

DESCRIPTION OF THE FISHING TOURISM DESTINATION DEVELOPMENT PROGRAMME

PROJECT „DEVELOPMENT, PROMOTION AND SUSTAINABLE
MANAGEMENT OF THE BALTIC SEA REGION AS A COASTAL
FISHING TOURISM DESTINATION"

31 July 2019



EUROPEAN
REGIONAL
DEVELOPMENT
FUND



Klaipėdos
universitetas

Limitation of Liability and Rights

This description has been created responsibly and without infringing copyright or intellectual property. The use of third-party artistic or textual material of third parties in the description with the consent of the owner, re-use for educational or training purposes is permitted with appropriate indication of the authorship or with the prior consent of the copyright holder for further distribution.

The description and its contents may not be copied, published, modified, altered or distributed for commercial purposes.

The logos and emblems used are the registered trademarks.

The copyright holders of the description shall not assume any responsibility and liability for direct or indirect loss, damages, expenses or claims arising out of, or otherwise, related to the responsible or irresponsible use of the description or the information contained therein.

Table of Contents

p. 4 Introduction

p. 7 What is DMO?

p. 8 Consistency in DMO development



p. 41 Index of terms

01 Formulation of concept

06 Stakeholder analysis

02 Assessment of resources

07 Identification of activity areas

03 Definition of context

08 Choice of the activity form

04 Overview of existing practices

09 Product development

05 Consumption assessment

Introduction (I)



- ▶ A fishing tourism destination development programme is understood as a coherent sequence of actions, the main result whereof is a functioning organisation with the necessary capabilities. The programme reflects a sequence of actions based on creative work groups (sessions) rather than training. Accordingly, the content of the Description focuses on the detailing of the sessions and the organisation of co-creative activities. Theoretical material that could be used as part of the training programme is not provided in the Description.
- ▶ This document – "Description of the Fisheries Tourism Destination Development Programme" is the result of one of the activities of the RETROUT project "Development, Promotion and Sustainable Management of the Baltic Sea Region as a Coastal Fishing Tourism Area" (the general presentation of the RETROUT project is set out in Annex 1a).
- ▶ The RETROUT project aims to develop and promote sustainable coastal fishing tourism based on the resources of the target species, the sea trout, in a co-ordinated manner at the regional level. To this end, a network of 5 fishing tourism areas, BALTIC SEA FISHING (hereinafter the BSF), was established. It consists of:
 - ▶ Estonia – Vinistu;
 - ▶ Latvia – Kurzeme;
 - ▶ Poland – Gdansk Bay;
 - ▶ Lithuania – Klaipėda;
 - ▶ Sweden – Stockholm archipelago.

Each area is managed by a local DMO, while a common marketing and publicity strategy has been developed. Management and publicity of the BSF network, ordering of its services in individual areas will be carried out via the online platform www.balticseafishing.com.



Introduction (II)

- ▶ The Description, the light of its purpose, covers all possible course of the development of the destination management organisation (*DMO*). It begins with a brief general overview of this type of organisation, outlining the coherence of its development process, by further detailing it.
- ▶ The process of building an organisation presented in the Description consists of nine stages. Each phase, if relevant, is divided into composite phase activities. Each activity is outlined with questions to be answered, a description of the possible course of the phase (consistency) and the expected results. As the Description has been prepared on the basis of a specific implemented project, each phase and its activities are supplemented by describing the activities implemented during the project. The material used during the project is provided as annexes to the relevant stages. They also present the agendas of the sessions-working groups.
- ▶ The Description is based on the activities carried out during the RETROUT project. All material presented is directly related to this project. The development of any other fishing tourism destination must take into account the specific circumstances and this Description may only be used as a recommendation material or guidelines.
- ▶ Various methods have been used to carry out the activities described in the Description. The situation analysis method was applied to all activities on a continuous basis. Based on the situation analysis, the main challenges and problems, the analysis of existing practices and forms of activity, product development, and the formation of a model of co-operation with related service providers, were identified. Another method used during the project implementation is the analysis of secondary sources of information. This approach is particularly relevant in the early stages of assessing resources and analysing the context. The expert evaluation method, as one of the main contributions of moderators to the process, was used during all sessions-working groups. The experts provided their insights on the aspects of DMO organisation development, existing practices and forms of activity, management of consumer experiences, etc. As already mentioned, the whole process was organised on the basis of creative working groups (sessions). During them, various methods promoting co-creativity were applied, such as process detailing, problem identification methodologies, idea generation, scenario development, etc. It should be noted that the methods used are closely related to the overall consistency of DMO development. Depending on the consistency chosen on a case-by-case basis, the relevant methods must be chosen.

Introduction (III)



- ▶ The development of a tourist destination is very closely linked to the promotion of cooperation between the various organizations. The RETROUT project focused on the main target group – the fishing guides. Other stakeholders were involved only in those phases where their involvement was relevant. The following participants were invited and participated in the creative sessions-working groups in various phases:
 - Fishing guides - 14 invited, 10 participated;
 - Representatives of hotels and restaurants - 6 invited, 5 participated;
 - Tourism information centres representatives - 4 invited, 4 participated;
 - Representatives of municipalities and related institutions - 3 invited, 3 participated;
 - Representatives of inbound tourism agencies - 10 invited, 2 participated;
 - Representatives of other potentially relevant organizations (associations, clusters, etc.) - 5 invited, 4 participated.
- ▶ When using the material provided in the description, it is necessary to pay attention to which target group it is planned to cooperate with.
- ▶ The Description development team would like to express its acknowledgements to Klaipėda University, Klaipėda University Marine Research Institute, fishing guides, representatives of municipalities, tourism information centres, hotels and restaurants, and other stakeholders, for their active participation in the project and assistance in preparing this Description.

On the basis of the activities carried out during the RETROUT project and this Description, it is planned to train a specialist who can consult other tourism destination management organisations planning similar activities. In case of all related questions you can contact the Klaipėda University RETROUT project team: Daumantas Bočkus and Nerijus Nika.

Daumantas Bočkus

Tel. +37067630896

E-mail: daumantas_b@yahoo.com

Nerijus Nika

Tel. +37062013460

E-mail: nerijus.nika@apc.ku.lt



What is DMO?

The organisations responsible for the management of tourist areas are called *Destination Management Organisation (DMO)*

- ▶ **Destination Management** involve co-ordinated and integrated management of a tourist area product (objects of attraction and events, entertainment, transport, infrastructure, quality of service and friendliness).
- ▶ The DMO activities are focused on the efficient and sustainable use of critical resources (e.g., fish that allows amateur recreational fishing and related services).
- ▶ The basis of DMO activities is the organisation of co-operation between all organisations involved in the critical resource.

DMO – organisation responsible for:



Strategic planning



Tourist area resource management



Organisation

This requires close co-operation with governmental and local authorities, tourism businesses and other stakeholders.

The activities of the DMO are the co-ordination, integration, co-operation, interrelationships of processes related to various stakeholders.

Tourist destination management organisations (DMOs) vary in their form, function, management style and size.

DMOs mostly focus on marketing. However, DMOs should not only be involved in marketing activities, but should focus more on the management of the tourist destination. The DMO itself does not "produce" tourism product for a tourist. DMOs are rather engaged in strategies and actions to co-ordinate the activities of participants in the tourism sector who "produce" products.

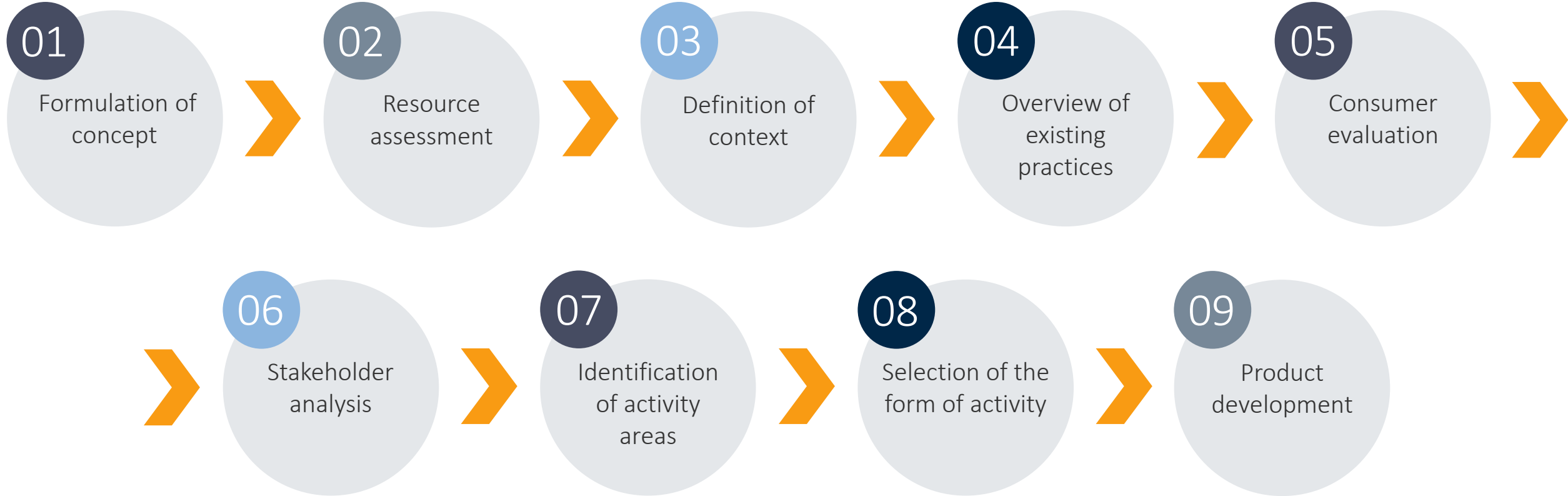
The role of the DMO includes:

- ▶ Leadership and co-ordination in setting goals and co-ordinating their implementation.
- ▶ The formation of partnerships and DMO teams, mobilising, promoting and organising joint activities of relevant organisations.
- ▶ Co-ordination of interests of communities and stakeholders by engaging them in activities and monitoring the dynamics of their approaches.
- ▶ Managing visitors by monitoring their flow, impact on resources, behaviour, and improving their experience.
- ▶ Planning and research to achieve the vision and goals.
- ▶ Product management, with active participation in the development of products, monitoring their quality and availability.
- ▶ Promotion and marketing, by selecting target markets, planning and managing brands and marketing tools (e.g., websites, information publications, complaints, etc.).



Consistency in DMO development

The DMO development process can consist of the **9 main stages**. However, depending on the nature and the initial conditions of the DMO being developed, the process of creating a DMO may vary. In all cases, all components presented (phase components) should be discussed.



01 Formulation of the concept



- ▶ In the initial phase, the object of DMO development, the goal for which the organisation is created is generally defined, what its uniqueness is expected to be, and what are the main principles may be relevant to the newly created structure.
- ▶ The activities at this phase are highly situation-specific, but they are designed to describe the current situation.
- ▶ The development of DMO in the field of fishing tourism distinguishes between two main activities, although there may be more.

Formulation of exclusivity

In most cases, tourism activities are already taking place in a given area. In this case, it is necessary to clearly identify the change (s) to be made. Thus, how the management of critical resources must change and how the intended tourism destination will be exceptional.

Questions to answer:

- ▶ What is the key critical resource that will be managed?
- ▶ What are the main relevant issues at stake?
- ▶ What is the expected change, how will the activities differ after the creation of the DMO?

Implementation:

The search for exclusivity, depending on the situation, can be carried out by discussing different aspects of activities. The source of exclusivity can be the resource itself, the location, the consumer group, the value proposition, the benefits offered, a particular problem, etc. It often starts with the problem to be solved and assesses whether it can be the basis for the exclusivity that is relevant to the consumer.

Expected activity result:

- ▶ A substantial change to be achieved has been formulated.
- ▶ A vision of the tourist destination based on the desired change has been formed.

Formulation of principles

The organisation requires an agreement on what principles will be followed and what main focus of the activities envisaged should be.

Questions to answer:

- ▶ What principles will be used to organise the activities (e.g. voluntary/compulsory participation, forms of membership or co-operation, etc.)?
- ▶ What is the main planned paradigm on which operation and further action will be based?

Implementation:

The formulation is based on discussion. The purpose of the discussion is to find out what is important for the participants of the planned DMO, what are the main risks that they see, what is the experience in creating organisations, etc. It is important to single out the main aspects, which are then formulated as principles. The formulated principles should be established by consensus after further discussion.

Expected activity result:

- ▶ Framework activities and principles for the way forward are agreed.

01 Formulation of RETROUT concept

- ▶ The object and uniqueness of the DMO at the national level were defined in the design stages of the project.
- ▶ However, regardless of the pre-defined parameters, each country carries out different activities and organises them differently.
- ▶ The development of DMOs in the field of fishing tourism distinguishes between two main activities, although there may be more.

Formulation of exclusivity

Starting point position:

- ▶ The distinctiveness was formed by the project partners and was based on the concept of sustainable fishing set out in the Code of Ethics. At the same time, the target markets in which such exclusivity is relevant, were identified.
- ▶ The development of the DMO covered not only the locations in Lithuania, but also several other countries.
- ▶ Some of the provisions set out in the Code of Ethics complied with the legal provisions governing the fisheries sector.
- ▶ The DMO was developed on the basis of existing sport and recreational fishing practices.

Course:

The draft Code of Ethics was presented to all stakeholders during the working sessions. More attention has been paid to discussing the adequacy of existing practices, the possible reactions and responses of existing customers, and the overall relevance of exclusivity. In addition, the intended change was discussed, as fishing guides currently have sufficient customers and additional incentives were needed to involve them in the development of the new DMO.



Result:

- ▶ Distinctiveness based on the Code of Ethics is discussed and agreed upon.
- ▶ Possible additional incentives relevant to fishing guides have been identified.

Formulation of principles

Starting point position:

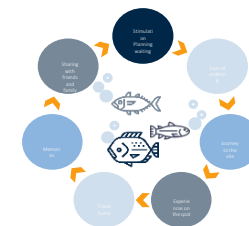
- ▶ Exclusivity based on a code of ethics is not a key incentive for fishing guides. It is also a target market where customers account for a very small share of existing traffic.
- ▶ Activities are successfully developed without DMO.
- ▶ Existing activities are highly fragmented, with each guide conducting their own sales and organising the implementation of activities. There is no common practice.
- ▶ Activities are highly focused on the fishing service, with little attention paid to service complexity and experience management.

Course:

During the sessions, a great deal of attention was paid to managing the customer experience. The concept of customer experience management was chosen as a starting point, given the current situation, which indicated that the availability of services was sufficiently limited for service consumers.

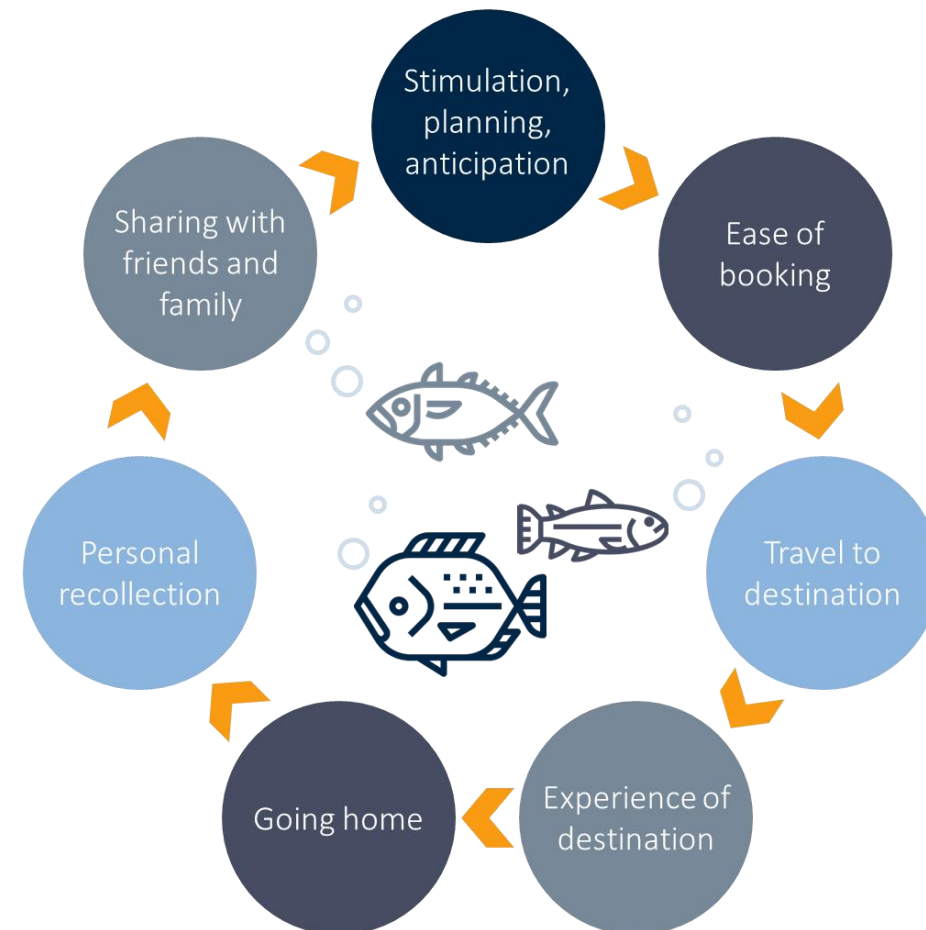
Result:

- ▶ Participation in the DMO is voluntary.
- ▶ The creation of DMOs, in addition to more efficient management of a critical resource, is aimed at increasing customer satisfaction and more effective management of customer experiences.



01 Example of formulation of the RETROUT principles (I)

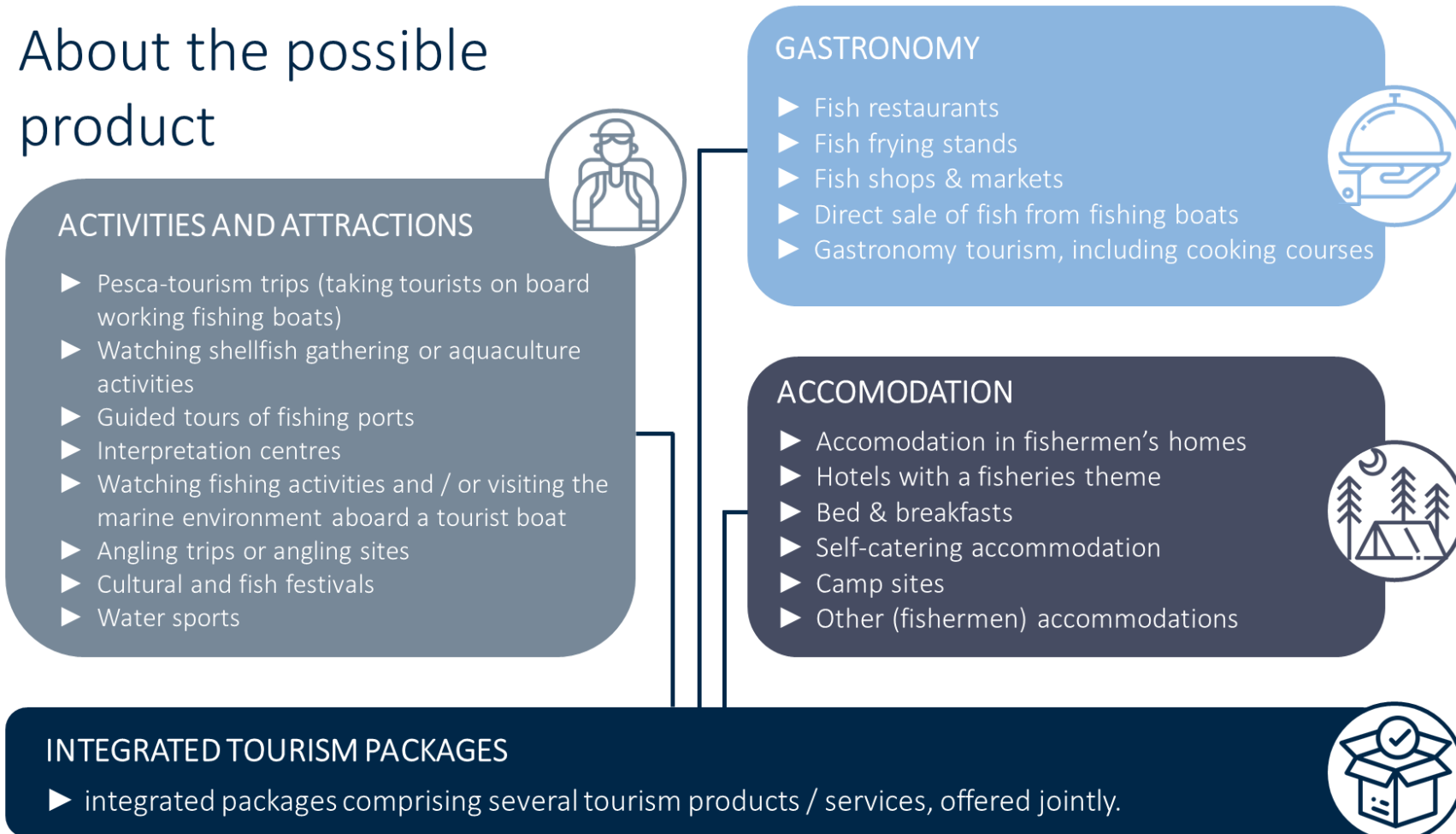
- ▶ After defining the current situation and analysing the customer's actions in purchasing a tourism service, it was chosen to improve the customer's experience as one of the essential principles.
- ▶ The customer's journey model allows not only to get to know the whole of the service better, but also to look for ways to expand the service, thus creating greater added value.
- ▶ In the further stages of the development of the DMO, the potential impact of the decisions taken was constantly assessed in the context of the customer's journey.



01 Example of formulation of the RETROUT principles (II)

- ▶ Understanding the service as a whole of experience in the initial stages of the development of DMO is very relevant to improving the customer journey management.
- ▶ The scheme presented during the session illustrated the complexity of the main service, thus broadening the scope of the activities envisaged.
- ▶ A broader understanding of the service allows for a more accurate identification of potential stakeholders that would be relevant for involvement in the DMO activities.

About the possible product





02 Assessment of resources

- ▶ The DMO activities are focused on the efficient and sustainable use of critical resources. In the initial phases of activities, it is necessary to assess the current state of resources and to identify the main challenges. At the same time, the adequacy of resources can be assessed, which allows a more accurate definition of the scope of the DMO's intended activities.
- ▶ Other aspects (e.g. seasonality, dependence on influencing factors, etc.) that may be relevant for the formulation of the population of stakeholders, product characteristics and other aspects may also be identified during the evaluation of resources. This relevant information must be recorded and used in the next steps.

Sufficiency and sustainability of resources

Any critical resource has certain restrictions on use. These can be bandwidth limitations, environmental impact, resource depletion etc. In the context of fishing, the size and trends of the fish species population are assessed.

Questions to answer:

- ▶ What is the availability of critical resources, is it sufficient?
- ▶ What are the trends in its development?
- ▶ What measures are needed to support or expand it?

Implementation:

Critical resource analysis and evaluation is performed on the basis of available information (secondary sources of information, studies, research, etc.) and experience. This is implemented by the moderators, visiting experts or the target group. The main problems that may affect it now or in the near future are discussed and identified. Based on the analysis, measures are identified that can have a positive impact on the sustainability of the resource. In the context of fishing, such a resource will usually be fish and fishing possibilities.

Expected activity result:

- ▶ Resource availability and continuity of use were assessed.
- ▶ Measures required to ensure the continuity of the resource have been assessed.

Sufficiency of resources

It is possible that, due to certain circumstances (e.g. seasonality, infrastructure, etc.), the resource is not sufficiently extensive to allow for the efficient development of activities and, therefore, requires an additional assessment of its adequacy.

Questions to answer:

- ▶ Does the resources in question ensure the scope of services required for DMO's activities?
- ▶ Can the resource be extended to other related areas?

Implementation:

The focus is on assessing the existing critical resource. In the case of fishing, the focus is on the targeted availability and sufficiency of fish. However, it is not limited to critical resources only. Related areas are identified and discussed. These may include accommodation and catering services, location accessibility conditions. It is necessary to assess seasonality aspects, possible other constraints on the critical resource and restrictions of associated resources.

Expected activity result:

- ▶ The scope of the DMO's activities, expressed as the territory, the range of services and other relevant parameters, has been developed.



02 Assessment of RETROUT resources

- ▶ Some of the parameters defining the resources were provided in the project conditions. Accordingly, the project was focused more on raising awareness of them.
- ▶ A detailed description of the resources is needed and allows them to be analysed in more depth. In a situation where resources are more broadly defined, it can be difficult to grasp certain important circumstances that determine the scope of the DMO activities. Meanwhile, in the RETROUT project, a detailed analysis of resources was very useful in identifying the essential limitations and constraints.

Sufficiency and sustainability of resources

Starting point position:

- ▶ The project was limited to fishing for sea trout and salmon.

Course:

The RETROUT project analyses sea trout and salmon populations. Trends and perspectives for several years are reviewed. At the same time, the relationship between recreational and commercial fishing, the impact of birds on fish populations was analysed. There are also measures planned to increase the population. It has been concluded that the population is relatively stable and the preconditions and assumptions for activity continuity are in place.

The analysis, based on available information sources, was performed by the specialists of Klaipėda University. In this way, it was ensured that the data and analysis provided were objective and allowed reasonable conclusions to be drawn.

Result:

- ▶ Sea trout and salmon populations were assessed as sufficient and sustainable.
- ▶ Opportunities have been identified to work with partners (in this case, Klaipėda University) in order to contribute to activities to increase the population of a critical resource and ensure the sustainability.

Sufficiency of resources

Starting point position:

- ▶ Sea trout and salmon fishing is a seasonal activity.
- ▶ The original scope of the project was limited fishing at sea only.

Course:

The fishing of these species are linked to a given season, while the activities of fishing guides are wider and include a greater variety of fish and fishing methods. In this way, the possibility of incorporating a wider range of fishing activities into the DMO's activities was further discussed, thereby increasing the interest of the guides and the limits of the functioning of the DMO.

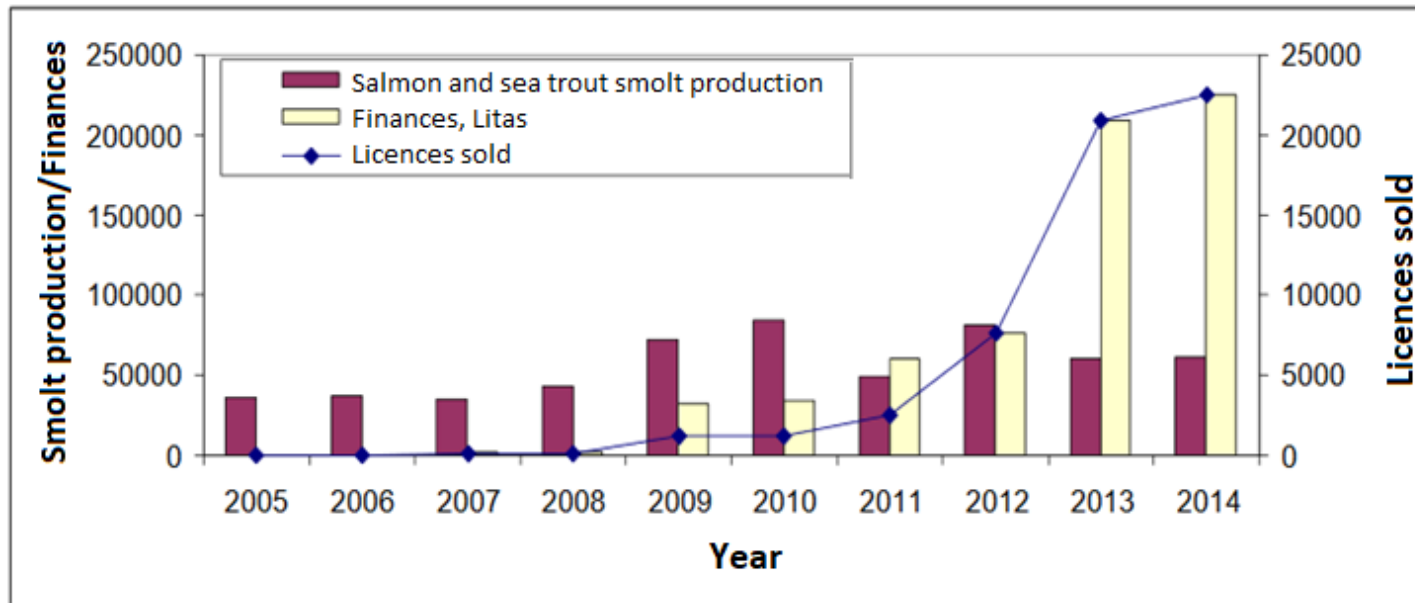
During the discussion of the problems of seasonality, it became clear that the weather conditions (wind and waves) has a greater impact on the activity. Fishing at sea on the coast of Lithuania is highly dependent on weather conditions. This means that a planned trip to the sea often does not happen through no fault of the fishing guides. Additional attention has been paid to finding relevant solutions. One of the most realistic alternatives to fishing at sea is fishing for other fish in rivers or lagoons. Accordingly, the possibilities to expand DMO activities territorially were assessed.

Result:

- ▶ Activities should not be limited to salmon and sea trout, but should include a wider range of catches and other fishing methods.
- ▶ The territory should be expanded to include rivers and the Curonian Lagoon.

02 Example of assessment of RETROUT resources

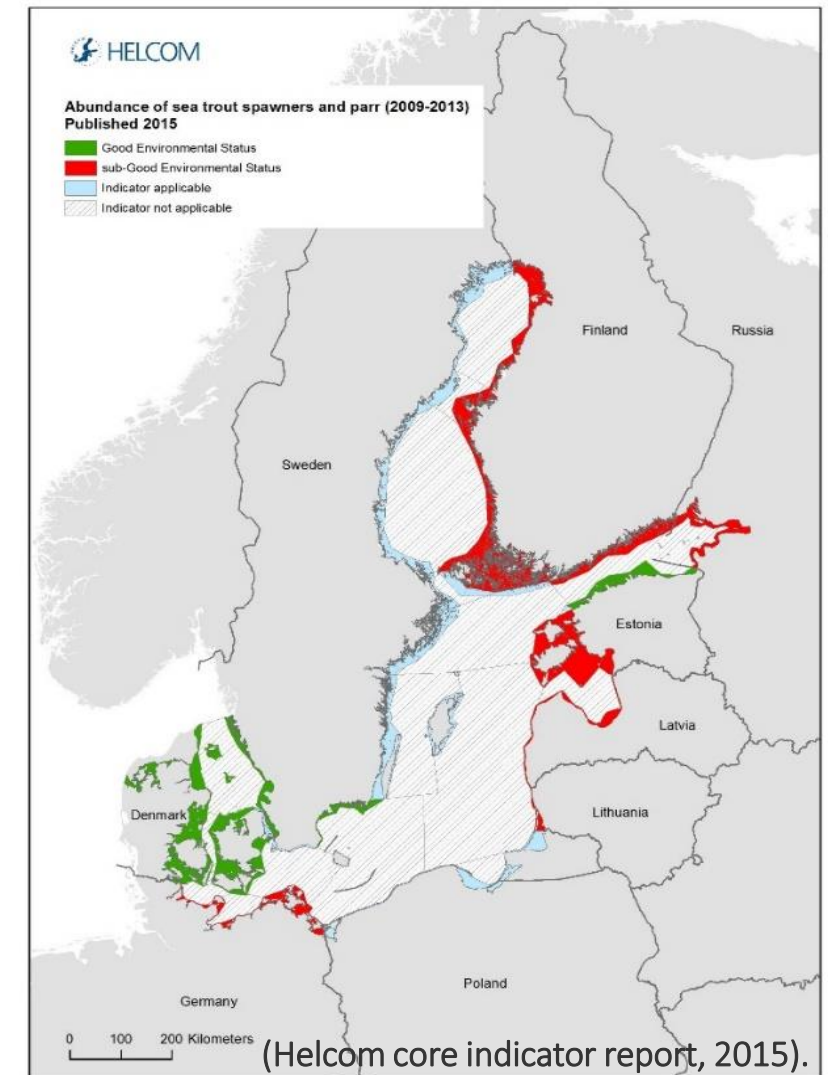
- ▶ An in-depth analysis of the availability, sustainability and adequacy of key resources is essential.
- ▶ In the area of fishing tourism, where the use of resources is linked to possible state intervention in limiting the availability of resources, the prediction of possible changes makes great sense in the development of DMO.



(Modified from Kesminas et al., 2015)

Condition of salmon and sea trout stocks:

- ▶ In terms of the abundance of juveniles in rivers and the number of fish migrating to the sea, the condition of salmon populations in most of the Baltic Sea is not good enough.
- ▶ Lithuanian salmon stocks in the Baltic Sea and the quantities of breeder fish arriving in rivers are not accurately accounted for – such accounting is reliable only in some countries of the region.
- ▶ According to the growing scale of recreational fishing, the amount of fish caught and their size (for example, ~ 1749–2239 units of salmon were caught in rivers in 2015 and ~ 470–624 units of salmon in the Baltic Sea), the resources are currently sufficient for fishing tourism.
- ▶ The development of the fishing tourism sector requires the improvement of the state of resources and sustainable management.





03 Definition of context

In all cases, the DMO being developed is and must become an integral part of the tourism sector, regardless of whether this type of tourism is already being developed or whether it is a completely new activity. It is therefore necessary to assess how the tourism activities to be developed are integrated into the general tourism trends and what place those specific activities occupy in the general sectoral policy. Contextual information determines the potential attention that the activities envisaged may receive from the various institutions. General market trends determine the general direction of the marketing strategy.

Assessment of tourist trends

The tourism sector is characterised by certain trends – some areas of tourism are growing, others are shrinking. Regions and countries have their own specificities, which depend on many factors. Assessing the emerging tourism activity in the context of trends helps to better assess the opportunities for development and the product formation.

Questions to answer:

- ▶ In which market is it expected to participate?
- ▶ How are relevant aspects of consumer behaviour changing?
- ▶ How do the planned activities integrate into the general trends?

Implementation:

Assessing trends in the context of planned activities requires an analysis of general tourism trends and factors changing the tourism sector. It is based on the available information, reports from relevant organisations concerned and other available material. Recreational fishing is a very narrow field, but it is necessary to understand its changing trends. Depending on the direction of change, a different set of actions can be formed. At the same time, it is necessary to assess how service consumers, their expectations and target groups, are changing.

Expected activity result:

- ▶ Relevant trends in tourism development have been identified.
- ▶ The impact of these trends on the DMO-managed services was assessed.

Place of the intended tourism activity

The development of a tourism service depends to a large extent on the interpretation of the importance of that service at various levels. Regional, national or local strategy documents identify the target markets, distinguish the priorities for tourism and the key directions for the development of the related infrastructure. At the same time, the priorities for support measures are defined.

Questions to answer:

- ▶ Does the tourism activity in question, i.e. fishing tourism, fall within the scope of the various levels of strategic documents dealing with the tourism sector, and to what extent; what is the importance of fishing tourism?
- ▶ Do the activities in question fall within the scope of the support measures, and to what extent?

Implementation:

It is necessary to identify and review all relevant and related documents. These can be strategic documents at the national or sub-national level, setting out the development trends of the sector and the target markets. The analysis of the documents shows the place of the activity and the expected focus on its development. Online tools for tourism development are another important areas of access to information. National, regional or local tourism websites clearly indicate which activities are being promoted. Such an analysis makes it possible to assess the possible integration of DMO activities into the overall tourism context.

Expected activity result:

- ▶ The place of activity in the priorities of the sector has been assessed, and relevant goals have been set.

03 Definition of RETROUT context



The activities identified in the project (recreational fishing for sea trout and salmon) are carried out independently of the project. Fishing has long been and still is an integral part of tourism in the coastal region. In the case of the definition of context, greater attention was paid to identifying fishing activities between common local tourism policies and promotion measures.

Assessment of tourist trends

Starting point position:

- ▶ Fishing is considered a niche (narrowly specialised) tourism activity.
- ▶ Fishing is part of the tourism that is affected by general tourism trends.
- ▶ The market for the activity (consumers) is not limited to the scope of the country or region and is considered to be international.

Course:

In assessing trends in the context of the RETROUT project, general trends and factors changing the tourism sector were analysed. The analysis was based on two main groups of secondary sources of information:

- Articles, reviews, and similar publicly available information analysing the tourism trends.
- National documents analysing the tourism sector, which define the target markets, priorities of the tourism sector, etc.

The analysis found that recreational fishing is a very narrow (niche) area, but its popularity is growing rapidly. At the same time, visitors who are potentially looking for complex solutions and a higher level of comfort, complex services, are also changing.

Result:

- ▶ A specialised fishing service has been identified as a viable activity.
- ▶ The need for a DMO and the complexity of its potential activities were justified in the light of changing consumer needs.

Place of the intended tourism activity

Starting point position:

- ▶ Depending on the level at which priorities are defined (e.g. singled out as a separate priority, mentioned as part of a priority, mentioned only as an insignificant component), the perceived importance of this activity can be identified.
- ▶ The presentation of fishing activities by existing tourism promotion authorities through other (managed by third countries) promotion measures provide an idea of the location of the activity in the common system.

Course:

The National Tourism Strategy, regional documents and other relevant materials were examined during the RETROUT project. The analysis showed that recreational fishing is not mentioned among national as well as regional priorities. Such activities can only be identified by a detailed breakdown, which indicates that fishing will not receive the necessary attention. The analysis of the content of the support measures yielded the similar result. Fishing is found on the websites of the relevant TICs, just not as a priority or an important activity, but rather as an integral part of active recreation or similar sections. Accordingly, one of the tasks of the DMO must be to increase the overall importance of the activity.

Result:

- ▶ Fishing activities have been assessed as insignificant, which means that little attention has been paid to these activities during the development of the DMO and no priorities have been formulated for their development.

03 Example of definition of RETROUT context

- Changes in consumer behaviour in the tourism sector were identified (presented by the moderator) and relevant to the fishing service were discussed in more detail.
- The context was defined on the basis of documents at various levels, clearly indicating that the planned activities of the DMO are very narrow and are not included in the priorities.

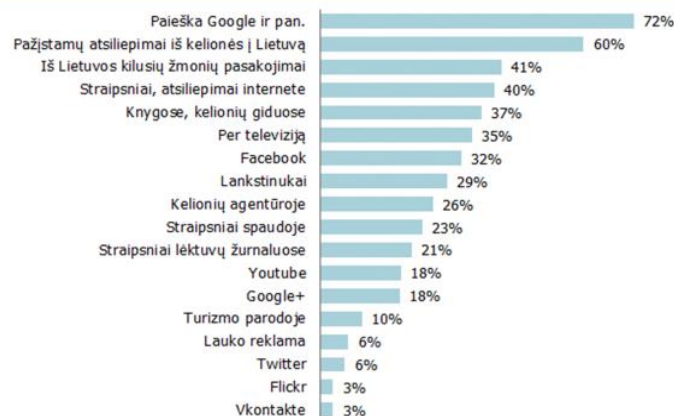
ANGES OF CONSUMER BEHAVIOUR



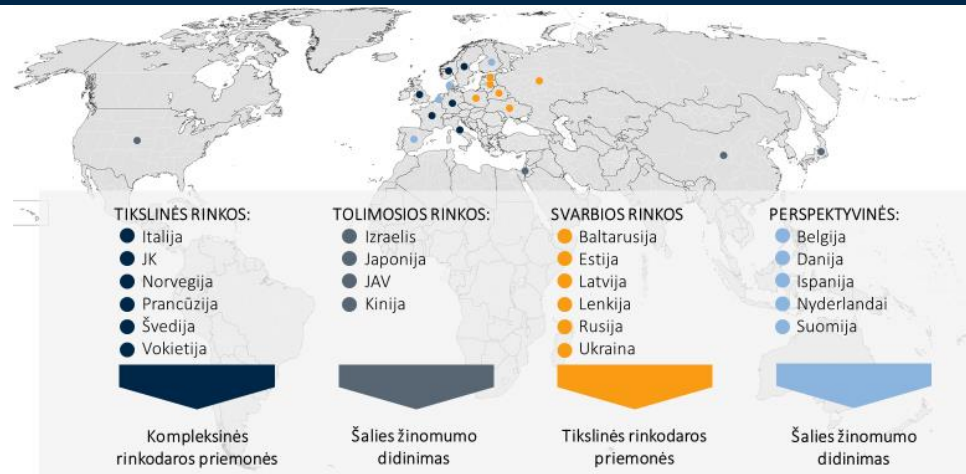
PURPOSE OF A TRIP TO LITHUANIA



SOURCES OF INFORMATION ABOUT LITHUANIA



PRIORITY MARKETS OF INBOUND TOURISM





04 Overview of existing practices

The basis of DMO activities is co-operation. Collaborative and common action practices can vary widely because of cultural, experiential, and other reasons. At the same time, there are very different forms of joint action that vary in level of involvement, need for resources and other relevant aspects. Therefore, when developing a DMO business model, it is necessary to evaluate and consider various co-operation experiences and practices in order to identify which model may be acceptable in a given situation.

Overview of practices

The activities are designed to discuss common co-operation practices at national, regional or local level. It is important to identify various experiences and assess the reasons that have contributed most to the success or failure of the collaboration. Various forms are discussed (e.g. associations, clusters, informal co-operation, etc.). Based on the analysis, critical success factors are identified that have a significant impact on successful collaboration in the DMO platform.

Questions to answer:

- ▶ What is the experience of co-operation with each other?
- ▶ What is the experience of co-operation with other organisations?
- ▶ What factors led to the success of the collaboration?
- ▶ What is expected from the co-operation?

Implementation:

The session needs to first discuss the existing experiences of the participants. Often participants have had to participate in one or another co-operating organisation. Existing experience largely determines the participants' attitudes towards participation in DMOs. In addition to the experience, a number of additional aspects need to be discussed:

- What forms are practiced in the country in general or in similar organisations, such as co-operatives, clusters, associations, informal associations, virtual organisations, etc.
- What forms are currently being promoted and to what extent are the incentives relevant to the DMO organisation being developed, for example: cluster and LAG (Local activity group) activities have been funded in Lithuania for a certain period of time. During the discussion, after presenting various options, it is discussed whether such forms have a potential in a particular situation.
- What are the main factors that determine the successful organisation of joint activities, such as: to what extent the activities of the organisation depend on formal commitments, how much leadership is important, how much is the influence in the possession of common goals and the vision of results.

Expected activity result:

- ▶ Current experiences were assessed.
- ▶ Guidelines for the intended activities of the organisation were defined.



04 Overview of existing RETROUT practices

During the implementation of the project, a model was chosen to focus more on the main target group – the fishing guides. An overview of existing practices was carried out specifically with this group. The possibility of putting together fishing guides through the organisation of joint activities has been identified as a critical factor for success. Meanwhile, joint activities with other potential service providers and participants in joint activities can be discussed by co-ordinating the activities of the main target group.

Overview of practices

Starting point position:

- ▶ The experience of successful co-operation in the country is rather limited.
- ▶ Existing practices in the area in question are not characterised by intensive co-operation.
- ▶ There is a practice of co-operation with additional service providers (hotels, restaurants, etc.), but limited experience in the field of co-operation between guides.

Course:

When discussing practices during the RETROUT project, the Lithuanian practice was primarily analysed. It has been recognised that the practice of joint action (cluster or other co-operation initiatives) is difficult in the country. The success of collaboration depends little on the form, but more on other factors. The leadership role has been identified as the main one. The need for a formal organisation capable of acting as a representative body, participating in projects and concluding formal agreements was recognised during the discussions. In the case of RETROUT, this is also the case with the creation of a higher-level organisation linking national units (DMOs).

At the same time, participants shared their existing experiences. Participants in the early stages of the DMO development often show little interest, especially since the potential outcomes of DMO activities do not fundamentally change their situation.

A strong focus on sessions was devoted to identifying and highlighting the benefits of joint operation. Such areas in the later stages became the basis for the formation of the DMO activities.

The identification of the benefits of joint operation beyond the objectives defined in the project framework is essential to encourage participants to organise joint activities.

Result:

- ▶ Increased interest in joint activities.
- ▶ Initial potential incentives for joint action have been identified.
- ▶ The priority for formalised joint activities was agreed.

05 Consumer's assessment



DMO activities were directly linked to better meeting the consumer needs and experiences managed more effectively. By uniting different institutions that provide separate components of the tourism service, DMO seeks to increase the quality of services and ensure its stability. Accordingly, the distinction between consumer segments is made and better understanding of needs is one of the main areas of DMO activity.

Assessment of existing consumers

The assessment of the needs of existing consumers includes not only an assessment of their characteristics, but also a general analysis of their „journey" during the provision of services and detailing of experiences.

Questions to answer:

- ▶ How can existing consumers be described?
- ▶ Are there any significant criteria that would allow different segments to be distinguished?
- ▶ What additional services (besides those related to critical resource) do they use?
- ▶ What is the whole process of using the service, from interest to returning home?

Course:

Based on the experience of the participants, the characteristics of existing consumers are discussed during the session. At the beginning, it is discussed what kind of people come to fish (gender, age, etc.), what are the main markets (locals, residents of the country, representatives of other countries). In addition, the needs of existing consumers are discussed, i.e. how they understand fishing, how they are prepared, how long it takes. The session discusses which services they use in addition to fishing, which services are relevant to them. The main sources of information are identified – where they get information, how to contact the guides. This forms a portrait of an existing consumer. The discussion about additional services and consumer needs allows to identify possible directions of the expansion of the service and to form a more detailed understanding of the consumer's journey.

Expected activity result:

- ▶ Detailed description of existing consumers.
- ▶ A comprehensive understanding of the "consumer journey" with identified aspects of improvement.

Identification of new consumers

Often, DMOs modify tourism services, attract related service providers, and form new products. Therefore, additional attention needs to be paid to the identification of potential new consumer groups. By simultaneously looking for opportunities to change products in order to bring greater overall benefits to the community as a whole.

Questions to answer:

- ▶ Are there other consumer groups that may be attractive?
- ▶ What changes in the product, communication and other tools are needed to attract new consumer groups?

Course:

Potential new consumer groups are identified based on several sources. General trends can lead to relevant changes (e.g., growing experience segment, etc.). Another readily available source is the existing experience of participants. When providing services over a long period of time, they can describe how consumers are changing, how new groups are formed. Relevant new consumers are identified during the session, using available secondary sources and experience. This is often the case for the development of further DMO plans and activities.

Expected activity result:

- ▶ What are the new consumer groups and how can they be characterised.
- ▶ What changes in activity are needed to attract new consumers.



05 Assessment of RETROUT consumer

As mentioned above, one of the main tasks foreseen in the project was to focus on managing the improvement of consumer experience. Simultaneously, it is important to note that many fishing guides currently have a sufficient flow of consumers, therefore, the search for new ones is not very relevant.

The RETROUT project defined target markets, therefore, the identification of new consumers was not relevant in geographic terms. The consumer assessment was performed with the main target group – the fishing guides.

Assessment of existing consumers

Starting point position:

- ▶ Existing consumers, mainly from Eastern Europe, will continue to account for the main flow of consumers.
- ▶ The service of existing consumers can be expanded in the directions of improving the experience and adding value (additional services).

Course:

During the sessions, existing consumers of fishing services were described as heavily engaged (in the case of sea trout and salmon). Simultaneously, the needs associated with the wider process than fishing have been identified, which have become the basis for the formulation of the criteria of 'fishing-friendly' partners. The main topic of discussion was the possible reaction of existing consumers to the Code of Ethics, which is an essential component of the exclusivity of the DMO being developed. Simultaneously, it was identified that the main place requiring improvement is the availability of the product itself (the possibility to reserve, choose a guide, etc.).

Result:

- ▶ Detailed description of existing consumers.
- ▶ A comprehensive understanding of the "consumer journey" with identified aspects of improvement.

Identification of new consumers

Starting point position:

- ▶ The project presupposes attracting new consumers from the Western European countries.
- ▶ New consumers (due to a project or other behavioural factors) have little influence on the activities of fishing guides in the short term.

Course:

In the case of the RETROUT project, based on the information received during the sessions, it was limited to improving services for existing consumers. However, improving the availability of the service and developing products would also affect the potential of attracting new consumers. This applies both to amateur fishermen from other countries (as envisaged in the project) and to local and existing consumers for whom access to the service would be clearer and simpler.

Result:

- ▶ The main areas where the project would provide the most benefits to the main target group (increasing product availability) have been identified.
- ▶ It has been discussed that additional efforts will not be made to attract new consumers.

06 Stakeholder analysis



- ▶ Stakeholders are those who can influence the achievement of the goals of the organisation (DMO) or which can be influenced by the organisation.
- ▶ City/district tourism information centres and their websites remain the most important sources of information on tourism products for both local and foreign tourists.
- ▶ Many representatives of small and medium-sized businesses and other organisations are involved in the process of providing tourism services and disseminating information on tourism services. It is important to ensure that these businesses and other organisations have the opportunity to work together to develop and subsequently offer an integrated fishing tourism product.

Stakeholder identification

It is important to identify all stakeholders who influence the activities of DMOs under development or already in operation, which may affect the achievement of the DMO objectives or whose activities may be influenced by the DMOs.

Questions to answer:

- ▶ What stakeholders influence the activities and goals of the DMO?
- ▶ What stakeholders may be interested in co-operation with DMOs?
- ▶ Which stakeholders can be co-operated with?
- ▶ Which stakeholders can have a legitimate impact?

Implementation:

The session identifies all potential stakeholders. It is analysed through the prism of experiences (what else does the consumer do?) and through the institutional perspective (which institutions are relevant to organising of fishing). This creates a common list of stakeholders.

Expected activity result:

- ▶ A comprehensive list of stakeholders has been drawn up.

Stakeholder assessment

It is important to assess the needs and expectations of stakeholders. Stakeholders can be divided into several groups according to importance, quantifying the influence and interest of the parties.

Questions to answer:

- ▶ Needs and expectations of the parties.
- ▶ What is the impact (effect) of the stakeholders?
- ▶ Interest of the parties / interest of the DMO.

Implementation:

All stakeholders identified during the session are discussed separately. Wherever possible, questions about their participation in the DMO and expectations are asked directly to the representatives of the parties. It is good practice to organise a joint session in which everyone expresses their expectations. In the absence of this possibility, individual meetings are organised. The stakeholders are then grouped together and prioritised.

Expected activity result:

- ▶ The needs and expectations of the stakeholders are assessed.
- ▶ Stakeholders were quantified according to the influence they make, and interest.

Co-operation strategy and actions

After assessing the needs and expectations of stakeholders, their impact and interest, it is important to provide what strategies and actions targeting the stakeholders can be taken.

Questions to answer:

- ▶ Which stakeholders can only be observed?
- ▶ Which stakeholders will we consult?
- ▶ Which stakeholders are we going to inform?
- ▶ Which ones will we try to engage and collaborate with?

Implementation:

Taking into account the expectations of the stakeholder group and the nature of co-operation, the individual model of co-operation to be achieved is formed during the sessions. It may be additionally individually agreed with the parties concerned, if necessary.

Expected activity result:

- ▶ Strategy and action plan (to work with stakeholders) has been developed.

06 RETROUT Stakeholder analysis



In the case of the project, it is understood that the organisation developing fishing activities is decisive by the various stakeholders and seeks to co-operate with them.

Stakeholder identification

Starting point position:

- ▶ Stakeholders are more capable from the standpoint of an emerging DMO.
- ▶ Stakeholders are understood at the level of the coastal region.
- ▶ Identification is based on the existing practices and contacts.

Course:

An initial list of all stakeholders was compiled during the RETROUT project. Their representatives were invited to sessions to present the project and discuss possible collaboration. The list was further refined and expanded to better identify them as a whole. The list included related service providers and public service providers.

Result:

- ▶ A comprehensive list of stakeholders has been drawn up.

Stakeholder assessment

Starting point position:

- ▶ Most institutions and organisations are reluctant to actively contribute to the creation of a new organisation at an early phase.

Course:

The RETROUT project identified key stakeholders (accommodation providers, caterers, fishing supplies traders, transport providers) and other stakeholders (TICs, inbound tourism operators, associations, etc.). All parties expressed their potential expectations and interest in participating in the activities. On this basis, priorities were identified with which co-operation was detailed.

Result:

- ▶ The possible circumstances of co-operation with all named stakeholders and the detailed expectations were assessed (e.g. it was considered that intensive co-operation with incoming tourism agencies was possible, but the latter did not show any greater interest).

Co-operation strategy and actions

Starting point position:

- ▶ It was based on information obtained from previous discussions with stakeholders.

Course:

The project identified four key stakeholders with whom co-operation was worked out and planned in the development of a new integrated fishing tourism product. They were all related to the services provided. At this phase in the development of the DMO, the potential for concrete co-operation with institutions was not found. (Except for the TICs, which may distribute the information provided or integrate the reservation system into a DMO-managed website.)

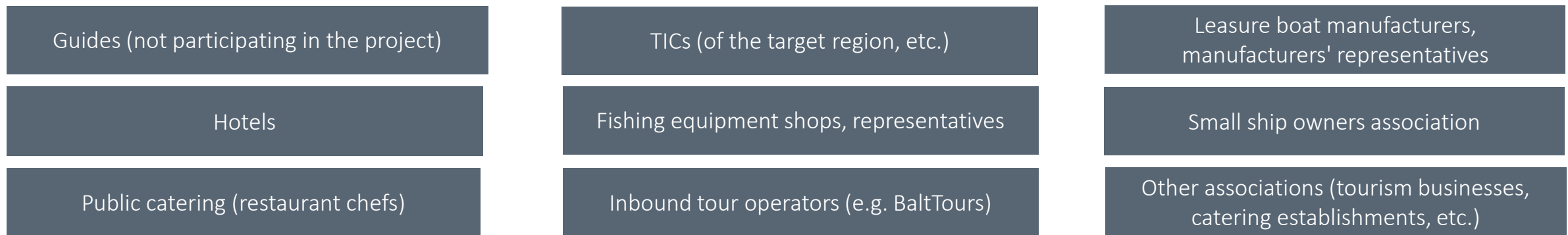
Result:

- ▶ Possible forms of co-operation with selected key stakeholders were foreseen.
- ▶ In particular, it was planned to strengthen the activities of the DMO, which will later seek to engage other stakeholders.

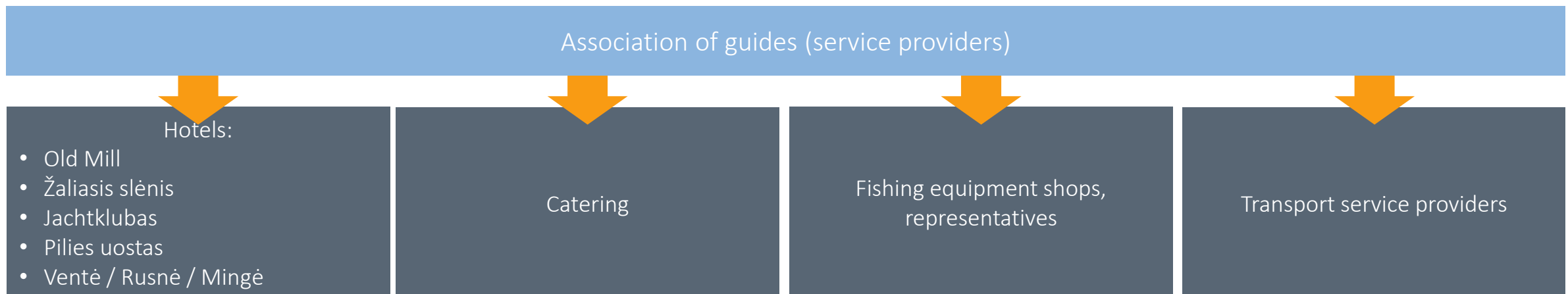
06 Example of RETROUT Stakeholder analysis (I)

- ▶ Potential stakeholders whose participation in the DMO may be relevant are emerging during all sessions.
- ▶ At a certain phase, it is necessary to draw up a shortlist and to assess their potential interest in participation, as well as the possibilities for using the resources of these parties.
- ▶ The example provided includes a preliminary list of stakeholders for the development of Klaipėda fishing destination, which was further elaborated.

Stakeholders



Key stakeholders



06 Example of RETROUT Stakeholder analysis (II)

- ▶ Tourism information centres have been identified as one of the main stakeholders.
- ▶ In order to define more precisely the areas of possible co-operation, a separate session was organised, attended only by the TICs representatives.
- ▶ This made it possible to envisage specific possible co-operation measures.

Collaboration with TICs

Main statements

- ▶ See the growing demand for fishing services
- ▶ The existing practice is not good because of the lack of clear platform allowing to book the fishing (guide) service

Potential cooperation

- ▶ If the product is ready, it could be promoted in its events
- ▶ An info-tour can be organised for target audiences
- ▶ The first phase is to formulate the product and discuss it with the representatives





07 Identification of activity areas

Common aspirations form the basis for the existence of many organisations, including the DMOs. The consensus on what we will work together and the understanding that joint efforts will be more effective are the first steps in formalising the activities of the DMO. The activities or objectives must be primarily linked to tourism activities. However, it is not necessary be confined within them. If, depending on the active members of the organisation being set up, other joint activities are also relevant, in some cases they may be a stronger incentive to unite.

Identification of activity areas

Members of the organisation being created identify the main challenges and the main directions of possible activities. Depending on the membership structure of the DMO, the number, variety, and scope of activities may vary.

Questions to answer:

- ▶ What opportunities (problems) do we see that we can exploit by working together?
- ▶ What do we want to change and how?
- ▶ What does each of the participants expect from the organisation being created?

Implementation:

Identification of activities is carried out at the final phase of the session cycle. Prior sessions, discussions and analyses usually identify key issues, common aspirations and expectations. The activities are identified, discussed, grouped and adjusted during the activity setting session. This is done with the main target group.

It is a good practice if the total number of activity groups does not exceed 10.

Expected activity result:

- ▶ Joint activities have been identified and agreed upon.

Identification of priorities

Quite often, several or even a dozen common lines of action can be identified, and resources are very limited. Therefore, prioritisation and separation of key activities is required. It is proposed to limit the initial activities to 2-3 key activities. When prioritising, it is important to assess the impact of possible outcomes and how quickly they can be achieved. Fast-achievable and relevant results often have a critical impact on the future activities of the organisation.

Questions to answer:

- ▶ What activities would be most important to us?
- ▶ What activities are likely to benefit members?

Implementation:

Once all relevant activities have been identified, part of the session is dedicated to prioritising them. Priorities can be set using criteria such as impact (how quickly and to what extent the impact on the organisation) and the complexity of implementation (what resources and time are required to achieve the objectives of the direction). Priorities can be set individually or in a group. It would be good practice to define at least priority areas for action with specific objectives and key performance indicators (KPI's).

Expected activity result:

- ▶ Operational priorities have been formulated to start planning and executing specific actions.



07 Identification of the directions of RETROUT activities

- ▶ As part of the scope of the project, some of the activities were defined (international marketing, implementation of the Code of Ethics, etc.).
- ▶ The activities of the DMO may cover a wider range of activities, not just the organisation of tourism activities and the management of critical resources, where relevant.
- ▶ All identifiable and considered directions of activities must be relevant, and the relevant solutions must benefit all members of the organisation.

Identification of activity areas

Starting point position:

- ▶ The debate identified the main challenges and objectives.
- ▶ Part of the activity areas are directly linked to the activities envisaged in the project.
- ▶ Part of the areas has emerged in the development of models of co-operation with stakeholders.

Course:

The DMO members created during the project were only fishing guides. Accordingly, the activities were mainly linked to fishing guides and the organisation that unites them. Ten areas of activities were identified during the sessions. They were discussed, grouped and refined several times during the sessions. They covered more than just DMO-related issues. Simultaneously, the benefits of joint action and wider opportunities were clearly identified.

Result:

- ▶ Joint activities have been identified and agreed upon.

Identification of priorities

Starting point position:

- ▶ A total of 10 relevant activity areas of the DMO under development have been identified and outlined in detail.

Course:

In the case of the RETROUT project, key activities have been identified for achievement of a rapid result. In addition to project-related activities (order management, joint sponsorship, etc.), promising activities such as co-operation with KU, certification, etc. have been identified.

The criteria for the complexity of implementation were emphasised in the prioritisation. For a newly created co-operation organisation, it is particularly important to achieve rapid results that allow members to see tangible benefits. This strengthens the organisation itself and creates reasonable assumptions for attracting new members.

Result:

- ▶ Operational priorities have been formulated to start planning and carrying out specific actions.



07 Example of setting the RETROUT activities

- ▶ Although the main priority of DMO activities must be directly related to the development of the tourism service, the problems to be solved and the common areas of activity cover a much wider range of tasks.
- ▶ The identification of activities was carried out during all sessions, at this phase the information is structured and possible priorities are identified.

Common areas of activities or common interests of the guides

1. Guide certification

4. Common Internet website

7. Representation, lobbying

2. Code of Ethics

5. Involvement of other stakeholders (hotels, catering), joint service packages

8. Preparation of joint projects (e.g. for receiving the EU funding), participation in the projects

9. Control, security

3. Common publicity actions

6. Collaboration with commercial fishing

10. Collaboration with science institutions (sustainable resources)



08 Selection of the form of activity

The choice of the form of activity depends on many factors, such as acceptable practices, scope of activity, etc. It is recommended that the overall operation as a DMO or to a wider extent be formalised in one form or another. It is necessary to assess aspects such as participation in projects, possible centralised management of inquiries or financial flows, the need to represent the interests of a particular group at different levels, the need for formal agreements, etc. A virtual (informal) organisation is in many cases an attractive format due to low costs and non-existent formal commitments, but it severely limits the possibilities of joint activities.

Form selection

The choice of form of the activity is related to the potential costs. For this reason, sufficient attention needs to be paid to discussing the form of joint action. In particular, it is chosen between virtual and formal organisations. If the choice is to formalise the activity, possible (defined legislative) forms are considered and the most acceptable form is chosen.

Questions to answer:

- ▶ Does the planned directions of activities require a formal organisation to be realised?
- ▶ What are the intended participants in the organisation and what form of activity is acceptable to them?
- ▶ What form is the most appropriate?
- ▶ What are the expected related costs?
- ▶ What actions are needed to formalise (if a formal organisation is chosen)?

Implementation:

During the session, the choice between the formal and informal forms of organisations is made in particular. There are substantial differences, such as maintenance costs, opportunities to participate in different activities as a single unit, etc. The issue of organisational governance is discussed below. A wide range of formats are available, from a full-time manager of an organisation to the rotating leadership (in the case of a virtual organisation). The most topical and often most complex issue of the phase for selecting the organisation's form is the financing of activities. Two aspects are important in this case: the estimated costs and the potential sources of funding. Both aspects need to be discussed. Costs are often relatively clearer and can be assessed provisionally. The sources of funding can be very diverse, usually contributions from members, but there may be revenue from participation in various projects, part of the organisation to maintain, revenue from centralised sales activities and etc.

Expected activity result:

- ▶ The form of joint activities was discussed and selected.
- ▶ The activities required to implement the selection were foreseen.



08 Selection of the form of the RETROUT activity

- ▶ One of the outcomes of the projects was to create a national DMO that could participate in the international DMO activities, manage orders, and implement the regulation of the Code of Ethics.
- ▶ The chosen activities of the newly established organisation determined the need for a formal organisation, as they included representation, certification, and formalised co-operation.

Form selection

Starting point position:

- ▶ Despite the relevance of the identified activities, the involvement of fishing guides in the development of DMOs was not active.
- ▶ Significant disruptions can be identified as financial risks and doubts about the organisation's prospects.
- ▶ The organisation being created was focused on the guide's activities, and other stakeholders did not see any greater benefit in participating in the DMO activities (in the initial phase).

Course:

When discussing the form of the coastal fishing tourism location development organisation, a possible virtual form was also considered, but the project's ambitions and the activities planned led to the need to establish a formal organisation. Since the main active members of the organisation are fishing guides, the chosen form of association would allow other providers of related services to be included in different statuses (associated members, partners, etc.) at the later stages.

It should be noted that the choice of the form of the organisation and the process of creation was not smooth. Despite the emergence of international support measures and related processes (and benefits) provided for in the scope of the project, a large proportion of guides did not see clear incentives to participate actively in the organisation.

Expected activity result:

- ▶ The form of implementation of the joint activity discussed and selected – creation of the new association or transforming an operating association to the DMO.
- ▶ The activities required to implement the selection were foreseen.

09 Product



- ▶ The product is only one of the areas of DMO activities, but in many cases it is the formation of the service that is the primary challenge to be addressed. The development of a strategy, involvement of stakeholders and similar activities are characterised by the long term, while product structuring, improving accessibility, improving individual components can produce the fastest tangible result.
- ▶ Product development must focus primarily on the needs and experience of the consumer.
- ▶ Products are understood not only as the creation of a set of services themselves, but also their presentation to consumers.

Product formation

Tourist destination product is understood as a clearly formed path for the consumer to choose the main service (e.g. salmon, sea trout fishing at sea) or a package of services that includes related services (e.g. transport, catering, accommodation). The product can be shaped in a variety of ways, but the basis is the path of consumer choice.

Questions to answer:

- ▶ How do consumers select and form a tourism service?
- ▶ What related services are relevant and how can the value chain be extended?
- ▶ How would it be most convenient for the consumer to purchase the service?

Implementation:

The main problems associated with the product being created are identified in the process of creating an organisation (during sessions). Issues can be related to availability, reservation, booking and other aspects. It should be noted that in many cases the main development opportunities are associated with raising the value to consumers, i.e. with the integration of the main service with other relevant services. Simultaneously, it has a greater impact on the ecosystem of the whole area.

When developing a product, two main aspects need to be assessed and discussed: the consumer's journey (what actions, where and how the consumer does before arrival, i.e. before the service is provided) and existing experience (review and analysis of good examples allows for a more accurate definition of possible product development directions)

Expected activity result:

- ▶ A clearly defined product agreed between all service providers.

Product distribution

The formed products need to be made available to consumers. At present, accessibility is linked to information technology solutions, which are the electronicisation of products through the development of proprietary or affordable solutions. The development of electronic products can allow further building of a promotion strategy that envisages their marketing and integration.

Questions to answer:

- ▶ On what resources and in which environment will the formed product solution be hosted?
- ▶ How will it be maintained and developed?

Implementation:

The product developed, regardless of its nature (simple reservation, service component assembly or standard package covering all relevant services), must be available to consumers. Therefore, presentation methods need to be discussed. Consideration should include the development or use of an organisation-run channel and access to other channels (in the case of tourism, local authorities involved in tourism promotion activities (e.g. the TIC)).

Expected activity result:

- ▶ The product is available to consumers and provides processes to handle queries.

09 RETROUT Product



- ▶ One of the main results of the project is a centralised website connecting several national DMOs (locations), providing information and allowing consumers to book services.
- ▶ In addition to the online solution, the project includes marketing activities, such as participation in exhibitions and general promotion, to encourage traffic to the site.

Product formation

Starting point position:

- ▶ During the sessions, it was identified that one of the main problem areas is product availability and its centralised presentation.
- ▶ The existing reservation is made in a personalised way and consumers do not have the ability to conveniently book the service.
- ▶ The development of the product was necessarily associated with the activities of the RETROUT project.

Course:

In the case of fishing, it was necessary to lay the foundations for the product. Fishing guides conducted the registration in a decentralised manner using a variety of channels. During the project, three product models were developed, which included a direct guide booking and availability system, a service formation algorithm covering the related services and standard service packages. This practice has been used on the basis of experience in fishing between other countries and common product management practices in other areas. The products presented differ by complexity and are intended for different consumers (direct booking for local or independent consumers, standard packages for less informed consumers coming from further countries, etc.).

Much attention was paid to the booking and reservation system in the development of the product, as it is considered to be the basic component necessary for the sales of a tourism service.

The concept of "fishing-friendly" service providers was subsequently developed and could be expanded further in later stages.

Result:

- ▶ A clearly defined product that can be further elaborated.
- ▶ Product descriptions became the basis for outlining the detailed structure of the website.

Product distribution

Starting point position:

- ▶ The main distribution channel is initially the website of the project (<https://balticseafishing.com>).
- ▶ The product (reservation booking) must be available not only through the international website.
- ▶ It is expected that the participating fishing guides will actively manage the relevant information (e.g. provide accurate information on the availability of the service).

Course:

The RETROUT project envisages the creation of a special website where products from all locations will be presented. Accordingly, solutions were chosen to allow the implementation of the product structure.

Links to the page will be provided to other relevant partners through whom requests for the service may be made (e.g. TICs, hotels, etc.).

Simultaneously, there are procedures for managing (receiving, communicating and distributing) incoming requests through the centralised channel.

Expected activity result:

- ▶ The product is available to consumers and provides processes to handle queries.

09 RETROUT product example (I)

- ▶ Based on the collected material, possible alternatives for product development of the fishing service were formed.
- ▶ All alternatives are outlined in detail.
- ▶ Product descriptions are the basis for forming the DMO business processes, sales channels, etc.

Product alternatives

Packaging according to algorithm

- ▶ Consistent path on the website
- ▶ Covers all possible selection range

Guide / boat availability

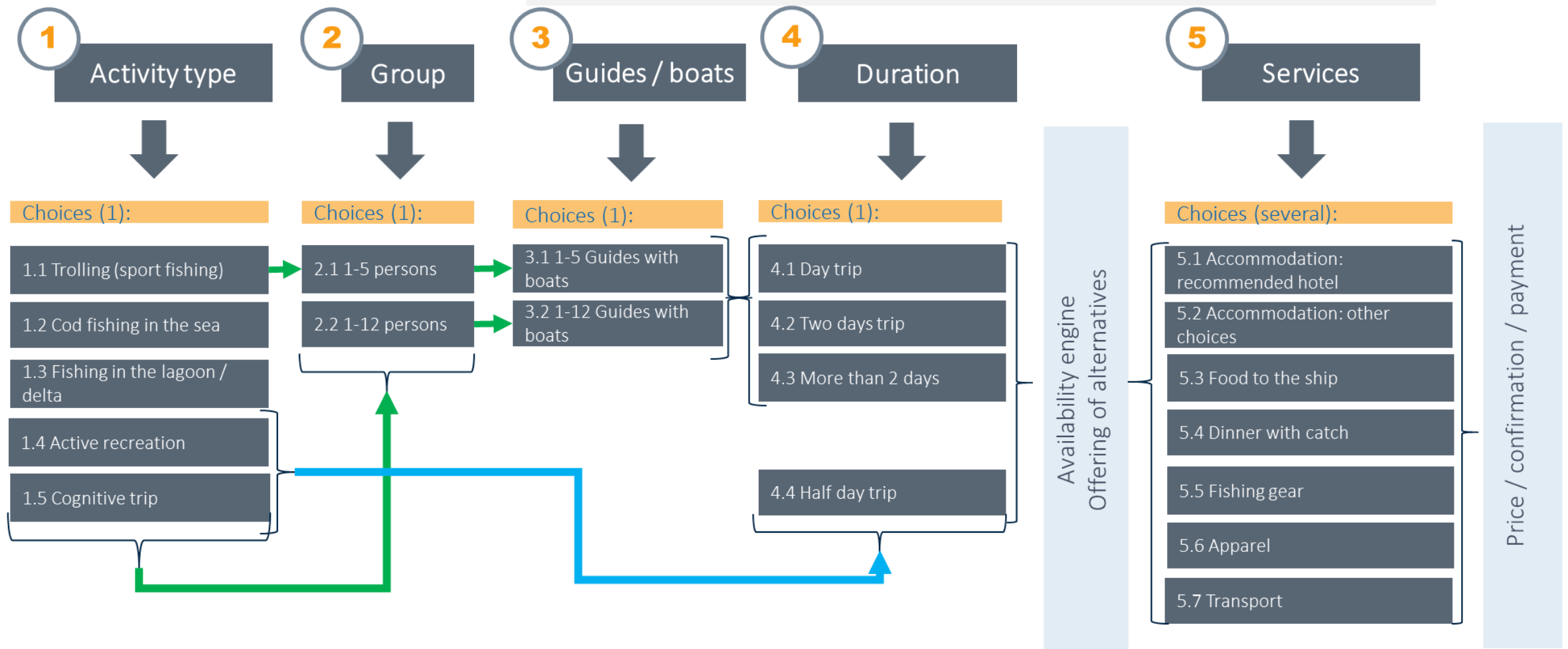
- ▶ Brief selection of the guide with the ship

Standard packages

- ▶ Several full packages

09 RETROUT product example (II)

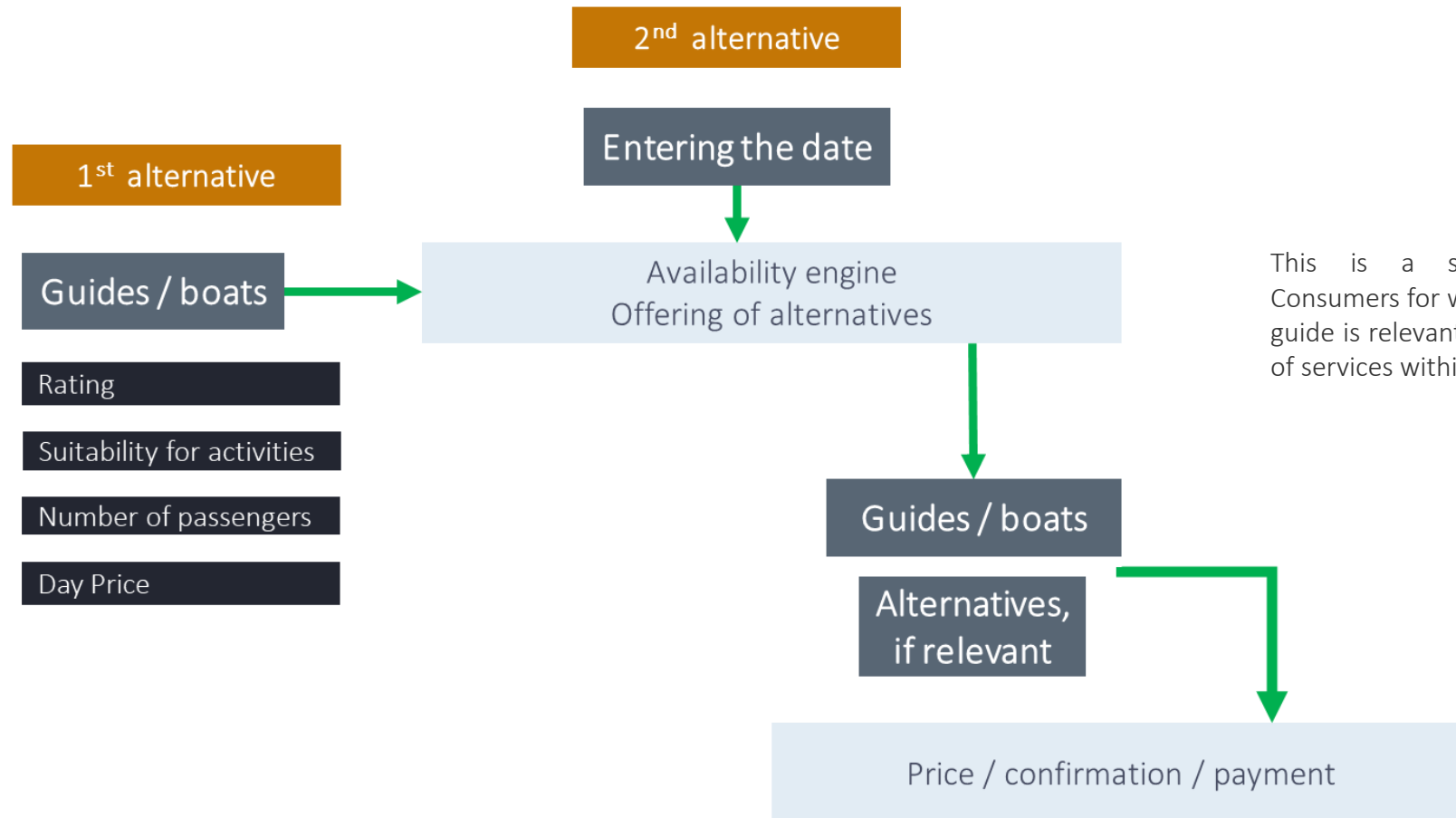
Product development algorithm



09 RETROUT product example (III)



Guide / boat availability



This is a simplified search product. Consumers for whom only a date or a specific guide is relevant, can evaluate the availability of services within just a few clicks.

09 RETROUT product example (IV)



Standard packages



GASTRO – focused on culinary tourism (fish cooking, traditional recipes, etc.).

COD – cod fishing.

SMELT – smelt fishing.

FAMILY – focused on family trips and outings, fishing training, education, etc.

FUN – focused on entertainment where fishing makes its integral part.

09 RETROUT product example (V)



Fishing friendly partners



Accommodation

- ▶ Place convenient for picking
- ▶ Freezer / refrigerator
- ▶ Ice machine
- ▶ Possibility for catch cooking
- ▶ Outdoor washing



Catering

- ▶ Storage of catch
- ▶ Possibility for cooking the catch
- ▶ Food supply to the boat



Transport

- ▶ Possibility for gear collection
- ▶ Catch transportation
- ▶ Tolerance to fishermen clothing

Main

Additional

- ▶ Washing
- ▶ Cleaning the catch
- ▶ Fish in the restaurant

- ▶ Cleaning the catch

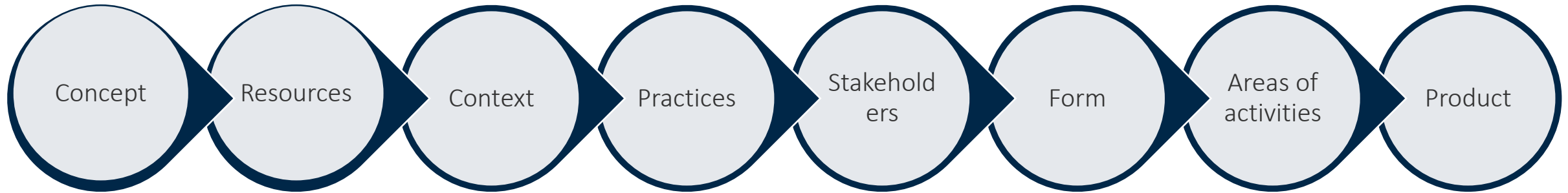
- ▶ English language

Cleaning the catch currently is left for the competence of the guides (except where otherwise is possible)

Creation of RETROUT DMO (I)



- ▶ The development process has changed over time, but it is important to maintain certain principles (first detailing the available information, understanding the environment, and only then forming the activities of a particular DMO).
- ▶ At each phase, certain defined topics were analysed and agreements reached.



- Resource structure
- Sufficiency
- Continuity

- Sufficient
- Dependence on weather conditions
- Extended territory
- More diverse catch

- Tourism strategic documents
- National electronic gateway for tourism
- Regional context

- No among priorities
- Found in layer 4–5
- No consolidated information in the electronic space
- Significance needs to be increased

- Lithuanian experience
- Possible forms
- Critical success factors

- Formal organisation is required
- Leadership
- Relationship with the Pan-Baltic DMO

- TIC context
- Municipalities
- Related services
- Assessment of benefits
- Collaboration formats

- Clear product required
- Organised representation would be helpful
- In this case, the basis are fishing guides
- Priority countries identified

- Possible forms
- General Pan-Baltic concept

- Create an association
- Continuity assurance options

- Main common challenges
- Competitive context
- Connecting issues

- Main directions of activity identified (10 directions)
- The most promising directions are clearly identified (e.g. co-operation with KU, certification, etc.)

- Product concepts
- Algorithm
- Standard packages
- Relationship with related services

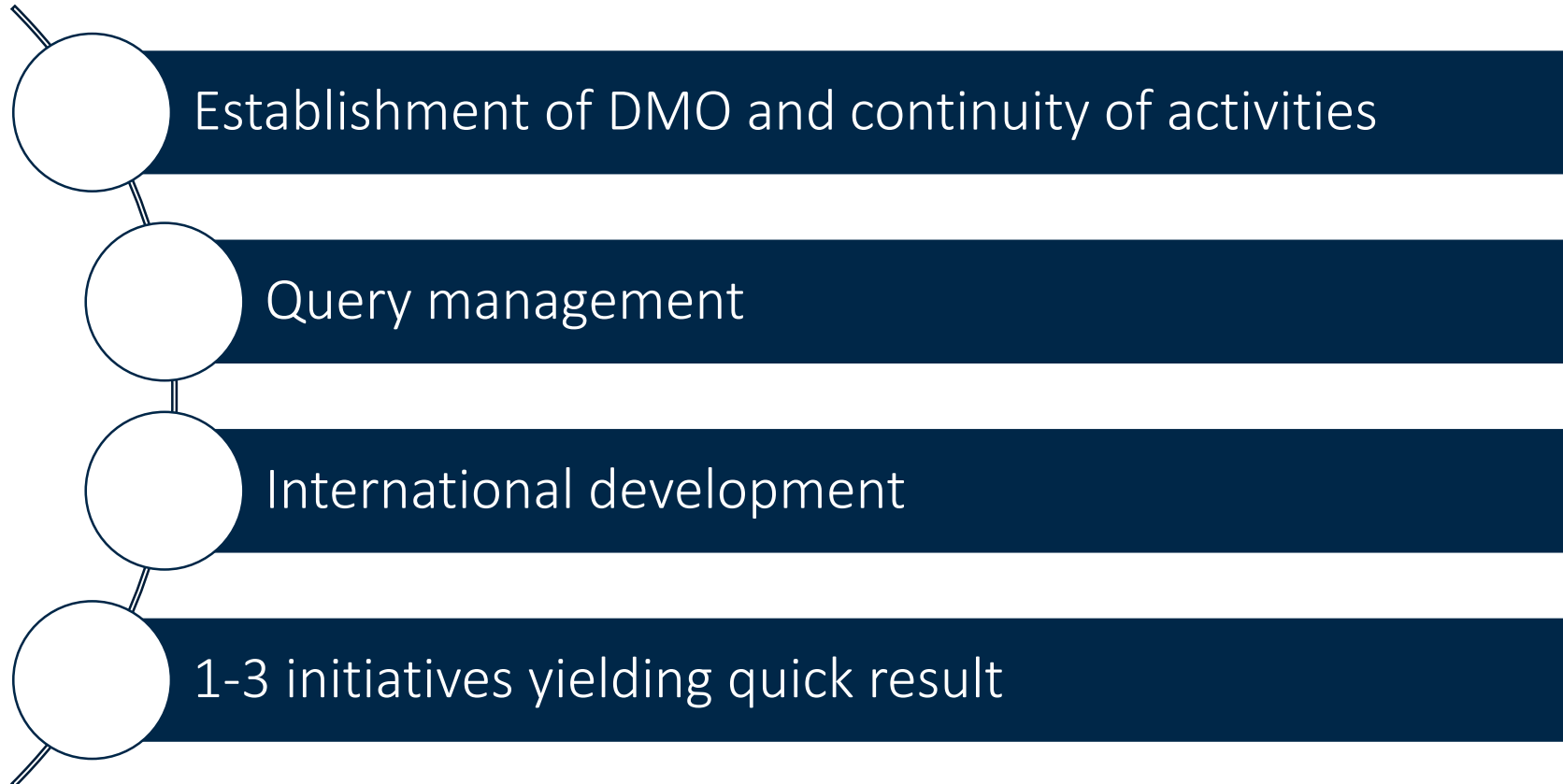
- Three concepts developed
- Covered in the project www
- "Fishing-friendly" partners

Creation of RETROUT DMO (II)



- The creation of a DMO does not end with its establishment, it is necessary to clearly formulate the main specific closest activities.

What next?





Index of terms I

Term	Definition
Inbound tourism operator	A legal or a natural person who purchases large quantities of various tourism services, prepares travel packages and sells them to foreign tourists directly or through travel agencies.
DMO (<i>Destination Management Organization</i>) ¹	Organisations responsible for the management of tourist areas. The management of tourist areas includes co-ordinated and integrated management of the tourist area product (attraction and events, entertainment, transport, infrastructure, etc.).
Legal entity type	It is a type of form of organisation established by normative legal acts.
Clusters ²	These are associations or other forms of organisation in which both the private and public sectors come together for specific, often commercial, purposes: carrying out various research and scientific activities, developing innovations and new products, engaging in marketing and sales. Clusters include companies from different sectors with activities focused on specific value chains.
"Customer journey"	A cyclical sequence of the product consumption steps that includes planning, product consumption, and post-consumption (related) actions.
Critical success factors	Critical areas that are most important for a business to thrive and flourish.
Critical resource	The main resource for a certain niche tourism.
RETROUT ³	A project aimed at the co-ordinated development and promotion of sustainable coastal fishing tourism at regional level, based on the resources of the target species of the countries. During the project, a model for the development of coastal fishing tourism (as a training tool for target groups) and a product of Baltic Sea fishing tourism were created – strategic development plans for six demonstration fishing sites.
Stakeholder ⁴	Any natural or legal person or group of natural or legal persons with an interest in a particular institution, company, organisation, etc. activities and that may affect it.
TIC (Tourism Information Centre) ⁵	An institution that provides information about tourism services and other tourism resources to people who visit a certain area for tourism, leisure or recreation purposes.

Index of terms II



Term	Definition
Tourism resources ⁶	Objects (natural, cultural, scientific, religious, entertainment, etc.) and/or places of interest to tourists or intended for their needs.
Tourism package ⁷	At least two different types of tourism services, other than an organised tourist trip, purchased for the same trip or for the same holiday and being the subject of separate contracts with different tourism service providers.
Tourism product ⁸	A complex of services, works, goods needed to meet the needs of the tourist during the trip.
Sustainable consumption	Responsible, moderate consumption of a particular resource in order to conserve and nurture the environment.
Consumer segments	A group of consumers divided according to one or more attributes on which their intentions and ability to use the product or service depend.
Virtual activity form / virtual organization	A network of independent companies set up to develop a particular product.
Vizija ⁹	A consciously generalised understanding and perception of what an organisation will be like, why, where, and how it will operate in the future.
Fishing guide	A person who guides recreational fishing trips, by assisting and advising as a specialist in the field.
Fishing tourism	The field of niche tourism, which allows individuals to engage in recreational fishing together with fishing professionals, to expand knowledge of local fishing traditions, acquire new skills, etc.
Fishing tourism location	Area where fishing tourism services are provided.



List of sources

- 1 | *IGI Global*. Internet access: <https://www.igi-global.com/dictionary/tourism-knowledge-destination/34186>.
- 2 | *Lithuanian Clusters Association*. Internet access: <http://www.lca.lt/lt/pagrindinis-lt/kas-yra-klasteriai/>.
- 3 | *Klaipėda Region's Association*. Internet access: <https://klaipedaregion.lt/turiny/retrout/>.
- 4 | *Cambridge Dictionary*. Internet access: <https://dictionary.cambridge.org/dictionary/english/stakeholder>.
- 5 | *Cambridge Dictionary*. Internet access: <https://dictionary.cambridge.org/dictionary/english/tourist-office>.
- 6 | Republic of Lithuania Law on Tourism. Internet access: <https://www.e-tar.lt/portal/lt/legalAct/TAR.F0E2E67B1F2F/asr>.
- 7 | Republic of Lithuania Law on Tourism. Internet access: <https://www.e-tar.lt/portal/lt/legalAct/TAR.F0E2E67B1F2F/asr>.
- 8 | Wankill, D. S. (1993), *Tourism principles & Practice*. London: Pitman Publishing.
- 9 | *Business Dictionary*. Internet access: <http://www.businessdictionary.com/definition/vision-statement.html>.
- 10 | Kesminas, V. et al. (2015), Salmonid fish stock restoration and conservation program 2015-2025. Final Report. Vilnius, 73 pp.