

DICTIONARY OF SPECIFIC TERMS IN DESTINATION MANAGEMENT



Co-funded by the
Erasmus+ Programme
of the European Union

This training material was created by the team of the project "**DEMINA - Innovation and Continuing Education in Destination Management**", No. 2020-1-CZ01-KA202-078343, co-funded by the European Union Erasmus+ programme, K2 Strategic Partnerships. (www.demina.cz)

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

CONTENT

3E Principle

A

Accessible tourism / Accesible destination
Accommodation capacity
Artificial intelligence in tourism
Augmented reality/ virtual reality (ar/vr)

B

Banner blindness
Benchmarking
Benchmarks
Big data
Blockchain
Brand of the region /place branding
Branding process
Business tourism organizers
Business travel potential

C

Causal model for tourism
Central Product Classification (CPC)
Circular economy in tourism
Competitiveness in tourism
Culinary/Food Tourism
Cultural Authenticity
Cultural tourism development
Culture-led tourism
Customer orientation
Customer reward program

D

Data analytics
Destination audit
Destination management agency
Destination management network
Destination management operator
Destination management organization / company
Destination management process

Integrated marketing communications (IMC)
Internal (endogenous) resources
Internet of things (iot)
Interpersonal factors

K

Key elements of a tourism destination

M

Memorable road trips
MICE tourism
Micro-influencer marketing
Mobile technology/ cloud computing
Multiplier effect of tourism

O

Overtourism

P

Passive customer
Personalised communication
Promotion-mix
Purposeful marketing

R

Region branding
Region identity
Region image
Region vs tourism destination
Religious tourism organizers

S

Saleable destination
Sense of place
Short-form content
Smart destination
Social networking
Stakeholders
Strategic messaging

Destination management recognition
Destination management system
Destination marketing management
Destination stewardship
Digital destination management
Diversity

E

Educational tourism
Emerging economy destinations
Evaluation and appraisalment
Evening economy / night time economy
Experience economy
Experience tourism

F

Food / culinary tourism
Fragmentation
Future traveler tribes

G

Green destination management
Green travel maps

H

Health tourism
Heritage
Hybrid event

I

Image of place
Integrated destination management

Strategic planning and management of
destination
Sustainable action
Sustainable event

T

Total quality management (TQM)
Tourism cluster
Tourism destination competitiveness
Tourism destination potential
Tourism flows
Tourism income multiplier (TIM)
Tourism market
Tourism marketing: a collaborative approach
Tourism policy
Tourism supply and demand
Tourism value chain management
Town centre management
TOWS matrix
Travel intelligence
Travel itinerary
Travel technology
Travel trade professionals as brand
ambassadors

U

User generated content

V

VFR
Visitor-ready business

3E PRINCIPLE

The term 3E is a steady abbreviation for the principle of economy, efficiency and effectivity. There are three basic principles that must be observed for proper performance and financial management of public administration. However, we can also understand them as the general allocation principles of public expenditure. In short: it is an effort to do the right things (efficiency), in the right way (effectivity) and in as cheap as possible way (economy).

Many organizations are involved in the management of tourism destinations whose activities are financed from public budgets. Public administration also decides on financial support from public sources, without which the functioning of DMO is impossible or very limited. The principle of 3e must be observed by all who are authorized to manage public funds, ie not only public administration bodies, but also natural and legal persons. Within the EU, this principle is defined in the form of EU regulations and is implemented in the legislation of states in the form of a financial control Act. In practice, this means the need to comply with the purposeful, economical and efficient management of public resources, but also with private sources, which are spent on the development of the destination.

The principle of economy can be interpreted as an effort to minimize costs to ensure set needs and tasks with regard to maintaining their quality. Therefore, if the needs are not met, or the quality standard is not maintained, we cannot consider this principle to be followed. If the cost reduces the quality decreases and the resulting product does not fulfill the required/planned standard, the savings are only apparent. In fact, there will be non-economical use of resources.

The principle of effectivity can be defined as a relationship between input value and output units. Thus, the use of the source can only be effective in such a way as to maximize its output. This is the effectivity/productivity of expenditure. The second option for the application of the effectivity principle is to use the so -called cost effectivity, where the input value is decisive. The output that will require the lowest cost of implementation will be effective or will have the lowest return period. However, it is necessary to maintain the desired output quality for proper application of the effectivity principle.

The principle of efficiency is based on the need to use the resources correctly. To fulfill this principle, set goals must be achieved in optimal quantities, quality and time. Using this principle, we evaluate the results and compare them to the originally set goals, which best indicates the economic rationality of allocated sources.

The very principle of efficiency can be considered the most important, because when we assess whether it has been followed, we must also check the criterion of economy and efficiency of resources. The principle of efficiency evaluates the overall procedure and the result compared to the set goals. So we find out whether the results achieved have really fulfilled the global strategy goal in the required quality and with the correct spent (public and private).

When assessing processes in the European Model for Destination Management and Audit, it is important to follow standards for individual 3E principles simultaneously.

For process analysis, we have associated 3E principles with other methods. We use the BSC model to assess and evaluate efficiency, for efficiency a system of indicators linked to strategy and BSC, and for assessing and evaluating economy we use process, product and system audit.

ACCESSIBLE TOURISM / ACCESSIBLE DESTINATION

Accessible tourism is, easily said, about making travelling easy for everyone to enjoy tourism experiences. Making tourism more accessible is not only a social responsibility – there is also a compelling business case for improving accessibility as it can boost the competitiveness of tourism in Europe. Evidence shows that making basic adjustments to a facility, providing accurate information, and understanding the needs of disabled people can result in increased visitor numbers. There are an estimated 80 million people in Europe who have a disability. That is over 15% of the European population. Many of these people work, travel and lead an active social life despite their disabilities. We have to be mindful of the possibility of increased limitations appearing among people over 50 years of age due to health related issues. They can begin to have trouble walking, hearing or seeing. An ageing European population makes the number of people with increasing special needs. Around a fifth of disabled people report having difficulties in accessing transport, tourist attractions and venues. The tourism sector is not always prepared for providing service to clients with special needs. Vocational education and training in this field and complementary services e.g. transport, very often ignores the issues of clients with special needs or does not pay too much attention to them.

These facts are, or should be, at least a reminder and an impulse for every destination to see to what extent we can describe our destination as "accessible" and to what extent disadvantaged tourists feel comfortable and welcomed in our destination.

For better understanding of accessibility in Tourism, we recommend you to read New UNWTO user-friendly guide for destinations to implement ISO tourism accessibility standard –

<https://www.accessibletourism.org/?i=enat.en.news.2312>

ACCOMMODATION CAPACITY

The measure of accommodation stock at a defined destination. May be given by various different measures: e.g. number of establishments; number of main units within an establishment (e.g. rooms, caravan stances); capacity in terms of residents (e.g. bedspaces, Airbnb rooms or beds...).

ARTIFICIAL INTELLIGENCE IN TOURISM

Artificial intelligence, chatbots, and voice technology enable customers to undertake internet searches, digital check-in, access digital concierge services, voice assistants and smart rooms. This technology offers personalised, customised, on-demand service that facilitate seamless travel.

Artificial intelligence can help travelers plan trips, book flights, and get personalized recommendations. AI-powered features can also help airlines, hotels, and travel agencies update the cost of services in real-time.

AUGMENTED REALITY/ VIRTUAL REALITY (AR/VR)

Augmented reality systems show virtual objects in the real world. Uses in tourism can include replacing paper-based marketing and advertising materials, gamification and augmented visitor experiences in the destination, and travel assistants that guide users through complex public transport systems in real time.

BANNER BLINDNESS

Banner blindness is a phenomenon in web usability where visitors to a website consciously or unconsciously ignore banner-like information. A broader term covering all forms of advertising is **ad blindness**, and the mass of banners that people ignore is called **banner noise**.

The term *banner blindness* was coined in 1998^[1] as a result of website usability tests where a majority of the test subjects either consciously or unconsciously ignored information that was presented in banners. The information that was overlooked included both external advertisement banners and internal navigational banners, often called "quick links".

Banners have developed to become one of the dominant means of advertising.^[citation needed] Some studies have shown that up to 93% of ads go unviewed.^{[2][clarification needed]} The first banner ad appeared in 1994.^[3] The average click-through rate (CTR) dropped from 2% in 1995 to 0.5% in 1998. After a relatively stable period with a 0.6% click-through rate in 2003,^[4] CTR rebounded to 1% by 2013.^[2]

This does not, however, mean that banner ads do not influence viewers. Website viewers may not be consciously aware of an ad, but it does have an unconscious influence on their behavior.^[5] A banner's content affects both businesses and visitors of the site.^[3] The placement of ads is important for capturing attention. Use of native advertisements and social media is used to avoid banner blindness.

Source:

https://en.wikipedia.org/wiki/Banner_blindness

BENCHMARKING

Benchmarking can be named as a process of comparing performance and activities among similar organizations either against an agreed standard or against those that are recognized as being among the best.

Measuring performance against that of best in class companies, determining how the best-in-class achieve those performance levels and using this information as a basis for your own company's targets, strategies and implementation (Pryor, 1989).

In destination management, benchmarking can also be very useful and, unlike in a corporate environment, it is easier to identify the strengths and good practice of the destination being benchmarked.

BENCHMARKS

As benchmarks we can define reference or comparison points, which may include standards, critical success factors, indicators, metrics...

BIG DATA

More destinations will start using big data to shape content creation and create even more personalised messaging. Storytelling will still be one of the most effective means of content as travellers are more conscious and responsive to an emotional narrative. Big data can also enable DMOs to disperse tourists around the destination to not only reduce overcrowding, but to also show tourists the many other amazing places to visit outside of the well known hotspots.

“Using data in day to day marketing activities is soon going to be the new normal. The sooner marketers adapt and integrate this process, the better” - Blanca Perez – Turespaña

BLOCKCHAIN

Smart contracts, based on blockchain, can be used across the supply chain. Future gains would see user-friendly apps tailored for wide diffusion to tourism businesses of all sizes to enhance end-to-end user transparency

Decentralized payment system

Blockchain technology is poised to revolutionize the way we travel. The use of blockchain in tourism is going to provide a new experience altogether in the way we book travel tickets and hotel rooms, providing a seamless user experience. Blockchain enables transportation assets to be better utilized right from the planning to the travel stage. The primary application of blockchain in tourism is to enable secure, traceable payments. The first step in international travel is booking of flight tickets. This process is relatively easy in today's age. However, the process can be simplified even further using blockchain-based methods.

Secure payment

Blockchain uses cryptocurrencies like Bitcoin, which eliminates the need for using digital payment methods that rely on third-party payment apps.. The payment can be made between the two parties involved directly. This forgoes the need for a payment merchant altogether. The need for payment gateway companies like Visa and MasterCard may become obsolete because of blockchain technology. A future where a person walks into an airport and directly boards a flight without having to stand in queues for verification or even letting go of third party apps like Expedia to get the best deal will be possible because of blockchain technology. Blockchain-based payments will help minimize the time taken for the completion of payments. It will also facilitate payments for customers using autonomous cab services. Transactions are completed by deducting the amount automatically from the user's digital currency.

The world is developing very dynamically and all sectors of the economy are responding to this transformation. And tourism is no exception, constantly increasing its digital "footprint" and using new technologies.

Blockchain technology is a very valuable tool in this context, the potential of which is now being explored and used by tourism professionals around the world. But what is it really about? Is it just a buzzword, or does it have a real impact on the sector?

Wide usage

The reality is that blockchain offers a wide range of exciting opportunities in the tourism sector. First of all, the use in payments in the form of cryptocurrencies is obvious. As a result, transaction costs can be kept to an absolute minimum.

Technology can also positively affect the somewhat stagnant loyalty program market, which still seems to be lost in the old habits of the previous decade in the area of rewarding customers. The possible implementation of cryptocurrencies in company loyalty programs could give them a new dimension, as they are decentralized and change based on demand. Customers can thus influence how much they will be rewarded for their loyalty.

The technology could also be widely used to facilitate the storage and verification of customer data, as well as to support online travel platforms that could benefit from reducing the number of intermediaries and thus transaction costs. As a result, companies can increase sales and generate higher profits. Finally, there is also room for non-fungible tokens (NFTs), which have been growing rapidly in popularity over the past few months. NFTs could represent airline tickets or coupons of the future and could be used for a wide range of activities, from boarding a plane to purchasing various types of goods.

Who is the most progressive?

So we found that blockchain technology has great potential and offers a wide range of opportunities in the tourism industry. However, there are many companies that have already started working in this direction.

Airlines generally seem to be the most progressive in the industry. For example, companies such as Norwegian Air or AirBaltic have started accepting payments in cryptocurrencies. Northern Pacific Airways, which is due to start operations this year, wants to reward its customers with tokens that will be redeemable for free flights and other benefits. More prominent names in the field, such as British Airways, Lufthansa or Air France, are also studying moves in this direction, with the latter testing a blockchain-based application for submitting Covid-19 tests and vaccination certificates. Other companies using the technology include Expedia, which also accepts payments in cryptocurrencies, or, for example, Lynkey, a company operating in the luxury tourism sector, which has started to implement NFTs in its business model.

It is clear that the implementation of this technology is still in process, but the potential is huge and stakeholders in the tourism sector are well aware of this and definitely want to take advantage of it in the long term.

Sources

<https://www.tourism-review.cz/technologie-blockchain-a-cestovni-ruch-vyhličky-news12511>

<https://www.allerin.com/blog/how-blockchain-can-transform-tourism>

BRAND OF THE REGION /PLACE BRANDING

A network of associations in the consumers' mind based on the visual, verbal, and behavioral expression of a place and its' stakeholders. These associations differ in their influence within the network and in importance for the place consumers' attitude and behavior". (Zenker & Braun, 2017). Place branding means the application of the "brand" and "branding" concepts (originating from business) to place (e.g. region, city) management. "Place branding is considered a component of managerial approach to city development" (Florek et al., 2021)

The image of a place is its most valuable asset, that it is tremendously important, that it is possibly the most significant determinant of its ability to trade profitably and effectively and happily in the global community and yet at the same time that image is a thing over which it has virtually no direct control or even indirect influence. (Anholt, 2010) Branding was initially used to differentiate products and add value to companies, but since tourism boomed and it became accessible to everyone, destinations started competing against each other to attract more tourists and to increase its revenue. The essence of destination branding is based on its personality, made of all the intangible elements that give a place a character, also on the fixed environments (like the architecture, geography...) as well as the services and entertainment provided in the destination and the culture, which includes language, music, food and many others. Ritchie et al. (1998) provided the following definition of a destination brand: A name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience.

BRANDING PROCESS

The **branding process** is the systematic approach used to create, communicate and strengthen the destination brand.

BUSINESS TOURISM ORGANIZERS

Business Tourism Organizers are a type of a stakeholder operating at the supply side of tourism i.e. creating the tourism offer. These entities focus on business tourism. Tourism organizers create new tourist offers, meeting the needs of potential tourists, but also facilitate the functioning of other entities on the supply side of the market by creating a special utility. Their most important function in terms of tourism demand, however, is the creation of new forms of tourism and the promotion of new tourist destinations, hitherto unknown or unrecognized on domestic markets. They include organizers active in the MICE (Meetings, Incentives, Conferences and Exhibitions) sector, including e.g. organizers of great conventions. Depending on local potential (including local infrastructure) the business tourism may play an important role in certain cities / regions. (Panasiuk, 2006) (Brańka, 2018)

BUSINESS TRAVEL POTENTIAL

Business travel is travel undertaken for work or business purposes, as opposed to other types of travel, such as for leisure purposes or regularly commuting between one's home and workplace.

Main Reasons for business travel are:

- **Networking.** A handshake followed by a face-to-face chat is still the best way to meet and get to know someone – much better than Skype calls or reading dozens of emails and text messages. You may also want to personally show your leadership skills.
- **Examples & samples.** You may need to take examples or samples of your work or see examples or samples of something you're considering investing in. Explaining something – such as a product or service you offer – while with someone and actually seeing they understand is much better than any other way.
- **Be personal.** You want to meet suppliers, customers or clients to take them for drinks and a meal and personally give them a gift as a way of showing your gratitude. You want to show them that they are worth the time that it takes to make a personal visit.
- **Check conditions.** You prefer to visit suppliers to see everything looks fine. For example, someone having T-shirts made wants to see the conditions for workers are good. Or you are supplied food products and want to see where it grows and the facilities where it's produced and packaged. These conditions can never be properly assessed through a flat screen.
- **Location location location.** Your company may have offices in various locations and it's helpful to visit so you know the environment. Or you may need to inspect something for work purposes, such as a plot of land you're interested in.
- **Attending meetings and events.** You need to attend a meeting, lecture, exhibition or show that's relevant to your business.

- **Search the world.** You want to look for or confirm new products are right for your business. You want to meet potential new suppliers or employees.
- **Doing a deal.** Business advisers Oxford Economics discovered through research that potential customers are nearly twice as likely to sign with you if you have a face-to-face meeting. So it's definitely worth making that trip to see them.
- **Incentives.** These trips are to motivate employees, and involve such as going on team-building weekends – which although might involve a leisure event are essentially for business purposes.

CAUSAL MODEL FOR TOURISM

A framework for classifying the causal effects of tourism demand seasonality, linking between season effects (interseason) with within season effects (intra-season). The literature has typically investigated the causes of tourism demand seasonality as isolated static factors, mostly ignoring the possibility of interseason and intra-season impacts. There are many studies contributing to the topic by providing a system of categorizing the drivers of tourism demand seasonality, by introducing additional causal factors, and by using an alternative seasonal smoothing technique. The methodology mostly includes data decomposition, panel unit root tests, and instrumental variable regression, distinguishing between peak and shoulder seasons. The findings, based on a case study, identify vigorous–irregular and moderate–irregular factors being the most prominent drivers of tourism demand seasonality, which could assist in specific policy recommendations for more sustainable management of tourism demand seasonality.

Source

*Jorge Ridderstaat, Robertico Croes: **A framework for classifying causal factors of tourism demand seasonality: an interseason and intra-season approach***
First published april 15, 2020 research article, <https://doi.org/10.1177/1096348020912452>

CENTRAL PRODUCT CLASSIFICATION

The Central Product Classification (CPC) constitutes a complete product classification covering goods and services. It is intended to serve as an international standard for assembling and tabulating all kinds of data requiring product detail, including industrial production, national accounts, service industries, domestic and foreign commodity trade, international trade in services, balance of payments, consumption and price statistics. Other basic aims are to provide a framework for international comparison and promote harmonization of various types of statistics dealing with goods and services.

Source:

<https://www.unwto.org/glossary-tourism-terms>

CIRCULAR ECONOMY IN TOURISM

Circularity represents a strategic approach for the tourism sector, notably from the point of view of minimizing its environmental impacts, including waste and pollution as well as CO₂ emissions, given the potential of a circular economy to decouple economic growth from resource use.

For tourism businesses, the circular economy can bring competitiveness, not only in connection with opportunities for innovation, differentiation and the diversification of income streams, but also as government and investors are increasingly looking at ESG policies.

For tourism destinations, the **circular economy offers the opportunity** to enhance the **sustainable development impacts of tourism**, generating wellbeing for the local population through the creation of **new jobs and more inclusive local** value chains, thus creating a virtuous circle between businesses and territories.

For tourists, the circular economy brings an opportunity to leave a positive footprint, to travel with purpose, and can lead to multiplier effects when it comes to the transformation of the whole tourism ecosystem through behaviour change.

The extensive and transversal value chain of tourism offers numerous opportunities to think how can we make longer, better, more circular use of the materials and products that we utilize to deliver our service, creating value and partnerships, and bringing landfill waste as close to zero as possible. Successfully transitioning to a more sustainable and resilient tourism model through the application of circular economy principles will depend on active public private collaboration and partnerships, inter-governmental cooperation, effective policies and policy instruments and financing.

Source:

<https://www.unwto.org/sustainable-development/circular-economy>

COMPETITIVENESS IN TOURISM

Tourism competitiveness is a key issue for governments and destinations seeking a competitive edge in the ever-changing global tourist industry. The relative competitiveness of tourism sites influences their performance in global marketplaces (Sedlacek et al., 2022). Attracting tourists to locations has gotten more difficult as global tourism market growth has slowed and market shares have shifted. As a result, the tourist competitiveness of locations has received more attention. The strength or capacity of a place to give a great experience to tourists is at the heart of tourism competition (Zeng et al., 2022). The issue of tourism competitiveness is critical for countries that want to monitor and perform effectively in the global tourism sector. Understanding a country's tourism competitiveness is critical for policymakers and a significant task for professionals in producing evidence to support decision-making.

CULTURAL AUTHENTICITY

Cultural authenticity in Tourism means ensuring the appropriate dreaming stories, spiritual beliefs, history, ceremony and art is attributed to the relevant area.

Correctness is very important in this case - unfortunately we can still encounter destinations and places where cultural and historical heritage attributes are misinterpreted or artificially imported. Often this concerns historic local customs and traditional events, traditional cuisine, traditional food production, crafts, etc. 'Artificial traditions' may work and bring visitors for a while, but in the long run they certainly do not improve the image of the place.

CUSTOMER ORIENTATION

Customer orientation is a business approach that puts the needs of the customer over the needs of the business. Customer-oriented companies understand that the business won't thrive unless it consistently improves customer focus. It's a way of thinking that aligns your business goals with your customers' goals. One of the many CO definitions says that "customer service shouldn't just be a company department, it should be the entire company." (*Tony Hsieh*)

Building a customer-oriented culture means recognizing that customers are the business. This is valid for any company and as well for any destination.

- ✓ Companies (and destinations too, of course) that understand customers' needs and expectations have 55% greater customer retention.
- ✓ The cost of retaining a customer is 5x lower than acquiring a new one.
- ✓ Existing customers are 50% more likely to try new products
- ✓ Loyal customers spend 31% more than new ones

CUSTOMER REWARD PROGRAM

A customer reward program is a customer retention strategy that repeatedly encourages customers/visitors to buy products and services in your destination. To make this strategy effective, you must recognize their role and reward them accordingly to approve of their consistent participation.

CULTURAL TOURISM DEVELOPMENT

Tourism is an excellent way to encourage and provide access to cultural heritage, but it also brings with it challenges related to overcrowding, cultural appropriation and the loss of authenticity. Tourism brings money and jobs to cities and regions, but it can also damage residents' day-to-day lives, as well as the area's culture and heritage.

Cultural tourism - defined by the UNWTO as tourism centred on cultural attractions and products - is one of the fastest-growing segments of the tourism industry, accounting for an estimated 40% of all

tourism worldwide. It intersects with heritage and religious sites, crafts, performing arts, gastronomy, festivals and special events, among others. Countries around the world are harnessing their unique mix of tangible and intangible heritage and contemporary culture to boost economic growth and sustainable development through cultural tourism, which can lead to job creation, regeneration of rural and urban areas, and the protection of natural and cultural heritage. Cultural tourism is a continually evolving sub-sector, which continues to be transformed by changing lifestyles, burgeoning forms of culture and creativity, and traditional and digital innovation. It has also become an increasingly complex phenomenon - taking on greater political, economic, social, educational and ecological dimensions.

Given the possible negative effects of over-tourism and its impact on cultural heritage, some local communities and heritage experts have at times opposed tourism and its associated development.

Involving local communities and other stakeholders in the decision-making processes is key to ensuring results benefit both cultural heritage and the local population. The objective of sustainable cultural tourism is to ensure good conservation practices along with authentic interpretation that supports the local economy.

The pilgrimages, fairs and festivals, customs, and rituals are the main components of culture, and they are enormous. Traditional foods and beverages and arts and crafts are also abundant, which can assist in tourism development.

Efforts aimed at promoting cultural tourism destinations should build on the diversity of cultural sub-sectors, including cultural and heritage sites, museums, but also the creative economy and living heritage, notably local practices, food and crafts production.

Sources:

<https://culture.ec.europa.eu/cultural-heritage/cultural-heritage-in-eu-policies/sustainable-cultural-tourism>

https://link.springer.com/chapter/10.1007/978-3-030-58854-0_3

<https://www.unesco.org/en/articles/cutting-edge-bringing-cultural-tourism-back-game>

CULTURE-LED TOURISM

Culture-led tourism – type of tourism in which the tourists arrive to the destination in order to use the cultural resources of the place. “Many people associate cultural tourism with art. (...) Among the institutions and phenomena that meet the needs of art reception, there are those of a material nature, such as monuments, museums, theaters, philharmonics, temples and others, and those of an intangible nature, such as customs (e.g. weddings), and traditions (e.g. traditional dishes) etc., i.e. the culture of the community living in a given destination”. (Niemczyk, 2012, p. 93) This type of tourism relies on history of the place and it’s heritage, both in terms of objects, local customs, food, events.

DATA ANALYTICS

In the digital era, consumers and businesses alike are in perpetual generation of new data. The capacity of businesses to use data drives new business models and productivity. Data analytics can

predict customer preferences and channel consumer purchasing behaviour. It is also used for revenue management and to employ dynamic pricing. Employees of SMEs must develop skills to be part of this data driven ecosystem and issues of privacy, data sharing are key concerns of government.

DESTINATION AUDIT

Audit

Auditing is defined as the on-site verification activity, such as inspection or examination, of a process or quality system, to ensure compliance to requirements. An audit can apply to an entire organization or might be specific to a function, process, or production step. Some audits have special administrative purposes, such as auditing documents, risk, or performance, or following up on completed corrective actions.

The three different types of audits

ISO 19011:2018 defines an audit as a "systematic, independent and documented process for obtaining audit evidence [records, statements of fact or other information which are relevant and verifiable] and evaluating it objectively to determine the extent to which the audit criteria [a set of policies, procedures or requirements] are fulfilled."

There are three main types of audits:

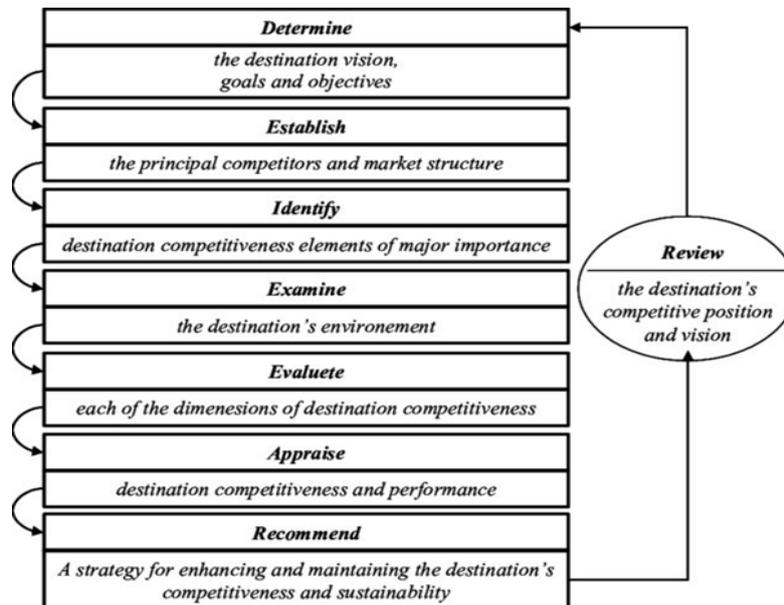
- **Process audit:** This type of audit verifies that processes are working within established limits. It evaluates an operation or method against predetermined instructions or standards to measure conformance to these standards and the effectiveness of the instructions. A process audit may:
 - Check conformance to defined requirements such as time, accuracy, temperature, pressure, composition, responsiveness, amperage, and component mixture.
 - Examine the resources (equipment, materials, people) applied to transform the inputs into outputs, the environment, the methods (procedures, instructions) followed, and the measures collected to determine process performance.
 - Check the adequacy and effectiveness of the process controls established by procedures, work instructions, flowcharts, and training and process specifications.
- **Product audit:** This type of audit is an examination of a particular product or service, such as hardware, processed material, or software, to evaluate whether it conforms to requirements (i.e., specifications, performance standards, and customer requirements).
- **System audit:** An audit conducted on a management system. It can be described as a documented activity performed to verify, by examination and evaluation of objective evidence, that applicable elements of the system are appropriate and effective and have been developed, documented, and implemented in accordance and in conjunction with specified requirements.

- A quality management system audit evaluates an existing quality management program to determine its conformance to company policies, contract commitments, and regulatory requirements.
- Similarly, an environmental system audit examines an environmental management system, a food safety system audit examines a food safety management system, and safety system audits examine the safety management system.

Sources:

<https://asq.org/quality-resources/auditing>

Destination Audit Scheme



Sources:

<https://www.researchgate.net/publication/228436175> The performance of a tourism destination on Who manages the destination Who plays the audit role/figures?lo=1&utm_source=google&utm_medium=organic

DESTINATION MANAGEMENT AGENCY

A destination management agency is an enterprise that manages a range of products and services at a popular travel destination. Put very simply, they're the companies that make travel experiences work.

Travel or tourist agencies specialize in transport and accommodation packages that may include tours or excursions offered by the tour operators. Destination Management Agency, on the other

hand, offers a much wider scope of travel products. They position themselves as the only point of contact for the client

DESTINATION MANAGEMENT NETWORK

Destination Management Network offers the unique benefit of a single access point to unsurpassed local knowledge and expertise across many destinations

DESTINATION MANAGEMENT OPERATOR

A destination management operator is an enterprise that manages a range of products and services at a popular travel destination. Destination Management Operators are usually smaller, local organizations that have been on the ground at a destination for years. They bring crucial local knowledge and experience to a travel enterprise, giving international partners the insight they need to create safe and exciting products.

There is difference between tour operator and destination management operator. In short, the tour operator creates products for a mass market where the main objective is sales volume with limited customer service. On the other hand, the local integrated travel agencies or destination management operators have a specialized approach by niches and provide personalized attention, and customer satisfaction is their principal objective

DESTINATION MANAGEMENT ORGANIZATION / COMPANY

Organization, which coordinates the many constituent elements of the tourism product; provides visitor services and the necessary information structure to market the destination in a most democratic way to enhance residents' well being.

Tourism organization in charge of promoting the assets of a destination and creating brand awareness in order to attract visitors, who will dynamize the economy with their expenditures.

An organization that normally is under the jurisdiction of the local, regional or national government and have political and legislative power as well as the financial means to manage the destination's resources rationally and to ensure that all stakeholders can benefit in the long term

Public or public-private entity whose aim is to foster, plan and coordinate the tourism development of a destination as a whole.

Sources:

Tourism Knowledge Destination, Wolfram Höpken (University of Applied Sciences Ravensburg-Weingarten, Germany), Matthias Fuchs (Mid-Sweden University, Sweden) and Maria Lexhagen (Mid-Sweden University, Sweden) <https://www.igi-global.com/dictionary/destination-management-organization-dmo/34186>

DESTINATION MANAGEMENT PROCESS

Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

DESTINATION MANAGEMENT RECOGNITION

The identification of certain tourism destination as having been previously seen, heard, known, etc.; the perception of a tourism destination as existing or true; realization; the acknowledgment of a tourism destination as valid or as entitled to consideration.

DESTINATION MANAGEMENT SYSTEM

The emergence of destination management systems (DMSs) as "info-structures" enables destinations to disseminate comprehensive information about resources and services of destinations and local tourism products as well as to facilitate the planning, management, and marketing of regions as tourism entities or brands. Destination management systems are a key technological infrastructure for destination management organizations.

DESTINATION MARKETING MANAGEMENT

Destination marketing management is a coordinated process, where almost all aspects of a destination are managed, including marketing efforts, local resources, accommodation, activities, events, environmental concerns, tourist attractions and transportation. It is usually the responsibility of a destination management organisation (DMO) to coordinate marketing of the tourism destination and to manage activities of specific entities involved in the development of tourism in the destination.



Sources:

Carter, Roger. (2021). Destination management Destination management – – an overview an overview. (<https://www.researchgate.net/publication/266>
<https://www.revfine.com>
own design of SmartArt

1. Instruments of Destination Marketing

Destination Marketing is being executed with the use of a set of instruments, that should form a coherent system. The most frequently used framework of marketing instruments is called the **Marketing-mix** or the **4 P's** and includes:

1. Product
2. Price
3. Promotion
4. Place (distribution)

- 1.1. Product of a place** (e.g. region) is “the cumulative socio-economic utility of the place, offered to internal and external customers to meet their material and spiritual, current and development needs of a consumption and investment nature” (Szromnik, 2012, p. 130). This definition is universal and includes the product offered not only to tourists but investors as well. In case of the tourism product the needs of the customers will be, above all, of consumption nature.
- 1.2. Price of a place** (e.g. region). In theory of marketing – price is the sum of all values that the consumer exchanges in return for owning or using the product or service (P. Kotler et al., 2002, p. 743). In case of tourism A.M. Morrison (2013, p. 21) posits that “DMOs rarely get involved in pricing the services and facilities they represent, this function being performed by other tourism and hospitality organizations within the destination”. The tourist bears costs of many services (e.g. accommodation, alimentation, transport) while only a fraction of these costs is actually under control of the DMO or local self-government (e.g. local public transportation). In case of tourism price may become an important instrument but only if a discount is offered as an incentive to attract tourists in a given time. Such an attraction requires cooperation of various local stakeholder (e.g. hotels, restaurants, DMO, local self-government) and carries features of a separate instrument of promotion, called sales promotion (Brańka, 2018, pp. 48-49)
- 1.3. Promotion of a place** (e.g. region). The tourism promotion of the region includes two types of activities:
 - I. Communicating and promoting the benefits offered to tourists. These activities usually need the use of a specific set of instruments called the promotion-mix.
 - II. Collecting information about the tourism market (including customer expectations, satisfaction, offer of competitors and market situation) and providing this information to stakeholders (DMO, local self-government, private sector etc. (Brańka, 2018)
- 1.4. Place or Distribution policy of a place** – It's application is limited in case of tourism product, as the product can not be moved. Therefore distribution should be associated with infrastructural accessibility of the destination (roads, trains, flights, ferries and ships) and with provision of information to tourists (including the use of ICT). (Brańka, 2018, pp. 52-53).

DESTINATION STEWARDSHIP

Stewardship refers to the ‘responsible planning and management of resources’. Tourism is the largest sector in the world and it is expected to continue growing 3.3% annually until 2030. For DMOs whose primary role is promoting a destination to attract visitors, there is now an increased level of responsibility to encourage travellers to plan and visit responsibly. DMOs have the power to influence collaboration across the destination, and to leverage the visitor economy for the benefit of visitors, locals, the environment and the industry, and this is the basis of destination stewardship.

Key takeaways

1. Destination stewardship is the key to future sustainability within the travel industry.
2. The traveller experience is paramount, and it is the role of the DMO to reach visitors at different stages of the journey to encourage responsible planning and travel.
3. Collaborative action and community alignment are crucial. Encourage local communities, businesses and other stakeholders to get on board with your objectives to enhance and protect the overall destination experience for travellers, residents and the environment.

Embrace the opportunity to take a step back, and review ways in which your destination can ‘**Rethink, Redirect and Reposition**’ your strategy to ensure you are able to balance economic, social and environmental sustainability successfully.

Sources:

<https://www.thinkdigital.travel/opinion/stewardship-is-the-key-to-the-future-of-tourism/>

DIGITAL DESTINATION MANAGEMENT

Organizational change caused by the development and application of digital technology in business is called digital transformation (Larjovuori et al., 2018). This notion needs to be differentiated from digitalization, which is defined as “the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business in tourism” and is, thus, strongly connected to digital business transformation, which is defined as “the process of exploiting digital technologies and supporting capabilities to create a robust new digital business model ” (Gartner, 2020). In fact, digitalization requires companies to transform their businesses mainly by revisiting their business models (Gretzel et al., 2015; Xiang, 2018), by focusing on customer experiences (Stamboulis & Skayannis, 2003), by rethinking company’s or a destination’s brand (Munar, 2011; Chekalina et al., 2018), and by facilitating innovations (Buhalis & Law, 2008; Baggio, 2014; Fuchs & Baggio, 2017). One can, therefore, conclude that digital transformation, beyond ICT adoption and use, is strongly related to organizational change. Focusing mainly on the complex ICT adoption process without accompanied business model adjustments and organizational re-structuring and re-design can even lead to an overall decrease of productivity as has been demonstrated, for example, for the Austrian hotel industry (Scholochow et al., 2010)

DIVERSITY

Diversity is a term used by some in the industry to describe the makeup of the industry in a positive way; acknowledging that tourism is a diverse compilation of a multitude of businesses, services, organizations, and communities. Nowadays, of course, diversity must also be seen in terms of the wide variety of people who work in tourism and its destinations and participate in the implementation of common activities and goals.

EDUCATIONAL TOURISM

Educational tourism is not a brand-new concept in tourism trends – it can be traced back to the 17th century. History records the success of the “Grand Tour,” which marks the beginning of educational tourism as we know it. When it began, it was mainly popular among the aristocratic British youth. It was essential to their education through the 17th, 18th, and 19th centuries. After the UK, other European countries followed, and many scholars traveled to the foreign countries in search of new knowledge or to learn from their peers and study languages.

It goes beyond the other forms of tourism that mainly offer business or pleasure travel packages. This renewed trend in the global tourism industry has one purpose – **to create opportunities for travelers to obtain new experiences and knowledge on a wide range of topics.**

Every travel product that enables travelers to learn about foreign cultures, study new things, engage in study tours, or apply a learned skill is considered an educational tourism’s product. Large-scale mass tourism is still popular, but some travelers seek other options that enable them to travel and yet be able to acquire new knowledge. The shift in travel demands is one of the main factors driving the growth of this sector.

Source:

https://www.hotelmize.com/blog/what-is-educational-tourism-stats-benefits-examples-more/#What_is_educational_tourism

EMERGING ECONOMY DESTINATIONS

An emerging market economy is an economy that's transitioning into a developed economy. Emerging market economies typically feature a unified currency, stock market, and banking system; they're in the process of industrializing. Emerging market economies can offer greater returns to investors due to their rapid growth. Emerging economies reveal new perspectives for tourism development. The biggest advantage of emerging market investments is the potential for high growth in tourism; diversification of services and places.

EVALUATION AND APPRAISEMENT

EVALUATION

Evaluation is crucial so that people that are responsible for decision making can have as much relevant information as possible to make educated decisions in key situations. It shall provide answers to questions such as:

- Is my strategy and planning focused on the key questions?
- Does my plan offer a solution?
- Are those solutions viable and cost-effective?
- Am I making progress?
- What works and what does not?
- How can I make things better?
- What are the real results?
- Was my plan effective and efficient?
- What can I do better next time?

APPRAISEMENT

Appraisalment can be defined as a process of evaluation with the goal to prepare a foundation and suggestion for possible projects that would help to fulfil strategic goals in an effective, efficient and economic way. If this process is done correctly it has the power to prove why such intervention is necessary, what is the return on investment (ROI) going to be like and how it would benefit the general public. It is a systematic process that evaluates different possibilities for the use of recourses. This evaluation process is mainly focused on needs, goals, variations, costs, benefits, risks, financing, attainability and other factors crucial for the decision making process.

In destination management, evaluation and appraisalment can be realized with the use of quality and detailed *situation analysis* of monitored destination. Results of such analysis will provide quality information about the Tourism potential and development destinations and is a solid and important base for any strategic planning, evaluation and management.

Sources:

https://www.google.com/search?q=n%C3%A1vod+jak+p%C5%99istupovat+k+hodnocen%C3%AD+strategi%C3%AD+m%C3%ADstn%C3%ADho+rozvoj+v+%C4%8Desk%C3%A9+republice&rlz=1C1GCEU_csCZ921CZ921&og=n%C3%A1vod+jak+p%C5%99istupovat+k+hodnocen%C3%AD+strategi%C3%AD+m%C3%ADstn%C3%ADho+rozvoj+v+%C4%8Desk%C3%A9+republice&aqs=chrome..69i57.51326j0j1&sourceid=chrome&ie=UTF-8

EVENING ECONOMY / NIGHT TIME ECONOMY

“The term night-time economy is used to describe a wide range of activities from a trip to the theatre or a family meal to a night out at a club. Night-time economies are an important part of our towns and cities and are estimated to bring in over £60 billion to the UK economy every year. The vast majority of people enjoy a night out safely and sensibly. However, the night-time economy can

be associated with issues, predominantly around alcohol fuelled violence and crime and anti-social behaviour. As licensing authorities, councils play an important role in regulating the night-time economy. A clear vision for the night-time, underpinned by a statement of licensing policy, can go a long way to setting the right tone, but it is the partnership approaches which have been held up as being most effective”.

Source:

<https://www.local.gov.uk/publications/approaches-managing-night-time-economy>

Purple Flag is an international accreditation programme that aims to reward places who achieve safe and attractive conditions for users in their destinations after dark. Purple Flag strives to help create safe and thriving locations at night for all users. Purple flag is a product of ATCM (Association of town & city management). ATCM is a not-for-profit membership organisation, one of the largest dedicated to promoting the vitality and viability of urban centres across the UK and the Republic of Ireland.

Source:

<https://www.atcm.org/purple-flag>

EXPERIENCE ECONOMY

An economy in which many goods or services are sold by emphasizing the effect they can have on people's lives. Economy that relies on the creation and sell of experiences rather than physical goods or services.

According to *B. Joseph Pine II and James H. Gilmore, 1998*, The Experience Economy is the sale of memorable experiences to customers. Pine and Gilmore argue that businesses must orchestrate memorable events for their customers, and that memory itself becomes the product: the "experience". More advanced experience businesses can begin charging for the value of the "transformation" that an experience offers, e.g., as education offerings might do if they were able to participate in the value that is created by the educated individual. This, they argue, is a natural progression in the value added by the business over and above its inputs.

Although the concept of the experience economy was initially focused in business, it has crossed into tourism, architecture, nursing, urban planning and other fields.

The Experience Economy is also considered the main underpinning for customer experience management.

Source“

https://en.wikipedia.org/wiki/Experience_Economy

EXPERIENCE TOURISM

The experiential consumer trend is a key factor. For the majority of leisure travelers now, it's all about the journey, not only the destination. Travelers want to connect with a place on an emotional level, and not only settling for a busy trip packed with a full itinerary in all the touristy hot spots. “For

many, travel is seen as a way of understanding and appreciating alternative ways of life, learning new things about cultural and natural landscapes, and even as a means of self-discovery.”

Experience tourism is becoming the norm because consumers would rather spend their money on experiences and not on things. The emphasis now is on seeking out activities that appeal to niche personal interests rather than on “checking must-see sites and monuments off the to-do list.”

The focus of many consumers has shifted from the typical travels that once dominated the tourism industry. More people desire to create lasting memories of unique experiences wherever they go.

That’s why experience tourism is a growing trend in the industry that DMOs can take advantage of.

This trend can benefit destinations that were not very popular. The emphasis is now less on the location and more on the kind of experience travelers will get there.

And as for the “cliche” destinations, they can now rekindle excitement among travelers. Try to offer novel or even unconventional experiences in the same locations.

Destination marketers can also increase the promotion of a given place by customizing a variety of activities that will attract diverse customers.

Functional area of a city – A concept in the field of spatial planning and management of public administration and local development, and public management. A functional area of a city comprises of the city and the surrounding communes that are functionally linked (e.g. through commuting). E.g. in Poland every city being a capital of a region has a designated functional area.

FOOD / CULINARY TOURISM

There was a time when people used to travel to distant lands only to see historical buildings, the beauty of the local landscape or for adventurous experiences. Today, however, more and more visitors are planning their trips to places where their primary focus is on local cuisine, traditional food and drink and regional food products ...

FOOD TOURISM, i.e. food and drink travel, has become a significant phenomenon and needs to be more thoroughly understood and strategically managed, as it is one of the most important tools we can use to enhance destination attractiveness and destination branding.

Many definitions of food tourism can be found, but all of them contain roughly the same bases, which are presented below:

- travelling that includes the appreciation and consumption of local/regional foods
- travelling for the primary purpose of experiencing and enjoying food and beverages,
- travelling attending culinary-specific activities such as cooking schools, food festivals, food or beverage production/processing sites, farmer’s markets or a ‘taste trails’
- travelling aimed on unique dining and beverage experiences
- experiencing food out of the ‘everyday situation’
- experiencing and appreciation of the local cuisine of the area being visited
- experiencing taste by learning about locally and provincially grown food from the farm to the restaurant
- celebrating local culture, enjoying new food and sensory experiences, and

purchasing them to take home

- understanding a 'sense of place' through the consumption of unique ingredients and/or production and preparation technique of foods and beverages

In order to show the importance of food tourism for the development of destinations and building their unique brand, we present the introductory text of the Report on Food Tourism, prepared by UWT0 in 2012.

“For many of the world’s billions of tourists, returning to familiar destinations to enjoy tried and tested recipes, cuisine, gastronomy has become a central part of the tourism experience. Against this background, food tourism has gained increasing attention over the past years. Tourists are attracted to local produce and many destinations are centering their product development and marketing accordingly. With food so deeply connected to its origin, this focus allows destinations to market themselves as truly unique, appealing to those travelers who look to feel. This is especially important for rural communities, many of which have struggled in the face of rapid urbanization and shifts away from traditional economic sectors. With their proximity to food-producing lands, rural communities often enjoy a comparative advantage when it comes to serving up traditional fare. Tourism, particularly food tourism, allows these communities to generate income and employment opportunities locally, providing jobs for vineyard tour guides or local chefs, while fuelling other sectors of the local economy such as agriculture.”

Source: *Taleb Rifai, UNWTO Secretary-General, Global Report on Food Tourism, 2012*

FRAGMENTATION

Fragmentation is a phenomenon observed by some industry insiders whereby the tourism industry is unable to work together towards common marketing and lobbying (policy-setting) objectives. Fragmentation is a problem in many destinations where certain entities or stakeholders promote their business interests at the expense of the overall success and development of the destination.

FUTURE TRAVELER TRIBES

The grouping of travelers/tourists according to certain criteria leads to the formation of so-called "travelling tribes". The notion of differentiation between groups of consumers tourism services on the basis that they have different characteristics that make them suitable for different products, services and marketing messages has been a well-accepted part of marketing practice. Such groups, which can be referred to as '*segments*' or '*tribes*', can be differentiated on features such as geographical location, product needs, demographics, product consumption occasions, and others.

We are now looking at the year 2030 and we have tried to anticipate the types of travellers who will be relevant 15 years from now and we have built our new tribes on the basis of more fundamental and relevant building blocks: we have taken a "psychographic" approach, forming new sets of travellers on the basis of their broadly similar outlooks on, expectations of and objectives for their

travel. The traveller tribes are placed within the demographic, consumer and technological contexts that will shape the travel landscape up to 2030.

The 6 travel groups that will travel in 2030:

- Simplicity Searchers,
- Reward Hunters,
- Social Capital Seekers,
- Cultural Purists,
- Ethical Travellers
- Obligation Meeters.

GREEN DESTINATION MANAGEMENT

Tourism destination management has significant importance in controlling many impacts of tourism, thus insuring its sustainability. Destination management requires the integration of different planning tools, approaches and concepts that help shape the management and daily operation of tourism related activities.

Destination management consists of the coordinated management of all the elements that make up a tourism destination. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination.

Green tourism stands for small-scale tourism which involves visiting natural areas while minimising environmental impacts. In a nutshell, this type of tourism tries to both minimise and reverse the negative effects of travel.

Green management is a paradigm that includes improving environmental awareness, using energy resources and eco-friendly technologies, reuse of wastes, and recycling activities starting from production activities of businesses to packaging and delivering to consumers. Green management is measured by four indicators, namely product, production process, management and environmental management. Sustainability performance is measured by two indicators, namely financial performance and non-financial performance.

Sources:

<https://www.researchgate.net/publication/289538374> The Sustainable Management of a Tourism Destination

<https://www.unwto.org/policy-destination-management>

<https://dergipark.org.tr> >

GREEN TRAVEL MAPS

The global Green Travel Maps with its services for certificates and destinations support the visibility of tourism businesses, destinations and tour operators that demonstrably contribute to an environmentally friendly and socially compatible tourism. The Travel Green Europe - Responsibly app is fed by the Green Travel Maps.

Source:

<https://destinet.eu/market-place/green-travel-maps/green-travel-maps-europe>

HEALTH TOURISM

Health tourism covers those types of tourism which have as a primary motivation the contribution to physical, mental and/or spiritual health through medical and wellness-based activities.

There is a well-established interrelationship between travel, tourism, and health. Indeed, the motivations to participate in early forms of tourism related closely to ideas of well-being, wellness and health, and places or destinations that focus on offering perceived health benefits have long been recognized. Contemporary tourism continues to contribute to perceived health and well-being, and this entry discusses the personal and social rationale for tourism in this context.

For some, there are quite specific and predetermined health reasons for travel, whereas for others it's a more implicit sense of escape and relaxation that leads to a greater sense of well-being. If tourism experiences can potentially improve certain health indicators, then the role tourism can play in fostering health and well-being should be recognized in order to advance the good health and well-being...

Health tourism definition includes numerous activities designed for the upkeep of good health, including spa treatments, alternative therapies, healthy eating, and physical activities like hiking, golfing, walking, and yoga.

It is widely supported that having healthy individuals and societies is important from both economic and social perspectives. Healthy populations lessen the strain on health services and resources and can be more productive and less fragmented from political perspectives.

Sources:

<https://www.unwto.org/global/press-release/2018-12-20/unwtoetc-launch-report-health-tourism>

https://link.springer.com/referenceworkentry/10.1007/978-3-319-95681-7_16

<https://drprem.com/wellness/understanding-health-tourism-and-knowing-its-scope/>

HERITAGE

Things of value that are inherited which people want to keep. Heritage can be natural, cultural, tangible, intangible, personal or collective. Natural heritage is often conserved in places such as reserves and national parks. Cultural heritage practices are often conserved through ongoing traditions and practices. Interpreting, presenting and working with heritage is one of the key factors for tourists' perception of many destinations.

HYBRID EVENT

A hybrid event is one that uses a combination of in-person and digital elements, tailored to each audience for optimal experiences. Organizing a hybrid event means **hosting your event in multiple locations**, in a live event space (such as a conference room) with at a minimum the event team, AV supplier and a small number of attendees who gather in person, depending on the local restrictions.

IMAGE OF PLACE

Place's image (region image, city image). Place's image is "the sum of beliefs, ideas, and impressions that a people have of a place. Images represent a simplification of a large number of associations and pieces of information connected with the place. They are a product of the mind trying to process and "essentialize" huge amounts of data about a place". A favourable image may be considered as source of competitive advantage among destinations. (Kotler et al., 1993, p. 141). "Taking into account the real impact on changing the existing image, which is a kind of marketing effect, it should be said that it can be done by changing the identity of the region". (Florek, 2013, p. 94)

INTEGRATED DESTINATION MANAGEMENT

Integrated Destination Management - refers to the postulate of conducting a coherent destination management policy, which is fully subordinated to the implementation of the destination's marketing strategy. Achieving such an effect requires the use of marketing instruments appropriate to the market situation and allowing for the synergy effect, due to the coherence of the marketing instruments. (Brańka, 2018, p.61)

INTEGRATED MARKETING COMMUNICATION (IMC)

Planning and coordinating all the promotional mix elements and internet marketing so they are as consistent and as mutually supportive as possible. The IMC solutions follows four essential targets in order to market customer's travel services:

- growing overall *internet reputation of the travel business/facility/destination*;
- *enhancing "searchability"* (progressing SEO) of the partner's web page over search engines;
- *developing awareness* among potential stakeholders/partners worldwide;
- attracting additional *highly targeted traffic* (direct and from SE) to the partner's website.

INTERNAL (ENDOGENOUS) RESOURCES

Internal resources (endogenous resources) – Local resources, internal resources, resulting from local potential (e.g. cultural heritage, historical heritage, local entrepreneurial networks, local institutional network). These resources are crucial for sustainable local development of a destination.

INTERNET OF THINGS (IOT)

IoT can fuel a data rich tourism sector and support smart tourism by making cities more efficient. The interoperability of sensors, data, and automation produces real time insights and information for marketing and managing tourism, for improving visitor experiences, increasing operational and resource efficiencies while also reducing environmental impacts.

INTERPERSONAL FACTORS

The influence of cultures, social classes, family, and opinion leaders on consumers.

KEY ELEMENTS OF A TOURISM DESTINATION

The following is a short explanation of each of the key elements – so called 10As:

Awareness : This attribute is related to tourists' level of knowledge about the destination and is influenced by the amount and nature of the information they receive.

Attractiveness: The number and geographic scope of appeal of the destination's attractions comprise this attribute.

Availability: This attribute is determined by the ease with which bookings and reservations can be made for the destination, and the number of booking and reservation channels available.

Access: The convenience of getting to and from the destination, as well as moving around within the destination, constitutes this attribute.

Appearance : This attribute measures the impressions that the destination makes on tourists, both when they first arrive and then throughout their stays in the destination.

Activities: The extent of the array of activities available to tourists within the destination is the determinant of this attribute.

Assurance: This attribute relates to the safety and security of the destination for tourists.

Appreciation: The feeling of the levels of welcome and hospitality contribute to this attribute.

Action: The availability of a long-term tourism plan and a marketing plan for tourism are some of the required actions.

DMO question: Is the tourism development and marketing in the destination well planned?

Accountability: This attribute is about the evaluation of performance by the DMO.

DMO question: Is the DMO measuring the effectiveness of its performance? These 10 attributes can be useful for all destinations, but they need to be expressed in greater detail than that shown above. Additionally, there are other criteria that could be added to this list of 10. For example, the economic contributions of tourism to the destination might also be included, as well as the degree to which the destination is following a sustainable tourism agenda

Source: (Morrison A. M. (2019) P. 20 – 22)

MEMORABLE ROAD TRIPS

Road trips is recreational or impromptu excursion in a car, usually at long distances from one's home. The best thing about the road trips is that there is no worry on a road trip- no flight or train to catch, no hurry to reach a destination. A person can go away from the regular routine and schedule and unwind fully. It is on a road trip that a person gets to choose their departure and arrival time, itinerary, and stops along the way.

“It’s not about the destination but the journey!” Traveling is one of the most rewarding and empowering activities a person can embark on. Apart from self-development, it also leads a person in creating a myriad of lifetime memories. A road trip is another unique travel experience. The thought of dropping everything, hopping into a car, and setting off into a new adventure is an astounding idea for the ultimate vacation. A road trip presents opportunities for us to discover places that we never knew existed. Taking off on an adventurous road trip has plentiful benefits. With a little bit of planning, one can embark upon experiencing a spontaneous vacation and embracing the unexpected on a road trip.

Benefits of a road trip adventure:

- Un-schedule the regular routine
- Discover the hidden gems
- Save money
- Flexible travel pace
- Grow to be self-confident and optimistic
- Effectively handle stress
- Memories for life

Source: <https://www.montemaggio.com/7-scientific-benefits-of-taking-adventurous-road-trip>

MICE TOURISM

MICE stands for Meetings, Incentives, Conferences and Exhibitions and it represents a lucrative part of the tourism mix across the globe. MICE can also be referred to as Business Tourism or Business Events. It is aimed at bringing together top professionals from every sector in an enhanced, tailor-made hospitality setting.

MICE generates foreign exchange, increases trade and investments, provides employment, boosts local economies, and promotes destinations. The industry creates employment, help build reputation for the country and the venue, and nurture many business opportunities and investments. The

industry improves competitive destinations because MICE events and activities are often held in locations with safety and security. Traditionally, MICE encompasses mostly business events. Leisure events like concerts or festivals fall into a different category. However, many organisers now add leisure elements to larger events to better engage attendees and create a more memorable experience.

Mice are essential for the ecosystem because they help control specific populations in the larger ecosystem. They also serve as food for predators, while their droppings and movement help to fertilize and aerate the soil.

MICE events give companies and employees this opportunity to know more people, build networks; making it one of the most important factors in the growth of the industry.

Sources:

<https://www.tourismni.com/business-guidance/sector/mice-travel-trade/mice-and-travel-trade-getting-started/what-is-mice/>

<https://hospitalityinsights.ehl.edu/what-is-mice>

<https://www.cvent.com/uk/blog/hospitality/what-is-mice>

MICRO-INFLUENCER MARKETING

Another trend DMOs should keep up with involves how or rather who to advertise through. Traditional cookie-cutter ads are being replaced by more customized ways of advertising. This has resulted in partnering with influencers to create brand awareness.

Influencer marketing has proven to be quite effective. In fact, last researches reveal that 92% of consumers trust an influencer more than a traditional advertisement or a celebrity endorsement. Micro-influencer marketing is deemed to be more authentic than using big-time influencers. These “smaller” influencers tend to have more engagement with their audience and are also more relatable.

More to that, DMOs can no longer only depend on display ads for example when it comes to online advertising. A number of internet users nowadays don't even get to see those ads because they use Ad-block technology to hide them.

Based on all these developments, destination marketers need to strategize and partner with influencers whom their audience can relate to. That way you can build credibility and trust with your potential customers.

Source:

<https://www.thinkdigital.travel/top-trends-in-2020/>

MOBILE TECHNOLOGY/ CLOUD COMPUTING

Cloud technologies, Wi-Fi and international mobile plans make mobile devices increasingly pervasive and important travel aids, including for accessing destination information in real time, online

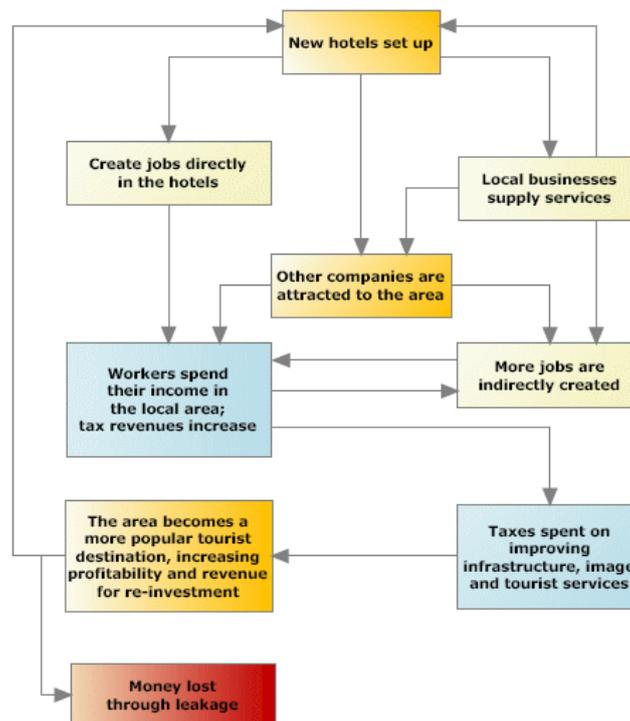
booking, mobile payment. Cloud technologies allow SMEs to manage their business from anywhere high speed internet is available.

MULTIPLIER EFFECT OF TOURISM

Tourism not only creates jobs in the tertiary sector, it also encourages growth in the primary and secondary sectors of industry. This is known as the multiplier effect which in its simplest form is how many times money spent by a tourist circulates through a country's economy.

Money spent in an accommodation or food services helps to create jobs not only directly in these services, but also create jobs indirectly elsewhere in the economy. The services, for example, have to buy food from local farmers and goods from local producers, who may spend some of this money as well in local economy chain. The demand for local products increases as tourists often buy souvenirs, which increases secondary employment.

The multiplier effect continues until the money eventually 'leaks' from the economy through imports - the purchase of goods from other countries.



Source: <https://geographyfieldwork.com/images/tmstatic.gif>

OVERTOURISM

Overtourism is a notion that gained substantially in popularity in late 2010's, directly before the Covid-19 pandemic. It refers to a phenomenon of excessive tourism in a given place. It happens when

the maximum number of people that may visit a tourist destination at the same time is exceeded. As a result, the space available for residents is reduced and the quality of life decreases for the residents. (H. Seraphin et al., 2020)

The term „overtourism“ - a neologism that indicates the overcrowding of tourists on a holiday destination - was first inserted in the Oxford dictionary in 2018 and nominated as the year's word. Overtourism, literally “too much tourism”, is a complex phenomenon that we should analyze from various points of view. In essence, we could sum up the concept in one question. Is this place affected by the presence of more tourists than the place and the inhabitants can support?

When it comes to natural tourist destinations, tourism must respect flora, fauna, and microclimate. When the destination is a city, tourism must primarily respect residents, as well as local culture and archaeological sites. The latter in particular are small microcosms blocked in time that tourism should protect. If this doesn't happen, we talk about overtourism, or unsustainable tourism for the place, for nature, for the people who live there.

PASSIVE CUSTOMER

a guest who is satisfied (won't complain, but won't celebrate the business either)

PERSONALISED COMMUNICATION

The personalised communication is the act of tailoring an experience or communication based on information a destination has learned about an individual."

Personalized communication is essential for customer engagement and retention, fostering brand loyalty and word-of-mouth brand exposure. In fact, many conducted surveys of companies showed that about 70% of respondents named "personalizing the customer experience" as their top priority.

In addition to customers, employees and business partners also expect a more customized experience. Thus, personalizing all communications — internal and external — can improve the employee experience (and retention), beneficial partnerships, customer relations and sales.

Companies strive to connect with their customers in authentic ways, creating content, products and services tailored to individual interests. All of this relies on personalized communication, whether through technology or organically.

Source:

<https://online.uhv.edu/articles/>

PROMOTION-MIX

Promotion-mix (promotion instruments) in Destination Marketing – set of promotion tools used by a destination to interact with tourist and other groups of clients. It consists of 5 basic instruments: advertising, sales promotion, public relations, personal selling and events.

- **Advertising** - Any paid form of impersonal presentation and promotion of a destination. This is the most visible to the public of all promotional and marketing activities. (Brańka, 2018)
- **Sales promotion** - “a set of instruments creating additional and extraordinary incentives of an economic and psychological nature, increasing the degree of attractiveness of the product to the buyer and increasing his willingness to purchase. This is the type of marketing communication that operates with additional stimuli aimed at achieving the appropriate goal” (Brańka, 2018, pp. 92-93).
- **Public Relations** - There is no single universally accepted definition of this concept. Many scholars agree that PR is “building good relations with various groups that may have an impact on the functioning of the destination by obtaining favorable publications in the media, creating a favorable image of the destination and appropriately responding to unfavorable information and events related to the destination” (Brańka, 2018, p. 89). “PR and publicity serve three major roles for a DMO:
 1. Maintaining a positive public presence
 2. Enhancing effectiveness of other IMC (Integrated Marketing Communication) components.
 3. Handling negative publicity. (Morrisson, 2013, p. 330)
- **Personal selling** - presenting the destination's offer and activating the desired behaviors by means of direct interpersonal contacts between representatives of the destination and potential buyers. (Brańka, 2018, pp. 95-96).
- **Events** – “events are one-off or recurring events that enable their participants to participate interactively and offer them extraordinary experiences”. In the case of enterprises, events are an element of public relations. “In the case of destinations, the role of events goes beyond public relations. First of all, events can be a source of benefits for visitors, and therefore they can be part of the product. At the same time, they are also part of promotional activities, because even people who do not participate in them can hear about these events.” (Brańka, 2018, pp. 97-98).

PURPOSEFUL MARKETING

Every destination marketing campaign should include a purpose driven narrative. We live in an era of purposeful marketing where genuinely standing up for something also makes for a really effective marketing strategy. Audiences continue to seek a greater purpose in everything they do from how they travel to the content they consume. Every destination marketing campaign in 2020 should include a purpose driven narrative, putting your core message at the centre. Posting with purpose is key but always be sure to understand your visitors’ interests and passions and how your brand supports these, then create content accordingly.

REGION BRANDING

A region brand is a name used by a location, city, region, country or group of countries. It defines a geographical area which builds upon its history a set of distinctive features, knowledge, and practices.

Regional branding is one of several ways to promote rural regions and support development of socially, culturally and environmentally oriented economies in areas that are interesting due to their natural and cultural heritage.

The starting point for building of brand value is a strategic analysis of the brand, including analysis of customer and competitors. The analysis of external factors is followed by analysis of the brand itself. The resulting relationship between the brand and the customer is based on value proposition representing benefits (functional, emotional, self-expression). The concept of total product is connected with the concept of total brand and it is offered to the customer as a regional product.

Sources:

<https://marketing-dictionary.org/r/region-brand/>

https://www.researchgate.net/publication/311864198_Regional_Branding_Building_Brand_Value

REGION IDENTITY

Region identity (Place identity, city identity). Region identity, “similarly to corporate identity, is defined as the sum of its characteristic features and activities that distinguish it from similar entities. Region identity is therefore the subject of planning and deliberate arrangement of activities within the region. The image, on the other hand, is a reflection of this identity, a reaction to the communication of identity in the minds of recipients. Identity is therefore a certain objective state, while image is a subjective state”. (Florek, 2013, p. 94)

REGION IMAGE

The perception that people have of any aspect related to a place, such as climate, nature, history, food, people or culture, among others. In destination management, it is necessary to be very careful with visitors' perceptions of the destination - on the one hand, it is not possible to fully adapt to them, especially when they are inconsistent with where we want to develop the destination, on the other hand, trying to insensitively change visitors' perceptions can damage the destination's reputation, even if unjustifiably. As is often said, a good reputation can be lost in a few months but regained in a few years.

REGION VS TOURISM DESTINATION

Region

Region is an administrative area, division, or district. A region can be either an administrative unit or a territorial self-governing unit.

Territorial units for statistics in EU

In order to apply a common statistical standard across the European Union, the nomenclature of territorial units for statistics' (NUTS) was created by the European Office for Statistics (Eurostat). NUTS levels are geographical areas used to collect harmonised data in the EU. They have been used in the Structural Funds since 1988 and play an important role in allocating Structural Funds.

The current nomenclature subdivides the Member States into three categories, according to specific population thresholds (key parameters are the size and the actual population of the area):

- **NUTS 1:** major socio-economic regions (for example smaller Member States such as Denmark, Ireland and Slovenia, the German Länder and other large regions)
- **NUTS 2:** basic regions for the application of regional policies (for example the autonomous regions in Spain, French regions and overseas departments (DOM), Polish Voivodships, etc.)
- **NUTS 3:** small regions for specific diagnoses (for example Krakowski in Poland, İzmir Province in Turkey, Burgas Province in Bulgaria, Kurzeme in Latvia, Primorsko-goranska županija in Croatia, South Bohemian Region in the Czech Republic, etc.)

Sources:

<https://ec.europa.eu/eurostat/web/nuts/background>
https://ec.europa.eu/regional_policy/en/policy/what/glossary/n/nuts
<https://ec.europa.eu/eurostat/web/nuts/nuts-maps>

Tourism destination

A distinctly recognisable area with geographic or administrative boundaries, which includes definite regions. The area is characterised by certain prerequisites for tourism development (a complex of activities and services of tourism) and is managed and directed by the destination management organisation.

Sources:

Carter, Roger. (2021). Destination management Destination management – an overview. (https://www.researchgate.net/publication/266)
UNWTO glossary (https://www.unwto.org/glossary-tourism-terms)

RELIGIOUS TOURISM ORGANIZERS

Religious Tourism Organizers are a type of a stakeholder operating at the supply side of tourism i.e. creating the tourism offer. These entities focus on tourism related with religion. Tourism organizers create new tourist offers, meeting the needs of potential tourists, but also facilitate the functioning of other entities on the supply side of the market by creating a special utility. Their most important function in terms of tourism demand, however, is the creation of new forms of tourism and the

promotion of new tourist destinations, hitherto unknown or unrecognized on domestic markets. They include organizers active in organizing pilgrimage and religion-related cultural tourism. Depending on local potential (including history and religious object) religious tourism may play an important role in certain cities / regions. (Panasiuk, 2006) (Brańka, 2018)

SALEABLE DESTINATION

Tourists' expectations when visiting a particular place are related to several features of the chosen destination: culture, architecture, gastronomy, infrastructure, landscape, events, shopping, etc. These features attract people to the destination and contribute to the overall experience of the trip.

Well-established tourism organizations, supportive local governments, engaged local leaders, and a shared vision of sustainability and innovation are what most effectively foster destination success.

In selling a destination, establishing relationships is the single most important factor.

In the travel and tourism industry, as in most any industry, there are different types of buyers. One segment in the tourism market is group tours. A big difference in selling group tours vs. individual sales is that you are selling B2B (business to business), not B2C (business to consumer). When you're selling a destination to a group that will be traveling on a motorcoach (or tour bus), you are selling to tour operators who will then sell it to their customers. This is important because you want to be sure the tour operator is comfortable and confident in you so they want to share what your destination offers with their customers. This makes *your relationship* with that tour operator critical in the sales cycle.

Sources:

<https://breaktheicemedia.com/how-to-market-a-tourist-destination/>

<https://www.solimarininternational.com/destination-success-the-factors-and-actors/>

SENSE OF PLACE

Sense of place describes our relationship with places, expressed in different dimensions of human life: emotions, biographies, imagination, stories, and personal experiences

SHORT-FORM CONTENT

Short-form content makes way for long-form immersive. While the discussion of Smart destinations, Sustainability and Innovation mainly dominated the topic of conversation, content is still as important as ever. Music, film, TV and now on-demand can offer huge digital storytelling potential. While there is still a need for aspirational and compelling content, it is important to make sure it is also educative, practical and authentic. Demonstrate that you understand what is going on in the world, take a stand on the issues you care about and most of all, communicate this to your audience. At a time when, for example, social networks have emphasized that consumers expect brands to

stand up for something and there has been a huge shift away from the inauthentic, 'Insta-perfect' images to the #NoFilter movement. If your destination says it is doing X, Y and Z towards sustainability, consumers today want to see it to believe.

SMART DESTINATION

The rapid development of technologies introduces smartness to all organisations and communities. The Smart Tourism Destinations (STD) concept emerges from the development of Smart Cities. With technology being embedded on all organisations and entities, destinations will exploit synergies between ubiquitous sensing technology and their social components to support the enrichment of tourist experiences. By applying smartness concept to address travellers' needs before, during and after their trip, destinations could increase their competitiveness level. The "smart" concept is based on the intensive deployment of Information and Communication Technology infrastructures, as well as on the proliferation of mobile technology and its apps. However, a destination is not smart because it makes intensive use of technology. It is smart because it also uses technology in order to seek a deeper understanding about the characteristics and meaning of human mobility. It uses latent knowledge and capacities to empower local institutions and industries to create knowledge-based policies and advanced mobile services for visitors.

SOCIAL NETWORKING

The use of dedicated websites and applications to interact with other users, or to find people with similar interests to one's own.

STAKEHOLDERS

- Stake: an interest
- Stakeholder: an entity with a stake (interest) in the subject activity

Key players in destination management

- National and provincial/regional government
- Economic development agencies
- Local authorities
- Town centre management organisations
- Park authorities
- Transport providers
- Attractions, events and cultural organisations
- Accommodation providers
- Restaurant, leisure and retail operators
- Intermediaries (for example tour operators and conference organisers)

- Local tourism consortia and partnerships
- Business support agencies
- Skills development organisations

Sources:

https://www.researchgate.net/publication/318505331_Stakeholder_defined

https://www.researchgate.net/publication/266460924_Destination_management_Destination_management_-_an_overview_an_overview

STRATEGIC MESSAGING

STRATEGIC MESSAGING Strategic Messaging is a clear VALUE communication framework that destination uses in all interactions with prospects, customers, partners, investors, and other stakeholders. Strategic messaging communicates product's value proposition for target customer profiles.

Effective messaging is similar to a fine story, it puts less emphasis on **what** happens than on to **whom** it happens and **why** and **how** it happens. (8) Strategic communication (or strategic messaging) covers why, how, and what a company does.

Designing strategic messaging starting with **why** creates a deep emotional connection with your audiences. Our feelings and emotions precede our judgment and reaction.

Rules of strategic messaging

- Messages should be consistent
- Brevity and simplicity leads to clarity
- Define, don't assume
- Avoid superlatives and buzzwords
- Don't change the message too often, preferably never
- You know the vision but customers hold the perceptions.

Sources:

<https://medium.com/the-marketing-playbook/strategic-communication-how-to-develop-strategic-messaging-and-positioning-3cc59689ca28>

STRATEGIC PLANNING AND MANAGEMENT OF DESTINATION

Strategic planning helps with the formulation of strategies that are necessary for long-term destination sustainability and competitiveness. For achieving the effectiveness and efficiency of strategies, the strategic planning is also required. Destination strategic planning should seek a fit between the external environment (the factors affecting choice of destination by tourists, for

example) and important internal resources and capabilities of the region (such as natural tourism assets and service capabilities) to ensure that the longer-term economic value and sustainability of the region is maintained.

Destination strategic planning involves:

- Detailed situation analysis
- Close and on-going consultation with the key community decision-makers in the areas of cultural, social, human, environmental and economic and commercial development
- Strategic planning and the creation of strategic documents
- The involvement of local community
- Identification of key stakeholders and their involvement
- Identification of the strengths, weaknesses, opportunities and threads
- Stating the vision and objectives with both financial and non-financial measures
- Marketing strategy implementation
- Evaluation and setting of KPI's

Sources:

https://www.tandfonline.com/doi/full/10.1080/14790530601132385?casa_token=Tv9ZLPw-rcMAAAA%3AQkmyi_EzPIkVv6HtHon1XceulKlq3FP3x2KR1pp62TGkmmwhXjllU5WOPmjEAYhjbsd7qnxS3ZAa

https://site.adu.edu.tr/jttr/files/JTTR-2010_4_.pdf

SUSTAINABLE ACTION

"It has to be understood that change has to happen now - there is no chance of doing it tomorrow" - MyHelsinki

Present time is full of bold DMO strategies and initiatives in terms of sustainable destination management, but do we measure also the true impact of these new strategies? As sustainability continues to dominate everything from shopping to travel, it is important for brands and companies within the industry to show they are making visible and active changes - for example, hotels opting for non-plastic / biodegradable toiletries. A small change like this may be the difference between a visitor booking one hotel over another. Travellers' motivations for how and why they travel continue to evolve and as such, transparency is key. Sustainability initiatives could be the reason why people visit your destination and not your competition, but actions to achieve sustainability need to be taken today, not just thought about and planned for the future. That's why is the the term "sustainable action" is so relevant.

SUSTAINABLE EVENT

Sustainable event - "A sustainable or 'green' event is one designed, organised and implemented in a way that minimises potential negative impacts and leaves a beneficial legacy for the host community

and all involved". One of the main goals of such an approach is to reduce the environmental impact when organising an event. European Commission suggests an iteration of 8 steps to analyse the impact:

Step 0: Is a physical meeting/event necessary?

Step 1: Is the venue sustainable enough?

Step 2: Is the printed and promotional material sustainable?

Step 3: Are the 3Rs applied? (Reduce, Recycle and Reuse)

Step 4: Is the catering sustainable?

Step 5: Are the accommodation and transport environmentally friendly?

Step 6: Have social aspects been considered?

Step 7: Are you sharing environmental awareness?

There are 3 main categories of benefits of sustainable meetings and events:

1. Environmental benefits and financial savings
2. Reputation and public image
3. Multiplier effect and triggering innovation

Sources:

UNEP Green Meeting Guide 2009 and based on the principles developed at the ICLEI Greening Events Symposium in Barcelona, Spain, September 2004

EMAS. Sustainable@Work, Guidelines on organising sustainable meetings and events at the Commission, Approved by the EMAS Steering Committee on 30.07.2018, https://ec.europa.eu/environment/emas/pdf/other/EC_Guide_Sustainable_Meetings_and_Events.pdf

TOTAL QUALITY MANAGEMENT (TQM)

"TQM is a management approach designed for the organization, focused on quality, based on the involvement of all its members and aimed at long-term success achieved through customer satisfaction and benefits for all members of the organization and society."

(TQM definition of International Organization for Standardization, Geneva)

TQM (Total Quality Management) is a very complex management method that emphasizes quality management in all dimensions of an organization's life. It thus goes beyond quality management and becomes both a strategic management method and a management philosophy for all the organisation's actions. There are a number of different forms and interpretations of TQM, but common features can be drawn from the letters of its acronym:

Total - it is the total involvement of all employees of an organization

Quality - it is the concept of quality principles throughout the organization

Management - the principles permeate all levels of management and all managerial functions

These common TQM principles are applied differently in different areas of activity, organisations and countries, always depending on their social, cultural, personnel, legislative, technical and other conditions. TQM promotes the general application of general management principles, the application of modern process or service-oriented management, the involvement of top managers through leadership, promotes the commitment of all employees, strongly promotes customer orientation and quality of products and services, the efficient use of the organisation's resources, the elimination of unnecessary costs and promotes the pursuit of continuous improvement based on clear facts and indicators.

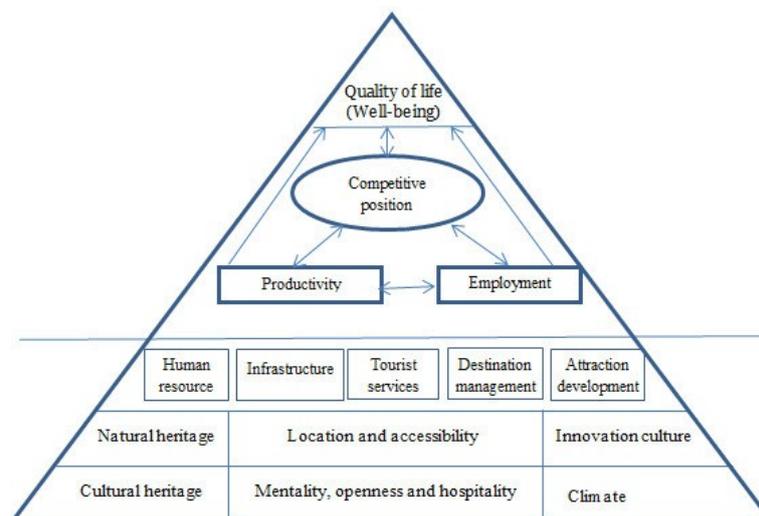
The very description of TQM suggests that although the concept is applicable and needed in tourism, it will be very difficult to implement in the case of destination management.

TOURISM CLUSTER

Tourism cluster is a group of highlighted tourism attractions within a limited geographic space provided with high quality equipment and services, social and political cohesion, linkage between productive chain and associative culture, and excellent management in company nets that bring about comparative and competitive strategic advantages.

TOURISM DESTINATION COMPETITIVENESS

A visual way of representing the different levels of the strategy conceptualisation and implementation process.



Picture: Pyramid model for tourism destination competitiveness

Source: Papp Zsófia, Agnes Raffay, Factors influencing the tourism competitiveness of former socialist countries“, University of Pannonia, Veszprém, 2011

TOURISM DESTINATION POTENTIAL

The reason why tourists choose a destination is based on the extent of destinations' attractiveness and interestedness in influencing tourists' satisfaction. The assessment of destination potential helps to indicate and to rate the importance of existing destination resources in each region or province.

In addition, the assessment of destination potential also identifies destinations' capabilities and readiness in order to rank them according to their importance.

Sources:

International Journal of Business and Social Science, Vol. 4 No. 7; July 2013, Popichit & Anuwichanont & Chuanchom, & Serirat & Mechinda,

TOURISM FLOWS

The flow of humans from one country to another; from one region to another is defined as tourism flows.

TOURISM MARKET

Market is by economic definition a place where supply and demand meet and exchange of goods and services occurs. In the modern world, markets expanded and are now, rather than a place, a whole geographical area in which sellers compete with each other for customers. The nature of Tourism sector makes it's market to have its own specifics:

- The market is a geographical space, which the traveller chooses as his final destination
- The destination has its own unique potential, which can be improved to some degree, but is limited by its environmental nature
- The Supply in Tourism contains mostly services provided by suppliers and is defined by natural characteristics of the destination as well as it's cultural heritage and infrastructure
- The demand is the traveller who travels away from the place where he regularly stays
- The demand has to travel to consume the product, because the destination or location cannot relocate. This is actually the exact opposite from other markets, where supply seeks the demand.
- Tourism market is very dependent and affected by external factors such as: environmental, political and economical factors
- The product of tourism has to be consumed on a geographical location, can not be relocated, previously tested and is affected by the human factor and season
- Businesses have to invest in tourism operations at the destination with an expectation that the destination will appeal sufficiently to visitors. This characteristic of tourism supply impacts on a destinations' ability to grow to meet demand. (investors can be slow to see the opportunity but quick to see the risk)

- Economical success in tourism could be measured as the total amount of tourism receipts (revenues) and number of visitors

Sources:

<https://www.britannica.com/topic/market>

<https://www.slideshare.net/karenhouston125/supply-and-demand-in-tourism>

<https://www.itc.co.nz/staff/karen-houston-2/>

http://www.ejthr.com/ficheiros/2014/SpecialIssue/EJTHR_Volume5_SE_Art4.pdf

TOURISM MARKETING: A COLLABORATIVE APPROACH

Tourism marketing is the collective name given to the various marketing strategies used by businesses within the tourism industry. This includes, for example, hotels and other forms of accommodation, along with airlines, car rental services, restaurants, entertainment venues, travel agents and tour operators.

The purpose behind tourism marketing is to promote the business, make it stand out from rivals, attract customers, and generate brand awareness. Many modern tourism marketing strategies make use of the internet, with websites, online adverts, email and social media platforms often playing a key role.

As it is one of the world's largest industries, the tourism industry is extremely competitive. This means that businesses operating within the industry need to find ways to stand out from rivals, promote themselves as being the best option for tourists, and highlight some of the things that make them different, or superior. Marketing is essential for achieving this and many of the best tourism marketing tips focus on helping businesses to find a unique selling point and promote it. Of course, it is also crucial that marketers keep up with the latest trends, so that they can create a diverse marketing mix and use the best methods for getting their message out.

Source:

<https://www.revfine.com/tourism-marketing/>

TOURISM POLICY

Tourism policy is a set of discourses, decisions, and practices driven by governments, sometimes in collaboration with private or social actors, with the intention to achieve diverse objectives related to tourism.

TOURISM SUPPLY AND DEMAND

Tourism demand

Tourism demand is defined as the number of people that plan to buy tourism products supported by sufficient purchasing power and spare time in order to meet tourism needs of people.

The total number of persons travelling/visiting to a destination outside their work/residence, consuming touristic products and/or services.

Sources:

Camilleri, Mark. (2018). Tourism Supply and Demand. 10.1007/978-3-319-49849-2_8.

<https://www.igi-global.com/dictionary/the-impact-of-exchange-rate-on-tourism-industry/49776>

Tourism supply

The tourism supply of a destination is formed by the natural and cultural heritage as well as the touristic infrastructure of a destination.

Tourism supply is the entirety of tourist attractions of all categories and goods and services from any form of organisation in hosting destinations.

Source:

<https://www.igi-global.com/dictionary/espaa-verde/61910>

TOURISM VALUE CHAIN MANAGEMENT

Managing the tourism value chain and developing fair trade is a proactive way to develop sustainable and responsible tourism. For the purposes of developing sustainable consumption and production, value chain management can be used by tourism businesses help to make the whole sector more sustainable by motivating suppliers and buyers, who jointly make up the supply chain, to implement corporate social responsibility in their organisations as a pre-condition of trading.

TOWN CENTRE MANAGEMENT

Town Centre Management (TCM) – a concept of managing a city centre (or a particular district) and rising its attractiveness due to the cooperation of a mix of local stakeholders (both public and private). “The conceptual description of this management model would not be complete without reference to the importance of the high level of cooperation that must exist between retailers, other small businesses in the service sector (e.g. restaurants, cafes, entertainment outlets, and so forth)

and local authorities. It is through such cooperation that the model can achieve its full potential in terms of the facilitation of an integrated approach to the management of public and private space through effective public–private partnership”. “In the early days of its development in the United Kingdom, TCM was seen primarily as a response to external factors and consisted of a comprehensive response to competitive pressures, which involves development, management and promotion of both public and private areas within town centres, for the benefit of all concerned”. (Coca-Stefaniak et al., 2009)

TOWS MATRIX

Uses a SWOT analysis to develop strategies by matching strengths with opportunities, using opportunities to reduce weaknesses, using strengths to overcome threats, and reducing weaknesses and avoiding threats.

TRAVEL INTELLIGENCE

The term ***Travel Intelligence*** refers to integrating the analysis of global and current data in the decision making process for the tourism sector. In other words, it is the ability to reduce uncertainty by using information obtained from a variety of data sources in real time.

TRAVEL ITINERARY

A travel itinerary is the complete and detailed outline of a travel plan which basically includes the flight schedule, destinations, hotel accommodations, specific times, side tours, and other means of transportation. This type of itinerary is designed to guide travelers, most especially first-timers since it contains day to day schedule that is an easy reference for those going on a trip.

Here are five reasons why a travel itinerary is as important as choosing where to go and where to stay. It can actually make or break your trip.

1. Maximize your time. Travel itineraries ensure that you can manage your time. A travel itinerary must include your travel time to certain numerous attractions with a leeway for unforeseen circumstances like weather conditions and traffic. This might affect your plans but with a travel itinerary on hand, you can be more flexible.
2. Manage your expenditures. If you have your travel itinerary, you can estimate the cost of your travel beforehand. Knowing how much you are going to spend, make it easy to plan your budget.
3. Easier and faster travel from one point to another. Although the Internet make it look easy to go from one place to another, reality is different. You must remember you can't see all the sights, so you must either visit attractions that are near each other, or travel in one direction.

4. Helps in prioritizing your wants. You cannot visit all the attractions in just a few days especially in counties where there are numerous attractions. An itinerary will help you prioritize the attractions, so you do not miss on what you really want to see.
5. Trip essentials are not forgotten. A travel itinerary must include the necessary essentials you will need when traveling. If you are traveling to multiple places, your itinerary must include what to bring, clothes to wear, medicines that must be on hand, and emergency numbers such as hospitals, embassy, and police stations.

Sources:

<https://www.template.net/documents/itinerary-documents/>

<https://www.northsouthtravel.com/5-reasons-why-having-a-travel-itinerary-is-important>

TRAVEL TECHNOLOGY

Travel technology (also called tourism technology, and hospitality automation) is the application of Information Technology (IT) or Information and Communications Technology (ICT) in the travel, tourism and hospitality industry. Mobile apps, contactless payments and IoT devices are just some of the technologies trending in the travel and tourism industry. Technology can change the way people travel, providing convenience, safety and fewer touchpoints.

Ultimately, the goals or motivations behind implementing travel technology include automating travel and related processes, saving time, reducing costs and creating a more seamless travel experience for consumers. Technology can be deployed to enhance the customer experience before, during and after the trip itself.

Travel technology automates bookings, payments, and back-office tasks for travel agencies and enables consumers to make their online bookings without a travel agent.

Emerging technology, including voice search, virtual and augmented reality, facial recognition technology, and the Internet of Things, has led to the adoption of smart speakers in hotels, virtual reality tours from travel companies, and new, seamless ways to check-in, without having to queue and speak to reception staff. Within our personal lives, we are increasingly using contactless payments, voice search and mobile solutions, so it makes sense that tourism technology trends have followed this same basic pattern.

Technology has transformed the travel industry, and travel businesses that are not responding to this appeal will be out of business sooner or later. Technological advances increase business efficiency and optimize different processes, reducing manual work, and improving customer experience.

Travel technology makes tourism businesses run smoothly and efficiently!

Sources:

<https://www.techtarget.com/whatis/feature/6-technology-trends-in-the-travel-industry>

<https://www.revfine.com/technology-trends-travel-industry/>

TRAVEL TRADE PROFESSIONALS AS BRAND AMBASSADORS

Travel trade professionals organize travel services and provides them as packaged tours. They make arrangements and contracts with hoteliers, airlines, attractions and other suppliers, and then promote and sell those assembled travel packages.

Tourism Ambassadors are able to rise to the occasion. They defend your destination against any defaming news or opinions. They become certified because they love your destination and gleefully share that passion with others. The voices of your tourism ambassadors serve the best interest of your destination because they are trained, willing and able to provide positive word of mouth and dispel any negative associations with each and every visitor they encounter. Getting certified as a tourism ambassador for your local community provides opportunities for professional networking, exclusive events, résumé building, and career advancement. Not to mention you also get to help grow local tourism, stay in the know, and celebrate local pride.

Six Characteristics of a Successful Brand Ambassador:

- Basic Comprehension of Marketing.
- Gathers Insights and Reports Back.
- Engaging Online Presence.
- Keep it Professional.
- Lead Your Community.
- Be Excited the Authentic Way.

Sources:

<https://www.brandbassador.com/en-gb/resources/key-characteristics-of-a-successful-brand-ambassador>

<https://industry.tnvacation.com/travel-trade>

<https://tourismacademy.org/tourism-ambassador/>

USER GENERATED CONTENT

User generated content is any form of content, such as images, videos, text, and audio, that has been posted by users on online platforms such as social media and wikis. It is a product consumers create to disseminate information about online products or the firms that market them.

VFR

An acronym for **visiting friends and relatives**; a tourism consumer market.

VISITOR-READY BUSINESS

Often a start-up or small operation that might qualify for a listing in a tourism directory but is not ready for more complex promotions (like cooperative marketing); may not have a predictable business cycle or offerings

Source:

<https://opentextbc.ca/introtourism/back-matter/appendix-glossary/>