

## Destination Management Organization (DMO) Policy Analysis of Sustainable Tourism in the 10 Countries with the Best Tourism in the Travel & Tourism Development Index

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### ABSTRACT

**Keywords:** sustainable tourism; destination management organization (DMO); tourism competitiveness.

This study analyzes the management policies of Tourism Destinations (Destination Management Organization / DMO) in supporting sustainable tourism in the 10 countries with the best rankings based on the Travel & Tourism Competitiveness Index 2022. The focus of the study is a tourism management strategy involving economic, social, and environmental sustainability aspects. The research method uses literature study and content analysis to evaluate the policies of each country, including Japan, the United States, Spain, and Indonesia. The results of the study show that the implementation of sustainable tourism requires cross-stakeholder collaboration, innovation, and attention to cultural and environmental sustainability. Indonesia, despite having sustainability guidelines set out in regulations, still needs a DMO management forum to integrate all aspects of sustainability thoroughly. The conclusion of the study emphasizes the importance of strategies that support local community involvement, nature conservation, and strengthening communication and information in encouraging sustainable tourism growth.



### Introduction

The development of Indonesian tourism is currently still the center of attention for the Indonesian government and Indonesian tourism is also one of the prima donna sectors for foreign tourists or domestic tourists. Supported by the diversity of cultures, tribes, and diverse customs spread throughout the archipelago, of course, this is a reason for tourists to just travel and explore existing tourist destinations. (Ulfa, 2023).

In general, tourism can be interpreted as an activity carried out by a person at a certain time with various purposes including going on vacation, fulfilling desires (sightseeing), and so on, and be carried out in other places so that it requires a person to travel (Law of the Republic of Indonesia Number 12 of 2011, 2011). In line with the theory put forward by A.J. Burkat (Damanik & Purba, 2020), tourism is the temporary

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and short-term movement of people to destinations outside the place where they usually live and work and also their activities while living in a destination (FUÀ, n.d.).

Tourism development has an important role and significance in the development of the national economy. (Karahuta, Gallo, Matušíková, Šenková, & Šambronská, 2017). This explains why Tourism is recognized as the main sector in development in all countries and as the main source of state income. This is certainly in line with the development of the Indonesian tourism sector based on Law No. 10 of 2009 concerning Tourism, namely: "Tourism is a variety of tourism activities supported by various facilities and services provided by the community, entrepreneurs, the government and local governments"

It is said from the explanation above that to increase the role of the tourism sector in the country's economy, it is necessary to increase competitiveness to attract tourists. Tourism is described as a competitive product if the tourist destination area has uniqueness, competitive in terms of facilities and quality when compared to other tourist destinations. Competitiveness, according to Porter, is the ability or advantage that is used to compete on a certain basis. (Aulia & Jumadi, 2020).

In addition, the definition of competitiveness in the tourism sector is the capacity of tourism businesses to be able to attract foreign or domestic tourists who visit a certain tourist destination. This increase in competitiveness can be achieved by utilizing resources, and increasing management capabilities so that it has good competitiveness. It can be concluded that creativity and innovation are needed that must be considered to increase the competitiveness of a destination or tourist destination so that it becomes more attractive it can increase the number of tourists who visit. (Ministry of Tourism and Creative Economy, 2021).

Good tourism management will improve the welfare of the people in the region. The relationship between the competitiveness of tourist destinations will have an impact on sustainable tourism. (Cucculelli & Goffi, 2016). Goffi develops a competitiveness model through a sustainability perspective with several dimensions, such as macro and micro dimensions, destination policies tourism management, and development. (Andrades & Dimanche, 2014) Explained that the purpose of creating competitiveness is to gain and expand market share both domestically and internationally by participating in ensuring that the availability of resources to support tourism is used efficiently and sustainably.

Based on the problems that have been explained earlier, the benefits of this study are:

1. Conducting an analysis of the Destination Management Organization's sustainable tourism policies in the top 10 countries ranked according to the Travel and Tourism Competitiveness Index.
2. Analyzing sustainable tourism strategies in Indonesia

## **Method**

### **Data Collection Techniques**

Secondary sources were used by the authors in collecting data for this study. The data collection techniques used in this study are literature study and content analysis.

The approach used in this study is the research approach of Library Research explaining that literature study or literature is defined as a series of activities related to the method of collecting library data, reading and recording and processing research materials.

### **Data Analysis Techniques**

Furthermore, after collecting all the data needed to analyze this study, the next step taken is that the author needs to analyze and review the data so that a conclusion can be drawn.

Moleong (Nurochim, 2021) Explained that because the research uses naturalistic steps, the following data analysis is used, namely: domain analysis, taxonomic analysis, component analysis, and theme analysis.

Furthermore, to obtain correct and precise results in analyzing data, the author uses critical analysis techniques and expresses the opinion that critical analysis is used to conduct studies on the relationship between discourse and social development.

## **Results and Discussion**

Sustainable Tourism according to UNWTO is tourism that fully takes into account several aspects and impacts, especially economic, social, and environmental aspects from the present to the future to meet the needs of visitors or tourists to the surrounding community (UNWTO, 2012). The rapid development of sustainable tourism is used by the Central Government or Regional Governments to take advantage of the opportunity to regulate tourism growth so that it can protect important tourism assets now and in the future (Ministry of Tourism and Creative Economy, 2020).

Research reveals that there needs to be good collaboration and cooperation with stakeholders in improving tourism, especially in sustainable tourism. Collaboration is a collaborative process in decision-making to provide a special benefit to other stakeholders. Tourism stakeholders have a special role, namely in the process of tourism development to become tourism decision-makers (Castañer & Oliveira, 2020).

In essence, good tourism management and cooperation with stakeholders will certainly create the welfare of the community in the destination area. The relationship between the competitiveness of tourism destinations will have an impact on the creation of sustainable tourism that supports each other. In addition to the role of stakeholders in creating sustainable tourism, a governance structure of tourism destinations includes several functions. (Berliandaldo, Fasa, & Andriani, 2022).

UNWTO explained that the DMO (Destination Management Organization) was created with the aim of managing tourism destinations to be of higher quality and competitive. The DMO (Destination Management Organization) development policy to

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be studied is how to implement sustainable tourism governance policies using several supporting factors based on Law Number 10 of 2004.

The factors that the researcher will explain in this study are sustainable tourism analysis and DMO which includes the top 40 country rankings based on the Travel & Tourism Department Index 2022.

### **Japan**

Based on a literature study on <https://www.japan.travel/id/id/> website, Japan took steps to support the global target by establishing the JNTO (Japan National Tourism Organization). JNTO has formulated policies that aim to promote sustainable tourism that contributes to the achievement of the SDGs (Sustainable Development Goals).

Some of the activities carried out by JNTO above are in line with the DMO principle, namely the participatory principle where there is the widest active involvement of local communities with stakeholders such as the central government, regions, and business actors both in planning, implementation, and decision-making in the presentation and management of DMO.

Another promotion is to offer travel to a wider range of destinations to encourage tourists to come at different times each year. Providing information to local governments related to increasing tourism has an impact on increasing stable employment and better economic growth. Furthermore, the existence of JNTO will certainly encourage an increase in the promotion of travel packages where the income will be donated to the local community which shows that there are direct benefits from this tourism promotion.

Another literature study was carried out on the website <https://www.mlit.go.jp> - Japan Tourism Agency is an organization established by the Ministry of Land, Infrastructure, Transport, and Tourism to improve tourism-related measures with the goal of Japan becoming one of the tourist countries that foreign tourists are interested in. Meanwhile, JTA was created as a measure to expand international tourism exchanges such as the "Visit Japan" campaign to increase the promotion of Japanese tourism for foreign tourists.

### **United States**

Based on a literature study on the <https://www.trade.gov/us-travel-and-tourism-advisory-board> website - The United States Travel and Tourism Advisory Board (TTAB) is one of the governance forums/structures of tourism organizations in the United States that functions as an advisory body related to travel and tourism in the United States. This business entity takes care of all policies and government programs related to tourism.

Previously, TTAB was assisted by the secretariat board to handle policies and several tourism issues. This includes travel facilities, policies, VISA, and economic sustainability factors to national tourism travel strategies.

The United States focuses on better management, development, and growth of tourism every year. The 2012 National Travel and Tourism Strategy sets a goal to attract 100 million tourists annually by spending USD 250 billion by the end of 2021. With the results of this good evaluation, TTAB has set a new target for tourist visits with an

expenditure of USD 445 billion and 116 million visitors annually by the end of 2028 ([www.oecd-ilibrary.org](http://www.oecd-ilibrary.org))

Another literature study on the website <https://www.commerce.gov/> related to how the U.S. tourism strategy is evidenced by the release of several new strategies (Tourism Policy Council) in which they focus on the role of the U.S. government to promote the U.S. as a key goal based on diversity and community to drive economic growth, create good jobs and support conservation and sustainability. This strategy is also carried out to support economic growth not only in the US but throughout the US and DC.

### **Spain**

The literature study conducted on <https://www.spain.info/en/> - Spain Tourism Board is a tourism body/board responsible for promoting and marketing travel and tourism in Spain. Spain is one of the favorite destination countries for tourists in Europe that offers a variety of cultures to historical buildings with the best quality and service.

Talking about sustainability issues, the Spanish Government, through the state secretariat, is developing Spain's Sustainable Tourism Strategy 2030 which has a National Tourism agenda for sector challenges in the medium and long term, encouraging sustainability pillars, namely social, economic, and environmental to territorial.

The goal of this new strategy is to lay the foundation for the transformation of Spanish tourism into a country with sustainable growth and of course to maintain Spain's position among all countries in Europe. This strategy will certainly be supported by an increase in the competitiveness and profitability of the industry in the dissemination of natural and cultural values of tourism destinations.

### **Germany**

A literature study on the <https://www.germany.travel> and <https://www.gcb.de> websites explains that the German National Tourist Board (GNTB) is a German national tourism organization that works with the Ministry of Economic Affairs and Energy to represent Germany as a tourist destination and is funded by the ministry by the decisions taken by the German Bundestag. In collaboration with the German travel industry private sector partners and trade associations, the GNTB develops marketing strategies and activities to further enhance the positive image of the German region as an international travel destination and encourage tourists to visit the country.

### **Switzerland**

Switzerland is one of the countries in Europe that is very loved and admired for its natural beauty and is one of the favorite destinations for foreign tourists, especially Asians. According to the literature study on the website <https://www.eda.admin.ch/> - Switzerland Tourism (Federal Department of Foreign Affairs), Switzerland maintains its image as an environmentally friendly destination, DMO governance, hospitality businesses to transportation and culinary that cooperate to prioritize the principle of sustainability as a core part of Switzerland's reputation as a country that is at one with nature.

Furthermore, the website <https://www.s-ge.com/> explains that Switzerland Tourism is a forum for governance/tourism under public law that is tasked with promoting

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domestic and international tourism demand for Switzerland as a holiday, travel, and conference destination.

The development and implementation of a marketing program that increases demand and the profiling of a strong, traditional yet modern Swiss tourism brand both nationally and internationally is its top priority.

### **Australia**

The literature study on the website <https://www.tourism.australia.com/>-Tourism Australia (TA) is the Australian government agency responsible for attracting Australian tourists as a tourist destination and has the goal of increasing demand and developing a competitive and sustainable tourism industry. The Department of Foreign Affairs and Trade works to strengthen bilateral tourism relations and make use of major multilateral tourism bodies. All state and territory governments in Australia include tourism in their portfolios to ensure the effective promotion of international and domestic tourism and industrial development (<https://www.austrade.gov.au/>).

### **United Kingdom**

The literature study on the website <https://www.visitbritain.com/> - Destination Management Organization is an important part of the UK tourism panorama, connecting with local businesses and Government agencies to attract investment and visitors across the region, boosting the visitor economy.

With the implementation of cooperation in destination development, ensuring the UK has the right national and local infrastructure so that it becomes an attractive destination for domestic and foreign visitors. This will certainly also improve the economy in the future

The Department for Digital, Culture, Media and Sport (DCMS) is the sponsoring body for tourism in the United Kingdom. Tourism is a competency delegated in Scotland, Wales, Northern Ireland, and London. The Department retains responsibility for tourism in the UK and the overseas promotion of the United Kingdom and cooperates with other UK Government departments, such as the Home Office, the Department for Transport, and the Foreign and Commonwealth Office. (Andrades & Dimanche, 2018).

The Department for Digital, Culture, Media and Sport (DCMS) said it will provide £4 million over the next three years to develop and manage a new accreditation scheme. The funding will also be used to create a pilot in a single region of the country, giving one top-tier DMO or a group of local DMOs the opportunity and investment to restructure under the new model.

Under the new accreditation scheme, DMOs will be renamed Local Visitor Economy Partnerships (LVEPs). This will provide one top-tier partnership, or pool of partnerships, funding, and the opportunity to focus on activities that ensure their destinations remain sustainable, competitive, and responsive to challenges such as improving skills, accessibility, and equity.

### **Singapore**

Based on a literature study on the <https://www.stb.gov.sg> website, the Singapore Tourism Board (STB) is a legal entity under the Ministry of Trade and Industry of

Singapore which has a fungus for the development of Singapore's tourism sector, which is one of the country's main service sectors and economic pillars, and carries out the marketing and promotion of Singapore as a tourist destination.

Singapore's tourism sector currently accounts for 4 percent of Singapore's gross domestic product. Tourism plays a crucial role in strengthening Singapore's status as a dynamic global city that is a magnet for capital, business, and talent. It also improves the quality and diversity of leisure options for locals and helps create a living environment that Singaporeans can be proud of.

STB strives to ensure that tourism remains an important economic pillar through long-term strategic planning, and by forging partnerships, fostering innovation, and ensuring excellence in the tourism sector. It continues to market Singapore's multi-faceted appeal as a premier business and leisure destination and offers an empowering and tailored experience. This is in line with the principle of DMO integration where the management system is integrated by paying attention to various functions, ranging from economic functions to coordination functions.

### **Indonesia**

According to a literature study on the <https://www.indonesia.travel/> website, sustainable tourism is currently being promoted to minimize environmental impacts and maximize socio-economic benefits in a tourist destination (Hakim, 2019). The World Tourism Organization develops the concept of sustainable tourism and defines tourism activities by directing the management of all resources in a certain way so that economic, social, and aesthetic needs can be met while maintaining the integrity of culture, ecological processes, biological diversity, and life support systems (UNWTO, 2012)

The Ministry of Tourism and Creative Economy continues to develop the concept of sustainable tourism which is believed to encourage the tourism industry to grow strongly by carrying out 5 strategic issues, namely sustainability, competitiveness, added value, digitalization, and productivity. Meanwhile, the Ministry of Tourism and Creative Economy has its targets, namely increasing economic growth, job creation, policies that are right targets, time, and benefits (Ministry of Tourism and Creative Economy, 2020).

### **Conclusion**

The implementation of sustainable tourism in 10 countries based on the Travel & Tourism Competitiveness Index 2022 has various strategies based on government regulations in those countries. Starting from promoting indoor or outdoor activities, to supporting the economic activities of the local community by including the local community in a destination. In addition, to support sustainable tourism in a country to run well, support is needed not only from the central government but from all circles of society in the country. The state government continues to strive to create various fields of economic potential in tourism by creating jobs in the tourism sector.

Furthermore, the formation of sustainable tourism can also run well if a country has several strategies, namely; respecting local culture in tourist destinations, maintaining the

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natural environment that provides benefits to the community providing useful communication and information sources, and contributing to the sustainable tourism industry.

From the literature study conducted by the researcher, it is explained that the 10 countries with the best development explicitly have various kinds of tourism forums as a forum for the governance of their tourism development. Comparing it to Indonesian tourism which does not have a forum/DMO for overall sustainability governance guidelines for sustainable tourism destinations are only regulated in the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number 9 of 2021 concerning Guidelines for Sustainable Tourism Destinations.

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