

Golnoush ZEIDABADI***Seyed Mojtaba MAHMOUDZADEH******Marziye HEMATI*******STRATEGIJE DEMARKETINGA U UPRAVLJANJU TURISTIČKOM
POTRAŽNJOM: STUDIJA SLUČAJA KASHAN U IRANU****DEMARKETING STRATEGIES FOR TOURISM DEMAND
MANAGEMENT: CASE STUDY OF KASHAN, IRAN**

SAŽETAK: Ovo istraživanje ima za cilj izmjeriti percepciju razine zagušenja turistima i utvrditi prioritete kod odabira strategije demarketinga u iranskom gradu Kashanu. U ovom primijenjenom istraživanju, nakon pregleda literature i odabira elemenata te dimenzija strategija demarketinga, provedene su ankete sudionika (vodiči, stanovnici, gradske vlasti i znanstvenici u području turizma) i polustrukturirani intervjui. Rezultati pokazuju da je percipirano zagušenje turistima u Kashanu na rubu prihvatnog kapaciteta. Za vlast je čimbenik *osoblje* najviše rangiran među elementima marketinškog spleta, a slijede ga *cijena*, *promocija*, *proces*, *fizički dokaz*, *proizvod* i *mjesto*. Znanstvenici također smatraju da je *osoblje* na prvom mjestu, a slijede ga *cijena*, *mjesto*, *proces*, *proizvod* i *fizički dokazi*. Na demarketing glavne turističke destinacije Irana, Kashana, čini se da su najveći utjecaj također imali *osoblje* i kooperativni čimbenik.

KLJUČNE RIJEČI: upravljanje potražnjom, demarketing, smanjenje prekomjerne potražnje, marketinški splet, održivi turizam

ABSTRACT: This study aims to measure the perception of tourist congestion and prioritize demarketing strategies in the city of Kashan. In this applied-survey research, after reviewing the literature and extracting elements and dimensions of demarketing strategies, using a questionnaire and semi-structured interview, the ideas of the participants (tour guides, local people, city authorities, tourism academics) were investigated. The results show that the perceived tourist congestion in Kashan is at its carrying capacity threshold. The authorities deem that 'personnel' factor (among P7s) is ranked at the top, followed by 'price', 'promotion', 'process', 'physical evidence', 'product', and 'place'. The academics also see 'personnel' as most prominent, before 'price', 'place', 'process', 'product', and 'physical evidence'. As for demarketing of Iran's major tourist destination, 'personnel' and cooperative factor seem to differerent sectors for demand management seemed to have the highest influence on.

KEY WORDS: demand management, demarketing, overfull demand reduction, marketing mix, sustainable tourism

* Golnoush Zeidabadi, MA graduate in Tourism Management from Allameh Tabataba'i University, Tehran, Iran, e-mail: g.zeidabadi@gmail.com, ORCID: 0000-0002-8011-1960

** Assistant Professor Seyed Mojtaba Mahmoudzadeh, Ph.D., Allameh Tabataba'i University, Faculty of Management and Accounting, Tehran, Iran, e-mail: sm.mahmoudzadeh@gmail.com, ORCID: 0000-0003-2035-0801

*** Marziye Hemati, MA graduate in Tourism Management from Allameh Tabataba'i University, Tehran, Iran, e-mail: Marziyeh.hemati90@gmail.com, ORCID: 0000-0001-6116-1391

1. UVOD

Interes za pojam održivosti u posljednje je vrijeme sve veći kako među potrošačima tako i u kompanijama, a može se povezati sa značajem pitanja zaštite (Watts, 2018). Budući da marketing utječe na održivu potrošnju, čini se da održivi razvoj nije moguć bez učinkovitog marketinga, a on je orijentiran na upravljanje potražnjom pa može ne samo povećati potražnju, nego ju i promijeniti ili smanjiti (Gallagher, 1994). Turističke aktivnosti neosporno imaju svoje posljedice i utjecaje pa negativne utjecaje treba smanjiti na minimum, a pozitivnima treba pokloniti pozornost (Theobald, 2005:79).

Osnovno pitanje održivosti u turizmu je uspostavljanje ravnoteže između potražnje posjetitelja, potrošnje i sposobnosti turističke destinacije i sustava da osiguraju turističke doživljaje bez umanjivanja prirodnog i društvanog kapitala u destinaciji. Jedna od strategija koje se predlažu posebno za turizam je strategija odrasta. Sa svojim velikim udjelom u održivosti i ekonomskom rastu u sustavu turizma, marketing je posebno usredotočen na smanjenje turističkog rasta i potražnje kako bi osigurao bolju ravnotežu između ponude i potražnje (Hall i Wood, 2021) te posljedično doprinio održivom turizmu.

Nakon uspješne primjene demarketinga – posebice u područjima nesocijalnih ponašanja, kao što su zlouporaba droga, prostitucija i krijumčarenje – turistički promotori i istraživači su se prvi opredijelili za ovaj koncept s ciljem ograničavanja učinka turizma na okoliš, a zatim su promotori dodatno profitirali time što su se društveni učinci turizma smanjili (Hall i Wood, 2021).

U tom kontekstu, demarketing se definira kao aktivnosti „kojima se razvija ekskluzivnost u datim rezortima putem pasivnog (a katkad i aktivnog) obeshrabrenja određenih tržišnih segmenata” (Medway, Warnaby i Dharni, 2010:125). Demarketing je snažno

1. INTRODUCTION

There has been an increasing interest in the concept of sustainability (in both consumers and companies) recently, and it can be connected to the significance of environmental issues (Watts, 2018). Since marketing plays a key role in achieving sustainable consumption, it can be said that sustainable development will not be possible without effective marketing. Marketing focuses on demand management and works toward not only increasing demand but also changing or reducing it (Gallagher, 1994). Tourism activities have consequences and impacts, and no one can deny them. Negative impacts should be reduced to the minimum while positive ones should be focused on (Theobald, 2005:79).

The main issue in tourism sustainability is creating balance among visitors' demands, consumption, and the capacity of a tourism destination and system in line with securing tourism experiences without reducing natural and social capital in a destination. Among the strategies that have been presented specifically for tourism is the degrowth strategy. The marketing field, with its major share in sustainability and economic growth in the tourism sector, has paid especial attention to demarketing to reduce development and demand in tourism so that it can create a better balance between supply and demand (Hall and Wood, 2021) and consequently help achieve sustainable tourism.

After successful use of demarketing – especially in the areas of antisocial behaviors such as drug misuse, prostitution, and smuggling – tourism marketers and researchers first opted to this concept to limit the environmental effects of tourism, and then the marketers benefited from the concept in reducing the social effects of tourism (Hall and Wood, 2021).

In this context, demarketing is defined as activities “to develop exclusivity in given

oruđe za svjesno i aktivno ograničavanje cijelog tržišta ili njegovih dijelova (Beeton i Pinge, 2003). Uvodi se kao jedan od alata kreativnih politika koji se može koristiti za postizanje održivosti u turističkim destinacijama (Beeton i Benfield, 2002). Strategije demarketinga stvaraju mogućnosti za korištenje alata menadžmenta posjetitelja u fazi marketinga (Beeton, 2006). Mnogi su znanstvenici, kao npr. Groff (1998), Beeton (2002), Beeton i Benfield (2002), Wearing, Archer i Beeton (2007), Medway i Warnaby (2008), Medway, Warnaby i Dharni (2010), Sadiki (2012), Nared i Visković (2014), Magalhães *et al.* (2017), Eliasson i Velasco (2018), Weiler *et al.* (2018), Kumar i Srivastav (2019), Olokesusi *et al.* (2019), Drugova, Kim i Jakus (2020) u svojim studijama naglasili korištenje strategija demarketinga u upravljanju potražnjom turista.

Destinacija ovog istraživanja, Kashan, sa svojih 14 međunarodnih, 54 nacionalnih i 96 lokalnih registriranih turističkih znamenitosti oduvijek je bila prepoznatljiva među međunarodnim i domaćim turistima. Posjet gradskim atrakcijama obično se definira kao klasična međunarodna tura i ima važno značenje među raznim vrstama organiziranih putovanja. Međutim, čini se da, s obzirom na drevnu povijest grada i njegovo značenje kao važnog turističkog centra Irana, njegove brojne povijesne, kulturne, religiozne i prirodne atrakcije nisu bile sustavno organizirane za prihvat posjetitelja, što je neophodno za nesmetan i brži održivi razvoj. Podaci Statističkog centra Irana i Organizacije kulturne baštine, rukotvorina i turizma grada Kashana o povijesnim znamenitostima i hotelima ukazuju na razdoblja velike potražnje i pada, što ukazuje na sezonalnost turizma u ovome gradu. Također, na temelju neslužbenih izvješća (turističkih vodiča, turista i lokalnih turističkih eksperata), Kashan je katkada zagušen turistima.

Zbog turističke zagušenosti i njezinih nepoželjnih utjecaja na turizam (Clements, 1989) te zbog globalne opredijeljenosti za

resorts through the passive (and sometimes active) discouragement of certain market segments” (Medway, Warnaby and Dharni, 2010:125). Demarketing is a powerful tool of marketing that is used consciously and actively to restrict the whole market or parts of it (Beeton and Pinge, 2003). It is introduced as one of the creative policy tools that can be used to reach sustainability in tourist destinations (Beeton and Benfield, 2002). Demarketing strategies create opportunities to use visitor management tools in the marketing stage (Beeton, 2006). Many studies such as Groff (1998), Beeton (2002), Beeton and Benfield (2002), Wearing, Archer and Beeton (2007), Medway and Warnaby (2008), Medway, Warnaby and Dharni (2010), Sadiki (2012), Nared and Visković (2014), Magalhães *et al.* (2017), Eliasson and Velasco (2018), Weiler *et al.* (2018), Kumar and Srivastav (2019), Olokesusi *et al.* (2019), Drugova, Kim and Jakus (2020) emphasized using demarketing strategies to manage tourist demands.

The destination of the study, Kashan, with 14 internationally, 54 nationally, and 96 provincially registered tourist sites, has always been noticeable for international and national tourists. Visiting the city attractions is usually defined as classic international tours, reserving a significant stance among different tours. However, it seems that considering the ancient history of the city and its stance as a major tourism hub in Iran, its many historical, cultural, religious, and natural attractions have systematically not been organized for tourist visiting, a necessary step for a smoother and quicker sustainable development path. The data from the Statistical Centre of Iran and by Kashan's Cultural Heritage, Handicrafts, and Tourism Organization of Kashan from historical sites and hotels indicate periods of demand climax and recession, showing seasonal tourism industry in this city. Also, based on unofficial reports (by tour guides, tourists, and local tourism experts), Kashan sometimes faces tourist congestion.

održivi turizam (Gallagher, 1994), ovome gradu potrebno je opće razumijevanje demarketinga u turizmu. Ovo istraživanje ima za cilj prvo istražiti percipiranu razinu zagušenosti, a zatim odrediti redosljed strategija demarketinga za Kashan. Studija će odgovoriti na sljedeća istraživačka pitanja:

1. Koja je percepcija razine zagušenosti u Kashanu?
2. Koje dimenzije i elementi demarketinga grada se temelje na literaturi?
3. Kojim dimenzijama i elementima demarketinga treba dati prvenstvo prilikom upravljanja turističkom potražnjom Kashana?

2. PREGLED LITERATURE

2.1. Demarketing

Kotler i Levy (1971:75) prvi su uveli termin *demarketing* definirajući ga kao “aspekt marketinga koji se bavi privremenim ili stalnim obeshrabrivanjem potrošača općenito ili neke posebne kategorije potrošača.” Razlozi za odabir strategija demarketinga uključuju održivost destinacije, podjelu tržišta i cilja, smanjenje učinka sezonalnosti i sprječavanje/upravljanje krizom (Medway, Warnaby i Dharni, 2010).

Koncept demarketinga koristi se za smanjenje potražnje u slučaju pretjerane potražnje, a koncept protu-marketinga rabi se u slučaju pojave nezdrave potražnje (Kotler, 1973). Osnovna premissa demarketinga je smanjenje potrošnje proizvoda. Kotler i Levy (1971) definirali su četiri tipa demarketinga: *opći demarketing*, *selektivni demarketing*, *prividni demarketing* i *nenamjerni demarketing*. Bradley i Blythe (2014) ovoj su klasifikaciji dodali i *protu-marketing* i *marketinšku prilagodbu*. Chaudhry, Cesareo i Pastore (2019) također su dodali opće koncepte poput *zaštitni demarketing*,

Due to tourist congestion and its undesirable consequences on the tourism industry (Clements, 1989) and global determinism to achieve sustainable development (Gallagher, 1994), general understanding of demarketing is necessary for tourism industry in this city. This study aims to first investigate the perceived level of congestion and then prioritize demarketing strategies in Kashan. The following research questions will be answered in this study:

1. What is the perception of the congestion level in Kashan?
2. What are dimensions and elements of demarketing of the city based on the literature?
3. Which demarketing dimensions and elements are the priorities in tourist demand management of Kashan?

2. LITERATURE REVIEW

2.1. Demarketing

Kotler and Levy (1971:75) originally introduced demarketing and defined it as “that aspect of marketing that deals with discouraging customers in general or a certain class of customers in particular on either a temporary or a permanent basis.” The reasons for resorting to a demarketing strategy include destination sustainability, market division and target, reducing seasonality effect, and crisis prevention/management (Medway, Warnaby and Dharni, 2010).

The concept of demarketing is used to reduce demand when facing overfull demand, and the concept of counter-marketing is used when facing unwholesome demand (Kotler, 1973). The basic premise in demarketing involves reducing product consumption. Kotler and Levy (1971) identified four types of demarketing: ‘general demarketing’, ‘selective demarketing’, ‘ostensible demarketing’, and ‘unintentional demarketing’. Bradley and Blythe (2014) added ‘counter-marketing’ and ‘marketing adjustment’ to this classification. Chaudhry, Cesareo and Pastore (2019) also added such general concepts as

preventivni demarketing i borbeni demarketing.

‘protective demarketing’, ‘preventive demarketing’, and ‘combative demarketing’.

2.2. Marketinški splet u demarketingu

Razvoj bilo kakvog marketinškog plana uključuje definiranje ciljeva, rješavanje proračuna, razradu praktičnih planova, praćenje i kontrolu (Magalhães *et al.*, 2017). Glavni strateški marketinški alati obično su bile četiri komponente marketinškog spleta (4P): *proizvod, mjesto, cijena i promocija* (Azzam, 2019). Drugi su znanstvenici predlagali drugačije klasifikacije marketinškog spleta. Na primjer, Booms i Bitner (1981) dodali su nove komponente: *fizički dokaz, ljudi i proces* te su predstavili splet od sedam elemenata. Clements (1989) je smatrao da su samo *cijena, proizvod i promocija* demarketingški alati. Proučavajući klasični marketinški splet, Armstrong i Kern (2011) uzeli su u obzir aktivnosti poput ograničene promocije, smanjenja korištenja pogodnosti, i određenih područja, odsustvo destinacijskog oglašavanja te posebne doživljaje kao demarketingški pristup. Treba naznačiti da ovi pristupi nisu spominjani u literaturi prije 2011. godine. Ipak, literatura strategije demarketinga u turizmu često koristi klasična 4P (Azzam, 2019).

2.3. Demarketing u turizmu

Poznato je da nema puno studija na temu demarketinga u turizmu (Beeton i Benfield, 2002; Olokesusi *et al.*, 2019). Istraživanje o demarketingu i turizmu usmjereno je na demarketing i strategije održivog razvoja atrakcija poput nacionalnih parkova i očuvanih resursa (npr., Groff, 1998; Beeton, 2003; Wearing i Archer, 2005; Kern, 2006; Armstrong i Kern, 2011; Whitelaw *et al.*, 2014; Drugova, Kim i Jakus, 2020) ili demarketing u destinacijama s kulturnim atrakcijama (npr., Fullerton, McGettigan i Stephens, 2010; Soliman, 2010; Sadiki, 2012; Peeters *et*

2.2. Marketing mix in demarketing

Developing any marketing plan includes defining aims, settling on the budget, devising practical plans, monitoring, and control (Magalhães *et al.*, 2017). The main strategic marketing tools have traditionally been four in the marketing mix plan, including ‘product’, ‘place’, ‘price’, and ‘promotion’ (known as the classic 4Ps) (Azzam, 2019). Other scholars presented different classifications of marketing mix. For instance, Booms and Bitner (1981) added the elements of ‘physical evidence’, ‘people’, and ‘process’ and presented a seven-fold mix to this service. Clements (1989) considered only ‘price’, ‘product’, and ‘promotion’ as demarketing tools. Investigate the classic 4Ps, Armstrong and Kern (2011) considered activities such as limited promotion, restriction in using facilities and specific areas, lack of destination advertisement, and specific experiences as demarketing approaches. It should be indicated that these approaches were not present in the literature before 2011. In the demarketing strategy literature of tourism industry, however, the classic 4Ps have often been used (Azzam, 2019).

2.3. Demarketing in tourism

It is known that studies focusing on tourism demarketing have been limited (Beeton and Benfield, 2002; Olokesusi *et al.*, 2019). The research about demarketing and tourism have focused on demarketing and sustainable development strategies in attractions such as national parks and preserved resources (see e.g., Groff, 1998; Beeton, 2003; Wearing and Archer, 2005; Kern, 2006; Armstrong and Kern, 2011; Whitelaw *et al.*, 2014; Drugova, Kim and Jakus, 2020) or demarketing in destinations with cultural attractions (see e.g., Fullerton, McGettigan and Stephens, 2010;

al., 2018; Krajnović, Raguž i Gortan-Carlin, 2020; Murzyn-Kupisz i Hołuj, 2020). Groff (1998) predlaže korištenje demarketinga i 4P za sprječavanje čestih problema (razaranja, bacanje smeća, pretjerana potražnja) u nacionalnim parkovima. Koristeći tri od 4P (promocija, proizvod i mjesto) u primjeni demarketinga, Beeton i Benfield (2002) naveli su da bi ove aktivnosti mogle voditi k upravljanju potražnje. Beeton (2002) je istraživala ograničavanje posjetitelja kao načina smanjenja njihovog pretjeranog negativnog utjecaja te se orijentirala na „promociju“ naglašavajući ulogu prospekata i brošura. Ispitivanjem demarketinga, kao što su naplata ulaznica i parkinga, nepristupačnost, pristojno ponašanje prema stanovnicima, i smanjeno oglašavanje, došla je do zaključka da *promocija* ima najmanji učinak na strategije demarketinga.

Medway i Warnaby (2008) uveli su različite vrste demarketinga i neobične marketinške strategije kao što su *pasivni demarketing mjesta*, *informacijski demarketing mjesta*, *iskvaren marketing mjesta* i *mračni marketing mjesta*. Medway, Warnaby i Dharni (2010) navode nekoliko visoko učinkovitih strategija za demarketing: *odsustvo promocije*, *usmjeravanje alternativne destinacije*, *informacijski demarketing mjesta*, *ograničavanje pristupa* i *cjenovni mehanizmi*. Zaključili su da se primjenom općeg selektivnog demarketinga (1) strategije demarketinga mogu koristiti istovremeno, (2) predložene strategije mogu poprimiti oblik marketinškog spleta i (3) da je vremenski faktor značajan za strategije demarketinga. Štoviše, demarketing se može koristiti u određenim vremenima (kad se dogodi kriza), u ciklusima (sezonski) ili kontinuirano.

Weiler *et al.* (2018) postavili su okvir za dizajn predloženih strategija demarketinga u nacionalnim parkovima. Rezultati su pokazali da je mogućnost penjanja na planinu Wollumbin prihvatljiva strategija s gledišta trenutnih posjetitelja koja bi mogla biti učinkovita za ovu regiju u spoju s modificiranim besplatnim do-

Soliman, 2010; Sadiki, 2012; Peeters *et al.*, 2018; Krajnović, Raguž and Gortan-Carlin, 2020; Murzyn-Kupisz and Hołuj, 2020). Groff (1998) suggested using demarketing and 4Ps to prevent common problems (destruction, littering, and overfull demand) in national parks. Beeton and Benfield (2002), using three of the 4Ps (promotion, product, and place) to implement demarketing, expressed that these activities under demarketing could lead to demand management. Beeton (2002) investigated the visitor reduction as a way to reduce excessive negative visitor impacts, and by emphasizing the role of brochure distribution and websites she focused on the ‘promotion’ component. By examining demarketing activities such as entrance and car park charges, access difficulty, proper behavior toward the residents, and advertisement reduction, she concluded that ‘promotion’ has the lowest effect among demarketing strategies.

Medway and Warnaby (2008) introduced different types of demarketing as well as unusual strategies in marketing such as ‘passive place demarketing’, ‘informational place demarketing’, ‘perverse place marketing’, and ‘dark place marketing’. Medway, Warnaby and Dharni (2010) considered several strategies highly effective for demarketing purposes: lack of promotion, guidance toward an alternative destination, informational place demarketing, access restriction, and pricing mechanisms. Using general and selective demarketing, they concluded that (1) demarketing strategies could be used simultaneously, (2) the proposed strategies could be in the form of marketing mix, and (3) the time factor is significant in demarketing strategies. Demarketing can be used in specific times (when a crisis occurs), in cycles (seasonally), or in permanence.

Weiler *et al.* (2018) presented a framework to design the proposed strategies for demarketing in national parks. The findings showed that from the current visitors’ point of view, access cost to climb Mount Wollumbin was an acceptable strategy which

življajem. Također, za prijašnje ili potencijalne posjetitelje, izbor alternativnih proizvoda u alternativnim destinacijama učinkovitija je strategija demarketinga. Dakako, ova strategija zahtijeva razvoj i ciljana poboljšanja svih organizacija destinacijskog menadžmenta na lokalnoj, provincijskoj i nacionalnoj razini. Još važnije, svaka demarketingška strategija zahtijeva prihvaćanje svih skupina dionika, a naročito tradicionalnih vlasnika tvrtki. Groff (1998), Beeton (2003), Wearing i Archer (2005), Armstrong i Kern (2011), Wearing *et al.* (2016) predstavili su popis praktičnih strategija demarketinga nacionalnih parkova prema klasičnom modelu marketinškog spleta (4P).

1. **Proizvod** se odnosi na modifikaciju proizvoda, npr. držanje nekih prostora zatvorenim za posjetitelje, nametanje ograničenja za neke aktivnosti temeljenih na pojase, sezone, ili razdoblja aktivnosti, a koje dozvoljavaju posebne aktivnosti pod nadzorom (npr. turistička agencija ili upravitelj parka trebaju pratiti posjetitelje) i pripremiti sigurne prostore za usmjeravanje kretanja posjetitelja.
 2. **Mjesto** znači uspostavljanje sustava rezervacija, dozvola za ulaz, parkirališta i ograničavanja kampiranja i boravka turista kako bi se osigurao prilaz nekim drugim teško pristupnim zonama te stvorili ili promovirali drugačiji doživljaji na drugim mjestima.
 3. **Cijena** se odnosi na postavljanje viših potrošačkih cijena, uz različito prilagođivanje cijena i planiranje sustava redova kako bi se povećala cijena i vrijeme posjete nekim znamenitostima.
 4. **Promocija** se odnosi na napuštanje ili smanjivanje određene promocije doživljaja, promoviranje i naglašavanje stvaranja ograničenja nekih doživljaja posjetitelja, promoviranje alternativnih uporaba znamenitosti, promociju virtualnih doživljaja, obrazovanja o okolišnim posljedicama pretjeranih posjeta znamenitosti i edukacije novinara i medija o prikladnom ponašanju (citirano u Weiler *et al.*, 2018).
- could be effective in combination with the modified no-cost experience for this region. Also, for the previous or potential visitors, choosing alternative products in alternative destinations was a more effective demarketing strategy. This strategy, however, requires the development and targeted upgrade throughout destination management organizations at local, provincial, and national levels. More importantly, every demarketing strategy requires acceptance by all stakeholder groups, especially traditional business owners. With reference to Groff (1998), Beeton (2003), Wearing and Archer (2005), Armstrong and Kern (2011), Wearing *et al.* (2016), they presented a list of practical demarketing strategies of national parks using the classic 4Ps.
1. **Product** refers to product modification, e.g. keeping some areas closed for the visitors, imposing restriction on some activities based on the zones, seasons, or activity periods, permitting specific supervised activities (e.g., a tour operator or a park driver should accompany the visitors), and preparing safe areas to guide the movement of the visitors.
 2. **Place** refers to establishing reservation systems, entrance permits, car park, and tourist camping and residence limitations to make access to some areas difficult and create or promote alternative experiences in other sites.
 3. **Price** refers to establishing higher consumer costs, creating different pricing, and planning queue systems to increase the cost and time of visiting some sites.
 4. **Promotion** refers to quitting or reducing specific experience promotion, promoting and emphasizing the creation of limitation on some visitor experiences, promoting alternative uses of the site, promoting virtual experiences, educating about environmental consequences of excessive visiting of the site, and educating journalists and media about proper behavior (cited in Weiler *et al.*, 2018).

Kumar i Srivastav (2019) istraživali su marketnški splet s 10 komponenti (10P) u razvoju održivog turizma na studiji slučaja otoka Andamana i Nicobar otočja. Splet 10P uključuje klasične komponente 4P i *sudionike, fizički dokaz, proces, pakiranje, planiranje i participaciju*.

U svom istraživanju o literaturi demarketinga u turizmu Olokesusi *et al.* (2019) pokazali su da su najobičniji logični razlozi za demarketing u turizmu: (1) očuvanje okolišnog integriteta regulacijom pretrpane potražnje tako da se posjetitelje obeshrabruje u njihovim željama da posjete osjetljiva područja kao što su nacionalni parkovi i (2) smanjenje društveno neprihvatljivih ponašanja, kao npr. nedolično ponašanje, veća zaštita prirodnih resursa. Krajnović, Raguž i Gortan-Carlin (2020) proučavale su kriterije mjerenja sustava menadžmenta kulturnih mjesta u dvije turističke destinacije u Hrvatskoj i zaključile da je demarketing važan sektor strateškog menadžmenta u dvije destinacije u Hrvatskoj. Proučavajući 5 nacionalnih parkova u južnom dijelu Utaha, Drugova, Kim i Jakus (2020) zaključili su da su uprave ovih parkova, zbog zagušenja potražnje, osmislile novu visokokvalitetnu demarketingšku kampanju kako bi se popravio doživljaj posjetitelja i planirale turističke rute do alternativnih destinacija.

Temeljem istraživačkog cilja ove studije spomenutih sedam komponenti marketinškog spleta, uključujući i klasične četiri (cijena, proizvod, mjesto i promocija) (Clements, 1998; Groff, 1998 citirano u Weiler *et al.*, 2018; Beeton, 2003; Kern, 2006; Armstrong i Kern, 2011; Wearing, Schweinsberg i Tower, 2016; Azzam, 2019; Kumar i Srivastav, 2019; Othman *et al.*, 2019; Kwok, Tang i Yu, 2020; Pandey, Ritthichairoek i Puntien, 2020), *osoblje, proces* (Booms i Bitner, 1981; Kumar i Srivastav, 2019; Othman *et al.*, 2019; Kwok, Tang i Yu, 2020; Pandey, Ritthichairoek i Puntien, 2020), i *fizički dokaz* (Booms i Bitner, 1981; Kumar i Srivastav, 2019; Othman *et al.*, 2019; Kwok, Tang i Yu, 2020;

Kumar and Srivastav (2019) investigated the 10Ps of marketing in developing sustainable tourism through the case study on the Andaman and Nicobar Islands. The 10Ps include the classic 4Ps alongside 'participants', 'physical evidence', 'process', 'packaging', 'planning', and 'participation'.

Olokesusi *et al.* (2019) in their study on investigating the demarketing literature in tourism showed that the most common logical reasons for demarketing in tourism are (1) preserving environmental integrity by regulating overfull demand through discouraging the visitors interested in visiting sensitive areas such as national parks, and (2) reducing socially unacceptable behaviors such as misbehaviors in destinations, higher preserving of natural resources. To discover the measurement criteria of the management system of cultural places in two tourist destinations in Croatia, a study by Krajnović, Raguž and Gortan-Carlin (2020) concluded that demarketing is an important sector of strategic management of both destinations. Drugova, Kim and Jakus (2020), studying 5 national parks of southern Utah, concluded that facing demand congestion, the management of these parks devised a new high-quality demarketing campaign to improve the visitor experience and to create visitor routes to alternative destinations.

Based on the research aim, in this study, the perceived 7Ps of marketing, including the classic 4Ps (price, product, place, promotion) (Clements, 1998; Groff, 1998 cited in Weiler *et al.*, 2018; Beeton, 2003; Kern, 2006; Armstrong and Kern, 2011; Wearing, Schweinsberg and Tower, 2016; Azzam, 2019; Kumar and Srivastav, 2019; Othman *et al.*, 2019; Kwok, Tang and Yu, 2020; Pandey, Ritthichairoek and Puntien, 2020), 'personnel', 'process' (Booms and Bitner, 1981; Kumar and Srivastav, 2019; Othman *et al.*, 2019; Kwok, Tang and Yu, 2020; Pandey, Ritthichairoek and Puntien, 2020), and 'physical evidence' (Booms and Bitner, 1981; Kumar and Srivastav, 2019; Othman *et al.*, 2019; Kwok, Tang and Yu, 2020; Pand-

Pandey, Ritthichairoek i Puntien, 2020), korištene su kao strategije demarketinga za proučavanje destinacije Kashan. Tablica 1 prikazuje dimenzije i elemente marketinških strategija koji su prikupljeni tijekom pregleda literature. Temeljem tih strategija istraživači su odabrali prioritetne strategije demarketinga u destinaciji.

Nakon pregleda literature, određene su dimenzije i elementi demarketinga te su poslani skupini stručnjaka koja se sastojala od 10 eksperata u području marketinga te aktivnih sveučilišnih nastavnika u to vrijeme. Njihova pisana mišljenja pokazala su da je većina njih dodala demarketingu još neke elemente. Ti su elementi pridodani u tablicu dimenzija i elemenata demarketinga te su ponovno poslani stručnjacima na odobrenje konačne Tablice 1 i Slike 1.

ey, Ritthichairoek and Puntien, 2020) were used as demarketing strategies in the study destination, Kashan. Based on the literature, dimensions, and elements of demarketing strategies were also collected, shown in Table 1. Based on these strategies, the researchers prioritized the demarketing strategies in the tourism destination.

After reviewing the literature, the dimensions and elements of demarketing were recognized and submitted to the expert panel, who were 10 tourism marketing field experts and were active university lecturers at that time. Their documented opinions showed that the majority of them added some elements to demarketing. These elements were added to the dimensions and elements of the demarketing table and submitted to the experts for the second time; the experts' opinion approved the table this time (Table 1 and Figure 1).

Tablica 1: Teorijski temelj studije koji su sakupili istraživači

Dimenzije strategija demarketinga	Elementi strategija demarketinga	Teoretska pozadina
Proizvod	Odabir iz paketa usluga (popularne zajedno s nepopularnima)	Kotler i Levy (1971)
	Pružanje usluga niske razine	Benfield (2000), Beeton (2006), Kern (2006), Armstrong i Kern (2011), Weiler <i>et al.</i> (2018)
	Uskraćivanje pogodnosti koje vode k nepovoljnoj tržišnoj apsorpciji	Kern (2006), Armstrong i Kern (2011)
	Ograničenje dozvola posjeta (ograničena lokacija)	Beeton (2003), Beeton (2006), Kern (2006), Armstrong i Kern (2011), Weiler <i>et al.</i> (2018)
	Smanjenje kvalitete pruženih usluga i proizvoda	Kotler i Levy (1971), Benfield (2000), Beeton i Benfield (2002), Beeton i Pinge (2003), Beeton (2006)
	Pružanje informacija posjetiteljima o zagušenju svih znamenitosti u svako vrijeme (npr. web stranice)	UNWTO (2007), Weiler <i>et al.</i> (2018)
	Planiranje aranžmana prema visokoj sezoni i punim rezervacijama	Mišljenja turističkih eksperata

Dimenzije strategija demarketinga	Elementi strategija demarketinga	Teoretska pozadina
Osoblje	Suradnja među različitim sektorima za upravljanje potražnjom	UNWTO (2007)
	Edukacija osoblja i djelatnika u korištenju predloženih strategija	Baum i Lundtorp (2001)
	Zapošljavanje kvalificiranih radnika za upravljanje vremenom i ponašanje posjetitelja	Baum i Lundtorp (2001)
	Zapošljavanje radnika na pola radnog vremena (prema sezonama)	UNWTO (2007)
Cijena	Naplaćivanje posjetiteljima za usluge koje su besplatne izvan sezone	Temeljeno na mišljenjima turističkih eksperata
	Povećanje cijena ulaznica	Kotler i Levy (1971), Dadzie (1989), Gerstner, Hess i Chu (1993), Clements (1998), Groff (1998), Wearing i Neil (1999), Benfield (2001), Beeton (2001), Beeton i Benfield (2002), McLean, Havitz i Adkins (2002), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer i Beeton (2007), Medway, Warnaby i Dharni (2010) Armstrong i Kern (2011), Suh, Rho i Greene (2012), Weiler <i>et al.</i> (2018)
	Naplaćivanje dodatnih pogodnosti posjetiteljima	Groff (1998), Benfield (2000), Beeton (2001), McLean, Havitz i Adkins (2002), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Armstrong i Kern (2011), Suh, Rho i Greene (2011)
	Ne pružanje sniženja i popusta	Kotler i Levy (1971), Clements (1998), Benfield (2000), Beeton i Benfield (2002), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Sadiki (2012)
	Ponuda različitih cijena	Kern (2006), Armstrong i Kern (2011), Weiler <i>et al.</i> (2018)
	Uporaba sustava diskriminacije cijena	UNWTO (2007)
Distribucija	Tiskanje karata s datumom isteka roka trajanja	Kern (2006), UNWTO (2007), Medway, Warnaby i Dharni (2010), Armstrong i Kern (2011)
	Skraćivanje sati posjete	McLean, Havitz i Adkins (2002)
	Otežani pristup osjetljivim područjima i popularnim znamenitostima	Beeton (2003), Beeton (2006), Kern (2006), UNWTO (2007), Medway, Warnaby i Dharni (2010), Fullerton, McGettigan i Stephens (2010), Sadiki (2012), Suh, Rho i Greene (2012), Weiler <i>et al.</i> (2018)
	Smanjenje broja distribucijskih luka	Kotler i Levy (1971), Benfield (2000), Beeton i Benfield (2002), Beeton i Pinge (2003), Beeton (2006), Suh, Rho i Greene (2012), Dadzie (1989), Weiler <i>et al.</i> (2018)

Dimenzije strategija demarketinga	Elementi strategija demarketinga	Teoretska pozadina
Promocija	Dijeljenje brošura kojima se upravlja posjetama te najavljuju vremena i razdoblja zagušenja posjeta	Sadiki (2012)
	Prekid oglašavanja	Kotler i Levy (1971), Dadzie (1989), Groff (1998), Beeton (2001), Beeton i Benfield (2002), McLean, Havitz i Adkins (2002), Beeton i Pinge (2003), Medway, Warnaby i Dharni (2010), Kern (2006), Sadiki (2012), Armstrong i Kern (2011)
	Prekid marketinga za određenu znamenitost	Groff (1998), Kern (2006), Armstrong i Kern (2011), Weiler <i>et al.</i> (2018)
	Informiranje posjetitelja o ograničenjima i problemima vezanima za njihove posjete	Beeton (2001), Beeton (2003), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer i Beeton (2007), Armstrong i Kern (2011), Suh, Rho i Greene (2011)
	Oglašavanje / naglašavanje učinaka pravilnog ponašanja	Dadzie (1989), Benfield (2000), Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Kern (2006), UNWTO (2007), Wearing, Archer i Beeton (2007), Fullerton, McGettigan i Stephens (2010), Medway, Warnaby i Dharni (2010), Armstrong i Kern (2011), Sadiki (2012), Weiler <i>et al.</i> (2018)
	Obeshrabljivanje nepovoljnih segmenata tržišta oglašavanjem	Gerstner, Hess i Chu (1993), Clements (1998), Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Fullerton, McGettigan i Stephens (2010), Armstrong i Kern (2011), Sadiki (2012)
	Educiranje masovnih medija o prikladnim ponašanjima	Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Weiler <i>et al.</i> (2018)
	Ograničavanje glavne promotivne strategije na odabrane medije kako bi se privukla željena tržišta i segmenti	Wearing, Archer i Beeton (2007)
Uvođenje drugih destinacija kao alternativnih destinacija	Beeton (2006), UNWTO (2007), Wearing, Archer i Beeton (2007), Fullerton, McGettigan i Stephens (2010), Medway, Warnaby i Dharni (2010), Sadiki (2012), Suh, Rho i Greene (2012)	
Proces	Ponuda virtualnih tura	Benfield (2000), Beeton (2006), Weiler <i>et al.</i> (2018)
	Ponuda sustava rezervacija	Kern (2006), Medway, Warnaby i Dharni (2010), Armstrong i Kern (2011)
	Obaveza pokazivanja Dozvola za posjet znamenitostima	Kern (2006), UNWTO (2007), Fullerton, McGettigan i Stephens (2010), Armstrong i Kern (2011), Weiler <i>et al.</i> (2018)

Dimenzije strategija demarketinga	Elementi strategija demarketinga	Teoretska pozadina
Proces	Primjena principa prvenstva posjete prema kapacitetu nosivosti destinacija	Groff (1998), Kern (2006), Armstrong i Kern (2011)
	Posjeta određenih znamenitosti samo pod nadzorom educiranog ili podučenog osoblja	Beeton (2006), Kern (2006), Armstrong i Kern (2011)
	Usporeno pružanje usluga kojim se posjetiteljima produžuje vrijeme i povećava oportunitetni trošak (kao npr. čekanje u redu)	Wearing i Neil (1999), Benfield (2000), Beeton i Benfield (2002), Beeton (2006), Kern (2006), Wearing, Archer i Beeton (2007), Armstrong i Kern (2011), Weiler <i>et al.</i> (2018)
Fizički dokaz	Otvaranje puteva koji turiste vode na skraćenu posjetu	UNWTO (2007), Weiler <i>et al.</i> (2018)
	Postavljanje znakova i ploča kao putokaza turistima	UNWTO (2007)
	Korištenje uniformi za razlikovanje djelatnika različitih odjela kako bi se ubrzao protok posjetitelja	Mišljenja turističkih eksperata

Table 1: The theoretical basis of the study; collected by the researchers

Dimensions of demarketing strategies	Elements of demarketing strategies	Theoretical background
Product	Choosing from service packages (popular along with unpopular)	Kotler and Levy (1971)
	Offering low-level services	Benfield (2000), Beeton (2006), Kern (2006), Armstrong and Kern (2011), Weiler <i>et al.</i> (2018)
	Not providing facilities that lead to unfavorable market absorption	Kern (2006), Armstrong and Kern (2011)
	Limited visit permission (Restricted location)	Beeton (2003), Beeton (2006), Kern (2006), Armstrong and Kern (2011), Weiler <i>et al.</i> (2018)
	Reduce the quality of services and products provided	Kotler and Levy (1971), Benfield (2000), Beeton and Benfield (2002), Beeton and Pinge (2003), Beeton (2006)
	Providing information about congestion of any site at any time for visitors (eg websites)	UNWTO (2007), Weiler <i>et al.</i> (2018)
	Preparing packages by the organizations according to high-seasons and full reservations	From the opinions of tourism experts

Dimensions of demarketing strategies	Elements of demarketing strategies	Theoretical background
Personnel	Cooperation among different sectors to manage demands	UNWTO (2007)
	Training personnel and staff to use proposed strategies	Baum and Lundtorp (2001)
	Hire skillful workers to manage time and visitor behavior	Baum and Lundtorp (2001)
	Hire part-time workers (based on seasons)	UNWTO (2007)
Price	Charging visitors for services that are free through off-peak seasons	Based on the opinion of tourism experts
	Increase the entrance fees	Kotler and Levy (1971), Dadzie (1989), Gerstner, Hess and Chu (1993), Clements (1998), Groff (1998), Wearing and Neil (1999), Benfield (2001), Beeton (2001), Beeton and Benfield (2002), McLean, Havitz and Adkins (2002), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer and Beeton (2007), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011), Suh, Rho and Greene (2012), Weiler <i>et al.</i> (2018)
	Charging visitors for additional facilities	Groff (1998), Benfield (2000), Beeton (2001), McLean, Havitz and Adkins (2002), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Armstrong and Kern (2011), Suh, Rho and Greene (2011)
	Offering no undercut and discount	Kotler and Levy (1971), Clements (1998), Benfield (2000), Beeton and Benfield (2002), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Sadiki (2012)
	Offering different prices	Kern (2006), Armstrong and Kern (2011), Weiler <i>et al.</i> (2018)
	Using the price discrimination system	UNWTO (2007)
Distribution	Providing tickets with expire date	Kern (2006), UNWTO (2007), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011)
	Reduce visit hours	McLean, Havitz and Adkins (2002)
	Difficulty accessing sensitive areas and popular sites	Beeton (2003), Beeton (2006), Kern (2006), UNWTO (2007), Medway, Warnaby and Dharni (2010), Fullerton, McGettigan and Stephens (2010), Sadiki (2012), Suh, Rho and Greene (2012), Weiler <i>et al.</i> (2018)

Dimensions of demarketing strategies	Elements of demarketing strategies	Theoretical background
Distribution	Reducing the number of distribution ports	Kotler i Levy (1971), Benfield (2000), Beeton and Benfield (2002), Beeton and Pinge (2003), Beeton (2006), Suh, Rho and Greene (2012), Dadzie (1989), Weiler <i>et al.</i> (2018)
Promotion	Giving brochures at the entrances to guide and manage visits along with announcing hours and seasons of congestion	Sadiki (2012)
	Stop advertising	Kotler and Levy (1971), Dadzie (1989), Groff (1998), Beeton (2001), Beeton and Benfield (2002), McLean, Havitz and Adkins (2002), Beeton and Pinge (2003), Medway, Warnaby and Dharni (2010), Kern (2006), Sadiki (2012), Armstrong and Kern (2011)
	Stop marketing for a specific site	Groff (1998), Kern (2006), Armstrong and Kern (2011), Weiler <i>et al.</i> (2018)
	Informing people about the limitations and problems of their visits	Beeton (2001), Beeton (2003), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer and Beeton (2007), Armstrong and Kern (2011), Suh, Rho and Greene (2011)
	Advertising / emphasizing the effects of appropriate behaviors	Dadzie (1989), Benfield (2000), Beeton (2001), Beeton and Pinge (2003), Beeton (2006), Kern (2006), UNWTO (2007), Wearing, Archer and Beeton (2007), Fullerton, McGettigan and Stephens (2010), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011), Sadiki (2012), Weiler <i>et al.</i> (2018)
	Discouraging the unfavorable market segment by advertising	Gerstner, Hess and Chu (1993), Clements (1998), Beeton (2001), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Fullerton, McGettigan and Stephens (2010), Armstrong and Kern (2011), Sadiki (2012)
	Educating mass media of appropriate behaviors	Beeton (2001), Beeton and Pinge (2003), Beeton (2006), Weiler <i>et al.</i> (2018)
	Limiting the main promotion strategy to selected media to attract the desired markets and segments	Wearing, Archer and Beeton (2007)
Introducing other destinations as alternative destinations	Beeton (2006), UNWTO (2007), Wearing, Archer and Beeton (2007), Fullerton, McGettigan and Stephens (2010), Medway, Warnaby and Dharni (2010), Sadiki (2012), Suh, Rho and Greene (2012)	

Dimensions of demarketing strategies	Elements of demarketing strategies	Theoretical background
Process	Offering virtual tours	Benfield (2000), Beeton (2006), Weiler <i>et al.</i> (2018)
	Offering reservation systems	Kern (2006), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011)
	The need to provide permissions to visit the sites	Kern (2006), UNWTO (2007), Fullerton, McGettigan and Stephens (2010), Armstrong and Kern (2011), Weiler <i>et al.</i> (2018)
	Using the first-come-first-visit system according to the bearing capacity of destinations	Groff (1998), Kern (2006), Armstrong and Kern (2011)
	Visit specific sites only under the supervision of trained or instructed personnel	Beeton (2006), Kern (2006), Armstrong and Kern (2011)
	Providing services slowly that increase the time and opportunity cost for visitors (such as the queuing system)	Wearing and Neil (1999), Benfield (2000), Beeton and Benfield (2002), Beeton (2006), Kern (2006), Wearing, Archer and Beeton (2007), Armstrong and Kern (2011), Weiler <i>et al.</i> (2018)
Physical evidence	Creating routes to guide tourists to speed up their visits	UNWTO (2007), Weiler <i>et al.</i> (2018)
	Installing signs and boards to guide tourists	UNWTO (2007)
	Use uniforms to distinguish workers of each department to expedite the visit	From opinions of tourism experts

2.4. Konceptualni model

Na Slici 1 prikazan je konceptualni model istraživanja koji obuhvaća dimenzije i elemente demarketinga turističkih destinacija na temelju literature.

2.4. Conceptual model

The research conceptual model included demarketing dimensions and elements of the tourism destinations based on the literature, presented in Figure 1.

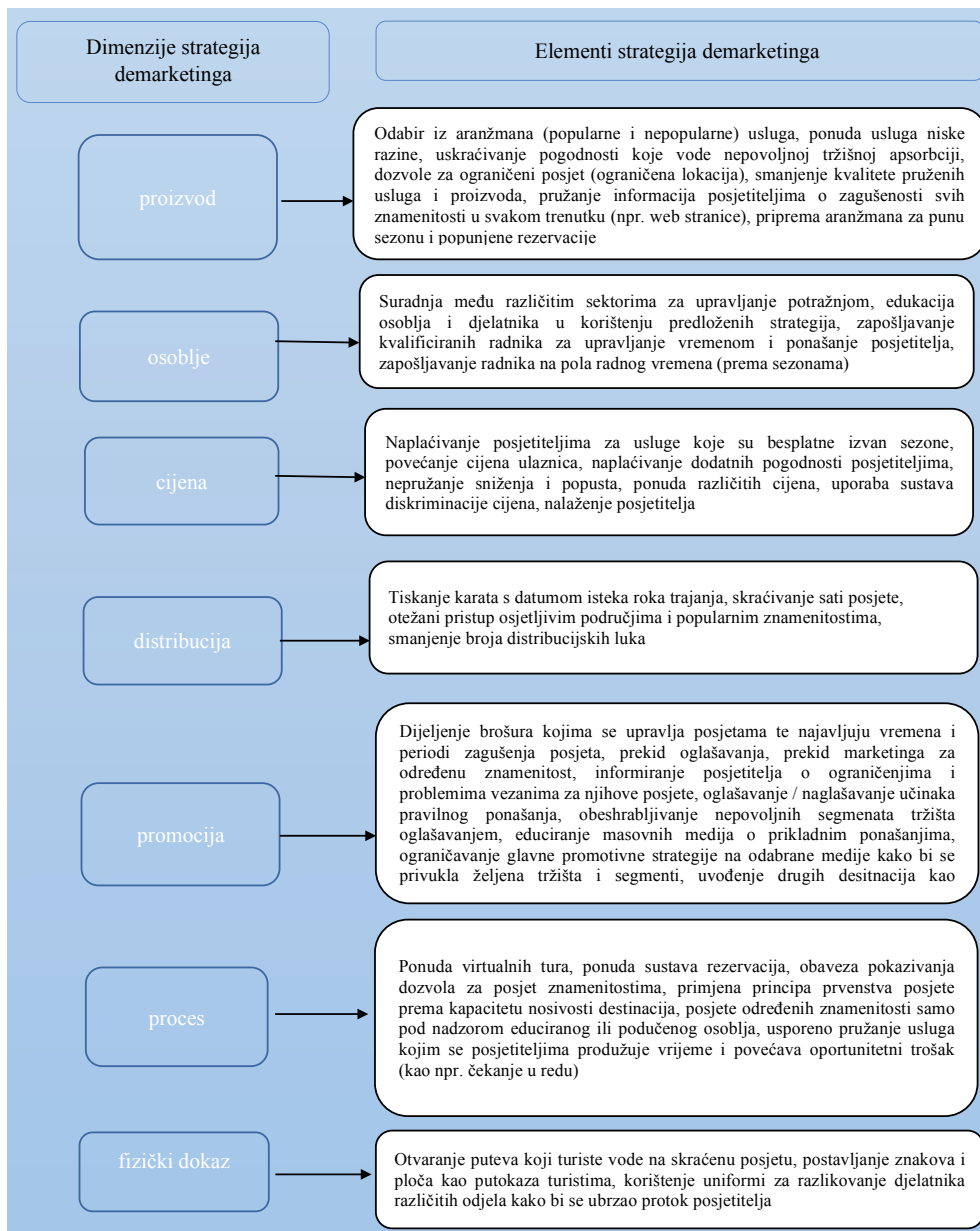
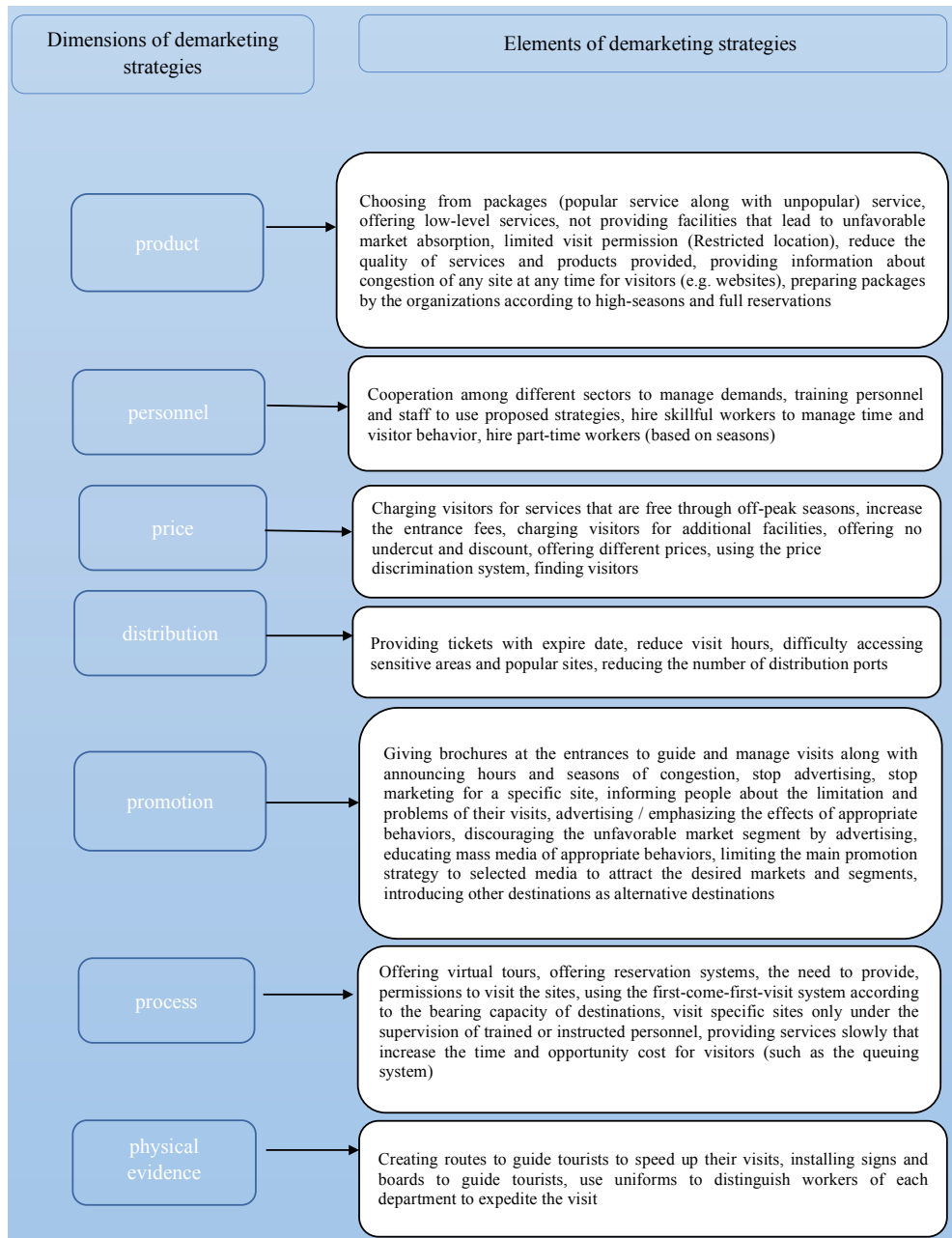
Slika 1: Konceptualni model dimenzija i elemenata demarketinga turističkih destinacija

Figure 1: The conceptual model of demarketing dimensions and elements of the tourism destinations



3. METODOLOGIJA

Ovaj je rad prikaz opisnog istraživanja s ciljem primjene rezultata u Kashanu. Nakon proučavanja literature o prethodnim istraživanjima, kako bi se dobile dimenzije i elementi strategija demarketinga, prikupljeni su podaci putem polustrukturiranih intervjua i tri vlastita upitnika.

U prvoj fazi razrađena su dva upitnika za dobivanje mišljenja stanovnika i turističkih vodiča o zagušenju u Kashanu u vrijeme vršne turističke sezone. Upitnici su razvijeni na temelju mišljenja eksperata od kojih su pet znanstvenici koji su posjetili grad u vrijeme glavne sezone, a ostalih pet su članovi turističke zajednice Kashana svjesni sezonskih problema grada. Nakon prve verzije, upitnik je revidiran i ponovno poslan stručnjacima na odobrenje nominalne validnosti konačne verzije. Tema trećeg upitnika bila je odabir prioriteta strategija demarketinga putem petostupne Likertove skale temeljene na prikupljenim podacima o elementima demarketinga iz literature i mišljenja znanstvenika u području turizma (Tablica 1). Upitnik je poslan na validaciju i turističkim stručnjacima uzimajući u obzir njihova znanja o ovoj temi i problemima Kashana. Na kraju je njegova službena validnost i potvrđena.

Cronbachov koeficijent alfa bio je veći od 0,7 za sve varijable, a također se koristio i Kolmogorov-Smirnov test za provjeru normalne distribucije. Za određivanje percepcije stanovnika, turističkih vodiča, znanstvenika u području turizma i članova turističkih ureda Kashana o razini zagušenja korišten je *t*-test, a za utvrđivanje preopterećenih značenosti i vremena korištene su usporedbe sredina. Prioriteti varijabli i predloženi strategija demarketinga odabrani su na osnovi Friedmanovog testa.

U nastavku slijedi opis sudionika i uzorkovanja:

3. METHODOLOGY

This study was descriptive-survey research, and its findings that can be practiced in Kashan. First, using a library study, previous research was investigated to extract dimensions and elements of demarketing strategies. The data were collected using semi-structured interviews and a researcher-made questionnaire. Three different questionnaires were used in this study.

In the first phase, two different questionnaires were developed to investigate the point of view of the locals and tour guides active in tourism on the level of congestion in Kashan during the demand peak times. They were developed based on expert opinions, including five tourism academics who had visited the city during the peak seasons and five authorities in Kashan's tourism organization, aware of the city problems during the peak seasons. After the initial development, the questionnaire was revised and submitted again to the expert to approve the face validity of the final version. The third questionnaire was about prioritizing demarketing strategies. It was a five-point Likert scale questionnaire that developed based on the data collected about the elements of demarketing from the literature and tourism academics' opinion (Table 1). It was submitted to the expert to approve its face validity based on their awareness of the research topic and knowledge about the tourism problems of Kashan. Finally, its formal validity was confirmed.

Cronbach's alpha for all research variables was higher than 0.7. Kolmogorov-Smirnov test was also used to check the sample normality. The One Sample *t*-test was used to determine the perception of the congestion level by local people, tour guides, tourism academics, and authorities in Kashan; Average comparisons were also used to identify the sites and seasons facing demand congestion. The Friedman test was used to prioritize the variables and the proposed strategies for demarketing.

The research population and sampling are described below:

- Turistički vodiči imaju svjedodžbu Turističke udruge Teherana kao turistički predstavnici; u vrijeme uzorkovanja 70 turističkih vodiča na turama po Kashanu sudjelovalo je u prigodnom uzorkovanju.

Od 208 službenih članova Udruge turističkih vodiča iz populacije uzorka isključeno je 68 vodiča eko tura, lokalnih i muzejskih vodiča i drugih službenika. Prema Cochranovoj formuli i Morganovoj tabeli razdijeljena su 103 upitnika u prikladnom uzorkovanju (među sudionicima skupova udruge i onima dostupnima putem interneta). Od te skupine, još 33 osobe su izuzete jer nisu bile aktivne u turama po Kashanu i tako je dobiven konačan uzorak populacije od 70 vodiča.

Razlog zašto turisti nisu uključeni u uzorkovanje je taj što su kao njihovi predstavnici bili odabrani vodiči, budući da oni mogu dati profesionalne stavove o svim problemima, posebno o prekomjernim zagušenjima o kojima slušaju primjedbe i mišljenja turista. Kao direktni sudionici interakcije s turistima i stanovništvom, vodiči pokušavaju preuzeti odgovornost za zadovoljstvo turista. Štoviše, budući da se podaci nisu sakupljali na vrhuncu sezone, pribjeglo se rješenju da se uključe turistički vodiči koji vode po Kashanu.

- **Stanovništvo** uključuje 320.000 osoba koje borave i rade u Kashanu, a starije su od 18 godina. Temeljem Cochranove formule i Morganove tablice dovoljan bi bio uzorak od 384 osoba, a za istraživanje je sakupljeno 390 upitnika.
- **Vlasti Kashana** uključile su tri organizacije: Kulturno nasljeđe, Rukotvorine, i Turistička zajednica Kashana (kao planeri turizma), Gradsko poglavarstvo Kashana (kao izvršitelj odluka u turizmu), i Ured guvernera (kao nadzorna organizacija). Pet osoba iz svake organizacije sudjelovalo je u polu-strukturiranim osobnim intervjuima putem telefona (u trajanju od 90 do 105 minuta). U ovoj je fazi za uzorkovanje korištena metoda snježne grude.

- **Tour guides** were certified members of Tehran Tourism Association as representatives of tourists; 70 tour guides were providing Kashan tours during the study using convenience sampling.

The official number of the Tourist Guides Association was 208, from which 68 were eco-tour guides, local guides, museum guide, and other related people who were subtracted from the sample population. Using the Cochran formula and the Morgan table, 103 questionnaires were distributed through convenient sampling (among those attended the association's sessions and those accessible by the Internet). From this group, 33 people were not active in Kashan tours and were subtracted from the sample population. The final participants were 70 people.

The rationale for not including tourists in the sample population was that tour guides were selected as the representatives of the tourists since they can offer professional views on the problems faced by tourists, and even when tourists face congestion-related problems, they relay their opinions to tour guides. From direct interactions with tourists and local people, tour guides try to be accountable to tourist satisfaction. In addition, since the time of data collection was not a peak season, tour guides, active in Kashan tours, were resorted to collect the data.

- **Local people** were the residents and people working in Kashan, 18 years older and higher. 320.000 people live in this city. Based on the Cochran formula and Morgan's table, a sample including 384 people could suffice the research sample size; the researchers collected 390 questionnaires.
- **Kashan authorities** were from three Kashan's Cultural Heritage, Handicrafts, and Tourism Organization (as the planner of tourism industry), Kashan Municipality (as the operating agent of tourism decisions), and Office of the Governor (as the supervising organization). Five people from each organization participated in the semi-structured interviews in person

- **Turistički stručnjaci** su znanstvenici u području turizma s kojima su provedeni osobni intervjui putem telefona (u trajanju od 25 do 60 minuta). Također je i u ovom uzorkovanju korištena metoda snježne grude.

Struktura upitnika za vodiče i stanovništvo

1. Odabir sezone i zagušenih znamenitosti Kashana: zagušeni mjeseci i mjesta imali su prvenstvo u upitniku.
2. Sudionici su zamoljeni da na Likertovoj ljestvici od „vrlo jako“ do „vrlo malo“ ocijene kako doživljavaju probleme zagušenosti.

Stručnjaci: znanstvenici u području turizma i turističke vlasti

1. Ocjena trenutnog stanja zagušenosti: u upitniku su stručnjaci zamoljeni ocijeniti trenutnu zagušenost Kashana na petočlanoj Likertovoj ljestvici od „vrlo jako“ do „vrlo malo“.
2. Strategija odabiranja prioriteta: postavljena su pitanja o rješenjima problema zagušenosti (unutar strategija demarketinga) te su predloženi pristupi čije su valjanosti stručnjaci ocijenili na petočlanoj Likertovoj ljestvici od „vrlo jako“ do „vrlo malo“.

4. STUDIJA SLUČAJA: KASHAN

Kashan se prostire na području od oko 10.000 m² u blizini središnje pustinje Irana između planina i pustinje te graniči sa slanim jezerima u provincijama Semnan i Qom na sjeveru, Natanz i Meymeh na jugu, Ardestan na istoku i Delijan na zapadu. Kashan je oduvijek bio značajan grad zbog položaja na trgovačkom putu i prometnici između Teherana i mjesta na jugu Irana. Najpoznatije selo kraj Kashana je Abyaneh. Kashan je od

or via telephone (the time of the interviews were between 90 minutes up to 105 minutes). Snowball sampling was used in this step.

- **Tourism experts** were 30 tourism academics and interviewed in person and via telephone (the time of the interviews were between 25 minutes up to one hour). Snowball sampling was used in this step.

The questionnaire structure for the tour guides and local people

1. Season selection and the congested sites of Kashan: the congested months and sites were prioritized in this questionnaire.
2. The participants were asked to choose the perceived congestion problems based on a five-point Likert scale, from ‘very much’ to ‘very little’.

Experts: academics and tourism authorities

1. Present congestion: in the questionnaire, the experts were asked to rate the present congestion Kashan on a five-point Likert scale, from ‘very much’ to ‘very little’.
2. Strategy prioritization: regarding solutions for the congestion problems (within demarketing strategies), the experts were asked to rate the significance of the approaches on a five-point Likert scale, from ‘very much’ to ‘very little’.

4. CASE STUDY: KASHAN

Kashan covers an area of approximately 10.000 m² and is located in the proximity to the Central Desert of Iran. It is limited by the Salt Lake of Semnan and Qom provinces from the north, by Natanz and Meymeh from the south, by Ardestan from the east, and by Delijan from the west. The city is between nearby mountains and the desert. Due to its presence on trade and inter-city connection roads, Kashan has always been a significant city; the city is next to an important highway

Teherana udaljen 230 km, od Qoma 95, a od Isfahana 210 km. Zbog lokacije na stjecištu puteva između istočnih, zapadnih, sjevernih i južnih provincija, grad ugošćuje mnoge posjetitelje svake godine (Kulturna baština, rukotvorine i turistička zajednica Kashana; Općina Kashan, 2020). U okolici se nalaze turistička mjesta Mashhad Ardehal, Niasar i Qamsar pa Kashan, kao dio cijele provincije, može konkurirati turizmu Isfahana.

Od 14 međunarodnih turističkih atrakcija Kashana, koje većinom potječu iz doba Qajar, 13 su kulturno-povijesne, a jedna je prirodna atrakcija (Golabgiri ili radionice „izrade ružine vodice“ u Gamsaru). Kashan ima 54 nacionalne turističke atrakcije, uglavnom iz doba Qajar, Seljuq i Safavid te 96 županijske atrakcije vezane za povijest i kulturu iz doba Qajar i Safavid.

Najvažnija ciljana domaća tržišta Kashana su Teheran, Kerman, Yazd i Isfahan, a međunarodna su Francuska, Kina, Italija, Njemačka, Japan, Nizozemska, Australija i Španjolska. Iako je broj međunarodnih turista veći od domaćeg, čini se da je kvaliteta obima nacionalnih tržišta općenito veća. Teheran zauzima otprilike 75% nacionalnog tržišta pa su ostala tržišta puno manje zastupljena.

5. REZULTATI

Percipirana zagušenost

Temeljem odgovora turističkih vodiča i stanovništva u proljeće su se pojavila tri prioriteta zagušenja potražnje.

that connects the capital city, Tehran, to the southern cities of Iran. The most well-known village in Kashan is Abyaneh. The distances from Kashan to Tehran, Qom, and Isfahan are 230, 95, and 210 km respectively. Located on a great chain of highways and connected to eastern, western, northern, and southern provinces, the city is a host for many passing visitors annually (Kashan's Cultural Heritage, Handicrafts and Tourism Organization; Kashan Municipality, 2020). Kashan's tourism hubs include areas around Mashhad Ardehal, Niasar, and Qamsar, and as part of Isfahan it can compete with the tourism sector of Isfahan.

There are 14 international tourist attractions in Kashan and most of them are related to the Qajar era. Among them, 13 attractions are historical-cultural and one of them is natural (Golabgiri or 'making rosewater' workshops in Gamsar). There are also 54 national tourist attractions in Kashan, most of which related to the Qajar, the Seljuq, and the Safavid eras. There are 96 provincial attractions in the city, mostly historical-cultural and related to the Qajar and the Safavid eras.

The most important national target markets of Kashan are for Tehran, Kerman, Yazd, and Isfahan, whereas the most important international target markets are for France, China, Italy, Germany, Japan, the Netherlands, Australia, and Spain. Although the number of tourists in the international markets is higher than the ones of Iran, it seems that the volume quality of the national markets is generally higher. Among the national markets, approximately 75% of the whole market is supplied by the Tehran market, and other national markets are allocated a much smaller volume.

5. FINDINGS

Perceived congestion

Based on the findings from the tour guides and local people, there were three demand congestion priorities during spring.

Tablica 2: Percipirana razina zagušenja znamenitosti prema odgovorima turističkih vodiča

Turistička znamenitost	Srednja ocjena	Prioritet
Tradicionalna tržnica Kashana	10,17	1
Vrt Finn	9,03	2
Destilerije ružine vodice (Niasar Ghamsar)	8,30	3
Povijesne kuće	8,18	4
Abyane	4,95	5
Regija Niasar (sa slapom, špiljom i hramom vatre)	7,92	6
Pustinja i odmorište za karavane Maranjab	7,53	7
Podzemni grad Noshabad	7,45	8
Grobnica Sohrab Sepehri	7,30	9

Usporedna analiza pokazala je da je Kashanska tradicionalna tržnica dobila najveću ocjenu (10,17), dok je na zadnjem mjestu ostao Distrikt Barzak (4,86).

Table 2: The perceived level of site congestion reported by tour guides

Tourism site	Average rating	Priority
Kashan traditional market	10.17	1
Finn Garden	9.03	2
Rose water distillation sites (Niasar and Ghamsar)	8.30	3
Historic houses	8.18	4
Abyane	4.95	5
Niasar region (including waterfall, cave and fire temple)	7.92	6
Maranjab desert and caravanserais	7.53	7
Noshabad underground city	7.45	8
Tomb of Sohrab Sepehri	7.30	9

The average comparisons showed that Kashan's Traditional Bazar owns the highest visit average of 10.17, and Barzak District occupies the lowest stand by an average of 4.86.

Tablica 3: Percipirana zagušenost prema statističkom uzorku

Percipirano zagušenje	Populacija	Srednja vrijednost	Standardna devijacija	Standardna greška sredine
Vodiči	70	3,3013	,54169	,06618
Stanovnici	390	2,8562	,65379	,03269
Znanstvenici	27	4,4074	,50071	,09636
Lokalni stručnjaci	30	4,4074	,50071	,09636

Table 3: The perceived congestion by the statistical sample

Perceived congestion	Population	Mean	Standard deviation	Mean standard error
Guides	70	3.3013	.54169	.06618
Local citizens	390	2.8562	.65379	.03269
Academic experts	27	4.4074	.50071	.09636
Local experts	30	4.4074	.50071	.09636

Percepcija razine zagušenja

Tablica 4: Percipirana razina zagušenja prema statističkom uzorku

Percepirano zagušenje	Vrijednost testa = 3					
	t	Stupanj slobode	Značajne brojke (sig)	Razlika srednjih vrijednosti	Intervali pouzdanosti 95%	
					Donji	Gornji
Vodiči	4,553	66	,000	,30132	,1692	,4335
Lokalno stanovništvo	-4,398	399	,000	-,14377	-,2080	-,0795
Znanstvenici	14,605	26	,000	1,40741	1,2093	1,6055
Lokalni stručnjaci	17,725	12	,000	1,846	1,62	2,07

The perception of the congestion level

Table 4: The perceived level of congestion by the statistical sample

Perceived congestion	Test value=3					
	t	Degree of freedom	Significant figures (sig)	Difference in mean	Confidence intervals 95%	
					Lower	Upper
Guides	4.553	66	.000	.30132	.1692	.4335
Local citizens	-4.398	399	.000	-.14377	-.2080	-.0795
Academic experts	14.605	26	.000	1.40741	1.2093	1.6055
Local experts	17.725	12	.000	1.846	1.62	2.07

Analiza podataka dobivenih iz upitnika turističkih vodiča pokazala je njihove visoke procjene zagušenja turistima u gradu. Živeći u izravnom dodiru i međusobnoj interakciji s turistima i stanovništvom u nastojanju da zadovolje potrebe posjetitelja, oni su potvrdili da se turisti žale na zagušenost u određenim vremenima i veliku prezagušenost u vrijeme visoke sezone uz zagušenost potražnje. Lokalne vlasti i stručnjaci izrazili su uvjerenje da je percipirana razina zagušenja visoka i da su poduzeli inicijative za smanjenje zagušenja turizmom u Povjerenstvu kriznog menadžmenta Nowruza. Oni znanstvenici koji ne uživaju koristi od turizma u Kashanu ocijenili su da je zagušenost turizmom na prethranom visokoj razini dok je lokalno stanovništvo dalo nižu procjenu razine zagušenosti.

The data analysis of the tour guide questionnaires shows that they estimated a high level of tourist congestion in the city. Being in direct contact and interaction with the tourists and local people, they attempt to satisfy the need of the tourists during the visit. They acknowledged that the tourist complaints and dissatisfaction were during the congestion periods, and they observed and perceived high or overfull congestion during high seasons with demand congestion. Local authorities and experts believed that the perceived level of congestion was high and they had taken initiatives to reduce tourist congestion in the Committee of Nowruz Crisis Management. The tourism academics, those who are not beneficiaries of the tourism industry of Kashan, estimated the high and excessive level of tourism congestion. The local people generally rated tourist congestion lower.

Poredak strategija demarketinga

Tablica 5: Poredak dimenzija demarketinga u Kashanu prema znanstvenicima i lokalnim vlastima

Elementi demarketinga	Srednja vrijednost za lokalne stručnjake	Ocjena lokalnih stručnjaka	Srednja vrijednost za znanstvenike	Ocjena znanstvenika
Osoblje	5,88	1	5,10	1
Cijena	4,65	2	4,47	2
Distribucija	2,38	7	4,10	3
Promocija	4,19	3	4,00	4
Proces	4,04	4	3,93	5
Proizvod	3,15	6	3,33	6
Fizčki dokaz	3,69	5	3,07	7

Prioritizing demarketing strategies

Table 5. Prioritizing the dimensions of demarketing strategies in Kashan by the academics and local authorities

Demarketing elements	Average for local experts	Rank of local experts	Average for university experts	Rank of academic experts
Staff	5.88	1	5.10	1
Price	4.65	2	4.47	2
Distribution	2.38	7	4.10	3
Promotion	4.19	3	4.00	4
Process	4.04	4	3.93	5
The product	3.15	6	3.33	6
Physical evidence	3.69	5	3.07	7

Tablica 6 prikazuje srednju vrijednost i rangiranje percipiranih elemenata demarketinga prema ocjeni lokalnih stručnjaka i znanstvenika.

The average and arrangement rank of the perceived demarketing elements by the local authorities and academics are shown in Table 6.

Tablica 6: Ocjena elemenata strategije demarketinga u Kashanu prema lokalnim stručnjacima i znanstvenicima

Dimenzije strategija demarketinga	Elementi strategije demarketinga	Srednja vrijednost lokalnih stručnjaka	Rangiranje lokalnih stručnjaka	Srednja vrijednost znanstvenika	Rangiranje znanstvenika
Proizvod	Aranžmani pripremljeni za visoku sezonu i pune rezervacije	5,08	1	4,73	2
	Smanjenje kvalitete usluge i proizvoda	4,46	2	3,53	5
	Ograničene dozvole za posjet (određena mjesta)	3,92	3	4,07	3
	Odabir iz paketa aranžmana (populare usluge s nepopularnima)	4,38	4	3,10	7
	Informacije za posjetitelje o zagušenjima bilo koje znamenitosti u bilo koje vrijeme	4,36	5	5,33	1
	Pogodnosti koje vode ka nepovoljnoj tržišnoj apsorpciji	3,12	6	3,90	4
	Ponuda usluga niske razine	2,58	7	3,33	6
Osoblje	Suradnja među različitim sektorima za upravljanje potražnjom	2,92	1	2,73	2
	Zapošljavanje radnika na pola radnog vremena (prema sezonama)	2,65	2	1,83	4
	Edukacija osoblja i djelatnika u korištenju predloženih strategija	2,46	3	2,90	1
	Zapošljavanje kvalificiranih radnika za upravljanje vremenom i ponašanje posjetitelja	1,96	4	2,53	3
Cijena	Povećanje cijena ulaznica	4,50	1	4,60	1
	Naplaćivanje posjetiteljima za usluge koje su besplatne izvan sezone	4,31	2	4,57	2
	Naplaćivanje dodatnih pogodnosti posjetiteljima	4,15	3	3,80	5
	Uporaba sustava diskriminacije cijena	4,04	4	4,17	3
	Ponuda različitih cijena	4,00	5	4,03	4
	Ne nudenje sniženja i popusta	3,58	6	3,60	6
	Nalaženje posjetitelja	3,42	7	3,23	7
Distribucija	Otežani pristup osjetljivim područjima i popularnim znamenitostima	3,04	1	2,77	1
	Tiskanje karata s datumom isteka roka trajanja	3,00	2	2,73	2
	Skraćivanje sati posjete	2,50	3	2,17	4
	Smanjenje broja distribucijskih luka	1,46	4	2,33	3
Promocija	Obustava marketinga za određenu znamenitost	6,62	1	5,96	8
	Dijeljenje brošura kojima se upravlja posjetama te najavljuju vremena i periodi zagušenja posjeta	6,23	2	5,04	3
	Informiranje posjetitelja o ograničenjima i problemima vezanima za posjete	5,62	3	5,46	1
	Educiranje masovnih medija o prikladnim ponašanjima	5,50	4	4,86	4
	Obustava oglašavanja	4,65	5	4,46	7
	Uvođenje drugih destinacija kao alternativnih destinacija	5,31	6	5,21	2
	Obeshrabljivanje nepovoljnih segmenata tržišta oglašavanjem	4,46	7	4,61	9

Dimenzije strategija demarketinga	Elementi strategije demarketinga	Srednja vrijednost lokalnih stručnjaka	Rangiranje lokalnih stručnjaka	Srednja vrijednost znanstvenika	Rangiranje znanstvenika
Promocija	Oglašavanje / naglašavanje učinaka pravilnog ponašanja	3,73	8	4,64	6
	Ograničavanje glavne promotivne strategije na odabrane medije kako bi se privukla željena tržišta i segmenti	2,88	9	4,75	5
Process	Ponuda sustava rezervacija	4,23	1	4,30	1
	Posjete određenih znamenitosti samo pod nadzorom educiranog ili podučenog osoblja	3,88	2	3,47	4
	Primjena principa prvenstva posjete prema kapacitetu nosivosti destinacija	3,73	3	3,93	2
	Obaveza pokazivanja dozvola za posjet znamenitostima	3,31	4	3,53	3
	Ponuda virtualnih tura	3,19	5	2,60	6
	Usporeno pružanje usluga kojim se posjetiteljima produžuje vrijeme i povećava oportunitetni trošak (kao npr. čekanje u redu)	2,65	6	3,17	5
Fizički dokaz	Korištenje uniformi za razlikovanje djelatnika različitih odjela kako bi se ubrzao protok posjetitelja	2,27	1	1,47	3
	Postavljanje znakova i ploča kao putokaza turistima	1,98	2	2,40	1
	Otvaranje puteva koji turiste vode na skraćenu posjetu	1,80	3	2,13	2

Table 6: Prioritizing the elements of demarketing strategies in Kashan by the academics and local authorities

Dimensions of demarketing strategies	Elements of demarketing strategies	Average for local experts	Rank order for local experts	Average of academic experts	Rank order for academic experts
Product	Preparing packages by the organizations according to high-seasons and full reservations	5.08	1	4.73	2
	Reduce the quality of services and products provided	4.46	2	3.53	5
	Limited visit permission (Restricted location)	3.92	3	4.07	3
	Choosing from packages (popular service along with unpopular)	4.38	4	3.10	7
	Providing information about congestion of any site at any time for visitors	4.36	5	5.33	1
	Not providing facilities that lead to unfavorable market absorption	3.12	6	3.90	4
	Offering low-level services	2.58	7	3.33	6
Personnel	Cooperation among different sectors to manage demands	2.92	1	2.73	2
	Hire part-time workers (based on seasons)	2.65	2	1.83	4
	Training personnel and staff to use proposed strategies	2.46	3	2.90	1
	Hire skillful workers to manage time and visitor behavior	1.96	4	2.53	3

Dimensions of demarketing strategies	Elements of demarketing strategies	Average for local experts	Rank order for local experts	Average of academic experts	Rank order for academic experts
Price	Increase the entrance fees	4.50	1	4.60	1
	Charging visitors for services that are free through off-peak seasons	4.31	2	4.57	2
	Charging visitors for additional facilities	4.15	3	3.80	5
	Using the price discrimination system	4.04	4	4.17	3
	Offering different prices	4.00	5	4.03	4
	Offering no undercut and discount	3.58	6	3.60	6
Distribution	Finding visitors	3.42	7	3.23	7
	Difficulty accessing sensitive areas and popular sites	3.04	1	2.77	1
	Providing tickets with expire date	3.00	2	2.73	2
	Reduce visit hours	2.50	3	2.17	4
Promotion	Reducing the number of distribution ports	1.46	4	2.33	3
	Stop marketing for a specific site	6.62	1	5.96	8
	Giving brochures at the entrances to guide and manage visits along with announcing hours and seasons of congestion	6.23	2	5.04	3
	Informing people about the limitations and problems of their visits	5.62	3	5.46	1
	Educating mass media of appropriate behaviors	5.50	4	4.86	4
	Stop advertising	4.65	5	4.46	7
	Introduce other destinations as alternative destinations	5.31	6	5.21	2
	Discouraging the unfavorable market segment by advertising	4.46	7	4.61	9
Process	Advertising / emphasizing the effects of appropriate behaviors	3.73	8	4.64	6
	Limiting the main promotion strategy to selected media to attract the desired markets and segments	2.88	9	4.75	5
	Offering reservation systems	4.23	1	4.30	1
	Visit specific sites only under the supervision of trained or instructed personnel	3.88	2	3.47	4
	Using the first-come-first-visit system according to the bearing capacity of destinations	3.73	3	3.93	2
	The need to provide Permissions to visit the sites	3.31	4	3.53	3
Physical evidence	Offering a virtual tour	3.19	5	2.60	6
	Providing services slowly that increase the time and opportunity cost for visitors (such as the queuing system)	2.65	6	3.17	5
	Use uniforms to distinguish workers of each department to expedite the visit	2.27	1	1.47	3
Physical evidence	Installing signs and boards to guide tourists	1.98	2	2.40	1
	Creating routes to guide tourists to speed up their visits	1.80	3	2.13	2

6. RASPRAVA I ZAKLJUČAK

Mišljenja turističkih vodiča, lokalnih stručnjaka i vlasti te znanstvenika koj su dali svoje ocjene percipirane turističke zagušenosti u usporedbi s onima lokalnog stanovništva navode na zaključak da je Kashan na rubu prekoračenja prihvatnog kapaciteta, ali još nije dostigao fazu protivljenja temeljenu na modelu Doxeyjevog Irridexa. Za lokalno stanovništvo turistička zagušenost je prilika za razvoj i upoznavanje s ljudima iz drugih gradova i zemalja.

S obzirom na to da je Kashan bio mjesto spajanja komunikacijskih cesta i da je odvijek bio domaćin trgovcima i putnicima, lokalno stanovništvo prihvatilo je gostoprimstvo i turističko domaćinstvo kao dijelove svoje kulture. Osim toga, istraživači su također percipirani kao gosti i turisti, a kulturna gostoljubivost bila je prisutna dok je lokalno stanovništvo odgovaralo na upitnike. Prisutnost istraživača dovela je do osjećaja ponosa lokalnog stanovništva zbog činjenice da su turisti odabrali Kashan kao svoje odredište. To može dovesti do činjenice da toleriraju masovnu prisutnost turista ili da to ne vide kao problem jer žele prisutnost i posjet turista iz svakog kutka zemlje ili svijeta.

Anketni upitnici distribuirani su i prikupljeni tijekom pred i post sezona. S obzirom na to da su razdoblja visoke potražnje bila tijekom proljetne sezone i praznika Nowruz, koji su prošli tijekom vremena prikupljanja podataka, te činjenice da je Kashan bio tranzitna ruta za mnoge gradove kao što su Isfahan i Yazd, turističku potražnju drugih destinacija također treba uzeti u obzir pri određivanju potražnje Kashana. Stanovnici grada imaju i druge stabilne karijere (neovisno o turizmu i turistima) kako bi osigurali životne potrebe. Činjenica da je vrijeme zagušenja vrijeme kada mještani rade ružinu vodu, tijekom golabgiri ceremonije, i činjenica da Kashanov turizam uglavnom ovisi o jednodnevnim izletima u okolna odredišta kao što je Gamsar, turisti posjećuju okolna odredi-

6. DISCUSSION AND CONCLUSION

Summarizing the opinions of tour guides, local experts and authorities, and academics considering the perceived congestion and comparing them with those of the local people, it can be concluded that Kashan is at carrying capacity threshold and has not reached the antagonism stage based on Doxey's Irridex Model. Tourist congestion for the locals is considered an opportunity for development and familiarization with people from other cities and countries.

Considering the fact that Kashan has been at the juncture of communication roads and has always been a host for merchants and travelers, local people have accepted hospitality and tourist hosting as parts of their culture. In addition, the researchers were also seen as guests and tourists, and the cultural hospitality was present while the locals responded to the questionnaires. The researchers' presence led to proud feelings among the locals that the tourists have chosen Kashan as their destination. This can lead to the fact that they tolerate the mass presence of the tourists or do not see it as a problem, since they desire the presence and visit of tourists from every corner of the country or the world.

The research questionnaires were distributed and collected during the low seasons. Considering that the high demand times have been during the spring season and Nowruz holiday, which had passed during the data collection time, and the fact that Kashan has been a transit road to many cities such as Isfahan and Yazd, the tourism demand of other destinations should also be considered in determining the Kashan's demand. The city residents have other stable careers (independent from tourism and tourists) to support their life. The fact that the congestion time is the time when the locals make rosewater, during Golabgiri ceremony, and the fact that Kashan's tourism is mainly dependent on one-day tours to its surrounding destinations such as Gamsar, the tourists

šta rano tijekom dana i posjećuju Kashan u podne kada su stanovnici na svojim radnim mjestima, nemaju mnogo kontakta s turistima. Vlasti prisutne u uzorku stanovništva smatrane su mještanima i onima koji žive u gradu; odobrili su zagušenje koje je posljedica turizma i smatrali ga disruptivnim. Stoga odgovori mještana ne mogu u potpunosti odražavati njihova stajališta o zagušenju i njegovim nastalim problemima.

S druge strane, s obzirom na uvid turističkih vodiča, vlasti i stručnjaka u raznim aspektima turističkih usluga, uključujući prihvata, posluživanje, zagušenje znamenitosti i ostalim područjima, moguće je zaključiti da se njihovo kvalificirano mišljenje može generalizirati do razmjera ovog istraživanja. Na osnovi prikupljenih mišljenja dvaju statističkih skupina, znanstvenika i lokalnih stručnjaka, usluga marketinškog spleta analizirana je prema 7P sa zaključkom da su obje skupine na prva dva mjesta postavile *osoblje* i *cijenu*, unatoč njihovim različitim mišljenjima o strategijama demarketinga u Kashanu. Nakon *osoblja* i *cijene*, prioritet za lokalne vlasti bili su *promocija* i *proces*, *fizički dokaz*, *proizvod*, sve do najnižeg, *distribucije*, s prosjekom 2,33.

Znanstvenici su dali prednost drugim elementima, poput *distribucije*, *promocije*, *procesa* i *proizvoda*, dok je *fizički dokaz* završio na dnu ljestvice. Uzevši u obzir rezultate skupina stručnjaka i znanstvenika, može se zaključiti da *osoblje* (ljudski resursi) i *cijena* imaju najveći utjecaj na turističku potražnju pa stoga i na upravljanje turističkom potražnjom. Ovo je ispitivanje prvo koje pokazuje da je kadrovska strategija prioritarna za stručnjake i znanstvenike te se stoga ne može uspoređivati s drugima u ovom području. McLean, Havitz i Adkins (2002) tvrde da svi elementi marketinškog spleta mogu utjecati na demarketing. Medway, Warnaby i Dharni (2010) navode da, budući da se sve strategije demarketinga mogu rabiti istovremeno, mogu imati smisla te da nije ispravno odabirati ih po prioritetu. Ipak, McLean,

visit the surrounding destinations early in the days and visit Kashan at noon when the residents are in their workplaces, they do not have much contact with the tourists. The authorities present in the sample population were considered as the locals and those who live in the city; they approved the congestion resulted from the tourism and considered it disruptive. Therefore, the responses of the locals cannot completely reflect their views concerning congestion and its resultant problems.

On the other hand, considering the oversight of the tourism guides, authorities, and experts on different aspects of tourist reception, catering, site congestion, and related areas, it can be concluded that their opinion as qualified people can be generalized to the scope of the present study.

After collecting the opinions of two statistical groups, the academics and local experts, the marketing mix service was analyzed under the 7Ps marketing mix. To this end, both authorities in Kashan and academics believe that the 'personnel' and 'price' elements stand first and second, despite their different opinions on demarketing strategies in Kashan. After the 'personnel' and 'price', the priorities for the authorities were from 'promotion', 'process', 'physical evidence', 'product', to the lowest one, 'distribution' with an average of 2.33.

Academics prioritized the other elements as 'distribution', 'promotion', 'process', and 'product' and 'physical evidence' occupied the lowest rank. Considering both groups of experts and academics, it can be concluded that 'personnel' (human resources) and 'price' have the highest influence on tourist demand and in consequence tourists demand management. This study is the first one to show that personnel strategy is a priority by the experts and the academics, so it cannot be compared with the other ones in this area. McLean, Havitz and Adkins (2002) believed that all the elements of marketing mix could impact demarketing. Medway, Warnaby and Dharni (2010) expressed that since all demarketing strategies could be used simultane-

Havitz i Adkins (2002) su uvažili da cijena može više utjecati na potrošače s niskim prihodima nego na ostale.

Uzimajući u obzir potkategorije svakog elementa demarketinga u Kashanu, studija pokazuje da su tri prioriteta u slučaju osoblja (kao prvog skupa prioriteta) bila u cilju suradnje osoblja u različitim sektorima radi upravljanja potražnjom, korištenja osoblja s nepunim radnim vremenom i obrazovanja osoblja za učinkovitu provedbu strateških elemenata povezanih s *cijenom* (kao drugi skup prioriteta), poput povećavanja cijena ulaznica za atrakcije, besplatne posjete izvan glavne sezone za one atrakcije koje nemaju besplatan ulaz u vršnoj sezoni te povećanja cijena za dodatno korištenje objekata (prioriteti su prikazani u Tablici 6).

S obzirom na praktične posljedice za vlasti Kashana, znajući da *osoblje* ima prioritet kao najvažnija strategija, njihovo obrazovanje može dovesti do upravljanja turističkom potražnjom. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Također se mogu održavati treninzi osoblja u odgovarajućem interaktivnom ophođenju s turistima, temeljenom na održivom razvoju. Nijedan kupac nije štetniji za ugled tvrtke od onoga koji doživi da su mu osjećaji ismijani. Demarketing se stalno provodi, čak i bez svijesti kupaca. Stoga bi kupce koji podliježu demarketingu trebalo oprezno uvažavati. Njihovo nezadovoljstvo zbog nemogućnosti pristupa znamenitostima može se značajno smanjiti upravljanjem linija čekanja i ponudom alternativnih aktivnosti i znamenitosti ili drugim strategijama demarketinga od strane obučenog osoblja. Dodatne mjere mogu uključivati i povećanje cijena ulaznica u vršnim sezonama i smanjenje ili ukidanje naknada izvan sezone.

Za osmišljavanje strategija kojima se mijenjaju mišljenja, stavovi i potom očekivanja ljudi može se upotrijebiti Ajzenova teorija

ously, they can be meaningful when standing together, and their prioritizing is not correct. McLean, Havitz and Adkins (2002), however, acknowledged that price can influence low-income consumers more than the others.

Considering the sub-categories of each demarketing element in Kashan, the study shows that the three priorities in case of the personnel (as the first set of priorities) were in order the cooperation of personnel in different sectors to manage the demand, the use of part-time personnel, and personnel education to effectively implement 'price' related strategy elements (as the second set of priority) such as increasing visit fees for sites, making low-season visiting free of charge, for sites which are not free during high-season, and increasing fees for extra facility uses (the priorities are shown in Table 6).

Considering practical implications for Kashan authorities, since the 'personnel' was prioritized as the most important strategy, their education can lead to tourism demand management. This education can be done to appropriately guide the tourists in visiting other less crowded sites and to manage the visit time in a site without damaging the destination image and satisfaction of the tourists. Personnel training sessions can also be held to help them acquire appropriate interactive behavior with the tourists, based on sustainable development. No customer is more harmful to the reputation of the company than the one who thinks their feelings have been mocked. Demarketing is constantly done, even without the awareness of the customers. Therefore, those customers that are subject to demarketing should be considered carefully. Through managing waiting lines by trained personnel, offering alternative activities and sites, dissatisfaction resulted from lack of access to some sites or other demarketing strategies can significantly be reduced. Also, increasing the entrance fee in high seasons and reducing or removing fees during low seasons are among the issues that should be implemented.

planiranog ponašanja. Zbog toga, turiste treba informirati o svim pristupima demarketinga na djelu u Kashanu prije no što odluče posjetiti ga. Strategija promocije popraćena ostalim strategijama može smanjiti potražnju prije puta. Upravljanjem čekanja ljudi i predlaganjem drugih aktivnosti i alternativnih destinacija, uz ostale strategije demarketinga, može se smanjiti nezadovoljstvo izazvano uskraćivanjem dozvole posjeta nekim znamenitostima. Osim smanjenja turističke potražnje prije putovanja, također je potrebno planirati inicijative turističke redistribucije i potaknuti posjete kako bi se uz smanjenje ukupnog volumena turističke potražnje u Kashanu preusmjerio volumen dolaska turista na manje posjećene znamenitosti (npr. džamija i medresa Agha Bozorg Mosque i Tepe Sialk). Sezonalnost se također može iskoristiti za organiziranje putovanja u podsezoni i tako pomoći turizmu ovoga grada.

Opći zaključak studije pokazuje da, budući da se mnoge rekreativne destinacije suočavaju s ograničenjima pristupa za sve posjetitelje tijekom dana velike potražnje, posebno u slučajevima rijetkih rekreativnih resursa koji mogu dovesti do negativnih posljedica i za posjetitelje i za destinaciju, većina istraživača vjeruje da je jedan od najčešćih učinaka povećanja posjetitelja zagušenje koje može negativno utjecati na turiste, lokalno stanovništvo i znamenitost. Stoga bi marketinški stručnjaci trebali koristiti postojeće strategije demarketinga za upravljanje određenim, posebno tijekom vremena velike potražnje.

Koristeći literaturu, prikupljene su i istražene strategije demarketinga destinacije Kashan. Drugi istraživači i marketinški stručnjaci mogu istražiti ove strategije u drugim turističkim destinacijama koje se suočavaju sa zagušenjem, na temelju jedinstvenih svojstava svake lokacije na koju se rezultati ove studije ne mogu generalizirati. U ovoj studiji postojala su određena ograničenja kao što su mjerenje razine zagušenja s gledišta turista te mjerenje percipirane razine zaguše-

Ajzen's theory of planned behavior can be utilized to devise strategies to change people's beliefs, attitudes, and later their expectations. Therefore, the tourists should be informed about all demarketing approaches used in Kashan beforehand while deciding on the visit. By accompanying the 'promotion' strategy with other strategies, demand can be reduced before the travel. Through managing waiting people and proposing suggestions on activities and alternative destinations, along with other demarketing strategies, dissatisfaction created from disallowance from some site entrances can be reduced. Next to reducing the tourism demand before the travel, initiatives should be planned for tourist redistribution and accelerate of visiting process so that alongside reduction in the whole volume of tourist demand in Kashan, the tourist entrance volume can be redistributed in less-visited sites (e.g., Agha Bozorg Mosque and School and Tepe Sialk). Also, arranging tours in low-season periods can be modified seasonally and help the tourism industry of the city.

The general conclusion of the study shows that since many recreational destinations face limitations of access for all visitors during the days of high demand, particularly in cases of rare recreational resources that can lead to negative consequences for both visitors and the destination, the majority of researchers believe that one of the most common effects of visitor increase is congestion that can negatively impact the tourists, local people, and the site. Therefore, the marketers should use the present demarketing strategies to manage the destination, especially during the high demand times.

Using the literature, demarketing strategies of the destination, Kashan, were collected and investigated. Other researchers and marketers can investigate these strategies in other tourist destinations that face congestion, based on the unique properties of each site to which the findings of this study cannot be generalized. In this study, there were some limitations such as the measurement of

nja od strane lokalnog stanovništva u sezona-
ma velike potražnje. Razlikovanje poželjnih
i nepoželjnih posjetitelja i određivanje koji je
posjetitelj u poželjnoj ili nepoželjnoj skupini
zahtijeva sveobuhvatnu studiju na kojoj drugi
istraživači mogu raditi. Jedna od posljedica
prekomjerne potražnje ili zagušenja je uni-
štavanje povijesnih zgrada ili okoliša, tako
da studije o određivanju količine (fizičke)
tolerancije mjesta mogu biti vrlo praktične u
kontekstu demarketinga.

congestion level from tourists' view, the mea-
surement of the perceived level of congestion
by the locals in high demand seasons. Differ-
entiating between desirable and undesirable
visitors and designating which visitor is in a
desirable or an undesirable group requires a
comprehensive study that other researchers
can work on. One of the consequences of ex-
cessive demand or congestion is the destruc-
tion of historical buildings or the environ-
ment, so studies on determining the amount
of (physical) tolerance capacity of a site can
be greatly practical concerning demarketing.

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