

ANALYSIS OF TOURISM MANAGEMENT SYSTEMS IN INDIVIDUAL COUNTRIES - OUTPUTS

In the initial phase of the project, a basic analysis of the tourism management system in individual countries was performed with regard to the classification of territorial units for public administration and from the NUTS point of view, standardized classification of territorial units in the EU for Eurostat and national statistical offices.

CROATIA

NUTS 2 - 2 cohesion regions

NUTS 3 – 11 regions



Source: www.czso.cz

In the last few years, the system of tourist boards in the Republic of Croatia (from 2015.)

consisted of 312 registered units, of which:

1 Main Office of the Croatian Tourist Boards,

20 tourist boards of counties,

- 10 Tourist boards of joint areas, (voluntary association of several smaller tourist boards which promoted one smaller geographical area)
- 116 city tourist boards,
- 149 municipality tourist boards,
- 15 site tourist boards,
- 1 island tourist board.

All the listed tourist boards have a common goal, but their tasks are different.

Local tourist boards (site, municipal and city) have the task of defining and positioning the tourist product of a particular tourist destination and presenting it on the market. Their task is also to print promotional materials, design and organize events, arrange green areas, hiking and biking trails, collect data on accommodation and catering facilities.

The task of the regional tourist board (county, area) is coordination and marketing. The highest level of tourist boards, the Croatian National Tourist Board has the task of uniting the tourist offer, promoting Croatian tourism abroad through representative offices and fairs.

Tourist boards are a system that has made a great contribution to the development of tourism in the past thirty years, but we can conclude that the system of tourist boards in the Republic of Croatia is too large. Therefore, today Croatia is in the process of transformation according to the tourism development strategy of the Republic of Croatia until 2020. The aim of the strategy is to rationalize the system of tourist boards and thus encourage the association of individual local (city/municipal) tourist boards on the principles of spatial functional and production integrity (island, rivieras, regions).

So the system of tourist boards would be transformed so that the main office would be turned into a national promotional agency, and regional and local communities would become regional and destination management organizations (RMO/DMO).

At the level of 10 tourist regions defined by the Strategic Marketing Plan of Croatian Tourism, RMO's will be formed for the city of Zagreb, central Croatia, Slavonia, Istria, Kvarner, Lika Karlovac, Dalmatia-Zadar, Dalmatia-Šibenik, Dalmatia-Split and Dubrovnik.

BULGARIA

NUTS 2 – 6 cohesion regions

NUTS 3 - 28 regions



Source: www.czso.cz

At national level the tourism in Bulgaria is managed by the Ministry of Tourism. It was created by the National Assembly in 2014. The management of the sector was given to different institutions since 1989, and before the establishment of the current ministry was prerogative of the Ministry of Economics, Energy and Tourism.

There are three levels of administrative authority involved in tourism planning and management. At national level tourism in Bulgaria is governed by the Minister Tourism. The regional governors implement the state policy on regional level, while the municipal councils and mayors of municipalities are bodies of local administration. The international level of tourism management relates to the membership of Bulgaria in different international organizations involved in tourism, such as World Tourism Organization (WTO), United Federation of Travel Agents' Association (UFTAA), International Air Transport Association (IATA), etc. Other organizations that take part in tourism management and planning are National Tourism Council, local, regional, national, professional and product associations which act as consultative institutions.

POLAND

NUTS 2 – 17 cohesion regions

NUTS 3 - 46 regions



Source: www.czso.cz

- Generally the structure of the national tourism management system consists of three levels:
- 1 organisation for national level - Polish Tourism Organisation (Polska Organizacja Turystyczna – POT)
 - 16 organisations for regional level – Regional Tourism Organisations in all 16 regions (Regionalne Organizacje Turystyczne – ROT)*
 - 124 organisations for local level – Local Tourism Organisations (Lokalne Organizacje Turystyczne - LOT) in every region (e.g. 14 in Małopolska region, and 8 in Kujawsko Pomorskie region).

In Poland there is a law on the Polish Tourism Organisation (Ustawa z dnia 25 czerwca 1999 r. o Polskiej Organizacji Turystycznej - Dz. U. Nr 22, poz. 249 z późniejszymi zmianami). This law creates the above mentioned system.

The regional tourism organisations have rather modest competencies. In the opinion of both many scholars and experienced specialists: it is the local government (mainly : municipalities with a county status and communes), who act as the real destination management organisation in the area, because:

- they are the local authority responsible for local investments, infrastructure, local taxes etc. (so they have the power to decide)
- they have resources (money and human capital) to implement their decisions
- they are members of regional organisations, so they can (at least partially) influence the operation of these organisations.

In our opinion it is crucial to include in our research both Regional and Local Tourism Organisations but also to include the local authorities that are included in the system of the Regional Tourism Organisations and maybe some other categories of entities as well.

TURKEY

NUTS 2 – 26 cohesion regions

NUTS 3 – 81 regions



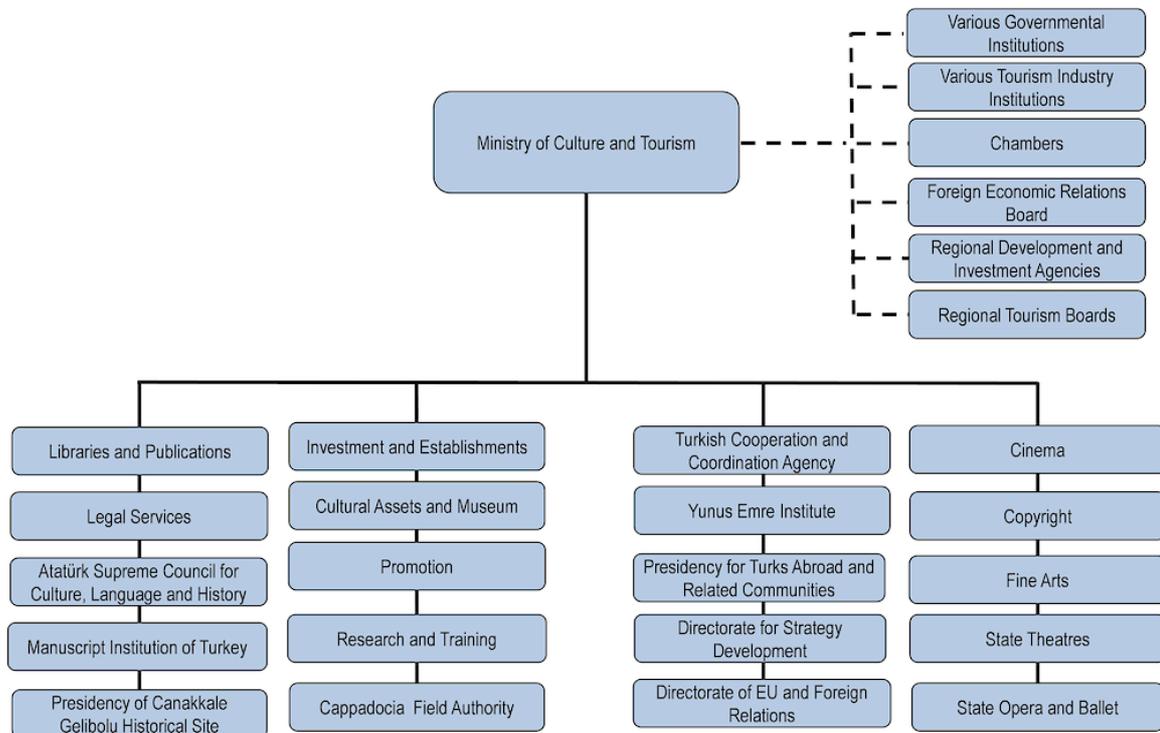
Source: [File:Map of the administrative divisions of Turkey.svg - Wikimedia Commons](#)

The Ministry of Culture and Tourism is responsible for tourism in Turkey, with a number of directorates covering activities relating to marketing, investment, training and the conservation of heritage and assets. Turkey also has 81 Provincial Culture and Tourism Directorates. The Ministry of Culture and Tourism has 46 Culture and Promotion Offices in 41 different countries, which undertake promotional and marketing activities, and cultural and art events to promote Turkey as a tourism destination. Other key ministries include the Ministry of Environment and Urbanisation, the Ministry of Food, Agriculture and Livestock, the Ministry of Economy, the Ministry of Development, the Ministry of Forestry and Water Affairs, and the Ministry of Transport, Maritime and Communications. Local administrations and municipalities also have responsibilities for tourism.

Several professional institutions and private sector associations work closely with the Ministry of Culture and Tourism on planning the future of tourism in Turkey and addressing specific issues. These include the Association of Turkish Travel Agencies, Touristic Hotels and Investors Association, Hoteliers Federation, Turkish Tourism Investors Association, the Tourist Guides' Association, and the Prime Minister's Investment Support and Development Agency. There are also many local associations throughout Turkey in the travel and tourism sector.

The Ministry of Culture and Tourism of Turkey organises a Tourism Council periodically with the participation of both central and local government representatives and private sector representatives,

The Tourism Strategy of Turkey-2023 puts emphasis on Tourism Councils to ensure coordination across the tourism industry at national and regional levels. Tourism Councils should support efforts for further diversification and continuous quality improvement of tourism products.



Source: <https://www.oecd-ilibrary.org/sites/f3b16239-en/index.html?itemId=/content/component/f3b16239-en>

Turkey does not have a state-level DMO - its creation is the goal of Turkey's new strategy. So far, this position is held by the Ministry of Culture and Tourism. At the local level, they have 81 "Provincial Culture and Tourism Directorates" that protect historical, cultural and natural heritage, diversify tourism and promote the region through cultural events, festivals and fairs in the regions - ie. they act as DMOs.

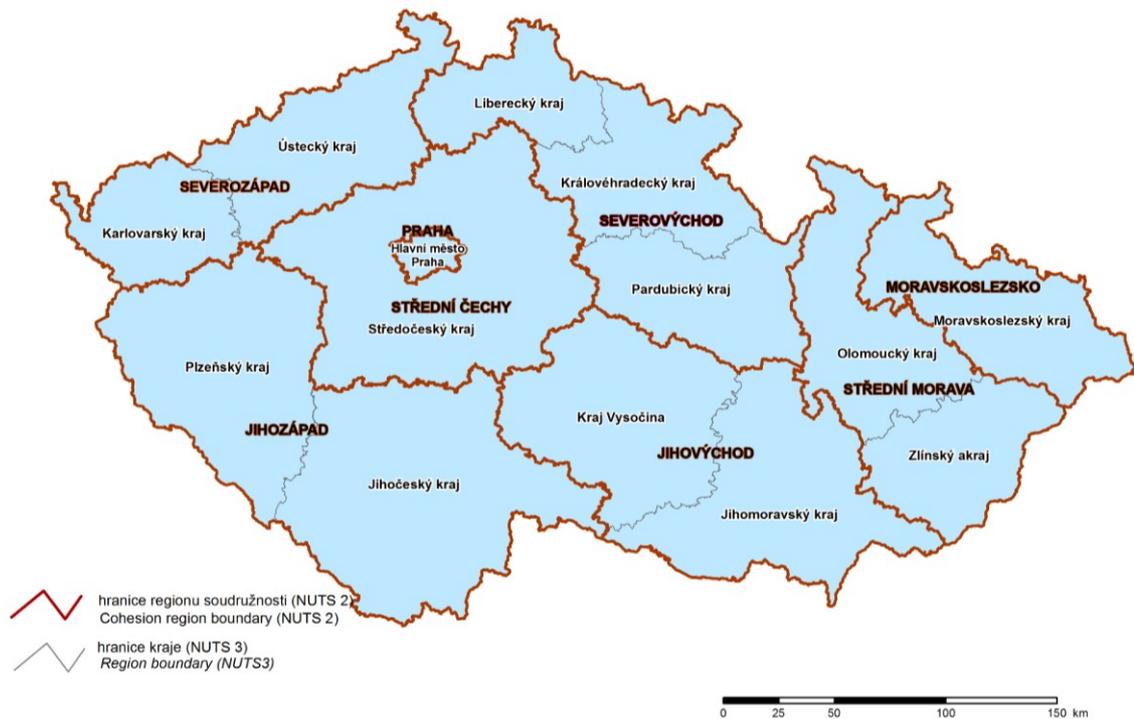
There are exactly 81 NUTS 3 regions in Turkey that coincide with the "Provincial Culture and Tourism Directorates".

CZECH REPUBLIC

NUTS 2 – 8 cohesion regions

NUTS 3 – 14 regions

Cohesion Regions (NUTS 2) and Regions (NUTS3) in the Czech Republic



The governing body of tourism in the Czech Republic is the Ministry for Regional Development and the national marketing organization - CzechTourism.

At the regional and local level, the establishment and operation of DMOs falls within the independent competence of regions and municipalities. A DMO may also be established by a non-profit organization or business entity

Due to the unification of the approach to tourism management at the regional and local level, the Categorization of Destination Management Organizations was introduced in 2017 in order to certify destination management organizations. Categorization primarily regulates the conditions for the establishment, focus and activities of destination management organizations.

To some extent, categorization replaces the Tourism Act, which would define competencies in tourism at the regional and local level.

Currently certified (2021):

11 DMO at the regional level

50 DMOs at regional level

8 DMOs at the local level

Local destination management organization - An independent legal entity operating at the local (local) level within the competence of a regional or county DMO. The organization is not established for the purpose of making a profit - the main subject of its activity is the coordination of tourism activities in its territory.

Regional organization of destination management - An independent legal entity operating at the level of a larger logical, culturally or geographically defined area, meeting the minimum conditions for its establishment. The organization is not established for the purpose of making a profit - the main subject of its activity is the coordination of tourism activities in its territory.

Regional Destination Management Organization - An independent legal entity operating in the field of tourism at the level of the region of the Czech Republic. The organization is founded or co-founded by the regional office according to the current wording of Act No. 129/2000 Coll., On Regions, and Act No. 131/2000 Coll., On the Capital City of Prague, not for profit - the main subject of its activity is coordination of activities tourism in its territory.

National Destination Management Organization - Czech Tourist Board - CzechTourism - An independent legal entity operating in the field of tourism at the level of the entire Czech Republic.

At the national level, competences in the field of tourism are established by law. At the regional and local level, competencies fall into the area of self-government. However, self-governing bodies are not obliged to establish DMOs. The DMO can be established by any legal entity at the regional, local or local level.

This fragmentation causes problems in the area of management efficiency and tourism support in the Czech Republic.

The aim of creating a unified management system is to introduce DMO certification. However, it is optional, so it is necessary to further enforce the creation of the Tourism Act.

LATVIA

NUTS 2 – 1 cohesion region

NUTS 3 – 6 regions



Source: www.czso.cz

STATE LEVEL

The Ministry of Economics (along with LIDA) cooperates actively with the regions of Latvia via 4 regional tourism associations. Cooperation with local municipalities and tourism information centres is also possible, if more detailed issues are to be resolved. In case of nationally important issues regarding tourism, a Tourism Committee of the Council of Latvian Economy is brought together which is represented by the tourism associations, regional associations and, where appropriate, tourism related associations. In questions related to specific tourism areas like travel agencies or accommodation, the Ministry of Economics cooperates with the specific sector associations. Tourism advisory Council of the Latvian Investment and Development Agency consists of the representatives involved in tourism policy implementation from ministries, municipalities, entrepreneurs, as well as representatives of associations and foundations. The main aim of Advisory Council is to promote the development of tourism and protect the interest of traders who provide travel services in national policy planning process.

The Ministry of Economics oversees the Investment and Development Agency of Latvia, which is responsible for the implementation of tourism policy as well as the promotion of Latvia as a tourism destination at both national and international levels. The main task of the Agency is the branding of Latvia as an attractive tourism destination on the international level.

REGIONAL LEVEL

Regional governmental institutions: Vidzeme Planning Region; Kurzeme Planning Region; Zemgale Planning Region; Latgale Planning Region; Riga Planning Region;

Local governmental institutions: 110 municipalities (counties) with local government and 9 cities with independent government;

From the political point of view all the documents are implemented in national context (excluding regional public transportation partly related to tourism system of access & connectivity).

Responsibility of municipalities involves the integration of tourism development (including the prospects of resort development resort areas) into the local policy planning documents. According to the local policy planning documents, municipality provides the measures for development of tourism (including resorts), provides the information on tourism opportunities, natural healing resources and resort services on its territory as well as the measures for the conservation and exploitation of tourism objects. Municipality participates in the establishment of tourism information centres, boards, points, provides funding for that. TIC's are mainly as structures of the municipalities or agency bodies of self-governments, much less based on private-public partnership / NGO basis. Many local-scale municipalities have organised tourism / entrepreneurship consultancy boards with regular meetings.

Most of the municipalities have tourism or marketing departments responsible for tourism policy implementation. They are responsible for city/town branding, information and communication on local and international levels. Many municipalities have their own tourism portals, like www.liveriga.lv, www.visitjurmala.lv, www.liepaja.trael, www.turisms.cesis.lv, www.visit.valmiera.lv, www.visitdaugavpils.lv, www.visitkuldiga.com etc.

CONCLUSION

All countries involved in the DEMINA project (with the exception of Turkey) have an umbrella body for tourism management and marketing and a developed development strategy at the national level. In terms of law, the country differs (eg the Czech Republic does not have a law on tourism). Strategic documents for the development of tourism at the regional and local level have been processed by the countries, but they differ in the way they are processed. Some strategies do not have goals set by the SMART method and at the same time do not contain a set of indicators that would measure the achieved results. Based on these findings as basic input knowledge, two questionnaires were built as the next step in the project.

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