

TOURIST FLOWER – QUALITY FOR CROATIA

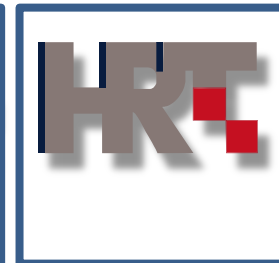
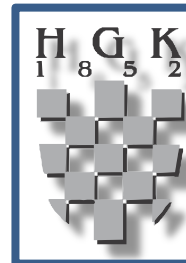


THE DESTqual METHOD OF QUALITY CONTROL FOR TOURIST DESTINATIONS

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SECURITY SECTOR REFORM,
THE GOOD GOVERNANCE CONCEPT

Rakitje
February 27-29, 2012



BUSINESS MODEL

CCE, HRT and the Institute of Social Sciences Ivo Pilar signed an agreement of cooperation in 2006 launching a national project to raise awareness and responsibility for the competitive development of Croatian tourism.

The show *Boje turizma (Colours of Tourism)*, a HRT production and the Action *Tourist Flower – Quality for Croatia* in organisation with the CCE make up the levels of cooperation.

The **DESTqual** method of quality control in tourist destinations is the research part of the Action *Tourist Flower – Quality for Croatia*.

NEW COMPETITIVE REALITY



TRADITIONAL COMPETITION



NEW COMPETITION



WTTC – COMPETITIVENESS INDICATORS

- Price competitiveness
- Human tourism
- Infrastructure
- Environment
 - Technology
 - Human resources
 - Openness
 - Social conditions

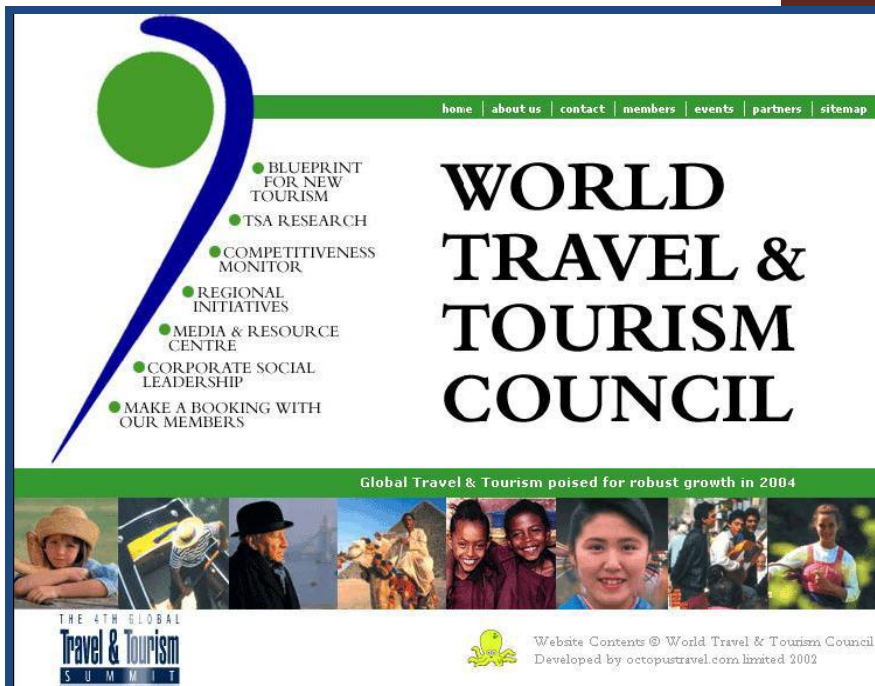
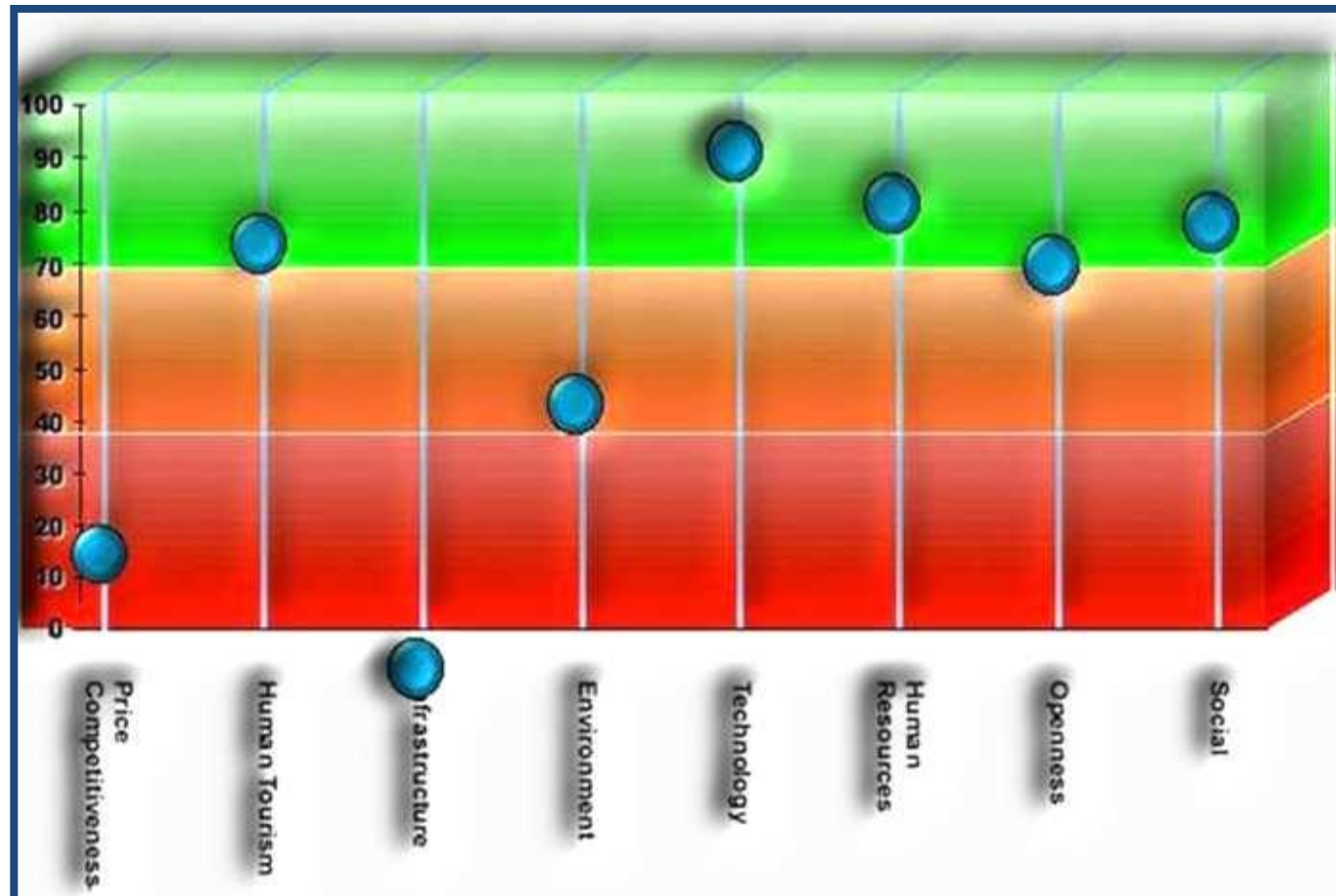


DIAGRAM OF COMPETITIVENESS



Source: *Travel and Tourism Competitiveness Monitor*,
EU Presidency Conference: Charting Tourism Success,
Dublin, Ireland.

Author: Ufi Ibrahim, Vice President, Corporate
Development, WTTC, 5 April 2004.

GOOD GOVERNANCE IN APPLIED RESEARCH PERSPECTIVE

According to Leftwich* there are three levels of “good governance”:

1. Systemic level: regulates political and economic principles
2. Political level: emphasizes legitimacy and authority of state related to the elections, division of power and public checks and balances
1. Administrative level: implies effective, independent, responsible and open public administration devoted to the advocacy of public good.

* Cf. Leftwich, A., (1994) Governance, the State and the Politics of Development, *Development and Change*, Vol 25: 363 – 386.

TRANSITIONAL INSIGHT

We argue that:

Good governance in specific sectors of transitional economies/societies needs **advanced constructs** in order to be effective and independent due to the path dependant (inherited) catatonic shape of transitional administration.

EVALUATION

(evaluation, assessment and rating)

- **Systematic collection, analysis and interpretation of data** with the aim of determining the value of certain activities or social interventions
- helps discover the strengths and weaknesses of particular activities and how they could be improved over time

Fields of application: health, education, activities that provide services (banking, telecommunications, **TOURISM...**)

For example:

- to determine the extent to which the quality of service differs from the set standards
- to identify eventual problems and to improve operations
- to raise the efficiency of the system

KEY STEPS PRIOR TO EVALUATION

Define objectives and scope of what we want to evaluate

Objectives: clearly defined and translated into measurable indicators

indicators: simple, reliable, relevant and relatively easy to measure

⇒ **quantitative** (e.g., in tourism – number of overnight stays, total tourism expenditure, profit)

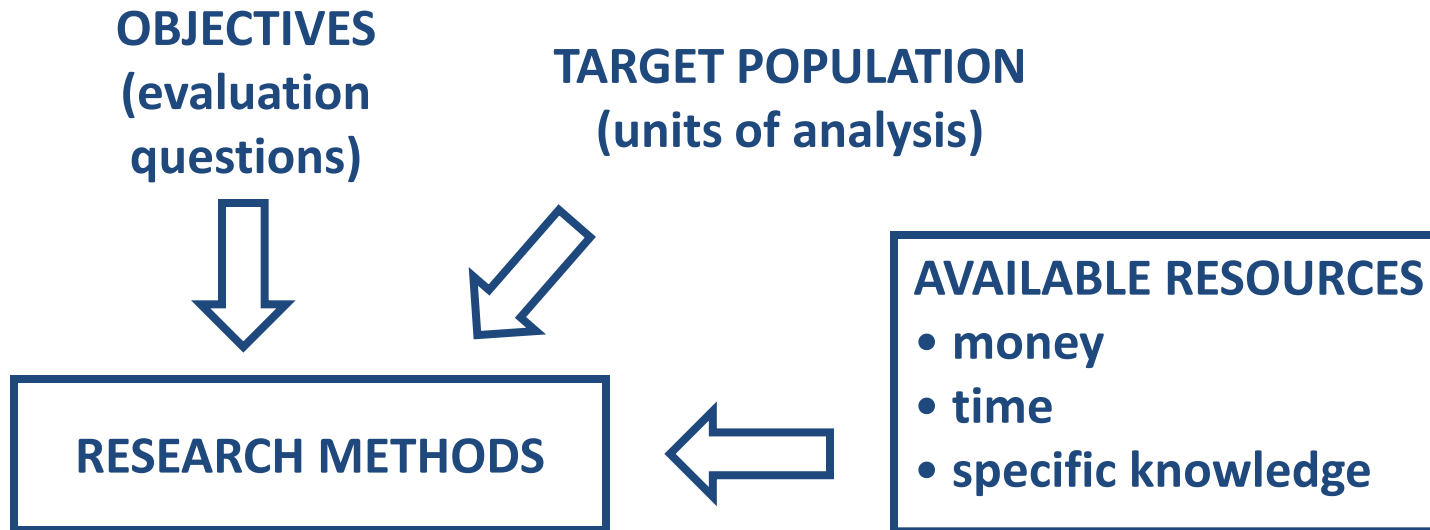
⇒ **qualitative** (quality of accommodation, variety of restaurants, conservation of environment)

Target population: units of analysis (e.g., individuals; documents; destinations)

User-oriented approach

precise draft of research: define what is necessary /of interest/possible respecting the needs and wishes of future users of results (information)

CHOICE OF EVALUATION METHODS



Research methods must correspond to:

- the set objectives
- characteristics of the target population (units of analysis)
- available resources and given time limits

Combining qualitative and quantitative research methods yields more reliable results.

TYPES OF METHODS

- Interviews
- Survey research
- Focus groups
- **Systematic observation and assessment**
- Case study
- Analysis of documents
- SWOT analysis
(Strengths, Weaknesses, Opportunities, Threats)



- one of the most commonly used method in research on *service quality*
- specially trained judges/observers
- maximally unified criteria of assessment
- clearly defined elements are assessed in advance

EVALUATION OF QUALITY: WHY IS THAT IMPORTANT?

With growing competition, **the quality of the supply and service** becomes an important competitive advantage because:

- represents one of the determining factors of satisfaction and customer loyalty (consumers)
- directly is connected to level of profit and long-term success

How to assess quality?

- empirically establish the elements of quality and their relevance ranking
- translate these findings into relevant criteria (standards)
- build a system that will allow effective maintenance and continual improvement of quality

DESTqual: QUALITY EVALUATION OF THE TOURISM SUPPLY

- useful and important tool for developing **effective tourist strategies**, based on objective facts
- provides direct insight into the true quality of the supply
- provides valuable feedback for quality management of supply
- allows a comparison of characteristics between destinations and an analysis of changes over time
- Serious selection, education and training of judges
- **Specially trained and experienced judges**, according to predefined criteria, detailed and objective measures of quality of supply in tourist destinations

EDUCATION OF JUDGES

- A series of procedures to prepare judges to ensure objectivity of observation and assessment
- **Objective of education:** to standardise the evaluation criteria so that research yields objective indicators of the quality of supply

Judges must be:

- well-trained to control subjectivity in observations (evaluations)
- thoroughly familiar with aspects that they are observing and standards (criteria) in respect to how they evaluate

THEORETICAL-METHODOLOGICAL FRAMEWORK DESTqual RESEARCH

**THEORETICAL
FRAMEWORK**



Training of judges



Development of instrument
and evaluation criteria



Field –
Assessment of destinations

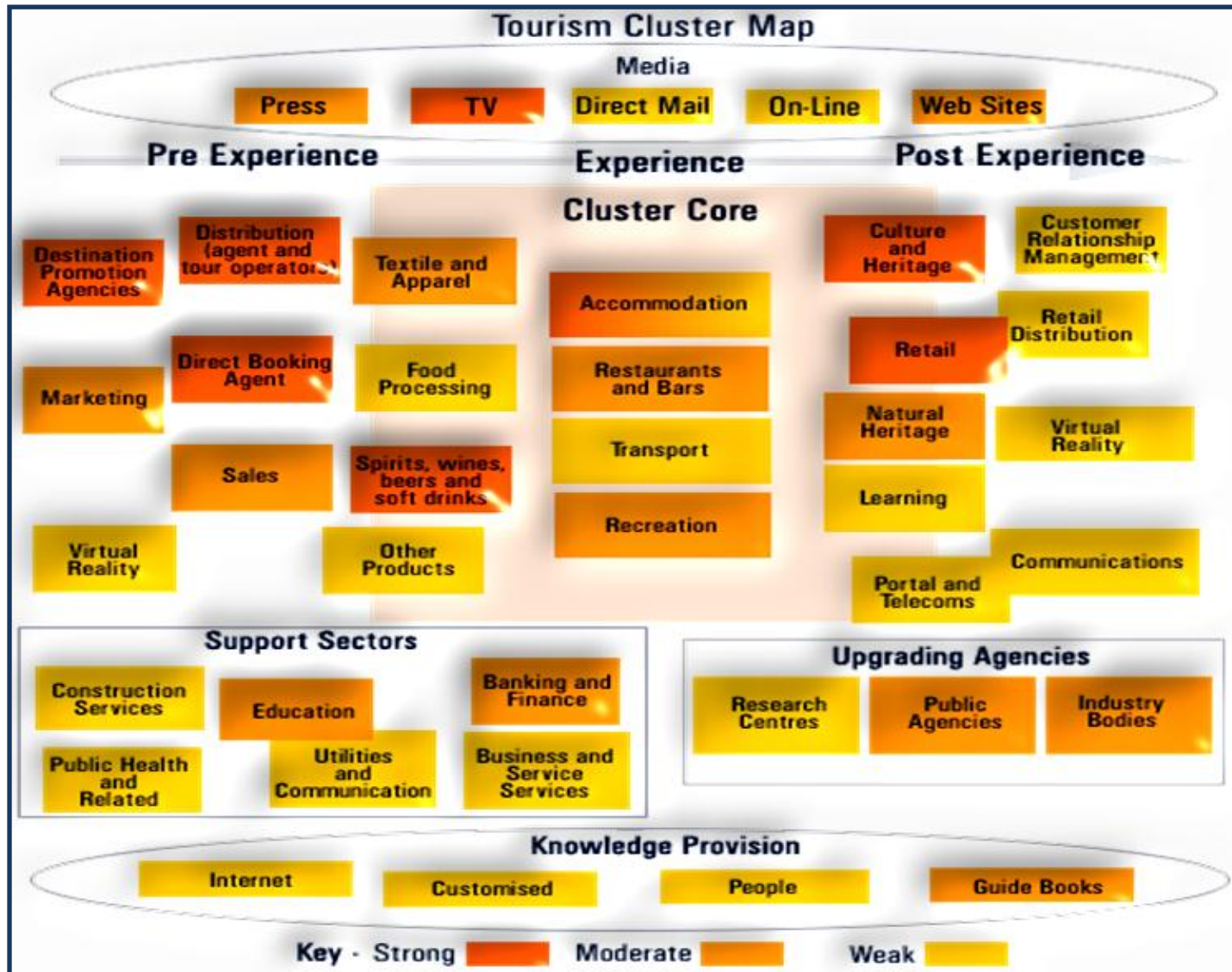


Logic control, data entry and processing

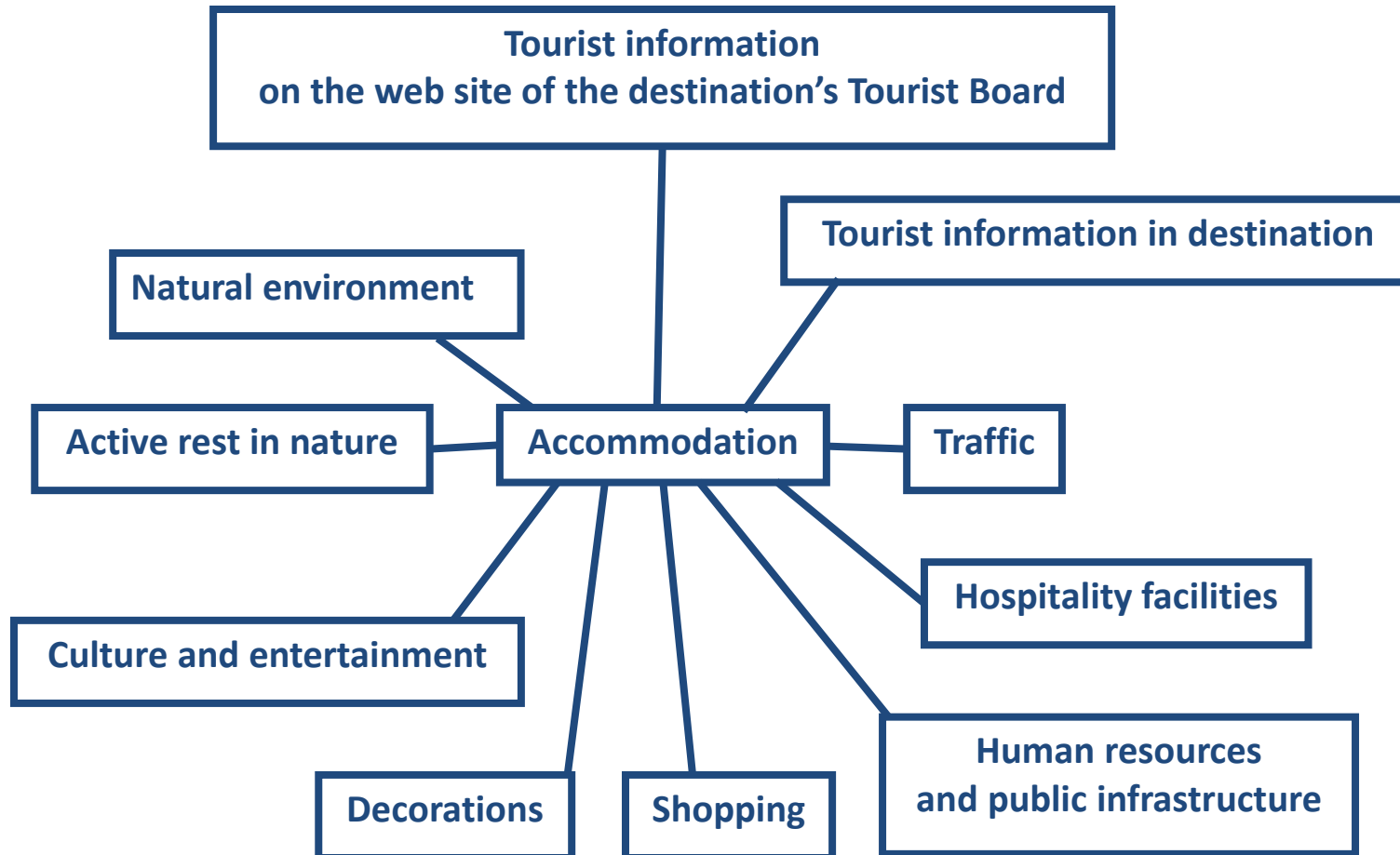


**RANKING OF
DESTINATIONS**

THEORY OF DESTINATIONS



CONSTRUCT



PROTOCOL FOR ASSESSMENT

Akcija Turistički cvijet - Kvaliteta za Hrvatsku 2009.



Ime i prezime ocjenjivača: _____

Datum: _____

Naziv destinacije: _____

Kategorija destinacije - nazvati Turističku zajednicu (zaokružite):

A (više od 10000 ležaja) B (od 5000 do 9999 ležaja) C (do 4999 ležaja)

Lokacija destinacije (zaokružite): a) more b) kontinent c) toplice

Elementi za ocjenjivanje razvrstani su u 11 skupina, a ocjene su na skali od 1 do 5. Ocjena "1" znači da element koji se ocjenjuje nije uopće prisutan u destinaciji. U svim destinacijama se ocjenjuju svi elementi bez obzira na kategoriju destinacije.

I. TURISTIČKE INFORMACIJE – web stranice TZ destinacije	OCJENE				
a) Raznovrsnost informacija web stranice	0	1	2	3	4 5
b) Tehnički kapacitet web stranice	0	1	2	3	4 5
c) Višejezičnost web stranice	0	1	2	3	4 5
II. TURISTIČKE INFORMACIJE – u destinaciji					
a) Profesionalnost informatora	0	1	2	3	4 5
b) Dostupnost informacija	0	1	2	3	4 5
c) Kvaliteta informacija u tiskanim publikacijama iz sustava TZ	0	1	2	3	4 5
d) Raznovrsnost ponude turističkih tura i izleta	0	1	2	3	4 5
e) Fizička dostupnost lokalnog ureda TZ invalidima	0	1			
III. SMJEŠTAJ					
a) Primjerenost smještaja lokalitetu destinacije	0	1	2	3	4 5
b) Primjerenost smještaja kategoriji destinacije	0	1	2	3	4 5
c) Reprezentativnost glavnog hotelskog objekta u centru destinacije	0	1	2	3	4 5
d) Reprezentativnost resorta hotela	0	1	2	3	4 5
e) Reprezentativnost privatnog smještaja	0	1	2	3	4 5
IV. PROMET					
a) Prijevoz prometa u mirovanju - parking	0	1	2	3	4 5
b) Regulacija prometa u kontaktnim pješačkim zonama	0	1	2	3	4 5
c) Prometna signalizacija	0	1	2	3	4 5
d) Prilagođenost pješačke zone potrebama invalida	0	1	2		
V. UGOSTITELJSKI SADRŽAJI					
a) Dojam o ugostiteljskim objektima	0	1	2	3	4 5
b) Raznovrsnost ugostiteljske ponude	0	1	2	3	4 5
c) Kultura posluge hrane (couver)	0	1	2	3	4 5

VI. LJUDSKI RESURSI I JAVNA INFRASTRUKTURA	OCJENE				
a) Dojam o javnoj infrastrukturi	0	1	2	3	4 5
b) Dojam o autobusnom kolodvoru/stajalištu ili pristaništu	0	1	2	3	4 5
c) Dojam o javnim WC-ima	0	1	2	3	4 5
d) Opći dojam o destinaciji	0	1	2	3	4 5
e) Gostoljubivost turističkih djelatnika	0	1	2	3	4 5
f) Gostoljubivost lokalnog stanovništva	0	1	2	3	4 5
VII. TRGOVINA					
a) Mogućnosti kupovine u destinaciji	0	1	2	3	4 5
b) Ponuda suvenira	0	1	2	3	4 5
c) Ugođaj u trgovinama	0	1	2	3	4 5
VIII. DEKORACIJE					
a) Čistoća destinacije	0	1	2	3	4 5
b) Uređenost fasada	0	1	2	3	4 5
c) Urbana galanterija	0	1	2	3	4 5
d) Znakovi	0	1	2	3	4 5
IX. KULTURA I ZABAVA					
a) Dojam o spomeniku	0	1	2	3	4 5
b) Dojam o sakralnom objektu	0	1	2	3	4 5
c) Dojam o povijesnom objektu	0	1	2	3	4 5
d) Dojam o kulturnim i zabavnim sadržajima	0	1	2	3	4 5
e) Dojam o noćnom životu	0	1	2	3	4 5
X. AKTIVNO ODMARANJE U PRIRODI					
a) Raznovrsnost rekreativnih aktivnosti i sportova	0	1	2	3	4 5
b) Dojam o glavnom rekreativnom resursu za aktivno odmaranje	0	1	2	3	4 5
c) Mogućnost pristupa glavnom turističkom resursu osobama s invaliditetom	0	1	2		
XI. PRIRODNI OKOLIŠ					
a) Uređenost i očuvanost prirodnog okoliša u destinaciji	0	1	2	3	4 5
b) Održavanje i očuvanost prirodnog okoliša u blizini destinacije	0	1	2	3	4 5

CRITERIA FOR ASSESSMENT: SIGNIFICANCE OF ASSESSMENT

Two types of indicators with regard to the objectivity or subjectivity of evaluation criteria :

objective

(rating based on objective indicators,
*more languages on the web site of
destination's Tourist Board*)



	Rating
<hr/>	
Tourist Board web site does not exist	0
Only in Croatian	1
Only in one foreign language	2
In two foreign languages	3
In three foreign languages	4
In four or more foreign languages	5

subjective

(rating based on subjective impression, (e.g.,
e.g., . general impression of destination)



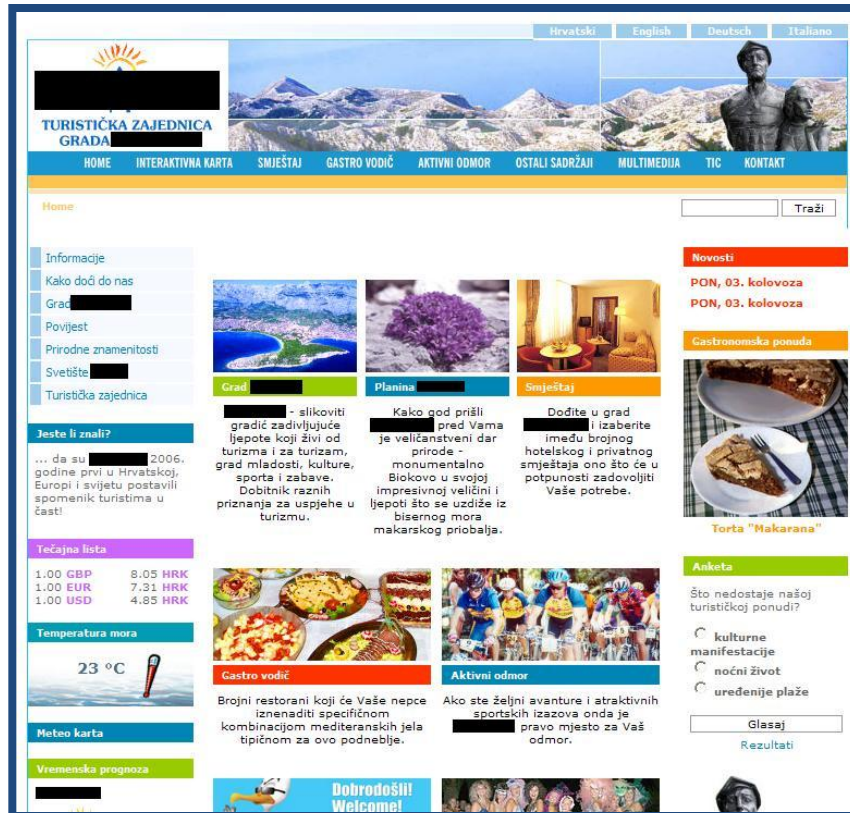
	Rating
<hr/>	
Extremely bad (ugly, untidy, disorganised...)	1
Somewhat bad	2
Mediocre	3
Good	4
Extremely good (nice, maintained, organised, comfortable...)	5

DIMENSIONS OF THE CONSTRUCT:

1. Tourist information – web site Tourist Board destination (illustration)



An example of a Tourist Board web site with relatively scarce and limited information.



An example of a Tourist Board web site rich with useful and diverse information.

DIMENSIONS OF THE CONSTRUCT:

2. Tourist information in destination (illustration)



Example of tourist information guides in city centre



Example of information counter in centre of destination with information guides who inform tourists about the town and its surrounds



Example of an information counter in centre of destination with tourist and other information



Example of a information guide that is mobile at a port

DIMENSIONS OF THE CONSTRUCT:

3. Accommodation (illustration)

Example of private accommodation with a low score (disordered illegal construction)



Example of a view towards the waterfront, *genius loci*



Does private accommodation have clearly marked categorisation

DIMENSIONS OF THE CONSTRUCT:

4. Traffic (illustrations)



Example of a poor solution for traffic at a standstill.

Parked vehicles interfere with traffic and access to resources, capacity of parking is strikingly below the needs of the destination.



Example of a good solution for traffic at a standstill.
Parking area with a ramp and pay station with staff.

DIMENSIONS FOR THE CONSTRUCT:

5. Hospitality facilities (illustrations)



Example of a neglected restaurant; closed, shabby, full of rubbish.



Example of an orderly, well maintained restaurant with a nice atmosphere.

DIMENSIONS OF THE CONSTRUCT:

6. Human resources and public infrastructure (illustrations)



Example of a sign for a public toilet. Such a sight decreases the general impression rating (ugly, untidy, contrary to the receptive function of the destination).

Example of a good general impression; nice, orderly, organised, pleasing to the eye, residential features that are compatible to the receptive characteristics of the destination.



DIMENSIONS OF THE CONSTRUCT:

7. Shopping (illustrations)

Example of
autochthonous and
original souvenirs
appropriate to the
locality



Example of limited and
unoriginal souvenirs

DIMENSIONS OF THE CONSTRUCT:

8. Decorations (illustrations)

Example of inadequate waste disposal



Example of adequate waste disposal

DIMENSIONS OF THE CONSTRUCT:

9. Culture and entertainment (illustrations)

Example of a well maintained monument



Example of an abandoned monument



DIMENSIONS OF THE CONSTRUCT:

10. Active rest in nature (illustrations)

Example of an equipped, well-maintained, clean and accessible beach with existing infrastructure

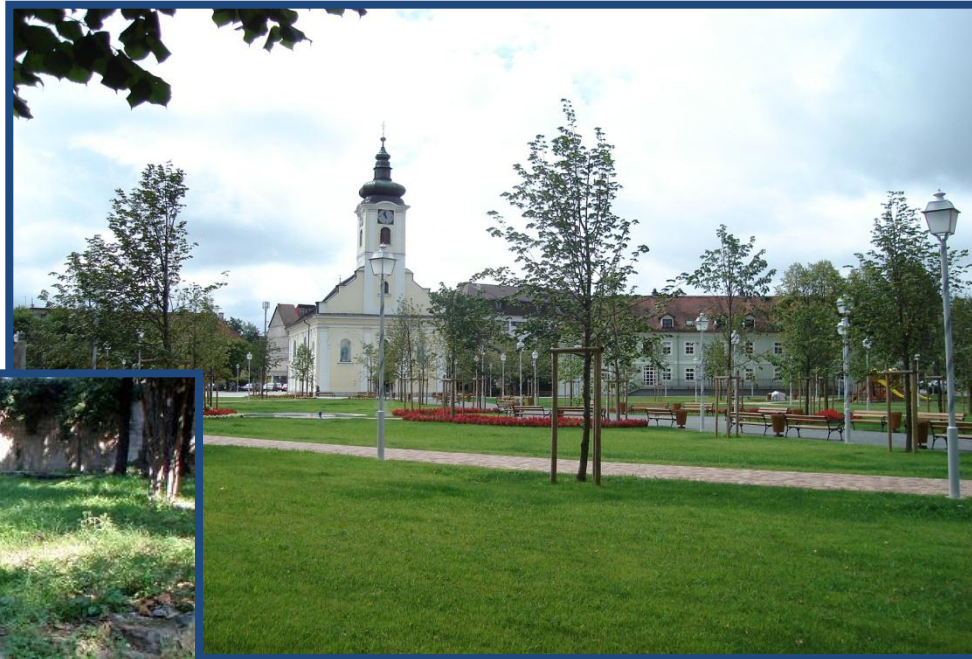


Example of an abandoned, polluted and inaccessible beach

DIMENSIONS OF THE CONSTRUCT:

11. Natural environment (illustrations)

Example of a designed landscape
in the destination and compatible
autochthonous horticulture



Example of abandoned and unkept
vegetation that has been left to grow
spontaneously

ABOUT THE DESTINATIONS

- 61 destinations at the seaside and 31 on the mainland
(in total 92 destinations)
- Implementation of research: July - August 2011
- Number of researchers at each destination: 2
- 5 awards

Seaside

- Category A: more than 10 000 beds
- Category B: from 5000 to 9999 beds
- Category C: less than 5000 beds

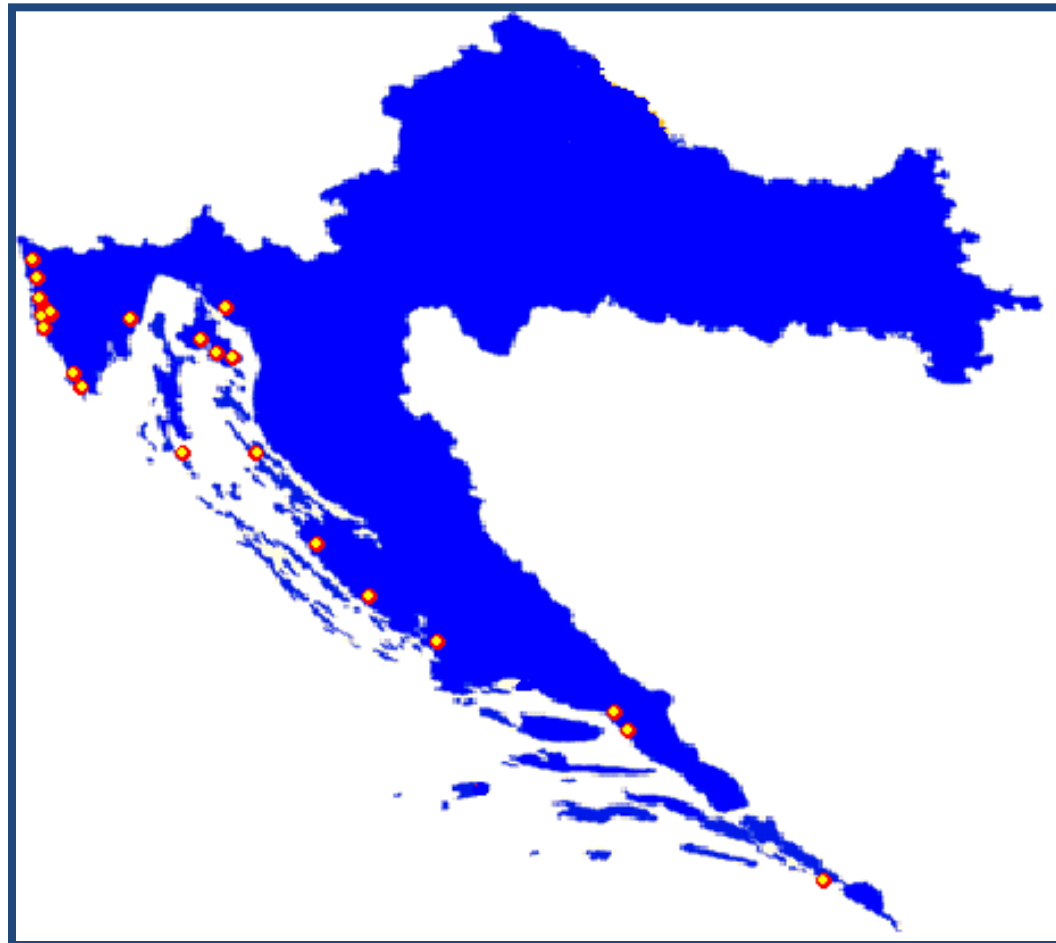
Mainland

- Continent/hinterland
- Spas

ABOUT THE DESTINATIONS: SEASIDE

Category A destinations in tourist areas

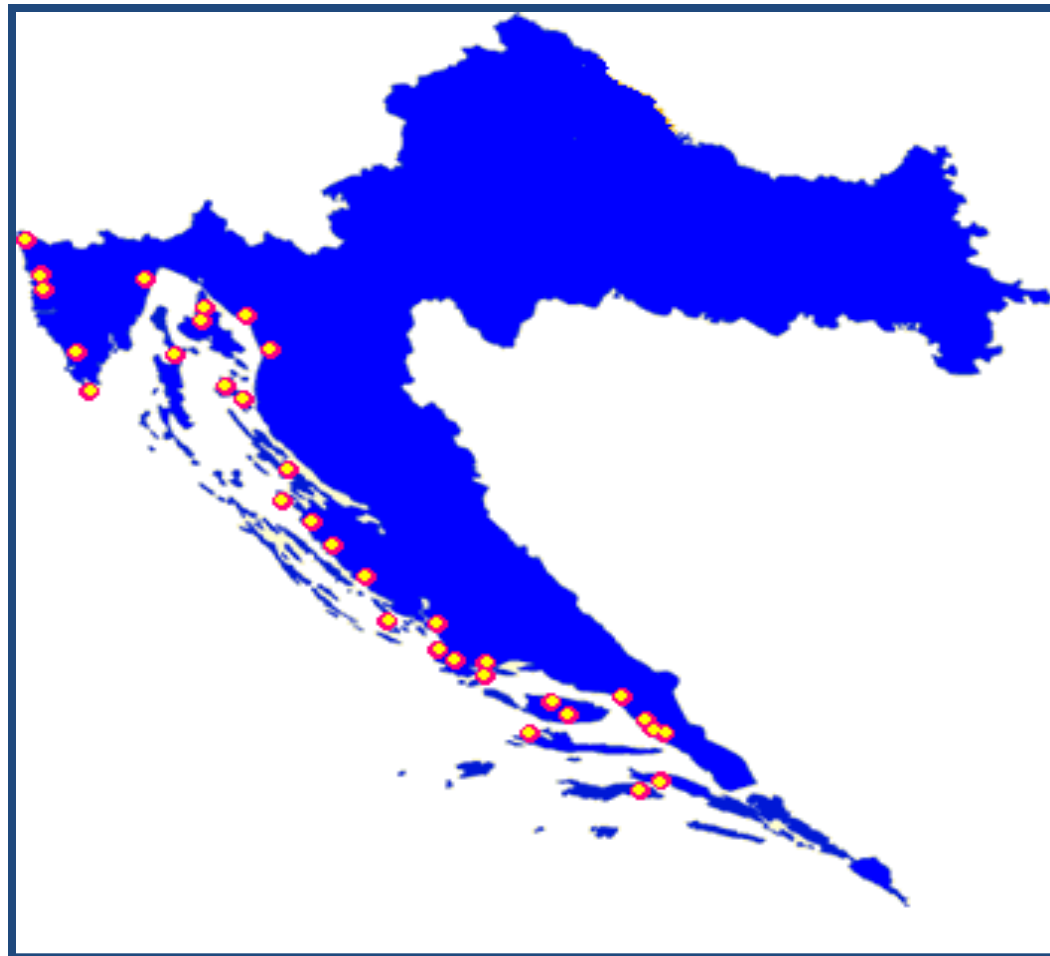
19 destinations



ABOUT THE DESTINATIONS: SEASIDE

Category B destinations in tourist areas

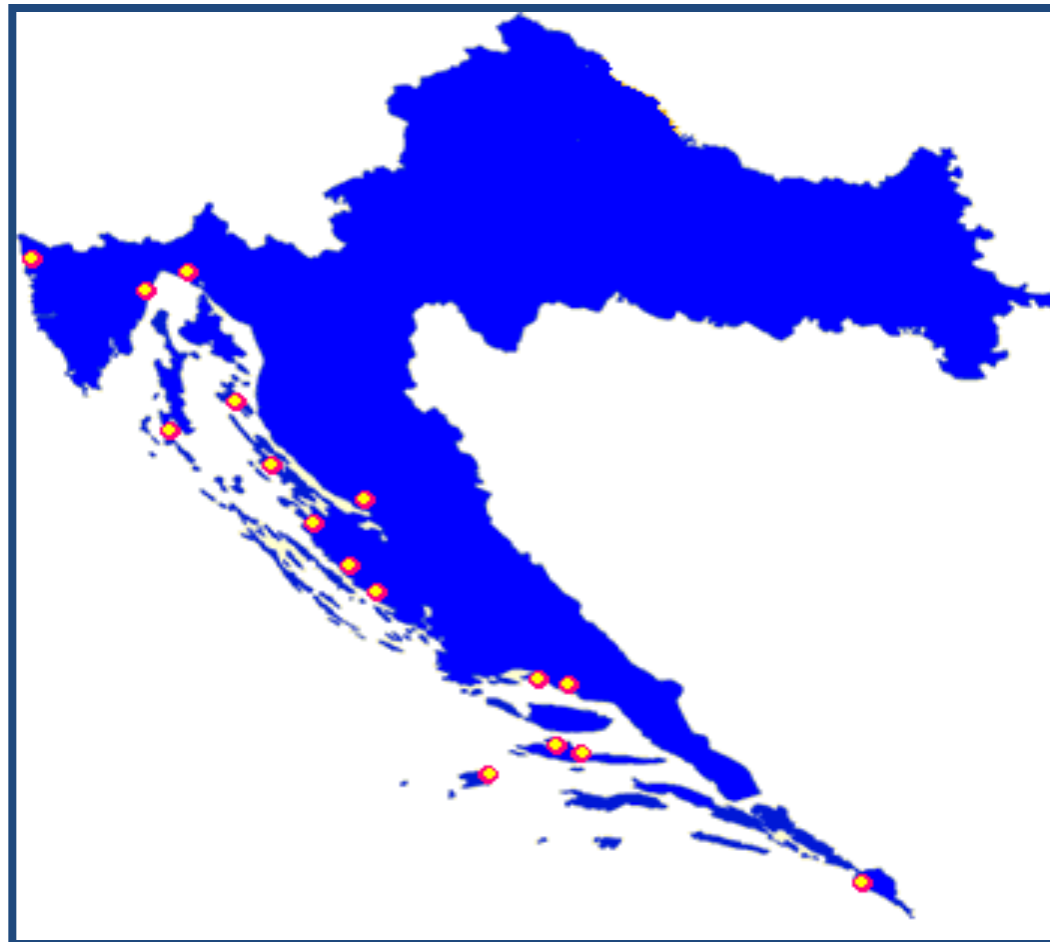
28 destinations



ABOUT THE DESTINATIONS: SEASIDE

Category C destinations in tourist areas

14 destinations

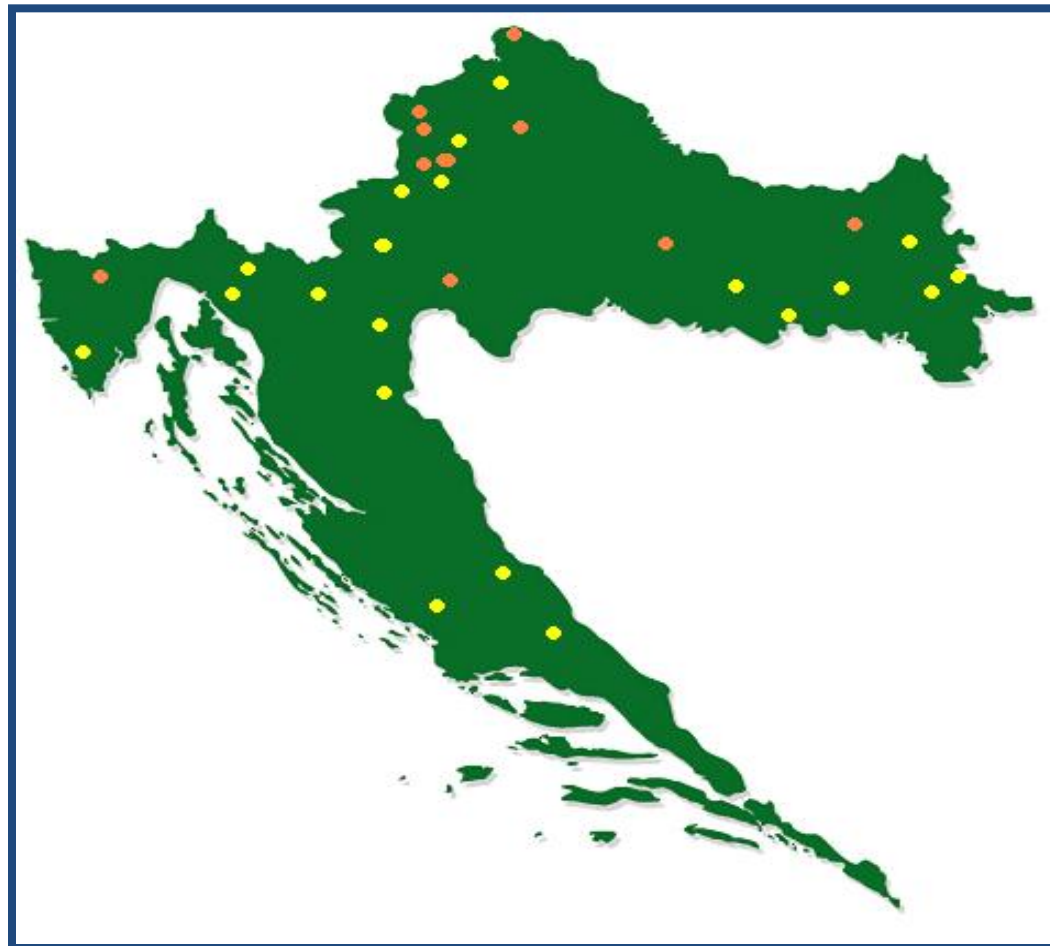


ABOUT THE DESTINATIONS: CONTINENT (HINTERLAND)

Destinations in tourist areas

INTERIOR
21 destinations

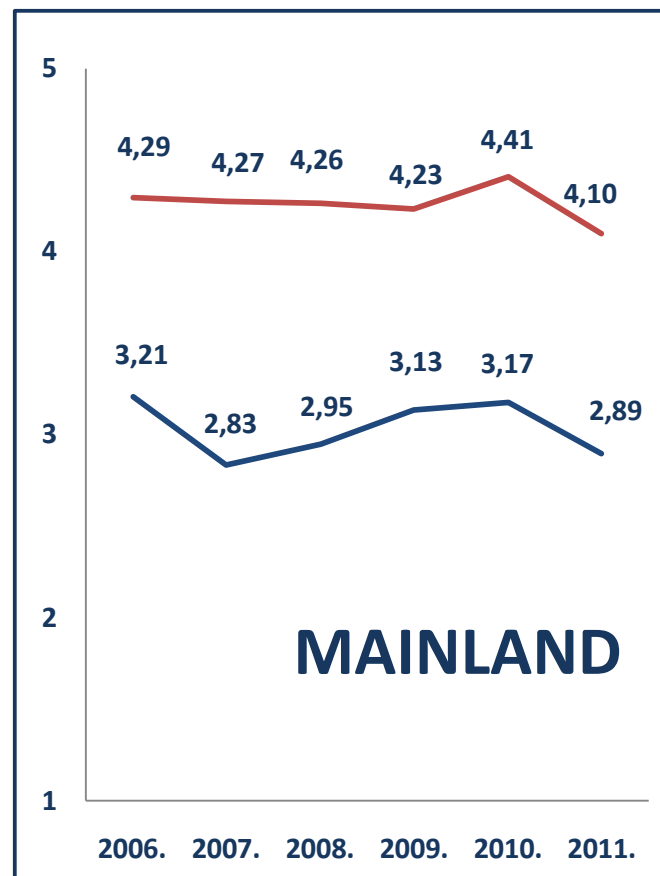
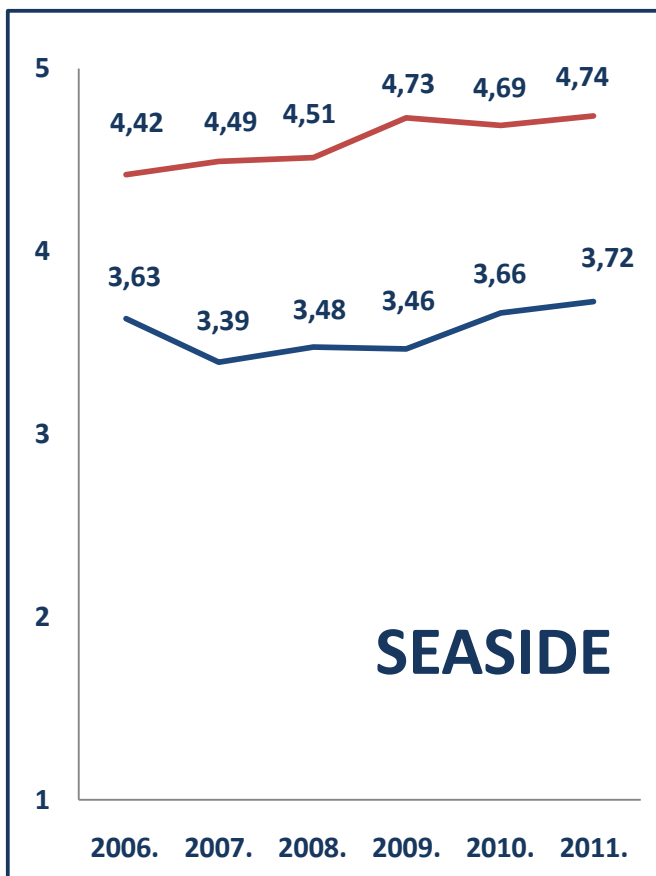
SPAS
10 destinations



PROJECT RESULTS

Tourist flower – quality for Croatia

Overall averages of seaside/continental destinations compared to the average score of the absolute winner 2006-2011

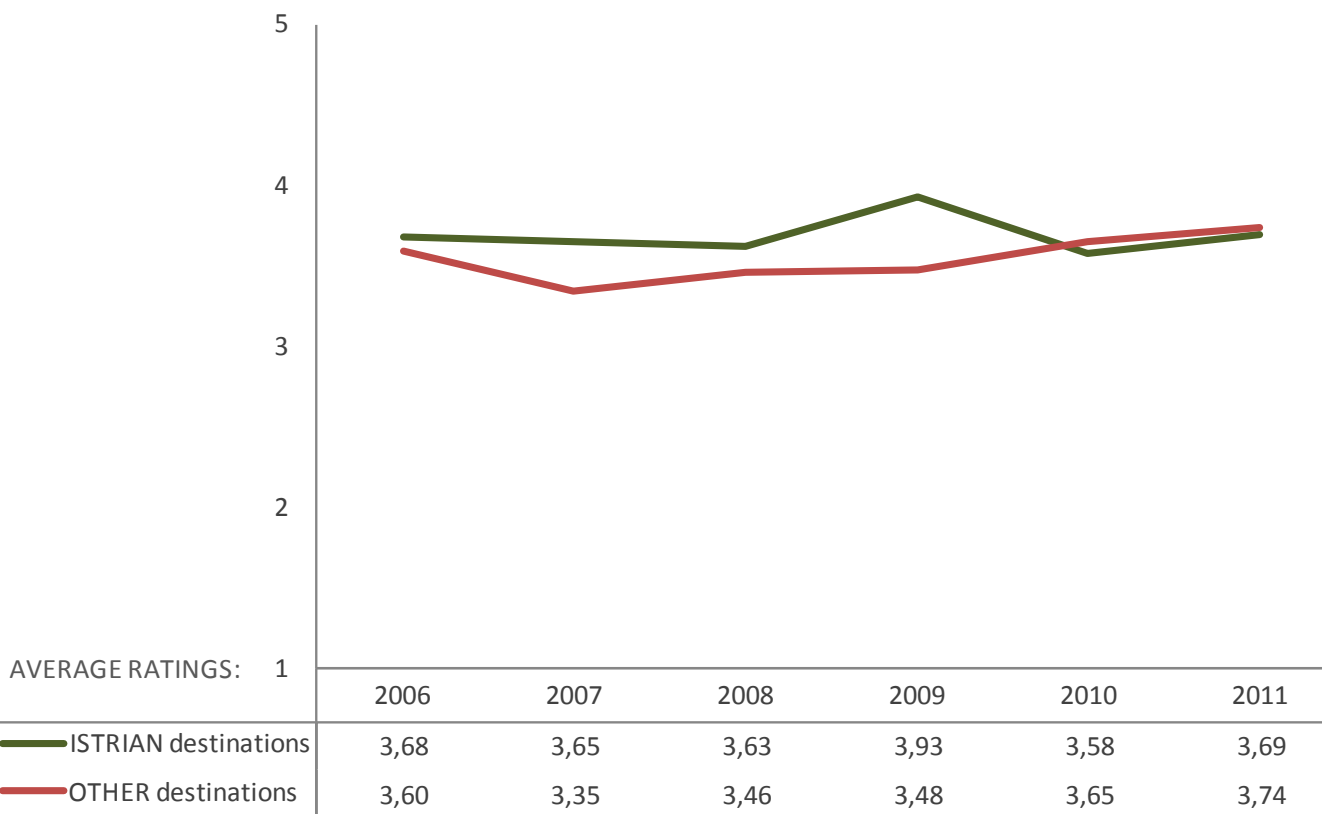


PROJECT RESULTS

Tourist flower – quality for Croatia

Istria and other: total averages 2006-2011

Seaside destinations



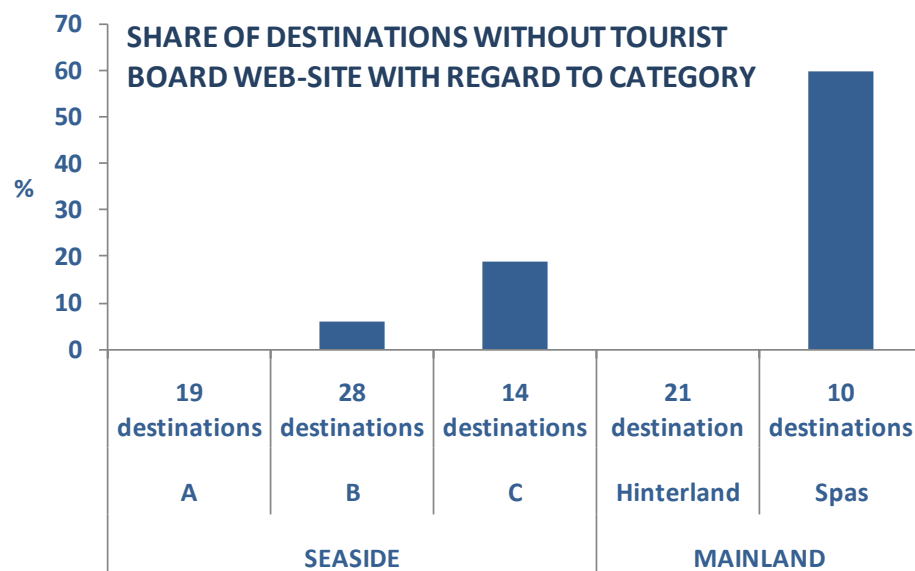
PROJECT RESULTS

Tourist flower – quality for Croatia

Possible additional analysis

Possible additional analysis at the level of: all destinations, category of place, group of destinations, individual destinations.

Responses to: general questions (e.g., which are worst and which the best elements of tourism supply along the coast and inland?); specific questions (e.g., what share of Tourist Boards do not have a web site?).



PROJECT RESULTS

Tourist flower – quality for Croatia

‘Loopholes’ in the quality chain of
tourism supply in Croatia (*status quo* 2011)



Relationship
towards heritage

Abandoned rural area



Seizure of common spaces

PROJECT RESULTS

Tourist flower – quality for Croatia

‘Loopholes’ in the quality chain of tourism supply in Croatia (*status quo* 2011)



Wasted space



Senseless solidarity



Challenged sustainability



Flexible application of the law

NEEDS TO EXPAND CURRENT RESEARCH

Survey among tourists

SURVEY CONTENT

Tourists would rate:

1. The importance of every indicator evaluated by judges (e.g., impression of cultural and entertainment activities);
2. Satisfaction with each element (e.g., satisfaction with the main recreational resource – main beach in the destination).

Survey would also collect:

- information on general satisfaction with destination
- indicators on spending
- Indicators on the socio-demographic characteristics of tourists

A SURVEY CAN ALSO PROVIDE ANSWERS TO THE FOLLOWING QUESTIONS...

1. Do tourists observe elements that are evaluated in the project?
2. How many do they consider important for the assessment of a destination?
3. Do the average score levels of tourists and judges match for individual destinations?
4. How many of the included elements or units in the used instrument contribute to:
 - Subjective overall satisfaction of tourists?
 - Possible recommendation of the destination as a desirable tourist place?
 - Intentions of a return visit to the destination?
 - Spending patterns among tourists?

NEEDS TO EXPAND CURRENT RESEARCH

Survey among tourists

A survey among tourists presents an empirical test of the theoretical-methodological basis of the whole project.

It is an empirical basis for:

- Possible changes in the scope and content of the used instrument;
- Assigning different weights (weighting) of particular elements when calculating the total score;
- Further improvement of the methodology and greater confidence in the results that point out the possible ramifications and limitations of project findings.

BASIC POSITIONING



Clean Adriatic. Green Europe.

THANK YOU FOR YOUR ATTENTION!

PROJECT TEAM

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