

Challenges of the National Tourism Office of Algeria to achieve the World Tourism Organization 2030 goals

تحديات الديوان الوطني للسياحة للجزائر لتحقيق أهداف المنظمة العالمية للسياحة بحلول 2030

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Abstract: National Tourist Organizations (NTOs) are an important part of tourism industry especially in marketing, adapted to tourism development NTOs became Destination Management Organizations (DMOs) with more responsibilities which greater the challenges. The paper focuses on challenges faced Algeria's National Tourism Office to achieve world tourism organization 2030 goals, it discussed five challenges: Transforming to DMO; Smart destination; Strategic leadership; Effective execution; and Efficient governance. The paper indicates that discussion of DMO new roles in tourism industry development and 2030 vision is incomplete without reference macro politic, and long-term strategic and vision and priorities of country of the destination.

Keywords: Algeria's NTO, DMO, WTO 2030 goals

Résumé : Les organisations nationales du tourisme (ONT) constituent une partie importante de l'industrie du tourisme, et avec développement du tourisme les ONT deviennent des organisations de management (gestion) des destinations (OMD) qui sont dotées de plus de responsabilités qui accroissent les défis. L'article met l'accent sur les défis à relever par l'Office national du tourisme algérien pour atteindre les objectifs de l'organisation mondiale du tourisme à l'horizon 2030, et il a discuté cinq défis : La destination intelligente ; Leadership stratégique ; Exécution efficace ; et gouvernance efficace. Le document indique que la discussion sur les nouveaux rôles de l'OMD dans le développement de l'industrie du tourisme et la réalisation les objectifs à l'horizon 2030 est incomplète sans référence aux macro-politiques et les stratégiques à long terme ainsi qu'à la vision et aux priorités du pays de la destination.

Mots-clés : ONT algérien, OMD, OMT objectifs 2030.

الملخص: تعد المنظمات الوطنية للسياحة جزءاً مهماً في صناعة السياحة خاصة من الجانب التسويقي، وتكيفاً مع تطورات القطاع السياحي، زاد الدور الذي تلعبه هذه المنظمات وتتحول إلى منظمات إدارة الوجهة السياحية، ولكن مع مزيد من المسؤوليات هناك المزيد من التحديات. تركز الورقة على التحديات التي تواجه الديوان الوطني للسياحة في الجزائر لتحقيق أهداف منظمة السياحة العالمية 2030، وناقشت خمسة تحديات: التحول إلى منظمات إدارة الوجهة السياحية؛ الوجهة الذكية، القيادة الإستراتيجية، التنفيذ الفعال والحكومة الفعالة. تخلص الورقة إلى أن مناقشة أدوار الجديدة المنوطة بهذه المنظمات لتنمية الصناعة السياحية وتحقيق رؤية 2030 غير مكتملة دون الرجوع إلى السياسة الكلية للدولة، والاستراتيجية طويلة الأجل وكذا الرؤية والأولويات لبلد المقصد السياحي.

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I-Introduction: Tourism is a key driver for socio-economic progress, it has become one of the major players in international commerce, and represents one of the main incomes for many countries around the world. According to World Tourism Organization (UNWTO 2018) tourism represents 10% of world's Gross Domestic Product (GDP), and 30% of services exports and 7% of world's exports. In 2017 a total of 1.326 million international tourist arrivals were recorded in destinations around the world which recorded US\$1.340 billion, and by 2030 international tourist arrivals forecasted by UNWTO to reach 1.8 billion. Tourism industry considered key sector to achieve 2030 17th goals building on Millennium Development Goals, for that world tourism organization adopts and appreciates sustainable tourism as an essential work for all tourism destinations around the world.

National Tourism Organizations (NTOs) are charged to promoting a country as an attractive travel destination and enhancing its tourism image. NTOs known by UNWTO as Destination Management Organizations (DMOs), have a crucial role in promoting a greater engagement of the tourism sector, its industries, as well as policy and decision makers with sustainable development. DMO's should align their policies and actions with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. (UNWTO, May2019). To achieve 2030 goals, UNWTO prepares DMOs to new challenges, it edited guideline for institutional strengthening of destination management organization. And as National Tourism office in Algeria is the governmental authority for promoting tourism sector i.e. Algeria NTO, the main question of this study is: What are the challenges facing the National Office of Tourism to achieve the objectives of the World Tourism Organization 2030, and what are the appropriate solutions for them?

The purpose of this paper is to a) determination the challenges to Algeria National tourism office, b) propose solutions based on UNWTO recommendations.

I-1 UNWTO goals 2030: During the 70th Session of the UN General Assembly opened on 15 September 2015, 154 heads of state or government adopted the bold and ambitious 2030 Agenda for Sustainable Development, along with the 17 Sustainable Development Goals (SDGs)

that aim to, *inter alia*, - end poverty, protect the planet, and ensure prosperity for all.

Based on this universal, integrated and transformative vision, UNWTO is placing its efforts and tireless work in contributing with its technical assistance and capacity-building to the achievement of these global goals. UNWTO is working with governments, public and private partners, development banks, international and regional finance institutions, the UN agencies and international organizations to help achieve the SDGs, placing an emphasis on Goals 8,12 and 14, in which tourism is featured (UNWTO,2016). Within this context, DMOs are called upon to incorporate the 17 SDG in their plans and policies and to monitor its implementation on an ongoing basis in order to ensure its compliance with the final goal of maximizing the contribution of tourism destination to the SDGs (UNWTO, 2017).

- **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all: Tourism is one of the driving forces of global economic growth, and currently accounts for 1 in 11 jobs worldwide. By giving access to decent work opportunities in the tourism sector, society- particularly youth and women- can benefit from enhanced skills and professional development. *"By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture"* (<http://icr.unwto.org>).

- **Goal 12:** Ensure sustainable Consumption and Production patterns: A tourism sector that adopts sustainable consumption and production (SCP) practices can play a significant role in accelerating the global shift towards sustainability. To do so, it is imperative to *"Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products"*. The Sustainable Tourism Programme (STP) of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) aims at developing such SCP practices, including resource efficient initiatives that result in enhanced economic, social and environmental outcomes (<http://icr.unwto.org>).

- **Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development: Coastal and maritime tourism, tourism's biggest segments, particularly for Small Island Developing States' (SIDS), rely on healthy marine ecosystems. Tourism development must be a part of integrated Coastal Zone Management in order to help conserve and preserve fragile ecosystems and serve as a vehicle to promote the blue economy: *"by 2030 increase the economic benefits of SIDS and LCDs from the sustainable use of marine resources, including*

through sustainable management of fisheries, aquaculture and tourism"(<http://icr.unwto.org>).

I-2 Destination Management Organizations: Most countries have a national body responsible for tourism and it has been claimed that National Tourism Organizations (NTOs) have significant potential to develop or limit a destination's tourism industry. They are the catalysts that stimulate and coordinate a country's tourism industry (Anne & Chris, 2005). The main activities of NTOs is promoting and marketing tourism destination, for that its claimed Destination Marketing Organizations (DMOs) (Pike, 2004, p1, Gartrell 1994). In 2003 UNWTO published "NTO Marketing Activities, Guidelines for Evaluation", it introduced the guideline by asking the following question: "if international tourism is flourishing, why should National Tourism Organizations (NTOs) exist and why should they receive resources from their Governments to develop and promote their products and brands? Put another way, if NTOs did not exist, what would be the impact on international travel and tourism?", this question can be answered by NTO of each country separately, because it expected to measure the extent to which it influence tourism to its country. (Bornhorst, 2010) asked this question in supporting the DMOs role: "If the DMO not provide leadership and direction for tourism development in the destination, who will?". NTO Marketing Activities, Guidelines for Evaluation" in 169 pages helps NTOs to measure their marketing performance. From traditional marketing and promotion boards the trend is for DMOs to become leading organizations (UNWTO, May 2019), some authors as (Crouch & Ritchie, 2003) view the DMO as a management organization (including marketing) to provide leadership and coordination for the destination, and to manage the complexity of the tourism system. The same view of UNWTO which recommends that DMOs must activate with a broader mandate which includes strategic planning, coordination and management of a full range of activities within an adequate governance structure with the integration of different stakeholders operating in the destination under common goals. Destinations where such an organization is not still in place are increasingly creating or plan to create a destination management organization (DMO) as the organizational entity to lead the way (UNWTO, May2019). These organizations, termed destination marketing or management organizations (DMOs), are also commonly known as Convention and Visitors' Bureaus (CVBs) in North America (Sheehan et all, 2007). The main job of NTOs or DMOs is to promote and market their countries as tourism destinations (Lennon et all, 2006, p24), so for

DMOs Often referred to as convention and visitor bureaus in metropolitan areas, they coordinate efforts to attract tourists (business and leisure) to their geographic area (destination) (Sheehan & Ritchie, 2004). CVBs have acquired greater importance over the decades and play a significant role in economic development (Beldona et al, 2003).

The development of a marketing strategy and a combination of the destination is a complex process because of the overlap of the interests of different dealers, each entity has a special marketing strategy, for that DMOs are working to monitor the various actors and standardization Their efforts to serve the destination (Dimitrios, 2000). According to Gartrell (1998) CVBs must “sell the city” by performing the following six roles:

- Developing an image to position the city in the marketplace as an attractive destination for meetings and visitors;
- Coordinating the constituent elements of the industry and public sector;
- Working with meeting and group planners;
- Representing both buyers (the demand side) and sellers (the supply side), so that an autonomous organization is required in order to avoid conflicts of interest;
- Providing information and responding to visitor inquiries;
- Providing leadership for the industry.

the roles of the DMO, in the broadest of terms, are (Bornhoret et al, 2010) to work towards enhancing the well-being of destination residents; to do everything necessary to help ensure that visitors are offered visitation experiences that are at a minimum, highly satisfactory, and where possible, highly memorable; and while doing so, to ensure the provision of effective destination management and stewardship.

II- Methods and Materials:

The research paper is a quantitative study, through which we present the challenges facing the National Tourism Office, based on the guideline of the World Tourism Organization, which focuses on three key performance areas: Strategic Leadership; Effective Execution; and Efficient Governance. Using the inductive approach, we extrapolate the challenges facing tourism destination marketing organizations in general, and the National Office of Tourism in particular, through the World Tourism Organization's guideline, and we also propose possible solutions to face these challenges.

III- Results and discussion

National Tourism Office (Algeria) is a public administrative institution under the authority of the Ministry of Tourism since 1992, with moral character and financial autonomy, it is the Government's tool for determining and implementing the national policy for tourism promotion. when taking look in the first book of the Algerian tourism development directive schema (SDAT 2030) which examined and illustrated the most important shortcomings, was described tourism marketing performance as weak for the followings reasons:- Weak internal and external communication, and less cooperation between various and partners in the tourism sector; - Ineffective participation in international exhibitions; - Ineffectiveness of interveners; and inadequate tourism programs and plans. With the multiplicity of marketing analyzes of the tourism marketing of Algeria, it seems the failure in the performance of Algeria's NTO (Belahcene, 2018). Benchmarking study realized by (Belahcene, 2018) defined Algeria's NTO performance gaps related to: mission, objectives, tasks, organizational structure, Relationship with various actors in the tourism sector, tourism marketing mix, tourism marketing budget, strategic plan and How to measure marketing performance, and he proposed some best practices can learned from Malaysia Tourism Promotion Board. The challenges of Algeria's NTO still biggest day after day because of international tourism development and orientations. By back to three Key Performance Areas (KPA's), strategic leadership, effective execution and efficient governance, defined by UNWTO for 2030 goals, KPA's are the main challenges for Algeria's NTO, but before within to KPA's, a transforming from Destination Marketing Organization to Destination Management Destination is also a big challenge for Algeria' NTO. UNWTO define a new concept in tourism sector is a SMART destination (UNWTO, May 2019), which can be another challenge for Algeria's NTO.

III-1 Challenge 1: Transforming to DMO: the mean role of NTOs is marketing and promoting destination, the transforming to DMO is crucial to be a strategic leader in destination planning and management, UNWTO(September 2017) define DMO: *“the leading organizational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision”*, which it is able to doing the followings activities (UNWTO, May2019): – Strategic planning, – Formulation (or participation in the formulation process) and implementation of the destination's tourism policy, – Market intelligence (data gathering and analysis, market research, etc.), – Tourism product and business development, –

Digitalization and innovation, – Monitoring, – Crisis management, – Training and capacity building (not only of its human resources but also facilitate training and capacity building activities for local tourism professionals), – Promotion, marketing and branding, – Funding and fostering investments. There are many advantages of transforming to DMO (UNWTO, May 2019): Establishing a competitive edge; Ensuring sustainability; Strengthening institutional governance; Avoiding overlapping and identifying gaps; Spreading the benefits of tourism; Building a tourism culture in the destination; Improving tourism yield; Building a strong and vibrant brand identity. The transforming of Algeria's NTO to DMO as mentioned above, to be the entity in first level in tourism industry, this need a serious volition of responsible persons in sector, changing the statute with more powers, and good coordination with various authorities, stakeholders and professionals of tourism industry.

III-2 Challenge 2: Smart Destination: Management of long-term sustainability of natural and cultural attractions of the destination be indispensable and so difficult in same time, including the enhancing and supervising the good interactions between the visitors, the industry that serves them, the community that hosts them and the environment in a vast sense to ensuring the sustainability of destination, that need a best management of destination. A step further in destination management is the concept of the smart destination, which is founded on five pillars: Governance; Innovation; Technology; Accessibility and Sustainability. The five pillars and the interaction among them are the cornerstone for the transformation of a destination into a smart destination, and the DMO is at the center of this transformation (UNWTO, May2019). Algeria's NTO and all its partners have to prepare and change its methods of management, conceptualization, plans and vision to be harmonious to international tourism orientations, visitors needs, and more competitive. Tourism development dependent on the future directions of the country, it is not possible to achieve a smart destination without the intervention of all sectors in state, with a clear vision of what the tourism sector should be, and the role it should play, especially in achieving social and economic development.

III-3 Challenge 3: Strategic Leadership: “Strategic leadership means harnessing stakeholder efforts and energy towards a collective vision, mapping a strategy for achieving the vision, communicating and advocating the advantages and principles of effective tourism

management, promoting public-private partnerships, etc.” (UNWTO May2019). The management of a tourism destination requires the DMO’s presence and leadership, providing the principles, values and strategic vision that will guide the whole process. In this context, it is imperative for the DMO to guarantee a sustainable management of the destination, under an environmental, social and economic approach (UNWTO, May 2019).

Algeria’s NTO can achieve a strategic leadership by doing a following actions (UNWTO, May 2019): – Provide a scope for collective action and common goal-setting under a joined-up approach; – Engage in serious conversation and communication with all tourism stakeholders fostering partnerships between them; – Coordinate mediation by harmonizing (sometimes) divergent interests and seeking solutions to existing problems; – Build up a confidence environment between parties and reduce discrepancies; – Articulate roles and responsibilities in order to position it as a knowledgeable and expert party; – Act as an influencer in the tourism sector in the destination; Take part in product development processes by boosting fund-raising and resource mobilization; – Integrate local communities in a participative process in order to assure a mutually beneficial relationship; – Promote a tourism culture in the destination and among its residents; – Secure alignments in the pursuit of its collective destination vision by signing agreements and partnerships with relevant stakeholders to ensure synergies and build stronger bonds among them from an inclusive perspective; – Formulate a strategic plan for the destination that takes full account of all stakeholders’ priorities and concerns; and – Once the strategy has been set, realize its validation by means of agreements and partnerships with all parties responsible for its implementation (public sector: different levels of administration may be involved, from national to regional and local levels; private sector: accommodation, transportation, etc.; academia, clusters, NGOs and representatives of local communities and residents). Strategic leadership is big challenge for Algeria’s NTO, it shall have a power to be in center of planning and acting, with good coordination and communication with all actors and partners, in that way tourism ministry as high tourism authority have to redistribute the roles in sector and give NTO more power and autonomy for destination management.

III-4. Challenge 4: Effective Execution: that mean (UNWTO, May 2019): “Effective execution of relevant destination management areas of responsibility, as well as clarity on the DMO’s roles in relation to other tourism organizations and the execution of the DMO’s agreed roles”. To

face this challenge, Algeria's NTO has to know and lead its duties and roles, and have the appropriate and necessary organizational structure and budget to be able to perform the tourism development policy. It is also important to direct such execution through a strategic plan, which may provide the framework and strategic vision, as well as specific operational plans that systematize for each management area actions, available resources and objectives. Algeria's NTO asked to change its position in tourism industry, and be a key partner, planner and executor to achieve and improve SDAT 2030 goals as important step to penetrate international competition and achieve UNWTO 2030 goals. The following activities are recommended to Algeria's NTO: -Strategic planning and destination positioning; – Regulation or participation in the regulation formulation process; – Implementation of tourism policies; – Market intelligence; Customer relationship management (CRM); - Integrated quality management and quality monitoring; – Crisis communication; -Innovation and entrepreneurship; -Digital transformation and ICT; and – Lead the way to transform the destination into a smart destination (UNWTO, May 2019).

III-5. Challenge 5: Efficient Governance: UNWTO (May 2019) define: “Efficient governance of the destination management system includes providing awareness and guidance for the industry on quality and excellence, promoting sustainable and responsible tourism and efficient and transparent corporate governance (e.g., financial, administrative and HR practices, speedy/flexible execution, performance monitoring, evaluation, management and others)”. Tourism governance can be understood as a practice of government that is measurable, aimed to effectively direct the tourism sector at the different levels of government through forms of coordination, collaboration and/or cooperation that are efficient, transparent and subject to accountability, that help to achieve goals of collective interest shared by networks of actors involved in the sector, with the aim of developing solutions and opportunities through agreements based on the recognition of interdependencies and shared responsibilities (UNWTO, 2013). Over the last decade, tourism governance has become a central issue and has been progressively included in tourism policies at all levels (national, regional and local). Besides, private and public sectors both need to participate in the formulation of tourism policy and regulations, as well as in the destination development if they wish decisions to be made inclusively and widely accepted by all actors in the tourism destination. As the level of decentralization from the national administration increases, DMOs

emerge as a pivotal reference at destination level, assuming a wider scope of responsibilities. Given the cross-cutting nature of tourism, a multifaceted and holistic destination management approach is central to ensure the competitiveness and sustainability of destinations (UNWTO, May2019). The adoption of the concept of governance in the tourism sector is linked to its adoption within the policies of the State, and the degree of transferability to good governance, with more transparency and participation in decision-making. This challenge to the role of tourism destination management organizations is one of the challenges facing governments.

IV- Conclusion: The transformation of the national tourism organizations which are concerned with marketing and promotion of the tourist destination to destination management organizations is crucial to cope with the continuous changes of concepts and visions in general and developments in the tourism industry in particular, the management of tourism destination is not easy, because of the efforts required to put plans and strategies, and ensuring coordination between different actors and partners, where DMO have to maintaining the same distance between them. The contribution of tourism destination management organizations to the achievement of the World Tourism Organization 2030 objectives is very important and central because of its characteristics that allow it to play a central role. The National Tourism Office of Algeria, as the government entity charged for the promotion of Algeria tourism destination, faces many challenges related to WTO 2030 goals which are: Transforming to DMO; Smart destination; Strategic leadership; Effective execution; and Efficient governance.

Preparing to face these challenges through the recommendations of the World Tourism Organization will allow it not only to achieve the World Tourism 2030 goals but also to promote the Algerian tourism industry. But NTO new roles in tourism industry development and 2030 vision is incomplete without reference to macro politic, and long-term strategic and vision and priorities of Algeria 2030. The limits of the study are linked to the holistic aspect of the challenges facing the National Tourism Office of Algeria, based on the guideline of the World Tourism Organization and the appropriate proposals to prepare and face these challenges. In future studies, the new roles that Algeria's NTO can play, and in which conditions to be able to transforming to a destination management organization.

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