theatre/>



*“sharing ideas establishes the network...and can be effective for the community because everybody has similar goals and **the mission is the same**. We changed our focus to spend a lot of effort and substantial resources on destination management, i.e. buying a capital theater... but **it was because we had really good stakeholders**,...we had a fantastic board of directors that represented a wide variety of economic, different types of government, and different types of tourism entities. And **they're all sitting at the same table** and trying to figure out how can we increase the number of people coming to the City of Wheeling.*

More than \$1,000,000 was raised through private foundations by the Wheeling Convention and Visitors Bureau to install new seats, carpeting, LED lighting, sound and acoustics technology, and projection and screen equipment. Additionally, sections of the roof have been repaired and replaced through the Capitol Theatre's Preservation Trust Fund managed by another partner, The Community Foundation for the Ohio Valley. A small fee is attached to each ticket sale to fund the Capitol Theatre's Preservation Trust Fund.

“the first thing [the CVB] did was invite 2,500 local people for a free three-hour presentation on what this theater could do and what kind of programming it could have. And so ***we got a lot of community buy-in*** that way....we put out a call for some volunteers to come and kind of help us out...And we had 180 people show up on Saturday and Sunday of that designated clean up weekend. And ***they were just regular community people...The theater had some kind of meaning to them.***”

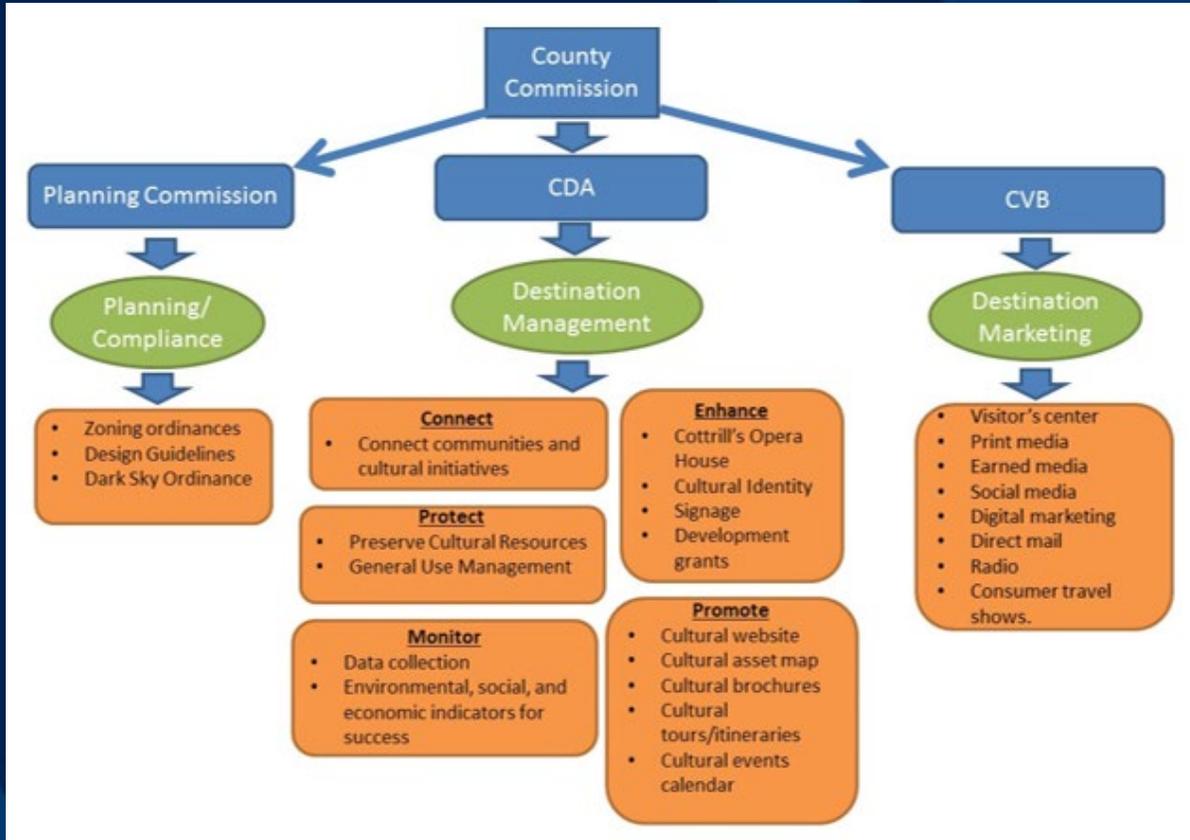


The 55 members of the Pocahontas County High School Tourism Club take the West Virginia Welcome training program that provides an overview of hospitality basics and tourism and visit tourism sites around the state.

CARA ROSE | Courtesy photo

“to be successful in a rural area, ***you have to be engaged with your community. ... People have to know you.*** They have to see our faces, and I preach that all the time. We have to pick up the telephone...We have to talk to them...We have to look them in the eye... that's really important.”

Tucker County Destination Mgmt. Framework



TUCKER CULTURE

ART
Tucker County is home to a thriving, diverse, and active arts scene.

MUSIC
Bluegrass, hip-hop, and everything in between can be heard at live music venues and annual festivals.

HISTORY & HERITAGE
Tucker County's rich history is proudly celebrated throughout its communities.

RECREATION
World-class outdoor activities await adventure seekers and nature lovers alike.

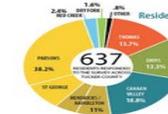
Project partners



Graphic Design



Landscape Architecture



WVU Extension



TCCDA

A Role for Cooperative Extension

- Linking tacit knowledge of local partners with explicit research-based knowledge
- Creating a scientific community that facilitates knowledge transfer and innovation (Lyons, Miller, & Mann, 2017)
 - Economic specialization beyond ag.
 - Systems thinking and local network building
 - Importing university knowledge
 - Co-creating knowledge
 - Working across state boundaries

Creating the Backbone Organization

Our vision is to connect communities to each other, to the forest, and to our natural resources to generate positive and tangible outcomes that will improve quality of life and vitality of this region.



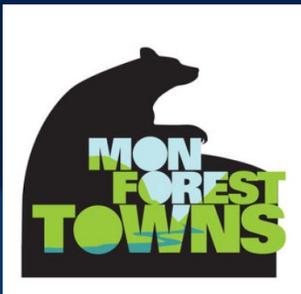
Resources Attained

- \$55,000 USFS Joint Chiefs funding. Supported WVU community engagement to provide meeting facilitation, asset mapping, interpretive guide training, student support, and develop the Mon Forest Towns brand.
- \$8,000 Flex-e-grant from West Virginia Development Office to WVU to support asset mapping for IMBA Ride Center.
- \$3,446 WVU Community Engagement Grant for community design in Marlinton, WV
- \$7,500 WVU Davis/Extension College seed grant to develop recreation economy indicators of success
- \$8,000 Flex-e-Grant for 15 guides to become Certified Interpretive Guides.
- Woodlands Development Group and Natural Capital Investment Fund secured \$1.3 million grant from ARC, EDA, and Benedum to support entrepreneurial development in the MNF gateway communities.
- \$185,000 Claude Worthington Benedum Foundation Grant in 2020 to support development of a performance agenda, website, asset map, signage plan, signage mini-grants, and MTB trail planning under resources attained.

The Mon Forest Business Initiative

With funding support from an ARC/EDA/Benedum grant, the Woodlands Development Group and Natural Capital Investment Fund, Mon Forest Business Initiative offers business advice and funding assistance for professional services to any businesses located within the 10 counties of the Monongahela National Forest region of West Virginia. Below is a brief summary of program accomplishments to date:

- Businesses assisted in the last year – 48 (advisors one-on-one assistance, third-party TA assistance, and group trainings)
- Communities served – 21 (Beverly, Canaan, Cassity, Circleville, Davis, Duo, Durbin, Elkins, Franklin, Lewisburg, Mt. Storm, Montrose, Parsons, Petersburg, Philippi, Richwood, Roncerverte, Thomas, Valley Bend, Webster Springs, White Sulphur Springs)
- Jobs created – 8.5
- Jobs retained – 27
- Loans approved - \$983,500 (7 closed totaling \$599,500, 3 in underwriting)



Creating Explicit Knowledge



National Extension Tourism Network

HOME ABOUT NET NEWS RESOURCE LIBRARY WEBINARS EVENTS CONTACT

Home

Welcome to the National Extension Tourism website

The mission of the National Extension Tourism (NET) is to integrate research, education and outreach within Cooperative Extension and Sea Grant to support sustainable tourism, thus contributing to the long-term economic development, environmental stewardship, and socio-cultural wellbeing of communities and regions. (The 2020-2025 Strategic Plan is available here.)

Learn more about NET here.



SAVE THE DATE
National Extension Tourism Conference
November 7-10, 2021 · Embassy Suites, Savannah GA
Speakers, event details and registration details to be announced.



NET National Extension Tourism Design Team
<http://extensiontourism.net/>

USDA-RD releases Recreation Economy Resource Guide

Posted: August 7, 2020

USDA-RD recently launched a resource guide to provide rural community leaders and economic development practitioners a complete list of programs at Rural Development, Forest Service, and National Institute for Food and Agriculture that can be used to support recreational economies in rural America.

The Guide is available for download here (PDF).

To keep up with all of the USDA Rural Development resources, be sure to subscribe to their bi-weekly *Innovation Matters* publication. (Here's an example of a recent edition.)



Using social design to visualize outcomes of sustainable tourism planning: a multiphase, transdisciplinary approach

Doug Arbogast, Peter Butler, Eve Faulkes, Daniel Eades, Jinyang Deng, Kudzayi Maumbe, David Smaldone

International Journal of Contemporary Hospitality Management
ISSN: 0959-6119
Publication date: 11 May 2020

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Family and Community Development

Destination Sustainability

Morrison, A. (2013). Destination management and destination marketing: The platform for excellence in tourism destinations. *Tourism Tribune*, 28(1), 6-9.

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Sedona Sustainable Tourism Plan

Connecting Sedona visitors to
long-term destination sustainability



The co-created plan provided concrete strategies to address resident quality of life, the local environment, the quality of the economy, and visitor experiences (Vogt, Andereck, and Pham, 2020).



Destination Development Program

The Destination Development Program exists to address the need to drive economic growth in rural Colorado through education, funding, and support with the goals of increasing visitor spending, strengthening local economies, and creating new travel experiences.

Goals of the Destination Development Program:

1. Increase traveler spending through **creation and branding of new traveler experiences** in less visited areas
2. **Empower rural destination partners** to develop and promote tourism assets
3. **Be inclusive** of all industry segments
4. Support development of programs to **enhance visitor readiness**

We also provide assistance within these specific industry segments:

1. Culinary & Agritourism
2. Heritage & Cultural Tourism
3. Rural Adventure Tourism

Home > Opportunities > Programs & Initiatives > Oregon Tourism Studios > Rural Tourism Studio

Rural Tourism Studio

Oregon's visitors and residents are looking for experiences in every region—no matter how far off the beaten path. Visitors are especially interested in taking advantage of Oregon's abundant outdoor recreational activities, natural and cultural landscapes, and food and farm experiences.

Oregon's Rural Tourism Studio is a robust training program designed to help rural communities develop and offer high-value, authentic experiences to travelers—in a sustainable, manageable way. The Rural Tourism Studio helps strengthen Oregon's position as a premier destination while also stimulating the local economy, protecting and enhancing local resources, and fostering community pride.

Participating communities build a team committed to tourism, often including community leaders, tourism entrepreneurs, tour operators, lodging property owners, outdoor recreation enthusiasts, restaurateurs and anyone interested in local tourism. Through a community-based workshop series, they create a shared vision and a big-picture strategy for tourism and then dive deep to create new tourism offerings in culinary and agritourism, outdoor recreation, bicycling tourism, cultural heritage tourism and more.

Mission Statement

The Tucker County Convention & Visitor's Bureau, a private, non-profit sales and marketing corporation will, through aggressive sales, marketing and informational campaigns, strive to establish the Canaan Valley/Blackwater Falls/Tucker County area as a premier vacation, meeting, and special event destination thereby enhancing the tourism economy in Tucker County.

The Tucker County Convention & Visitors Bureau's (CVB) mission is to support, sustain and assist in the growth of the Tourism industry in the county. To fulfill that mission, the CVB expends the majority of its budget on advertising. In 2016, the ratio of expenditures was 83% advertising to 17% operations. In 2017, the ratio of expenditures was 86% advertising to 14% operations. The 2018 budget is projected to spend 75% advertising and 25% on operations. *Noted ratio change from previous years to loss of Matching Advertising Partnership Program grant funding.

Vision for the Future

Goals: Broad, long-term aims that define accomplishment of the mission.

Actions: Specific steps to be taken, by whom and by when, to implement a strategy

Person/Committee Responsible: Person taking the lead to accomplish objective

Resources Needed: Resources needed to accomplish the objective. Could be internal or external

Timeline: When you plan to accomplish the objective

Evaluation: How will you know you accomplished the objective?

Certified Destination Management Executive (CDME) Credential

The Certified Destination Management Executive (CDME) is the tourism industry's highest individual educational achievement.

The CDME program prepares senior executives, who want to advance their careers to blend theory with experience and application of knowledge to help industry leaders thrive in a constantly changing environment. The program focus is on vision, leadership, productivity and implementing business strategies.

[APPLICATION](#)[UPCOMING COURSES](#)[FINAL EXAM](#)[RECERTIFICATION](#)

Accreditation

The West Virginia Accredited Convention and Visitors Bureau Program is a tourism development initiative of the West Virginia Association of Convention and Visitors Bureaus.

WVACVB Online Resources

-  Membership Application
-  Associate Membership Application

Accreditation Application * Coming Soon

- ▶ It is designed to encourage all of the state's CVBs to better prepare and equip themselves to further the development and promotion of tourism in their area and the State of West Virginia. The state and its political subdivisions entrust valuable taxpayer dollars to CVBs each year for the promotion of attractions, events, tourism related businesses and activities and the soliciting of conventions and meetings.
- ▶ The West Virginia Association of Convention and Visitors Bureaus believe that CVBs have a responsibility to be good stewards of those funds and to work effectively towards growth in the tourism industry of this state. Likewise, countless businesses rely on their local CVB to be a good and effective partner in the promotion and marketing of their area in a manner that will benefit the community specifically and businesses in general.
- ▶ Convention and Visitors Bureaus are not required to be a member of the West

“We talk a lot about, educational sessions. And, you know, something like [the importance of destination management] could be one of those educational sessions. ... I really do believe people should do more of this..”

“If the CVB Association [shared] case studies of organizations of CVB's going beyond marketing and how they've been able to do that, that could be a valuable thing and potential partnership we could play with the association.”

Questions?