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## ISTRAŽIVANJE ORGANIZACIJA ZA UPRAVLJANJE DESTINACIJAMA U KINI – S POSEBNIM OSVRTOM NA PEKIŃSKI ODBOR ZA RAZVOJ TURIZMA

### AN INVESTIGATION OF DESTINATION MANAGEMENT ORGANISATIONS (DMOs) IN CHINA – WITH PARTICULAR REFERENCE TO THE BEIJING TOURISM DEVELOPMENT COMMITTEE (BTDC)

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**SAŽETAK:** Organizacije za upravljanje destinacijama (DMO) smatraju se najprimjerenijim oblikom organizacije koji može u potpunosti zadovoljiti potrebe posjetitelja za novim iskustvima. Međutim, jedan od stalno prisutnih problema upravljanja destinacijama je pitanje koliko je mjerljiv doprinos napora koje ulažu DMO-i ukupnom uspjehu destinacija. Turizam se u Pekingu brzo razvija otkad je Kina 1978. prihvatila politiku "otvorenih vrata". Pekinški odbor za razvoj turizma (BTDC) je, kao DMO zadužen za turističku industriju u Pekingu, najzaslužniji za toliki uspjeh. Međutim, nedostaje istraživanja o njemu i njegovoj ulozi u "turističkoj industriji". Postoje tek neka istraživanja njegovih mjerila uspješnosti. Ovo istraživanje stoga ima za cilj istražiti DMO-e u Kini s posebnim osvrtom na Pekinški odbor za razvoj turizma (BTDC). Ono istražuje obilježja DMO-a u Kini, ocjenjuje njihove glavne funkcije/nadležnosti te mjerila uspješnosti koje primjenjuju.

**KLJUČNE RIJEČI:** organizacije za upravljanje destinacijama, mjerenje uspješnosti, pekinški turizam

**SUMMARY:** Destination Management Organisations (DMOs) have been perceived as the most appropriate organisational arrangement to meet fully the experiential needs of visitors. However, one of the perennial problems of destination management has been the extent to which the contribution of DMO efforts to the overall success of the destination can be measured. Tourism is developing rapidly in Beijing since China adopted an open door policy in 1978. Beijing Tourism Development Committee (BTDC), as a DMO in charge of the tourism in Beijing, has been paramount for such success. However, there is lack of research on its nature and role in its tourism industry. Meanwhile, very limited research has been undertaken on its performance measures. This research, therefore, aims to investigate DMOs in China with special reference to Beijing Tourism Development Committee (BTDC). It explores the nature of the DMOs in China. It also evaluates main functions/responsibilities of the DMOs. Performance measures adopted by the DMOs are also assessed.

**KEYWORDS:** Destination Management Organisation, performance measurement, Beijing Tourism

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## 1. UVOD

Destinacije su ključni dio sustava putovanja i turizma (Leiper, 1995). Njima se bave mnoga istraživanja turizma. Gotovo sve organizacije za upravljanje destinacijama (DMO-i) odlikuje složenost jer su, u različitoj mjeri, sve destinacije sastavljene od mnogo dionika, komponenti i dobavljača, a usto one i za različita tržišta i tržišne segmente imaju različita značenja (Cooper et al., 2008). Buhalis (2000), Pike (2004) i Ritchie i Crouch (2003) smatraju da se obilježja DMO-a mogu razlikovati od zemlje do zemlje. Međutim, bez obzira na njihove različitosti, Ritchie and Crouch (2003) smatraju da su DMO-i ustrojeni tako da imaju određene međusobne sličnosti vezano uz ulogu u ekonomiji svoje zemlje. Ipak, jedan od stalnih problema upravljanja destinacijama je nemogućnost mjerenja veličine doprinosa DMO-a ukupnom uspjehu destinacije. Pike (2008) je s pravom istaknuo da danas nema modela kojim bi se kvantificirao taj odnos, iako je ključna uloga upravljanja destinacijama praćenje učinkovitosti aktivnosti DMO-a što je od velike važnosti za poboljšanje njihovog kredibiliteta kod dionika.

Kina se smatra jednom od najvažnijih sila u svjetskom turizmu (Boniface i Cooper, 2009). Kineski turizam razvija se vrlo brzo te sve veći broj znanstvenika pomno prati potencijalne prostore za istraživanja (Sofield i Li, 1998; Wen, 1997; Zhang, Chong i Jenkins, 2002; Huang i Hsu, 2008; Zhang, Pine i Zhang, 2000; Zhang et al. 1999). Peking je glavni grad Kine i u njemu se turizam intenzivno razvija od kad je Kina 1978. prihvatila politiku "otvorenih vrata". Turizam je danas jedna od najvažnijih gospodarskim aktivnosti u Pekingu (Gu i Ryan 2008). Olimpijske igre 2008. znatno su pridonijele tom uspjehu. Pekinški DMO u prošlosti se zvao Pekinška uprava za turizam, a u travnju 2011. njegov je naziv izmijenjen u

## 1. INTRODUCTION

Destinations lie at the core of the travel and tourism system (Leiper, 1995). They are the focal point for much tourism research. Complexity is almost a standard feature of Destination Management Organisations (DMOs) because to varying degrees all destinations are comprised of multiple stakeholders, multiple components and multiple suppliers, and convey multiple meanings to multiple markets and market segments (Cooper et al., 2008). Buhalis (2000), Pike (2004) and Ritchie and Crouch (2003) believe that the nature of DMOs can vary between countries. However, irrespective of their nature, Ritchie and Crouch (2003) advocate that DMOs are constituted in a manner that provides them with some similarities in terms of role in their visitor economy. Nonetheless, one of the perennial problems of destination management has been the inability to measure the extent to which a DMO contributes to the overall success of a destination. Pike (2008) rightly points out that currently there is no model to quantify such a relationship yet the extent to which DMOs are able to monitor the effectiveness of their activities is a key destination management function and is critically important for them to enhance their credibility in the minds of stakeholders.

China has been considered as one of the most important forces in the worldwide tourism industry (Boniface and Cooper, 2009). The rapid development of China's tourism means that increasing numbers of researchers are keeping their eyes on the potential studies space (Sofield and Li, 1998; Wen, 1997; Zhang, Chong and Jenkins 2002; Huang and Hsu, 2008; Zhang, Pine and Zhang, 2000; Zhang et al. 1999). Beijing is the capital of China, and the tourism in Beijing has developed rapidly since China adopted its open door policy in 1978. Tourism is now one of the most important industries in Beijing (Gu and Ryan 2008). The 2008 Olympic Games brought even more success to the city. The DMO of Beijing was

Pekinški odbor za razvoj turizma (BTDC) (CNTA, 2011). Ta promjena označava početak nove ere snažnijeg ekonomskog i društvenog razvoja pekinške "turističke industrije". Pekinški odbor za razvoj turizma, u daljnjem tekstu BTDC, kao DMO zadužen za turizam Pekinga, najzaslužniji je za taj uspjeh. Međutim, nema istraživanja o obilježjima BTDC-a i njegovoj ulozi u turizmu. Provedena su samo manja istraživanja primjerenosti njegovih mjerila uspješnosti. Ciljevi ovog istraživanja su (1) istražiti obilježja DMO-a s posebnim osvrtom na BTDC, (2) vrednovati glavne zadatke DMO-a i (3) ocijeniti mjerila uspješnosti kojima se služe.

## 2. DESTINACIJA I DMO

Kako bi se jasno definirao pojam destinacije, neophodno ga je razmotriti s dvije strane koje se mogu odrediti kao "strana ponude" i "strana potražnje" (Pike, 2004). Definicije koje naglasak stavljaju na stranu ponude destinaciju određuju kao "jasno definirano zemljopisno područje kojeg njegovi posjetitelji vide kao poseban entitet s političkim i legislativnim okvirom za turistički marketing i planiranje" (Buhalis, 2000:98). Definicije koje naglasak stavljaju na stranu potražnje destinacije određuju kao "mjesto na koja ljudi putuju i na kojima ostaju neko vrijeme kako bi iskusili određene njihove značajke i osobine" (Leiper, 1995:87). Pike (2004:11) objedinjuje ta dva pristupa i utvrđuje da su "destinacije mjesta koja posjetitelje privlače da na njima privremeno ostanu, a mogu biti u rasponu od kontinenata, zemalja, država i pokrajina do gradova, sela i *resorta* sagrađenih za tu namjenu. Destinacije su u suštini zajednice zasnovane na granicama lokalnih upravnih jedinica."

"M" u engleskoj kratlici za DMO-e tu-mači se na dva načina. U početku se na njega gledalo kao na "marketing". Odnedavno mnogi istraživači u njemu vide "menadžment". Cooper et al. (2008) smatraju da

named as Beijing Tourism Administration (BTA) and changed to Beijing Tourism Development Committee (BTDC) in April 2011 (CNTA 2011). The alteration marks the beginning of a new era in the more comprehensive economic and social development in Beijing's tourism. The Beijing Tourism Development Committee, hereafter BTDC, as DMO in charge of the tourism industry in Beijing, has been of paramount importance to that success. However, there is lack of research on the nature of BTDC, and also its role in tourism; furthermore, only limited research has been undertaken on the suitability of its performance measures. The objectives of this research are (1) to explore the nature of DMOs with special reference to the BTDC, and (2) to evaluate the main roles of the DMOs, and (3) to assess the performance measures adopted.

## 2. DESTINATION AND DMO

For a neat definition of a destination, it is necessary to review the concept from two sides; these can be defined as 'supply side' and 'demand side' (Pike, 2004). Supply-side definitions identify the destination as 'a well-defined geographical area which is understood by its visitors as a unique entity, with a political and legislative framework for tourism marketing and planning' (Buhalis, 2000: 98). Demand-side definitions define destinations as 'places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics' (Leiper, 1995:87). Pike (2004: 11) summarises these two viewpoints and states that 'destination are places that attract visitors for a temporary stay, and range from continents to countries to states and provinces to cities to villages to purpose built resort areas. At the foundation level, destinations are essentially communities based on local government boundaries'.

There are emerging two main concepts regarding the "M" in DMO. The initial viewpoint regards it as 'marketing'. More re-

promocija destinacije više nije jedina svrha DMO-a. Organizacija za upravljanje destinacijama (DMO), "novi pojam koji označava organizaciju koja se bavi upravljanjem destinacijama, u kojemu 'M' znači da je naglasak na cjelokupnom upravljanju, a ne na marketingu" (Cooper et al., 2008:492), smatra se najprimjerenijim oblikom organizacije koji može u potpunosti zadovoljiti potrebe posjetitelja za novim iskustvima.

### 3. KATEGORIJE DMO-a

Svjetska turistička organizacija (UNWTO) uvela je 1979. godine naziv Nacionalni turistički ured (NTO) kojime se označava tijelo koje odgovara za cjelokupni marketing zemlje kao turističke destinacije. Potom je Doswell (1997) predložio naziv Vladina uprava za turizam (GTA) tumačeći da (1997:93) "GTA pokriva sve razine vlade i ne može se sastojati samo od jedne organizacije". Klasičan primjer je organizacija *Turizam Australija* koja je nastala 1. srpnja 2004. spajanjem četiri odvojene organizacije – Australskog povjerenstva za turizam, Posjeti Australiju, Ureda za istraživanje turizma i Savjeta za predviđanja u turizmu (Tourism Australia, 2005). Taj koncept zamijenio je tradicionalniji koncept NTO-a. Povijesno, nacionalni turistički uredi predstavljali su uži koncept usredotočujući se uglavnom na domaći i međunarodni marketing, turističke statistike i neke regulatorne zadatke.

Elliot (1997:2) smatra da "vlada ima odgovornosti koje od nje zahtijevaju i uključivanje u kreiranje politike turizma". Nadalje, ustvrdio je da je "glavni instrument kojeg koriste vlade upravljanje javnim sektorom koje uključuje sve tipove javnih organizacija, od odjela središnje vlade do malih turističkih jedinica kojima upravljaju lokalne vlasti" (Elliot, 1997:2). Elliot (1997) je kreirao i koncept Javnog turističkog ureda (PTO) za urede zadužene za različite tipove uprave, na nacionalnoj, državnoj i lokalnoj

cently, many researchers are thinking of it as 'management'. Cooper et al (2008) consider that destination promotion is no longer the sole purpose of the DMO. Destination Management Organisations (DMOs), 'a recent conceptualisation of the organisation function for the management of destinations, where 'M' emphasises total management rather than marketing' (Cooper et al., 2008: 492), has been perceived as the most appropriate organisational arrangement to meet fully the experiential needs of visitors.

### 3. CATEGORIES OF DMOs

The World Tourism Organisation (UNWTO 1979) introduces the term National Tourism Office (NTO); this is used to represent the entity with overall responsibility for marketing a country as a tourism destination. Then Doswell (1997) suggests Government Tourism Administration (GTA), arguing (1997:93) that 'A GTA covers all branches and levels of government and may not comprise one organisation alone'; a classic example here would be *Tourism Australia* which was inaugurated on 1 July 2004 and brought together four separate organisations – the Australian Tourist Commission, See Australia, the Bureau of Tourism Research (BTR) and Tourism Forecasting Council (Tourism Australia 2005). This concept replaces the more traditional idea of a NTO; historically, they tended to represent a narrower concept, concentrating mostly on domestic and international marketing, tourism statistics and some regulatory functions.

Elliot (1997:2) suggests that 'government have responsibilities which require them to get involved in policy areas such as tourism'; he further states that 'the main instrument used by governments is public sector management (PSM) which includes all types of public organisations ranging from national government departments to small tourism units managed by local governments' (Elliot, 1997:2). The concept of a Public Tourism Office (PTO) is created by Elliot (1997) for

razini, a koji mogu biti aktivni ili pasivni u upravljanju turizmom i korištenju svojih upravljačkih ovlasti.

Prema UNWTO (2004), DMO-i se općenito mogu razvrstati u jednu od sljedećih kategorija:

- Nacionalne turističke uprave (NTO-i) ili organizacije/uređi
- Regionalni, pokrajinski ili državni DMO-i
- Lokalni DMO-i (LTOs).

U prošlosti su DMO-i djelovali kao vladini odjeli (Pike, 2004). Međutim, UNWTO (1979) je ustanovio da je od 100 priznatih NTO-a, 32 djelovalo izvan središnje vladine uprave i imalo posebne pravne identitete. DMO-i mogu imati razne oblike; primjerice tijela u javnom i/ili privatnom sektoru kao i javno-privatna partnerstva (JPP) Na svim razinama, javno-privatna partnerstva su postala najčešći oblik DMO-a. Javno-privatno partnerstvo (JPP) je partnerstvo između javnog i privatnog sektora u svrhu kreiranja, planiranja, financiranja, gradnje, osiguravanja i/ili upravljanja infrastrukturom, objektima i vezanim uslugama (Kim, Kim i Lee, 2005). UNWTO je 1998. prepoznao JPP kao ključ za promociju i razvoj turizma, a njegove prednosti široko su prihvaćene (Pike 2004).

Zahvaljujući tomu što JPP-i danas prevladavaju u "turističkoj industriji", novim konceptom DMO-a kao Tvrtke za upravljanje destinacijama (DMC) danas se bave i akademski krugovi. DMC možemo definirati kao "glavnog ugovaratelja" koji ima vještine, resurse i odnose potrebne za postizanje ciljeva te koji kreira ponudu, angažira podizvođače i upravlja njima, povezuje se s vanjskim agencijama kako bi dobio dozvole i osiguranja, upravlja financiranjem i osigurava kontinuirani nadzor unutar upravljanja cjelokupnim projektom (Magas i Basan, 2007:621). DMC predstavlja važan napredak u upravljanju turističkim destinacijama jer objedinjuje interese svih dionika u "turi-

offices in charge of various types of government including national, state and local, and they can be either active or passive in tourism management and in the use of government powers.

According to the UNWTO (2004) DMOs generally comprise one of the following categories:

- National Tourism Authorities/ Administration (NTAs) or Organisations / Offices (NTOs)
- Regional, provincial or state DMOs (RTOs)
- Local DMOs (LTOs).

Historically, DMOs have operated as government departments (Pike, 2004). However UNWTO (1979) found that of 100 recognized NTOs, 32 were operating outside the central government administration and had separate legal identity. DMOs can take a number of forms, for example public and/or private sector bodies, and also Public-Private sector Partnerships (PPP). At all levels, these PPP's have become the most common form of DMO. Public-Private Partnership (PPP) is essentially partnership between public sector and private sector for the purpose of designing, planning, financing, constructing, providing and /or operating infrastructure, facilities or related services (Kim, Kim and Lee, 2005). PPP has also been acknowledged by UNWTO in 1998 as the key to tourism promotion and development and its benefit has been broadly accepted (Pike 2004).

Due to the prevailing of PPP within the tourism industry, a new concept of DMO which is Destination Management Company (DMC) appears in the current academic area. A DMC can be defined as being a "general contractor that possesses the skills, resources and relationships needed to achieve the goals set, and that designs an offering; engages and manages subcontractors; links up with external agencies to obtain licences, insurance; manages financing and, secures continuous supervision within

stičkoj industriji" neke destinacije (Magas i Basan, 2007). Dobar primjer za to je DMC Kvarner koji je šira i sveobuhvatnija tvrtka koja omogućuje veću djelotvornost u upravljanju Primorsko-Goranskom županijom kao destinacijom i markom (Magas i Basan, 2007).

Tablica 1 pokazuje uloge DMO-a kako su ih prikazali Doswell (1997), Buhalis (2000), Pike (2004) te Ritchie i Crouch (2003). U tablici 1 primjetne su tri ključne stvari. Prvo, sva četiri autora drže da marketing još uvijek predstavlja jednu od najvažnijih uloga DMO-a. Drugo, pošto je turizam uslužna aktivnost, on zahtijeva poštivanje standarda kvalitete i stoga je praćenje usluge i standarda kvalitete druga najvažnija uloga DMO-a (Hill i Busby, 2002). Kvaliteta i stil pružanja usluge jednako su važni za postizanje zadovoljstva kod turista kao i djelotvornost pružanja usluga (Laws, 1995). Treće, velika se važnost pridaje njihovoj ulozi koordinatora industrije jer uspješni DMO može poboljšati ekonomski prosperitet nekog područja izravnim ili neizravnim poticanjem otvaranja novih radnih mjesta (Pike, 2004). Jedno od obilježja destinacija su raznovrsne tvrtke koje u njima sudjeluju i fragmentirana koordinacija među njima. Stoga je jedna od glavnih uloga DMO-a određivanje jasnog fokusa i poticanje manje fragmentacije industrije kako bi konačne koristi za sve bile veće (Morrison et al., 1998). Možemo zaključiti da su DMO-i primarno imali niz marketinških funkcija poput promocije i prodaje. Međutim, kako bi se povećala konkurentnost destinacije, neophodno je razvijati druge ne-marketinške funkcije. Stoga su se funkcije DMO-a proširile i one su danas organizacije za upravljanje destinacijama više nego organizacije za marketing destinacija.

the entire project management." (Magas and Basan, 2007:621) DMC is an important advancement in managing a tourism destination as it represents the integrated interests of all stakeholders in the tourism industry of a given destination (Magas and Basan, 2007). A good example here would be DMC Kvarner, which is a broader and more comprehensive company to ensure greater efficiency in managing Primorsko-Goranska County (PGC) destination and its brand (Magas and Basan, 2007).

Table 1 highlights the roles of DMOs as discussed by Doswell (1997), Buhalis (2000), Pike (2004) and Ritchie and Crouch (2003). Based on Table 1, three key points can be noted. Firstly, all four scholars comment that marketing is still one of the most important roles for DMOs. Secondly, as a service activity, the nature of tourism demands a fixation with quality standards, therefore monitoring service and quality standards is another most important role of DMOs (Hill and Busby, 2002). The quality of these relationships and the style of service delivery are just as significant in tourists' satisfaction and enjoyment as the efficiency with which the services are performed (Laws, 1995). Thirdly, great importance has been attached to the role of industry coordinator, because a successful DMO can enhance the economic prosperity of a district by direct or indirect induced job creation (Pike, 2004). Destinations are characterized by a variety of business organisations, and fragmented coordination, one of the most important roles of DMOs is in providing a clear focus and encouraging less industry fragmentation so as to share in any potential economic benefit (Morrison et al., 1998). To summarize the above, DMO primarily worked at the series of marketing function such as promotion and sales. However, in order to enhance destination competitiveness, it is necessary to develop other non-marketing functions. Thus, DMO functions have expanded and a DMO represents a Destination Management Organisation more than Destination Marketing Organisation.

**Tablica 1: Uloge DMO-a / Table 1: Roles of DMOs**

Različite uloge DMO-a <i>Different roles of DMOs</i>	Autori (godine) / <i>Authors (years)</i>			
	Doswell (1997)	Buhalis (2000)	Ritchie & Crouch (2003)	Pike (2004)
1. Ekonomski pokretač za otvaranje novih radnih mjesta i ostvarivanje većeg prihoda od poreza kako bi se stvorila diversificiranija lokalna ekonomija <i>An economic driver of new income employment and taxes to create a more diversified local economy</i>		×	×	
2. Marketar zajednice koji prema odabranim tržištima komunicira najprimjereniji imidž destinacije, znamenitosti i sadržaje <i>A community marketer, communicating the most appropriate destination image, attractions and facilities to selected markets</i>	×	×	×	×
3. Koordinator industrije koji osigurava jasan fokus i potiče smanjivanje fragmentacije industrije kako bi korist za sve bila veća <i>An industry coordinator, providing a clear focus and encouraging less industry fragmentation so as to share in the benefit</i>		×	×	×
4. Regul. tijelo koje definira nadležne zakone i propise <i>An origination reg., defining related laws and regulations</i>	×		×	
5. Kvazi javni zastupnik koji industriji pruža legitimitet, a posjetiteljima zaštitu <i>A quasi-public representative adding legitimacy for the industry and protection to visitors</i>	×		×	
6. Zastupnik javne svijesti <i>To represent public awareness</i>	×	×	×	×
7. Rukovoditelj koji osigurava kvalitetu usluge i užitak posjetitelja tako što maks. povećava njihovo zadovolj. <i>An operator, ensuring the quality of service and delight visitors by maximizing their satisfaction</i>	×		×	
8. Upravlja organizacijom različitih odjela (npr. razvojem ljudskih resursa) <i>An organisational administrator, in charge of different dep. (e.g. human resource development)</i>	×		×	
9. Upravlja nacionalnom financijskom pomoći za razvoj turizma i osigurava dugoročno financiranje <i>To administer the national financial aid scheme for assisting tourism development and ensuring long-term funding</i>			×	×
10. Prati i prikuplja turističke statističke podatke i vodi istraživanja turizma <i>To monitor and collect tourist statistical information and to conduct tourism research</i>	×		×	
11. Bavi se međunarodnim odnosima (npr. WTO) <i>To deal with international relations (e.g. WTO)</i>	×			
12. Nastojanje oko obrazovanja i obuke <i>To attempt education and training purpose</i>			×	

Izvor / Source: Doswell (1997), Buhalis (2000), Ritchie i Crouch (2003), Pike (2004)

#### 4. MJERENJE USPJEŠNOSTI

Mjerenje uspješnosti već je prošlo dugačak razvojni put. Ono se izvorno zasnivalo na sustavima upravljačkog računovodstva. Međutim, uslijed promjena do kojih je došlo kod radne snage, stariji tradicionalni sustavi mjerenja uspješnosti danas imaju mnoga ograničenja te je potrebno razviti nove (Ghalayini i Noble, 1996). Mnogi znanstvenici predlažu kakve bi karakteristike trebala imati takva ne-tradicionalna mjerila uspješnosti (Hayes et al., 1998; Maskell, 1991; Dixon et.al., 1990). Moguće ih je sažeti u nekoliko točaka (Ghalayini i Noble, 1996):

- Mjerila koja se odnose na strategije proizvodnje;
- Primarno ne-financijska mjerila (dakle, operativna);
- Mjerila bi trebala poticati poboljšanja, a ne ih samo pratiti;
- Mjerila se trebaju mijenjati u skladu s promjenama na dinamičnom tržištu.

U posljednje vrijeme pred mjerenja uspješnosti postavljaju se novi zahtjevi. Tonchia i Quagini (2010) smatraju da su dobit, koja predstavlja neto dohodak, i profitabilnost, koja predstavlja omjer između dohotka i investiranog, najvažniji ciljevi svakog biznisa. Iako studije o organizaciji i literatura o odlučivanju ističu ključnu ulogu logičnog rasuđivanja kao alata, meta-evaluacijski pregledi mjerila uspješnosti DMO-a pokazuju da menadžeri i revizori u DMO-ima taj alat i njegovu vrijednost ne poznaju (Pike, 2007; Woodside i Sakai, 2001, 2003; 2009). Prema njima, mjerenje uspješnosti za DMO-e predstavlja najzahtjevniji, a istovremeno i najmanje spominjani njihov aspekt (Pike, 2004). Ipak, praćenje učinkovitosti aktivnosti DMO-a predstavlja ključnu ulogu marketinga i upravljanja destinacijama, ne samo kako bi se poboljšala buduća promocija, već i zbog odgovornog djelovanja, fi-

#### 4. PERFORMANCE MEASUREMENT

The development of performance measurement has been through long evolution. Performance measurement has been primarily based on management accounting systems. With changes in the labour force, previous traditional performance measures have many limitations and the development of new performance measurement systems is required for success (Ghalayini and Noble, 1996). The characteristics of non-traditional performance measures have been suggested by many scholars (Hayes et al., 1998; Maskell, 1991; Dixon et.al., 1990). Several points have been summarised (Ghalayini and Noble, 1996):

- Measures related to manufacturing strategy;
- Primarily non-financial measures (i.e. operational)
- Measures should foster improvement versus just monitor it;
- Measures should change as is required by a dynamic marketplace.

More recently, there is a new emerging argument regarding performance measurement. According to Tonchia and Quagini (2010), profit which is seen as net income and profitability which is seen as the ratio between income and investments are two main aims referred to as the ultimate goals for any business. Recently, while the substantial value in using sense-making and judgment tools is well-known in the organizational studies and decision-making literature, meta-evaluation reviews of performance measures of DMOs do not include evidence that DMO executives or auditors have knowledge about these tools or their value (Pike, 2007; Woodside and Sakai, 2001, 2003; 2009). It has been suggested that the most challenging and least reported aspect of DMOs is performance measurement (Pike, 2004). Even so, the extent to which DMO are able to monitor the effec-



nanciranja, a ponekad i samog njihovog opstanka (Pike, 2004).

Tradicionalno se mjerenje uspješnosti DMO-a najčešće obavlja dvjema metodama: jedna je zasnovana na pokazateljima tržišne uspješnosti, a druga na pokazateljima uspješnosti organizacije (Pike, 2004). U tablici 2 prikazana su dva glavna pokazatelja uspješnosti DMO-a.

tiveness of their activities is a key destination marketing and management function, not only for improving future promotional efforts but also for accountability, funding purposes and, in some cases, their very survival as an entity (Pike, 2004).

Traditionally, the most common way to measure the performance of a DMO is by two methods: one is market performance indicators and the other one is organization performance indicators (Pike, 2004). According to Table 2 below, there are two main indicators to examine the performance of DMOs.

**Tablica 2: Mjerenje uspješnosti DMO-a**

<b>Pokazatelji tržišne uspješnosti</b>	← povijesna statistika o posjetiteljima, evaluacija Marcom*, tržišna vrijednost marke u očima potrošača
<b>Indikatori uspješnosti organizacije</b>	← primjerenost aktivnosti, postizanje ciljeva, djelotvornost aktivnosti

\* Evaluacija Marcom sastoji se od alternativnih metoda ispitivanja odnosa između bilo kojeg oblika oglašavanja i prodaje.

*Izvor: prilagođeno iz Pike (2004)*

**Table 2: Performance measurement for DMOs**

<b>Market performance indicators</b>	← historical visitor statistics, Marcom evaluation*, consumer-based brand equity
<b>Organisation performance indicators</b>	← appropriateness of activities, achievement of objective, efficiency of operation

\*Marcom evaluation concerns the alternative methods to examine the relationship between any form of advertising and sales.

*Source: adapted from Pike (2004)*

**Tablica 3: Popis aktivnosti DMO-a kategoriziranih kao EDM ili IDD**

<b>Aktivnosti vanjskog marketinga destinacija (EDM)</b>	<b>Aktivnosti unutarnjeg razvoja destinacija (IDD)</b>
Internetski marketing	Upravljanje posjetiteljima
Događanja, konferencije i festivali	Podaci/ istraživanja
Programi suradnje	Koordiniranje nositelja interesa u turizmu
Izravna pošta	Upravljanje krizom
Izravna prodaja	Razvoj ljudskih resursa
Prodajni blicevi	Financije i poduzetnički kapital
Trgovački sajmovi	Upravljanje resursima
Oglašavanje	Kvaliteta iskustva gostiju
Ture upoznavanja s destinacijom	
Publikacije i brošure	

*Izvor: Presenza, Sheehan i Ritchie (2005)*

**Table 3: Summary of the Activities of the DMO Categorized as Either EDM or IDD**

<b>External Destination Marketing Activities</b>	<b>Internal Destination Development Activities</b>
Web Marketing	Visitor Management
Events, Conferences and Festivals	Information/Research
Cooperative Programs	Coordinating Tourism Stakeholders
Direct Mail	Crisis Management
Direct Sales	Human Resources Development
Sales Blitzes	Finance and Venture Capital
Trade Shows	Resource Stewardship
Advertising	Quality of the Visitor Experience
Familiarization Tours	
Publications and Brochures	

*Source: Presenza, Sheehan and Ritchie (2005)*

Na sličan način Presenza, Sheehan i Ritchie (2005) razlikuju marketinški i operacionalni pristup mjerenju uspješnosti DMO-a. U svojem modelu, aktivnosti DMO-a kategoriziraju kao vanjski marketing destinacija (IDM) ili unutarnji razvoj destinacija (IDD). Pozicija DMO-a je stoga kombinirani rezultat interakcije te dvije

A similar point of view aims to divide into a marketing approach and operation approach to measure the performance of DMOs, suggested by Presenza, Sheehan and Ritchie (2005). According to the model created by them, it suggests that DMO activities can be categorized as External Destination Marketing (EDM) or Internal Destination

vrste aktivnosti kojima nastoji upravljati destinacijama. Nadalje, Presenza, Sheehan i Ritchie (2005) smatraju da su i IDD i EDM multidimenzionalni te su izradili popis njihovih glavnih aktivnosti. Taj model mogu rabiti marketari ili menadžeri destinacija u svrhu obavljanja revizije destinacije, dok DMO-i mogu aktivnosti navedene u modelu uspoređivati s onima koje trenutačno provode te potražiti druge organizacije u zajednici koje djelomično ili u potpunosti mogu provoditi (ili potencijalno provoditi) preostale aktivnosti. Na taj su način DMO-i bolje opremljeni za razumijevanje onoga što je potrebno kako bi se destinacija učinila uspješnom, uključujući i to koje dionike treba angažirati i gdje napore raznih dionika treba koordinirati kako bi se maksimalno povećala konkurentnost i održivost destinacije. Međutim, još uvijek nije riješen problem ponderiranja. Ono se ne može zasnivati samo na pretpostavkama da su sve aktivnosti ili jednako važne ili ne nužno jednako važne. Ponderiranje bi trebalo biti dinamično i/ili situacijski zavisno (kontekst), odnosno trebalo bi se razlikovati od destinacije do destinacije kako bi odražavalo socio-političku, ekonomsku i bio-fizičku sredinu svake pojedine destinacije (Presenza, Sheehan i Ritchie, 2005).

## 5. RAZVOJ TURIZMA PEKINGA

Turizam se u Kini razvija nevjerojatnom brzinom od kad je Deng Xiaoping 1978. uveo politiku "otvorenih vrata". Danas je turizam jedna od najvažnijih gospodarskih aktivnosti Kine. Iako su u 2008. na "turističku industriju" u Kini negativno utjecale česte prirodne nepogode poput potresa u Sečuanu te ekonomska i financijska kriza, razvoj kineskog turizma ipak je pokazivao pozitivne i zdrave trendove. Ukupni prihod od turizma 2009. godine iznosio je 200 milijardi USD, što je u odnosu na 2008. godinu povećanje od 7%. (*China News*, 2010). Prema usporednom indeksu konkurentnosti putovanja i turizma za 2009. i 2008. (Travel

Development (IDD). The position of the DMO is, therefore, the combined result of the interaction of its efforts on these two dimensions and, therefore, reflective of its effort in managing the destination. Furthermore, Presenza, Sheehan and Ritchie (2005) state that both IDD and EDM are multidimensional and summarise the main activities of IDD and EDM. The model may be used by destination marketers or managers for the purpose of performing a destination audit, whereby the DMO compares the activities outlined in the model to what they currently do and search for other organizations throughout the community that may partially or fully perform (or potentially perform) other activities. In this way, the DMO is better equipped to understand what it takes to truly make the destination successful, including which stakeholders need to be engaged and where efforts of multiple stakeholders need to be coordinated in order to maximize destination competitiveness and sustainability. However, there still remains a problem on the determination of weighting. The weighting cannot simply be to assume that all activities are either equally important or not necessarily of equal importance. Weighting should be dynamic and/or situationally (context) dependent in that weighting should differ for each destination to reflect each destination's socio-political, economic, and bio-physical environment (Presenza, Sheehan and Ritchie, 2005).

## 5. BEIJING TOURISM DEVELOPMENT

The tourism industry in China has developed with incredible speed since the introduction of an open-door policy by Deng Xiaoping in 1978. Today, the industry is one of the most important economic activities in China. In 2008, although tourism industry in China suffered the continuous natural and economic crisis such as Sichuan earthquakes and 2008 financial crisis, China tourism development still showed a positive and healthy trend. In 2009, the total revenue of tourism

& Tourism Competitiveness Index 2009 and 2008 Comparisons) Kina je bila na 47. mjestu od 133 zemlje i 2008. se popela za 15, a 2007. za 24 mjesta. Ukupni prihod od turizma u zadnje vrijeme bio je 249 milijardi USD, što je povećanje od 21,7% u odnosu na 2010. godinu (Nacionalni ured za statistiku Kine, 2011). Prema Nacionalnom uredu za statistiku Kine (2011) ukupni prihod od domaćeg turizma bio je 200 milijardi USD, što je povećanje od 23,5%.

Kina je 2010. zabilježila 2,1 milijardu domaćih posjetitelja što je povećanje od 10,6 % u odnosu na prethodnu godinu. U istom razdoblju broj dolazaka iznosio je 134 milijuna što je povećanje od 5,8%, dok je broj odlazaka bio 57 milijuna, što je povećanje od 20,4% (Nacionalni ured za statistiku Kine, 2011). Za takav razvoj turizma najzaslužnijom se smatra kineska vlada jer je pokrenula niz inicijativa i mjera za razvoj mnogih aspekata turizma (Sofield i Li, 1998; Wen, 1997; Zhang et al., 2000).

Turizam se u Pekingu veoma brzo razvija. Do 2009. godine ukupni prihod od turizma dosegao je 32 milijarde USD (CNTA, 2010). Turizam je jedna od najvažnijih gospodarskih aktivnosti u Pekingu, osobito zahvaljujući Olimpijskim igrama 2008. za koje se od 2007. koristi slogan "Novi Peking, velika Olimpijada". Ukupni broj noćenja u Pekingu premašio je 4,36 milijuna, što je povećanje od 11,6 % u odnosu na prethodnu godinu (Li i Xing, 2008). Iako je došlo do pada broja dolazaka kojih je bilo 3,79 milijuna (Pekinški gradski ured za statistiku, 2009) u Pekingu 2008. zbog strožih restrikcija u politici izdavanja viza u mjesecima održavanja Olimpijade, budući razvojni cilj Pekinga je da grad postane jednom od internacionalnih destinacija s najboljim uvjetima za život (Li i Xing, 2008). Prema podacima iz *Business China* (2009), Peking je zauzeo 76. mjesto i predstavlja jedini grad u kontinentalnoj Kini (Hong Kong je na 39. mjestu) na ljestvici 140 svjetskih gradova s najboljim uvjetima za život. Prema najnovijim podacima u Pekin-

was US\$200 billion and increased by 7% over 2008 (China News, 2010) According to the Travel & Tourism Competitiveness Index 2009 and 2008 Comparisons, China was ranked No. 47 within 133 countries and it went up 15 places over 2008 and went up 24 places in 2007. More recently, the total revenue of tourism was US\$249 billion and increased by 21.7% in 2010 (National Bureau of Statistics of China, 2011). According to National Bureau of Statistics of China (2011), the total domestic tourism revenue was US\$200 billion and increased by 23.5%. China received 2.1 billion domestic visitors in 2010 and increased by 10.6% over the last year. At the same time, the number of inbound visitors was 134 million and increased by 5.8% while the number of outbound visitors was 57 million and increased by 20.4% (National Bureau of Statistics of China, 2011). The biggest contribution to tourism has been credited to Chinese government because most aspects of tourism development have been addressed through a variety of policy initiatives and measures (Sofield and Li, 1998; Wen, 1997; Zhang et al., 2000).

Tourism in Beijing is developing rapidly; up to 2009, the total revenue of tourism reached US\$32 billion (CNTA 2010). Tourism is one of Beijing's most important industries, particularly due to the 2008 Olympic games; with the slogan "New Beijing, Great Olympics" being used since 2007. The total number of overnight inbound visitors to Beijing was over 4.36 million, a year on year increase of 11.6% (Li and Xing, 2008). Although there was a drop in the number of inbound visitor which was 3.79 million (Beijing Municipal Bureau of Statistics, 2009) in Beijing in 2008 due to the tight restrictions on visa entry policy during the months of Olympics, a future development goal of Beijing is for the city to become one of the most livable international destinations in the world (Li and Xing, 2008). According to *Business China* (2009), Beijing is ranked 76th and is the only one on China mainland (Hong Kong is 39) in the World Livable City Ranking of

škom statističkom godišnjaku 2011., ukupni prihod 2010. godine iznosio je 44 milijarde USD, što je povećanje od 13,3% u odnosu na 2009. godinu (Pekingški gradski ured za statistiku, 2011). Peking također ima bogate turističke resurse. Jedan je od nacionalnih povijesnih gradova i ima 173 turističke znamenitosti A- razine, 7.309 povijesnih i kulturnih znamenitosti od kojih ih je 6 uvršteno na popis svjetske baštine, 2 slavna nacionalna krajolika, 1 poznati nacionalni povijesni i kulturni grad, 99 nacionalno važnih spomenika pod posebnom zaštitom i 326 zaštićenih kulturnih cjelina na razini grada (BTDC, 2009). Posljednjih godina Pekingški odbor za razvoj turizma (BTDC) iskorištava mogućnosti za promociju pekinške industrije putovanja i turizma stvoreno Olimpijskim igrama 2008. i pokrenuo je seriju dobro prihvaćenih tematskih događanja, poput Pekinške međunarodne turističke izložbe, Pekinškog međunarodnog festivala kulturnog turizma te manifestacije Egzotičnost Pekinga zadivljuje svijet. Takva događanja održavaju se jednom godišnje i znatno utječu na porast popularnosti i privlačnosti Pekinga.

## Metodologija

BTDC je odbacio prvotni prijedlog istraživača da se istraživanje provede metodom intervjua licem u lice ili kao telefonska anketa sastavljena od otvorenih pitanja. Umjesto toga BTDC je preporučio pretraživanje njegove internetske stranice kao i drugih korisnih javno dostupnih dokumenata u Kini. Tako je za postizanje zadanih ciljeva istraživanja odabrana metoda analize sadržaja. Analiza sadržaja je metoda koja se u velikoj mjeri zasniva na sekundarnim podacima (Weber, 1985). To je uvjerljivo jedna od metoda u društvenim istraživanjima čija zastupljenost najbrže raste (Neuendorf, 2002). Analiza sadržaja ima nekoliko prednosti za istraživače. Sastoji se prije svega u istraživanju zabilježene komunikacije među ljudima, a analiza tekstova može nam pružiti vrijedna saznanja o povijesti i kulturi

the Top 140 cities. According to the newest figure in Beijing Statistic Yearbook 2011, the total revenue was US\$44 billion in 2010 and increased by 13.3% over 2009 (Beijing Municipal Bureau of Statistics, 2011). Furthermore, Beijing has rich tourism resources. Beijing is one of national historical cities and has 173 A-level tourism attractions; 7309 historical and cultural attractions which include 6 World Heritage Sites, 2 famous national landscapes, 1 famous national historical and cultural town, 99 nationally important historical monuments under special preservation, and 326 city-level protected cultural units (BTDC 2009). More recently, Beijing Tourism Development Committee (BTDC) has used the opportunities created by the 2008 Olympic Games to promote Beijing's travel and tourism industry, and is developing a series of well-received theme events, such as the Beijing International Tourism Expo, Beijing International Cultural Tourism Festival, and also The Exoticism of Beijing Fascinates the World. Such annually held events have effectively enhanced the popularity and attraction of Beijing.

## Methodology

The researchers' original proposals for a 'face-to-face' or telephone open-ended question interview were rejected by the BTDC. Instead, the BTDC recommended that the researcher look at its website and other useful documents available within the public domain in China. Thus, content analysis was adopted firstly to achieve the pre-determined research aim and objectives. Content analysis (CA) is a methodology which is heavily based on secondary data (Weber, 1985). It is arguably one of the fastest growing methods in social research (Neuendorf, 2002). Content analysis offers several advantages to researchers who consider using it. In particular, content analysis is the study of recorded human communications and it can provide valuable historical/cultural insights over time through analysis of texts without any limit of

kroz vrijeme, bez ikakvih kulturnih ili zemljopisnih ograničenja (Berelson, 1952; Weber, 1985).

Za osnovu istraživanja odabrani su *Pekinški društveni i ekonomski statistički izvještaj 2007. i 2008.*, *Istraživanje razvoja pekinške turističke industrije 2009* i *Analiza i predviđanja razvoja kineskog turizma 2008.-2009. i 2010.* Mnogi u kineskim akademskim krugovima smatraju da *Pekinški društveni i ekonomski statistički izvještaj* ima visoku razinu vjerodostojnosti jer se sastavlja u ime kineske vlade. Njegovim statističkim podacima služe se i mnoge kineske tvrtke kao i vladini odjeli. Naredna dva važna izvora koji su poslužili za osnovu istraživanja bile su službene internetske stranice BTDC-a i Kineske nacionalne turističke vlasti (CNTA). One sadrže sve povijesne statističke podatke i izvještaje dostupne javnosti. U istraživanju su uzeti u obzir i drugi podaci poput bilješki s intervjua i vijesti koje su objavili BTDC i CNTA. Ključne riječi istraživanja su pekinški turizam, BTDC i evaluacija/mjerenje uspješnosti.

Kako bi provjerili valjanost sekundarnih podataka iz analize sadržaja u ovom istraživanju, istraživači su razgovarali s predstavnicima BTDC-a. U konačnici je odabrana metoda kratkog intervjua s pitanjima zatvorenog tipa, a koji je obavljen s dva zaposlenika iz odjela marketinga. Svrha takvog intervjua s pitanjima zatvorenog tipa bila je potkrijepiti podatke iz analize sadržaja, sakupiti podatke koji se odnose na opću zadaću BTDC-a i potvrditi točnost podataka sakupljenih iz sekundarnih podataka.

Za istraživanje su ukupno formulirana 42 pitanja zatvorenog tipa. Trebalo je odabrati jedan od dva ili više ponuđenih odgovora ili odgovoriti određivanjem mjesta na ljestvici. Pitanja zatvorenog tipa nudila su u odgovorima attribute preuzeti iz literature i to u dva koraka. Atributi DMO-a koji se odnose na njegove uloge preuzeti su iz radova Doswella (1997), Buhalisa (2000), Pikea (2004) te Ritchiea i Croucha (2003). U dru-

culture and geography (Berelson, 1952; Weber, 1985).

This study selected the 'Beijing Social and Economic Statistical Report 2007 and 2008', 'Beijing Tourism Industry Development Research 2009' and 'China's Tourism Development Analysis and Forecast 2008-2009 and 2010' for its analytic platform. It is widely agreed by Chinese academic scholars that the Beijing Social and Economic Statistical Report has a high level of authority in China because this report is conducted on behalf of central government. The report also provides important statistics for many parts of China's business and governmental functions. The official website of the BTDC and CNTA are another two important analytic platforms for this research. This website provides all of the historical statistics and reports that are available to the public. Further information, such as interview notes and also news released by the BTDC and CNTA is also considered. The keywords used for these platforms are Beijing tourism, BTDC and performance evaluation/measurement.

In order to verify the validity of secondary data from content analysis in the research, the researchers tried to speak with BTDC; they finally agreed with a short closed-end question interview with two staff. Both respondents work in marketing department. The purpose of closed-end question interviews is to assist content analysis, to collect information regarding the general function of BTDC and confirm the accuracy of the findings from the secondary data.

Totally, 42 closed-end questions are designed in this research to choose from either a pre-existing set of dichotomous answers or multiple choices or ranking scale response options. The closed-end questions derived selective attributes from the literature in two steps. A pool of the roles of DMOs attributes were generated based on the work done by Doswell (1997), Buhalis (2000), Pike (2004) and Ritchie and Crouch (2003). In the second step, performance measurement methods at-

gom koraku, atributi metoda mjerenja uspješnosti preuzeti su iz radova Pikea (2004), Presenze, Sheehana i Ritchiea (2005) te Tochie i Quaginja (2010). Ispitanici su trebali procijeniti važnost, pri čemu je korištena Likertova skala od 7 točaka prema kojoj 1 označava "ne vrlo važno ili neophodno", a 7 "veoma važno ili neophodno". Odgovori su pomogli da se potvrde prikupljeni sekundarni podaci.

## 6. REZULTATI ISTRAŽIVANJA

U narednim poglavljima iznosimo detaljnu analizu obilježja i uloga BTDC-a te djelotvornosti njegovih mjerenja uspješnosti korištenih u upravljanju razvojem turizma u Pekingu, a koja je zasnovana na nizu prikupljenih podataka.

### Obilježja BTDC-a

Prema BTDC-ovoj internetskoj stranici, on je "funkcionalni odjel pekinških gradskih vlasti". Njegove glavne zadaće su planiranje i promoviranje rasta turizma u Pekingu, formuliranje i provođenje turističkih politika, poticanje i nadziranje razvoja turističkog tržišta" (BTDC, 2009). Na BTDC doslovno treba gledati kao na lokalnu turističku upravu (LTA). Međutim, Peking je jedan od četiri grada u Kini koji imaju jednake ovlasti i funkcije kao pokrajine. BTDC je nadležan za 18 turističkih ureda distrikta i općina na području Pekinga (BTDC, 2009). Tako je BTDC ujedno i Turistička uprava pokrajine (PTA). Rezultati dobiveni iz odgovora na pitanja pokazuju da oba ispitanika smatraju da je, zbog takve administrativne podjele, najbolji opis BTDC-a Gradska turistička organizacija. Štoviše, pošto je pod nadležnošću središnje vlade, BTDC se može smatrati i Vladinom turističkom upravom i Javnim turističkim uredom. Oba ispitanika vide ga kao vladin odjel. Stoga se, dakle, BTDC može smatrati javnom turističkom organizacijom grada na razini pokrajine.

tributes were generated based on the work by Pike (2004), Presenza, Sheehan and Ritchie (2005) and Tochia and Quagini (2010). Respondents were asked the importance using the 7-point Likert scale, with 1 being "not very important or necessary" and 7 being "very important or necessary". The responses help to verify the secondary data findings.

## 6. RESEARCH FINDINGS

The following sections provide detailed analysis of the BTDC's nature, roles and efficiency of its performance measures used to conduct tourism development in Beijing based on the range of findings.

### Nature of BTDC

According to the official BTDC website, it is "a functional department of the Beijing Municipal Government. Its major responsibilities lie in planning and promoting the growth of the tourist industry in Beijing, formulating and executing tourism policies, and fostering and supervising the development of the tourism market" (BTDC, 2009). Literally, BTDC should be seen as a Local Tourism Administration (LTA). However, Beijing as one of four municipalities in China has the same powers and functions as provinces. The BTDC is in charge of 18 districts and counties' tourism office within Beijing area (BTDC, 2009). Thus, BTDC is also a Provincial Tourism Administration (PTA). Based on the findings from the questions, both respondents thought the best description of BTDC is a Municipality Tourist Organization due to its administrative division. Furthermore, due to it being under the charge of central government, BTDC can also be considered as a Government Tourism Administration and Public Tourism Office. Both respondents chose it as a department of government organisation. Thus, the BTDC can be summarized as a provincial level municipality public tourism organisation.

## Uloge BTDC-a

Pekinška turistička uprava (BTA) (CNTA 2011) promijenila je ime u BTDC 8. travnja 2011. Odluka o preimenovanju predstavlja veliki korak naprijed u upravljanju turizmom Pekinga. BTDC ulaže velike napore u mijenjanje načina rada u turizmu Pekinga. Prema Lu Yongu, direktoru Pekinškog odbora za razvoj turizma, proces transformacije fokusirat će se na mijenjanje sustava upravljanja i ponovno jačanje uloge DMO-a (CNTA, 2011). Struktura BTDC-a razlikuje se od organizacije koja mu je prethodila, a koja se sastojala od jednog odjela; on se sastoji od više međusobno koordiniranih odjela kako bi se što bolje iskoristile prednosti svakog pojedinog odjela poput onih za uređenje zelenih površina, za kulturu, nasljeđe, vode, biznis, planiranje, zemljište, gradnju i za transport, a potom i da bi se što bolje obavljale funkcije regija u kojima se nalaze turistički resursi i turističke jedinice, tržišnih entiteta i posredničkih organizacija (CNTA, 2011). Danas je BTDC zadužen za četiri ključna polja rada: promociju, planiranje resursa, koordinaciju razvoja i nadziranje pružanja usluga (CNTA, 2011).

Prema službenoj BTDC-ovoj internetskoj stranici, turističke vlasti imaju deset glavnih uloga (BTDC, 2009). Te uloge navedene su u tablici 4, a prema kriterijima opisanima u prethodnim poglavljima, mogu se podijeliti na one koje primarno imaju marketinšku funkciju i one koje primarno imaju funkciju upravljanja. S druge strane, 10 uloga DMO-a grupirano je prema važnosti. Kako pokazuje tablica 5, najveći rezultat je 14, a najniži 2. Na kraju, objedinjeni su rezultati koji se odnose na ulogu BTDC-a pri čemu su se kombinirali sekundarni podaci i rezultati dobiveni pitanjima zatvorenog tipa.

## Roles of BTDC

BTDC officially changed the name from Beijing Tourism Administration (BTA) on the 8<sup>th</sup> of April 2011 (CNTA, 2011). The decision to rename represents advancement in managing tourism industry in Beijing. The establishment of BTDC makes the great effort on transformation of the working mechanism in Beijing's tourism industry. According to the word of Lu Yong, Director of Beijing Tourism Development Committee, the action of transformation would be taken into account the management system and in order to rebuild the role of DMO (CNTA, 2011). BTDC is different from the previous single department; it is a multi-department joint coordinating to give full play to the advantages of multiple departments such as gardening, planting, culture, heritage, water, business, planning, land, construction and transportation, functions of the host regions of the tourism resources and the tourism units, and roles of the market entities and the intermediary organizations (CNTA, 2011). The responsibility of BTDC now is to focus on the four key fields of work which are promotion, resources planning, and development coordination and service supervision (CNTA, 2011).

According to the official BTDC website, the tourism authority has concluded ten main roles (BTDC, 2009). Using the criteria previously discussed, these roles listed in Table 4 are recognized as either having a Management or a Marketing function. On the other hand, 10 roles of DMOs have been grouped depending on importance. As Table 5 shows, the highest score is 14 and the lowest score is 2. Finally, the findings regarding the role of BTDC are summarised, combining secondary data and closed-end question findings, as follows.



**Tablica 4: Dualni karakter zadataka unutar BTDC-a**

<b>Funkcije</b>	<b>Upravljanje</b>	<b>Marketing</b>
<b>U1.</b> Formuliranje, planiranje i provođenje politike	×	
<b>U2.</b> Uspostavljanje i nadzor vladavine zakona	×	
<b>U3.</b> Formuliranje strategije prema međunarodnom tržištu (kreiranje turističkog imidža i promoviranje turističkih aktivnosti)		×
<b>U4.</b> Unaprjeđenje nacionalnog tržišta		×
<b>U5.</b> Zadužen za administrativnu zonu turističkih agencija, hotela i destinacija	×	
<b>U6.</b> Praćenje kvalitete turističkih usluga	×	
<b>U7.</b> Pravno upravljanje kako bi se osigurao zdravi razvoj	×	
<b>U8.</b> Eksploatacija turističkih proizvodima te proizvodnja i prodaja turističkih suvenira		×
<b>U9.</b> Turistička edukacija i obuka	×	
<b>U10.</b> Prikupljanje i analiza podataka o turizmu	×	
<b>Ukupno</b>	<b>70%</b>	<b>30%</b>

Izvor: Službena internetska stranica BTDC-a: <http://www.bjta.gov.cn/lyjgk/znjjs/>

**Table 4: Dual Characters of Tasks within the BTDC**

<b>Functions</b>	<b>Management</b>	<b>Marketing</b>
<b>R1.</b> Formulate policy and planning, and carry such to execution	×	
<b>R2.</b> Set down the rules of law and monitoring	×	
<b>R3.</b> Formulate strategy to international market (build tourism image and promote tourism activities)		×
<b>R4.</b> Improve the national market		×
<b>R5.</b> In charge of administrative zone of travel agencies, hotel and destination	×	
<b>R6.</b> Monitor the quality of tourism service	×	
<b>R7.</b> Legal management to ensure the healthy development	×	
<b>R8.</b> Exploitation tourism product & production and sale tourism souvenir		×
<b>R9.</b> Tourism education and training	×	
<b>R10.</b> Statistics and analysis tourism data	×	
<b>Total</b>	<b>70%</b>	<b>30%</b>

Source: the official BTDC website <http://www.bjta.gov.cn/lyjgk/znjjs/>

**Tablica 5: Rezultati sakupljeni pitanjima zatvorenog tipa o ulogama BTDC-a**

Redosljed	Sadržaj
1. 14''	<b>a.</b> ekonomski pokretač <b>b.</b> marketer zajednice <b>c.</b> koordinator industrije <b>f.</b> zastupnik javnosti <b>k.</b> međunarodni odnosi
2. 13''	<b>g.</b> upravljanje industrijom te osiguravanje kvalitete proizvoda i usluga
3. 10''	<b>l.</b> obrazovanje i obuka
4. 7''	<b>i.</b> upravlja je kapitalom i financijama
5. 5''	<b>d.</b> definiranje nadležnih zakona i propisa
6. 2''	<b>h.</b> nadležan za različite odjele <b>e.</b> kvazi javni zastupnik

Izvor: Doswell (1997), Buhalis (2000), Pike (2004) i Ritchie i Crouch (2003)

**Table 5: Finds of closed-ended questions regarded roles of BTDC**

Rank	Contents
7. 14''	<b>a.</b> economic driver <b>b.</b> community marketer <b>c.</b> industry coordinator <b>f.</b> represent public <b>k.</b> international relations
8. 13''	<b>g.</b> industry operator that ensuring the quality of product and service
9. 10''	<b>l.</b> education and training
10. 7''	<b>i.</b> administer capital and finance
11. 5''	<b>d.</b> defining related laws and regulations
12. 2''	<b>h.</b> in charge of different departments <b>e.</b> A quasi-public representative

Source: Doswell (1997), Buhalis (2000), Pike (2004) and Ritchie and Crouch (2003)

Kao što je vidljivo u tablici 4, veći broj funkcija opisan je kao one koje se odnose na upravljanje, a ne na marketing te je stoga prikladnije BTDC zvati "organizacijom za upravljanje destinacijom" umjesto "organizacijom za marketing destinacije". Međutim, primjetno je da marketing i dalje ima veoma važnu ulogu od 30% ukupnih uloga BTDC-a. Rezultati dobiveni pitanjima zatvorenog tipa pokazuju da se BTDC smatra tijekom kojemu su upravljačke funkcije primarne, dok su one koje se odnose na marketing manje zastupljene. Međutim, prema tablici 5 očigledno je da upravljanje kapitalom i financijama ima relativno nisku zastupljenost i ne nalazi se na BTDC-ovom službenom popisu uloga. On je u maloj mjeri odgovoran za financije. Nadalje, "definiranje nadležnih zakona i propisa" druga je

Given that in Table 4, a greater number of functions are described as 'management' rather than 'marketing', then it is more suitable to call the BTDC 'Destination Management Organisation' rather than 'Destination Marketing Organisation'. However it should be noted that marketing still has a very important role weight of 30 % within the BTDC. Based on the findings of closed-end questions, BTDC also takes a general conception of management functions and marketer is one of them. However, according to Table 5, it is obvious that administration capital and finance is shown a relative low rate and it does not exist in BTDC official role list. They do not need to undertake financing responsibility too much. Furthermore, the second low rate is "defining related laws and regulations" and may be as-

stavka koja ima nisku zastupljenost, što se može pripisati činjenici da BTDC implementira propise koje formulira CNTA. BTDC može propise koje je donijela središnja vlast djelomično izmijeniti kako bi ih prilagodio lokalnim uvjetima. Štoviše, BTDC pripada javnom sektoru i njegov je zadatak samo predstavljati sliku vlasti u javnosti. Stoga opcija "kvazi-javni zastupnik" ima najnižu zastupljenost u odgovorima. Isto je i s opcijom "nadležan za različite odjele", što se može objasniti činjenicom da ta funkcija ne odražava specifičnost DMO-a, budući da je to više organizacijska funkcija. Zbog njezine velike važnosti, uloga marketinga je u narednim poglavljima podrobnije analizirana.

Kad je riječ o marketinškim funkcijama navedenima u tablici kao U3, U4 i U8, BTDC obavlja tri glavne marketinške zadatke. Buhalis (2000:109) smatra da "DMO-i imaju cjelokupnu odgovornost za cijelu destinaciju kao proizvod te kroz svoje poticaje i politike pospješuju razvoj proizvoda, što je poželjno sa strane potražnje, a istovremeno se time ne ugrožavaju lokalni resursi". Cooper et al (2008:496) također smatraju da bi DMO-i "trebali služiti kao čuvari imidža i resursa destinacije".

Prva marketinška funkcija, U3, predstavlja formuliranje strategije prema međunarodnom tržištu. Trenutačno domaći posjetitelji najviše pridonose pekinškom turističkom tržištu. Broj domaćih posjetitelja je preko trideset puta veći od broja međunarodnih posjetitelja (Li, 2007). Primjerice, 2010. broj domaćih posjetitelja iznosio je 179 milijuna, što je 10,1% više nego 2009. Istovremeno je broj dolazaka iznostio samo 4,9 milijuna, što je 18,8% više u odnosu na 2009. (Pekinški gradski ured za statistiku, 2010). Pretjerano oslanjanje na domaće turiste predstavlja slabost pekinškog međunarodnog turističkog razvoja. Zbog velike konkurencije na današnjem turističkom tržištu, neophodno je da BTDC proširi svoj udio u međunarodnom turističkom tržištu i

cribed to the reason of BTDC implementing regulations formulated by CNTA. In most cases, BTDC might refine the regulations by central government in order to suit the local conditions. Moreover, BTDC is public sector and it only presents a government image to public. Thus, the option of "a quasi-public representative" shows a lowest rate. The option of "in charge of different departments" is also the lowest rate may be attributed to not reflect the unique characteristics for a DMO as it is a more common organization function. In the following paragraphs marketing function is especially analyzed due to its permanent importance.

Dealing first with the marketing functions as indicated by R3, R4 and R8 in the above list, the BTDC implements three main marketing functions. Buhalis (2000:109) suggests that 'DMOs have an overall responsibility for the entire destination product and through incentives and policies facilitate the development of products, which is desirable from the demand side, and at the same time does not jeopardize local resources'. Cooper et al. (2008:496) also argue that DMO 'should serve as the guardian of the image and resources of the destination'.

The first marketing function, R3, is to formulate strategy to international market. Currently domestic visitors are the main contributors to Beijing's tourism market. The number of domestic visitors is over thirty times bigger than the number of international visitors (Li, 2007). For example, the number of domestic visitor was 179 million and increased by 10.1% than 2009 while the number of inbound visitors was only 4.9 million and increased by 18.8% than 2009 (Beijing Municipal Bureau of Statistics, 2010). The over reliance on domestic tourists is indicative of a weakness of Beijing's international tourism development. Due to intense competition in the current tourism market, it is necessary for the BTDC to expand its share of the interna-

privuče više međunarodnih posjetitelja. Stoga je međunarodno tržište jedan od najvažnijih ciljeva BTDC-a i to područje treba osobito planirati i pratiti. Danas je glavni problem DMO-a kako destinaciju učiniti jedinstvenom (Fyall i Leask, 2006). Peking Olimpijadu 2008. promovira kao svoje jedinstveno obilježje i doista je time u posljednjih nekoliko godina uspio privući veći broj posjetitelja. Fyall i Leask (2006) smatraju da sve veća konkurencija iz svih dijelova svijeta pojačava potrebu da se bude različit i da se posjetiteljima ponudi nešto jedinstveno te da se tako postane opće prihvaćen na tržištu (Fyall i Leask, 2006). Broj dolazaka turista u Peking je 2007. godine porastao za 11,7% u usporedbi s 2006. godinom (Li i Xing, 2008).

Nadalje, u promoviranju destinacije kultura je bitna komponenta kako sa strane potražnje tako i sa strane ponude. Središnja uloga kulture u postizanju diferencijacije proizvoda ključna je za mnoge gradove kako bi se međusobno razlikovali na tržištu koje je snažno robno-orijentirano (Fyall i Leask, 2006). Kulturno i graditeljsko nasljeđe Pekinga pomaže da se održi osjećaj jedinstvenosti destinacije. Peking globalnom tržištu nudi autentičnu osebnost zahvaljujući svojim jedinstvenim turističkim proizvodima poput Kineskog zida i šetnji tipičnim pekinškim uličicama poznatim pod nazivom "hutong" (Gu i Ryan, 2008); dokaz uspješnosti BTDC-ova međunarodnog marketinškog pristupa je činjenica da sve više stranih posjetitelja posjećuje ta mjesta. Nadalje, kako bi se natjecao s drugim velikim gradovima u Kini, Peking danas svoje slavne i jedinstvene destinacije *brendira* kao destinacije 5A\* razine. Pekinške slavne znamenitosti poput Ljetne palače i Zabranjenog grada nose oznaku 5A\* kako bi zadržale i privukle međunarodno tržište. *Brendiranje* predstavlja najvažnije sredstvo pomoću kojega se destinacije mogu učiniti različitim od masovnih destinacija diljem svijeta (Foley i Fahy, 2004).

tional tourism market and attract more international visitors. Therefore, the international market is one of the most important areas for the BTDC to, plan for, target and monitor. Currently, making the destination unique is one of the biggest topics for DMOs (Fyall and Leask, 2006). Beijing markets "Olympic 2008" as their unique feature, and has, indeed, attracted an increased number international visitor in recent years. Fyall and Leask (2006) suggest that increased competition from all quarters of the world merely reinforces the need to be different and to offer something unique to visitors and thus carry 'currency' in the marketplace (Fyall and Leask, 2006). The number of inbound tourists in Beijing 2007 showed an increase of 11.7% as compared to the same period in 2006 (Li and Xing, 2008).

Furthermore, culture as a component is relevant to both demand and supply-side aspects of destination marketing, the central role played by culture as a means of product differentiation is crucial for many cities in distinguishing them in a heavily commodity-driven market (Fyall and Leask, 2006). The cultural and built heritage of Beijing helps maintain a sense of uniqueness. Beijing offers genuine distinctiveness in a global market due to its unique tourism products such as the Great Wall and trips around the Hutongs (Gu and Ryan, 2008); proof of the success of the BTDC international marketing approach is the fact there are more and more international visitors at such places. Furthermore, in order to compete with other major cities within China, Beijing is now branding their famous and unique destinations as 5A\* level destinations. Therefore Beijing's renowned places such as the Summer Palace and Forbidden City have a 5A\* Level designation to keep and attract the international market. Branding represents the most obvious means by which destinations can distinguish themselves from the mass of destinations around the world (Foley and Fahy, 2004).

Druga marketinška funkcija, U4, je unaprijeđenje nacionalnog tržišta. Domaći posjetitelji igraju najznačajniju ulogu na pekinškom turističkom tržištu. Marketari destinacija trebaju biti inovativniji u korištenju marketinških tehnika i strategija kako bi zadovoljili potrebe sve zahtjevnijih klijenata (Fyall i Leask, 2006). Prema službenoj internetskoj stranici BTDC-a, Peking uvijek na prvo mjesto stavlja potrebe svojih posjetitelja. Glavni marketinški alat koji se koristi na domaćem tržištu je ponuda raznovrsnih jedinstvenih iskustava kako bi destinacija svojom raznovrsnošću ispunila očekivanja posjetitelja (Li i Xing, 2008). Primjerice, Sretna dolina jedan je od novih tematskih parkova u Pekingu i njezin je uspjeh rezultat nastojanja da se zadovolje potrebe modernih ljudi koji traže uzbuđenja. 2007. godine 1,7 milijuna posjetitelja posjetilo je Sretnu dolinu (Li, 2007). U pekinškom predgrađu nedavno je otvorena još jedna atrakcija, Vesela farma, koja stanovnicima grada nudi mogućnost da iskuse seoski način života koji se znatno razlikuje od njihovog svakodnevnog načina života. Broj posjetitelja Vesele farme je 2007. bio dvostruko veći nego u 2006. (Li, 2007). Usto, *brendiranje* je uspješno i na domaćem tržištu. Peking ima niz destinacija razine 5A\* te je već izgradio reputaciju grada s nizom poznatih turističkih simbola. Usto, gradska infrastruktura je na relativno visokoj razini pa su te destinacije konkurentne na nacionalnom tržištu.

Treća marketinška funkcija, U8, je eksploatacija, proizvodnja i prodaja turističkih proizvoda i suvenira. U ispunjavanju te svoje uloge BTDC ima izvjesnih problema. Ona predstavlja značajnu slabost današnjeg pekinškog turističkog tržišta, ali je primjetna i na ostatku kineskog tržišta. Međutim, Peking je ostvario znatan napredak na tom području za vrijeme Olimpijade 2008. Dizajnirane su i proizvedene četiri maskote Olimpijade i provedene uspješne marketinške i prodajne kampanje pri čemu su korištene usluge ekskluzivnih Agencija za maskote Olimpijade. Opsežne marketinške ak-

The second marketing function R4 is to improve national market. Domestic visitors are the main advantage of Beijing tourism market. In many instances, destination marketers need to be more innovative in their adoption of marketing techniques and strategies in meeting the needs of more demanding customers (Fyall and Leask, 2006). According to the official website of BTDC, Beijing always put its customers' needs first. The main marketing tool that is used in the domestic market is to offer various unique experiences thus meeting expectations of a diverse destination (Li and Xing, 2008). For example, Happy Valley is one of the new theme parks in Beijing and its success is a result of satisfying the demands of modern people who are looking for excitement. In 2007 there were 1.7 million visitors to Happy Valley (Li, 2007). In the Beijing suburbs another attraction, the 'Happy Farmhouse' has recently opened; this attraction aims to give city residents a chance to experience a rural lifestyle that is now so different from their everyday existence. The number of visitors to Happy Farmhouse in 2007 was twice that of the same period in 2006 (Li, 2007). In addition, branding is also operating successfully in the domestic market. Beijing has a number of 5A\* level destinations, therefore the city already has a well known reputation for famous tourist icons; also the city's infrastructure is of a relatively high standard, thus these destinations have competitiveness in the national market.

The third marketing function R8 is exploitation, production and sale of tourism products and souvenirs. This has been tougher for the BTDC to successfully master. There is still a big weakness for the current Beijing tourism market, although this applies to the whole market in China and not just Beijing. However, Beijing made significant progress in this field when dealing with the 2008 Olympics. Four Olympic mascots were designed and produced, then using exclusive 'Olympic mascot agencies',

cije u raznim medijima poput filmova, crtanih filmova i oglasa kod mnogih su ljudi učvrstile imidž olimpijske maskote. 2005. se očekivalo da će ukupna ekonomska korist od olimpijskih maskota iznositi najmanje 300 milijuna USD (*China Industrial Economy News*, 2005).

I na kraju, podsjetimo na riječi Lu Yonga koji osnivanje BTDC-a smatra početnom točkom nove faze pekinške "turističke industrije" u kojoj će doći do "diversifikacije resursa, unaprjeđenja usluga, usavršavanja upravljanja i internacionalizacije tržišta". Kako bi se postigli ti ciljevi, upravljanju turizmom potrebno je pristupiti s pozicije koja će biti više holistička i strateška (CNTA, 2011).

### Mjerenje uspješnosti u BTDC-u

Mjerenje uspješnosti zadatak je upravljanja. Trebalo bi mu pridavati jednako pažnje kao i marketingu. Iako se bavi mjerenjem uspješnosti, literatura ne nudi njegovu jasnu definiciju. Mjerenje uspješnosti spominje se kao "tema o kojoj se često raspravlja, ali koju se rijetko definira" (Neely et al., 1995). Razlog tomu možda leži u činjenici da različiti znanstvenici imaju različite poglede na to što je mjerenje. Međutim, svima je zajedničko razmišljanje da "mjerenje uspješnosti mjeri nešto... a to je najčešće napredovanje prema postizanju neke svrhe ili cilja" (Lichiello, 2000). Kad je riječ o BTDC-u, dijagram njegovih procesa mjerenja uspješnosti izrađen je prema nekoliko sekundarnih izvora i rezultatima odgovora na zatvorena pitanja.

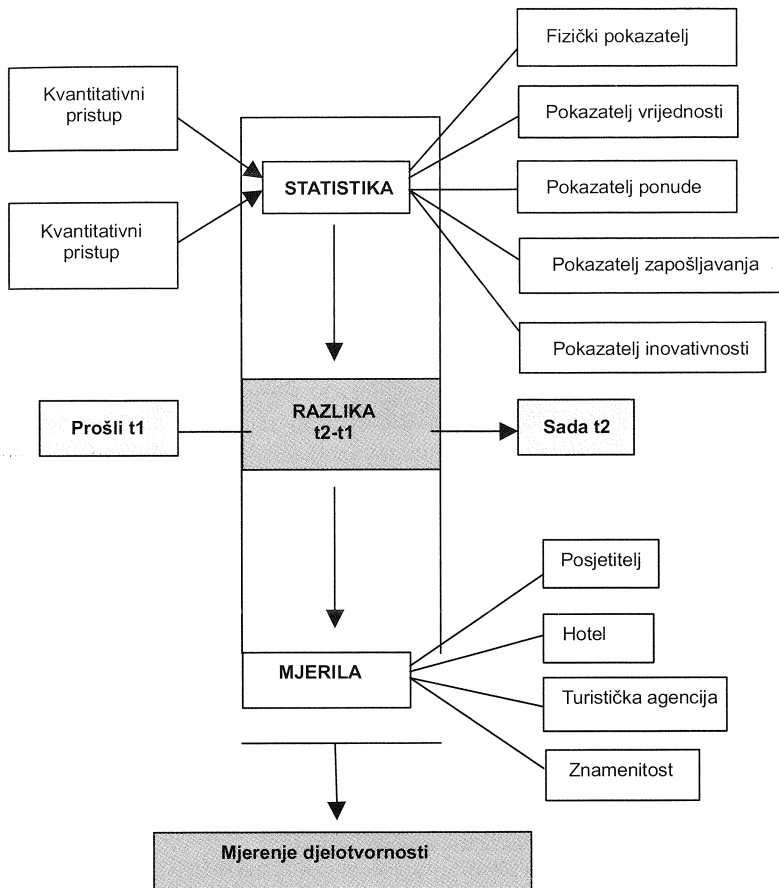
a successful marketing and vending campaign was implemented. Extensive marketing via different mediums such as films and cartoons and advertising fixed the image of the Olympic mascot in a very wide range of people. In 2005 the total economic benefit that was expected to derive from the Olympic mascot was expected to be at least US\$300 million (*China Industrial Economy News*, 2005).

End with the word of Lu Yong, he emphasizes the establishment of BTDC as a beginning point of pushing Beijing's tourism industry into a new stage with "diversification of resources, facilitation of services, and refinement of management and internationalization of markets". In order to achieve those ultimate goals, it is necessary to manage tourism industry from a more holistic and strategic position (CNTA, 2011).

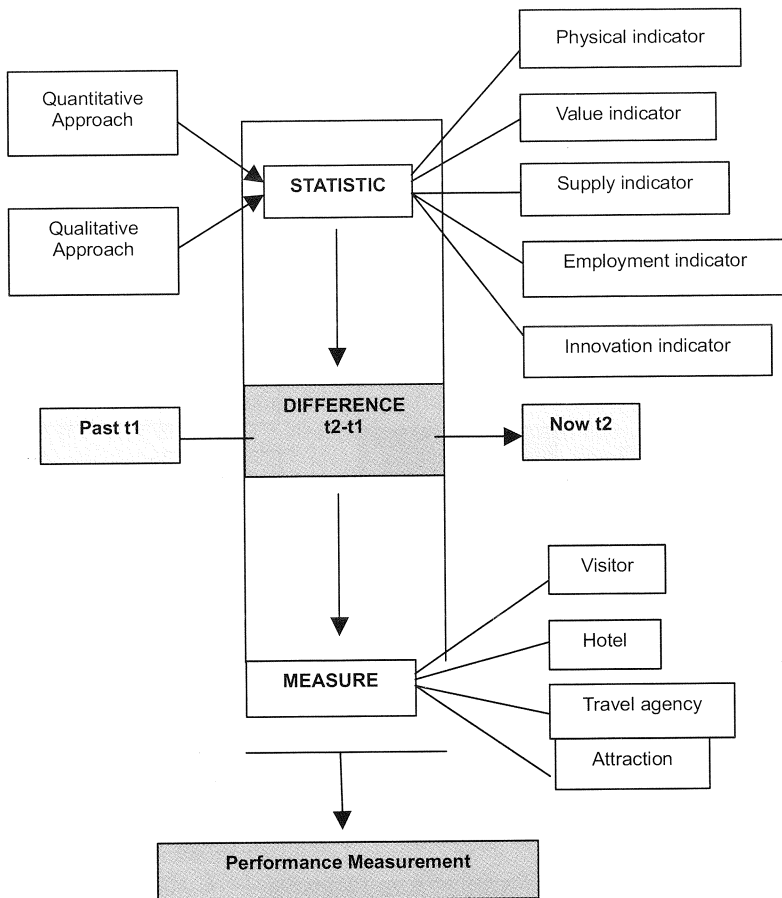
### Performance measurement in BTDC

Performance measurement is a management function. It should be paid as much attention as marketing. Although the literature review considered performance measurement, there is no certain definition regarding what it is exactly. Performance measurement is suggested as 'a topic which is often discussed but rarely defined' (Neely et al., 1995). The reason may be due to different scholars' thoughts of measurement. However, there is a common characteristic of performance measurement that is "a performance measure measures something... usually progress toward an objective or goal" (Lichiello, 2000). With regard to BTDC, a diagram of its performance measurement process is made from several secondary resources and the closed-end questions.

*Dijagram processa mjerenja djelotvornosti u BTDC-u*



*The author's diagram of BTDC performance measure process*



Mjerenje djelotvornosti je postupak kojim se prema statističkim podacima procjenjuje razlika između dva vremenska razdoblja. Pristup može biti kvalitativan, kvantitativan ili oboje. U tablici 6 navedeno je pet glavnih pokazatelja: fizički pokazatelj, pokazatelj vrijednosti, pokazatelj ponude, pokazatelj zapošljavanja i pokazatelj inovativnosti (BTDC, 2010).

Performance measurement is a process to evaluate the difference within two periods of time by statistic data. The approach can be qualitative or quantitative or both. There are five main indicators in Table 6 assisted proceeding statistic in BTDC that physical indicator, value indicator, supply indicator, employment indicator and innovation indicator (BTDC, 2010).



**Tablica 6: Struktura sustava pokazatelja Pekinškog odbora za razvoj turizma**Glavni pokazatelj:

- Dodana vrijednost turizma
- Ukupni prihod od turizma
- Zapošljavanje u turizmu

Fizički pokazatelj:

Ukupni broj posjetitelja (ulaznih, izlaznih, domaćih, jednodnevnih)

Pokazatelj vrijednosti:

Ukupna turistička potrošnja (potrošnja ulaznih, izlaznih, domaćih, jednodnevnih posjetitelja); turistička potrošnja; turistička fizička potrošnja; ukupna neto turistička potrošnja; gotovinska potrošnja ulaznog/domaćeg turizma; fizička potrošnja ulaznih/domaćih posjetitelja

Pokazatelj ponude:

Obim proizvodnje/hotela/turističkih agencija/znamenitosti; dodana vrijednost hotela/turističkih agencija /destinacija; bruto akumulacija fiksnog kapitala hotela/turističkih agencija/destinacija; cijena hotelskog smještaja; Obujam proizvodnje transporta u turizmu; Dodana vrijednost transporta u turizmu

Pokazatelj zapošljavanja:

Ukupni broj zaposlenih u hotelima/turističkim agencijama/znamenitostima; Broj zaposlenika u turističkom transportu; Ukupni broj zaposlenih na puno radno vrijeme/honoranih zaposlenika.

Pokazatelj inovativnosti:

Pokazatelj vrijednosti turističke potrošnje; Pokazatelj ponude "turističke industrije"; Pokazatelj cijena u turizmu (pokazatelj cijena u turističkim agencijama, pokazatelj cijena u hotelima, pokazatelj cijena na destinacijama); Pokazatelj turističkog napretka; Pokazatelj konkurentnosti turizma; Pokazatelj sigurnosti turizma.

*Izvor: BTDC (2010) Istraživanje razvoja pekinške turističke industrije 2009.*

**Tablica 7: Rezultati pitanja zatvorenog tipa o mjeranju uspješnosti u BTDC-u**

Ljestvica	Sadržaj
1. 13''	<b>a.</b> neto prihod <b>b.</b> profitabilnost <b>d.</b> marketing <b>g.</b> dionici <b>h.</b> iskustvo posjetitelja
2. 12''	<b>e.</b> brendiranje <b>i.</b> koordinacija dionika <b>c.</b> statistika o gostima <b>l.</b> postizanje cilja
3. 11''	<b>k.</b> primjerenost aktivnosti
4. 9''	<b>o.</b> razvoj novih proizvoda
5. 5''	<b>j.</b> zadovoljstvo zaposlenika <b>m.</b> produktivnost <b>n.</b> učinkovitost <b>p.</b> kapacitet zapošljavanja
6. 4''	<b>f.</b> fluktuacija radne snage

*Izvor: Pike (2004), Presenza, Sheehan i Ritchie (2005) i Tochia i Quagini (2010)*

**Table 6: Beijing Tourism Development Committee Indicator System Structure**

<p><u>Core indicator:</u></p> <ul style="list-style-type: none"> <li>• Tourism industry added value</li> <li>• Tourism industry total revenue</li> <li>• Tourism industry employment</li> </ul> <p><u>Physical indicator:</u></p> <p>The total number of visitor (inbound/outbound/domestic/one-day)</p> <p><u>Value indicator:</u></p> <p>Total tourism consumption (inbound visitor/outbound visitor/domestic visitor/one-day visitor consumption; tourism cash consumption; tourism physical consumption; tourism ultimate net consumption; inbound/domestic tourism cash consumption; inbound/domestic tourism physical consumption)</p> <p><u>Supply indicator:</u></p> <p>Hotel/Travel agency/Attraction output; Hotel/Travel agency/Destination added value; Hotel/Travel agency/Destination gross fixed capital formation; Hotel letting rate; Tourism transport output; Tourism transport added value</p> <p><u>Employment indicator:</u></p> <p>Hotel/Travel agency/Attraction total employment; Tourism transport employment; Full-time/Part-time total employment/</p> <p><u>Innovation Indicator:</u></p> <p>Tourism consumption value indicator; Tourism industry supply indicator; Tourism price indicator (travel agency price indicator, hotel price indicator, destination price indicator); Tourism prosperity index; Tourism competitiveness index; Tourism safety indicator</p>
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Source: BTDC (2010) Beijing Tourism Industry Development Research 2009

**Table 7: Findings of the closed-ended questions regarded the performance measure in BTDC**

Rank	Contents
7. 13''	<b>a.</b> net income <b>b.</b> profitability <b>d.</b> marketing <b>g.</b> stakeholders <b>h.</b> visitor experience
8. 12''	<b>e.</b> branding <b>i.</b> stakeholder coordination <b>c.</b> visitor statistic <b>l.</b> achievement of objective
9. 11''	<b>k.</b> appropriateness of activities
10. 9''	<b>o.</b> new product development
11. 5''	<b>j.</b> employee satisfaction <b>m.</b> efficiency <b>n.</b> effectiveness <b>p.</b> staffing capacity
12. 4''	<b>f.</b> staffing turnover

Source: Pike (2004), Presenza, Sheehan and Ritchie (2005) and Tochia and Quagini (2010)

Kako pokazuje tablica 7, mjerenja su provedena u četiri glavne skupine: posjetitelji, hoteli, turističke agencije i turističke znamenitosti (BTDC, 2010). S druge strane, 16 mjerila grupirano je prema njihovoj važnosti. Kako je vidljivo iz tablice, najveći rezultat je 13, a najmanji 4. Na kraju su rezultati koji se odnose na mjerenja uspješnosti BTDC-a sažeti kombiniranjem sekundarnih podataka i rezultata dobivenih iz odgovora na pitanja zatvorenog tipa, što će biti opisano u daljnjem tekstu.

Prvo, broj dolazaka posjetitelja jedan je od najtradicionalnijih i najosnovnijih pokazatelja kojim se koristi BTDC. Pike (2004) smatra da on već dugo predstavlja očigledno mjerilo "zdravlja turističke industrije" neke destinacije. Redovni statistički izvještaj BTDC-a detaljno prikazuje brojeve posjetitelja prema grupama i vrstama prema nizu različitih statističkih pristupa. Takvim statističkim podacima o posjetiteljima pridaje se tolika važnost da se oni uvijek nalaze u prvim poglavljima izvještaja. Sljedeće najtradicionalnije i najčešće mjerilo uspješnosti zasnovano je na sustavima upravljačkog računovodstva i uvelike se koristi u BTDC-u. Rezultat toga je da se većina načina mjerila fokusira na turističku potrošnju, poput neto prihoda i profitabilnosti te na produktivnost, poput radne produktivnosti i djelotvornosti. Međutim, pokazalo se da se turističkoj potrošnji pridaje veća važnost nego produktivnosti rada. To se može objasniti činjenicom da je produktivnost rada usko vezana uz problem radne snage. Prema rezultatima dobivenima iz odgovora na pitanja zatvorenog tipa (tablica 7), na probleme radne snage (npr. zadovoljstvo zaposlenika i kapacitet zapošljavanja) se u BTDC-u obraća malo pozornosti. Čak je i pitanje fluktuacije radne snage dobilo ocjenu 4, odnosno najnižu ocjenu. Treće, u porastu je trend istraživanja odnosa između oglašavanja i prodaje (Pike, 2004). Mnogi autori smatraju da marketing još uvijek zauzima važno mjesto u DMO-ima (Pike, 2008). Dobar primjer je BTDC koji je uspješnost mjerio prema stati-

According to the statistic in Table 7, measures are implemented on four main groups: visitor, hotel, travel agency and attraction (BTDC, 2010). On the other hand, 16 measures have been grouped depending on importance. As the table above shows, the highest score is 13 and the lowest score is 4. Finally, the findings regarding BTDC performance measures are summarised combining secondary data and closed-end questions findings as follows.

Firstly, counting the number of visitor arrivals is one of the most traditional and basic tools that BTDC used. Pike (2004) suggests that it has long been an obvious measure of the health of a destination's tourism industry. The regular statistics report of the BTDC presents detailed different group and nature visitor numbers based upon a number of statistical viewpoints. Such is the importance attached to these visitor statistics that these figures are always the first section of the report. Secondly, another most traditional and common performance measure is based on management accounting systems. It is also widely used in BTDC. This has resulted in most measures focusing on tourism consumption such as net income and profitability and employment productivity such as working efficiency and effectiveness. However, the previous one shows more significant importance than the later one. It may be ascribed to the later one related to staffing issue. According to the findings in the closed-end questions (Table 7), staffing issue (e.g. employee satisfaction and staffing capacity) is paid little attention by BTDC. Even the option of staffing turnover is obtained the lowest score that only 4. Thirdly, there is increased trend that research on the relationship between advertising and sales (Pike, 2004). As many scholars suggest that marketing issue still takes a very important place in DMOs so far (Pike, 2008). The good example is BTDC measures their performance through visitor statistics after the slogan of "New Beijing, Great Olympics"\*

stičkim podacima o broju posjetitelja nakon što se počeo koristiti slogan "Novi Peking, velika Olimpijada". Prema statističkim podacima CNTA-a, 2009. godine u Pekingu je broj dolazaka iznosio 4,1 milijuna, što je povećanje od 8,83% u odnosu na 2008. godinu; dok je 2007. godine broj gostiju iznosio 4,4 milijuna, a što je povećanje od 11,58% u odnosu na 2006. (CNTA, 2007, 2009, 2009). Značajan porast broja dolazaka od 2007. do 2009. pokazuje da su marketinške akcije poduzete oko slogana bile uspješne. Četvrto, zahvaljujući razumijevanju načina na koji marketinške inicijative utječu na informiranje potrošača i razvijanje svijesti o marki (Keller, 2003), *brendiranje* je postalo jednim od najvažnijih mjerila za evaluaciju uspješnosti aktivnosti u BTDC-u. Pekinške turističke agencije i destinacije razine 5A\* ostvarile su povećanje dobiti. Primjerice, sedam turističkih agencija razine 5A\* realiziralo je čak 10.250.000 dolazaka i u 2007. godini ostvarilo porast od 13,8% u odnosu na 2006. godinu (Li, 2007) te su tako pokrile gotovo polovinu ukupnih dolazaka. S druge strane, prihod pekinških destinacija razine 5A\* u 2007. iznosio je 36,1% ukupnog prihoda destinacije (Li i Xing, 2008). Iako je većina navedenih mjerila kvantitativna, u BTDC-u se koristi i nekoliko kvalitativnih mjerila. Primjerice, BTDC redovno održava sastanke za praćenje svojih politika i planova te analizu postizanja ciljeva i razmatranje primjerenosti aktivnosti kako bi se osigurao zdravi razvoj pekinške "turističke industrije" (BTDC, 2010). Nadalje, Cooper et al (2008:495) smatraju da je "još jedno područje na kojemu će se u budućnosti očekivati vodeća uloga DMO-a upravljanje podacima i istraživanjima destinacije. S time je u vezi i potreba za stvaranjem odgovarajućeg okvira za analizu/evaluaciju djelotvornosti samih DMO-a". BTDC treba osigurati i da statistički podaci budu transparentni za javnost.

announced. Based on the statistics of CNTA, the number of inbound visitors of Beijing in 2009 was 4.1 million that increased by 8.83% over 2008; for the year of 2007, the visit number was 4.4 million which increased by 11.58% over 2006 (CNTA, 2007, 2009, 2009). The significant increase numbers of inbound visitors from 2007 to 2009 shows the successful slogan marketing approach. Fourthly, due to understanding how marketing initiatives are impacting on consumer learning and recall of brand information (Keller, 2003), the branding issue became one of the most important measures to evaluate the activities' performance in BTDC. 5A\* level travel agency and destination in Beijing has brought increasing profit. For example, seven 5A\* level travel agencies received the number of inbound visitors up to 10,250,000 and increased by 13.8% in 2007 as compared to the same period in 2006 (Li, 2007). The size occupied near half of inbound visitor market. On the other hand, the revenue of 5A\* level destination in Beijing in 2007 took up 36.1% of the total destination revenue (Li and Xing, 2008). Although most measures mentioned above are quantitative, several qualitative measures are implemented in BTDC as well. For example, BTDC regularly hold meetings for monitoring their policies and plans and examining the achievement of objective and reviewing the appropriateness of activities in order to ensure the healthy development of its tourism industry (BTDC, 2010). Furthermore, Cooper et al (2008:495) suggest that "one additional area where DMOs will increasingly be looked upon to take the lead is in managing the information and research needs of the destination. Related to this is the need for a suitable framework to analyze/evaluate the effectiveness of the DMO itself". BTDC ensures the statistics are transparent to public.

## 7. ZAKLJUČAK I OGRANIČENJA

BTDC je javno turističko tijelo grada na razini provincije i obavlja ulogu sličnu onoj mnogih drugih DMO-a diljem svijeta. Radi prema konceptu organizacije za upravljanje destinacijom, iako marketing zauzima veoma važnu ulogu u cjelokupnoj funkciji upravljanja. Nadalje, BTDC nema veliku ulogu u upravljanju kapitalom i financijama te definiranju nadležnih zakona i propisa. To se može pripisati samoj prirodi BTDC-a i njegovoj jedinstvenoj društvenoj funkciji. S druge strane, BTDC relativno redovno mjeri svoju uspješnost, ali većina mjerila uspješnosti koje rabi zasniva se na kvantitativnim statističkim pokazateljima. BTDC ne koristi relevantne modele ili pristupe koji bi mu omogućili da svoju uspješnost mjeri i s kvantitativnog i s kvalitativnog gledišta. Međutim, čini se da je taj nedostatak svojstven mnogim DMO-ima diljem svijeta tako da je veoma teško usporediti uspješnost pekinškog DMO-a s ostalima.

Provođenje ovog istraživanja imalo je nekoliko ograničenja. Prvo, iako su u njemu sudjelovala dva ispitanika, istraživanje je u velikoj mjeri zasnovano na sekundarnim podacima. Iako je to jedna od najvažnijih metoda dostupnih istraživačima, bez potkrjepljivanja dovoljnom količinom primarnih podataka ovom istraživanju u određenoj mjeri nedostaje uvjerljivosti i rezultati bi bili kvalitetniji da je korišteno više primarnih podataka. Nadalje, Peking je glavni grad Kine i predstavlja jedan od najnaprednijih i najrazvijenijih kineskih gradova. S druge strane, neka druga područja Kine razvijaju se bitno sporije. Infrastruktura i ekonomija područja poput jugozapadne Kine i unutrašnjosti znatno su nerazvijenije od onih Pekinga pa njihova "turistička industrija" ima relativno nisku razinu uspješnosti upravljanja. Kako bi se točno ispitala ukupna uspješnost DMO-a u Kini, neophodno je istražiti DMO-e u nizu drugih regija i potom usporediti njihovu uspješnost.

## 7. CONCLUSION AND LIMITATIONS

The BTDC is a provincial-level municipality public sector tourism body, and performs a similar role to many other DMOs around the world. It works within the concept of Destination Management Organisation, although "Marketing" takes a very heavy-weight role within the whole management function. Furthermore, BTDC does not take too much role on the issue of administration capital and financing and defining related laws and regulations. It may be attributable to the nature of BTDC and the unique social background. On the other hand, the BTDC conducts a relatively regular approach to measure its performance, but most of performance measures that the BTDC adopts still rest on quantitative statistical indicators. The BTDC lacks the use of relevant models or approaches so that its performance can be measured from both the quantitative and also the qualitative perspectives. But this failure seems to be a common feature of many DMOs around the world, thus benchmarking of the performance of Beijing's DMO is very difficult.

Several limitations must be noted based on the execution of the study. Firstly, although two interviewees participated in the research, the study was highly depended on the secondary data. This is indeed one of the most important methodologies available to researchers, but without the support of sufficient primary data this research lacks certain cogency, and the results would be refined better if more primary data had been used. Secondly, Beijing is the capital of China and is one of the most advanced and developed cities in China. However, the speed of development in some regions of China is very different. Areas such as South West and Inland China are much less developed than Beijing from both an infrastructure and an economic point of view and the tourism industry in these areas suffers under a relatively low level of effective manage-

Rezultati istraživanja tako velikog broja regija doprinjeli bi razumijevanju načina i sadržaja rada DMO-a u Kini.

In order to accurately examine the overall effectiveness of DMOs in China, it is necessary to research DMOs from a number of different areas and then compare their performance. A summary of the results from a wide range of areas would reveal much about how DMO's in China work as well as basic information of what DMOs in China do.

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*Primljeno: 7. srpnja 2011. /*

*Submitted: 7 July 2011*

*Prihvaćeno: 28. listopada 2011. /*

*Accepted: 28 October 2011*