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”Two cities – One destination”

**Challenges of tourism destination management in
Europe**

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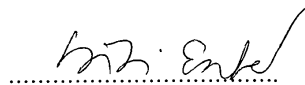
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DECLARATION

The dissertation hereby submitted in partial fulfillments of the requirements for the degree of Bachelor of Arts in Tourism and Hospitality, THM at the Budapest Business School has not previously been submitted for any other degree at this or any other institution. This dissertation and the work presented is the own work of the author.

Budapest, 30th November 2015.

A handwritten signature in black ink, appearing to read 'András Enkel', written over a horizontal dotted line.

Signature

TABLE OF CONTENTS

1. INTRODUCTION	4
1.1. Background of the study.....	5
1.2. Hypothesis	5
1.3. Aim.....	5
1.4. Objectives	6
1.5. Structure	6
1.6. Summary	7
2. LITERATURE REVIEW.....	8
2.1. Introduction	8
2.2. Tourism in the World and specially in Europe.....	8
2.3. Cultural and heritage tourism	10
2.4. Sustainability.....	13
2.5. Destination.....	15
2.6. Destination management and marketing	19
2.7. Cooperation in tourism	21
2.8. Research design	24
2.9. Summary	25
3. METHODOLOGY.....	26
3.1. Introduction	26
3.2. Secondary research.....	26
3.2.1. Literature search.....	26
3.2.2. Literature review	27
3.3. Primary research.....	27
3.3.1. Questionnaire	27
3.3.2. Interviews.....	29
3.3.3. Data analysis method	30

3.4.	Limitation	31
3.5.	Summary	31
4.	RESEARCH ANALYSIS AND RESULTS	32
4.1.	Introduction	32
4.2.	Analysing the questionnaire results.....	32
4.3.	Analysing the results of the interview	39
4.4.	International destination management.....	42
4.5.	Example.....	44
4.5.1.	Art Nouveau	45
4.5.2.	Budapest and Vienna.....	46
4.5.3.	‘Capital of Art Nouveau’	48
4.5.4.	Product or destination	51
4.6.	Summary	53
5.	CONCLUSION	54
5.1.	Introduction	54
5.2.	Conclusion of results	54
5.3.	Suggestions.....	56
5.4.	Recommendations for further research	58
5.5.	Summary	59
5.6.	Final thoughts	59

APPENDICES

REFERENCES

TABLE OF FIGURES

Figure 1: Tourist arrivals in the world (forecast until 2030).....	9
Figure 2: The VICE-model	14
Figure 3: Destination Life Cycle by Butler, Richard W.	17
Figure 4: The age of the respondents	33
Figure 5: Residency of the Respondents	33
Figure 6: International Tourist Arrivals by region of origin	34
Figure 7: The average spent days in Europe of long-haul travellers.....	35
Figure 8: Division of the opinions regarding European attractions	37
Figure 9: Interests in European cultural heritage	38
Figure 10: Attractions of the 'Capital of Art Nouveau'	49

1. INTRODUCTION

The tourism industry has a huge potential from many aspects in the world and particularly in Hungary as well. Globalization has made and is still making changes in the economy, in the society, etc. and it enhanced the trends and amount of travels as well. There are more and more multinational and international corporations and other kind of co-operations beyond the national boundaries that are existing in the business environment but not enough in the tourism industry. Since the establishment of the European Union, possibilities for networking and cooperating in Europe is growing. On one side it is a great opportunity for development, on the other it is a key factor to get or keep the position on a market. As the foundation thoughts of the EU indicate, there is more encouraging future in collaboration than in dissension.

Based on the size and abilities of Europe it needs to enhance the joint work among different countries rather than having an increasing competition. This statement is especially true in the travel industry where destinations are 'born' continuously and the market is huge.

The basic idea of this study raised from the recognition that travellers from continents other than Europe come to Europe like to one destination mostly because of its size. They are coming mainly for Europe's special characteristics in which it differs from other cultures and 'civilizations'. The exquisite diversity of Europe in many aspects is a great motivating factor to visit the old continent. Although we have to state that the characteristics of its countries differ less from each other from tourists' point of view than how we imagine it. Of course each country has its own speciality, but there are more common things among the countries in our culture (that can be called simply 'European') than if we compare it to other continents. We could take advantage of being similar in such meaning. Because of the continent's size – and many other reasons – the tourists from other parts of the world are likely to visit our old continent as one destination. Sometimes Europe is even perceived like one big country, especially for those who are not deeply prepared. This made the writer think on how this situation should be handled, used and how most of the opportunities could be turned into an advantageous, effective operation in tourism across and beyond borders.

The study focuses on the analysis of the current destination management and the opportunities of the future taking a new approach. The investigation tries to

ascertain that Europe can be treated from touristic point of view as one destination and long-term international cooperations could be feasible. The hypothesis is based on this challenging, new idea and the primary research of the thesis is destined to provide proof for it.

1.1. Background of the study

During the author's internship period the above mentioned observation was proved many times when the guests of a five-star international hotel detailed their itinerary. Most of them were travelling more than one week for the first time in Europe and they visited mainly the capital cities all around Europe. The topic seems to have a significant relevance, as destination management exists on different levels now, like settlement, regional, national, etc. but not yet on international level. Another enhancing factor is that globalization requires such an approach. Although there exists already research and literature regarding cooperation in Europe, only a very few mention such idea and it is not well detailed. The suggestions and the 'international destination management' itself could be a new terminology in the tourism industry, however the globalization could have already forced the usage of this expression. It is important to mention that this expression is not equivalent to "international tourism management" which is about maintaining and creating multinational business operation across borders in the travel practice. They are not dealing with destinations, rather with corporate issues (according to the author). This study contributes to the tourism literature with a relatively new approach and opens a horizon for further research that is one of the motivation factors for the author.

1.2. Hypothesis

The hypothesis of this thesis is about the necessity of the international cooperation in Europe, with special regard to destination management. *Through harmonizing plans, actions and cooperating in Europe's tourism, the potentials can be used more sufficiently.* This implies many meanings from opportunities in the everyday work to long-term projects.

1.3. Aim

This study aims to *analyse the current situation of the destination management especially in Europe and make suggestions for a new approach.* At the end of this essay a concrete example is introduced for the readers about one option how to

cooperate in tourism between the two neighbouring capital cities: Budapest and Vienna.

1.4. Objectives

The first objective of the thesis is *to review the destination management in general* that means an investigation into the methods and the common practice around the world, and a clarification of the basic definitions and knowledge regarding destination management based on the literature.

The second objective also relates to the literature, it is *to discover the opportunities of the destination management on international level*. This part of the study introduces the cooperation possibilities in tourism, specifically in the destination management. Some of them are already in use and some are not yet in practice.

Based on the primary research, the third objective tries *to search for fulfilment of destination management on international level*. The questionnaire and the interviews help to reach the objective and they will affirm or reject the new approach of the study and contribute with ideas to the achievement.

With the help of the results of the primary research, the forth objective is *to create an example for destination management on international level* as concrete as possible, explicit for this Middle-European region. This can help the reader to better understand the idea.

Last but not least, the study will *conclude the current situation and future suggestions* that are deducted logically from the results.

1.5. Structure

The following thesis consists of three main parts according to its content. At the beginning it is started with an *Introduction* chapter, where the main circumstances, like background, the hypothesis, the aim and the objectives are familiarized with the reader. In the following part, the general features of the world's and Europe's tourism, then destination management, existing cooperations and some tourism types are presented in the *Literature Review* with the help of a considerable amount of available literature and other secondary sources. It is followed by the demonstration and analysis of the *Methodology*, precisely the primary research including a questionnaire and interviews. Afterwards, in the *Research Analysis and Results* the outcomes of the primary research are analysed and an accurate practical example is created from them in order to complete the theoretical conception. The final part announces the

Conclusion of the results, makes suggestions for the everyday use of the approach and recommendations for further research. The thesis is closed with some personal, *Final Thoughts*.

1.6. Summary

In this chapter the basic information and knowledge regarding this thesis is detailed. After fixing the hypothesis, aim and objectives it is urged to follow this direction and adjust to it in the whole study. This first section also helps the reader to get closer to the topic of the study and to understand the impulse and the structure as well.

2. LITERATURE REVIEW

2.1. Introduction

In the second chapter, the relevant and examined literature is reviewed. First of all, a general tourism overview with a few statistics opens this unit with special consideration to the European tourism. Afterwards the most related types of tourism (like cultural, heritage and sustainable tourism) are introduced and the necessary definitions are clarified. Certainly not all of the important data and definitions could be mentioned, because of the size and aim of the study, but in such a measure that is reasonable and feasible from the topic's point of view. The last two parts of this chapter are more specific, as they relatively extensively go into the details of destination management, marketing and cooperations in tourism. This is a logical order, started from a general environment ending up in the focus of the study. The methodology of this section is written in the third chapter.

2.2. Tourism in the World and specially in Europe

Tourism is the composite of activities, services that deliver the travel experience to travellers. It is also a phenomenon in the world's society, culture, economy and the environment through the movement of people and the surrounding system. The basic definition from the UNWTO¹ says that it comprises the activities of people travelling outside of their normal environment for not more than one year for leisure or business or other purposes. (GOELDNER – BRENT, 2009) The different groupings and types of tourism are not needed to detail here, only those which has a special importance in the study and they have a distinct section later on.

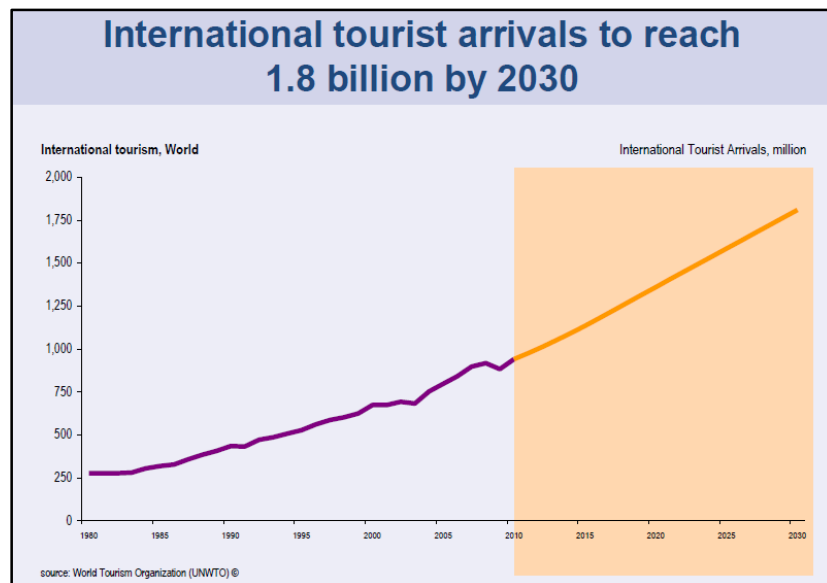
Tourism obviously can cause many positive and negative affects through its very complex and changing system and it is often called the world's largest industry. Tourism is reporting growth all over the world and this sector is the main driver of growth in Europe, but not only in Europe. (ETC, 2015/Q2) We can follow a continuous increase in this industry and also the popularity of the training of tourism 'experts'. Tourism belongs to those branches that report over the average and comprise the catalyst of the economy in the 21st century along with informatics and telecommunication. (LAESSER, 2002)² This statement is true for the whole world. For the sake of better imagining this phenomenon, a few actual statistics (latest about year

¹ World Tourism Organization

² Translated from German by the author

2014) are in the following. One of the biggest milestones was in 2012 when the total tourist arrivals exceeded 1 billion. After this, the total tourist arrivals in 2014 were already 1135 million and more than half of it was registered in Europe. Hungary recorded a 13.7% growth in the last year with total arrivals of 12.1 million that is a very good result. (UNWTO, 2015) These numbers are incomprehensible for a human being, but definitely convince us about the emphasis of tourism. Tourism plays an important role in Hungary's economy as well and fortunately we can admit a continuous improvement. However, in order to maintain this tendency, on-going, carefully planned and coordinated actions are needed. Without it competitiveness of tourism in Hungary can easily change in the future, can even decrease simultaneously with the increase of the competition on the world's tourism market. (AUBERT – BERKI – MÉSZÁROS – SARKADI 2009)³ The success of this industry in the world seems to be continued. One reason for this is the claim and routine of travel as an elemental part of life and budget for most of the families in the developed countries. (SZALÓK, 2009)⁴

Figure 1: Tourist arrivals in the world (forecast until 2030)



Source: UNWTO

The UNWTO's latest forecast projects an international arrival of around 1.8 billion by 2030⁵. This statistic shows a definite increase. Certainly these calculations can shift to each direction mainly because of the unexpected affairs around the world. Since 11th September 2001, the world realized that developments not necessarily move the

³ Translated from Hungarian by the author

⁴ Translated from Hungarian by the author

⁵ http://media.unwto.org/sites/all/files/pdf/unwto_2030_ga_2011_korea.pdf (downloaded: 09.09.2015 20:08)

world towards a safer place and we can never predict anything for sure. The distribution of the total tourist arrivals is changing as well, but the top receiving region is still Europe and it will maintain this highest proportion according to the forecasting reports.⁶ Being the most visited continent has a long tradition: for many decades it was THE destination for all kind of travellers. (BARNES, 2015) Europe therefore involves tourism as a crucial part in its culture/civilization. The distribution among the European sub-regions are quite balanced in the last years, the southern part leads, then comes the western hemisphere, followed by central Europe and finally comes the northern part with a larger difference.⁷ Some changes in the trends and the travel behaviour though is constantly appearing. According to the VISA Global Travel Intentions Study from 2013⁸, the residents of the APAC⁹ region are intended to travel on a significantly higher level than the global average, which is a quite new trend. There seems to be more emerging countries beside the APACs from which more and more travellers can be expected like Brazil, China, etc. These observations and the characteristics of these countries' travellers must be considered in the future planning processes. We are also changing from short-haul travels to a long-haul tendency. (BENNETT, 1999) Short-haul and long-haul labels are rooted in the length of flights, thus we can only speak relatively about them. The long-haul travels are important in Europe's tourism, and this study also focuses on them.

2.3. Cultural and heritage tourism

In case of Europe, one of the largest motivation of tourists to visit this continent is the culture. Also one of the most significant and traditional type of tourism is cultural tourism that has a special position in this distinct study as well. Within the total of European tourism, cultural tourism's percentage is up to 40%. (BARNES, 2015) This clearly shows the emphasis of it and the fact that an enormous value roots in our civilization from our past. History and culture is still a defining and top association regarding Europe for most travellers. In an ETC¹⁰ study conducted in 2004 nearly the same amount of respondents (from America and Canada) mentioned the history and the culture as the main appealing motivation to visit the old continent. (ETC, 2004)

⁶ <http://www.unwto.org/facts/eng/vision.htm> (downloaded: 21.08.2015 17:20)

⁷ <http://www.etc-corporate.org/uploads/reports/ETC%20Annual%20Report%202014.pdf> (downloaded: 09.10.2015. 17:55)

⁸ <https://abouttourism.wordpress.com/2013/04/25/global-travel-behavior-trends-2013/> (downloaded: 05.09.2015 19:12)

⁹Asia-Pacific

¹⁰European Travel Commission

This can underpin that fact that cultural tourism showed the greatest vitality in Europe in the last decade, and heritage is still among the main generators for tourism and a fast growing, key segment. (UNWTO, 2014) Since motivation has a significant role in the so-called travel decision making process, these research results must be taken into consideration in every kind of development, planning or even product-creation procedure.

Cultural tourism can be defined as a segment where the visitors are partly or wholly interested in historical, artistic, scientific or other heritage offerings of a destination. Thus, in case of cultural tourism, culture is in the focus of the motivation. Older civilizations like Europe has a tremendous advantage on this platform as it provides special appeal for many such people that are living in ‘younger’ societies, Americans for example. There exist different ‘types’ of cultural tourists based on the extent of their interest and motivation regarding cultural attractions that are not detailed here. (WALKER – WALKER, 2011) Therefore, the concept of culture tourism is not strictly regulated and has a wide range. Culture tourism uses the existing (intangible and tangible) cultural attractions for touristic purposes. (SILLER, 2010) It exists in each country, in (almost) each destination and it has a large spectrum of segments and attractions. One segment is the heritage tourism which focuses not only on landscapes, nature, history, buildings, artifacts and traditions which are passed on between generations but those special ones among these that can be promoted as a tourism product (PRENTICE, R.C. cited in HERBERT, 1995, p.5) and which comprises a community’s identity. Heritage tourism is great of importance within cultural tourism and in this study as well. “Heritage contributes directly to the European place identity.” (ASHWORTH, 1995, p.70) It is a mission for the EU to create “European identity”, to make residents feel European citizens besides their own nationality. This identity consists of common history, institutions, economical unit and other abilities that are coded into one European integrity. (REITZ, 2009)¹¹ The links between heritage, politics, tourism and the overall economy within the European Union are important from touristic aspect.

Culture tourism is also strongly interconnected with urban tourism in Europe (QUURCK, 2009)¹² as many of the sites are in the main cities. The management of

¹¹ Translated from German by the author

¹² Translated from German by the author

urban tourism in those cities that are filled with history, culture, social-cultural life and heritage, etc. has become one of the major challenges and has a high priority in the European Union and on country level as well. Revitalization and transforming heritage into urban products is a new trend and supported by many EU programmes. (JANSEN – VERBEKE – LIEVOIS, 1999) There are great financial initiatives for developments in cultural tourism in the recent years. It is important, because heritage needs constant care. Due to globalization heritage also became a global concern that exceeds boundaries. (MEETHAN, 2001) A good and well-known example for this is the UNESCO world heritage protection movement. It shows us that world heritage conservation is also more powerful and effective on an international level. (TRAVIS, 2011) This opportunity must be used in order to advance tourism.

One of the exact initiatives that the EU has already established is the European Capital of Culture and Cultural Routes programme which has a purpose to create a shared identity. (GOSTMANN – SCHATILOW, 2008)¹³ Cultural routes reflect the basic principles of the EU like “human rights, cultural democracy, cultural diversity and identity, dialogue, mutual exchange and enrichment across boundaries and centuries” anyway.¹⁴ These are very important projects which, of course, highly and positively influence the tourism industry as well. The opinions regarding the European identity is ambivalent. It is an ongoing question now how far different countries should promote their ‘national brand’ opposed to their “Europeanness”. (SMITH – PUCZKÓ, 2011)

Cultural tourism is as significant in Hungary as in Europe overall. The unique, tangible and intangible based attractions and the segment as a whole is mentioned as a highlighted aim in the Hungarian tourism by the latest developmental plan.¹⁵ Despite the small size of Hungary, the amount and quality of its cultural and precisely heritage attractions is outstanding, but they could be more and better developed and promoted.

The tourism type detailed above is now clearly a big business that can provide considerable success in economical and entrepreneurial term. If well managed, it provides conservation for the values, jobs and wealth for the local communities. (HERBERT, 1995) Heritage involves the fact that we have to handle it as a value that

¹³ Translated from German by the author

¹⁴ http://www.coe.int/t/dg4/cultureheritage/culture/Routes/Default_en.asp (downloaded: 18.06.2015. 18:02)

¹⁵ Nemzeti turizmusfejlesztési koncepció 2014-2024, translated from Hungarian by the author

should be transmitted in the best condition as possible to the coming generations. (VARGA, 2011)¹⁶ Thus, heritage and cultural tourism connects through the concepts of preservation and conservation to the sustainable tourism that should be now an evident and basic consideration.

2.4. Sustainability

In this era when the air travel is for example (due to deregulations) ever-cheaper and people can literally travel anywhere on the globe, tourism raises special questions. We have to add now the concept of sustainability to all kind of issues. Just as the awareness of climate change and environmental problems grows, our responsibility to see the limits of the world's resources and to act properly grows as well. (COSSONS, 2011) TRAVIS (2011) argues that conservation of heritage is vital for humankind's survival and for the whole world's tourism. This study completely agrees with this opinion and will reflect this philosophy.

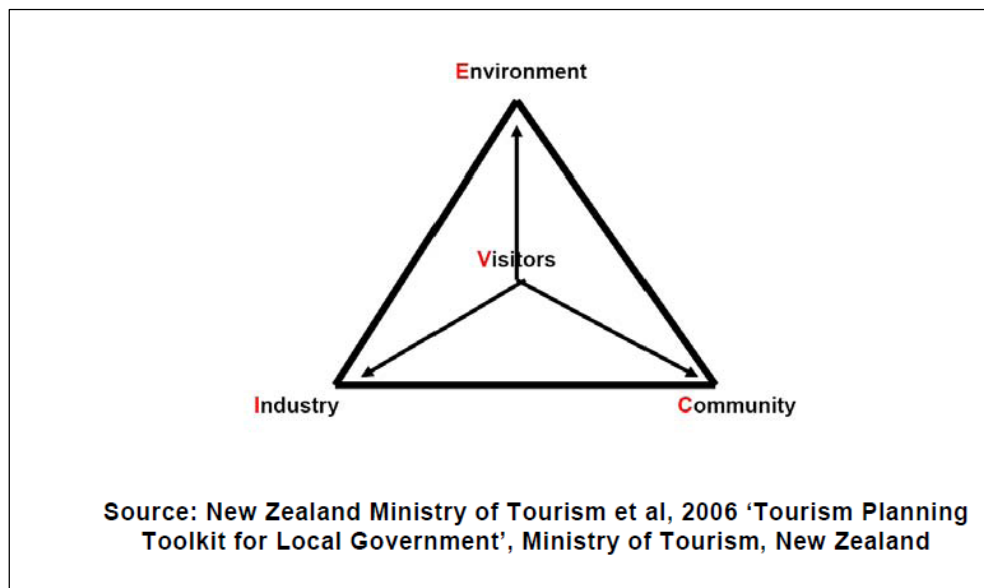
Sustainable tourism is not a distinct tourism type, but an approach that must be added to all kind of tourism. It focuses on taking care, prevention and conservation of all tourism related material especially the touristic sites and attractions, in the best possible condition to be able to hand it to the future generations. It cannot be separated from other tourism types they should exist together. It enhances such kind of tourism where the participants, suppliers and consumers as well, are aware of their responsibility and consciously consuming without wasting. Certainly it does not exist everywhere yet, especially in places with limited resources like financial support or knowledge. Nevertheless, it must be a basic requirement in all kind of development and planning in the future, in destination management and in other fields of tourism too. According to GARROD – FYALL (2000), there is surprisingly little academic attention has been paid to discover the relationship between heritage tourism and sustainability.

Even though many heritage experts are against touristic usage of heritage sites because of high maintenance and conservation costs and some possible depreciation, tourism revenues are needed here. (JANSEN – VERBEKE – LIEVOIS, 1999) Thus, a reasonable and organized cooperation between these two sides is great of importance, but yet it is usually a field of stress and lack of agreements.

¹⁶ Translated from Hungarian by the author

Sustainable tourism is recognized – as stated in the internationally acknowledged VICE-model – as the interaction between the Visitors, the tourism Industry, the Community and the Environment.¹⁷ All of these actors are interconnected with each other and cannot be viewed without any of them. Hence, all plans should be made with the involvement of all the stakeholders (who are affected by the results) in order to create an appropriate and sustainable atmosphere that can be maintained on the long-term.

Figure 2: The VICE-model



Source: Sustainable Tourism Online¹⁸

Competitiveness of (a destination's) tourism is very strongly linked to sustainability, since the quality and the perception of a visitor is influenced by the environment where it takes place for instance. (EUROPEAN TOURISM INDICATOR SYSTEM TOOLKIT, 2013)¹⁹ If we just use a place to generate money without taking care of the environment, it will very quickly lose the competitive position. For tourism planners the concept of sustainability is not only connecting to the community and its social and physical environment, but also the longevity and competitiveness. (REID, 2003) If the community feels tourism as their own mission and they take care of their values, it will impact the visitors. The further many times mentioned and detailed all

¹⁷<http://www.sustainabletourisonline.com/awms/Upload/Resource/Destinations%20and%20Communities%20FINAL.pdf> (downloaded: 28.07.2015 16:52)

¹⁸<http://www.sustainabletourisonline.com/awms/Upload/Resource/Destinations%20and%20Communities%20FINAL.pdf> (downloaded: 28.07.2015 16:52)

¹⁹http://ec.europa.eu/enterprise/sectors/tourism/sustainable-tourism/indicators/documents_indicators/eu_toolkit_indicators_en.pdf (downloaded: 18.11.2014 18:43)

kind of cooperation is also one projection of sustainability. So is the attempt to see further and carefully plan on the long-term. To be collaborative is essential for European tourism destinations through which they can be viable and competitive on the long-term. (EUROPEAN TOURISM INDICATOR SYSTEM TOOLKIT, 2013)²⁰ As a consequence, destination management - detailed in a further section - cannot avoid sustainable and collaborative behaviour.

2.5. Destination

Opinions about the definition of destination and emergence of destinations is relatively varied in the tourism literature. At the beginning to define the concept of destination is requisite for the study, as it is a basic unit and term of tourism. Since there is no one clear, unequivocally accepted definition, the ones that fit the most to the research must have been selected after reviewing the mostly used ones. Basically a destination is a geographical area that is chosen by the traveller as the targeted place to visit. In line with the UNWTO destination is the basic unit in the tourism analysis, it is physical but intangible as well (like image or perception) and it has physical and administrative boundaries.²¹ It is always a unit that offers many products and services that are needed for a stay. (SILLER, 2010)²² Regarding the components, some draw destinations as complex networks that come into being through a multilevel phenomenon like the level of individual actors, the destination and a larger regional area. (HAUGLAND – NESS – GRONSETH – AARSTAD, 2011) This implicate that these components must be (professionally) coordinated and many difficulties can come up in the management of the cooperation of the actors. There exists also the ‘6A’ concept that includes the required conditions and determinants of a destination: attraction, accessibility, available packages, activities, ancillary services, amenities.²³ MORRISON (2013) describes a completed “10As of successful tourism destination” concept: awareness, attractiveness, availability, accessibility, appearance, activities, assurance, appreciation, action and accountability. Later, the most important one from these determinants, the *attraction* is described in details. In addition to an existing attraction which is the centre of a destination, destinations also embrace facilities in the form of

²⁰http://ec.europa.eu/enterprise/sectors/tourism/sustainable-tourism/indicators/documents_indicators/eu_toolkit_indicators_en.pdf (downloaded: 18.11.2014 18:43)

²¹ <http://destination.unwto.org/content/conceptual-framework-0> (downloaded: 05.09.2015 15:31)

²² Translated from German by the author

²³ Based on college lecture handout „Introduction to tourism”, with the permission of Éva Garán

accommodation, transportation, food (BAERENHOLDT – HALDRUP – LARSEN, 2004), etc. to provide complexity for tourists. HANUSZ (2009)²⁴ extend with that a destination should be a supply unit that is able to be competitive with its special and unique image, so the intangible characteristics. Image and perception has a special role in the tourism, in the process how people choose their destination where to travel, since the product that is sold to the customer is only promised at the point of sale and they will get the experience later. Therefore, they make the decision where to travel based on the marketed image and their own perceptions. There is a strong connection also between the perception and the experience of the traveller. Logically, the perception what they have will influence the way how they experience their travel. Afterwards, this experience will influence their perception and opinion about that destination for example. The perception of Europe is analysed in the primary research.

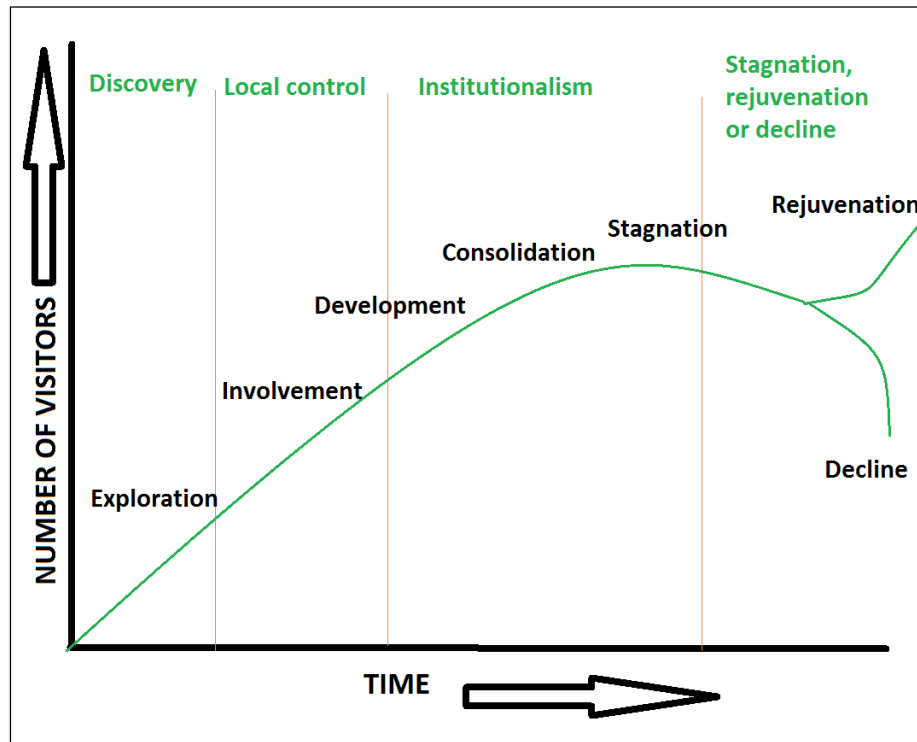
These above written definitions conclude the most elemental parts of a destination, but it is clear that the most important of all is the attraction. The attraction as a supply component is in the centre of the travel (more precise of a tourist product), it has the strongest connection towards the visitor's motivation as a demand component and this connection is what actually makes the tourism system operating. The elements (e.g. object, person, event, place, etc.) of the attraction are normally not available at home that is why the people 'have to' travel there to see it. There exist different groupings of the attractions, from the thesis's point of view the separation of primary and secondary attractions is the most of importance. The former is the major decision making factor, and they are usually enough for a stay, while the latter is only able to extend the stay, broaden the experience.²⁵ Further on in the thesis an 'inventory' of such types of attractions is made in the concrete example. Another important approach toward attractions is to analyse how wide it attracts visitor in a geographical meaning. In accordance with it we can separate local, regional, national and international attractions. This is similar to the levels of destination management, detailed later. It is also essential to determine the attracting area of each attraction in order to create an adequate plan and not to expect international tourist to a destination where is no international attraction, for instance.

²⁴ Translated from Hungarian by the author

²⁵ Based on college lecture handout „Introduction to tourism”, with the permission of Éva Garán

In case of any kind of destination it is good to know how the so-called life cycle of the destinations functions, especially when the planning goes on. The six stages of it are: exploration, involvement, development, consolidation, stagnation, rejuvenation/decline.

Figure 3: Destination Life Cycle by Butler, Richard W.



Source: self-made reconstruction based on Butler, Richard W.

The general characteristics of each phase is described here.²⁶ The beginning is the exploration, when the number of visitors is small, they just start to discover the destination, and focus mainly on the primary attractions. Then comes the second stage when the local community got involved in the tourism (hopefully in the decision making of the future developments as well) and more visitors arrive. Afterwards comes the development phase with high number of visitors and the primary attractions may be expanded with secondary ones until that time. At the period of the consolidation the growth of the visitors' number starts to slow down and in the stagnation stage it reaches its highest point. Here the capacity is exploited. The last stage has two scenarios: the destination can decline or start a rejuvenation. The decline most probably means the end of the story, while in case of a rejuvenation, substantial changes have to be implemented. This idea from the late 20th century seems to be still

²⁶ Based on college lecture handout „Introduction to tourism”, with the permission of Éva Garán

valid, hence it is needed to be considered in the planning and coordinating of a destination.

Defining the boundaries of a destination is one of the most problematic issues but fundamental from the study's point of view. According to HEGYI (2006)²⁷, describing the destination in general comes up against a problem, because it is a territorial unit that can only be explained in the mirror of supply and demand of a concrete circumstance. BUHALIS (2000) writes that traditionally destinations are well-defined geographical areas, such as a country or a city, however there is no unified system to bound a destination (AUBERT – BERKI – MÉSZÁROS, 2009)²⁸. This is the detail which causes the most variance. An 'older' aspect is that it is a restricted and bounded area e.g. settlement, region or an entire country. Destination though can be a further developed attraction (e.g. Disneyland) or a separate accommodation (e.g. a hotel) as well. Sometimes the market is the factor that decides the boundaries of the destination.²⁹ A newer approach to destination is an increasingly recognised, wider understanding. It can be a *perceptual* concept that is different for each consumer depending on many factors, like the travel itinerary or cultural background, etc. (BUHALIS, 2000) Taking the demand point of view, the narrower the travel targets are the smaller the destination will be. For instance, Budapest-Prague-Vienna can be one destination for a Chinese tourist (HEGYI, 2006)³⁰ and while a European country can be a destination for a traveller from another European country, *whole Europe* can be a destination for a Japanese or USA traveller. Then ranging from a small resort toward a whole continent, all of them can be defined as a destination. (SILLER, 2010)³¹ This approach is of importance from this study's point of view, because it considers those definitions that say perception is crucial in defining the boundaries of a destination.

Another unclarified characteristic of destinations is that many experts (like MORRISON (2013)) consider them as products and many say it is not a product but more than that (like MORGAN – PRITCHARD (2004)). The tourist product is considered as a bundle of services that can be put together into a package. It is then promoted and marketed, just like a destination, but in case of a destination it is stricter to have

²⁷ Translated from Hungarian by the author

²⁸ Translated from Hungarian by the author

²⁹ https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf
(downloaded: 05.09.2015 16:39)

³⁰ Translated from Hungarian by the author

³¹ Translated from German by the author

specific elements (like the ‘6A’) within it that determines itself. From the promotion point of view, the destination should also be a unique product, but of course it must cover as many products as demanded. So there are two interpretations of this concept. The wider meaning of a product can cover the whole destination, while the narrower is only a specific product, detailed above. In this argument the study does not take a stand on any of the theories, but in the creation and examination of the concrete example at the end it is necessary to separate the product and destination concepts.

As described earlier, the competition among destinations is really large. The market is rather driven by the customers and there are divided speculations regarding the continuance of the tendency of emerging destinations. REID (2003) says potential tourist sites are finite and the demand towards destinations is complicated (SZALÓK, 2009). On the other hand, some argue that an ever greater number of new destinations will appear – for many reasons. (FYALL – GARROD, 2005) Others discuss there will be fewer new destinations in the next century (BENNETT, 1999). This excellently represents the complexity, difficulty and importance of the topic of destination management.

2.6. Destination management and marketing

Destination management is the activity (usually by an organization or a state institution) that is done in order to enhance a smooth and effective operation within a destination. It is responsible for a destination’s competitiveness. It is also an approach to guide all the efforts of stakeholders and to integrate destination mix (attractions and events, facilities, transportation, infrastructure and hospitality resources). (MORRISON, 2013) The tasks of it includes planning, product development, coordination, marketing, representation (LAESSER, 2002)³², etc. and they should be performed by a professional organization. There is more and more attention and a need (because of market relationships and trend) on strategic destination management, where the destinations should not only be ‘managed’ but the goals and actions should be chosen through a strategical starting point and ensure the competitiveness on a long term. Destination management should be flexible since the market, trends and demand is rapidly changing and should always be up-to-date/aware of these changes, adapt the needs of the community and create clear, measurable, long-term objectives (SILLER,

³² Translated from German by the author

2010)³³. The topic of destination management has received growing attention in the last decades due to an increased coordinated development in the tourism. The destination management in general have to face challenges in the 21st century, because of the previously mentioned large competition, the on-going and sudden changes that affects the whole world (and precisely the tourism industry) and the responsible consideration of the future.

DMOs³⁴ are professional organizations that are liable for the fulfilment of the above mentioned tasks in a destination. There is a permanent debate whether they should be in private or public hands and whether political situations influence their operation or not. It differs everywhere around the world and of course it depends on concrete issues and facilities who does this role. As destinations are mostly seen as networks and linkages (of different stakeholders), DMOs also operate as networks and in networks. They should create as many partnerships as possible for economic and social reasons. DMOs not only lead, coordinate the efforts of different stakeholders, but are also implementation bodies for the strategy that assists in building partnerships in order to increase tourism.³⁵

Destination management and marketing concepts are many times mixed up, although they are not interchangeable. They are interrelated but mean different. Destination marketing is only a part, one of the functions of the broader view of management. It must be emphasized though, that it is one of the most important DMO roles. (MORRISON, 2013) BENNETT (1999) argues that destination marketing is in the hand of governments mainly but it should be done by autonomous boards and the line between public and private should be removed in order of a joint stand.

Branding is very strongly connected to marketing. They are also not interchangeable with each other. SZALÓK (2009)³⁶ explains that in the increasing volume of tourism and with great amount of destinations, the only question is which destination will be preferred. Here comes destination brand with a highlighted role and function. Destination branding involves the process of creation of perception and image in people's mind, the process of finding and communicating the most important,

³³ Translated from German by the author

³⁴ Destination Management Organizations

³⁵ https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf
(downloaded: 05.09.2015 16:39)

³⁶ Translated from Hungarian by the author

competitive and original attractions as symbols. It is probably the most powerful marketing ‘weapon’ now and becomes the basis for survival within the global competitive market. A good brand is original and different, but sustainable, believable, authentic and relevant at the same time. It has to generate an emotional attachment towards the destination, thus a deep analysis must be carried out before any steps. Branding a country is not the same as promoting. (ANHOLT, 2004) Promotion is only one part of it. A successful global brand also requires cooperation as many other elements in tourism.

2.7. Cooperation in tourism

Tourism is a ‘fertile’ field for all kind of partnerships and cooperations and it is not a luxury any more but a necessity in the future. (MORRISON, 2013) Because of the heightened competition, more globalized environment and borderless world (FYALL – GARROD, 2005), literature from the last decade usually agree how actual this question is. A previously mentioned feature of destinations is that they comprise networks with their stakeholders and partners. This is what the literature focuses on in connection with cooperation. Existing literature regarding cooperations in tourism usually mentions, details and makes suggestions about how to collaborate within the destination, on the DMO, the organizational or the national level, with other stakeholders, and sometimes with other DMOs in small proximity (so in one small region). There is a lack of research though, on how collaborations could be made beyond the national, the destination level and the conventional approach.

There are literally thousands of benefits from cooperating, of course with many complicated and challenging issues together. The general benefits are for example the increased budget, shared knowledge, greater expertise and increased market presence. (MORRISON, 2013) While some intermediaries, destinations, etc. have begun to implement collaborative attitude (mainly in marketing), international airlines and hotel chains can clearly demonstrate already the advantages of collective strength. (FYALL – GARROD, 2005) Nowadays neighbouring destinations (and countries) still view each other as competitions, however it weakens the overall success of a region. They cannot even make appropriate decisions without a discussion with the surrounding destinations. At least a regional collective marketing is highly recommended to implement in order to increase attractiveness. Probably because of the limited studies

and knowledge on this topic, destinations are afraid to change their traditional manner and start a new strategy. (NAIPAUL – WANG – OKUMUS, 2009)

HAUGLAND – NESS – GRONSETH – AARSTAD (2011) describe a multilevel destination perspective where they call the ties between geographically separated cooperating destinations *inter-destination bridge ties*. These indicates channels through which the exchange of information and knowledge can contribute to an increased imitation and innovation. They also state that since destinations do not and cannot operate isolated from each other, we can expect them to be able to develop common capabilities. The writers agree that despite the research on destination networks is not new, such way of thinking is not yet well understood. Their idea is connecting rather to marketing activities and shared image creation. This discovery is already a wider perspective on the overall topic, but still not exactly the same what this study would like to present.

Another great contribution to the literature from PECHLANER (2000) is an even more approximating suggestion. He exhibits the Mediterranean region that acts like one destination (in spite of that it contains independent countries' parts), but it has not been advertised as one overall product yet. It can be seen that the marketing side of cooperation has an emphasis here as well. This probably means, it is the most logical, impressive and effective type of collaboration.

Culture-touristic engagements could also be a great platform and also a motive for cooperation across the borders in Europe. The European integration and the aim for cohesion enhances not only on pure economic and political level but it prefers the creation of "special-interest products" like thematic routes that crosses borders. (PECHLANER, 2000) Few of the examples are the previously mentioned Cultural Routes program, the Art Nouveau European Route³⁷, the Abraham's Path³⁸, the Danube Limes³⁹ and a lot more. All are based on a shared cultural heritage and they hasten and promote the inter-cultural exchange, which has a long-history in the tourism by its nature (CROTTS – BUHALIS – MARCH, 2000). According to the Lisbon treaty⁴⁰ of the EU, it is clearly aimed to have more and more such cooperation between

³⁷ <http://www.artnouveau.eu/en/cities.php> (downloaded: 07.09.2015 14:15)

³⁸ <http://abrahampath.org/> (downloaded: 07.09.2015 17:20)

³⁹ <http://www.danube-limes.eu/> (downloaded: 07.09.2015 18:22)

⁴⁰ <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=URISERV:ai0033> (downloaded: 07.09.2015 19:43)

its member states.⁴¹ These cooperations provide not only touristic advantages, but enhance the socio-cultural understanding of each other.

These routes and paths can be seen as common or shared attractions that span across countries, and international products but not as destinations. They are not built up of the intention to create destinations at all, but the opportunities of destination management on international level requires destinations that are built up and ‘operated’ by more than one country, like the above mentioned Mediterranean area. An opportunity for this that has been successfully translated into acts in the recent years is the international cooperation of the alpine region and the ASEAN⁴² model.

The ASEAN was established in the 20th century in order to maintain peace and stability in the South-East Asian region and to gain economic advantages – just like the EU. Five countries formed it originally (Indonesia, Malaysia, the Philippines, Singapore and Thailand). We know that these regions indicate important tourist regions nowadays. This is due to the discovery by the committee how significantly tourism can contribute in the economic cooperation. Tourism was not among the industries in the forefront of the cooperation at the beginning, but they took in a few years later. They force to enhance the development and promotion of this area as a single (!) tourism destination – as stated in the objectives. Since the foundation, a few more states have joined. The association has made and constantly still makes studies on measuring the significant progress in the travel facilitation due to the cooperation. Analysis of this cooperation provides an essential supplement to the tourism literature how successful collaboration can be conducted on intergovernmental (international) level. (WONG – MISTILIS – DWYER, 2011)

Last but not least, the ambition of the ETC⁴³ has to be mentioned, since it represents the approach toward Europe’s destination management what this study aimed to emphasize. Good to know that the ETC is a non-profit organization that belongs to the European Union’s institutions (although it consists of 33 members, who are not all EU members) and set a goal to promote Europe as one tourist destination to the long-haul markets⁴⁴ (like the Americas, Asia, Australia, etc.). They would like

⁴¹ After the Federal Government Report on Tourism Policy – Germany, 17th legislative term (2009-2013) <http://www.bmwi.de/English/Redaktion/Pdf/federal-government-report-on-tourism-policy,property=pdf,bereich=bmwi2012,sprache=en,rwb=true.pdf/> (downloaded: 29.05.2015 11:56)

⁴² Association of Southeast Asian Nations

⁴³ European Travel Commission

⁴⁴ Based on ETC Bulletin Summer 2015

to put their members under the ‘umbrella’ of Europe as a destination and at the same time to transfer their individual characteristics. Their mission is to strengthen the sustainable development on a ‘Pan-European level’, then to reach the leading position as the first tourist destination worldwide as the strongest brand. They have also conducted many research to find support to this theory. ETC has very good partnerships and operation groups in the main countries of continents outside of Europe (like Canada, Brazil, China, etc.)⁴⁵. They are truly working for the good reputation of Europe, therefore they focus on marketing and research activities. They have launched the fascinating Visit Europe portal⁴⁶ in accordance with their philosophy, which promotes Europe as a whole and regions of Europe as well. (Hungary is in the Central European region with Slovakia, Poland, Austria, and the Czech Republic.) Another great initiative is the promotion of pan-European gastronomy with the Tasting Europe⁴⁷ webpage that collects the different events and routes. Besides, an overall European image video, the “Roll the dice”⁴⁸ was also introduced in 2013. These are a very big steps for the cooperation in the European tourism, but yet only from marketing aspect. We all know the economic importance of tourism and the fact that the EU was established mainly for economic reasons. This institution is destined to connect these two endeavours since they have discovered the opportunities lying in this approach. This idea is very familiar for this thesis, as already mentioned in the *Introduction* and in the *Literature Review*. This study’s focus lies on the prospects coming from the perception of Europe in long-haul markets.

2.8. Research design

Based on professional research methodology books, this study is a mixture of exploratory and descriptive research from the applied (and not pure/basic) research group, and also a mixture of quantitative and qualitative research methods from the primary data collection. The exploratory research investigates a topic or a phenomenon about which exists only a very little or no information. The focus of this study has also very little academic attention and therefore it can be listed under the exploratory title. It can draw on secondary sources, expert opinions and observations. The best information source for this kind of research is the qualitative methodology

⁴⁵ <http://www.etc-corporate.org/uploads/reports/ETC%20Annual%20Report%202014.pdf> (downloaded: 09.10.2015. 17:33)

⁴⁶ <http://www.visiteurope.com/en/> (downloaded: 09.10.2015. 17:37)

⁴⁷ <http://tastingeurope.com/> (downloaded: 09.10.2015. 17:51)

⁴⁸ <https://www.youtube.com/watch?v=NFNItZA8cdY> (downloaded: 09.10.2015. 17:47)

(like interview). The descriptive parts try to describe the phenomenon, details ‘who’ does ‘what’. In this study the *Literature Review* and some parts of the research analysis can be considered as descriptive. This study required both secondary and primary data. The qualitative methodology is a type of primary data collection, that gives measurable results, such as mathematical formulas, modelling, questionnaire, etc. The qualitative methods are the interviews, focus groups, case study, observations, etc., that gives us not countable but qualitative results. (JENNINGS, 2010) Besides the primary data, secondary data collection is also used in the research process, and the methodology of it is introduced in the next chapter.

2.9. Summary

The literature review is essential in all kind of research. This composes the basis of the study, underpin all the following chapters as well as the primary research in particular. It helps the reader to understand the relevant environment, the current status quo, the necessary definitions and the reason why this study is needed and why that special primary research fits the best. Tourism in the world is getting increasingly important from not only economic aspects but for the sake of freedom, better intercultural understanding, social issues, etc. Within tourism, culture and heritage tourism has a special role and growing demand, especially in Europe where these things are the basis of the civilization. Sustainability must be added to all kind of tourism types, plans, strategies, etc., therefore in this particular study it must be considered as well. In the system of the tourism, destination is a central concept and a basic unit. Managing of a destination may seem easy, but it needs deep professional knowledge, enthusiasm and many quality resources, plans. In destination management one of the key success factors is how they can cooperate with the surrounding environment, especially if we talk about international cases. This chapter is also written in order to easier see the coherence and logical order among the different parts of the thesis. The last part of the literature is about the methodology used for this thesis, which is detailed more in the following chapter.

3. METHODOLOGY

3.1. Introduction

This thesis is written with the help of secondary and primary research methods. Both two kinds of data are needed for a reliable professional work. The exact methods were automatically chosen by the topic and based on the research design detailed in the *Literature Review*. Secondary sources are mainly statistics and the literature itself, while the primary research is conducted for this certain study and it gives data that has not existed before. The concrete methods used here are: reviewing the secondary sources and conducting a questionnaire as qualitative methods, and doing interviews that is a qualitative method. In order to discover the perceptions about Europe, a questionnaire, a quantitative data collection was chosen for the study, which is a quick and accurate method and it is easy to analyse with many modern tools and programs. For the hypothesis, interviewing experts was found the best way to discover the situation in the international tourism and the destination management. The purpose of the *Methodology* chapter is to provide the circumstances and details of the research used for the thesis, after the general description of the methods earlier.

3.2. Secondary research

3.2.1. Literature search

The thesis writing process was started with a literature investigation in the library and on internet. Firstly, to identify the objectives and the title (in December 2014) and then later a deep library research to write the study (from April 2015). The purpose was to discover the existing relevant sources for this topic, like destination management and touristic cooperations. Most of the books read and then used can be found in the *Tourism Library* at the Klauzál Square in Budapest, in the *Humboldt Library* in Berlin (thanks to Erasmus opportunities) and in the *Central Szabó Ervin Library* in Budapest. The investigation of the literature started with reviewing the destination management, then sustainability, cultural and heritage tourism, cooperations and Art Nouveau topics. It was a conscious way and order of researching. Nowadays a lot of information can be found through the internet as well, that is why many of the reports and statistical data was collected in such way besides the paper-based materials. Based on (mainly) college advice, only the materials written after 90's and in case of statistical data, only the latest (published in the last 3 years) were used.

3.2.2. Literature review

The *Literature Review* was written with the help of notes taken during the reading phase and also a continuous updating of the gathered information. After the reading part, it was crucial to narrow the scope of materials and information, and write the literature review section of the study only about relevant and necessary topics. Based on the title and topic of the thesis, five big themes were chosen which are needed to be detailed in the study in order to understand the environment of the phenomenon. These compose the subsections of the *Literature Review* chapter. It was evident to use the most acknowledged and wide-spread materials, but also to combine with modern, actual and new works. The books and articles are mainly written in English, but some of them are in Hungarian or in German. These were used after the translation by the author.

3.3. Primary research

For this project it was decided that the most appropriate methods would be to conduct interviews with experts in tourism that gives qualitative data and to employ quantitative data collection through a questionnaire in order to discover the perception of Europe among non-Europeans. The advantages for these methods are that the most relevant questions can be asked that are focusing on the topic and what is missing from the secondary sources. The disadvantages are the subjective data (from the interviews) and the difficulty of a representative sampling (in case of the questionnaire). Beside these methods, some secondary statistical data is added and analysed for better research results.

3.3.1. Questionnaire

The main goal of making a questionnaire was to find out and examine the perception of non-European long-haul travellers regarding Europe. As earlier mentioned, several research methodology books helped in the construction of the questionnaire. The writing process started in the Summer 2015 while the start of the filling period was in September 2015. The final version of the questionnaire contains altogether 15 questions (only 11 for those who choose a specific answer at the third question). Multiple choice, open-ended and close-ended questions are used alternately. The questions must have been written very carefully in order to easily understand, not to take too long time or give the feeling to the respondents that they are not ‘intelligent’ enough. In order to have a really useable research, piloting is recommended. The pilot

was written up in a few weeks, it had many varieties and it was given for a test reading for 10 laic people from friends, relatives and for school mates, to give feedbacks regarding the filling out process and the understanding of the questions. They have given many useful advices. A native speaker also proofread it for the sake of avoiding grammar or spelling mistakes. The final version took around 4-5-minute time for responding. The questions are focusing on the opinion of non-Europeans about Europe in many aspects. Their knowledge was also tested in some inquiry. The beginning and the last part of the questionnaire contains easy questions, while the middle part was about the most important and complex elements. The questionnaire itself can be found in the *Appendices*.

Because of limited time and financial resource, it was decided that the questionnaire will be delivered through the internet, precisely through e-mailing. It was not possible to simply share on a social network site, because of the need of a special sample group. The sampling method cannot be called scientific and mathematically correct, since the respondents had to be from non-Europe which is a relatively huge population. Therefore, the research cannot be named representative, as a real representative sample was considered unreachable. The respondents though were chosen carefully. The type of sampling is partly geographical (outside of Europe) and partly purposive (as reaching such people is not available simply through e.g. a social site). The sample consists of all the familiar people that the author knows directly or indirectly, that are from *outside of Europe* and have *never lived here* as well. These were the most important restrictions. It was not easy to find people who can participate - who hasn't lived in Europe and are not European by origin. Therefore, it was long and difficult to punctually create the list of respondents. Besides the non-European residency and nationality there was no other restrictions and any other influence from the author on the sample group or on the final results. The responses are from different continents, age groups and lifestyles, which helps to give a more reliable final result. The minimum and acceptable amount of responses is 100 people. The strategy was to collect as many such people as possible. A great and compound list of respondents was gathered through several acquaintances who took the time and helped to construct the list. After finalizing this contacts, the questionnaire was sent out at the beginning of September and in two weeks 138 answers have arrived.

Since the questionnaire is more connected to the perception and demand of the long-haul travellers, it was needed to conduct interviews that help to prove the hypothesis.

3.3.2. Interviews

Talking about an idea with experts, who are involved more in the topic and who have more experience and knowledge in general, is always a good idea to see whether the concept is achievable and necessary. In spite of the fact that this kind of qualitative research method is difficult to analyse, it can provide probably the most accurate remark and advice regarding the subject. This particular study implicates to ask the main DMO, state institutions or travel agencies. An interview can be conducted in many ways: personally, on the phone, via e-mail etc., structured according to strict pre-written questions, unstructured with spontaneous questions, or a mixture of them. It was chosen to ask the person in life and be prepared with pre-written questions guide, but be flexible for any kind of changes and very open to the notes of the other party. The in-depth interview was chosen as the most suitable primary (qualitative) data collection method beside the questionnaire. The advantage of it is to get deeper personal opinions and sometimes suggestions, on the other hand it obviously needs more time to conduct it.

Initially it was decided to make an interview with someone that is involved in the inbound travels (especially outside of Europe due to the topic) and someone who is taking part in the marketing or image forming of Hungary. Three interview ideas seemed to be the most relevant: an interview with the Weco-Travel that works with the Japanese market, the OTP Travel Ltd. which is one of the biggest tour operator in Hungary, operating in the inbound tourism as well, and an expert from the Hungarian National Tourist Board who is responsible for the marketing and country image creation. The first attempt was a request e-mail sent to the Weco-Travel that they refused, because they focus on the business travels and they suggested to ask rather someone from the leisure segment. The second request was sent to the OTP Travel, particularly to the managing director, Judit Molnár. The interview with the managing director could not be conducted because of the large amount of press of business on her at that moment, but the Head of the Inbound Department, Anna Balatoni was kindly ready to answer the questions after a phone call agreement. The third and fourth attempt relates to the national level of cooperations and image creation activities. By the suggestion of Ms Balatoni, Mihály Aranyossy was asked for the second interview

as he is working for the Hungarian National Tourist Board, precisely responsible for the international cooperations that is quite relevant. Last but not least, Dorottya Gyenizse dr. was also requested to take part in an interview, because she is working for the Ministry of National Economy in the tourism department, so has a great insight into the tourism issues on national level. They are all very experienced experts who can provide useful, up-to-date and relevant information and opinions mainly about cooperations. The interviews were made personally and one via e-mail with a pre-written list of questions, but all of them ended up in a spontaneous speech where a lot of experience and extra knowledge was shared. The interviews were conducted in Hungarian and the results are introduced in English, translated by the author. They were not recorded, only notes were made.

To sum up, the first interview was taken with Ms Balatoni personally in the head office of the OTP Travel. It contained ten structured questions which took around 45 minutes. The interview focused on the characteristics of non-European inbound tourists, on cultural tourism trends and on international cooperations. The second interview was held with Mr Aranyossy via e-mail where the focus laid on the international cooperations, especially those in which the Hungarian National Tourist Board takes part. This interview consisted of six questions. The third interview was taken with Ms Gyenizse in personal in the Ministry of National Economy, where eight questions were asked in 40 minutes, related to cooperations and the international destination management. The question guide can be found in the *Appendices*.

3.3.3. Data analysis method

After the profound finalizing of the questions (for both of the primary research) they were presented in the appropriate form for the chosen respondents. The questionnaire answers were collected on the internet in a specific time period and it was then transferred into charts/figures, statistics with *quantitative methods*. Statistical tools (like the help of a Microsoft Excel program that transformed the answers into statistical information and visual figures) were used in case of the questionnaire and those skills as well that are related to the processing of data to information. The interview questions were presented personally and the answers of the interviews are analysed *qualitatively*.

3.4. Limitation

This is a college dissertation therefore it has limitations. One of them is that the study focuses only on one region in the topic of (international) destination management. The other limitation is that the empirical data was collected by an amount of respondents that was feasible to gather as per the limited time and financial resources. Therefore, it is not representative and the results cannot be generalized for all kind of destinations around the world. Based on the research findings though, several recommendations can be made, therefore the study contributes to the literature as well.

3.5. Summary

One of the most important parts of a thesis is the self-made primary research as well as the secondary research. The methods of these two kinds of research are detailed in this third unit providing an overview of the whole process.

4. RESEARCH ANALYSIS AND RESULTS

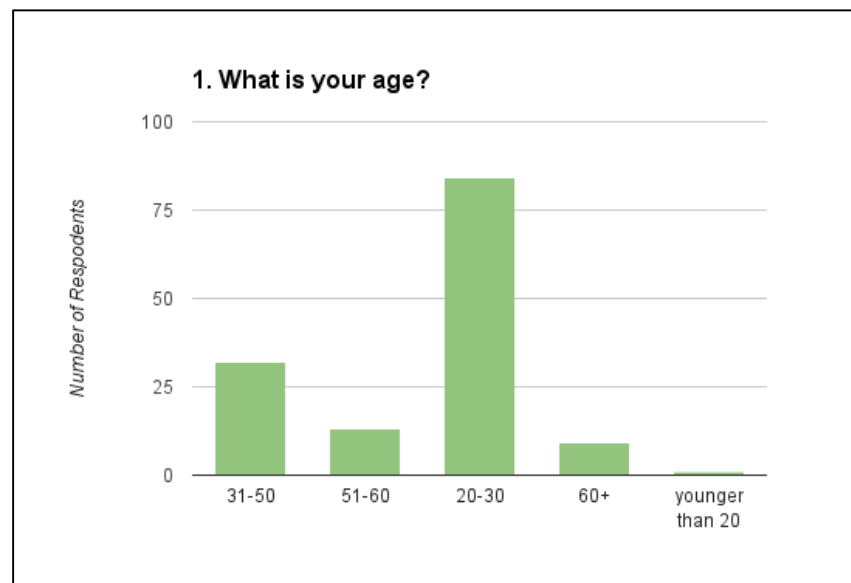
4.1. Introduction

In the following the answers of the primary research will be analysed and the results will be presented. This chapter contains three big parts in which the different groups of research results are detailed. In the first part the data gathered from the questionnaires are presented and transformed into relevant information. All of the questions are relevant from the topic's point of view but there is no reason to demonstrate all of them with a figure/diagram, some of them are only described and analysed in words. The second part the interviews are analysed and explained. Based on the findings the last part of this chapter contains a factual example that is created for destination management on international level that helps to understand and visualize the central theory of the thesis.

4.2. Analysing the questionnaire results

The 138 answers of the questionnaire are analysed here and the results with some personal comments are presented. First of all, it was needed to discover the basic information about the respondents such as where they are coming from, how old they are. It can also be called as the 'ice-breaking questions' at the beginning. It is important to know because of the 'special' sample group (detailed in the *Methodology* chapter). Despite the unique sampling it can be stated that a balanced group of people have filled out the questionnaire. As it can be seen on the figure below, most of the responses were coming from the age group 20-30 (60.8%) and the second biggest group was between 31 and 50 years old (22.5%). The figure shows us that luckily all of the age groups are represented (despite the special sample group), but it also gives back a fair and not surprising computer/internet usage of each age classes. It is not a problem that the 20-30 is the most represented, since they are the most likely to travel on long-haul as well. They are generally expected to be more aware of happenings in the world and have more knowledge and experience in travel.

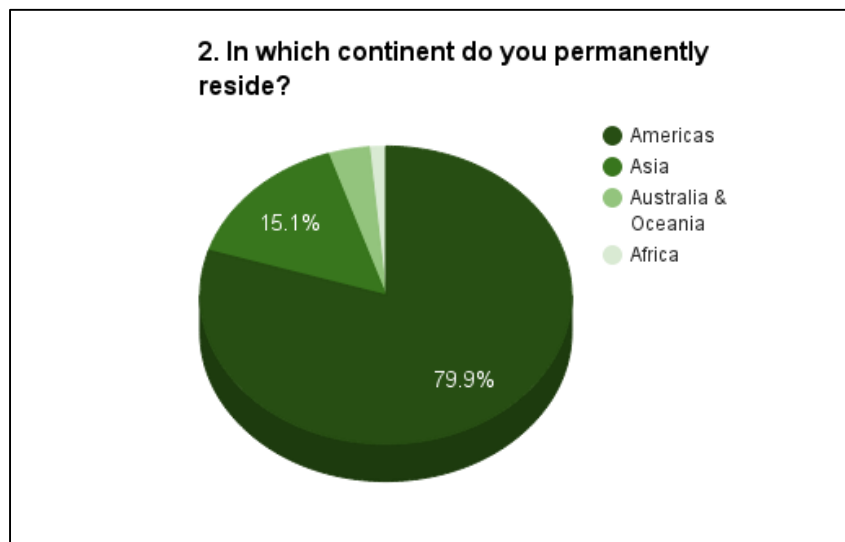
Figure 4: The age of the respondents



Source: Self-made primary research

The second figure made from the questionnaire results shows where the respondents reside. Most of the 138 answers were coming from the people with residency in the Americas (80.4%) and in Asia (15.2%). Australia & Oceania was represented with 2.9% while Africa with 1.4%. It is very positive that the main continents outside of Europe (except Antarctica) took part in the research.

Figure 5: Residency of the Respondents



Source: Self-made primary research

Comparing the study's result to the distribution of international arrivals by place of origin on the international tourism level, gives us differences. The largest share in the world (outside Europe) is owned by the Asia & Pacific, which is a great change in the

last decade. Asia & Pacific as a sender region contributes with 23.7% to the tourist arrivals, that can be seen on the figure below. It has already overridden the Americas by 2014, which is represented in the highest percentage in this dissertation research.

6. Figure: International Tourist Arrivals by region of origin

	International Tourist Arrivals by region of origin (million)							Market share (%)	Change (%)		Average annual growth (%)
	1990	1995	2000	2005	2010	2013	2014*	2014*	13/12	14*/13	'05-14*
World	435	527	674	809	949	1,087	1,133	100	4.6	4.3	3.8
From:											
Europe	250.7	304.0	390.1	452.2	497.4	559.8	575.0	50.8	4.1	2.7	2.7
Asia and the Pacific	58.7	86.3	114.1	152.9	206.0	253.5	267.9	23.7	7.0	5.7	6.4
Americas	99.3	108.2	130.8	136.7	156.8	176.4	189.2	16.7	3.1	7.2	3.7
Middle East	8.2	8.6	12.8	21.0	33.3	35.2	37.0	3.3	11.1	5.2	6.5
Africa	9.8	11.5	14.9	19.3	28.1	32.1	33.2	2.9	2.3	3.4	6.2
Origin not specified ¹	7.8	8.8	10.8	26.7	27.3	29.6	30.4	2.7			
Same region	349.1	423.1	532.6	631.7	729.5	839.2	875.0	77.2	4.8	4.3	3.7
Other regions	77.6	95.4	130.0	150.4	191.7	217.7	227.4	20.1	4.5	4.4	4.7

Source: World Tourism Organization (UNWTO) © (Data as collected by UNWTO May 2015)

¹ Countries that could not be allocated to a specific region of origin. As information is derived from inbound tourism data this occurs when data on the country of origin is missing or when a category such as 'other countries of the world' is used grouping countries together that are not separately specified.

Source: UNWTO (2015)

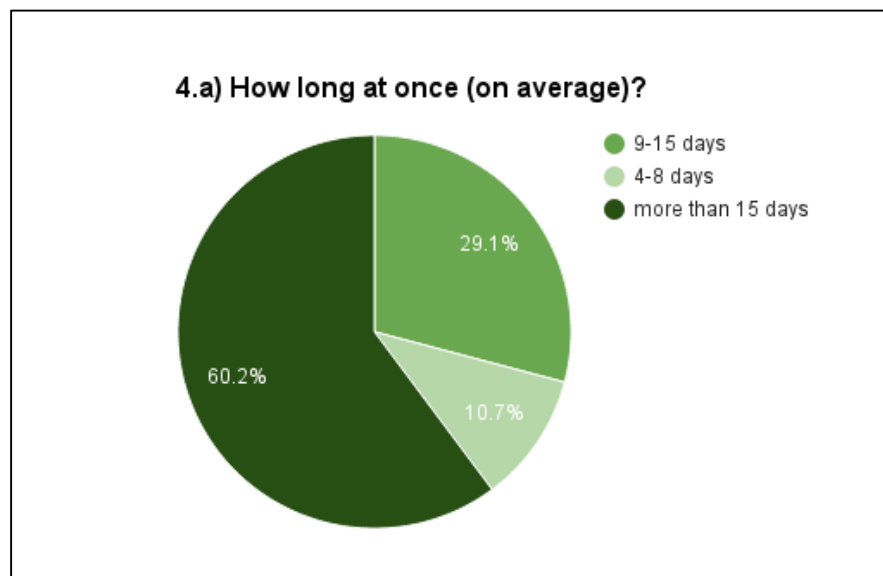
This increase is mentioned in the *Literature Review* as well, where not only the forecasts about the APAC region, but other emerging countries are highlighted with significant travel intent. (It must be admitted though, that these statistics may now change because of the migrant crisis, especially in Europe this year.)

After the basics (like residency and age of the respondent), the first cardinal information was about to find out, whether the respondents have already been to Europe or not yet. According to the answers, almost $\frac{3}{4}$ have already been to Europe (73.9%) and only 26.1% never. This logically means in the following that we can assume a bit greater knowledge than the average, as they have not only perceptions but personal experience as well regarding Europe. This question had another significant role, as those respondents who have never been to Europe had to skip the next 4 questions that are connecting to the previous personal travel experience. (It was indicated many times to help them, like “*Please answer the following 4 questions only if you have been to Europe.*”)

The first crucial belief before the research process, that the long-haul travellers spend more time at once on a trip in Europe than others, is proved in the 4.a). More than half (59.8%) of those respondents who have already been to Europe spent more than 15 days at one time and 29.4% has spent between 9 and 15 days. Although some of the latest studies have argued that the economic crisis has influenced for example

the travel habits of overseas visitors towards less outbound trips⁴⁹, the obtained result can encourage us to plan for longer stays. A longer stay is more maintainable if the destination area is bigger. The example of a small settlement can better exhibit this: in case of a small village or town, the settlement itself is usually ‘enough’ for the visitors for a few days and then they start to discover the surrounding region or they travel to another, further destination. Meanwhile, big cities and capitals can usually keep up the interest for a whole week. However, a 10-15-day-stay may need more than one city. This brings us to the next question.

Figure 7: The average spent days in Europe of long-haul travellers



Source: Self-made primary research

The second significant presumption was that they visit more than one country in Europe during one trip. 55% of them said that they were in 2 to 5 countries and 28% visited more than 5, hence this was also confirmed. This questions return in the interview with experts as well, and they also gave confirmative answers. Similarly, 94.2% plan to visit more than one country next time when they are coming to Europe according to the 5th question. This result directly connects and enhances the travel cooperation within Europe.

The last two parts of the 4th question (only for those who have been to Europe) ask the purpose of the visits and the way how they have informed themselves before travelling. Not surprisingly, most of them took a leisure trip (75.5%) in Europe and informed on the internet (from blogs, official websites, etc.) (82.4%). This tendency

⁴⁹ <http://skift.com/2015/01/05/travel-habits-of-americans-41-percent-didnt-take-any-vacation-days-in-2014/> (downloaded: 01.10.2015. 14:16)

is also discussed in the literature, and its emphasis can be seen generally in the whole world tourism in the 21st century. On the second place the purpose of visiting friends and relatives (VFR) finished (38.2%). Beside the internet source, the word-of-mouth or in other words the recommendation from friends and relatives still remains a significant 'marketing tool' (74.5%) despite all the technological changes. Because of the enormous amount of information that is reaching us each day, this kind of personal information collecting will probably be appraised in the future. The paper-based brochure though does not belong to the worth-while means any more. This trend opened a new horizon in the tourism research, connecting to the effects of the information technology on the tourism. This study is not aimed to detail this aspect, this question is only important from the planning point of view. In connection with the information-source, the 10th question tries to discover whether there are enough material available about *Europe as a whole* for tourists who plan to visit the continent. The definite answer was no from 76% of the responses. This means that the promotion should be developed overseas. Although, there are many initiatives in this area, it is probably not enough. This question already referred to Europe as one destination, which can be called as the center of the research.

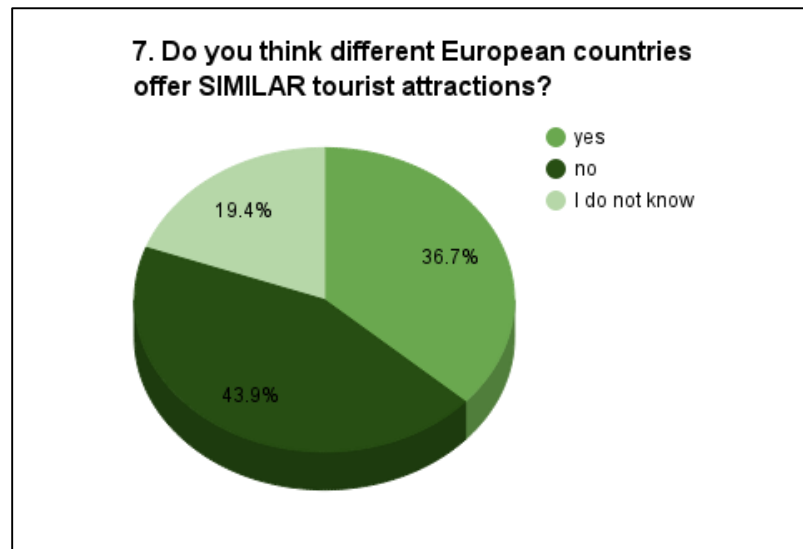
The focal point of the questionnaire was interested in whether the answerers would support to have a European cooperation in tourism, a common marketing throughout Europe, whether Europe provides similar tourist attractions and whether it is one destination for the long-haul tourists. In spite of the previous underpinning facts from the secondary sources, observation and argumentation, the respondents gave a surprising answer for these three questions. For the question if European countries offer similar attractions 44.2% said no and 37% said yes (the rest do not know). The similar here means that even though the countries are different especially from the eyes of those who live in Europe, the culture can be seen rather 'European' from other continents.

We can assume that probably those who have been to Europe and know it better answered with 'no' to this question. This assumption bases on the relationship between the expectation, experience and perception. When someone visits a destination the expectations influence the experience, and the experience then will influence the expectations regarding this destination in the future. The perception includes both of

them as well as the gathered information from outside. Those who have already been to Europe have different expectations and maybe more precise perception.

It is also quite interesting that almost 20% does not know, which connects back to the poor information availability. As it is detailed in the *Literature Review*, this is one of the destination determinants, therefore emphasis must be laid upon the improvement of this factor.

Figure 8: Division of the opinions regarding European attractions



Source: Self-made primary research

There is an even larger conflict in the judgements connecting to Europe as one destination, whether

“European countries should cooperate (work and campaign together) in tourism in order to attract visitors.”

or

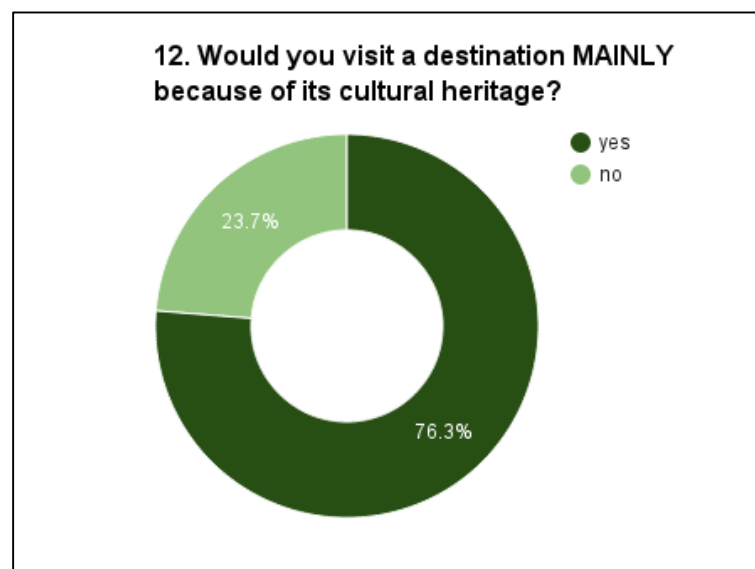
“European countries should campaign, market themselves separately and attract visitors on their own (only to their country).”

47.8% agreed with the first statement and 52.2% with the second. We can see here a relative contradictory opinion that was a huge surprise for the author. These two statements are connected to the marketing of Europe, especially the strives of the ETC that is demonstrated in the *Literature Review*. They have also found the same result in many of their research. It must be overthought then and despite the huge financial burden, single countries' campaign would rather find the reaction of the answerers. That would be totally the opposite of the initiative by the ETC and what is attractive for the study and for the destination management on international level.

Furthermore, only 16% think that Europe is ONE destination for overseas tourists, and a lot more, 84% say the opposite. This was also the most unexpected answer, but it can point to the fact again that most of them have already visited the continent before and have a greater knowledge about the different destinations inside of Europe. They rather perceive them as different countries and destinations, and it raises the same question regarding the 'European brand'. Careful considerations should be made on this point of view.

The last two questions are related to the interest in the cultural heritage of Europe (and relate to the final example of the thesis). There was a unanimous answer as 76.8% of the respondents would visit a destination mainly because of its cultural heritage. This was also expected, because the most compelling motivation mentioned towards Europe is usually the unique culture that is completely unlike to others. This supports the literature as well, where the continuously increasing volume and demand of culture tourism is detailed. More precisely the most attractive cultural heritage types that were selected by the respondents are the buildings and the works of arts & artifacts. Thus, the example will contain such an emphasis.

Figure 9: Interests in European cultural heritage



Source: Self-made primary research

Summarizing the results of the questionnaire, it was focusing on the perception and the demand of the long-haul travellers in order to explore what do they need and miss. With the help of this questionnaire the example can be made more precise as well as the final suggestions. It can be stated that most of the answers were given as expected before. In some cases, though they have enlightened a completely different

opinion which makes certain that such a primary research is necessary in order to have an accurate result and suggestions. It also suggests though, that the ‘European brand’ initiative that is so attractive for this study must be carefully overthought. Through analysing the questionnaire, it was revealed that almost 50% consider that collaborating in Europe is reasonable and good idea, at the same time most of them do not consider the continent as one destination. This made the result a bit more complicated and raises the question how the destination management and the promotion of Europe should be continued. This suggests that standardization of the European destinations is not advantageous and appropriate, but helping each other beyond the borders, harmonizing plans and creating cooperations could be achievable and sufficient.

Based on the exact interest towards culture, cultural heritage, precisely heritage buildings, and in the search for reasonable and feasible fulfilment of cooperation, a new type of destination could be created. Two existing, independent destinations in a rational distance but in different countries with similar features, characteristics and abilities could form one destination from a special aspect, that only opens a new horizon and a presence on a market segment without pressing down the main brand or line. Then it is beneficial for both of the parties. (This will be presented in the next chapter.) It would be a kind of a side activity for the concerned DMOs or state institutions because of the international nature of this idea. This idea is supported by both primary and secondary research, although it creates a new approach. The other kind of primary research intended to investigate the opinions and advice connecting to this actual concept.

4.3. Analysing the results of the interview

Conducting personal interviews with experts was chosen as one of the primary research to gather the necessary information mainly for proving the hypothesis. Although it is usually problematic to find an appropriate interviewee and then set the date, luckily in this case, three very competent interviewees were kind to answer a few questions regarding this thesis. As detailed previously, the interviews were held separately, but a summarizing, comparative text is written up here from the translated answers, instead of disclosing the whole script, since the questions were overlapping the interviews.

All of the interviewees are working on a quite relevant position, since the Inbound Department of the main Hungarian travel agency (Ms Anna Balatoni), the International Agreements' Office of the Hungarian National Tourist Board (Mr Mihály Aranyossy) and the Tourism Department of the Ministry of National Economy (Ms Dorottya Gyenizse dr.) have a great insight into the destination management situation (mainly in Hungary) and can reliably give opinions and advice regarding this thesis.

They have supported the pre-expectation and the questionnaire result as well, that the long-haul travellers are coming to Europe for a longer period of time like 10 days, but since they would like to 'tick' as many destinations as possible, the average length of stay is around 2-3 days/destination. Particularly in Hungary it is around 1.3 days only. It is also characteristic that the capital cities cover for them the whole country, because they do not really have time and interest to visit the countryside. The result of which, the Budapest-centric tourism will remain in the future, so the tourism in the countryside should rather focus on the domestic market. Beside the short stay and the relatively little knowledge, there are some segments who knows more about our small country than what we could say about theirs, like the Asians – according to Ms Anna Balatoni. This result is important for confirming the observation and the basic idea of the study. Ms Balatoni also observes that we are not prepared enough, especially for the culture tourism demand and there are still many challenges and restraints on this area (like the hype of ruin pubs, underqualified tour leaders, slow information movement, etc.). Mr Mihály Aranyossy has also noticed that the reason for the 'round-travels' of the long-haul tourists is that the destinations are so close to each other here in Europe from that large oversea distance, that it is only attractive if it can provide a complex travel experience for them. This connects to the need of the cooperation, especially for countries in the same region – said Mr Aranyossy.

Regarding the cooperation, all of the experts agree that it is very important, wide-spread and has a long tradition in Europe. Ms Balatoni told that is existing on the level of service suppliers now and not among the national marketing organizations, because they do not really have interest in it now, since mostly their own national suppliers finance the campaigns which determines the direction of it. Ms Gyenizse and Mr Aranyossy both mentioned the V4 (Visegrád Group) agreement as an example which has some touristic aims within the economic cooperation of the four countries

(Hungary, Czech Republic, Poland, Slovakia). Ms Gyenizse noticed that it could be helpful for this study to check these cooperations from the ‘greatest’ to the ‘smallest’: the EU is a wider example for international agreements, while its subprojects like the EDEN^{50 51} or the bilateral/multilateral initiatives among neighbouring countries are narrower examples. It is mentioned in such way in the *Literature Review*. She affirmed that there are several (mainly EU) funds and tenders for such ideas and that the Lisbon Treaty of the EU has improved the situation and concern of tourism a lot. In case of neighbouring countries, of course it is easier to cooperate and bear the distance, therefore, the countries along the Danube is for example a feasible idea but yet realisable on the level of tour operators – as stated by Ms Balatoni. However, Mr Aranyossy has named many other presently on-going projects in which Hungary takes part where the distance among the members is much greater, like the *China – Central and Eastern European Countries (CEEC)*⁵² or the *Roman Thermal Spas of Europe*⁵³. This is a good example for this study, as the basic idea of the CEEC was that these countries in CEE⁵⁴ are so tiny and invisible for the Chinese tourism market that is growing in a spectacular way, that this networking of national boards, business partners and suppliers to present this region as one single destination seems to be a niche project.

All of the interviewees have highlighted the Budapest-Prague-Vienna triangular as of high priority in touristic cooperation, however for the concrete example of the study that is coming in the following, they have mentioned the definition of destination as a problematic issue. For that very reason, the *Literature Review* points out this argument the most. They argue that the definition based on the perception is not really feasible from destination management point of view, and it is a great idea to connect a feature from different destinations, but this does not bring it to the destination management level. Although a continent can be a destination, connecting destinations without well-confining does not necessarily give us more than an international product. In the search for fulfilment of international destination management (that is one of the objectives), they all have spoken about international

⁵⁰ European Destination of Excellence

⁵¹ http://ec.europa.eu/enterprise/sectors/tourism/eden/what-is-eden/index_en.htm (downloaded: 13.10.2015. 11:17)

⁵² <http://ceec-china.travel/about-ceec;jsessionid=75BD09D5DF4844745EBE149FFB4BB39D> (downloaded: 18.10.2015. 23:10)

⁵³ <http://roman-thermal-spas.eu/> (downloaded: 12.10.2015. 17:27)

⁵⁴ Central-Eastern Europe

touristic cooperations, but thematic routes. Ms Gyenizse mentioned the idea of routes of castles, a Jewish heritage route, Ms Balatoni suggested a route of movie scene places, fortresses or wine regions, and Mr Aranyossy said the existing Routes of Churches between Hungary and Romania. These are not really issues of destination management on international level. Therefore, it can be stated that working out the concrete example of the study seems to be hard based on the opinions, and may not really work for the international destination management concept.

As of the hypothesis, everyone supported that it is absolutely necessary to harmonize plans, actions and cooperate in Europe's tourism, because it enhances to exploit the potentials.

4.4. International destination management

Based on the results and evaluation of the primary research, the destination management in Europe could be shifted to a higher level beside the existing levels. At the moment destination management in Europe is a field of tourism where are many blurred and unstructured parts. Hopefully there are less and less countries, mostly in the western hemisphere, suffering from financial problems in this field and have sufficient instruments to create a well operating system among their small destinations. It is just slightly harmonized in Europe yet. The countries are certainly responsible for their own image creation, marketing, product development, how they manage their destinations (the country, the regions, some settlements), etc., but the failure of any member's reputation can influence whole Europe that is why it is common interest to avoid such occasion. There lays another common interest in organized tourism, that was already mentioned, the economic advantages. Some comprising institutes and organised cooperations on a Pan-European level could help a lot and this is the focus of this thesis. The structure of the activity of destination management is more and more organized all over Europe, however not yet everywhere, because the financial resources and expert abilities are not the same. For instance, in Hungary where the so-called TDM system (DMO) is in its infancy yet and slowly develops. Characteristically in Europe the method is the following: the main arrangements are decided on the national level by a ministry or the main tourist board, then delegated towards the lower levels of destination management. In some countries where a proper DMO system is not built out, there can be a chaos since the small destinations are doing what they think would be good from touristic point of view, without real

professionalism. In Hungary there is a lack of professional and financial supply on the lower levels, however, a stable system must be built upwards. An opposite example is Austria, where this process and structure is more advanced.

As aforementioned, destination management is present on different levels now in Europe, but destination management on international level is quite a new initiative. The concept of the *international destination management* is introduced in this subsection, although it is certainly not completely defined. It can mean many things now, and its meaning would improve in the future with the actual employment of it for sure. Essentially, it would mean an approach that exceeds the borders, where the countries/destinations are not only seeking their own benefits any more but the common goals, results and advantage as well. This could also mean a colligation among countries or just main cities from different countries, to create destinations (that are not 'new', but rethought and approached in a different aspect) in order to reach a higher level of sustainable values. It is not about forgetting the pervious destinations, their purposes and values, but harmonizing them, helping each other through which creating new opportunities. As usually in this thesis, the example locates in Europe, precisely within the European Union, because it can provide a good and usable platform for the realization and its size is also given to facilitate collaborations. There exists already the above noted institution, the ETC which partly represents the idea and meaning of the international destination management. While the ETC perform mainly promotional tasks about Europe as a destination, international destination management would also add actual steps to have international destinations and to harmonize the DMO activities throughout Europe. Thus, it would also mean that the general, traditional DMO tasks that are detailed in the *Literature Review* are performed on a higher level by the cooperation of countries.

As listed in the *Literature Review* the tasks of the DMOs are planning, product development, coordination, marketing, representation, setting up a tourism information system, marketing, training and education, helping tourism enterprises, etc. These must be performed on a higher level than before in case of the international destination management. Then, the planning process should be shared among the countries on an international platform, before and during the plan creation, and even in the monitoring phase. The product development could be divided between two or maximum three countries who could find common feature the result of which is a real

marketable international product. Setting up a tourism information system is very important in order the smooth functioning of tourism in a country, and it is not different on international level as well. The information system that exists now on the national level should be simply enlarged. Sharing, exchanging knowledge and other resources, quick information delivering among the countries in the everyday job and for tourists could result in a better operation that exploits the potential with joint efforts. This can relate to the training of tourism experts as well, like holding conferences, organizing international courses that are existing at the moment already but not enough. The coordination, marketing and representation are strongly connected, and could be carried out by an institution dedicated to this activity, set up by the countries. On the other hand, it does not mean that only one institution would be enough to serve this activity, but all state institutions should deal with this topic. Furthermore, creating a separate institution only for this issue would be complicated, but international working groups or associations could help to complete the tasks. Further suggestions are written in the *Conclusion* chapter of the thesis.

This idea should not be mixed up with the existing partnerships and projects of the national tourist board. They maintain partnerships with other countries to enhance the learning of the workers of the industry and to increase promotion agreements (e.g. study tours), but such cooperation ‘project’ could raise their motivation to share knowledge without competition and work together for a common goal.

The readers could argue now that this approach can cause many difficulties beside the advantages, which is true, but on the long term these challenges would be solved and result in a sustainable management of the destinations. Since it would be an unusual method, among other advantages the increased media presence must be noted. As in the case of the ASEAN tourism, many experts would start to examine the ‘phenomenon’ that was created by the approach. Beside the expected and ‘usual’ markets, such a destination would increase the scope of the attracted visitors. Thus, it is beneficial for all of the cooperators. An example below will help to understand the idea in practice, assuming that it can match the destination criteria.

4.5. Example

This example below is based on many foundations. The observation of the long-haul travel characteristics towards Europe, from which the theoretical idea of tourism cooperation and the destination management on international level came, is one

starting point. Then there is this given shared economic, socio-cultural, political, etc. space of Europe, particularly the European Union that welcomes cooperations. On a parallel way, the personal experience on the similarities between Budapest and Vienna, especially from the aspect of very special European art style, and art history helped the author towards a unique kind of cooperation idea. First of all, it was decided to create at least a never before existing art nouveau tour using both of the countries from a tour operation aspect, but then connecting the above mentioned reasons, it is aimed to reach a ‘higher’ level. The aim is not to make a ‘new’ destination, but to enlighten two existing ones from a unique and unusual aspect and then manage it as a destination. The challenge of this idea is whether it can prove to be a destination or remains on the product level.

For the sake of deeply understanding this interdisciplinary illustration of the thesis, first of all, the art historical and historical background of this potential cooperation is introduced. Besides, the other basis of this case study is a spatial analysis of heritage in this area with the help of a professional expert. The suggested practical and theoretical forms of cooperation are detailed, as well as the question of being a product or a real destination is studied. The significant question is whether this example can support the destination management on international level or it remains among the international product creation projects.

4.5.1. Art Nouveau

The *Art Nouveau* is an artistic direction from the late 19th century that was characteristic for the main areas of art, like fine arts, applied arts and architecture. Interestingly, it has raised almost at the same time, spread quickly, parallel in many different European cities. It is famous about prolific ornamentation⁵⁵, linear style, decorative design. (TSCHUDI MADSEN, 1967)

It is interesting and important to make clear how wide the variety of labels used for the ‘same’ style. In the last decade before the turn of the century this new style has developed through the work and efforts of Ödön Lechner⁵⁶ in Hungary. For the style filled with intense ornamentation and usage of ‘new’ materials (like iron, glass, concrete, etc.) the Hungarian literature uses the term *szecesszió*. At the same time the Hungarian researchers many times use *Art Nouveau* in their foreign language

⁵⁵ = floral decoration

⁵⁶ (1845-1914)

publications. Using this unified term, the Hungarian research strives to adjust to those international and also touristic ambitions that are trying to unify these plentiful decorative trends. They have developed parallel almost at the same time, but with different name around the world. The main ‘centres’ were Paris, Nancy, Brussels, Barcelona, Glasgow, Prague, Darmstadt, Vilnius, *Vienna*, *Budapest*, etc. The term *Art Nouveau* originates in the French literature and became the most widely used word in this topic. The Anglo-Saxon research prefers to use the naming *Modern Style*, while in case of the Germans the *Jugendstil* and in case of Austrians *Sezession* is the most acknowledged. That indicates already that the Austrian and Hungarian style has many similarities with each other. (TSCHUDI MADSEN, 1967)

The *Art Nouveau* expanded to almost all art fields, but probably it was the most significant and spectacular in the architecture. That is why the objective of the *Art Nouveau* analysis from touristic point of view will focus on the architecture and because of the fact that Budapest and Vienna offers many high quality *Art Nouveau* buildings for the visitors. The study aims to build this feature into the elemental parts of a destination and spread it with the world.

Similarly, to the naming problem, another problematic issue is the defining of the marks and characteristics of the style according to which the certain buildings can be classified into the *Art Nouveau*. The existing Hungarian handbooks, professional literature, popularizer works and guide books are presenting the corpus of the *Art Nouveau* (or rather *secession*) buildings quite differentiated. Besides those buildings with heavy ornamentation feature, many times other styles are put together under the name of *Art Nouveau*, like late historical and vernacular-traditional buildings. This fact enhances to determine the *Art Nouveau* category from touristic point of view in a differentiated way, with consideration of the existing art historical professional literature but without an exclusive usage of it. According to that the following introduction and explanation of the *Art Nouveau* in Budapest and Vienna undertakes to be a suggestion as well for the inventory of such buildings aiming the touristic purposes.

4.5.2. Budapest and Vienna

Budapest and Vienna cannot only be mentioned in this context together because of the *Art Nouveau*. The idea to form a destination together based on a feature roots in the historical connection of the two cities, two countries as well. As probably everyone

knows from school knowledge, Budapest and Vienna formed together the centre of the Austro-Hungarian Empire between 1867 and 1918. Since they are neighbouring countries, both of them have participated in many historical occasions together, but in that era they were like a capital together for the Monarchy. After 1867 the economic, cultural and political connections were tightened and the two capitals composed the centre. Budapest is quite a new administrative unit (since 1873) but this territory has a long tradition that comprises the nation's cultural, historical and economical centre. It has a great geographical location, as well as Vienna and they are not so far away from each other, only around 250 km with excellent accessibility by many means of transportation. Budapest was more meaningful in the past until the 19th century than now, as it was highly developed in many meanings, mainly in culture. PUCZKÓ – RÁTZ – SMITH (2007) also add that Budapest was dominant in the European culture and thank to the support of arts then, it has a very rich preserved architectural heritage now. They argue that some visitors (like Americans) appear to find it difficult to distinguish between Budapest and any other 'similar' European cities before their visitation, that is quite the same what was the result of the pre-assumption of the study and the results questionnaire. Usually in case of Budapest the main interchangeable cities are Vienna and Prague, as already mentioned in reviewing the literature. Thus, promoting the positive aspects of the regional culture could be a very good and reasonable idea (e.g. as the legacy of the Austro-Hungarian Empire). They are strongly competing with each other, but due to their shared history and similar features it is rather difficult to be distinctive. Hence, it is in their joint interest to cooperate especially on the global market. The *Art Nouveau* feature is only one from the millions of possible ideas that can be in the focus of the cooperation, now in case of Budapest and Vienna.

Further on in this subsection, the unique, different and similar characteristics of the *Art Nouveau* style in the two cities are shortly detailed. The architecture of the *Sezession* in Vienna was established on the track of the oeuvre of Otto Wagner⁵⁷. The puritanism of Wagner's style aimed to satisfy the requirements of a modern era. Despite, it has engaged with the decorative trend of the *Art Nouveau* that was represented mainly by Gustav Klimt. The buildings of Wagner and his students (e.g. Joseph Maria Olbrich, Joseph Hoffmann) became elemental parts of the view of Vienna in two decades. Besides the architecture of the Viennese *Art Nouveau*

⁵⁷ (1841-1918)

interconnected and became a symbol of the booming economy of the Austro-Hungarian Empire, while it was also an emblem of the imperial capital and the empire's idea.

Almost at the same time of the Viennese *Art Nouveau*, a similar style has appeared in the other capital of the Monarchy. Although the two lines can draw a parallel in many ways, they also show differences in the idea and in the shapes as well. A good example for this is the comparative analysis of the two styles by MORAVÁNSZKY (1998) from the aspect of Otto Wagner's and Ödön Lechner's savings bank building in Vienna and in Budapest. He argues that in case of the former the presence of the modern urban life and the imperial glory are stressed, while in case of the latter the claim of revival of the nation is emphatic. The Hungarian *Art Nouveau* is not separable at all from the name of one of the biggest Hungarian architects, Ödön Lechner. He endeavoured to set up an architectural language of forms filled with folklore that is alive in contrast with the 'dead' historical styles. He aimed to transmit the national idea and the Hungarian spirit of nation on a special way.

The buildings of the *Art Nouveau* have widely changed the view of the capitals of the Monarchy and an effective architectural movement has emerged at that time. In spite of that the economic and cultural links between the two capitals of the Austro-Hungarian Empire were flourishing, the absolute parity among the buildings of the architecture of the *Art Nouveau* is very rare. On the other hand, both styles can be listed under the *Art Nouveau* general label. The duality but closeness of the two *Art Nouveau* motivate to present and popularize them together for the sake of improving the touristic supply as well. In the following a brief inventory of the sites from touristic point of view is detailed and how they could form a destination from the aspect of the *Art Nouveau* together.

4.5.3. 'Capital of Art Nouveau'

On the basis of the 'concept' of *international destination management* and the analysis of *Art Nouveau* and two cities, this section endeavours to introduce the destination and mainly the attractions of it, that is created from a new aspect the *Art Nouveau*, from two different existing destinations Budapest and Vienna. Of course the name *Capital of Art Nouveau* is not an academic and official term, it does not mean that it is the one and only capital of this style, it is rather a marketing thought and a basis of a brand.

As it is explained in the *Literature Review*, the focus and basis of a successful destination is the attraction. There are different groupings of attractions from which this subsection uses the primary-secondary categorization. Therefore, the suggested sites and attractions of the two cities that would comprise the attractions of the ‘new’ destination are listed here according to these groups. It is important to emphasize again that many times for touristic purposes the tourism experts neglect the real art historical classification and definition, thus, it is aimed here to provide an accurate *art nouveau* inventory and spatial analysis.⁵⁸

10. Figure: Attractions of the 'Capital of Art Nouveau'

Primary attractions	Secondary attractions
<ul style="list-style-type: none"> • Museum of Applied Arts, by <i>Ödön Lechner, Gyula Pártos</i> – 1896, Budapest (special offer: temporary exhibition about the oeuvre of Ödön Lechner) • Gellért Bath, by <i>Artúr Sebestyén, Ármin Hegedűs, Izidor Sterk</i> – 1918, Budapest • Gresham Palace, Four Seasons Hotel, by <i>Zsigmond Quittner, József Vágó</i> – 1906, Budapest • Postal Savings Bank, by <i>Ödön Lechner</i> – 1901, Budapest • Paris Department Store, by <i>Zsigmond Sziklay</i> – 1911, Budapest • Secession Building, by <i>Joseph Maria Olbrich</i> – 1898, Vienna • Majolica House, by <i>Otto Wagner</i> – 1899, Vienna • Post Office Savings Bank, by <i>Otto Wagner</i> – 1912, Vienna 	<ul style="list-style-type: none"> • House of Hungarian Art Nouveau (Bedő House), by <i>Emil Vidor</i> – 1903, Budapest • Institute for the Blind, by <i>Sándor Baumgarten, Zsigmond Herczegh</i> – 1904, Budapest • Hungária Bath (now Continental Hotel Zara), by <i>Emil Ágoston</i> – 1909, Budapest • Geological Institute (and museum), by <i>Ödön Lechner</i> – 1899, Budapest • Rumbach Street Synagoge, by <i>Otto Wagner</i> – 1872, Budapest • Synagogue of Kőbánya, by <i>Richárd Schönteil</i> – 1912, Budapest • Fasori Calvinist Church, by <i>Aladár Árkai</i> – 1913, Budapest • Parisian Court, by <i>Henrik Schmahl</i> – 1912, Budapest • Church at Steinhof, by <i>Otto Wagner</i> – 1907, Vienna • Karlsplatz metro station, by <i>Otto Wagner</i> – 1989, Vienna

⁵⁸with the help of GERLE, JÁNOS – KOVÁCS, ATTILA – MAKOVECZ, IMRE (1990): *A századforduló magyar építészei*; the years reflects the finishing year of the buildings.

<ul style="list-style-type: none"> • The Kiss – and other Gustav Klimt paintings in the Belvedere Museum, <i>Vienna</i> • Court Pavilion (metro station Hietzing), <i>by Otto Wagner – 1898, Vienna</i> • Permanent exhibition about Vienna and the Art Nouveau in the Leopold Museum, <i>Vienna</i> • Wagner Villa I, <i>by Otto Wagner – 1888, Vienna</i> 	
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Source: self-construction based on the literature

These sites are obviously attractive only for a special segment, but a larger emphasis should be put on the exclusive architecture heritage of these two cities in general and how they renovate them, sustainably maintain them and involve into the tourism. As usually, the primary attractions are those ones with which the potential visitors, who would travel for this unique purpose, are primarily attracted by. The secondary ones would simply lengthen the stay and expand the possibilities. One or two days would be enough to see the suggested primary *Art Nouveau* attractions in Budapest, then one or two more days would contain the secondary *Art Nouveau* attractions and other attractions that are not connected to this special feature, but general Budapest ‘must-sees’. To avoid being a tour or a route, it would not only consist of checking the buildings from outside or inside and then going on, but spending the precious ‘travel-time’ in these fascinating buildings, quality environment and unique programs. The *Art Nouveau* attractions offer a complex and wide variety of activities on both sides of the destination, like the main accommodation of the destination is a hotel (e.g. Four Seasons) featured with this amazing style, besides, museums (e.g. Museum of Applied Arts), bathing (e.g. Gellért Bath), scientific program (e.g. Geological Institute), spiritual program (church or synagogue), shopping (e.g. around the Parisian Court) and active recreation (walking or cycling to these buildings) are all available. The second part of the travel would take place in the Viennese territory of the destination that can be accessed easily from Budapest, or vice versa. Here the *Art Nouveau* has an even greater magnitude in the city’s tourism and they have constructed not only the usual guided *Art Nouveau* city tours, but many

exhibitions. The Secession House takes more actively part in the tourism, mainly because of Gustav Klimt's name and oeuvre.

This brief inventory would compose the basis of the *Art Nouveau* destination, but it must be examined whether it can really stand as a destination.

4.5.4. Product or destination

This subsection deals with one of the biggest questions of this section, whether this example can support the destination management on international level or it remains among the international product creation projects. Budapest and Vienna do not comprise one administrative unit and therefore the 'old' definition of destination cannot consider them together as one destination. However, the 'newer' aspect which bases on the perception and not strictly on geography and legal boundaries can possibly accept it. As written in the *Literature Review*, there are many determinants that turn a place into a destination and it cannot be avoided to examine our 'new destination' (that is not literally new, only enlightened from a new aspect) according to these factors. The often mentioned '6A' concept will help to analyse whether the example above could be a destination or not.

First of all, it is pivotal to clarify whether it is more than a product and only then check it as a destination. As defined previously, a tourism product can be totally other and more than an attraction, but usually in the tourism it comprises attractions and other services that can be sold to the tourist. In a narrower sense a product is the bundle of features of the destination and in a broader it is the whole tourism industry there.⁵⁹ It is complex, put together already for the market, for a special targeted segment and the main goal is to sell them as wide as possible. A product can be developed further into a package, which consists all that is needed for a complete stay. This example could be a product if it would be a tour or a route offered for visitors, created by a private company. It is a usable option and great possibility for a company or a travel agency but then the cooperation would not be present on the international destination level. That is why it is aimed to satisfy the criteria of being a destination and suggest that it can be marketed as such in the future. As introduced previously, there exist already many cultural routes and particularly the *Art Nouveau* has an

⁵⁹ Based on college lecture handout „Introduction to tourism”, with the permission of Éva Garán

assigned route as well.⁶⁰ Hence, it is important to distinct the existing route from this project.

The ‘6As’ are widely acknowledged and used, they involve: *attraction*, *accessibility*, *available packages*, *activities*, *ancillary services*, *amenities*. These determinants help to discover whether the *Capital of Art Nouveau* could function as a destination in effect. The first determinant was already discussed in the previous paragraph and the previous section. There are real and unique *attractions* that can attract visitor internationally and which may need some development. The *accessibility* is not only meant by the transportation which is very good in this case but also the information accessibility of the destination. For this reason, a well-structured and managed official website, social network sites and organized information-spread activities are essential at the very beginning and later on as well. The physical accessibility of this ‘destination’ is outstanding, since we are talking about two capital cities (with no need to list all the means of transportation) and the distance between them is also easily conquerable by car, by train or by bus in a few hours. This also shows that the distances in Europe can be considered at least absurd for someone from a huger continent. There exist *available packages* in this area for Budapest and Vienna, but for the *Capital of Art Nouveau* there are not any yet. Although it is not considered as an impossible commitment, as soon as it starts to exist, there will soon be lots of packages on the market. The *activities* are given thanks to the capital role of each city and the *ancillary services* are present as well. The activities cover everything that the visitor can do at the destination during the stay, like cultural, entertaining programs, events, etc. The ancillary services are those existing services that are helpful for the visitors, make their stay more pleasant and smooth, and used by the residents as well. Finally, the *amenities* are the touristic service providers, like hotels that are operating at the very moment already. It can be seen that most of the destination determinants are given thanks to the fact that two existing capital cities are selected to form ‘one destination’ which would make a lot of efforts easier and the same amount more difficult because of the unusual ‘usage’ of the cities beyond the national level.

⁶⁰ It has only a homepage where the recommended cities are listed, but not managed and no direct contacts with the visitor

Although it shows to us now that the idea could be realized as a destination, the most problematic issue returns and returned in the interviews talking about this idea: the geographical boundaries. It was detailed in the literature a lot that in spite of the fact that changes are visible in this opinion and more experts are saying the perception is more important than the real physical borders, the interviewees definitely stated that it cannot be brought to the destination management level. According to them, this example is only feasible as a cooperation project (like a route) or as a private company's product (like a tour). To sum up, the author accepts their opinion and conclude that the idea is not appropriate to illustrate the international destination management approach. However, it is a great example on international product development. For further studies though, the common international product can be a starting point from which upwards the process of establishing an international destination management can be worked out.

4.6. Summary

At the end of the 4th chapter, it must be stated firstly, that the goal to underpin the international destination management idea with the concrete example could not be reached, since the analysis showed us that it is not a destination management issue in spite of any endeavours. Despite, it is a valuable and relatively exhaustively prepared idea that can be used in the future. This chapter besides contains the main findings of the primary research conducted only for this study. The answers of the questionnaire are transformed into statistical data, figures and interpretations are added to them. The results of the interviews are summarized in a qualitative, comparative analysing text. In consequence of the discoveries, in the search for fulfilment of destination management on international level, a pivotal concept of the study is introduced, the *international destination management* (with an example).

5. CONCLUSION

5.1. Introduction

Almost finishing the thesis, the fifth chapter summarizes what the thesis has reached, the suggestions and recommendations made regarding the research and conclude the results of the study. This chapter reveals three important points, whether the hypothesis, the aim and the objectives were proved and reached or not. This chapter is aimed to give not only suggestions for the everyday realization and usage of the international destination management, but further research ideas and an overview of the difficulties. The last part then will give some additional personal thoughts to it and details how the author has developed through the process of the thesis writing.

5.2. Conclusion of results

This thesis deals with the topic of destination management and how it could be improved especially on the European level. In this subsection an overview of the essence of the big chapters' is given, then the hypothesis, aim and objectives are checked. The *Introduction* part demonstrated the backgrounds of the study, the importance and actuality of the topic and the required hypothesis, aim and objective. The *Literature Review* was written for the better understanding of the topic and the surrounding knowledge is summarized. The *Methodology* introduced the research methods, the reason why they were chosen, and how they were conducted in details. The *Research Analysis and Results* showed the results of all the research and created an example with the help of the results to exhibit the focus of the study. The *Conclusion* summarizes and foresights the study and the topic as well.

The hypothesis states that cooperations and harmonization of plans (then actions) could increase the sufficiency within Europe's tourism and the potentials would be better exploited. Sufficiency here would mean faster and better decision-making, greater influence on the world's tourism, larger revenue, etc. The potentials here would be to decrease the competition among the countries, increase visitor numbers, find better understanding, at the same time they do not experience economical or other disadvantages from the cooperation. Since the questionnaire focuses on the perception about Europe and the demand of long-haul travellers, in order to prove this hypothesis, three experts were asked about cooperation beyond national borders, its possibility, feasibility and merits with the intend to discuss the essence of the hypothesis. In spite of the fact that it could not be proved quantitatively,

based on the qualitative results it can be stated that the *hypothesis is positively proved* by the primary research. They agreed with it with one consent.

The *aim* of the study is also accomplished, which instructs to analyse the current situation of destination management in Europe and then make suggestions for a new approach (with an example of Budapest-Vienna) in order to underpin the above mentioned hypothesis. The first part of the aim is almost completely fulfilled with some parts of the *Literature Review*, where not only the destination management but the different elements (like destination, attraction, etc.), methods and its broader environment (like the tourism itself) is also reviewed with some personal comments. The decision-making process, the DMO system and the promotion of Europe is roughly analysed. The questionnaire has also helped with the summarizing of the perception to analyse the current situation. The new approach was then created with an example that was made up from secondary and primary research as well. The new approach is the international destination management that is detailed in the previous and also in this chapter. Although the aim of the example was to create a sample for international destination management in practice, it must be concluded now that it cannot be considered as a destination despite all strives. It is therefore achieved as an international product creation example. One of the main conclusion is that, even though the *Literature Review* points out that a new definition and approach that bases on perception towards destination is existing, it must be realized that it is valid only on the paper and not in practice. The author really desired to create an interdisciplinary example that stands for the new approach and meanwhile it enriches the study with the enchantment of art (precisely the *Art Nouveau* architecture), but due to this fact, it cannot be exhibited as a destination.

The first two *objectives* are also covered by the *Literature Review*, in accordance with, the destination management is written up in general and the opportunities are discovered. The opportunities here are the Mediterranean, the Alpine, the ASEAN tourism and the work of the ETC. The third and fourth objectives are already related to the primary research. Both of the primary research helped to reach the third objective, namely to search for fulfilment of destination management on international level. The questionnaire helped to discover the status quo of the perception about Europe and also to investigate into the demand of the long-haul travellers. The answerers gave many ideas how to fulfil the destination management

internationally and what they are open for. Then the experts helped in the in-depth interviews to judge and estimate what kind of cooperation is possible on the international level in the destination management and how would they start such a cooperation. Objective four drafts to create a concrete example for destination management on international level, still based on the primary research. The example is created not only with the help of the primary research though, but it consists also some paragraphs by the literature. The original idea is mainly formed from the questionnaire and interview results to an example. The last objective is completed in this chapter, where the current situation based on the results are concluded and some suggestions are added to them.

Although it can be seen from the thesis that destination management and its development possibilities is a very important topic, it was complicated to find literature and other materials for it. More precise about cooperations, only a few sources were available that shows there is only a little attention on it so far. Presumably the economic advantages of such cooperation will push this topic more into the focus and will enhance to make more and more research on it. Some recommendations are listed below the suggestions to inspire at least students ahead of the thesis writing procedure.

The proposed research methods seem to be successful, and helped to complete the existing secondary sources, literature and to testify the hypothesis. The study reached the conclusion that the perception of non-Europeans about Europe is largely improvable, as well as the situation of cooperating in the tourism industry, more precisely in the destination management.

Obviously it is hard to forecast (especially in measures) whether this ‘new’ approach would sufficiently work in life or not, but the feedbacks and opinions of the experts gives confidence to this theory in the future. The topic itself provide a great platform to be creative, find innovative solutions meanwhile requires curiosity and profound knowledge to investigate the different factors, parts and players.

5.3. Suggestions

In the previous chapter the concept of the *international destination management* is introduced. In spite of that the example created could not stand for it in practice, now the suggestions regarding to this theory is detailed, how it could be built in the

(European) tourism and as an elemental part of the every-day work, how the DMO exercises could be served on this level, and what type of further perspectives it has.

- Separate institution

The basic idea involves an institution that works for the success of the international destination management, enhances the cooperations, creates platforms and plans for such activities beyond the borders. Nowadays the ETC embodies this role, but they focus rather on the promotion, so further developments (in size, in magnitude and in scope of activities) could be made. This institution should not be under the ‘umbrella’ of the EU, since the non-European countries also belong to Europe and the European image. If this theory really comes into being, probably one institution would not be enough and well manageable. On the other hand, if there exists one ‘head’ as a center of coordination, it can rather ease the operation.

- Working group

Another option would be to establish working groups that span whole Europe, ranging from small ones that only consists of two destinations (countries) to the ones that cover different regions of Europe. They would work out their plans of cooperation, harmonize their goals, their marketing strategy. The difference between today existing working groups (like the ones for EU regional projects) and this one is that these working groups would have the goal to be so large that they could be separated and independent, focusing only one region without a limited time frame.

- Conference

It is an existing tool, only in the topics, the participants and the frequency could be brought innovations. The topics would cover the details, methods, suggestions of cooperations, the participants could exchange knowledge about what are the challenges, the difficulties and advice regarding international destination management. It would also be a great place where to create new ideas, to meet future partners and to share the results of relevant research. It should be held quite frequent in order to quickly adapt the new waves and avoid some possible dangers learning from others’ mistakes.

- Thematic years

This is already well-known on the level of national destination management. International destination management could also adapt this instrument but in a

larger effect. European thematic years could be first based on the popular big themes (like art), then going into details (like an art style) by the time.

- Collective promotion

This is probably the most used one nowadays, because it is relatively easy to organize, to finance, to implement, and brings relatively fast, visible results. It is existing now not only on national levels (and below) but thanks to the ETC on Pan-European international level too. It only needs to be developed towards more efficiency, involve more countries and could be multiplied to have more collective promotion within Europe but beyond the borders.

- Harmonizing plans

This suggestion means the type of cooperation that is present at the time of the plan and strategy creation phase already. The countries would share their plans before they finalize them, and harmonize them according to the agreed common goals. This would also enhance to avoid the clash and overlap of big events.

- Increase communication in daily activity

This relates to the harmonization of plans, collective promotion and partly the working groups as well. Countries should literally take part in each other's daily activity. They could discuss their progress, their plans, their results and help in case of absence of knowledge or resource.

- Involve into the tourism education

Last but not least, the issue of the international destination management and other cooperation beyond the borders should be involved in the tourism education all over the world. This is an issue that gets increasing topicality, relevance and importance in the future for many reasons (like globalism). Therefore, the students on this field should deal with and think about it in the schools already.

5.4. Recommendations for further research

This thesis is dealing with a relatively new and not completely covered topic. Therefore, as already mentioned in the *Methodology* it has limitations and some sub-topics are beyond the scope of this school work for reasons like limited time and financial resource as well as being a student means the lack of some knowledge yet.

The first recommendation proposes to extend this particular study from Europe to other regions (e.g. the Mediterranean, Latin America) and see the applicability,

possibilities of this idea. Another extension could be to continue this study and work out the international destination management upwards from this study's concrete example or with another feature (within Europe). Future studies can investigate this approach from more, different sides, like the economic or professional advantages of such cooperation and a new study could be made on a more detailed development of the activities. Moreover, an expansion of the questionnaire research is recommended. Although the methods were right, the questionnaire is certainly working with a small sample because of the limits of a college thesis. This would result in a more accurate data that enhances the preciseness of the final results. Hopefully the findings, the discussions and ideas of this study will generate further research interest into this important topic of the destination management.

5.5. Summary

The last chapter concluded the results and also the entire thesis. The final suggestions complete and close the study, and give ideas how to continue this important field of tourism research in the future.


5.6. Final thoughts

The author has enjoyed the process of researching and writing, and is very grateful because of the interesting topic and an excellent consultant. The topic is though a relatively unrevealed field of the tourism research, thus it caused many difficulties not only in the literature review but also in conducting adequate primary research. A great art-historian was also a huge help in the Art Nouveau part of the study to make it as correct as possible that the writer is very thankful for. Last but not least, the professional help of the librarians of the Tourism Library also contributed a lot to this work. All in all, even though not everything turned out as it was planned, it was an outstanding developing possibility from professional and personal point of view as well.

APPENDICES

1. Questionnaire

https://docs.google.com/forms/d/1g5XxBUVb1IEWkDe_7UPNsQMEDB5kAlsQs9SRIRUwBQ/viewform



Questionnaire about the perception of Europe as a destination

This questionnaire below is a part of a university dissertation research regarding destination management in Europe.

Filling this form takes only a few minutes. The respondents should be from continents OTHER than Europe! The participation is totally anonymous.

If you are interested in the results, please write an e-mail to: esztercsiki94@gmail.com

I really appreciate your help! THANK YOU!

*** Required**

1. What is your age? *

- ☐ younger than 20
- ☐ 20-30
- ☐ 31-50
- ☐ 51-60
- ☐ 60+

2. In which continent do you permanently reside? *
(Where are you from?)

- ☐ Americas
- ☐ Asia
- ☐ Africa
- ☐ Australia & Oceania
- ☐ Antarctica

3. Have you ever been to Europe? *

- ☐ yes
- ☐ no

4. If YES (Please answer the following 4 questions only if you have been to Europe.)

a. How long at once (on average)?

- ☐ 1-3 days
- ☐ 4-8 days
- ☐ 9-15 days
- ☐ more than 15 days

4. If YES (you have been to Europe)

b. How many countries have you visited during one trip (on average)?

- ☐ 1
- ☐ 2-5
- ☐ more than 5

II

4. If YES (you have been to Europe)

c. What was the purpose of your travel? (You can choose more than one.)

- ☐ leisure
- ☐ business
- ☐ studying
- ☐ visiting friends & relatives

4. If YES (you have been to Europe)

d. Where did you collect information regarding your trip? (You can select more than one and please name them exactly at the last box.)

- ☐ internet (e.g. travel sites, blogs, official homepages)
- ☐ guide books
- ☐ travel brochures
- ☐ recommendation from friends, relatives
- ☐ advertisements
- ☐ Other:

5. Next time you are travelling to Europe... *

Would you prefer to visit MORE than one country?

- ☐ yes
- ☐ no

6. Which countries would you prefer to visit and why? *

(Please name max. 3 preferred countries and indicate the reason particularly to each country.)

7. Do you think different European countries offer SIMILAR tourist attractions? *

- ☐ yes
- ☐ no
- ☐ I do not know

8. What is your opinion? *

Please choose one.

- ☐ European countries should cooperate (work and campaign together) in tourism in order to attract tourists to Europe "as a whole".
- ☐ European countries should campaign and market themselves separately and attract tourists alone (only to their country).

9. What is your opinion? *

Please choose one.

- ☐ Europe is ONE destination for overseas tourists. (Travellers from other continents travel to and through Europe like in one big country.)
- ☐ Europe consists of MANY different, separate destinations with diverse tourist attractions for overseas tourists. (Travellers from other continents see significant differences among the countries.)

10. Does Europe provide information as ONE destination for tourists who plan to visit the continent? *

- ☐ yes
- ☐ no

III

11. Which type of cultural heritage are you interested in particularly in Europe? *

You can select more than one.

- ☐ buildings
- ☐ works of arts & artifacts
- ☐ music
- ☐ dance
- ☐ folklore & traditions
- ☐ literature
- ☐ language
- ☐ Other:

12. Would you visit a destination MAINLY because of its cultural heritage? *

☐ yes

☐ no

Never submit passwords through Google Forms.

2. Interview Questions Guide

1. *What is your position? /Milyen területen és pozícióban dolgozik?*
2. *On which market do you operate? /Melyik piacon tevékenykedik a vállalat?*
3. *What are the characteristics of the non-European market/travellers? /Mik a jellemzőik az Európán kívülről érkező turistáknak (általánosan)?*
4. *Do you agree that non-Europeans come to Europe /Egyetért azzal, hogy a Európán kívülről*
 - *With little knowledge/Európáról való kevés tudással*
 - *With longer average stay/átlagosnál hosszabban itt töltött idővel*
 - *As to one destination?/mint egy desztinációba érkeznek a turisták?*
5. *What are the tendencies in cultural tourism? /Milyen tendenciák figyelhetők meg a kulturális turizmusban?*
6. *What is your opinion about touristic co-operations beyond national borders? /Mi a véleménye a határokat átlépő turisztikai együttműködésekről?*
7. *Can you introduce such kinds of co-operations, is there enough? /Tudna ilyen jellegű együttműködést mondani, van-e elég?*
8. *Do you think we could set up a destination from a new aspect (based on the art nouveau or any other common speciality) from two existing different*

IV

cities (in different countries)? /Ön szerint létrehozható egy új szempont alapján megalkotott desztináció (a szecesszió alapulva) jelenleg két különböző (országban lévő) létező városból?

9. *How would you start such a co-operation? /Hogyan kezdene hozzá egy ilyen kooperációhoz?*
10. *Do you know about any other similar initiative? /Hallott-e már hasonló kezdeményezésről?*
11. *Do you think it is necessary to cooperate in the tourism of Europe (especially in the destination management) in order to more sufficiently use the potentials laying in tourism? /Gondolja, hogy Európában szükséges összefogni a turizmusban annak érdekében, hogy jobban kihasználjuk a benne rejlő potenciált?*
12. *What is your opinion about the ETC initiative (Europe as one destination)? /Mi a vélemény az ETC kezdeményezéséről?*
13. *How would you define 'International destination management'? /Ön szerint mit takarhat a 'nemzetközi desztináció menedzsment'?*

3. Some Illustrational Pictures for the Art Nouveau



Majolica House – Vienna; Source: photograph of the author



Museum of Applied Arts – Budapest; Source:

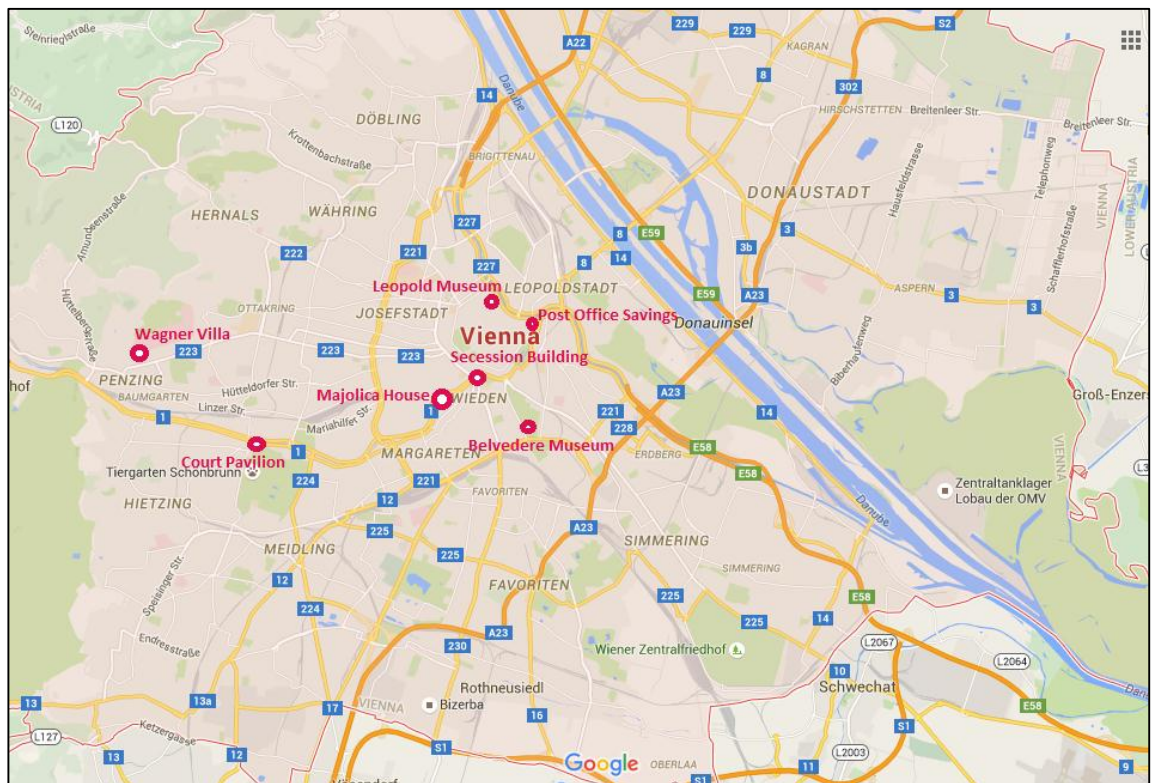
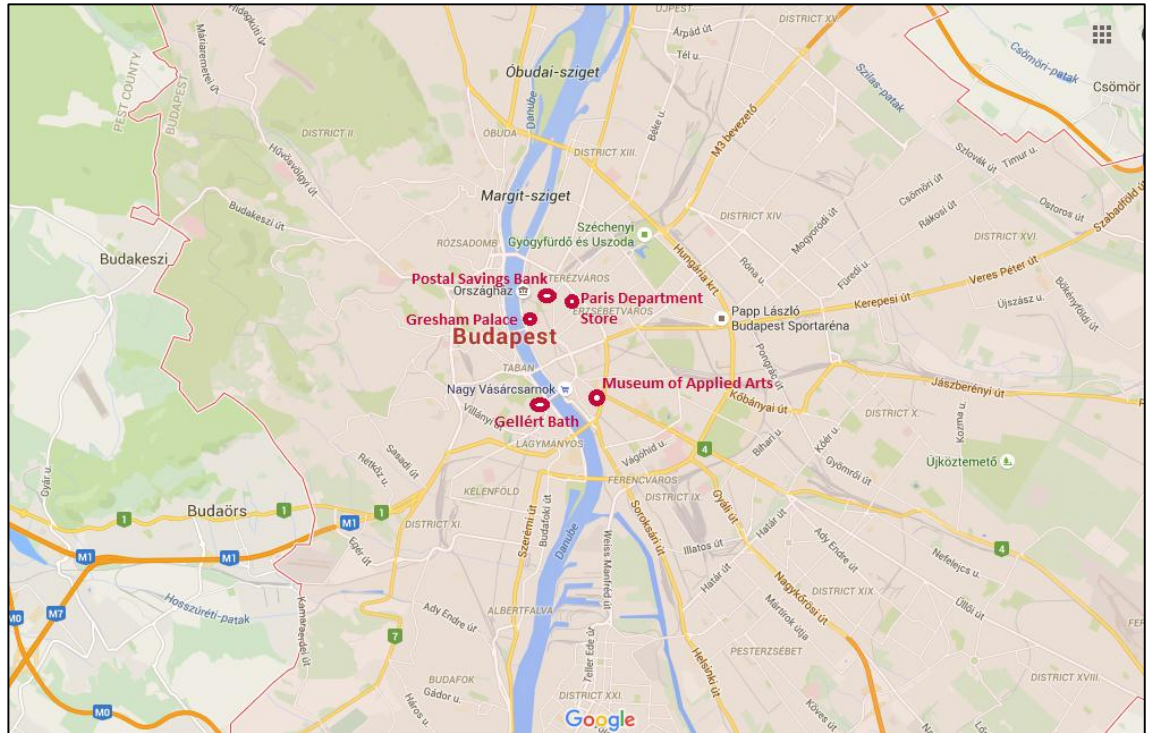
https://www.google.hu/search?q=art+nouveau+budapest&rlz=1CIAVNG_enHU662HU662&es_sm=122&source=lnms&tbm=isch&sa=X&ved=0CAcQ_AUoAWoVChMIILN1_XOyAIVhH5yCh0yIQtS&biw=1366&bih=667#tbm=isch&q=iparm%C5%B1v%C3%A9szeti+m%C3%BAzeum&imgsrc=-LbzhqArsSkbMM%3A (downloaded: 19.10.2015. 18:10)



Secession Building – Vienna; Source:

https://www.google.hu/search?q=art+nouveau+budapest&rlz=1CIAVNG_enHU662HU662&es_sm=122&source=lnms&tbm=isch&sa=X&ved=0CAcQ_AUoAWoVChMIILN1_XOyAIVhH5yCh0yIQtS&biw=1366&bih=667#tbm=isch&q=secession+haus&imgsrc=N4tlssC-MgGhhM%3A (downloaded: 19.10.2015. 18:10)

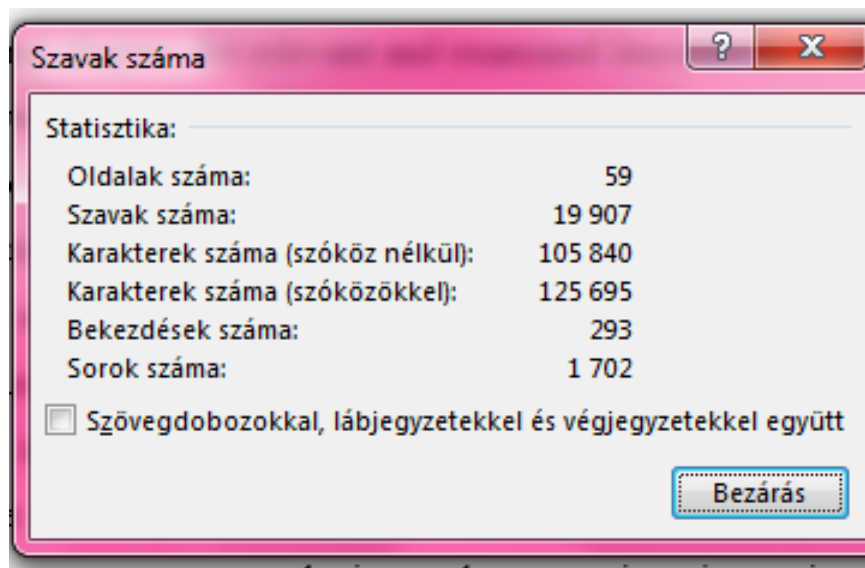
4. Maps about the Primary Art Nouveau Attractions



Source: self-constructed on a Google map

VII

5. Word Page Statistics (only the body text with table of contents)



VIII

6. Dissertation Proposal Report

Budapest Business School
College of Commerce, Catering and Tourism Faculty
Bachelor Tourism and Hotel Taught in English

Dissertation Proposal Report

Name of Student	Eszter Csiki
Contact Phone	+36 70 615 47 70
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Defence year - month	2016 January
Academic Supervisor	Eva Garai

Proposed Topic Area	destination management, international tourism product development
----------------------------	---

Proposed Title	"Two cities – One destination" Challenges of tourism destination management in Europe
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Hypothesis One sentence positive causal relationship	Through harmonizing plans, actions and cooperation in Europe's tourism, the potentials can be used more sufficiently.
Aim of Dissertation One sentence	Analyse current situation of destination management in Europe and make suggestions for a new approach through the example of Budapest and Vienna.
Objective 1 Related to literature review one sentence 2.2	To review destination management in general
Objective 2 Related to literature review one sentence 2.3	To discover opportunities of destination management on international level
Objective 3 Related to primary research one sentence 3.2	To search for fulfilment of destination management on international level
Objective 4 Related to primary research one sentence 5.3	To create an example for destination management on international level
Objective 5 Related to expected conclusion one sentence 6.2	To conclude the current situation and future suggestions

Proposed Primary Research Instruments	interview, questionnaire
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Budapest, 2014.12.12.

.....
Student

.....
Academic Supervisor

Please send the Report by email and deliver the signed report to THM Office. They have a right to ask for change. The last Title correction possibility is before 180 days of Defense. The proposal report has to be accepted one semester before of Semester of Defense.

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