



# ~ Destination Benchmarking: What Should Be Measured? ~

by

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## Outline

- Sneak peek into Bozana's doctoral dissertation
- Data collection phase 1: CTOs/CVBs survey
- Structure of the survey
- Findings
- Where do we go from here - your input needed!



## Research questions

**RQ1: What are the optimal input and output variables for a destination benchmarking study and how are they modelled in DEA environment in order to propose an optimal destination benchmarking approach?**

RQ2: What target groups, inputs and outputs have been used most commonly in the past benchmarking studies and in what way they have been accounted for?

RQ3: Which destinations are identified as efficient, and which as inefficient, based on what combination of variables?

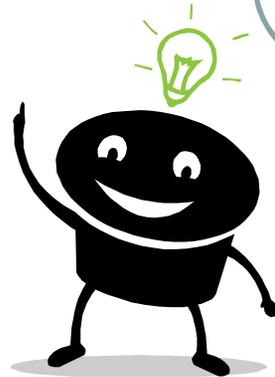
RQ4: Which destinations are benchmarking partners for the inefficient ones and what would be the possible lines of actions for improving the overall efficiency of destinations?

**...how to approach these...?**



Literature  
Secondary data

*Let us ask the stakeholders  
what are the optimal  
variables and then do the  
benchmarking analysis using  
those!*





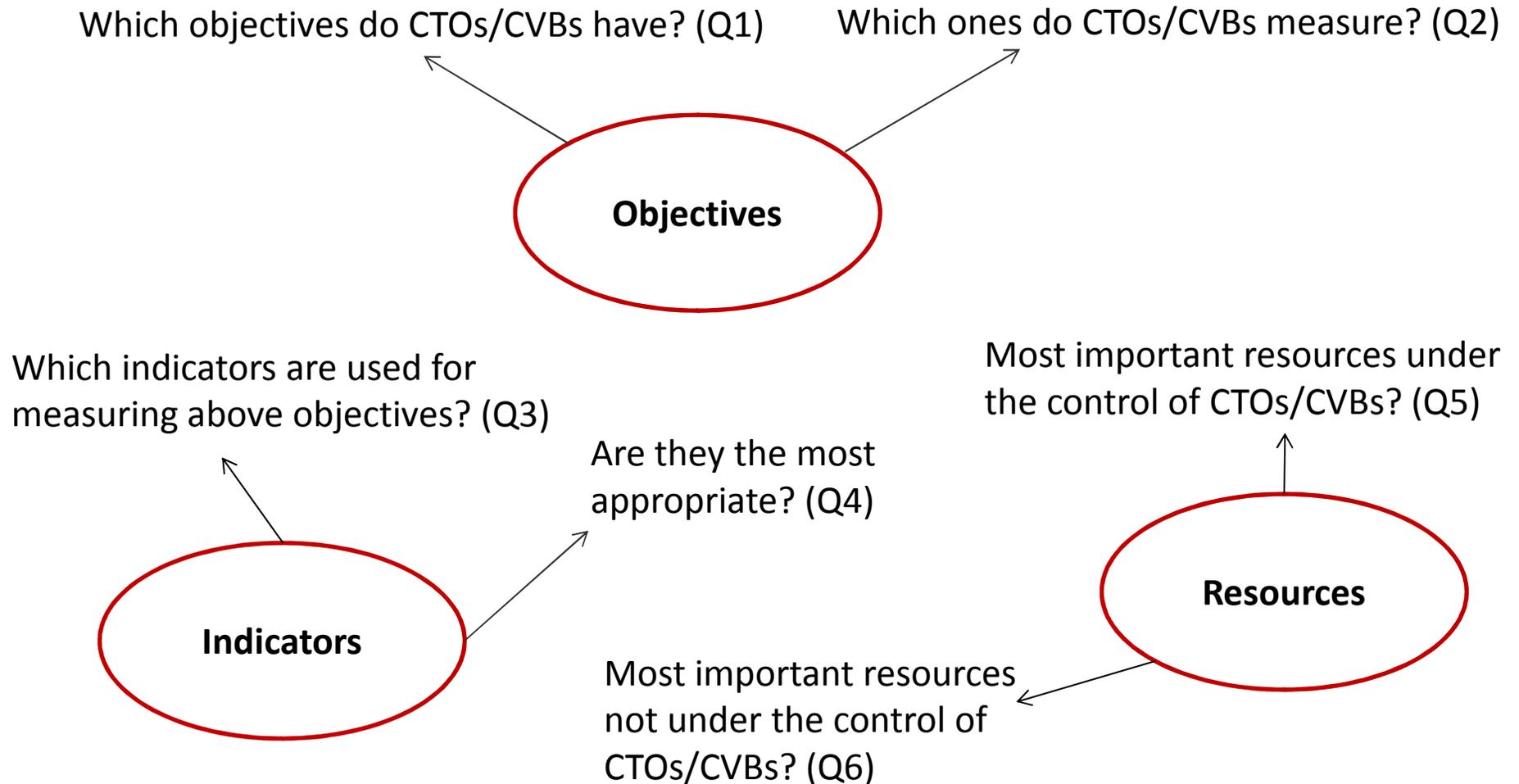
## Data collection phase 1: CTOs/CVBs survey

- Survey kick-off @ the ECM Annual Conference and General Assembly in Lyon, June, 2011
- Finalization @ 7<sup>th</sup> TourMIS Workshop in Vienna, September 2011
- Initiated with the aim of involving the cities' representatives in the decision making process on the selection of benchmarking variables
- Final sample: 42 returned surveys, 29 cities, 16 European countries
- 11 cities with 2+ respondents

**...and what did we ask them...?**



# What did we ask in our survey...?





## What did we ask in our survey...?

Objectives					Difference in Importance
To increase number of <b>ARRIVALS (A)</b>	X	vs.		To increase the <b>AVERAGE LENGTH OF STAY (B)</b>	8
To increase the <b>AVERAGE LENGTH OF STAY (B)</b>	X	vs.		To increase number of <b>CAPACITIES (C)</b>	4
To increase number of <b>CAPACITIES (C)</b>		vs.	X	To increase number of <b>ARRIVALS (A)</b>	5

1 = equally important

3 = weakly more important

5 = strongly more important

7 = very strongly more important

9 = absolutely more important

**If A > B and B > C then A > C**



## Findings: Look into objectives (Q1 + Q2)

Categories of Objectives	Frequency in % (yes)	Currently Measured – Frequency in % (yes)
Bednights, overnights	45.2	59.5
Visitors, arrivals	38.1	50
Awareness, image, positioning, attractiveness	35.7	31

### *Food for thought:*

- Balance between local community and tourists, occupancy rate and repeated visits – only 2.4% mentioned these as the objectives for his/her destination
- Co-operation and repeated visits – identified as overall destination objectives by 9.5% and 2.4% - but **none** of the respondents said they currently measure them
- Overall objectives are not necessarily the ones that are currently measured and vice versa



## Look into indicators (Q3 + Q4)

Categories of Indicators	Frequency in % (yes)	Considered as the Most Appropriate – Frequency in % (yes)
Bednights, overnights	78.6	66.7
Visitors, arrivals	59.5	47.6
Capacities	42.9	35.7
Various sales, tourism income, etc.	38.1	35.7

### ***Food for thought:***

- Item that seems to be of at least interest = number of calls, questions (used only by 4.8%, only 2.4% find it to be an appropriate one)
- Currently used indicators considered fairly appropriate; however, list of which should be further extended

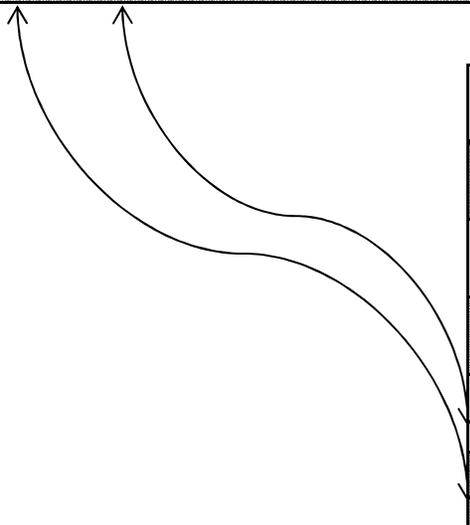
**...what does this mean...?**



## Look into resources (Q5 + Q6)

Categories of <i>Controllable</i> Resources	Frequency in % (yes)
Budget	76.2
Cooperation, relationships	35.7
Employees – professionalism, know-how	35.7
Number of employees	31
Marketing (plans, promotion, actions, etc.)	23.8

Categories of <i>Uncontrollable</i> Resources	Frequency in % (yes)
Infrastructure, location, accessibility, etc.	57.1
Resources, products, offer, nature	38.1
.....	.....
Budget	9.5
Employees' friendliness	4.8





## More thoughts...

- Number of other categories of objectives / indicators / resources have been identified; received however very little attention
- Respondents coming from the **same** city have slightly **higher** average rates of agreement in comparison to respondents coming from **different** cities:
  - ✓ 2 respondents (same city): 81.8% vs. 2 respondents (different city) 79.4%
  - ✓ 3 respondents (same city): 69.6% vs. 3 respondents (different city) 68.2%
- Top 5 important items in pairwise comparison question (Q7) are:
  - ✓ arrivals
  - ✓ average length of stay
  - ✓ tourism receipts
  - ✓ low seasonality
  - ✓ offline & online communication



## Where do we go from here...?

- Drawing the line between quantitative (Q7) and qualitative (Q1-Q6) approaches and consequently deciding upon the variables
- Contacting the cities to send us the data for us to be able to do a **meaningful** benchmarking analysis on the variables that are **important** to them
- Sharing the findings with all cities involved/interested

**~ PLEASE support us in this endeavour!~**

**Many thanks for your time,**

**Bozana 😊**