



Community Champions, Collaboration, and Leveraging Partnerships

Hospitality and Tourism Leadership Conference

Victoria - November 23rd, 2012

Ray Freeman

Royal Roads University



ROYAL ROADS
UNIVERSITY

XXI Olympic Winter Games Vancouver

Who was the intended
Target Audience
for this Canadian Tenors performance?

<http://www.youtube.com/watch?v=GDcl5BsZac4>





Tourism
Vancouver
Island

*“A Taste of Vancouver Island
and the Sunshine Coast”*



2010 Strategy
Participation Opportunities



ROYAL ROADS
UNIVERSITY



...attract media interests...economic/business development, tourism, cultural/social, and culinary

... economic development, tourism and stakeholder sponsorship

...showcased regional entertainment and world-class Chefs



A Taste of...



Photo:

<http://www.youcook.ca/blog/2010/02/taste-of-vancouver-island/>



A Taste of...



Celebrity Chef Bob Blumer

Photo:

<http://scoreinc.ca/portfolio/tourism-vancouver-island-a-taste-of-vancouver-island-and-the-sunshine-coast/>



Collaboration

“creating new value together.”

(Kanter, 1994)



Barriers to Collaboration

- Identify key stakeholders & interests
- Costs of planning and development
- Unrealistic expectations
- Power imbalance
- Issues of trust
- Selective collaboration



Benefits of Collaboration

- new opportunities for visitors and locals
- destination awareness
- tourism revenue, taxation revenue
- community infrastructure
- spin-offs for direct and indirect businesses
- social capital...between collaborators



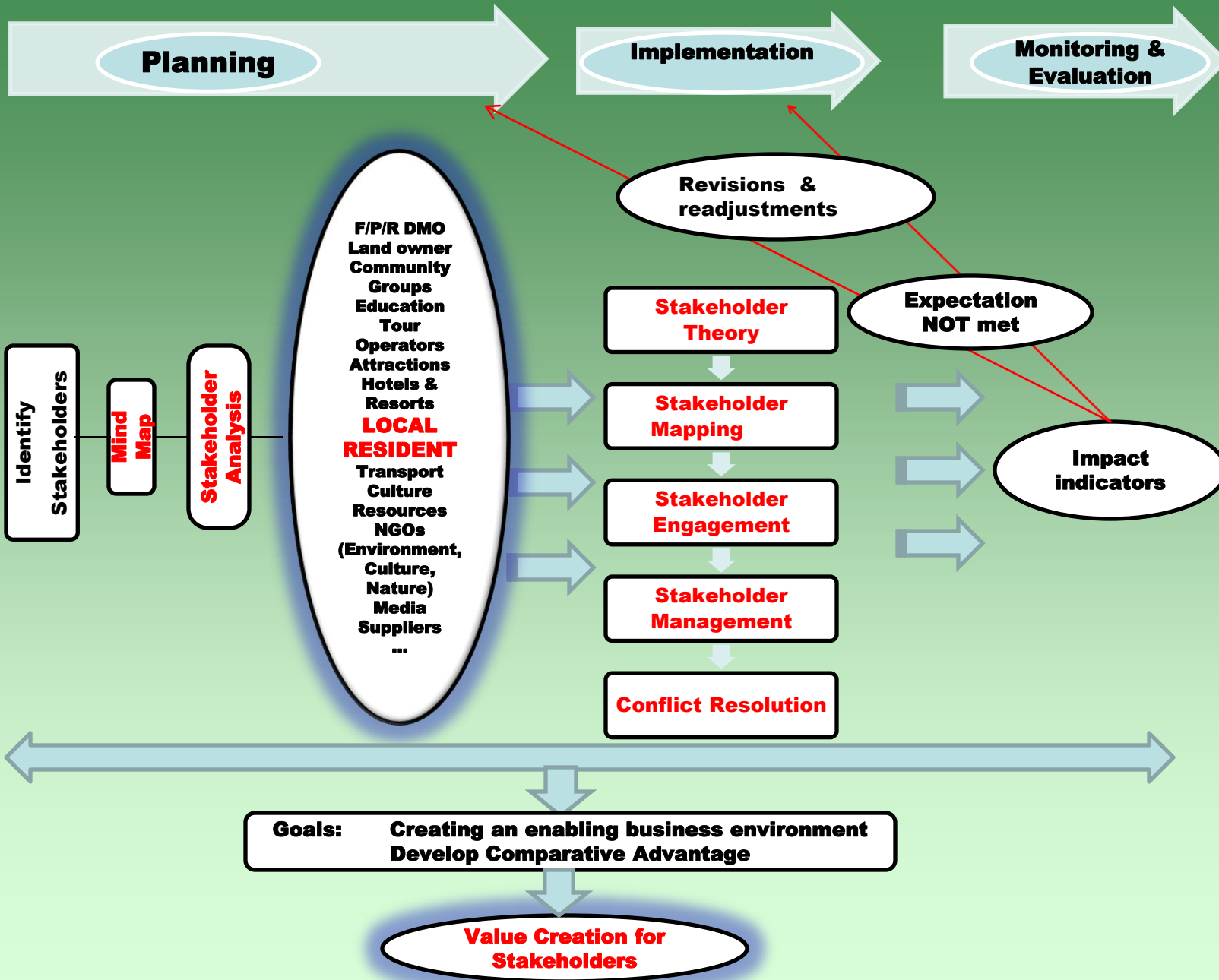
Key to Moving Forward

❖ Gaining stakeholder *TRUST*...

through collaboration and integration



Stakeholder Engagement Process



Adapted from <https://wiki.queensu.ca/display/mine448/Engagement+Steps>

Stakeholder motivations for participation

- Desire for common vision
- Desire for improved communication
- Stakeholder Champion facilitates process
- Desire to forge partnerships
- Visualize possibilities for innovation



Benefits of fostering collaboration

- Sharing of ideas leads to innovative policies
- Collaboration can overcome power imbalances
- Collaborative efforts may also promote a shared *ownership* of the results

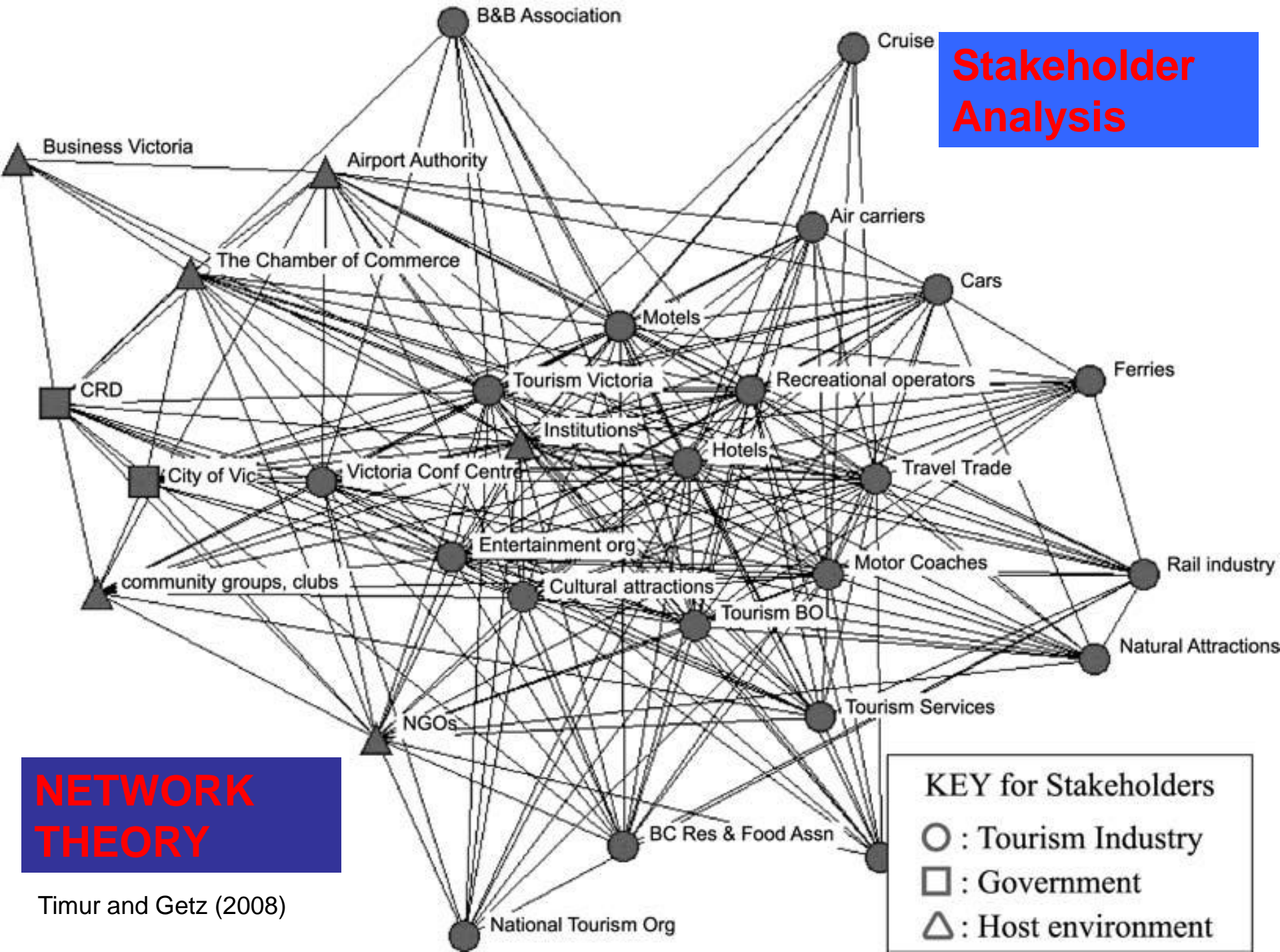


Benefits of fostering collaboration

- Stakeholder commitment enhanced
- Stakeholder satisfaction
- The resulting outcomes are potentially more efficient and sustainable
- Builds community social capital



Stakeholder Analysis



NETWORK THEORY

Timur and Getz (2008)

Role of DMOs

- DMOs are perceived to hold the greatest legitimacy, ...therefore, most likely to take an active role in sustainable destination development...
- DMOs are key players in management, planning, development, and linking planners, investors, residents, local organizations and the industry for developing sustainable policy for their destination.

...but will this continue to be the case?

Timur & Getz (2008)



The Real World

Vancouver Island Regional Tourism Plans Collaborative Strategies

❖ Vancouver Island North Policy

- Policy **based on close clustering** of these communities
- Decision made to **coordinate efforts** towards a **regional tourism plan**

❖ Salt Spring Island Policy

- Meetings brought together **over thirty stakeholders** representing a wide spectrum of interests



The Real World

Vancouver Island

❖ Vancouver Island North

Issues & challenges :

- **quality** of fixed roof accommodations
- **changing the visitor dynamic**
- **access & infrastructure**
- **organizational structure**
- **low awareness** in the marketplace

❖ Salt Spring Island

Issues & challenges :

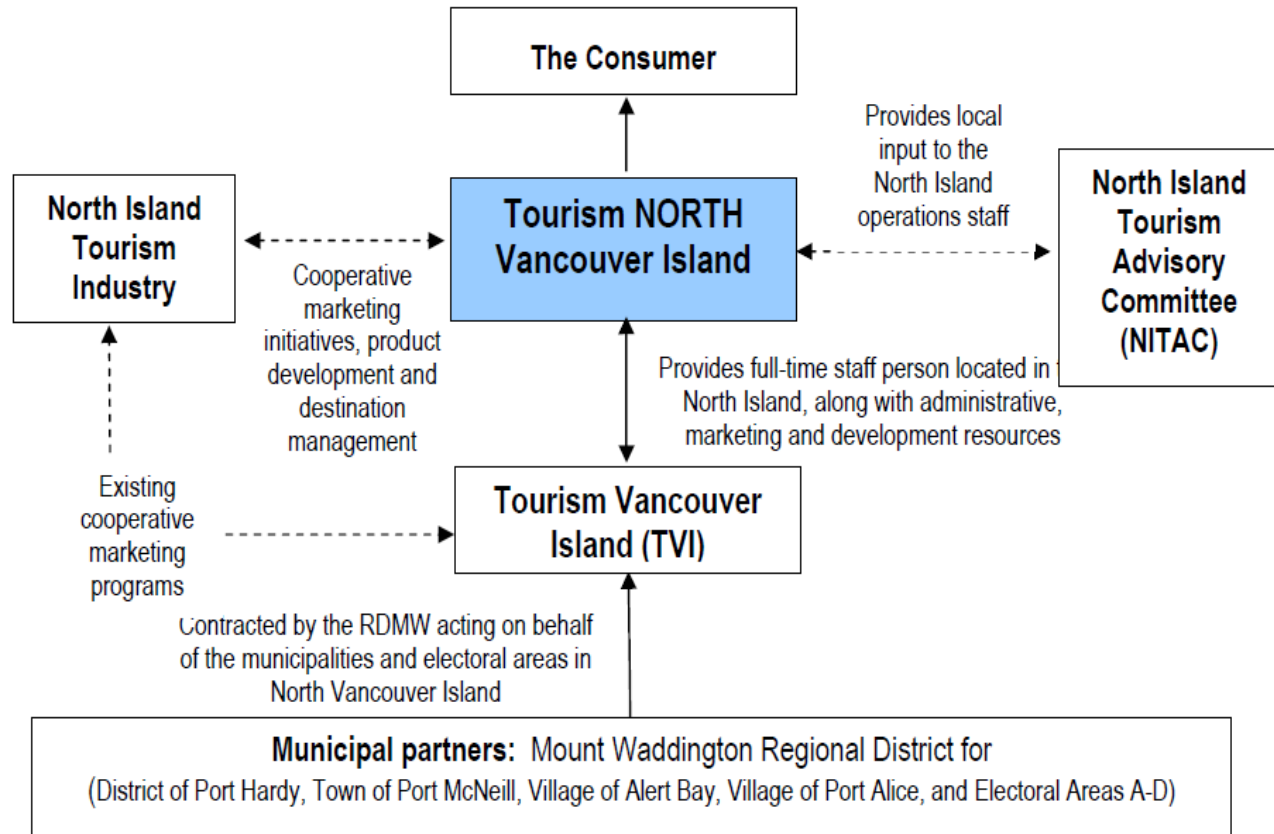
- **Managing** the tourism industry
- Product development to '**celebrate local distinctiveness**'
- Infrastructural & service **improvements** without undue **negative impact**
- **Marketing communications**



Community Tourism Foundations

Vancouver Island North

NORTH Vancouver Island - Tourism Organizational Structure

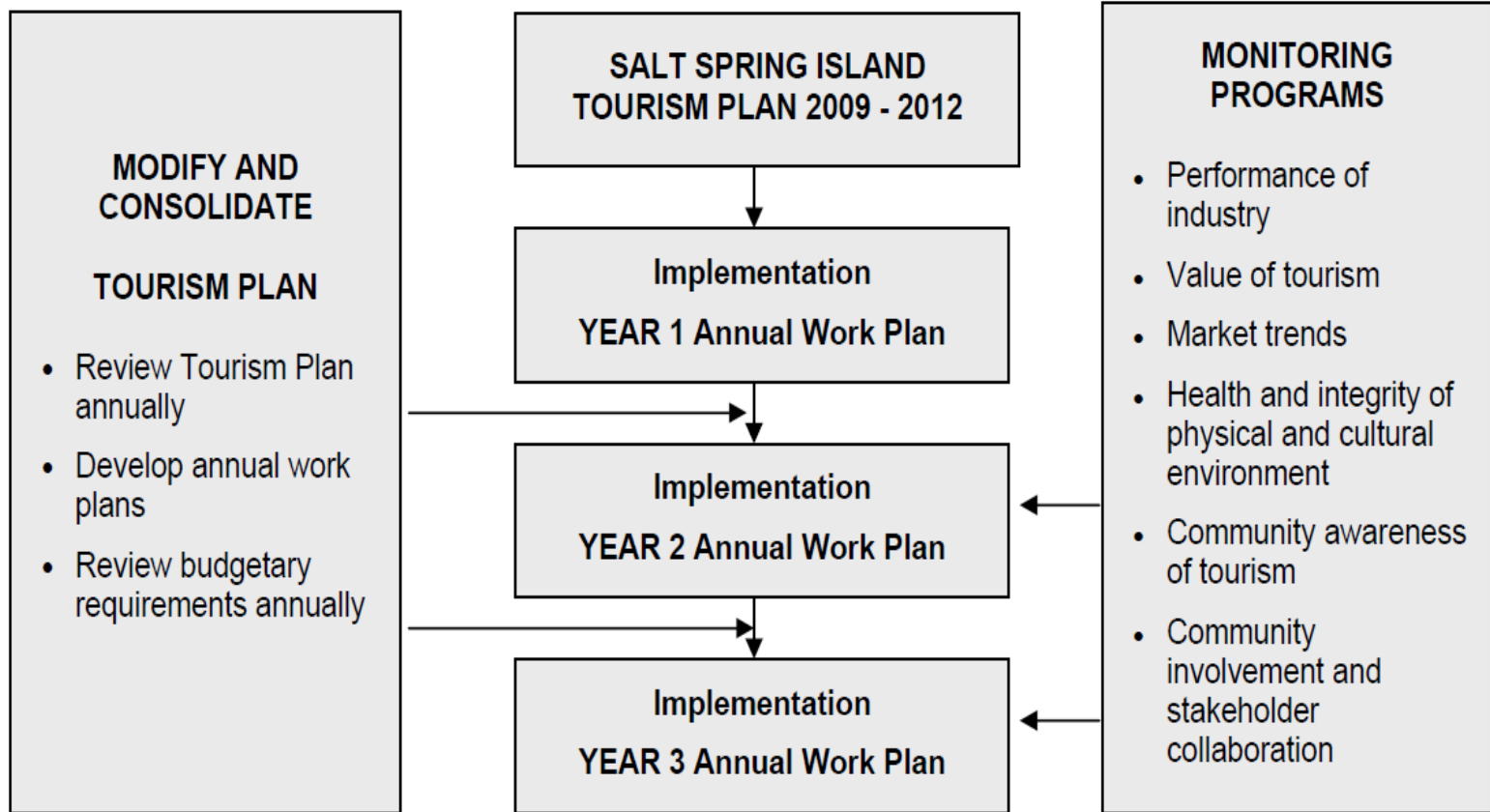


Tourism British Columbia (2008), Vancouver Island North Regional Tourism Plan, *Community Tourism Foundations® Program*



Community Tourism Foundations

Salt Spring Island



Source: Tourism Planning Group

Tourism British Columbia (2009), Salt Spring Island Tourism Development Plan 2009 – 2012 Draft, *Community Tourism Foundations® Program*



Success

❖ requires gaining *TRUST*...

through planning, strong facilitation
and effective collaboration



Conclusion

- Stakeholder integration is integral to success
- A well structured planning process increases the potential for successful outcomes
- Early identification and participation of influential stakeholder groups is critical for effective collaboration
- Success of a project can be heavily influenced by the capabilities of the facilitator to identify a common vision with the stakeholder groups
- A collaborative process with successful outcomes can build social capital in the community to support more efficient future collaborative capabilities



References

- Aas, C., Ladkin, A., & Fletcher, J. (2005). STAKEHOLDER COLLABORATION AND HERITAGE MANAGEMENT. *Annals of Tourism Research*, 32(1), 28-48.
<http://search.ebscohost.com.ezproxy.royalroads.ca>, doi:10.1016/j.annals.2004.04.005
- APEC-Energy Working Group. (2002). *APEC-CPI project development*. Retrieved from <http://www.egnret.ewg.apec.org/meetings/egnret20/index>.
- Arenas, D., Lozano, J., & Albareda, L. (2009) The Role of NGOs in CSR: Mutual Perceptions Among Stakeholders.. *Journal of Business Ethics*, Aug2009, Vol. 88 Issue 1, p175-197, 23p; DOI: 10.1007/s10551-009-0109-x; (AN 43540590) Retrieved September 29, 2009, from Business Source Premier database
- Chinyio, E., & Akintoye, A. (2008). Practical approaches for engaging stakeholders: findings from the UK. *Construction Management & Economics*, 26(6), 591-599.
<http://search.ebscohost.com.ezproxy.royalroads.ca>, doi:10.1080/01446190802078310
- Crane, A., & Livesay, S. (2003). Are you talking to me? Stakeholder communication and the risks and rewards of dialogue. In S. Waddock, B. Husted, S. Rahman, & J. Andriof (Eds.), *Unfolding stakeholder thinking 2: Relationships, communication, reporting and performance*. Sheffield, UK: Greenleaf.
- Cultural Tourism Strategies (2008). Retrieved Nov 23, 2009 from vancouver.ca/ctyclerk/cclerk/20080626/documents/csb6.pdf
- Easterling, D. (2005). Residents and Tourism: What Is Really at Stake. *Journal of Travel & Tourism Marketing*. 18 (4), 49-64.
- Engagement Steps. (n.d.). Retrieved Oct 24, 2009, from <https://wiki.queensu.ca/display/mine448/Engagement+Steps>
- Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2007). *Managing for stakeholders: Survival, reputation, and success*. Series in ethics and leadership. New Haven: Yale University Press.



References

Gunn C. 1988. *Tourism Planning*. New York : Taylor and Francis (2nd ed.).

Hanlan, J., Fuller, D. Wilde, S (2006) An evaluation of how market segmentation approaches aid destination marketing. *Journal of Hospitality & Leisure Marketing* 15(1), 5-26.

Hawkins, Donald E. (2002). Protected areas ecotourism competitive cluster approach to biodiversity conservation and economic growth in Bulgaria. *Proceedings of the Forum on Ecotourism, Mountains and Protected Areas. Partners in Prosperity/USAID, Sophia, Bulgaria.*

Hellström, T. (2004, December). Between a rock and a hard place: Academic institutional change and the problem of collective action. *Higher Education*, 48(4), 511-528. Retrieved September 29, 2009, from Academic Search Premier database.

Heywood, C., & Smith, J. (2006). Integrating stakeholders during community FM's early project phases. *Facilities*, 24(7/8), 300-313. Retrieved September 27, 2009, from ABI/INFORM Global. (Document ID: 1360398691).

Inskeep, Edward. 1991 *Tourism planning : an integrated and sustainable development approach / Edward Inskeep* Van Nostrand Reinhold, New York :

Kanter, Rosabeth Moss. 1994. "Collaborative Advantage" *Harvard Business Review* (July–August) pp. 96–108.



References

- Morgan, N., Pritchard, A., & Piggott, R. (2003). Destination branding and the role of the stakeholders: The case of New Zealand. *Journal of Vacation Marketing*, 9(3), 285. <http://search.ebscohost.com>
- Pursey, H., Van Den Bosch, F., & Van Riel, C. (2002). Stakeholder integration. *Business and Society*, 41(1), 36-60. Retrieved September 27, 2009, from ABI/INFORM Global. (Document ID: 109985709). Ebscohost (*Building Mutually Enforcing Relationships*).
- Ritchie, B., & Crouch, G. (2005) *The Competitive Destination: A Sustainable Tourism Perspective*
- Ritchie, J. R. B. (1991). Global tourism policy issues: An agenda for the 1990s. *World Travel and Tourism Review*, 1, 149-158.
- Rueda-Manzanares, A., Aragón-Correa, J., & Sharma, S. (2008, June). The Influence of Stakeholders on the Environmental Strategy of Service Firms: The Moderating Effects of Complexity, Uncertainty and Munificence. *British Journal of Management*, 19(2), 185-203. Retrieved September 27, 2009, doi:10.1111/j.1467-8551.2007.00538.x
- Stollkleemann, S., & Welp, M. (2006). *Stakeholder Dialogues in Natural Resources Management Theory and Practice*. Stakeholder Dialogues in Natural Resources Management. Berlin, Heidelberg: Springer-Verlag Berlin Heidelberg.
- Timur, S., & Getz, D. (2008). A network perspective on managing stakeholders for sustainable urban tourism. *International Journal of Contemporary Hospitality Management* 20(4), 445-461. Retrieved September 29, 2009, from Business Source Premier database.



References

Tourism British Columbia (2008, June), North Vancouver Island Regional Tourism Plan, Community Tourism Foundations® Program

Tourism British Columbia (2009, June), Salt Spring Island Tourism Development Plan 2009 – 2012 Draft, Community Tourism Foundations® Program

Yilmaz, B., & Gunel, O. (2009). THE IMPORTANCE OF STRATEGIC STAKEHOLDER MANAGEMENT IN TOURISM SECTOR: RESEARCH ON PROBABLE APPLICATIONS. *Tourismos*, 4(1), 97-108. <http://search.ebscohost.com.ezproxy.royalroads.ca>

WWF (World Wildlife Fund). (2000). Stakeholder Collaboration: Building Bridges for Conservation. Retrieved from <http://assets.panda.org/downloads/collaboration.pdf>

A special thanks to **Barbara Smith, Catherine Thicke, and Jun Xia**...my graduate studies team at Royal Roads University



Questions?

ray.1freeman@royalroads.ca

ray@leftcoastinsights.com

