

A MANAGEMENT MODEL FOR SUSTAINABLE DEVELOPMENT OF THE TOURIST DESTINATION

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Abstract

In recent years, Bulgaria is about to market successfully one of the few competitive advantages that the country has as a tourist destination – the diverse and authentic nature. It is an indisputable fact that tourism in its diversity is closely linked to the choice of destination. Sustainable destination management is critical for tourism development, particularly by having effective spatial planning and land use control and through investment decisions on infrastructure and services. The aim of this paper is to propose a management model of a tourist destination in the context of the ideas and policies for sustainable development. The thesis that is justified is that sustainable tourism destination is the result of a proper use of an appropriate governance model. The development and implementation of specific management model make the destination of an all year-round tourism in its different varieties (recreational, sports, etc.), bearing economic, social and environmental benefits to society.

Key words: *management model, sustainable development, tourist destination*

INTRODUCTION

The management of the tourist destination in context of tourism management can be done by the basic management functions – planning, organizing, coordinating and control, each of them has specific technological and motivating characteristics, which are needed for achieving the system goals.

The management's impact on tourist destination is realized by different means-economics, social, legal, technical. It is connected with activities such as forecasting, planning, control and regulating the tourism processes. Using proper management model for sustainable development of the tourist destinations is very important key stone for Bulgarian tourism.

MATERIALS AND METHODS

Because of the complicated socio-economic nature of the tourism at all and the aim of the paper in particular, the research uses interdisciplinary scientific approach. It is realized by using theoretical conceptions, concepts and methods inherent for the general theory of tourism, the management of tourism, the economics and marketing of tourism.

In view of the interpretation of the collected research data and formulating of the grounded conclusions, in the paper are used general

scientific methods like induction (modelling of management system of the tourist destination), deduction (projection of conceptual model for management of the tourist destination for sustainable development) .

RESULTS AND DISCUSSIONS

Considering the general theoretic management conception , we conceptualize the mechanism of the management of the tourist destination (Figure 1).

The process of management of the tourist destination must be tightly integrated with the interests of the wider social community, the ecological and economical strategies for developing the destination's territory. In some areas these interests should implement even wider initiatives for planning. For example, when managing and planning the tourist destination ,the perception of environmental management systems appears to be very useful in many cases. The management of the tourist destination needs to be supported, realized and valued according to specific criteria and indicators. For this purpose, we accept the 5 criteria, proposed by World Tourism Organization, for selection of indicators, that can be used in tourism destination's management(UNWTO, 2007).

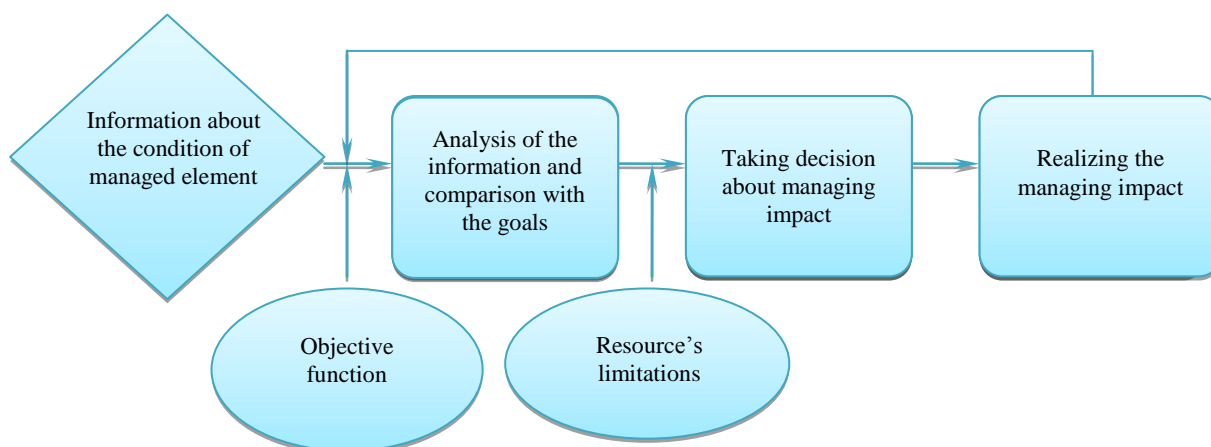


Figure1. Mechanism of tourist destination management

- Potentiality for receiving and analyzing of the needed information
- True and reliable information
- Clear and easy understanding by the users
- Comparability in time and by regions.

According to the considered documents, the four fundamentals, that we base the sustainable development on, are (Marinov et. al, 2009):

First, the ecological sustainability – the development should be compatible with the processes, which support the ecological balance, the biodiversity and bio-resources.

Second, the economical sustainability and the continuity between the generations – the development should be economically effective and should have equality and continuity between the generations.

Third, the social sustainability – the development should contribute for increasing the standard of living and supporting the harmony in society.

Forth, the cultural sustainability – the development should be compatible with the culture and values of the people, influenced by it.

There is not standard or recipe for achieving tourism sustainable development. Usually the developing of action plan and strategy for sustainable tourism is very useful measure, which guarantees efficiency and coordinated actions of different subjects. This is the best approach with the participation of all stake holder groups, interested in the local sustainable development. The strategy of sustainable tourism needs to be developed in three following steps.

First - analysis of the status quo. Complete generalization is needed and analysis of the existing information, and knowledge as precondition for the strategy.

Second – formulating strategy for development. The strategy for sustainable development of tourism is based on the information, collected in step one. The strategy determines the priority questions, the stake holders, the potential purposes and the set of methodologies for achieving these goals.

Third – Making an action plan. In the action plan are pointed the steps, needed for the implementation of the strategy and for the decision of a range of practical questions (which organizations, what activities will they take, in what time frame, with what means and what resources).

The sustainable tourism development demands such management of all resources, that leads to satisfaction of the economic, social and esthetical needs and which at the same time supports the cultural entirety, the significant ecological processes, the biodiversity and the supporting life systems (WTO, 2007).

Based on the principles of the sustainability, we can conclude that for the development of sustainable tourism within a territory are needed large, targeted and long actions, in at least 5 directions: First, compliance of the tourist development with the potential of the relevant territory. The quantitative values of the indicator carrying capacity are needed to be found (Figure 2).

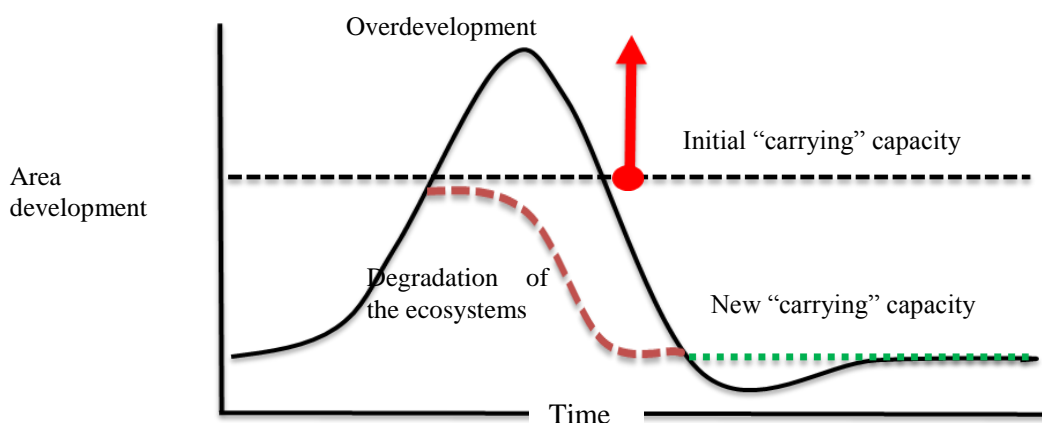


Figure 2. Carrying capacity

Second – providing equal rights and obligations of all the participants in the tourism development: business, non-government organizations, state and local public authorities, tourists and local community.

Third – active participation of the local community in the service processes. In this way, the local community takes part in the development of the tourism and stimulates with its behaviour this development, if the impacts are positive.

Forth – achieving consensus between the members of the community according to the benefits, losses and taken decisions.

Fifth – conduction of active policy for promotion of the conception for sustainable development of tourism and formation of positive attitude of the stake holders.

The analysis of the development of many tourist destinations shows that uncontrolled development of tourism leads to un sustainability turns it into environmental threat. The deforestation, erosion, landslides, pollution of the water, extinction of animal and plant's species are concrete examples for this.

The negative effects of the tourism makes long-term goals necessary. They should be compliant with the sustainable development, with the making of strategies based on the conception for the resource capacity of the concrete tourist destinations. The strategy specifies model for management of the tourist destination for sustainable development. In the strategy are considered the planning, organizing and control of the tourist destination for sustainable development. The major components in the model for management of the tourist destination for sustainable development are shown in Figure 3.

Presented in the logical order according to their meaning, the elements of the model and their interpretation are:

External environment of the tourist destination. It includes factors, which impacts can not be controlled and managed by the destination. The factors of the external environment have world, regional, national and local influence and create opportunities or threats for the tourist destination.

Internal environment of the tourist destination. It includes system elements, which impacts can be controlled and managed by the subjects of the destination. These elements are:

- Resources of the tourist destination. Their availability or lack, and their quality characteristics largely determine the potential and the specificity of the destination.

- Infrastructure and superstructure. They are materially-technical base, needed for receiving, staying and service of the tourists in the tourist destination.

They are created and developed on the base of the tourist resources in the relevant territory and together they form the physical, material part of the tourist product, where they play important role for its attractiveness.

- Public sector – It presents the state institutions on national and local level and the municipal authorities. In our model, the public sector is presented mainly by the local authorities. The public sector is responsible mainly for the regulation and control the usage of the public goods for the needs of tourism.

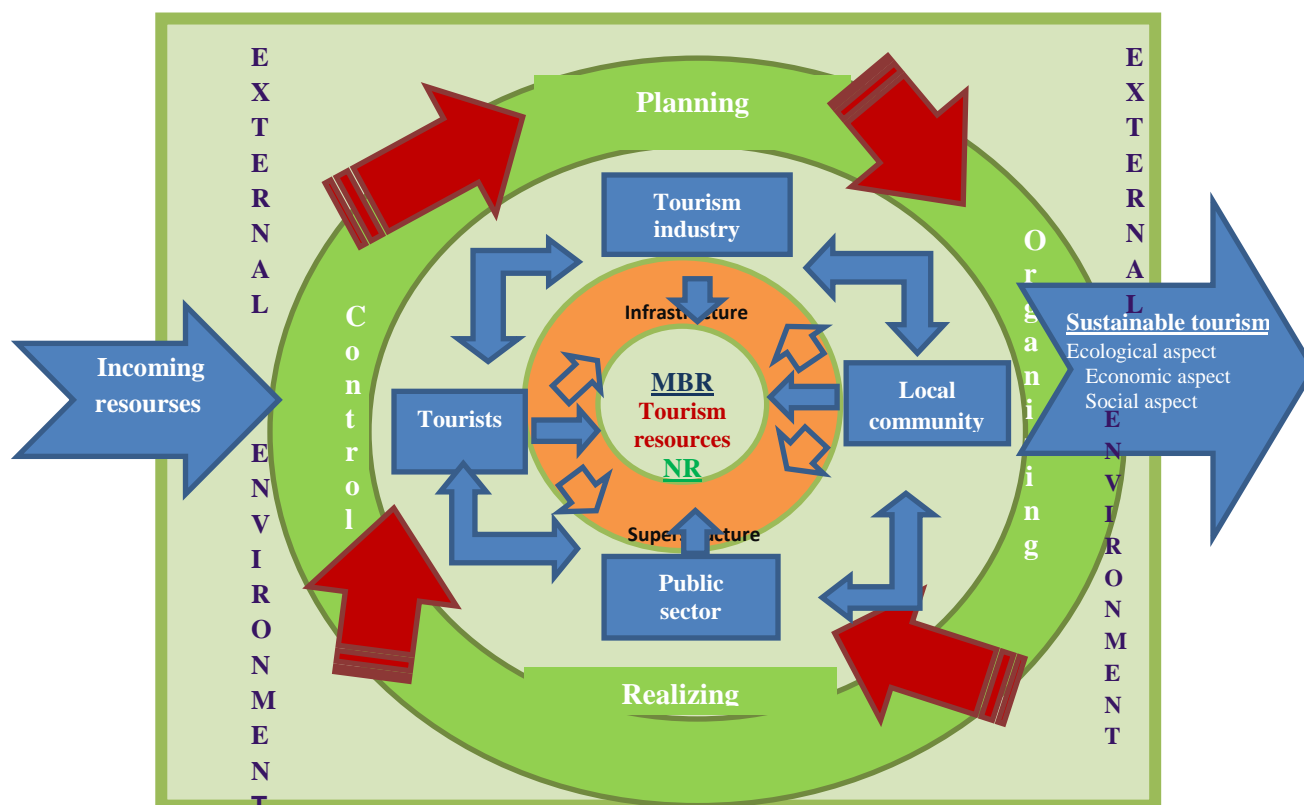


Fig.3. Management model for sustainable destination development

•Tourist industry – it is presented by all enterprises, which produce and offer services and goods for the tourists. The tourist products, offered by different tourist profit or non-profit organizations are relevant to the diverse tourist needs. Following the principles of the sustainable destination development, the tourist companies show, among with the management and exploitation function, also its social function. This way they create opportunities for preserving and saving the natural and cultural heritage in the destination, as well as they create additional added value of their product.

•Local community – All representatives of the community in the tourist area in particular, and more globally the people, living at the administrative area, in which the destination takes part. Very often, the destination area takes part of two or more administrative units (municipalities).

•Tourists – Forth stake holder about the destination’s development. In our model for management of the sustainable development of the destination are considered the following basic characteristics of the tourist’s demands: the volume of tourist’s arrivals, the structure of tourist’s nationality groups, age, income and etc., ratio quality-price expectations, the level of satisfaction from the experience in the destination.

Management process – we define the management process in the tourist destination for sustainable development as : continuous process including “planning, organizing, realizing and control of the tourist destination as sustainable system for creating, supporting and developing of mutual relationship between the subjects of the tourist destination and its visitors”.

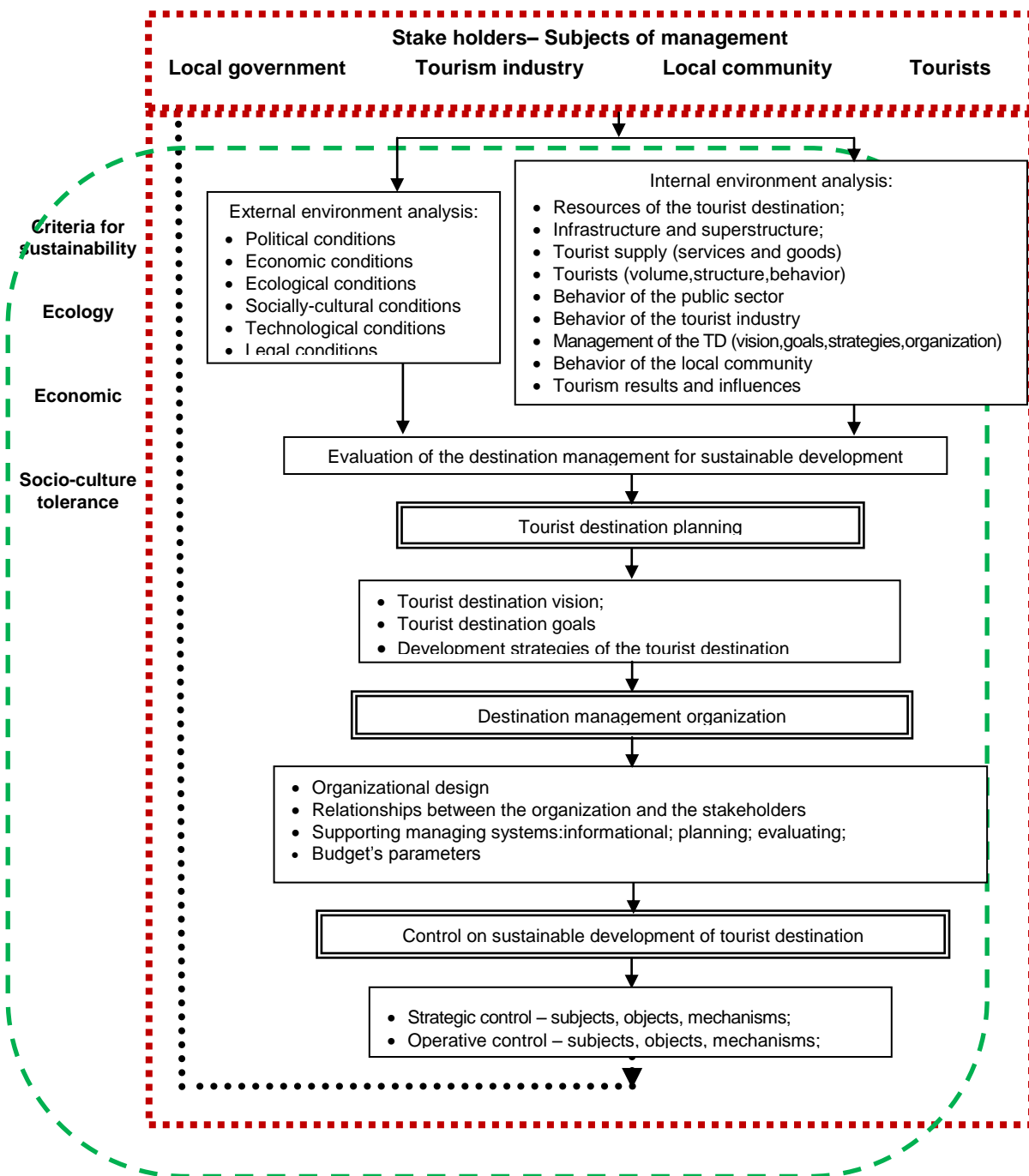


Figure 4. Management process of the tourist destination for sustainable development

Outcomes- the consequences of the tourist destination in the face of its interested subjects – representatives of the public and private sector, local community and the tourists.

The consequences have economical, ecological, cultural, social and psychological character.

The interrelationships between the stakeholders, based on the interests, profits, rights and responsibilities, are polyvalent. The polyvalent relationships are based on the differences between the subjects by legal status; ownership upon the production factors; organization form; purposes and engagement in the tourist process at the tourist destination and receiving benefits from the tourism.

The conclusion is that the institutions from the public and private sector, engaged with the tourism, in the role of subjects of management of the tourist destination, should seek after solidarity, coordination and one direction of its efforts. The success of the management for sustainable development of the destination, the support and the increase of the competitiveness depends on the level of performance of these tasks.

The synthesized model of the tourist destination, we propose in the paper, draws the frame of the process and the basic direction for effective management for sustainable development (Figure 4).

CONCLUSIONS

The development of the tourist destination demands organization of all these processes and activities, which results in sustainable development of the destination. This supposes synchronization of the efforts of all stakeholders on their way of sustainable development.

The management of the destination manifests as integration of many organizations and interests, working for achieving common goals.

The process of management should ensure sustainable development of the tourist destination. This is possible only when it functions and develops in harmony with the

environment in economic, social and ecological aspect.

The model for management of the tourist destination should be based on the sustainable development of tourism, i.e. the model should correspond in long-term plan with the profitability of the tourist activity, according to the carrying capacity of the tourist resources, with the social acceptability of tourism for the local community, and with friendly-nature tourist activity.

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