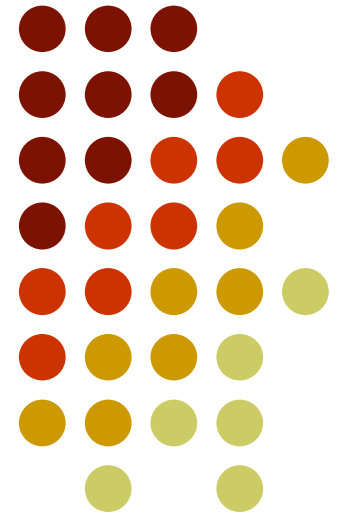


Benchmarking Utilization in Regional Planning of Tourism Development



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Research Projects



- IGA 06/2010 “Draft of a system for evaluation of the regional programme documents in tourism“
 - Draft new complex procedure which enables local governments to evaluate quality of their tourism development strategies
- IGA 05/2011 “Evaluation of the tourism regional planning results“
 - Integrate new evaluation criteria into pre-defined evaluation procedure
 - Apply evaluation procedure in practice

Tourism Destination Competitiveness



- Existing and potential visitation to any destination is linked to destination's overall competitiveness
- Indicators of destination competitiveness
 - Situational Conditions – such as competitive environment, safety, global environment
 - Endowed Resources – such as nature, culture
 - Created Resources – such as tourism infrastructure, shopping, entertainment
 - Supporting Factors – such as quality of service, hospitality
 - **Destination Management** – DM organization, **destination policy and planning**, HR development

Benchmarking in Tourism

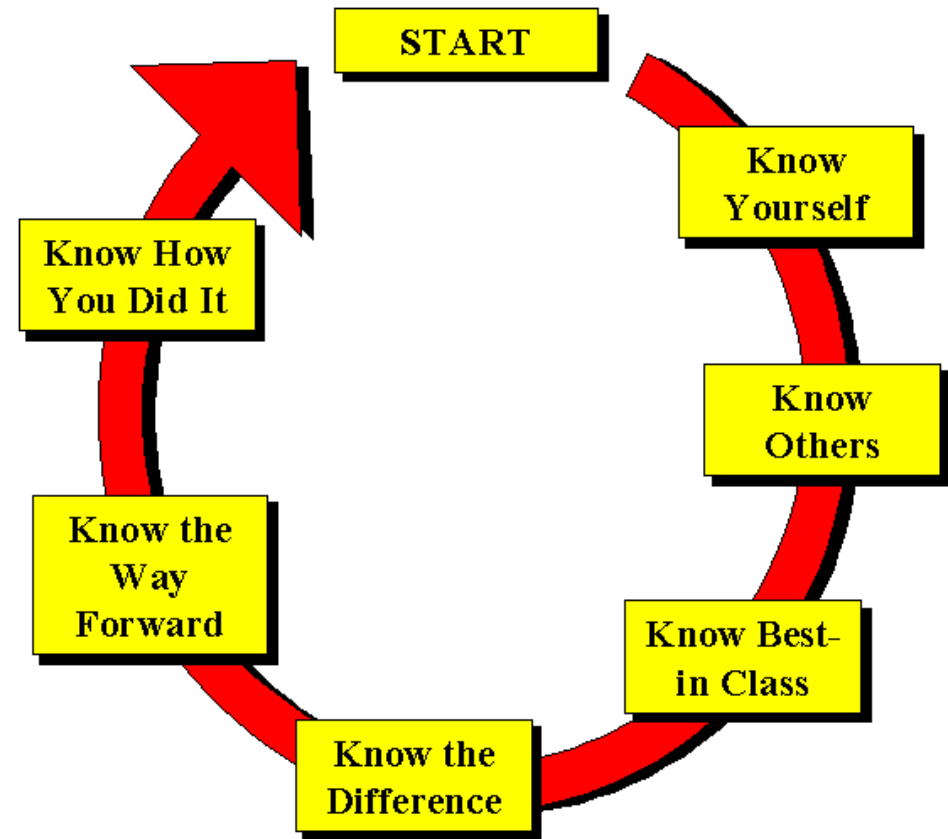


- Benchmarking in tourism can be classified into these spheres
 - **Benchmarking of non-profit oriented tourism organizations**
 - National or regional tourist boards/organizations
 - Attractions operated by public authorities or other forms of non-profit oriented businesses (e.g. museums, galleries, theatres, operas, etc.)
 - **Benchmarking of profit-oriented tourism businesses**
 - Accommodation suppliers
 - Restaurants
 - Tour operators and travel agencies
 - Other profit-oriented tourism service providers
 - **Destination Benchmarking**
 - National benchmarking
 - Regional benchmarking
 - Local (rural or urban) benchmarking

Benchmarking as a Evaluation Technique of Tourism Strategies



- Benchmarking method can be ranked among comparative evaluation technique
- Benchmarking is considered as an important tool for enhancing the quality by learning process
- It has the ability to support an achievement of sustainable competitive advantage
- Benchmarking can be described as a structured process by which an organization seeks to identify and replicate “best practices” to enhance its strategic position



Research Method



- There is one important problem in the sphere of regional planning – stipulation of **objective criteria** for making an evaluation. These criteria should be derived from general requirements on a quality of evaluated subjects.
- The evaluation process can be described as a comparison of the evaluated subject's state with pre-defined criteria which create so-called comparison level.
- The basis for tourism development strategies evaluation is comprised by three general requirements (so-called quality spheres)
 - the requirement of strategy **suitability** with a regard to the strategic position of the region
 - the requirement of strategy **acceptability** for key stakeholders
 - the requirement of strategy **feasibility**

Research Method: Step 1 and 2



- Elaboration of the quality spheres into the partial requirements
 - The initial set was made with the help of an extensive literature review
 - This set was verified and reviewed by the key regional actors with the help of the Likert scale

- Transfer of the requirements into the measurable criteria
 - The method of Quality Function Deployment was used as a transfer principle
 - The importance of concrete criterion was derived from point evaluation of the requirement importance (0 – 5 points) and from point evaluation of the intensity of the link between the requirement and derived criterion (0 – 1 point)
 - The importance of the criterion is given by this formula

Point Value	Importance of the requirement
0,00	Zero importance – the requirement is not relevant
1,00	Slight importance – the requirement has insignificant importance for strategies quality
2,00	Little importance – the requirement has substandard importance for strategies quality
3,00	Medium importance – the requirement has standard importance for strategies quality
4,00	Great importance – the requirement has above standard importance for strategies quality
5,00	Key importance – the requirement has crucial importance for strategies quality

$$IC_i = IR_n \times RIRC_i$$

IC_i importance of i-criterion

IR_n importance of n-requirement

$RIRC_i$ relation intensity between n-requirement and i-criterion



Research Method: Step 3 and 4

- Evaluation procedure
 - Each criterion was assigned by the key characteristics which should be reached by this criterion
 - The evaluator made an assessment of the criterion fulfilment by tourism development strategies on the rating scale enabling to assess how intensively the criterion meet the key characteristics

- Evaluation method
 - Distributive phase – the partial evaluations from the individual evaluators are converted into a common table
 - Delegated phase – the evaluators may transfer their relative vote strength according to the individual assessment of own skills, knowledge or experience necessary for the evaluation
 - Synthetic phase – the partial evaluation is adjusted to the resulting relative vote strength of individual evaluators

Value	Characteristics of the qualitative level
0,00 – 0,10	Insufficient – the criterion does not occur in the document at all or achieves the key characteristics with a minimal intensity
0,11 – 0,40	Sufficient – the criterion achieves the key characteristics with a limited intensity
0,41 – 0,60	Good – the criterion achieves the key characteristics with a moderate intensity
0,61 – 0,90	Very good – the criterion achieves the key characteristics with a high intensity
0,91 – 1,00	Excellent – the criterion achieves the key characteristics with a maximum intensity

$$REVS_n = \frac{100 + RP_n - SP_n}{100}$$

- $REVS_n$ relative strength of n-evaluator
- RP_n number of received points by n-evaluator
- SP_n number of points sent by n-evaluator

Research Method: Step 5



- The aim of the evaluation process is to select the best regional development strategies on the basis of objective and unified criteria.
 - The Kepner-Tregoe Decision Analysis was used as a suitable decision-making tool
- Selection of the strategies is done through the point value of the partial evaluation of individual criterion, its importance, with a respect to the relative vote strength of individual evaluators

$$OPVC_i = IC_i \times \frac{\sum (PEC_i \times REVS_n)}{\sum E_n}$$

OPVC _i	overall point value of i-criterion
IC _i	importance of i-criterion
PEC _i	partial evaluation of i-criterion
REVS _n	relative vote strength of n-evaluator
E _n	n-evaluator

- The overall quality of tourism development strategies can be expressed as the sum of the resulting values of the individual criteria.

The Examples of Evaluative Criteria

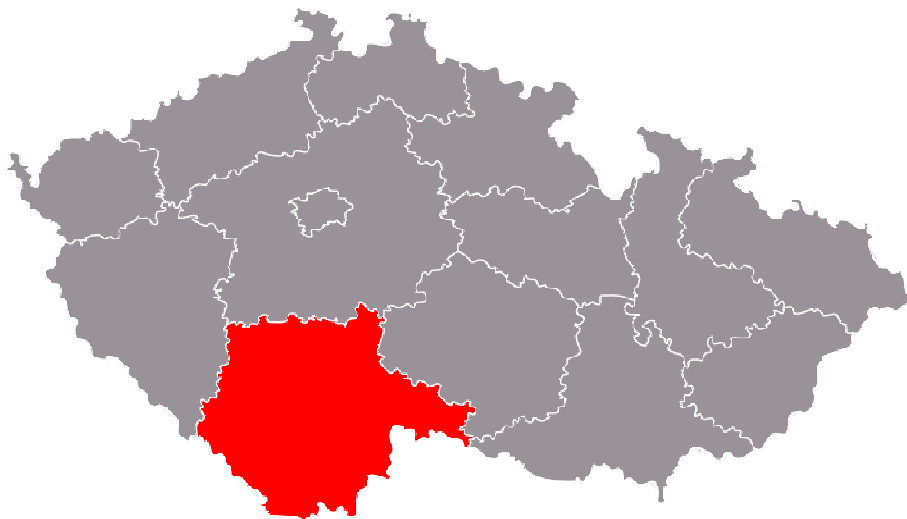
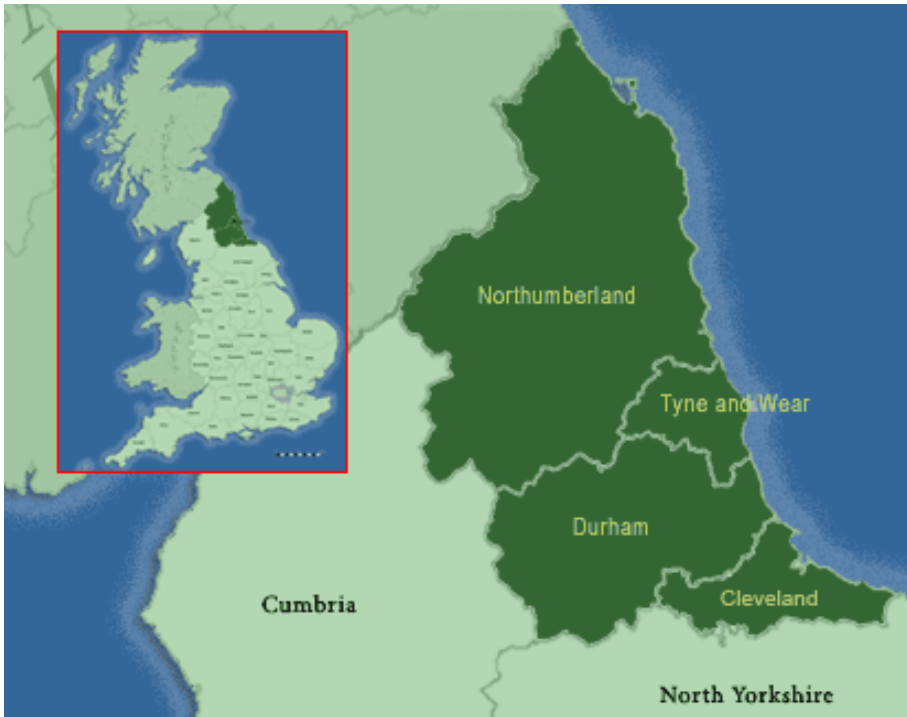


- Strategy suitability (total 15)
 - Target groups are described in the document
 - Document takes into account the impact of selected global factors
 - Document deals with internal resources to achieve the desired future state
 - Document contains a clear synthesis of the results of external and internal analysis
 - Objectives correspond with the SMART parameters
 - Arrangements for achieving the vision are suggested in the document
- Strategy acceptability (total 14)
 - Arrangements support the quality evaluation systems
 - Arrangements support co-operation and co-ordination of tourism subjects
 - Arrangements support environmentally friendly behaviour
 - Arrangements support wellness and relaxation activities
 - Arrangements support on-line reservation systems
- Strategy feasibility (total 4)
 - Document identifies the necessary resources to implement the proposed activities
 - Document sets a timetable for implementation of proposed activities
 - Responsibility of individual entities for implementation of proposed activities is set
 - Document proposes a system of monitoring of implementation of proposed activities

Pilot Application



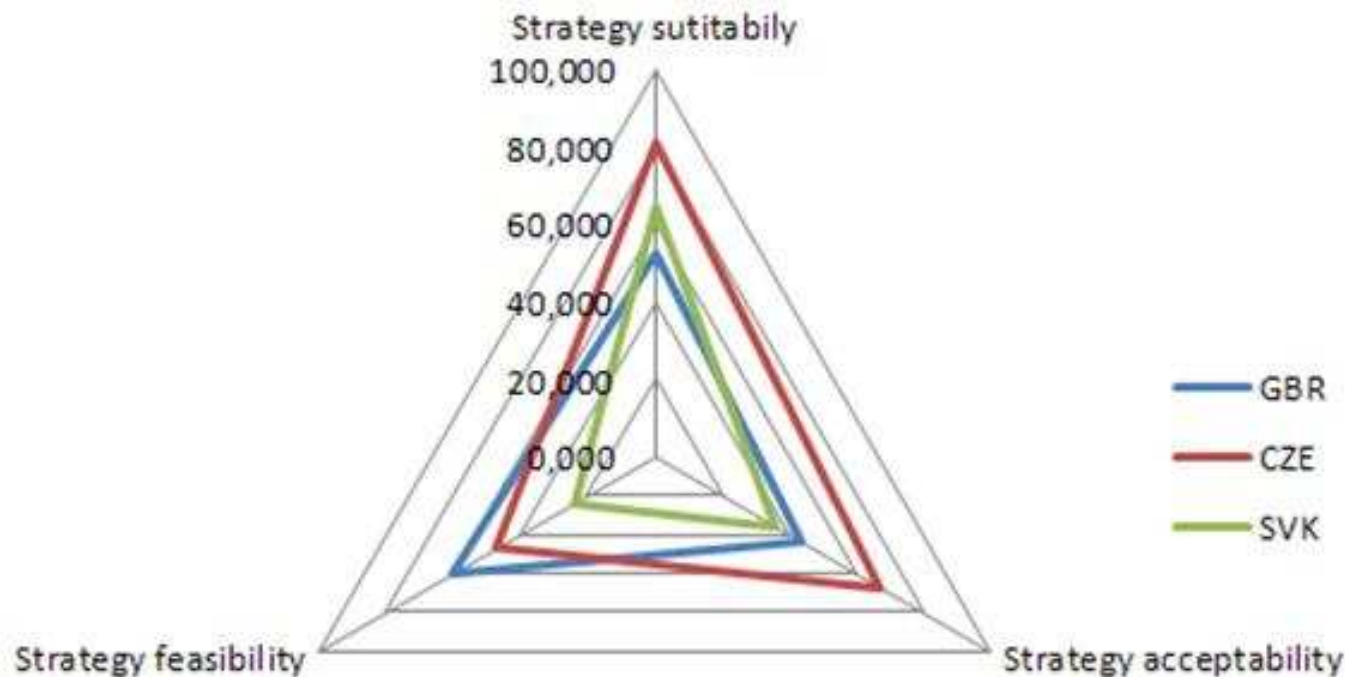
- The following strategies were randomly chosen as a test sample
 - North East England Tourism Strategy (Great Britain)
 - Tourism Development Strategy in the South Bohemian Region (Czech Republic)
 - Strategy of tourism development of the Bratislava region (Slovak republic)
- The evaluation process was made by four evaluators – members of the research team



Overall Results



- The evaluation based on three main requirements points out the Czech tourism development strategy as the best document.
- However, even it can take examples of good practices from other strategies – such as
 - compiling the SWOT analysis
 - supporting the modern communication tools
 - assuring the successful implementation of the strategy itself



Examples of the Best Practices



- Strategy suitability
 - Well-defined initial conditions, including linkages with other strategies at the state level (CZE)
 - Well-elaborated internal and external analysis (SVK)
 - Well-defined SMART parameters of the goals (CZE)
- Strategy acceptability
 - Excellent communication with the visitors (GBP)
 - Support of the on-line information and reservation systems (SVK)
 - Promotion of sustainable forms of tourism and active holidays (CZE)
- Strategy feasibility
 - Identification the necessary resources for strategy implementation (GBP)
 - Detail schedule for strategy realization (GBP)

Next Steps of the Research



- Implementation of the evaluation process to a user-friendly online application
- Utilization of this application for benchmarking process of the selected European tourism destinations
- Creation of the international benchmarking database of the best examples from tourism management
- Linking the results of our evaluation with the level of tourism destination competitiveness
 - How strong is the connection between planning quality and destination competitiveness?
 - Are there any typical “planning patterns“ of successful destinations?



**Thank you for your attention
and have a nice day!**

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