

# Tourism Destination Benchmarking: Evaluation and Selection of the Benchmarking Partners

*Luticky Martin, Kind Tomáš*

## Abstract

Tourism development has an irreplaceable role in regional policy of almost all countries. This is due to its undeniable benefits for the local population with regards to the economic, social and environmental sphere. Tourist destinations compete for visitors at tourism market and subsequently get into a relatively sharp competitive struggle. The main goal of regional governments and destination management institutions is to succeed in this struggle by increasing the competitiveness of their destination. The quality of strategic planning and final strategies is a key factor of competitiveness. Even though the tourism sector is not the typical field where the benchmarking methods are widely used, such approaches could be successfully applied. The paper focuses on key phases of the benchmarking process which lies in the search for suitable referencing partners. The partners are consequently selected to meet general requirements to ensure the quality of strategies. Following from this, some specific characteristics are developed according to the SMART approach. The paper tests this procedure with an expert evaluation of eight selected regional tourism strategies of regions in the Czech Republic, Slovakia and Great Britain. In this way it validates the selected criteria in the frame of the international environment. Hence, it makes it possible to find strengths and weaknesses of selected strategies and at the same time facilitates the discovery of suitable benchmarking partners.

*Key words:* *benchmarking, evaluation, tourism, strategic planning*

## 1. INTRODUCTION

Tourism still represents one of the largest economic sectors and is widely recognized as an important factor in regional development (Commission of the European Communities, 2010). It contributes by its nature to the stability of regional and local economies, primarily because of its positive multiplier effect, which acts on creating business opportunities in a wide range of activities and significantly influences the development of employment in the region (Sharma, 2004).

Just like any other economic sector, tourism also faces competitive pressures which are rising substantially in today's globalized society (Kozak, 2004). The European Union, national and regional governments therefore develop efforts aimed at increasing competitiveness in tourism. Competitive advantage comes not only from the potential possibilities of external environment, but mainly from internal characteristics, i.e., from unique sources and methods of their use (Johnson, Scholes & Whittington 2008; David, 2009). Comparative advantage of destination is made up of its resources, which Dwyer and Kim (2003) classify into inherited (natural, cultural-historical), human-created and supporting sources (e.g. availability, quality of service, security, basic infrastructure). To achieve a competitive advantage it is essential to use these resources effectively with regard to changing environmental conditions (Crouch, 2010).

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## **Destination Benchmarking**

**Destination Benchmarking** Metin Kozak,2004 Benchmarking is an established tool for quality improvement in certain industries e g manufacturing and service but benchmarking in tourism businesses and tourism destinations has not been widely investigated The aim of this book is to evaluate different approaches to benchmarking and their applications within tourism destinations The book considers organization benchmarking performance evaluation of a particular organization and its departments and destination benchmarking which involves all elements such as transport services airport services accommodation leisure and sport hospitality and local attitudes etc The focus is on developing a specific benchmarking methodology that is relevant in the context of international tourism destinations **Managing and Marketing Tourist Destinations** Metin Kozak,Seyhmust Baloglu,2010-11 Without adequate research and management the potential impacts and benefits of tourism and travel services will not be maximised This volume evaluates the theoretical approaches and applications to competitive advantage within tourist destinations and demonstrates the ways to further develop the concept of destination competitiveness

## **Benchmarking in Tourism Destination, Keeping in Mind the Sustainable**

**Paradigm** Valentina Bosetti,Mariaester Cassinelli,Alessandro Lanza,2014 Tourism destination benchmarking and the assessment of tourism management performances are a crucial and challenging task in the direction of evaluating tourism sustainability and reshaping tourism activities However assessing tourism management efficiency per se may not provide enough information concerning long term performances which is what sustainability is about Natural resources management should therefore be included in the analysis to provide a more exhaustive picture of long run sustainable efficiency and tourism performances Indeed while the environmental endowment of a site is a key feature in tourism destination comparison what really matters is its effective management Therefore in this paper we assess and compare tourism destinations not only in terms of tourism services supply but also in terms of the performance of environmental management The proposed efficiency assessment procedure is based on Data Envelopment Analysis DEA DEA is a methodology for evaluating the relative efficiency when facing multiple input and output Although the methodology is extremely versatile for the sake of exemplification in this paper it is applied to the valuation of sustainable tourism management of the twenty Italian regions **Engaging in Tourism Destination Benchmarking** Marika Elovaara,2009

**Managing and Marketing Tourist Destinations** Metin Kozak,Seyhmust Baloglu,2010-11-01 Destination marketing is more challenging than other goods and services The basis of competitive advantage shifts from tourism resources only destination marketing to a location based or city wide integrated management place marketing In this book tourism scholars Metin Kozak and Seyhmust Baloglu discuss and synthesize theories models techniques and principles for strategic marketing and management of tourist destinations and demonstrate ways in which to further develop the concept of destination competitiveness for application within these destinations The authors highlight the need for managing brand equity tourist experience and information systems as well as

involving internal and external stakeholders in strategic planning and implementation This book offers practical information directly related to the tourism industry using the examples of real world cases to bridge marketing theory with practice With its international focus and applications for developing a competitive advantage in today s global marketplace this research will be indispensable to students and scholars of tourism hospitality and leisure and recreation programs as well as practitioners within these industries

**Destination Benchmarking** Metin Kozak,2000 *The Practice of Graduate Research in Hospitality and Tourism* Kaye Sung Chon,2014-06-23 Improve your hospitality and tourism research abilities with this impressive collection of research methods The Practice of Graduate Research in Hospitality and Tourism assists you in gaining insight into different facets of research design conceptual development research methods and conclusions drawn from research in hospitality and tourism As a professional researcher or graduate student in the hospitality and tourism field you will benefit from this collection of chapters that represent examples of research trials conducted by graduate students in hospitality and tourism and are selected on the basis of the originality of the students concepts research methods and interest of the work to graduate students This informative volume will provide you and your students with up to date and effective ideas for researching topics within the field of hospitality The Practice of Graduate Research in Hospitality and Tourism is an excellent supplemental textbook for research methods classes in graduate hospitality and tourism programs The wide variety of chapters will stimulate discussions on research in hospitality and tourism from conceptual secondary data and primary data approaches Some of the research articles you will explore in The Practice of Graduate Research in Hospitality and Tourism are based on different statistical techniques research designs and trends of subjects Topics include selecting service oriented employees based on person organization fit measuring the effectiveness of advertising on the Internet examining factors that affect food expenditures of U S tourists when they are away from home explaining the competitive structure of Japanese travelers overseas destination plans determining the motivational needs of managers in the on site foodservice segment providing adequate education on HIV and AIDS in the workplace for hospitality managers identifying influential variables of employee turnover in the food and beverage industry The Practice of Graduate Research in Hospitality and Tourism serves as an important forum for initiating research and new ideas internationally The carefully selected chapters of this essential text will provide you and your students with suggestions that will improve research competency as well as hospitality services to patrons

*Sustainable Tourism Development* Anukrati Sharma,2019-08-05 Exploring the importance of destination branding and destination marketing as well as their implications on sustainability in tourism this book approaches the topic through the lens of destination image taking into account the large influence of appearance on tourist attraction With consideration to various stakeholders in sustainable tourism development this book incorporates ideas for new techniques in destination branding and marketing in order to maximize economic impact The book also discusses the rising influence of social media on tourists interest Emphasizing sustainability in tourism development the

chapters address a number of important issues such as post disaster tourism marketing culture and heritage tourism eco tourism community based nature tourism community involvement in destination development benchmarking for destination performance evaluation sustainable food practices in tourism and more Each chapter of this book incorporates a quantifiable trend in tourism development including various paradigms and studies that relay different statistics about certain areas of tourism The book makes use of case studies for specific destinations and integrates strategies evidence and analyses to offer a holistic understanding of the myriad factors involved in sustainable tourism development Positioning of Destinations

Tamara Mayerhofer,2010-05-10 Scientific Essay from the year 2010 in the subject Tourism Miscellaneous University of Innsbruck Tourism Service Industry language English abstract This Paper focuses on the importance of strategic positioning of destinations and its stakeholders in a globalised competitive environment The theoretical background is based on the research on destinations and destination management strategic marketing strategy development and positioning strategies and positioning models A new theoretic framework from a RBV was developed to identify the most important elements of the successful positioning of destinations and its organizations from a stakeholder perspective An empirical study was applied to all stakeholders who form a destination by the example of three very successful positioned destinations in the Austrian Alps The theoretical model was tested by the application of frequency distribution and multiple linear regression analysis Most of the points were confirmed but also a few rejected which asks for further research However the applied model gives a great insight in how stakeholders can successful and sustainable position their organizations and the destination as a whole It further can be used as a tool to find an efficient positioning strategy for young entrepreneurs or gives helpful advice for stagnating or decreasing businesses to formulate a new positioning strategy or aim for a relaunch A Manual for

*Evaluating the Quality Performance of Tourist Destinations and Services* European Commission,2005 Evaluating NTO Marketing Activities University of Luton,2003 Publicly funded National Tourism Organisations NTOs are under increasing pressure to justify their activities and prove the way they influence tourism to their country This report undertaken by the University of Luton examines the way NTOs measure their performance and current best practice It then looks at academic research into marketing evaluation to create a guide to practice that can be adopted in the future Indicators of

**Sustainable Development for Tourism Destinations** World Tourism Organization,2004 Describes over 40 major sustainability issues ranging from the management of natural resources waste water energy etc to development control satisfaction of tourists and host communities preservation of cultural heritage seasonality economic leakages or climate change For each issue indicators and measurement techniques are suggested with practical information sources and examples Contains a procedure to develop destination specific indicators their use in tourism policy and planning processes as well as applications in different destination types e g coastal urban ecotourism small communities Numerous examples and 25 case studies provide a range of experiences at the company destination national and regional levels from all

continents     *A Practical Guide to Tourism Destination Management* World Tourism Organization,2007 One of UNWTO's top sellers This publication represents a major contribution to developing professionalism in the field of destination management It is intended as a practical guide showing how concepts of destination management may be translated into practice Besides it will be of considerable interest to academics as we acknowledge the work of other experts and academic leaders who have contributed to the field of destination management As the main purpose of Destination Management Organisations is to attract people to visit in the first place this practical guide will explain through models guidelines and snapshot case studies how to create a suitable environment and quality delivery on the ground and how to ensure that visitors' expectations are met at the destination

**Index to Theses with Abstracts Accepted for Higher Degrees by the Universities of Great Britain and Ireland and the Council for National Academic Awards** ,2001 Theses on any subject submitted by the academic libraries in the UK and Ireland     **Tourism Statistics** J. John Lennon,2001 This edited collection of essays provides a unique exploration of a range of pertinent contemporary issues surrounding the use of statistics in the tourism industry The book is divided into five sections dealing with the following themes Statistical information needs for tourism and the tourism small firm Tourism profiles and behaviour Sustainable tourism The introduction of the Euro Research and methodology Each of themes all of which have global relevance are examined in the light of an impressive range of data

*Benchmarking as a Strategic Tool for Destination Management Organizations* Zheng Xiang,2007     *Progress in Tourism Marketing* Metin Kozak,Luisa Andreu,2007-06-07 The aim of this book are two fold 1 to evaluate the current progress of theoretical approaches to tourism marketing and 2 to show the ways to further develop the concept of tourism marketing for application within tourist destinations and individual businesses and evaluate its potential impact on performance improvement The structure is based upon the inclusion of an introduction and four main parts namely IT marketing destination competitiveness image measurement and consumer behaviour There is a brief introduction for each part prior to the discussion of specific chapters just to make the readers familiar with their content The editors believe that there is a need for information on how to better apply both traditional and contemporary marketing tools in order to be more competitive within the international arena Metin Kozak serves as an Associate Professor of Marketing in the School of Tourism and Hotel Management Mugla University Turkey Also he is a visiting fellow in the Department of Marketing University of Namur Belgium Following a successful career within the last five years since the approval of PhD degree in 2000 Metin has received two awards to mark his achievements In 2001 his PhD dissertation on benchmarking was nominated by the EFQM EU among the best three PhD studies on TQM In 2004 by a committee of the Turkish Tourism Investors Association he was awarded the grand prize of the tourism researcher of the year 2003 in Turkey He has published mainly in tourism journals and authored a book on Destination Benchmarking His main research interests focus on consumer behavior benchmarking competitiveness cross cultural research destination management and marketing and European tourist markets Luisa Andreu is Assistant

Professor of Marketing in the Department of Marketing University of Valencia Spain She obtained her Master s degree in Tourism from the International Centre for Tourism Bournemouth University UK and a Ph D in Business Administration from the University of Valencia Spain She is a member of the Spanish Association of Scientifics in Tourism She has published various articles in Annals of Tourism Research Tourism Management European Journal of Marketing Journal of Travel and Tourism Marketing among others She has presented papers at several conferences organized by the European Marketing Academy Academy of Marketing Science CPTHL and State of the Art Tourism She has also involved in numerous academic and industrial projects Her research interests include consumer behavior and cross cultural issues in service marketing

**Tourism Recreation Research** ,2009     *Tourism Review* ,2007     *Journal of Travel Research* ,2010-02

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