

governments provide mechanisms for responsible and sustainable destination management.

Destination management attracts tourists to destinations and sustains the harmony between tourists, destinations, host communities and the environment. In Nigeria, apart from the government owned NTDA, which ought to serve as a DMO, other tourism agencies include, National Institute for Hospitality and Tourism (NIHOTOUR); Hospitality and Tourism Management Association of Nigeria (HATMAN); Federation of Tourism Association of Nigeria (FTAN); National Association of Nigeria Travel Agencies (NANTA); and the National Commission for Museums and Monuments (NCMM). There are other related organizations, agencies, and associations.

However, none of them appear to have a dedicated professional portfolio for destination management in the manner that the World Trade Organization recommends. This study emphasizes the importance of destination management. To begin, define "destination management" and "Destination Management Organization." The role and functions of DMOs in the expansion of domestic and international tourism are examined next, with a focus on the United Nations World Tourism Organization (UNWTO) standards published in 2019.

LITERATURE REVIEW

Destination Management as a Concept

Destination management entails the coordination of all aspects of tourism destinations to ensure the highest possible standards for tourist satisfaction and preference. Perhaps first and foremost, a thorough comprehension of the term 'destination' as a working phrase is required.

The WTO's definition of destination is both precise and all-encompassing. Accordingly:

A tourism destination is a physical space with or without administrative and/or analytical boundaries in which a visitor can spend an overnight. It is the cluster (colocation) of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism. A destination incorporates various stakeholders and can network to form larger destinations. It is also intangible with its image and identity which may influence its market competitiveness (WTO, 2019).

One of the most obvious characteristics of the definition is that tourism destinations are not bound by administrative or analytical constraints. Administrative boundaries are the limits of a government's or other entity's jurisdiction over a physical domain designated as a tourism destination, whereas analytical boundaries are the limits that may be created by the interaction of tourists' activities with the destination's management and planning patterns. Second, a tourism destination is more than simply a physical site; it includes everything that contributes to the domain's attractiveness and competitiveness. Thirdly, tourism destinations involve various participants and interest groups that may have similar or diverse objectives and orientations towards the value chain; and finally, that they are not necessarily confined to particular objects or space but are transferable and replicable in space and time. This means that while such terms as 'site' 'attraction' are sometimes used interchangeably with 'destination', they differ in the sense that they are tied to specific cultural or physical characteristics while the latter is more encompassing, sometimes incorporating various sites and attractions. It is largely defined by market forces (Stange & Brown, 2010) rather than by physical characteristics. Furthermore, it implies that tourism destinations' perception can be modified to optimise their competitiveness.

Viewing it from a multi-dimensional perspective, Saraniemi and Kylänen (2011) view 'destination as a set of institutions and actors located in a physical or a virtual space where marketing-related transactions and activities take place challenging the traditional production—consumption dichotomy'. Though this definition aligns with contemporary trends and developments in the marketing and consumption of tourism products, it does not contain tourism-specific terms and concepts, thereby possessing a connotation that could apply to marketing destinations other than tourisms. A number of definitions have emphasised the physical attributes of destinations as what qualify them as such, including, for instance, one that views a stand-alone hotel, without a conference centre, amusement park or similar facility designed to hold and/or entertain guests or visitors, as not a "tourist destination" (Law Insider, 2021). For the purpose of this discourse, the WTO's recent definition as stated above shall suffice.

Several tourism researchers have further attempted to clarify the nature of the tourism destination. From the foregoing, destination management simply implies the ability to organize and mobilize resources and persons in designated

destinations for the attainment of set objectives, optimal efficiency and satisfactory performance; it requires coordination and expertise. The UNWTO Guidelines present destination management as the coordinated management of all the elements that make up a tourism destination, such as marketing efforts, local resources, accommodation, events, environmental concerns, tourist attractions and transportation.

Furthermore, responsible and sustainable destination management should be understood as a process that effectively and harmoniously addresses the interactions between the visitors, the industry that serves them, the community that hosts them and the environment (WTO, 2019). Destination management is, therefore, of vital and strategic importance to contemporary tourism development with the narrowing frontiers of national boundaries in favour of global participation.

METHODOLOGY

This study was carried out by reviewing the literature gathered from JRC Scientific and Policy Report on Best Environmental Management Practice (David et al., 2013). A comprehensive review of the most recent selected literature from both academic journals as well as relevant online news portals, online platforms to extract the current state-of-the-art knowledge. This method gave an opportunity to understand the current concerns and improvement in response to Destination management.

RESULT AND DISCUSSION

Destination Managers

According to SCBD (2010), 'Sustainable governance of tourism development in a destination is a complex process involving the private sector as its main engine (developers, financiers, landowners, managing companies, franchisees, and operators), all levels of government and a number of public agencies, interest groups of residents (including indigenous and local communities), and NGOs from local to global.' However, there is no widely accepted definition of the geographic scope of a destination (see GRI, 2002). Many stakeholders contribute towards the sustainability of tourism within a particular destination (Figure 1). For the purpose of this document, destination managers are defined

as public administration (eg. local authorities) and related agencies whose remit includes management of tourism or tourism-related services.

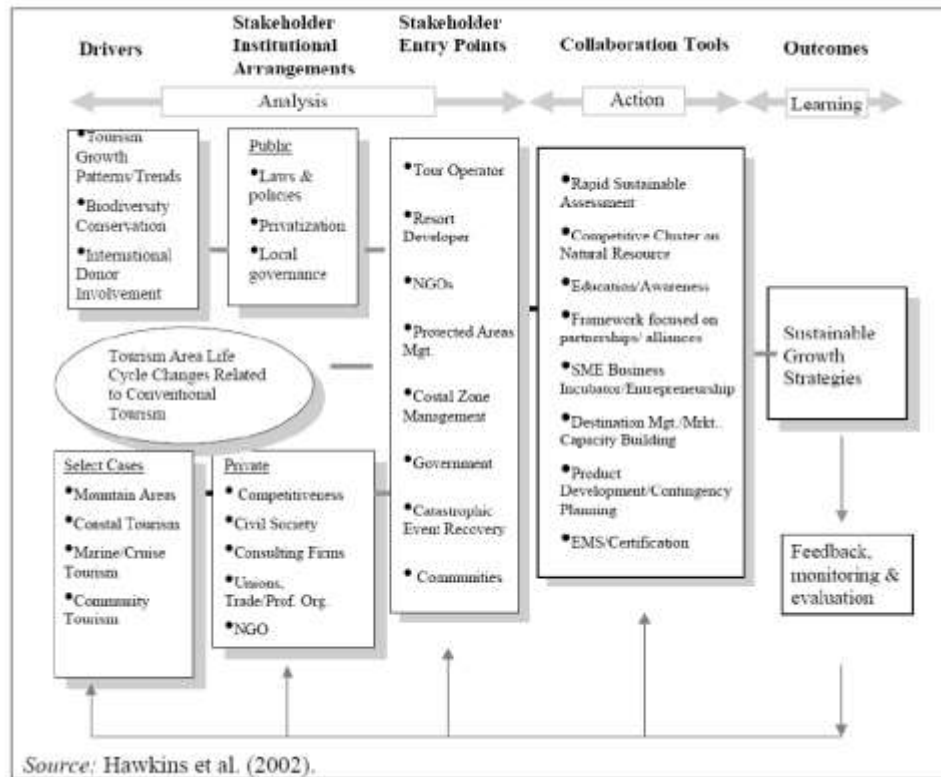


Fig 1: The sustainable tourism stakeholder management framework proposed by Hawkins et al. (2002) in relation to sustainable tourism development

Destination managers can play a crucial role in maintaining or enhancing environmental conditions at the destination level. They usually have either direct control or strong influence over the policies, planning decisions, infrastructure and services that influence environmental pressures (Figure 3.3). For example, local authorities have a mandate to implement regional and national regulations related to tourism, and have various degrees of power to influence and supplement such regulations. SCBD (2010) note that biodiversity conservation and sustainable tourism development requires management at the destination level, and that the central tool for the sustainable development of tourism is the 'Destination Plan'. They refer to Destination Management Organizations (DMO), in which local authorities play the lead role, with input

from destination stakeholders, to manage sustainable tourism development based on a Destination Plan.

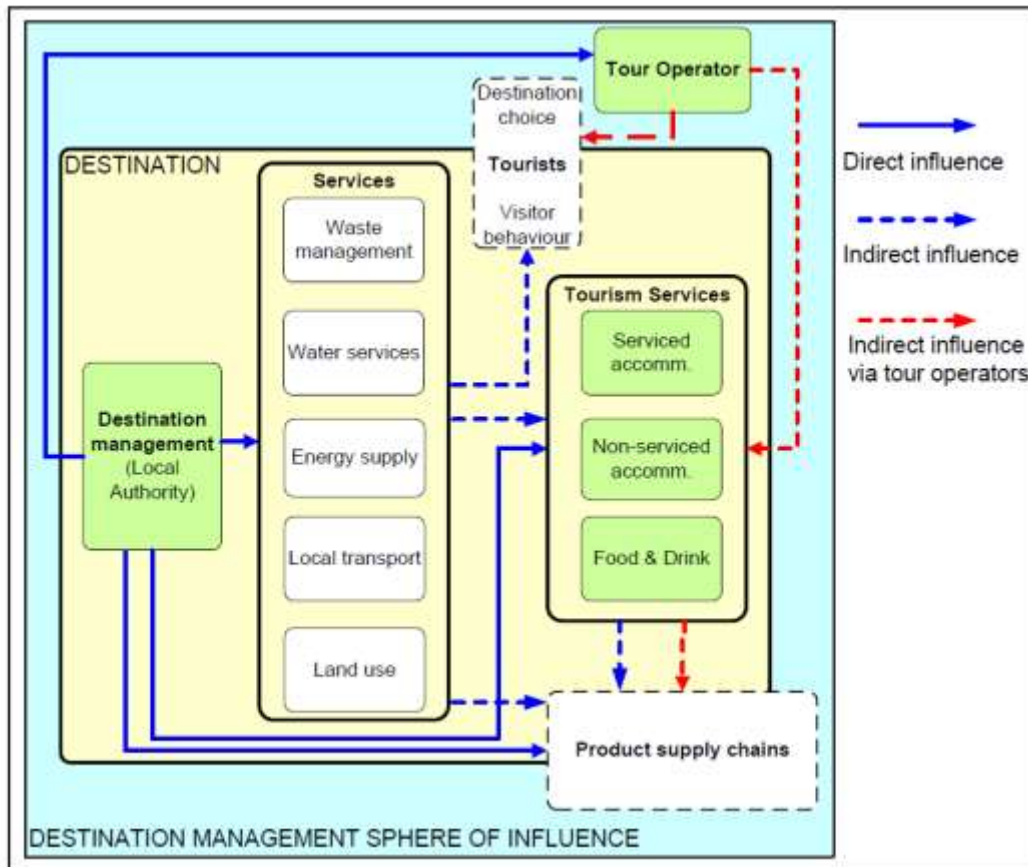


Fig 2: Major pathways of influence exerted by destination managers relevant to the environmental performance of tourists, tourism service providers, and their suppliers

Destination Management Organisations

Destination Management Organisations have a specific tourism and destination remit, are usually sub-national structures, may be funded by the public sector with or without input from the private sector, and collaborate with government at the local and national level. Local authorities may continue to support tourism development alongside DMOs, especially where tourism is important within the local economy (Visit England, 2012). However, DMOs play a coordinating role to avoid conflict and duplication across local authorities within their jurisdiction. An important role for DMOs is to raise revenue for tourism-related projects. They may also provide low interest loans to tourism enterprises to

implement improvement measures, including sustainability investment. In England, five DMOs (Bath, Peak District, Derbyshire, The Broads, and Manchester) are sharing their experiences in relation to:

- Developing new funding models
- Establishing relationships with emerging local enterprise partnerships
- Engaging the private sector to contribute to destination marketing activity
- Developing mutually beneficial activity with Business Improvement Districts
- Widening their business membership to non-tourism businesses and taking on wider roles such as place marketing and attracting inward investment.

Functions of Destination Management Organisations in the 21st Century

The WTO (2019) once again describes a destination management organization (DMO) as "the leading organizational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision". The WTO has urged not only the formation and establishment of DMOs for the 21st Century tourism endeavours, but also the alignment of such organizations' goals and objectives with the 2030 agenda and the Sustainable Development Goals to optimize tourism's contributions. The guidelines were also intended to lead organizational entities at destination levels; set up criteria and indicator framework for all DMOs across the world and make recommendations for improved planning and management performance and institutional governance. The overall objectives were to guide against unilateral models and varying characteristics in priorities and development levels, but to ensure such common objectives as maximizing visitors' value and equity perception, preserving material and cultural assets, and catalyzing benefits for local communities and residents in destinations.

The strategic importance of destination management to the 21st tourism development and entrepreneurship is better understood and appreciated against the backdrop of the many responsibilities and functions of DMOs as amplified in the WTO guidelines, which include: strategic planning; policy formulation and implementation; gathering and providing market intelligence; developing businesses and products; digitization and innovation; monitoring; crisis

management; training and capacity building; promoting, marketing and branding; funding and fostering investment; all of which can only be done in collaboration with other stakeholders and specialised agencies (WTO, 2019).

STRATEGIC DESTINATION DEVELOPMENT PLANS

Good destination management maximizes the net contribution of tourism to a destination in terms of maintaining or improving economic, social and environmental conditions. Spatial (e.g. resort or city centre) and temporal concentrations of tourism can give rise to particular pressures, and need to be controlled and planned for (Ajuntament de Barcelona, 2010). Development of tourism and supporting services should be integrated into a strategic **Destination Plan** based on an assessment of local carrying capacity and vulnerabilities. For example, water use and extraction plans should be informed by local or regional water capacity assessments (Gössling et al., 2011). In summary, planning should ensure that the carrying capacities of infrastructure and services within a destination, natural and man-made, are not exceeded.

Destination Plans may be developed at the national, regional or local scales, and should:

- Balance environmental, social and economic considerations
- Integrate tourism sectors with surrounding sectors and activities
- Foster coordination across all relevant government departments and agencies
- Be integrated with relevant regional, national and international strategies and legal frameworks.

Destination Plans are most effective when implemented during initial tourism development, but can also be implemented to revitalise degraded destinations. For example, following overdevelopment in the Spanish resort of Calvia, local authorities rezoned land, demolished hotels, landscaped previously sealed areas, and established new protected areas (Conservation International, 2003). Destination planning requires coordination across multiple organisations and/or departments and levels within local, regional and national administration. One component of best practice is therefore to establish a destination management organisation (DMO) – an administrative department or a private or public-private organisation – specifically responsible for coordinating and

implementing Destination Plans. Best practice in implementation of a Destination Plans involves best practice in biodiversity management, service provision and event management.

Finally, another aspect of best practice in the development of Destination Plans is to ensure that environmental pressures arising from the provision (operation) of tourism services are minimised. Local authorities and/or DMOs can have a strong influence over the environmental performance of tourism enterprises within the destination. This can be achieved through:

- Regulations requiring minimum levels of environmental performance/protection
- Award schemes to promote more sustainable tourism services
- Fiscal incentives (subsidies) to encourage uptake of efficient technologies and techniques
- Fiscal instruments such as environmental taxation and stepped charges to encourage greater resource efficiency.

Implementation of these latter measures reflects more general best practice by public administration.

Tourism and Destination Management in Nigeria

The functions of the DMOs may vary from national to regional and local levels depending on the current and potential needs, as well as on the nature of governance and public administration. Since Nigeria fell into military dictatorship less than a decade after it gained independence from Britain, and remained that way for a relatively long period, most of the apparatuses of governance and the rules that governed the conduct of business relationships and transactions, including tourism's marketing and promotion, were governed by dictatorial decrees rather than by democratic and tested economic principles. DMOs emerge as key players in the development and management of tourism at destinations, although their mandates and scope of action are determined by their contexts, maturity of the destinations, levels of decentralization, priorities in the destinations, resources, and other factors. As the leading organizational entity in the destination, the DMO needs to get the support of all acting stakeholders and be considered as the legitimized entity, from the institutional, legal and operational points of view, to lead the management of tourism in the

destination. It can be argued that there is a very weak culture of tourism in Nigeria, which may be due to a number of factors.

Consequences of Poor Destination Management on Nigeria's Tourism Growth

Nigeria has numerous active tourism destinations and numerous undeveloped and latent tourism assets, but the industry is currently grossly underperforming. While government monopoly that appeared to have characterized the industry previously has significantly reduced, tourism in Nigeria has yet to fully function in line with contemporary global trends and standards.

Low Capacity for Growth: Functional DMOs play the role of building the capacity of tourism operators to keep pace with emerging trends in tourism products and services. They serve as the links between tourism destinations and external forces that propel the industry, which must be understood by operators and incorporated into the daily strategies for remaining relevant. This means that operatives that lack destination management services and expertise also lack the capacity to keep pace with these emerging trends.

Low Innovation and Adaptation Level: One of the vital tools for functional and effective tourism destination operations is the ability to design new products and services that suit the consumption patterns of tourists. While tourism destinations may not always have the ability to satisfy the diverse patterns of tourists' expectations and consumption habits, adaptation and innovation can often readily fill the gap. Without effective destination management, such innovations and adaptations are absent. This is very important, as the success of tourism entrepreneurship depends on such market forces that emanate from consumer patterns. It is not tourism destinations that determine consumer patterns; the reverse is the case.

Vulnerability to Challenges: Destination management can provide useful strategies for resilience and adequate coping mechanisms. Many tourism destinations in Nigeria have not been able to maintain their attractiveness and competitiveness. The collaborative and inclusive methods of destination management organizations could enhance resilience capabilities at such instances.

Low Level of Effectiveness in Planning and Product Development: Strategic planning and constant product development raise the operation standards and

performance levels of tourism destinations, giving them some edge in the highly competitive world of their engagements. DMOs are able to gather market intelligence, obtain and work with relevant data to provide such planning strategies and product development. This means that without such destination management, destinations' outputs in this respect will be significantly low.

Poor Decision Making: Smart business decision making requires expertise and a wide range of relevant information. The viability of tourism destinations are closely tied to their agility in decision making when the need arises. Effective destination management will always readily provide the tools for such decision making as the operators are usually abreast with market trends and indicators, with educated foresight on short and long term implications. Tourism destinations are not a one-man-show, and cannot be operated as such. They must be governed and operated by tested and grounded principles of the industry.

The DPSIR cycle

Effective destination management requires an understanding of the driving forces that generate pressures that affect the state of the destination's environment and population and may give rise to impacts that lead to responses – the DPSIR cycle (Figure 3). The compilation of information describing each of these stages, in the form of appropriate indicators, is critical to inform effective destination management. In addition, destination management requires the integration of tourism management with management of other sectors of the economy, and with sustainable development planning at the destination (local, regional and national) level.

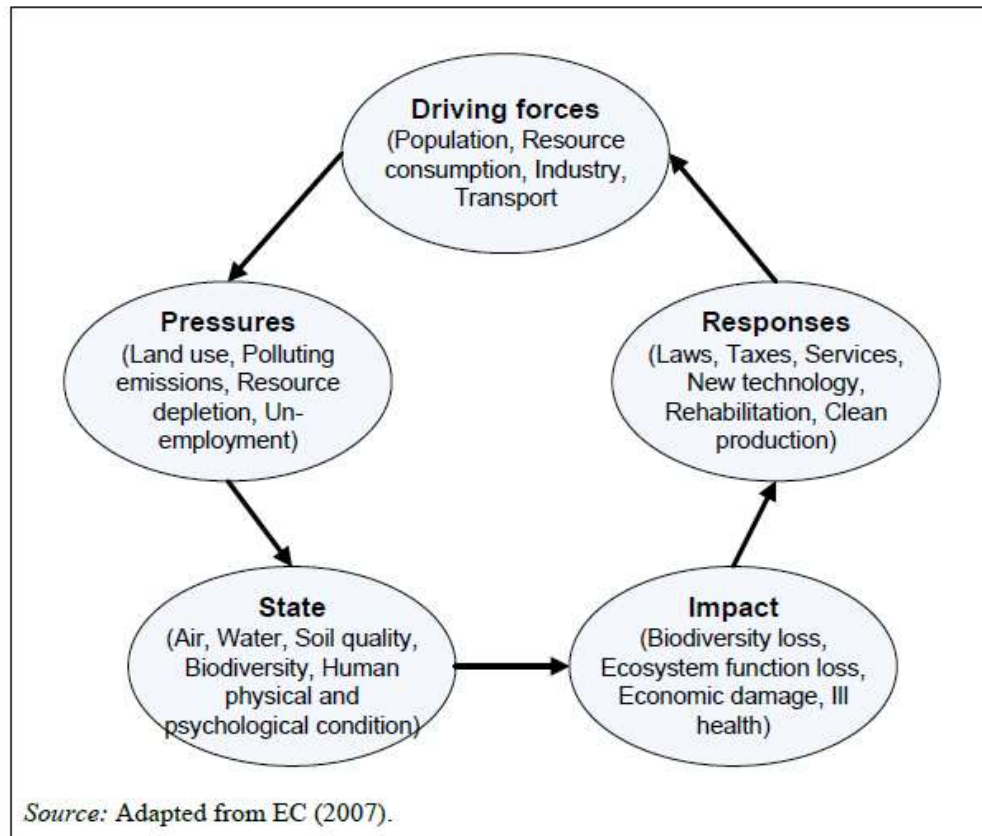


Figure 3: The DPSIR framework for assessing destination sustainability
STAGES OF DESTINATION PLANS

According to SCBD (2007) a Destination Plan comprises a number of features that may be categorised into four main stages (Table 3.7).

Destination Plans may involve multiple discreet projects with independent management, to assist management and financing, and should be regularly updated (at least every 3 – 5 years). Where possible, plans should be developed in a sequence, from the general (e.g. national and regional tourism plans focusing on policy, building standards and institutions) to the specific (local destination plans). The planning process should be continuous, transparent and flexible (UNEP, 2009). At the national level, UNWTO (2005) list the following key requirements for tourism to be integrated into sustainable development strategies:

- Tourism should be given a clear, strong voice, with a direct link to top-level cabinet decision makers;
- There should be a formal structure and process for inter-ministerial cooperation on tourism;

- Such relationships should be also reflected within and between lower level public agencies, such as tourist boards and environment agencies.

Features of a Destination Plan according to SCBD (2007)

Stage	Features
1. Assessment of current situation	<ul style="list-style-type: none"> – an inventory of attractions, equipment, and other factors affecting a destination – an examination of the circumstances that mold and influence future development – a strategic analysis of bottlenecks, strengths, weaknesses, threats and opportunities in relation to the destination's competition
2. Identification of needs	<ul style="list-style-type: none"> – an examination of market trends and resident needs/expectations; – an assessment of the status and future needs in human resources and labour at all levels
3. Development of proposals	<ul style="list-style-type: none"> – an assessment of all existing and potential social, economic and environmental impacts from tourism, and mitigating and outreach strategies – proposed design and architectural guidelines for desired future development (defining priorities in terms of sites and investment attraction, building requirements and design principles, scale of development and tourism hubs, infrastructure requirements, products and marketing plans)
4. Identification of financing options	<ul style="list-style-type: none"> – consideration of payback mechanisms for maintenance (or restoration) of ecosystem services

Recommendations

- ❖ Given the powers, mandates and the legal framework that established the NTDC, the Corporation should initiate and oversee the formation of DMOs in the six geopolitical zones of Nigeria, itself being the major operator.
- ❖ NTDC in collaboration with the National Orientation Agency should do more to promote the culture of tourism among citizens. In this regard, government and private institutions should be mandated to initiate measures for incentive tourism packages for their employees and their families.
- ❖ Tourism organizations and destination operators should collaborate with experts in the corporate tourism world and in the academia for data collection and analysis to enable better strategic planning and innovation.
- ❖ Tourism organizations and destination operators should embrace and employ digital technology in their operations to attain wider customer base and facilitate remote digital communication and collaboration.

- ❖ Tourism operators and destination managers should take adequate measures at broadening their stakeholder partnership base, taking cognisance of the multisectorial nature of the tourism industry.

Conclusion

Destination management, policy creation and integrated planning, product development and packaging, promotion and marketing, distribution and sales, and destination operations and services are all responsibilities of DMOs. Increasing rivalry among locations, technology advancements, new business models, and shifting consumer behaviors and trends have all contributed to the establishment of a more complicated tourist industry.

Destination Management Organizations are required for the true and long-term development of tourism in Nigeria.

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BRANDING AND CONSUMERS BUYING BEHAVIOUR OF NIGERIAN BREWERIES

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Abstract

Beer firms in Nigeria, especially particularly in the Federal Capital Territory (FCT), have their unique branding methods to win consumers' hearts and acquire greater preference. The influence of brewers' branding on customer purchase behaviour is examined in this study. Data from 400 respondents were examined descriptively and inferentially using purposive sampling and a self-administered questionnaire among beer dealers and patrons in the FCT metropolis. This study found that consumer buying patterns are influenced by brewers' branding ($R^2 = .497$, $p = .000$). Consumers are drawn to beer goods by advertisements, previous experiences, packaging, product name and image, brand availability, and accessibility. As a result, there is a positive association between customer buying behaviour and branding ($r = .595$, $P = .000$). Consumers have strong attachments to their chosen brand of beer because they have sufficient knowledge of the brand, can visually recognize their preferred brand without much effort at the point of purchase, and will continue to use the brand in the future. According to the findings, components of branding influence beer customers' purchasing decisions. Specifically, they are influenced by the image and colour of the beer brand, are more likely to purchase the brand because of its value added features, believe that improvement is important in their beer selection, and are more likely to purchase the brand based on product performance. It was suggested that because consumers may readily form brand loyalty, it is important for marketers of branded items to maintain the quality of their brands.

Keywords: *Beer, Branding, Buying Behaviour, Consumer, Rebranding and Preference*