

ВЕЛИКОТЪРНОВСКИ УНИВЕРСИТЕТ „СВ. СВ. КИРИЛ И МЕТОДИЙ“

НОВИ БИЗНЕС МОДЕЛИ В ТУРИЗМА

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СБОРНИК С ДОКЛАДИ

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MANAGEMENT MODEL FOR TOURIST DESTINATION PROMOTION

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Abstract

Tourism is an economic branch that may have serious impact on the economy of the developing countries. The growth of tourism is based on adequate tourist destinations, that need to be managed in a highly professional manner, which, to a large extent, can then help the way visitors experience the tourist destination. In particular, this paper makes an attempt to explore the promotion of the tourist destination. In this regard, the focus of the research is the communicological aspect. Subsequently, the paper offers a management model that includes the ways of communication and promotion of the tourist destination. It determines the methodology: methods of analysis, synthesis, observation and comparison, as well as the statistical method. Descriptive, interpretive, prognostic and output solutions are used as basic approaches. The outcomes point to the fact that, in terms of the current promotion, what has been done so far can be significantly improved and upgraded with more serious promotion aimed at positioning a tourist destination on the tourist market as attractive - by implementing the offered management model. Hence, the paper strongly recommends this evidence as a good example for boosting a tourist destination through managing its promotion. Furthermore, it urges the need for identifying effective framework for mitigating the up-to-date modest results and creating sound public policies. Additionally, the contribution of this paper lies in the fact that it enriches the poorly-developed empirical academic work within this scientific area.

Keywords: *communication, management, promotion, model, tourism.*

INTRODUCTION

In its core, a tourist destination is a travelling destination which attracts a high number of passengers or tourists. The World Tourism Organization (WTO, 1995, p.7) defines the tourist destination as “an important place which is visited during the travel”. The interest of the passengers in visiting these destinations usually lies in the historic places, the natural wonders, or, in monumental buildings and objects. Among all these forms of tourism, mountain tourism stands out because it is more advantageous compared to the others since it can be considered as mass, and alternative tourism (Maroudas et al. 2004). Some of the tourist attractions offer various activities or, even unusual experiences. The success of many tourist destinations around the world largely depends on the images held by potential tourists and their effective management (Sönmez & Sirakaya 2002).

One of the key elements of successful destination marketing is tourist satisfaction, which influences the choice of destination and the decision to return¹. Therefore, it is highly necessary the needs and the desires of the tourists to be taken care of, in addition to the attention for the information placed on the tourism market for a specific tourist destination. The tourism industry is highly competitive due to the globalization of markets and the rapid changes demanded by consumers (San Martín 2005). The specific features of the tourism market impose the application of a specific model for public relations in the tourism, that is, a developed strategy based on a high-quality tourist offer, which involves inclusion of all of the activities directed towards attracting tourists in a specific area. This could be done using marketing concepts and consumer-stimulation into buying certain products and offers throughout their travels in the country.

There is an implicit assumption that the marketing strategy is the most important one, but explicitly - it has to be recognized that the marketing can only be assessed and determined within the context of a declared tourism strategy². For a long-term maintenance of the vitality and the success of the tourist destination, it is necessary that the needs and desires of the guests are satisfied from the one side, as well as the requests from the society, from the other. This could be succeeded though a well-managed tourist destination. The tourist destination can be a particular resort or town, a region within a country, the whole of a country, or even a larger area of the globe³.

¹ Yoon, Y., & Uysal, M., An Examination of the Effects of Motivation and Satisfaction on Destination Loyalty: A Structural Model, *Tourism Management*, 2005

² Pike, S., *Destination marketing: An integrated marketing communication approach*, Elsevier, Oxford, 2008

³ Holloway, J.C., *The business of Tourism*, 7th ed., London Prentice Hall, 2006

As a result of the competitive market and the liability of the tourism to external influences in the destination management, the ideal structure of the planning should be flexible and dynamic, which is tightly correlated with the information planning coming from the remaining three functions: organization, management and control. This way, the tourist destination may hope that it will adjust to the social conditions and the market changes. The organization stage includes specifying the manner and the resources for execution of the planned activities, and for realization of more productive, effective and efficient results. Securing the support and inclusion of the three main groups of participants (government, tourist sectors and the local population) is necessary to organize the implementation of the plan for a certain tourist destination.

The guiding represents a system of legitimate influences to the individuals and the groups of interest towards a previously set up goals. In its core, the guiding is necessary to lie upon motivation, that is, upon the stimulation of the human resources towards achieving the expected results, as well as their coordination and the ability to make decisions. In the destination management, controlling, as the final stage, includes the grade for the manner of which the tourist destination ascertains the standards; how it assesses the real expectations; and, how it takes over the corrective measures when needed. This approach is valid for each tourist destination.

The paper incorporates three parts in its structure. Namely, it begins with the research methodology, which provides an explanation for the used research instrument – a questionnaire, followed by the description of the research, providing definitions of the general, and the specific hypotheses and their analysis. In addition, this part includes a management model for promotion of the tourist destination. The second part provides conclusions and recommendations as a result of the research. The paper is completed with the third part, which identifies the limitations of the same, and the possibilities for their future overcoming.

METHODOLOGY, RESEARCH AND DISCUSSION

Generally speaking, the paper applies a qualitative research approach. The research uses the methods of: analysis, synthesis, observation, comparison and statistics. The basic approaches include: description, interpretation, forecasting and outbound solutions. The research sets one general, and two specific hypotheses.

Testing hypotheses

Alternate hypothesis 1: Should the offer is continuously improved - the offer of a tourist destination based on its own natural predispositions will become an attractive tourist destination on the global tourist market.

Alternate hypothesis 2: Should the promotion of one tourist destination is intensive and based on the existing benefits, then, the destination may have a significant competitive advantage.

General hypothesis

Confirmation of the general hypothesis. By confirming the two specific hypotheses the general hypothesis was split into: If a tourist destination has extremely rich tourism resources to develop various forms of tourism, then, the developed model for managing the promotion of the existing and potential tourist resources will lead towards its fast and prospective development – and the same is automatically confirmed.

Management model for tourist destination promotion

The etymological meaning of the term “model” is derived from Latin, meaning “form”, or “measurement”, and implies a material and thoughtful reproduction of an original – an object, process, aspect, or opinion. The basic feature of the modeling methodology is unified in the theory and the scientific practice⁴. The management model for tourist destination promotion and public relations arises from: the data analysis obtained from the research done for this paper; the experienced practice and knowledge for promotion and public relation in tourism; the theoretical settings for promotion; as well as from the possibilities to apply, and the efficiency of the forms for promotion and public relations in the tourism.

The tourist destination for promotion and public relations is determined by the following: identification and valorization of the tourist product of the destination; appropriate institutional set-up, and organization of the tourism in the tourist destination; two-way, symmetrical model of the promotion and the public relations; identification of the strategic elements of the model for promotion and public relations of a tourist destination; strategic management with the tourism promotion and the public relations of the tourist destination; implementation of strategic and sub-strategic documents as part of the modeling when it comes to the tourist destination promotion and the public relations; changes in the tourism as a determinant for the changes in the promotion and the public relations.

⁴ Sheshic, B., Introduction to methodologies of the social sciences, Nauchna knjiga, Belgrade, 1982

a) Identification and valorization of the tourist product of the tourist destination, in order to obtain quality tourist products, in addition to attractive and motivational factors and offers – are the basis to start building on the image of the attractive tourist destination – the key in positioning the destination on the global tourism market. Each tourist destination is in a need to apply a contemporary concept for promotion and public relations, based on the advancement and innovation of the attractive and motivational factors of the destination; identification and valorization of the existing and potential tourist products; building the image (based on identity); defining the development priorities of certain tourist products, forecasting the growth of the tourism in the tourist destination in conditions of a speedy development and changing environment; improvement of the tourist offer; securing competitive advantage of the tourist product; vision for the future development of the tourist destination; product and tourist organizations; and, adjusting the tourism economy to the new market values.

b) The development of a tourist destination to an attractive one is directly dependable of the appropriate institutional set-up, which is considered a base for further development of the tourism economy. The singularity of the tourism development management on a macro-level, imposes the need for a special organization on that level. While doing so, the collaboration between the horizontally connected units: governmental sector – non-governmental sector – private sector – public-private partnership; and the vertically connected units: national level – regional level – local government. The key issue in the tourism is conditioned by the need for the existence of independent institutions – bearers of the tourist politics from one side, and the organizational form which would adjust the different interests of the subjects, from the other.

c) Creating a two-way symmetrical model of promotion and public relations applicable for the tourism of a certain destination through appropriate forms and instruments – may aid in attracting attention; creating a social image and credibility; increasing the placements, and decreasing the costs for promotion. Having in mind that the functions of the public relations mean operating, such as, daily operative planning from one side, and long-term strategical planning, from the other – a strategy for promotion and public relation of the destination's tourism is needed as part of the National Strategy for tourism development. To be more precise, one tourist destination may practice the following forms of promotion and public relation: media relations, marketing publicity, creating and maintaining the organization's identity, lobbying, overcoming critical situations, internal communication, customer-relations, consultancy, etc.

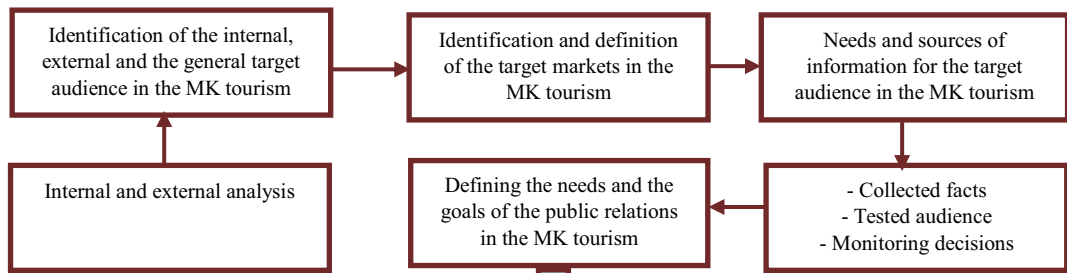
d) In the basis of the successful strategical communication management of a tourist destination, lies the advanced planning and compliance of the communication goals and activities, with the goals of the tourism. Therefore, an identification of the strategic elements of the management model for tourist destination promotion and public relations is necessary, as determined by the strategical development lines of the tourism in the country, by developing a public relations strategy (through implementing a complete project cycle) as part of the National Strategy for tourism development of a model - country, which would result from the modeling of the tourist destination's public relations. This would be much more effective should the same is based on the four-stages process of the strategical management.

e) The Management model for tourist destination promotion and public relations implies strategical management which unites the following stages: (1) defining the problem through research, (2) planning and creating the plan and the program, (3) taking over action and communication, and (4) program evaluation.

f) As part of the modeling of the tourist destination public relations, implementing of the strategic and sub-strategic destination documents is needed. When seeing the bigger picture of the tourism, and incorporating the essential issues (financial, material, organizational, professional, and the ones related to personnel) for tourist destination promotion and public relations as the basis for development of the tourism of the country the destination is part of. In addition, collaboration for connecting of the tourism economy with the scientific and professional public is needed.

g) The changes in the tourism are the key determinant for changes in the promotion and public relations, as a result, above all, the development of the tourism and services, the road and accessible infrastructure, human resources, environmental protection, investments, organization of the tourism economy, and the tourism awareness. The tough market competition, changes in the surrounding, adjusting to the new system of market value, and the change of the tourists' habits – all these elements severely impact on, and condition the change of the regular, traditional offer. The essence lies in the continuation of the life cycle of the tourist destination, the products and the services, that is, their existence and functioning.

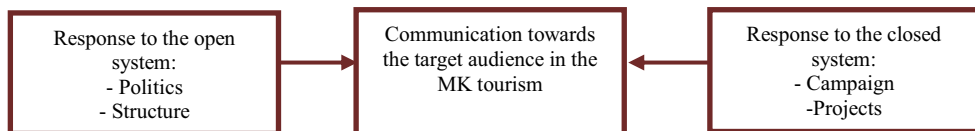
RESEARCH



PLANNING



ACTION



ASSESSMENT

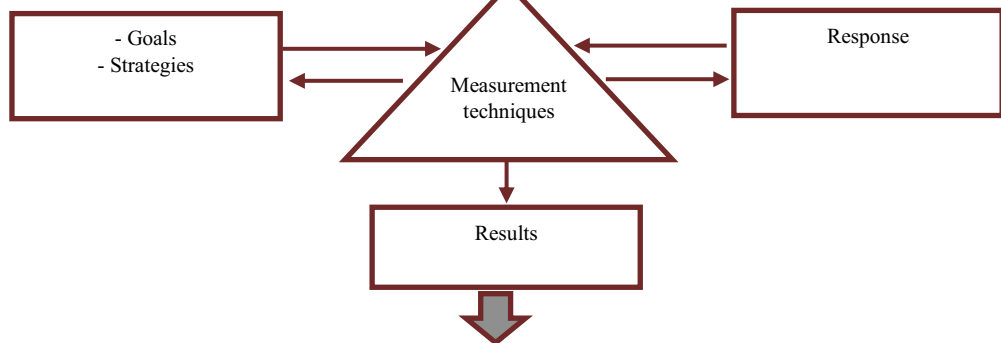


Figure 1: Management model for tourist destination promotion and public relations⁵

The foreseen changes in the development of a tourist destination shall cause changes in the communication strategies for promotion, and the overall tourism economy from one side, and the separate types of tourism in the tourist destination's country, from the other.

⁵ Adapted from Tomic, Z., Public relations, theory and practice, Synopsis, Zagreb – Sarajevo, 2008

CONCLUSIONS AND RECOMMENDATIONS

The research has showed that the tourist industry is in a need of a higher knowledge and implementation of the meaning and the role of a strategically developed and implemented promotion. The strategical management model for tourist destination promotion, as well as the tourist capacities and the potentials of the tourist destination, means increasing of the tourism income.

Hence, imposed are the recommendations directed towards the integrated approach in the process of creating and advancement of the tourist destination offer, based on a number of natural benefits. Only through a correct positioning of the tourist market can tourist revenue be enabled, and with it - the tourist income based on the visits paid to an attractive tourist destination.

LIMITATIONS AND FUTURE WORKS

The limitation of the paper is in the research and the way it reflects only on the tourist demand. In the future, the same can expand to the tourist offer (focus groups with managers of restaurants, hotels, travel agencies, managing personnel of institutions for tourism developments, etc.).

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