

Chapter 47

Creative Tourism in Successful Destination Management as a Solution of Systemic Crisis in Slovak Tourism

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ABSTRACT

This chapter describes how strategies and strategic management can increase the tourism performance in Slovakia at the state and regional level. The result of strategic management of tourism must be, after the analysis of external and internal environment, selection an appropriate strategy and set the right goals and priorities in the tourism development. For such properly defined objectives in Slovak conditions we consider, inter alia, the use of creative tourism as a form of cultural tourism. Cause is the demand a return to traditional values in tourism. Chapter shows examples of creative tourism from a selected successful tourism region, which are proven statistical data on the development of tourism. The aim of this chapter is in the context of the theory of strategic and destination management to highlight the important contribution and potential of creative development of tourism for the development of tourism regions.

INTRODUCTION

Tourism recorded in recent decades in Europe and worldwide significant development. Reasons for this development are mainly in the professional management of the sector and creating conditions for its development. Other causes include growing lifestyle changes of residents and their preferences in relation to tourism and travelling.

For these reasons, we pay attention to the tourism strategic management at the level of the state, regions and destinations. Strategic management theory is applied in the destination management at those levels. First, there are necessary high quality analysis of external and internal tourism environment, followed setting goals, priorities and selecting an appropriate model of strategy. The application of strategic and

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destination management helps us to maximize effects arising from the demand for tourism and optimal adjustment of supply in line with demand trends.

Slovakia recorded growth after 1989, particularly in active foreign tourism. These trends intensified after Slovakia joined the EU in 2004. In 2008, however, came the crisis, which also affected the tourism sector. Of the decrease in the number of overnight stays, Slovakia has not recovered to this day, as the only country in Europe. Cause is the lack application of strategic and destination management, strong competition neighboring countries (Austria, Hungary, Czech Republic, Poland) and insufficient reflection of trends in demand.

In Slovakia crisis phenomena in tourism still exist in the long term and there is not still completely recovered. Therefore, this condition is called systemic crisis of tourism in Slovakia. This is due to the previously mentioned uncontrolled processes in management of the sector and little innovation at regional level. Disproportion is also reflected in the strengthening of the share of the capital city on performance in tourism and weakening regions. But there is investor interest in the tourism business. Most hotels are in Slovakia after total renovation or newly built, like spas, restaurants, aqua parks etc.

The solution is to increase the attractiveness of the offer by new products such as creative tourism. For example Tvrdošinská tourist region in Region Trnava we can demonstrate successful application of new products of creative tourism. It is a region with a tradition of industrial development. The region began to invest in the development of tourism and creative tourism and in a few years achieved remarkable success in the quality and quantity of development.

The aim of this chapter is to demonstrate that the application of principles of strategic management and development of creative tourism are able to stimulate the development at a time when other regions of tourism in Slovakia were not successful. Creative tourism so provides both quality and quantity development in the region.

BACKGROUND

Market strategies are an integral part of the theory and practice of strategic management. Strategic management is understood as a scientific discipline that has undergone extensive development from long-term planning through strategic planning to strategic management and thinking Athiyaman (1995), Barney and Hansen (1994), Barney and Hesterly (2006).

It is necessary to emphasize that through strategic management a set of interrelated strategies is being established. The aim of these partial strategies is to create conditions for the fulfilment of the main strategies, which in practice is described as a market strategy.

A Market strategy is designed to meet the main objective and targets of an organization or a purpose-oriented social system, and in the meantime takes into account the results of the organization's mission and strategic analysis of both the internal and external environment Bastakis, Buhalis, and Butler, (2004), Belz and Peattie (2012), Blanco, Rey-Maqueira and Lozano (2009), Bowman, Sing and Thomas (2002).

Statistical results of tourism in Slovakia over the past 20 years are the direct and exact proof of an insufficient implementation of a market strategy. The strategy, as a set of practical measures in tourism, is presented in the form of a tourism policy. The development of strategic management theory is directly related to the development of systems theory, which in the terms of tourism is applied in the form of a "systematic theory" of tourism. Since tourism is considered primarily as a systematic phenomenon, its operation must meet all systemic features, otherwise, it is impossible to achieve long-term success even

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