

**University of Pardubice**  
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**DESTINATION MANAGEMENT  
AND POSSIBILITIES OF ITS UTILIZATION  
FOR TOURISM DEVELOPMENT  
IN THE CZECH REPUBLIC**

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# 1 CURRENT STATUS OF THE STUDIED ISSUES

In the thesis review of relevant technical literature with focus on destination management and destination management related issues was executed. Attention was thus given to such terms as tourism, destination, and destination management and destination management organization. After that theoretic concepts and approaches to destination management were characterized. Services play a very important part in tourism (catering, accommodation and transport) and thus they received a lot of attention in the thesis. A special part of the thesis was focused on the role of transport in destination management. The list of all resources used in the thesis is annexed at the end of this precis.

## 1.1 Definition of Terms

Authors that deal with tourism issues use various terms for tourism management. These are terms like tourism management, management of destinations, destination management, etc. Destination management is understood to be a developed form of tourism management. In the thesis for tourism management, for management of destinations and also for destination management a common term is used and that is destination management.

As it was found out the same problem is with terms for organizations that deal with tourism management. These organizations get in literature various names/terms: tourism organizations, destination organizations, destination companies, and destination management companies. Organizations that deal with tourism management were established step by step and also their contents and their activities were gradually established. The most developed organizations that are active in tourism are labelled as destination management organizations and destination management elements are included in their activities. For the purposes of the thesis these organizations dealing with tourism management are jointly labelled as destination management organizations.

## 1.2 Evaluation of Theoretic Foundations for Destination Management Area

The common knowledge that tourism is an important part of the national economy was proved by study of the literature. Tourism has impact on national economy, it has an influence on human potential cultivation, it contributes to the level of education and thus influences lives of individuals and of the entire company. Thereby it is important to pay attention to it and to develop it. Tourism is also linked to negative impacts that are described in the economic, social and cultural area and in the environment area.

Literature mentions the following to be the characteristic **features of tourism**:

- Place of stay of people is outside their permanent residence and their permanent jobs.
- Human needs are being satisfied.
- Human potential quality is preserved (for instance by means of making new relations with other people, and so on).
- It is essential to promote mutual relations of visitors and local inhabitants and to introduce local inhabitants to tourism activities in the destination.

- Tourism has a consumer character. For consumer character it is characteristic to satisfy life and cultural needs or personal wishes of visitors in the role of consumers of economy and cultural goods.
- Mutual co-operation of all actors of tourism is important for all actors of tourism.
- Tourism has importance for country economy (national budgets incomes, regional development, development of infrastructure in regions).
- It is essential to respect the environment in the framework of tourism activities.

According to literature development of tourism has four stages: pre-phase (prior to 1850), starting phase (1850 – 1914), development phase (1914 – 1945) and highest stage (after 1945), which has been developing up to now. Tourism has been standing in the centre of attention of national, regional and local bodies and of the business sector.

**Features of destination** issue from literature that is destination is characterized as:

- Geography unit.
- Natural unit with unique characteristics different from other destinations.
- Constantly changing and developing product of tourism.
- Physical space with prepared tourism products for visitors.
- A mix of tourism products and services consumed under the label of the destination.
- A set of mutually cooperating elements and relations between these elements.
- Competitive unit.

**Destination management** is a form of a classic management concept that focuses on tourism. It is characterized as a developed form of classical management that focuses on tourism. Strategic management is based on communications, cooperation, and coordination and on partnership of private and public sectors. Networking of activities of individual partners from tourism and coordination of tourism actors in the framework of consistent strategy with the objective to satisfy ever-growing requirements of visitors are typical for it. Destination management should be realized on three levels and that on the regional or local level and on the national level. Abroad destination management became the subject of attention of society in the 60th of the 20th century while in the Czech Republic it was in the second half of the 90th of the 20th century. Development of tourism abroad had three phases and these phases were: developing phase (60th of the 20th century), growth phase (70th and 80th of the 20th century) and a concentration phase (90th of the 20th century). According to some authors destination management can be seen as a management of a company but some other authors criticize this idea and they point out that in tourism what is the point is management of a number of tourism subjects of private and public sectors that has to be for natural reasons in mutual cooperation. Currently higher forms of destination management are applied and that is destination governance (it is looked for answers to questions “how and why in this way”) and destination leadership (it is searched for questions “who and why these”). With destination governance it is an interaction between tourism actors (processes and structures). The human factor dominates in the destination leadership (emotions, values and creativity).

Study of literature showed that tourist destination should have an organization that creates a framework for destination functioning. It provides for destination management, it provides for destination

promotion on tourism markets and so. Activities of **destination management organizations** are continuously developing. Destination management organizations include under their activities policy creation, planning, marketing, product creation, they protect interests of tourism actors and of visitors, and they take care of their professional development by means of providing education and training. Other sources state that destination management organizations should have in their competencies not only marketing activities, but also they have to be so called strategic leaders and develop the destination based on coordination of objectives and targets. Other authors point out the fact that destination management organizations must manage their entrusted resources so that its activities lead to the achievement of strategic goals and it has to cooperate with local destination inhabitants. On the other hand some literature works with the notion that a destination can operate successfully without an organization, however they add that an existence of an organization can significantly develop such success. They further point out that organizations must support high quality tourism services, manage the destination effectively, support planning, and provide financing and high quality staff. The organization must also provide for accessibility of the destination and accessibility inside the destination. Further literature mentions the importance of networking in the area of services and the fact that when destination management organization provides for service providers networking then its influence on tourism development in the destination increases.

„Tourism body“, „destination management organization“, „cluster“, „network“ or concept of so-called „learning regions“ is **concepts of management in destinations**. In the framework of destination management there can be applied generally used **approaches to destination management**, namely „top-down“ – impulse for the creation of destination management organization was provided by public sector, clear competencies are defined, there exists lack of trust on the side of the business sector; further approach „bottom-up“ – impulse for the creation of the organization was given by the business sector, immediate profit based on management is realized, there exists low support from the side of public administration; or „combined“ – cities or clusters of cities and municipalities jointly with the business sector, participation of all sectors representatives.

Destination management in selected countries is different, and that with regard to the fact that in each country there are different political and legislative conditions and different financing. A well-organized destination management, as it issued from the theoretical part of the thesis, is in Austria and in Germany, but also in Switzerland and in Slovakia. All these countries focus in their activities on destination development by means of creating competitive tourism products while preserving clean environment.

By studying literature it was found out that in Switzerland there exists so called St. Galen model of destination management (hereinafter SGDM) that approaches tourism management from a completely different point of view than in other countries. This approach means creation of networks of service providers. So called head of the system, i.e. the managing element and the coordinator, joints partial proposals by service providers with so called destination portal. This portal allows centralized approach to products and information. It also provides a link with market experts (that means subjects that influence markets). Firstly this model worked with so called „business areas“ (that is with market areas – that means work with attractions and with tourism activities). Later this model transformed into so called „strategic

business areas“ (SBA), i.e. areas having strategic importance for tourism. It is a system of cooperation between private and public sectors. Gradually this model began to work with „strategic visitor flows“ (SVF). This approach is very new and very specific. The basis of SFV is the work with areas defined by flows of visitors, i.e. with those areas where visitors really travel. This approach takes into consideration that visitors do not respect destinations administrative borders.

As stated in the literature an inseparable part of tourism are services. Boarding, accommodation and transport are considered as important services. Some sources mark transport to be the key service of tourism. Unless transportation connection is provided to the destination, even if boarding is provided, accommodation is provided and there is also the required attractivity (for instance cultural, historical or natural heritage) then such destination should lose its attractivity for visitors.

**Characteristic features of developed destination management** that should become the starting point for configuration of destination management issued from studying the relevant literature. Here belongs:

- Visitors – all activities in tourism must be developed with the perspective of visitors.
- Definition of strategic objectives in a concrete destination.
- Competitive tourism products – the objective of destination management is creation of competitive tourism products that provide for uniqueness of the destination.
- Co-operation of public and private sectors – the importance of private-public partnership is extremely stressed.
- Communication, cooperation, coordination. These are the fundamentals of tourism development. Coordinated management approach based on collective vision and strong partnership leads to competitive destinations and tourism products.
- The preferred impulse for birth of a destination management organization and tourism products is the „bottom-up“ approach, which means business subjects initiate it.
- Leadership – very important element in destination management. Creation of high quality interpersonal relations in destination management organizations and in the framework of cooperation of public and private sectors contributes to achieving common goals. It has been proven that people who have positive relations with their managers do better work. Destination management should use such methods of people management that are based on positive interpersonal relations and at the same time they strictly lead to achieving desired results. Teamwork should be preferred over individual work.
- People working in the area of tourism must be professionals in their field.
- Motivation – to motivate cooperating actors of tourism is one of the key tasks of destination management organizations.
- Good relations among all participating parties of tourism, common credibility and reliability – destination management, i.e. destination management organization, is responsible for this. Visitors from the moment of their arrival to a destination till their departure from the

destination not only consciously, but also sub-consciously, perceive service provisions services, their mutual relations and their hospitability.

- Involvement of local inhabitants into decision-making – destination management gives stress on any requirements and comments provided by local inhabitants in relation with tourism development in the locality of their permanent residence. Tourism development should bring benefits for the community. High quality destination management prevents any potential culture and social conflicts and it prevents tourism from any negative impacts on local life-style, values and traditions. Destination management must be sensitive to any host culture. High quality destination management supports the development of local small businesses; it examines potential of art and crafts of local inhabitants.
- Development of destination brand loyalty – destination management puts stress on the destination brand development by means of providing high quality services and providing original tourism products. Visitors then return to the destination, they provide excellent reference information respectively and they recommend the visited destination to their friends, other potential customers.
- Quality control – with regard to the fact that sectors participating in tourism are very fragmented it is essential to put stress on quality control.
- Destination management when defining the product of tourism asks the following questions:
  - How shall this decision impact visitors?
  - What impacts shall this have on industries in the destination?
  - How shall this decision influence the local community?
  - What impact shall this decision have on the environment in the destination?
- Financing – defining finance flows in the destination management organization is a serious step in destination management.
- Destination management seeks to improve tourism revenues, for instance by providing for out-of-the-season activities that shall attract visitors into the destination also out-of-the-season and thus contribute to the level of employment in the destination.
- Destination management organizations are responsible for return on investment, market development and for development of high quality tourism products and thereby for further destination development.
- Destinations must be understood as a product of tourism that changes with regard to the destination life cycle.
- Services are of major importance for tourism development.

In the text above there were presented approaches to destination management that are, in the framework of relevant technical literature, considered advanced. Professional sources recommend that these approaches shall be utilized always with regard to the given destination.



## 2 OBJECTIVES OF THE THESIS

The thesis deals with tourism issues and under tourism with destination management as a form of tourism management. The objectives of the thesis issued from a review of current status of the solved issues. The main objective of the thesis was to **modify destination management in the context of management theory and in agreement with the system based understanding of management so that it represents a form of tourism management in the Czech Republic that shall contribute to sustainable development of tourism in destinations**. The outcomes of the thesis shall contribute to the development of scientific knowledge in the area of theoretic delimitation of destination management. Concept of destination management as a **form of tourist management** is in agreement with opinions of Nejd (2011), Holešinská (2012a), Laesser and Beritelli (2013) and with Reinhold, Laesser and Beritelli (2018). The fact that it is essential to see destination management in the **context of management theory** is mentioned also for instance by Kratochvíl (2000), Nejd (2011) or by Palatková (2011).

For meeting the objectives of the thesis the following partial goals were set:

- To execute an analysis of tourism management in the Czech Republic with the objective to present the existing concept of destination management under the conditions of the Czech Republic and to compare the results with approaches recommended in technical literature (see theoretic starting points of the solved issues).
- To modify destination management in the context of management theory.
- To modify destination management in agreement with system approach to management. Modification of destination management in the context of management theory and in agreement with system approach to management is executed based on knowledge from findings from an analysis and with utilization of theoretic approaches to management and to system understanding of management so that destination management represents a form of managing tourism in the Czech Republic that shall contribute to sustainable development of tourism in destinations.

## 3 PROCESSING METHODS

In the following text there is a summary of methods that were used for meeting the main objective of the thesis and of the partial objectives. All utilized methods are known science methodology and they proved that with their correct application high quality results could be achieved.

### History Method

According to Prorok (2012, p. 127) „*Historic method is based on understanding of a phenomenon in its wider historical relations, it is actually a process of reproduction of birth and development of a certain phenomenon including analysis and random specific manifestations.*“

By means of the history method the history of tourism and the development of destination management in the Czech Republic were researched into also in selected European countries. Results of

utilization of this method were presented in the theoretical part of the thesis and in the framework of an analysis of tourism and destination management development in the Czech Republic.

### **Induction and Deduction Method**

*„Induction unlike deduction is a process by means of which we can deduce conclusions“*. (Prorok, 2012, p. 125). The author further adds *„Generally induction is interpreted as a process from unique to general“*. The induction method was utilized for investigation of joint characteristic features of individual destination management organizations. Found common characteristic features were later generalized and outcomes were defined regarding the current status of destination management in the Czech Republic. Deduction is according to Prorok (2012, p. 125): *„.....a summary of rules and processes by use of which it is possible to derive conclusions by purely logical way“*. According to the author deduction is generally interpreted as a process from *„general to unique“*. The deduction method was used in the analysis of the current state of destination management in the Czech Republic where recommended theoretical approaches to destination management were researched in relation to individual destination management organizations in the Czech Republic.

### **Abstraction and Concretization Methods**

Sedláková (2014, p. 24) states that: *„...with abstraction we examine specific features of the phenomenon for the benefits of those that should become the key features in the effort to reveal and to explain the basis of the phenomenon. Concretization is its opposite*. Abstraction method allowed to overlook not fundamental elements in the tourism system and to concentrate on its key elements. Concretization provided for the possibility to concentrate on important elements (inputs, outputs and inputs transformation into outputs process) in the framework of modification of destination management in agreement with system view of management so that destination management contributed to sustainable development of tourism in destinations in the Czech Republic conditions.

### **System Analysis and Synthesis**

According to Dostál, Rais and Sojka (2005) during analysis there happens a process of decomposition of unit into parts and its individual parts are researched into. When a unit is being composed from parts and the behaviour of the whole is researched into then we talk about system synthesis. System analysis was used for an analysis of tourism management in the Czech Republic and under this frame for analysis of functions and organizations of destination management that operate in the Czech Republic territory currently. Destination management organizations were researched from functional point of view and organization structure, point of interest was cooperation of organizations with public and private sectors. More detailed research into partial elements allows to uncover regularities in functioning and to identify problems the solving of which would contribute to improved destination management in the Czech Republic. The synthesis of partial findings from the area of destination management was later utilized for modification of destination management in agreement with management theory and system understanding of management.

## **Comparative Method**

As stated by Prorok (2012), by application of comparative method we can recognize the common joint history of given phenomena or a similar development trajectory. In the thesis the method was used under the fulfilment of the first partial objective of the thesis – for comparison of the current understanding of destination management with approaches that are recommended in technical literature.

## **Analogy Method**

Štědroň a kol. (2012, s. 47) state that: „*The analogy method is based on the possibility to transfer results from a process running in a known large system to another system based on relations of both systems.*” In the thesis the individual organizations of destination management were researched into from the point of view of how they approach destination management with taking into consideration the variability of the individual destinations. The acquired knowledge was then used for characterization of destination management organizations on the individual levels of tourism management. The analogy method was used also for evaluation of possibilities how to and to what level it is possible to use in the Czech Republic approaches used in the destination management area abroad.

## **Questionnaire Survey Method**

According to Sedláková (2014, s. 158): „*Questionnaire survey records people's opinions, attitudes, beliefs, knowledge, memories, or future behaviour projections*“. Questionnaire survey was an important and a rich source of information for the analysis of tourism management in the Czech Republic. More detailed characteristics of questionnaire surveys that were realised for fulfilment of the objectives of the thesis were stated in the survey itself.

## **Desk Research Method**

Desk research method (in some literature called desk research) is characterized by researching available documents and literature that is related to the given topic (Matoušek and Osman, 2014). Desk research method was used for collection of information from web pages of individual destination management organizations that are active in destination management in the Czech Republic territory. The focus was given on information on their origin, founding fathers and their activities in the destination management. Founding documents of destination management organizations, annual reports, publications on activities of destination management and other documents and reports from the Internet and from electronic information sources of destination management organizations were examined. Results received thanks to the application of this method were later processed as one of the basic background documents for the Czech Republic tourism management analysis.

## **Expert Interview Method**

Expert interview is according to Tahal a kol. (p. 44): „*Analogy of individual interviews, however not with a consumer, but with a technical expert or a professional in the given area*“. Further authors state: „*Expert interviews are executed (with some exceptions) in the form of an individual meeting with each respondent*“. By means of expert interviews the opinions of respondents over destination management were surveyed. These interviews were executed with competent employees from tourism industry operating both

in the public sector and the private sector. The interviews were further supplemented by e-mail and by communication by phone. Knowledge acquired from expert interviews was presented in the framework of tourism management in the Czech Republic and abroad and it was used for fulfilling the main objective of the thesis.

### **System Approach**

According to Habr and Vepřek (1986, p. 15) system approach is: *„...way of thinking, problem solving and behaviours under which phenomena are understood as complex phenomena in their internal and external relations. The system approach can be applied for researching and solving problems in particular interdisciplinary and transdisciplinary. It is an opposite to statistical view that is based on description of individual elements characteristics, without their mutual interactions. The system approach is on the other hand based on relations between the parts and the whole and in particular on confrontation and further modification of outcomes issuing from qualities and behaviours of the parts and the whole.* This system is, according to the authors, a set of elements that are mutually linked and are also linked to their surroundings.

The system approach is a way how to solve tasks where phenomena are perceived in a complex way, i.e. in their internal and external connections, and that while respecting bonds between elements inside the complex and links to external environment. The system approach was utilized for modification of destination management as a form of tourism management in the Czech Republic that shall contribute to sustainable development of tourism in destinations.

## **4 ACHIEVED RESULTS**

For the purpose of fulfilling the main objective of the thesis it was essential first of all to analyse tourism management in the Czech Republic, to present the existing form of destination management in the Czech Republic conditions and to compare the results with approaches that are recommended in professional literature. Further to modify destination management in the context of management theory and in agreement with system approach to management so that it contributes to sustainable tourism development.

### **4.1 Analysis of Tourism Management in the Czech Republic**

Destination management has, in the Czech Republic, a much shorter tradition than abroad. In the Czech Republic the notion of destination management has been talked about for approximately 15 years. In the Czech Republic much less attention was given to this area, however, currently this situation is changing.

Destination management runs in the Czech Republic on three levels: **national, regional and local**. The national level is managed by the Ministry for Local Development of the Czech Republic (MLD), the regional level is managed by the Czech Republic regions and the local level is managed by municipalities.

The MLD that plays the role of a methodology and coordination body runs destination management on the national level. It falls under the competencies of the deputy minister for tourism and legislation that runs the tourism department. The Czech Tourism Central Body – CzechTourism belongs among directly managed organizations of the MLD and it creates marketing presentation of the Czech Republic. At the same

time, it is a member of the European Tourism Commission (ETC) and thus influences marketing activities abroad.

The MLD works with a mid-term document with the title „The Czech Republic Tourism National Policy Concept“ for the period 2014 – 2020. This policy sets rules for the existence of tourist offices and for agencies; its priority is to improve tourism industry, tourism management, destinations marketing, tourism policy and economic development. In the Czech Republic there is not any law that would, in a complex manner, deal with tourism. The MLD prepared draft legislation on tourism support that should be a basis for tourism development in the Czech Republic in the following years. This legislation should provide complete umbrella for destination management, to define rules for tourism, for instance delimitation of competencies of the MLD, of regions, of municipalities and of business sector and conditions and rules and condition for establishment of destination management organizations, tourism financing system, finding agreement with international contracts, the Czech Republic legislative framework and many other issues from tourism area which is currently missing. The debates on the act have however been postponed.

In February 2018 the document Categorization of destination management organizations came into effect. It sets common rules for tourism management and thereby makes the situation in tourism more transparent, in particularly the existence and activities of destination management organizations and not last it brings to tourism area more order. In the Czech Republic there had existed many destination management organizations before February 2018. The situation in this area is not transparent. Activities overlap, which is not effective.

On the regional level destination management is the responsibility of the regions and destination management organizations are of great importance, while municipalities provide the local level.

It was researched on what principles destination organizations work in the Czech Republic. Destination management organizations were thus evaluated firstly by means of desk research which was later supplemented by questionnaire surveys and expert interviews.

First of all the desk research was done with the objective to map current situation in the area of destination management in the Czech Republic and that with focus on destination management organizations and their activities. As the basis were selected area-management units – regions. The results of the desk research showed that the **researched organizations do not have the same legal form and they present themselves under various labels** (as organizations of destination management, tourism centre, destination agency, association, cluster of tourism, regional development agency, etc.). Organizations started to live only at the beginning of the ninetieth years of the 20th century. The reason for this is year 1989 when the borders were opened and tourism saw changes. Further it was found out that **the founder of a majority of organizations is the public sector.**

After that there was questionnaire survey where travel service departments in the regions of the Czech Republic were addressed. 57% respondents responded to questions regarding their activities in tourism. It was found out that **departments of tourism in regional offices of the Czech Republic work in the sense of sustainable tourism, cooperate with destination management organizations, they are interested in opinions of local people, execute market support for the area, provide more or less**

**training to personnel in the tourism.** Proving the fact that in the Czech Republic there are efforts to establish destination management – is the South Bohemia region. The system of destination management in the South Bohemia region works on certification principle and is based on clear set of rules.

For getting information about the state of destination management there was executed a questionnaire survey in the destination management organizations of the Czech Republic that included questions dealing with tourism in general and also questions from the area of destination management. The questions were compiled with regard to findings acquired during the theoretic part of the thesis over activities of destination management organizations. Organizations of destination management listed in the official list on the Internet pages of CzechTourism were addressed. The questionnaire was filled in and returned by 62%.

It was identified, by the questionnaire survey, that **a large number of destination management organizations create packages, that means tourism products (76%), they use a joint logo (64%), a joint reservation system (48%), and they also collect statistical data (84%).** Only some cooperating providers of tourism services are certified under the Czech service quality system (84%). 88% respondents have stated that they **initiate private public partnership**, which is very important for proper functioning of tourism. 72% of respondents **are not satisfied with the existing set-up of the system of financing** while they have pointed out that short term financing is in many cases limitation for their activities. All destination management organizations unambiguously agreed that they would welcome passing the tourism act.

Another step for understanding the current situation in the Czech Republic destination management was processing and evaluation of the questionnaire survey focused on destination management organizations from the point of approaches („top-down“, „bottom-up“, „combined“), destination management phases (developing phase, growth phase, concentration phase) and management concepts (tourism body, destination management organization, cluster, network, the learning region concept). In the Czech Republic, according to respondents, 56% use „**top-down**“ approach, 64% of respondents verified that this approach corresponds to „**concentration phase**“. Regarding management concepts the questionnaire survey showed that 56% of respondents utilize for their activities **the concept of „destination management organization“.**

In the following steps feedback was executed. Feedback is very important for destination management while the results showed that 57% of respondents initiated feedback and work with feedback. Financing of destination management organizations has more financial sources.

During this analysis **shortcomings were identified** (in agreement with theoretic starting points of this issue) and it is essential to deal with them:

- There is not a complex tourism act available.
- Tourism management is fragmented.
- Forms and functioning of destination management organizations show a significant level of heterogeneity.
- Organizations are born in an unorganized manner and in an uncoordinated manner. Mostly their birth is based on public administration decisions, to a smaller extent based on private subjects' decisions respectively by combination of both sectors.

- Destination management organizations do not generally have or generate regular income/revenues to cover the costs of essential activities.
- There exist various levels of cooperation between destination management organizations and business subjects. It is visible that they have various and differing objectives for their cooperation. Business subjects primarily work with the objective to achieve economic results by working towards satisfaction of their customers. National administration and self-administration sees tourism as a political task (national heritage preservation, area development, local inhabitants' satisfaction and so on).
- Tourist regions boundaries often do not correspond to administrative regions boundaries and it has negative impacts on tourist packages development. This is a financing area and also rules setting area either for the administrative region or for the tourist region. In this relation the partnership in tourism is very important for destination management, namely the partnership between tourist regions whose areas fall under more than one region.

#### **4.2 Destination Management in the Context of Management Theory**

Management and attitudes to individual management activities undergo development. For the purposes of the thesis, that means thesis concentrating on destination management under the Czech Republic conditions, the notion of management according to Veber a kol. (2009) was taken as the starting point. The authors of this notion set as their goal to explain how management is seen in the European and in the Czech environment. Their notion of management is based on looking for common features of managing all subjects (trade organizations, organizations without business character, public administration institutions). This approach is fully in agreement with the objectives of the thesis. Under modification of destination management it was essential to further respect that tourism represents a system.

**Destination management in the context of management theory is possible to understand as a set of opinions, experience, recommendations, approaches and methods that are used for managing specific activities (functions) that are essential for achieving intentions in the area of tourism.** While destination management is based on interconnections of many tourism actors based on cooperation and coordination, and that is based on functions that are: planning, implementation management, control, decision making, organization, destination leadership, communication and collection, processing and interpretation of information in management work while at the same time there is continuous initiation, keeping and development of partnership of private and public sectors. **Destination management must be also understood as an organized and systematic effort to influence visitor needs satisfaction by means of creation of competitive tourism product** (jointly with common shared logo and with information and reservation system, price policy, collection of statistical data from tourism, quality label) **with the objective to develop sustainable tourism in the destination.**

In Table 1 there are **to all management functions – as they are defined under management notion according to Veber a kol. (2009), allocated activities on the national level and destination management organizations activities on regional, area and local levels.**

**Table 1** Destination management activities in relation to management functions

<b>Management functions</b>	<b>Activities on the national level</b>	<b>Activities of destination management organizations on regional, area and local levels</b>
<b>Planning</b>	<p>Formulation of intentions – sustainable development of tourism toward Czech Republic destinations and toward foreign countries.</p> <p>Communication with destinations in the Czech Republic about preliminary intentions in the sphere of tourism.</p> <p>Elaboration of the design plan for sustainable development of tourism in the Czech Republic and toward foreign countries.</p> <p>Issuing the definitive look of the plan – one part of the plan is definition of objectives, means and path to their implementation.</p> <p>Strategic plans are used primarily (with longer time period of setting tourism trend).</p>	<p>Formulation of intentions – the plan for sustainable development of tourism in the destination/creation of products of tourism.</p> <p>Communication – preliminary information to service providers about intentions in the destination and their potential participation in them.</p> <p>Elaboration of the design plan for sustainable development of tourism in the destination/creation of tourism product.</p> <p>Introduction of service providers to the design plan for sustainable development of tourism in the destination/creation of tourism product.</p> <p>Standpoint of affected service providers to the plan for creation of tourism product and potentially an amendment of such plan.</p> <p>Approval and issuance of the final plan for sustainable development in the destination.</p> <p>Strategic, tactical and operational plans are utilized.</p>
	<p>Looking for answers to the question what should be achieved (that is definition or goals understandable for all stakeholders) and by what way it shall be achieved (that is definition of activities; resources – financial means, personnel, material and information provision, know-how, infrastructure, etc.; terms and responsibilities – definition of a deadline and total responsibilities or definition of partial deadlines and partial responsibilities). Planning of partial objectives must be in a relevant number so that they do not become mutually exclusive. In tourism this represents short-term planning (usually destination management organizations) and long-term planning (usually the MLD, CzechTourism and destination management organizations). It is planning of tourism products both on the national level and on regional, area and local levels.</p>	
<b>Implementation management</b>	<p>Provision for fulfilment of management intentions that means sustainable development of tourism in the destination and that with efficient use of resources and with regard to sustainable tourism.</p> <p>Building interest of participating actors, their motivation, motivation of local inhabitants.</p> <p>Utilization of motivation (ability to initiate with participating actors their interest to provide for activities towards sustainable development in the destination), influencing actors by means of indirect tools (rewards, awards, honour, etc.), leadership of people by means of shared vision (that is involving participating actors into intentions in the sphere of tourism), by means of coaching (that is by means advisory services or by management), by means of delegation (that is by means of providing freedom to actors of tourism, independency in their behaviour and in delivering the delegated activities), by means of teamwork (that is groups of tourism actors in order to meet objectives in the sphere of tourism), coordination (achievement of optimal functioning with the objective to reach the set objective, that is sustainable development of tourism/creation of tourism product).</p>	



**Table 1** Destination management activities in relation to management functions – continued

<b>Management functions</b>	<b>Activities on the national level</b>	<b>Activities of destination management organizations on regional, area and local levels</b>
<b>Control</b>	Review of sustainable development plans fulfilment and review of allocated financial means drawing.	Internal review of destination management organization. Review of fulfilment of cooperating tourism actors' activities.
<b>Decision-making</b>	Concept, methodology and co-ordination decisions in the framework of the MLD and CzechTourism and decision making towards regional, area and local levels of destination management.	<p>Destination management organization implements decision-making in the framework of tourism in the destination, decides on the type of tourism product, on efficient use of financial resources, on staffing of the destination management organization, on service providers in the destination, on the review of fulfilment of service providers' set tasks. It is decision-making in the framework of poorly defined problems, that is problems that are new and encountered for the first time and are always unique – solving of these problems requires to use creative approaches (that is knowledge, experience and intuition), but also about decision-making in the framework of well structured problems, that is problems that are less complicated and are characterized by routine approaches to their solution. Further it is about decision making on tourism product that has to be competitive at all times.</p> <p>Decision-making process phases: environmental analysis (collection of information, detection of current situation in tourism, identification of decision-making problems in the destination and identification of causes), solution proposal (searching for possible alternatives of destination management organizations activities), choosing the solution (evaluation of possible solutions alternatives and selection of the one alternative that shall lead toward a competitive tourism product), following review of results (evaluation of alternative selection with regard to the achieved goal).</p>
<b>Organization</b>	This is about defining categorization of destination management organizations, definition of levels in the area of destination management, provision for coordination and control of activities on the national level.	This is about setting organization structures inside destination management organizations on regional, area and local levels and about definition of activities of tourism actors inside destination management organizations. And also about providing coordination of activities and control inside destination management organizations.
<b>Leadership</b>	Providing for a dynamic agreement among people and objectives in the sphere of tourism on the national level. Orientation toward personnel strategy, personnel evaluation and carrier development of people working in tourism on the national level.	Provision of dynamic agreement among people/tourism actors and objectives in the sphere of tourism in the destination. Orientation toward personnel strategy, people evaluation and carrier development. Leadership is related to management of service providers in tourism, which shall lead to the creation of tourism competitive products, to sustainable development of the destination. Provision for tourism staff education.

**Table 1** Destination management activities in relation to management functions – continued

<p><b>Communication</b></p>	<p>Provision of information (exchange of information) vertically, down to lower levels of destination management. Communication between employees in the sphere of tourism at the MLD and in CzechTourism. There is on-going internal communication (meetings at the MLD and in CzechTourism). There is on-going external obligatory communication (communication with finance state administration, with the banking sector and with a lower level of destination management and so on) and facultative external communication (that is public relations for the Czech Republic destination promotion inside the Czech Republic and abroad.)</p>	<p>Provision of information (information exchange) horizontally that is toward tourism service providers, vertically toward staff of destination management organizations, information exchange between tourism actors. There is happening so called internal communication that is motivating tourism service providers to do what is necessary to do. Inside destination management organizations there are on-going meetings and also meetings of destination management organizations and of all actors of tourism in the destination. There is on-going external communication, both obligatory external communication (with higher level of destination management, communication with the financial office, with the banking sector and so on) and facultative external communication (that means public relations, especially local community relations and so on).</p>
<p><b>Collection, processing and interpretation of information in management work</b></p>	<p>This represents useful and efficient work with information and knowledge, with their collection, processing and interpretation at the MLD and in CzechTourism toward lower levels of tourism in the Czech Republic and abroad.</p>	<p>This represents useful and efficient work with information and knowledge on regional, area and local levels. Acquired and evaluated data in the sphere of tourism may be seen as the highest competitive advantage on tourism market.</p>

Source: the author

**On all levels strategic management is applied** (it has long-term character, it is used for decision making for destination development objectives, etc.), **tactical** (that is focused primarily on activities inside destination management, for instance with subsidies applications and with acquisition of further financial resources, with creation of destination budgets, for tourism products creation, etc.) and also **operative** (that is directed toward meeting the objectives of tactical management in the area of tourism).

**Destinations in the modified notion of destination management, which is in agreement with management theory, should be created in the context of flows of visitors with the objective to satisfy their needs.** The destination represents a geographic space with tourism products that satisfy the needs of their visitors. It represents a complex system with subjects both of the public sector and the private sector and with local inhabitants. Tourism products offered in the destination must be created in the context of the flow of visitors and with regard to the interest of other tourism actors (including local inhabitants). Destinations seen in this way are totally in agreement with how Reinhold, Laesser and Beritelli (2015, 2018) see the destination. They criticize the original geographic delimitation of the destination and they stress the need to orient destination management towards the flows of visitors.

#### 4.3 System Approach to Destination Management

In management theory there exist various **approaches to the system notion of management.** Donnelly, Gibson and Ivancevich (1997, p. 43) state that „*The system approach represents a realistic view on management problems. It sees the organization as a group of mutually interlinked elements that have*

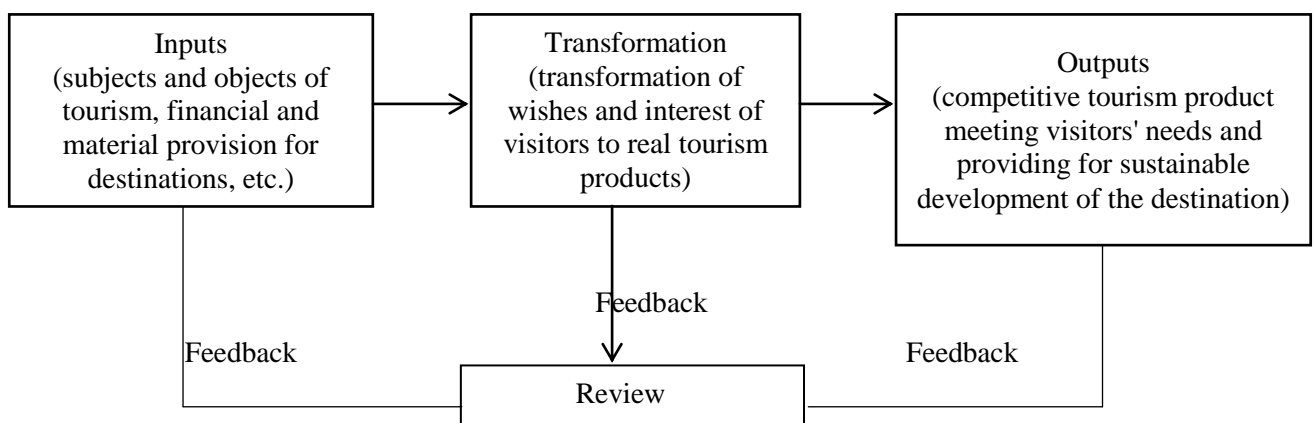
a common goal. Because these elements mutually affect each other managers cannot see them and influence them in an isolated manner, without paying attention to other elements. When managers utilize the system approach in their work than they understand the organization to be a dynamic unit and they strive to forecast foreseeable as well as unforeseeable impacts of their decisions.” For the system approach of management it is thus characteristic that management does not solve problems in an isolated manner, but in a complex manner and it strives for changes of the entire system by means of management functions.

Kovář (2007) regards the system approach to be the basic methodology tool for studying management. He stresses the fact that within the system approach the relation between the whole and the parts is an inverse relation so that characteristics of parts may be recognized only by means of recognition of the whole. According to his opinion „the system approach as a science discipline (thinking) allows to, on a certain object, research into only and exclusively those characteristics that correspond to our interest and our purpose of research.“ (Kovář, 2007, p. 5).

Veber a kol. (2009) stress that a complex view to objective reality is characteristic for the system approach. The system approach benefits for management development authors see in the fact that besides internal relations analysis and recognition of the importance of mutual interactions of the individual internal actors there is stressed also interaction with the surroundings. The authors see Chester Irving Barnard to be the founder of socially system approach. Barnard worked hard to create a complex theory for management organization and regarded keeping communication inside organization, provision for services and setting of objectives and tasks to be the main tasks of a manager. Barnard saw an organization to be a social system, the inseparable part of which is financial investors, suppliers and customers.

Based on the above-mentioned approaches to the system notion of management it can be unambiguously stated that it is essential to apply system approach also inside the destination management.

**When respecting the system notion destination management can be understood in such manner as stated in the Picture 1.**



**Picture 1** The system approach to destination management (the author)

The system notion of destination management is based on theoretic approaches to system management, primarily on Donnelly, Gibson and Ivancevich (1997) approaches. Sustainable development of

tourism in a given destination is the objective of destination management and thereby it is also the sustainable development of the destination. Tourism in a destination is understood as a system, that means a purposefully defined set of elements and set of their mutual interlinks that jointly define the characteristics of the whole. This notion of the system is completely in agreement with Kovář's (2007) approach.

The system is influenced by both internal and external environment (surroundings). The external environment is represented by political influence issuing from economic policy and is linked to the development of all national economy sectors, those sectors that have influence on tourism, and on economic, social, technological and legislative issues. In agreement with Weaver and Lawton (2014) the external environment can be extended by natural and culture factors that can have dramatic and unforeseeable impacts on tourism. The internal environment is created by the system elements that mean all participating subject and objects of tourism. Mutual interlinks exist among participating subjects. In order to achieve sustainable development in tourism in a given destination it is essential to have cooperation of all tourism actors with regard to their interests. In order to develop tourism it is essential to strive for the highest level of satisfaction of visitors' needs via tourism products. This is also in accord with tourism service providers' needs. Destination management competencies also include management of environmental and social impacts of tourism on local inhabitants and on the environment. Tourism development can be seen as sustainable only in case that destination management respects economic, environmental and social interests of all actors of tourism (that means all stakeholders).

Outputs are created by transformation of tourism inputs that is by the process that provides for origination of tourism products (that means transformation of visitors' wishes and interests into a real product). Such outputs are competitive tourism products by means of which the needs of visitors in destination are satisfied so that sustainable development of tourism in the destination is provided for. In the system notion of destination management there must be on-going review (feedback), the objective of which is to observe and evaluate proper functioning of destination management including the proposals and the implementation of corrective measures with the objective to increase the interest in the destination and to attract further visitors to the destination.

**Creation of tourism products** has a very important place in destination management. A tourism product must be focused on a certain target group. It is a complex package providing for customer satisfaction. Table 2 represents the process of tourism products creation that means its individual steps that has to be taken so that destination management outputs are in accord with destination management objectives. The process is based on approaches applied under SGDM and under the categorization of destination management organizations valid in the Czech Republic as of year 2018. SGDM approaches are a part of tourism product creation for the reason that SGDM represents an advanced form of destination management. It seems to be a very flexible and effective model focused on visitors, on visitors' needs and interests which is totally in agreement with destination management objectives, that is with sustainable development of tourism in the destination. The proposed approach respects the idea of Beritelli, who finds it important to observe flows of visitors. When management is deciding based on strategic flows of visitors then management finds out in the best way what is the best for visitors and thereby also for organizations,

municipalities and regions along these flows. The categorization of destination management organizations is used with respect to the fact that currently it defines basic rules for tourism management in the Czech Republic.

**Table 2** Tourism competitive product creation process

<b>Name of the step</b>	<b>Name of activities</b>	<b>Description of activities</b>
<b>1. Identification of destination potential</b>	Observation of visitors flows	Mapping of visitors flows and at the same time finding out about the type of visitors, where do they come from, where do they go, etc. This activity is done abroad by means of research in the field or by means of questionnaire survey. For monitoring of the visitors flows so called measuring of inhabitants' mobility by means of a mobile operator's geolocation signalling data can be also used. This is about the definition of the territory where the visitors move around.
	Creation of maps	Drawing the visitors flows into maps.
	Overlap of maps	Utilization of visualisation of the visitors flows on one map with the objective to find out how this space is variable, that means who will come, from where, and what is his/her intention. By means of visualisation of the flows it can be found out which destinations/spaces have attractions, and spaces/destinations without visitors.
	Identification of attractions potential (natural and cultural heritage, experiences, etc.)	Finding out about attractions (natural and cultural heritage, experiences, etc.). Proposal for a new attraction respectively.
	Mapping of the destination readiness	Mapping of availability, lodging capacities, gastro-services, etc.
<b>2. Tourism product design including target groups</b>	Analysis of the demand for tourism products, preliminary survey of suppliers networks, cooperation possibilities identification.	Survey of potential customers' expectations and survey of suppliers networks, that means addressing partners with the potential to participate in the product.
	Competition analysis	Survey of competition offers and their features, evaluation of the product attractiveness with regard to competitors. Finding out about further (competition) products of tourism, etc. In the given area there may be present competition tourism products that can negatively influence the intention of originated destination.
	SWOT analysis and risk analysis	Evaluation of strong and weak sides of the product, threats and opportunities, definition of risks and measures to minimize such risks.
<b>3. Creation of tourism competitive product (complex understanding of the product).</b>	Concluding partnerships	Defining service providers by means of an analysis of demand and supply networks. Selection of the „system head“. Establishing rules of cooperation among individual subjects.
	Task definition	Division of tasks among actors. There are on-going proposals (results of primary meetings and negotiations with actors in the region). There is on-going negotiation of tasks and creation of marketing concepts.
	Resources provision	Starting cooperation among participating subjects. Further negotiations are carried out that are more concrete with the objective to provide for essential resources.
	Definition of responsibilities	Concrete responsibilities for concrete tasks are negotiated. Responsibility for providing for concrete tasks is negotiated.

Source: the author

Update and review of individual steps in the framework of the tourism product creation run continuously. Sustainable development principles must be respected in the process. The sustainable development concept is stressed also in the tourism sphere – see for instance Vogt and Andereck (2018). Services have an important role in the process.

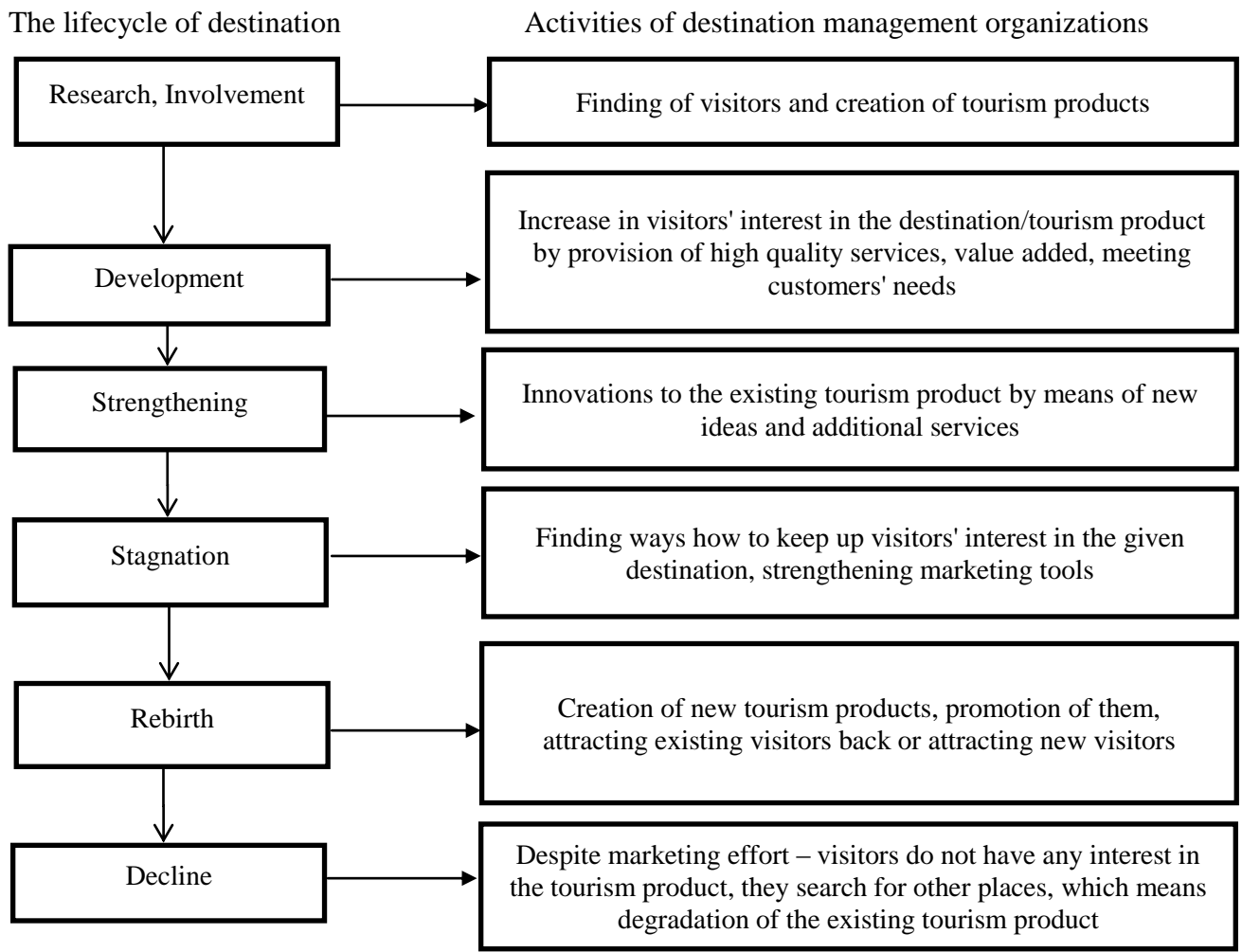
Destination management cannot be seen only as direct management, but it is coordination and cooperation of tourism service providers' activities on the basis of mutual agreement and contractual relations. This approach to destination management must be utilized also for the existing destination management in the Czech Republic (national, regional, area, and local) while the stress is given on the area and on the local levels where any initiatives come from below („bottom-up“ approach) compared to previous approaches which were based on territory oriented management with focus on the institutional and on the organization levels. In this stated approach there is continuously constructed and continuously developed cooperation, coordination and communication of all actors of tourism. The above-stated process of the tourism product creation is possible to apply on all levels of destination management that means on the national, regional, area, and local levels.

System approach to destination management is applicable also under the Czech Republic conditions where destination management organizations already exist and they somehow operate in tourism and cooperate with service providers. Tourism product creation is an important part of the system notion of destination management. Satisfaction of customers is achieved by means of tourism competitive products creation where potential is not looked for according to attractions, but flows of visitors are followed. For following the flows of visitors it is possible to utilize mobility measurement by means of geolocation and signalization data of a mobile operator. For more detailed mapping of what type of customers are these customers, what is their objective and what is their composition, it is further possible to utilize mobility measurement by means of geolocation and signalization data of a mobile operator. For more detailed mapping of what customers are these customers, what is their target, what is their structure it is possible to use field research or questionnaire surveys.

In SGDM the area of destination is derived from flows of visitors and tourism products are developed based on that. According to Beránek (2013a): „*The concept of destination lifecycle is based on the premise that any destination can be seen as a product that, similarly to a classical product, undergoes various stages. It researches into causes and other possible directions of development of a concrete destination caused by regular civilization processes.*“ This is why the lifecycle of a destination is to be seen as the **lifecycle of a tourism product** that means it is especially about monitoring a tourism product in the destination. Phases of the destination lifecycle/tourism product are an important indicator of sustainable development in the destination and also a means for setting of corresponding activities of destination management organisations. Destination management must follow the lifecycle phases of its destination/tourism products and adapt its activities to ever-changing situation. It must be done with the intention to further develop tourism so that it is in agreement with sustainable development of the given destination.

Picture 2 shows activities of destination management organizations according to the destination lifecycle/tourism product. In this approach the innovation is represented by the orientation not on the territory of the destination, but on the tourism product developed on the basis of visitors flows i.e. on the basis of visitors' interest in the given territory.

Activities of destination management organizations as shown in the Picture 2 are based on Butler's (1980b) approach. In the course of these activities it is useful to monitor and to evaluate flows of visitors and changes in the flows and to react flexibly to such changes.



**Picture 2** Activities of destination management organizations and the destination life cycle (the author)

## 5 CONTRIBUTIONS OF THE THESIS

The thesis contributes by providing new view on approaches, concepts and destination management phases in the Czech Republic and in selected countries and it focuses on the development of tourism by means of destination management. It looks for inspiration in the sphere of destination management abroad so that it contributes to sustainable development of tourism in the Czech Republic.

The contributions of the thesis can be summarized in the following way:

- Destination management was modified from the point of view of management theory.

- Destination management functions were defined and activities related to managerial functions were characterized on the national level as well as on regional, area and local levels.
- It was recommended to realize destination management on strategic, tactical and operative levels.
- The importance of destination management organizations as a basic element in management of tourism was stressed.
- An alternative approach to tourism product creation was chosen, this approach is inspired by SGDM, which recommends to find out strategic flows of visitors firstly, and it rejects as a primary step to define area boundaries of the destination.
- With regard to the fact that tourism is a system destination management was defined in agreement with the system approach.
- Creation of tourism products has an irreplaceable position in tourism. By means of these products visitors' needs are satisfied. In the scope of the thesis the process, how a competitive tourism product is developed, was defined.
- The lifecycle of the destination plays a critical role in tourism. That is why activities of destination management organizations were assigned to lifecycle phases of the destination.

The thesis contributes to scientific knowledge by destination management modification in the context of management theory and in agreement with the system approach to management. Destination management thus represents a form of tourism management that shall contribute to sustainable development of tourism in the Czech Republic. Another contribution of the thesis to scientific knowledge development is the summary of theoretic findings about the researched issues, about management approaches, about management concepts and about destination development phases and primarily such contribution is the summary of findings about St. Gallen model of destination management.

The contribution to practice is the destination management concept that focuses exclusively on visitors and on competitive tourism products used for satisfying customers' needs. Contrary to territory oriented management of tourism with focus on institutional and organizational background, which is used now, the new approach mentioned in the thesis and the way how a tourism product is developed opens new space and new opportunities for service providers to create tourism products tailor-made to visitors with the objective to provide for sustainable development of tourism in a destination.



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## **SOUHRN/ABSTRACT**

Disertační práce se zaměřuje na problematiku řízení cestovního ruchu, tj. destinačního managementu. Zkoumá současný stav destinačního managementu v zahraničí a v České republice. Disertační práce modifikuje destinační management v kontextu teorie managementu a v souladu se systémovým pojetím managementu tak, aby představoval formu řízení cestovního ruchu v ČR, která přispěje k udržitelnému rozvoji cestovního ruchu v destinacích.

The doctoral thesis focuses on the problems of tourism management, i.e. destination management. It examines the current state of tourism management abroad and in the Czech Republic. The thesis specifies destination management in the context of management theory and in accord with the management system concept so that it represents a form of tourism management in the Czech Republic that will contribute to the sustainable development of tourism in destinations.