Integral Tourism Destination Planning in the Cusco Valley

Mireia Guix - *Universitat Ramon Llull, Spain, mireia.guix@tsi.url.edu*

Zaida Rodrigo - *Universitat Ramon Llull, Spain, zaida.rodrigo@tsi.url.edu*

Ricard Santomà - *Universitat Ramon Llull, Spain, ricard.santoma@tsi.url.edu*

Xavier Vicens - *URBATUR, Spain, xvicens@urbatur.com*

ABSTRACT

Given the importance of sustainability planning and development issues in the tourism and hospitality industry, this paper applies the POTI (Integral Tourism Destination Planning) methodology, developed by GercInartur Consultancy in the Cusco Valley in Perú. In a context of an overcrowded north Cusco Valley in 2009 travel agencies, tour operators, tourists and local authorities initiated a search towards new attractions and diversification of the tourism supply. This report describes the features of the POTI tourism destination planning, as a methodology for leading destination management Planning processes, and analyses its application in the Quispicanchi Province in Peru.

The POTI Strategic Destination Planning process is guided by the belief that destination management is a shared responsibility: no single stakeholder group is solely responsible for generating impacts or preserving the destination's natural and cultural heritage. The aim is to develop meaningful experiences to travellers and improve the quality of life of residents. This study provides practical experience in partnership for destination tourism strategic plans under the responsible tourism approach. Key areas are community participation, local economic development, cultural and natural conservation, product development and strategic infrastructure planning.

Keywords: sustainable destination management, strategic planning, stakeholder management

INTRODUCTION

Effective destination management needs to be underpinned by an extensive on-going Planning process that considers the tourism environment and stakeholder interests and develops an appropriate strategic direction for the development of the destination. The three guiding objectives are: (1) to develop the province as a tourism destination, (2) a diversified, structured, quality and competitive destination that meets the needs of local people, their representatives and the national and International market, and (3) to respond the triple sustainability approach: a/ economic (products profitable for the local population and investors), b/ social (boost the human development of local communities by improving their quality of life, and c/ environmental (respecting the environment and resources to ensure the successful long-term activity).

The methodology starts with a comprehensive situation analysis, diagnosing the region to ensure understanding of the destination economic, cultural, social, environment and tourism context. Extensive stakeholder mapping and analysis is key to ensure the

connection with decision-makers. The tourism research includes a survey to travellers, tourism operators and local suppliers to identify general objectives, strategies and clusters and match these with the desired tourism development, considering any areas of sustainability.

LITERATURE REVIEW

Sustainable destination management

Destination management and planning are required to deal with the visitor's impacts and to optimize the use of the destination resources (Davidson & Maitland, 1997). Sustainable Tourism Destination Management focuses on the comparative advantage and competitive positioning of tourist destinations enhanced by their commitment to sustainable development principles and practices (Swarbrooke, 1999). The emphasis is placed on minimizing the negative impacts of tourism and preserving cultural and natural resources, while optimizing tourism's overall contribution to economic development in host communities. Sustainable tourism is essentially tourism based on the concept of sustainable development, in other words, tourism development that meets the needs of today without affecting the ability for future generations to meet their own needs. Naturally, it takes into account the three dimensions of sustainable development: the economic, social and environmental (UNEP, 2005).

The principles of Responsible Tourism appeared in the Cape Town Declaration (2002) as a response to the need to take responsibility for achieving sustainable tourism development. The purpose of Responsible Tourism is based on using tourism to create better places for people to live and better places for people to visit, in that order. This is a response to particular triple bottom line issues of concern locally. It is about addressing what we do individually and in collaboration with others to address issues that matter locally.

According to Goodwin (2011), Responsible Tourism also endeavours to make tourism an inclusive social experience. It is not unusual for access of natural or cultural heritage sites to be charged at prices which exclude those who live in the vicinity and yet do not cover the full economic costs of the tourist's visit.

Effective destination management needs to be underpinned by an extensive on-going Planning process that considers the tourism environment and stakeholder interests and develops an appropriate strategic direction for the development of the destination.

Stakeholder management

There is an extensive and growing literature on the role of stakeholders in destination development and management. Several scholars have identified the need to involve the different parties in successful destination management (e.g. Hunt, 1991; Jamal and Getz, 1995; Long, 1991; Donaldson and Preston, 1995; Sautter and Leisen, 1999; Fyall and Garrod, 2005; Fyall, 2011). Sautter and Leisen (1999) established the difficulties in getting all the stakeholders involved and argue that these complexities make planning harder for destinations. In a similar way, Ritchie and Crouch (2001 and 2005), Jamal, Stein and Harper (2002), Piggott, Morgan and Pritchard (2003) and Dinnie (2011), amongst others all agree that the key stakeholders have to be included to ensure

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the effective implementation of strategies. Stakeholders are an intrinsic part of tourism policy and planning and a focal point of interest in destination management. Different stakeholders hold different views, interests and power and understanding these dynamics is essential to effective destination management and planning. These sentiments are echoed by Hall (2000) as scholars therefore agree that DMOS have to harmonise relationships between the different stakeholders.

Palmer and Bejou (1995) discuss how the fragmentation of stakeholders makes destination management very complex as of course to be successful, destination planning must be a collective endeavour (Ritchie and Crouch, 2003). In the same fashion, Morgan, Pritchard and Piggott (2003) reinforce the need for a collaborative process among stakeholders. However, the practice makes this collaborative process difficult to embrace because as Buhalis (2000) indicates, the independent stakeholders look primarily to maximise their own benefits. Arguably, therefore a key challenge to destination management, even if the stakeholders are consulted, will be the tendency for many of them, especially if they are SMEs, to ultimately prioritise their personal benefits over the success of the destination strategies. (Dinnie, 2011; Fyall, 2011). Whilst different countries have different structures in most cases, the public sector and in particular, the local and regional governments will be more aware of the specific necessities of the destination (Ritchie and Crouch, 2003, 2005). Naturally of course, the local community play an important role in the tourism planning process of a destination. Jamal and Gezt (1995) indicate that all the actors who might be affected by tourism policies should be involved in the decision making process at an early stage. This is important to get the necessary consensus and the only way to capture what Gilmore (2002) calls the people's spirit.

METHODOLOGY

This paper applies the POTI (Integral Tourism Destination Planning) methodology, developed by GercInartur Consultancy. The three guiding objectives of the planning process of the methodology are: (1) to develop the province as a tourism destination, (2) a diversified, structured, quality and competitive destination that meets the needs of local people, their representatives and the national and International market, and (3) to respond the triple sustainability approach: a/ economic (products profitable for the local population and investors), b/ social (boost the human development of local communities by improving their quality of life, and c/ environmental (respecting the environment and resources to ensure the successful long-term activity).

The POTI methodology is aligned with the Responsible tourism guidelines from the Cape Town Declaration (2002) since it calls to all stakeholders to take responsibility for achieving sustainable development in the destination. The POTI methodology consists on the following seven interrelated phases ad focuses on a systematic approached as defended by Hall (2008).

Figure 1. POTI Methodology
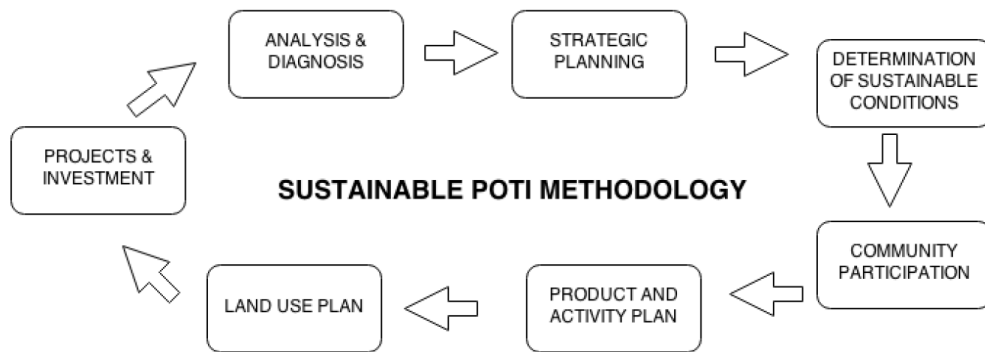
Source: Author compilation from GERC INARTUR

The methodology starts with a comprehensive situation analysis, diagnosing the region to ensure understanding of the destination economic, cultural, social, environment and tourism context. This is intended to know the area in which the planning will take place. There are two methods used to develop the analysis. Firstly secondary research from international, national and local stakeholders documents, including books, databases, journals and studies from governmental institutions, NGOs and tourism industry organizations. Secondly, primary research that includes the following:

a. Meetings and focus groups with local authorities. In this case, 2 meetings with the Association of the local authorities AMPROC, and 3 meetings with local authorities grouped by regions (valley axis, jungle axis and Andean axis).

b. Interviews with regional stakeholders: mainly NGOs

c. Qualitative face to face questionnaires to domestic and foreign tourists in the region: 1.210 tourists in the region of Cusco during September 2009 at the main destination arrival points as the airport and train station and main tourist attractions from Cusco and Quispicanchis (Tipon and Oropesa). The aim is to identify their profile, their information habits and product purchase as well as their degree of satisfaction with the various services and activities undertaken during their stay in the area. This survey had a sampling error of 2.87% and a confidence level of 95.5%.

d. Qualitative face to face questionnaires to travel agents: three quarters of the Cusco region travel agents (400 companies) in order to determine the existing offer, the potential for tourism development and the entry barriers for operators. From a list of 600 companies 400 were chosen based on its volume of business and specialization.

Subsequently the information is analysed to determine, as objectively as possible, what are the strengths, weaknesses, opportunities and threats for the region, being the results published in four major sections: Territory, Society, Administration and Management and Tourism Market. Since the purpose of this study is the tourist management, the topics are treated to draw conclusions what may be directly related to the future tourism development. The fourth section, the tourism market, fully consists of the analysis of the current tourism situation. The information and diagnosis highlight the basis for the formulation of specific objectives and strategic lines proposed thereafter.

The second stage of the study sets the specific goals and the tourism development strategy. The definition of the specific objectives requires the identification of strategic

lines. Once agreed, the required actions to implement are formulated. To guarantee the project implementation and management, the commitment of all stakeholders is paramount. Thus, at this stage, stakeholder negotiations on the future of the destination start, and a process of reinforcement of the decisions takes place. At this stage, the destination is conceptualized in terms of the core product and the core of the proposal to gain positioning with respect to the competition in the tourism markets.

Following from the above, the determination of the sustainable development conditions and the potential tourism resources are evaluated by both the project team and a specific group of experts from various disciplines. A total of 20 experts, ten aware of the resources and ten who do not know them are involved. The expert panel includes the following fields: education, economics, management and business management, tourism, cooperation, law, architecture, engineering, botany, biology, environment, anthropology, and crafts.

To evaluate the resources the following criteria is used: in the case of Cultural Resources: a) Surroundings evaluating the harmonisation with the local context), b) Local Singularity (level of authenticity and uniqueness), c) Regional Singularity (Level of authenticity and uniqueness in the country), d) History (Access to, Value and Usage of the historical attributes), e) Style (Harmonious architectural style) and f) Scale (Size or scope of the field).

In the case of Natural Resources factors used are: a) Wealth of Diversity in the landscape, b) Local Singularity (level of authenticity and uniqueness), c) Regional Singularity (Level of authenticity and uniqueness in the country), d) Texture of the landscape (Considering the size of its components, uniformity, order of the surface irregularities and density of the surface components, e) Colour, f) Average rating of influence and transformation of human activity on the landscape and g) Scale.

Each expert rates between 1 and 5 each factor for each resource, five being the value given to the best rating. The quality of each resource is obtained solving the following equation: $Q = aA + bB + cC + dD + eE + fF + gG$ where "a", "b", "c", "d", "e", "f" and "g" are the assessment of the experts who know the resources and "A", "B", "C", "D", "E", "F" and "G" are the values given by experts who do not know the resources. Then the highest score is equated to 1 and the rest are reduced accordingly. To set the Primary Hierarchy a number of factors outside the own resource are assessed since these can increase or decrease its tourism potential. The factors to be considered as a corrective measure are: the Connectivity Factor (physical accessibility), the Concentration of resources[1] and Accommodation and càtering concentration[2]. These decisions result in corrective value given by the project team.

Moreover, there is a factor defined as K, a constant derived from the cost of transporting the product to the customer. That is, in this case a function of the distance in time of flight between the originating market and the resource. When the target market of each resource is defined this factor is applied as follows: 1 (A maximum distance of 1 hour flight), 0.8 (Over an 1 hour flight), 0.6 (More than 3 hours flight), 0.4 (Between 6 and 9 hour flight), 0.2 (Between 9 and 12 flight hours) and 0 (More than 12 flight hours).

This process determines the importance of each resource in relation to the potential market. Thus this information roots the product and activities plan. However, before

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[1] Due to the disparity in size of the territory in which the different resources are located, this factor would incur to imbalances and distort the final assessment, thus its result in this case is not significant result. Therefore in the Province of Quispicanchi this correction factor is not applied since the total length is not related to the possible area visited by tourists

[2] For the same reason above, in this case the application of this factor is considered inefficient.

entering the product design stage this methodology includes the fourth stage of popular participation. The aim is to know the perception of residents towards tourism and their willingness to actively participate in the proposal process and its implementation. This participatory process is a fundamental condition for sustainability contained in this methodology. In the Quispicanchi case, three popular workshops are organized, one at each axis, with an overall participation of 500 peasants. The locals' perceptions are taken into consideration on the following stage of product development as another relevant factor and communities that were not willing to receive tourism on their land and the natural and cultural nearby resources were not included in the plan despite its tourism potential.

On the Product and activities plan, first the current tourism products of the destination are identified via internet search and tourism association interviews and evaluated. The connection with other tourism routes is studied to allow establishing the real starting point for the consideration of new proposals to monetise resources more intensively and attractively. The price structure of the products is evaluated along different pricing among the international, national and local suppliers. The products are planned according to a three phase development. Based on the issues to be addressed, the range of possibilities that can meet the various market segment demands, and the characteristics of the region, a portfolio of products is developed. The portfolio is segmented in phases according to the development of general and tourism infrastructure. This methodology, thus, accommodates the generation of products to the evolution of general and tourist infrastructure of the territory gradually accessing new types of visitors in a sequential process. Moreover, by managing the destination development by stages this methodology balances the tourism development with the preservation of heritage.

The Initial Phase focuses on market segments that the existing tourism offer is targeting, improving some aspects and increasing mostly incidence in subsequent phases as new infrastructures and equipment are created, which is followed by the Consolidating Phase, assuming completion of much of the infrastructure and facilities planned in the territory where also new routes and products are created in addition to those described in the Initial Phase. This Phase seeks to diversify expanding the offer by raising new routes and products with moderate investment on infrastructure and services. Thirdly the Final Phase is the culmination of the tourist destination structuring process. A set of accommodations and first class services are consolidated to improve seasonality requiring major investment on infrastructure and services.

After each phase the tourism development is assessed to detect possible imbalances created. Its long-term focus allows for amendments in the subsequent phases. The methodology does not deal with the specific heritage site management approaches, but does recommend monitoring to guarantee the long-term sustainability of its resources and, ultimately, of the destination. Moreover, this methodology confirms the need to engage stakeholders with the development of the destination, which, inevitably, must take into account its heritage.

The following figure summarizes the three phases and its consequences:

Figure 2. Tourism product generation strategy in Quispicanchi

Consequences

INITIAL PHASE. Flights leaving from Cusco. Nature, hiking and cultural activities.	Consolidate and improve the profitability of current flows.	Start the process of conversion and infrastructure development.
	Improve and enhance existing products.	
CONSOLIDATION PHASE. Diversification of the destination access points. Generation of radial excursions from the accommodation areas.	Extension of the tourist stay in the destination.	Incorporation of new access points to the destination.
	Quantitative and qualitative increase in demand.	
	Radial excursions of short duration (1d and 2d/1n) from Cusco.	
FINAL PHASE. Increase quality of accommodation and other services. Circuits with regular departures.	Incorporation of market segments with high purchasing power.	Comprehensive utilization of tourism resources at the destination.

Source: Author compilation from Guix and Pi, 2010b.

The following Phase is the Land Use Plan. It is designed as a set of studies related primarily to the planning discipline, where a system of physical interventions of urban character in the destination are proposed to offer support to a complex system of activities, experiences and tourism flows strongly interrelated and designed as a tourist cluster. This set studies are grouped into three main sections: a) Land occupancy model, b) Zooning plan and c) Regulatory concepts.

Firstly the model of territorial occupation is expressed in the graphic documentation of the Study as the Master Plan or Master Plan. It set this work for the first conceptually consistent in choosing the right section, multi- potential mode or manner of occupying the territory through an urban system, that mode must be inserted on the space POTI each and each urban apprehended and tangible elements that on them (roads and paths) with them (tourist services) or by them (equipment) is put into operation activities and travel experiences on the entire physical space of the destination with the features of a system or tourist Cluster.

Secondly the Zooning plan includes the necessary studies to determine the perimeters and boundaries of the unique natural areas that are currently protected or require special protection leading to the planning of the location of the different components and urban elements proposed in the model.

Thirdly, the Regulatory concepts study contains policy and management, through the definition of the scope of the Plan defining the different models and conditions for building the tourist facilities accompanied by formal and aesthetic references that enable the contextualization of new construction in urban and natural environments. Finally it proposes a set of guidelines applicable to the management of the Plan. The aim is to enable effective implementation of the Plan through the necessary coordination with tourism projects and legislation.

Finally the last phase included in the methodology is the development of projects and investment promotions. This phase aims to access the funding opportunities for the different projects of the three development phases, including both private and public funds.

ANALYSIS: CASE ANALYSIS

Context
Located in Peru, Quispicanchi is one of thirteen provinces in the Cusco region with an area of 7862.6 km^2. This is divided into three axis within an altitude of 336-6.372 m: the Vilcanota River Valley (14,9% province), the high Andean mountains (20.8%) and the basin of the Amazon jungle (64.3%) (Atlas, 1997).

In a context of an overcrowded north Cusco Valley in 2009 travel agencies, tour operators, tourists and local authorities initiated a search towards new attractions and diversification of the tourism supply.

Analysis and Diagnosis
The 64,82% of inhabitants live in rural areas. There are in total 124 rural communities (DRA, 2009). This number is in an evolutionary process of binding and cleavage thus varying the number of communities. The local communities inhabiting the area maintain their ancestral traditions while líving with the occidental world and Christian values (Mujica, E. Et al, 2012, p. 36). Only 24% of Quispicanchi's population can communicate in Spanish (concentrated in cities/villages) and 52,2% only speaks the native language –Quechua (UGEL, 2007).

The local administration of the Province of Quispicanchi politically consists of 12 districts, including Urcos, its capital. Each of these districts promotes local development of its territory, based on exclusive and shared competences conferred by the New Organic Law of Municipalities. The Municipality of Quispicanchi promotes the economic development of the Province and has developed a Concerted Provincial Development Plan 2008- 2018 (AMPROQ, 2008), which includes tourism references.

The following figure identifies the destination issues, impacts and possible solutions according to responsible tourism criteria from the Cape Town Declaration and data collection.

Figure 3. Current issues concerting tourism in Quispicanchi

ISSUE	IMPACTS	POSIBLE SOLUTIONS	PRORITY (1-5)						LEVEL
			COST	STAKEHOLDERS	HOST COMMUNITY	NATURAL/CULTURAL	VISIT EXPERIENCE	TOTAL	
SECURE PARTICIPATION OF LOCAL INHABITANTS IN THE DEVELOPMENT OF TOURISM									
Tourism training and Human Resources Management									
Lack of skilled population and local business organization. Deficiencies in training programmes –not tailor to suit the public. Poor management of tourism in rural communities	Local population has little access to tourism activity. Leads to serious problems within the community, between the community and the environment, and accelerates the process of acculturation.	Develop training Plan according to the needs identified in the Product and Activity Plan.	2	5	5	4	5	21	H
PROTECT LOCAL ENVIRONMENT AND CULTURE									
Environmental Management									
Pollution of the tourism resources. Degradation of towns environment and nearby areas. Environmental degradation in the jungle	Little ecological and environmental population consciousness. Lack of appropriate wastewater and waste treatment systems. Inappropriate land use, shaft mining concessions and mining activities in general (gas, oil, wood and metal material).	Increase awareness of environmental protection (tourists, local community and businesses) Implement strict policies for future tourism infrastructure developments, according to national legislation. Promote preserved areas	4 / 2 / 2	3 / 3 / 2	5 / 4 / 3	5 / 4 / 5	5 / 2 / 3	21 / 15 / 15	H / M / M
Tourism Product and Development									
Low quality products. Limited hostels and restaurant alternatives.	Uncompetitive products. Fierce competition with Cusco established products. Low variety of products	Product development in gradual diversification with infrastructure and skills. Training programme to upgrade quality. Encourage private investment	3 / 2 / 1	3 / 5 / 2	5 / 5 / 3	3 / 4 / 4	5 / 5 / 4	19 / 21 / 14	H / H M
CAPTURE TURISTIC FLOW ACCORDING TO THE PREVIOUS									
Responsible tourism Marketing & sustainable market									
Lack of consistent and coordinated marketing actions. Degradation of the Andean Environment due to irresponsible tourists and enterprises. Market imbalances: over-demand in high season and oversupply in low season	Difficulty to compete with other regions. Low expenditure market in Andean Area with no respect to nature and local culture. Inappropriate tourist behaviour. High seasonality	Prepare a Destination Marketing plan aligned with the regional and national marketing plans. Training to increase quality and price of products Diversification of products	3 / 3 / 1	4 / 2 / 2	3 / 4 / 2	3 / 5 / 2	5 / 5 / 5	18 / 19 / 12	H / H / M

Source: Compiled by the author from: Appendix 2 SWOT Analysis, ATLAS 1996, AMPROQ (2008), Guix, M. and Pi, M. (2009, 2010, 2011)

Analysis and Diagnosis

The communication image of Quispicanchi is a destination for tourism yet untapped; hidden. The tourism system consists of two clusters: The Cultural and the Ecotourism. The cultural cluster is divided into two subclusters: Food and History, while in Ecotourism there are three subclusters: Health, Active Tourism and Adventure Tourism.

The following Figure exemplifies the strategic lines of action proposed:

Figure 4. Quispicanchi province strategic lines
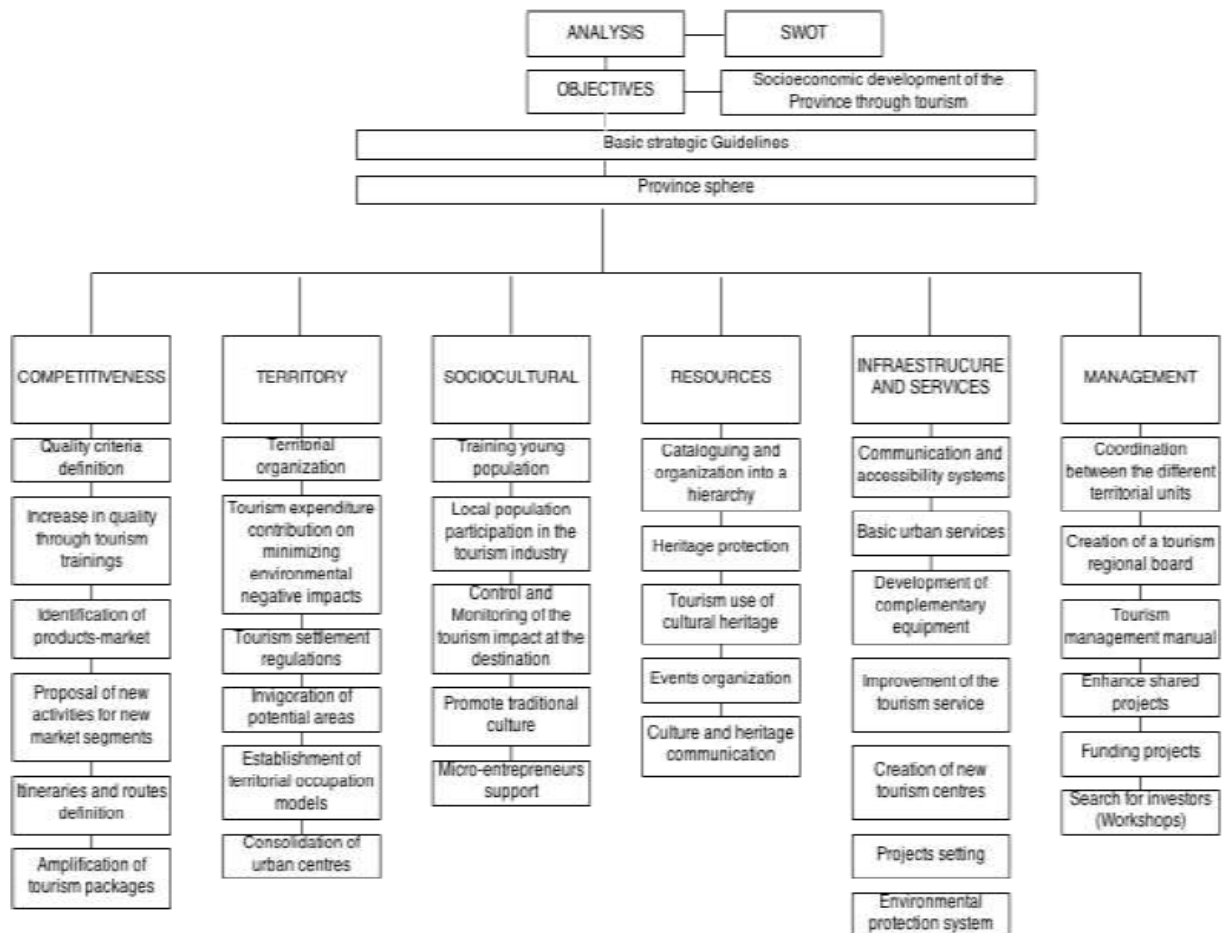
Source: Author compilation from case study, 2014.

Determination of the Sustainable Development Conditions

In the Province of Quispicanchi 68 resources are identified with different tourism potential. Each resource has a summary table that contains the major details as: name, type, size, location, weather data, demographic data of the place, accessibility, transportation, utilities, communications, accommodation, catering, other equipment, features, attractions, activities available, degree of current use, potential for exploitation, necessary interventions, priority for its use, level of investment, relative to other resources and risks of environmental and social impacts.

For example Quispicanchi possesses protected heritage with potential to attract local, regional and international tourists. There is the Pilgrimage to the sanctuary of the Lord of Qoyllurit'i that is an Intangible Cultural Heritage of Humanity (UNESCO, 2011) and Andahuaylillas Church, a National Cultural Heritage (INC, 2010) and contains three Regional Conservation Priority Areas; Ausangate, Marcapata-Camanti and Huacarpay

weatlands. The former is a RAMSA destination and on the other two endangered and autochthon spices have been discovered.

At this stage the popular workshops are organized as community consultation, participation, ownership and control are crucial to success and long-term commitment. Moreover third partly linkages are created between non-governmental organizations, enterprises, researchers and public organizations.

Products and Activities Plan

Firstly the existing Quispicanchi tourism products are studied. There are 31 national and international operators and travel agencies currently working in the area. At an International level the province is visited during routes through South America in circuits that span more than one country and have a certain thematic consistency, by geographic areas visited (Andes), for the type of activities performed (eg Trekking), or sociocultural aspects. The incidence in the province on all the circuits studied, is very low (an hour approx. Circuits 15 to 30 days). The most common combination is established with tourism in Peru and Bolivia, followed by Peru, Bolivia and Chile.

Secondly the product price is analysed. Serious imbalances are seen in the final prices of package tours depending on the purchasing country. For example the basic Ausangate Trekking of 6 day and 5 nights, with services of similar nature, ranges from 280-300USD/pax (local Ausangate region) and 640USD/pax (local Cusco operators) to between 800 and 1.000USD/pax (international operators). Although there can be assumed cost differences for some unique benefits the disparity is high enough to confirm the province is an emerging destination.

Thirdly, with the information gathered the products and activities plan is developed. Given the distinct geographical features of the region there is a diversification of tourist flows and market segments. Nevertheless it is necessary to highlight the issues to be addressed to achieve this degree of diversification; overcoming problems related to access, the current reality of their infrastructure and the limitations of these for development in the perspective of sustainable tourism. The products are proposed according to three development stages of tourist infrastructure, tourism facilities and promotion and marketing aiming to avoid imbalances in organizational processes and products that could create false expectations among potential visitors.

In total 31 products are designed, distributed as follows: initial phase (9), consolidation phase (13) and final phase (8). The first phase, focuses on the transformation of the supply, specifically on how to increase profitability of already existing tourist flows and how to raise the quality of services. This initial phase is of particular importance since it sets up the future of the tourism development in Quispicanchi.

The next two phases are the logical consequence of normal evolution, influenced by the usual tourist development of the sector demands. The Consolidation starts from the premise that the level of accommodation has been significantly expanded with a network of hotels in the area and their quality levels are acceptable for international market segments. The focus of this phase is the diversification of products both as a circuit and radial short trips from accommodation centres and complementary activities.

The Final phase is the culmination of the process of structuring the Quispicanchi Province with the consolidation of a set of upscale accommodations combined with the consolidation of activities and local heritage interpretation facilities that enable the creation of high quality alternative products and longer stays.

Land Use Plan

The Occupation plan includes the evaluation and proposal of the transports and communication systems, the accommodation offer, the supportive infrastructure (recreational, sanitary, sociocultural, religious, commercial and markets), tourism services and tourism infrastructure required to develop the destination with a programme to protect the historical and cultural heritage, along with the natural environment. Guidelines for edification are created in order to maintain the traditional architecture design in the future infrastructure.

Barriers to Fully Implement the Methodology

Most of the barriers are driven from the development stage of the country, and more specifically of the region. For example the determination of the sustainable conditions to develop tourism in the province was complicated due to the vast area, accessibility issues and unknown territory. The official maps from the Geography department were not updated and part of the Andean and rainforest region remained unknown for local authorities.

Moreover the province elections took place and even though during the previous electoral year the project team had approached the candidates several times to consolidate the project sustainability, the elected provincial mayor dismissed the project.

Despite these barriers, the documents have been transferred to the appropriate stakeholders to continue individually the proposals. The plan has been partially implemented as some participating stakeholders have actively contributed with their responsibilities. Local operators have adopted the development of some of the products proposed as new trekking routes or cultural itineraries that take into consideration the local population. The project has contributed to raise awareness of the area and several tourism cooperation development projects currently take place under the sustainability approach.

CONCLUSIONS

The research describes the POTI methodology for leading destination management planning processes and analyse its application in the Quispicanchi Province in Peru. From this case study the following strengths and weaknesses have been ifentified.

Figure 5. Strengths ans weakneses of POTI methodology

Strengths	Weaknesses
It promotes a deep understanding of the local situation by analysing the territorial needs	It does not take into account tourism resources outside the destination border defined.
It has a strong market focus allowing the creation of competitive products.	It overlooks long-term management aspects and assessment periods (e.g. monitoring its implementation). The inclusion of indicators is currently under development stage.
It takes account of broader economic, social and political processes	It assumes the participation of a fully committed government with the process, which is the ultimate responsible for the implementation of the strategic plan. And assumes the existence of a company responsible to assist the government during the strategic plan definition.
It is rooted on the triple sustainability agenda, resulting in a sustainable destination strategy.	The extensive on-going planning process needs revisiting when the destination conditions change (e.g. entrance of a new gas extracting company in the region). Nevertheless it serves of guiding tourism decision taking in accordance to the strategic lines defined.
It has a focus on local engagement, stakeholder management and collaborative governance.	It needs revisiting the determination of sustainable conditions, specifically the method assessing the physical, social and aesthetic carrying capacities of the resources.

Source: Author compilation from case study, 2014.

The project successfully developed local and international partnerships but failed on securing the support of the local authority in the implementation stage. Cooperation projects are partially developing the training identified to increase the tourism competències and skills of the local population.

Despite the uncertainty of the sustainability of the Plan, the process has managed to contribute significantly to community livelihood strategies, involving the communities with environmental protection, awareness and cultural empowerment. The costs of integrating tourism as a complement to community livelihood strategies are economically high, but are viable as a long term strategy if the difficulties of securing a sustainable market, skills development, spread of benefits in the community etc. are overcome. Quispincanchi has tourism potential, and if its future development actions respond consistently to a mission and vision the region will be able to overcome the pressures to balance conservation, dependency and sustainable profits to successfully market the area and to guarantee sufficient economic retorns to ensure long term pro-poor benefits from tourism.

Heritage sites located in the destination under a strategic plan generated with POTI methodology must follow the strategic lines, thus guaranteeing a sustainable development. The government is responsable for safeguarding and implementing the strategic lines to achieve the objectives set.

Due to the many negative effects identified on previous literature of community based tourism (CBT), the POTI restricts its development to communities near major attraction sites, with good accessibility, willingness to participate in tourism, and receive and implement specific training. This methodology supports the communities' integration in the tourism sector without substituting their traditional activities but incorporating them on the supply chain as providers of local products, workforce, etc. Future research could focus on a study of the conditions the CBT can consider successful and, thus, recommend a strategic destination plan.

The POTI recognizes the complexity of stakeholder involvement for guaranteeing successful destination planning. Thus, at an early stage (Analysis and Diagnosis) stakeholders are contacted and invited to participate in a collaborative planning process. Consultation and transparency decisionmaking are crucial for a long-term involvement of stakeholders. Even though stakeholders' goals can be opposed, the plan searches for win-win outcomes of the key stakeholders. Moreover, as the local or regional governments, depending on the planning area, are responsible for the plan, it favours a more holistic decision taking for the destination instead of the independent stakeholder benefits. To assist planning processes, a future research could address the need of developing and testing methodologies of stakeholder engagement.

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