

***Destination Management &  
Marketing Systems:  
a reality check in the Greek tourism industry***

**net-working or not-working ?**

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University of the Aegean



**ebusinessforum**

# Aims of the e-business forum team

- Investigate the development and use of DMS in Greece
- Examine the factors inhibiting and facilitating the adoption of DMS in Greece
- Identify and learn from best practices
- Develop and propose policies and measures for facilitating and fostering the creation and evolvement of DMS in Greece

# Research Methodology

- **4 forums**

- Kefalonia
- Rhodes
- Thessaloniki – Philoxenia
- Amintaio, Florina

- **About 120 participants in each forum**

- Industry
- Public sector
- Academia

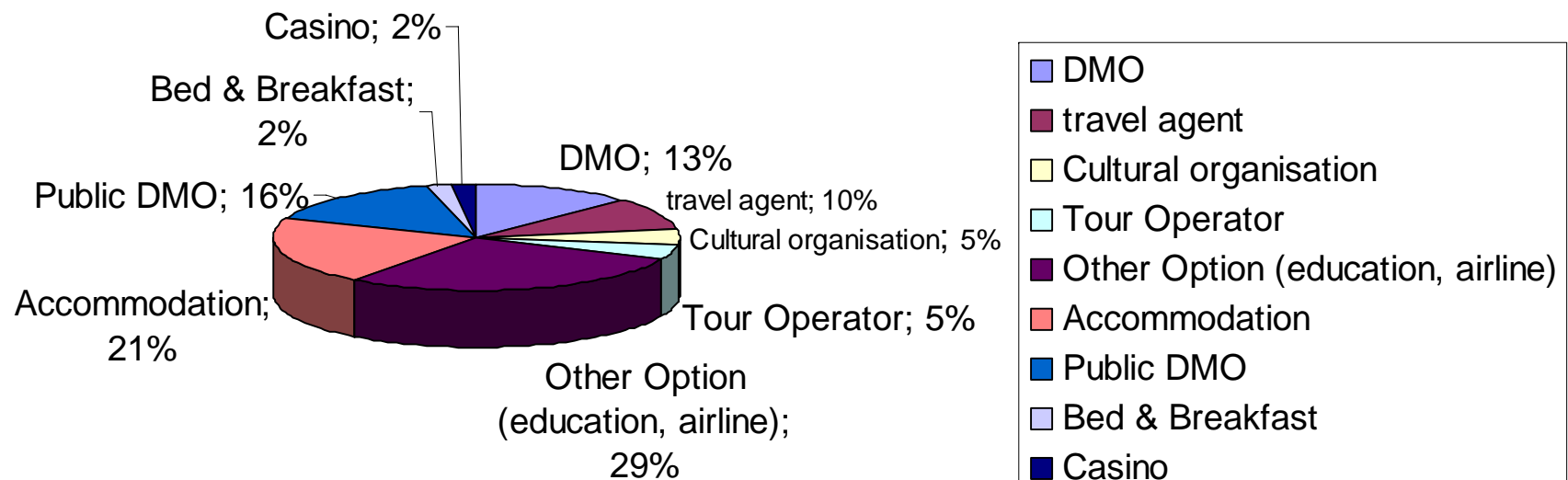
- **National web - based survey**

distributed through:

- the e-business forum network
- [www.traveldailynews.gr](http://www.traveldailynews.gr)
- ITA – Institute of Local Public Administration

- **72 responses so far ...**

# Profile of survey respondents



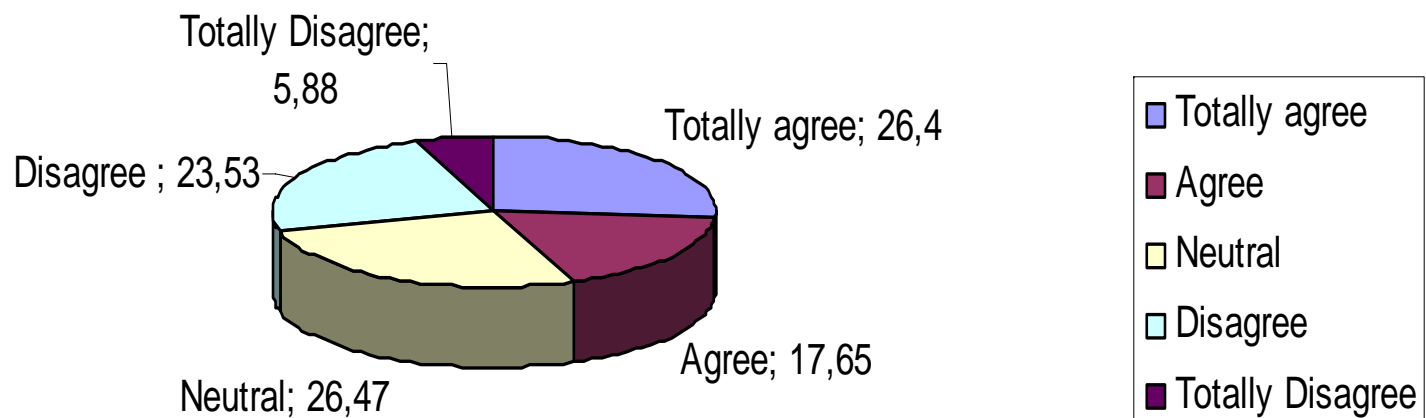
# Is there any DMS for your tourism destination?

NO	44 (64%)
YES	25 (36%)

# DMS developer

<b>Public Organization</b>	20%
<b>Association of tourism enterprises</b>	16%
<b>Public Private Partnership</b>	16%
<b>Private Business</b>	44%
<b>Other (consortia of tourism firms)</b>	4%

# Satisfaction with DMS operations: dependent on the developer of the DMS



# Types of Destination and Management Systems

## ■ Geographical and political categorisation

- Continental  
[www.visiteurope.com](http://www.visiteurope.com)
- National
- Regional
- Local

## ■ Themed or experienced based categorisation

- Agro-tourism
- Wedding tourism
- Winter tourism



THE ROUTE OF THE OLIVE TREE

ΟΙ ΔΡΟΜΟΙ ΤΗΣ ΕΛΙΑΣ



دروب زيت الزيتون وشجرة الزيتون

LES ROUTES DE L'OLIVIER



Reporters  
Sponsors



Future plans



News of  
the "Routes"



Olive oil



To know more



The  
Foundation



### Η ιστορία της Σαντορίνης

Η Σαντορίνη αρχικά κατοικήθηκε από τους Κάρες, μετά από τους Κρήτες και στη συνέχεια από τους Φοίνικες. Παλαιότερα το νησί είχε **ονομαστεί Στρογγυλή** λόγω της σχήματός του. Στη συνέχεια όταν η Σαντορίνη αποτέλεσε **τμήμα του μινωικού πολιτισμού** γνώρισε ιδιαίτερη ανάπτυξη και παράλληλα της δόθηκε **το όνομα Καλλίστη** λόγω της ιδιαίτερης ομορφιάς της. Το 1520 π. Χ. όμως με την **έκρηξη του ηφαιστείου καταστράφηκε η Σαντορίνη** και ολόκληρος ο **Μινωικός Πολιτισμός**. Τον 8ο αιώνα π. Χ ο **Θηβαίος ήρωας Θήρας εγκατέλειψε τη Σπάρτη** όπου ζούσε και εγκαταστάθηκε στο νησί, το οποίο πήρε έτσι το όνομά του. Το **όνομα Σαντορίνη** το πήρε από το εκκλησάκι της Αγίας Ειρήνης που δέσποζε στο νησί και το οποίο οι Βενετοί κατακτητές το αποκαλούσαν **Santa Irini**.

**Γρήγορη πρόσβαση**

Νομός >>

Περιοχή ενδιαφέροντος >>

**ΣΧΕΤΙΚΑ / Ελλάδα**

**Η ιστορία της Μήλου**  
Μια ματιά στην ιστορία της Μήλου, από τη νεολιθική

Κατά την εισβολή των Περσών, η Θήρα προσέφερε «γη και ύδωρ» αλλά το **425 π. Χ υπετάγη στους Αθηναίους** και στη συνέχεια στους Μακεδόνες, τους Πτολεμαίους και τους Ρωμαίους. Κατά την **Φραγκοκρατία** υπήρξε **τμήμα**

### Προϊόντα

**Κρασί από τη Σαντορίνη**  
Στο νησί των ηφαιστειών παράγονται μερικά από τα πιο εκλεκτά κρασιά. Η Σαντορίνη αποτελεί μια από τις πιο φημισμένες ονομασίες προέλευσης.

**Παραδοσιακά προϊόντα και φαγητά της Σαντορίνης**  
Αφθονία γευστικών απολαύσεων σας περιμένει στη Σαντορίνη

### Εκδηλώσεις

01/08/2005 - 31/08/2005

**Καμαριανό θαλασσινό πανηγύρι**  
Το Καμαριανό θαλασσινό πανηγύρι διοργανώνεται στο Καμάρι τον Αύγουστο και περιλαμβάνει συναυλίες...

01/08/2005 - 31/08/2005

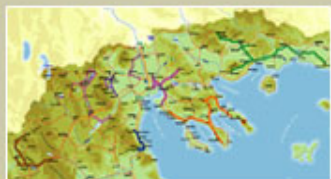


- PROFILE
- WINE ROADS OF N. GREECE
- OUR NEWS
- WINE ROUTES
- WINE PRODUCERS
- CO-OPERATING MEMBERS
- VARIETIES
- APPELLATION OF ORIGIN
- WINE REGIONS
- WINE TASTING
- INTERNATIONAL WINE COMPETITION OF THESSALONIKI
- PRESS ARTICLES
- MAILING LIST
- LINKS
- DOWNLOADS
- CONTACT
- GUEST BOOK



Designed & Developed by A.S.T.

### Wine Roads



The **Wine Roads of Northern Greece** is a trail - blazing program that grew out of the joint effort of the members of the Wine Producers Association of the Northern Greece Vineyard. It is a unique tourist program, a wine tourism program more specifically and an innovating proposal for Greek and foreign visitors, to reach the variety of our viniculture regions, discover their local characteristics, familiarize with the wine-producers local environment and participate in the variety of cultural activities.

The wine-producers, wove this web in and through the various places where they live and work and practice their craft. All around them unwinds the skein of history, of architecture, of

### International Competition



The **Wine Producers Association of Northern Greece** organizes the only International Wine Competition held in Greece. The Competition's main objective is to present the variety of international quality wine production to both the public and the commercial community. The Thessaloniki International Wine Competition it is considered already an institution for the wine events of our country, as well as for the whole wine industry, with considerable participations from Greece and from the other great wine-producing countries.

[More...](#)

### Wine Producers



Today, the 24 wineries that have joined forces within the association, which now includes Epirus and has been renamed the **WINE PRODUCERS ASSOCIATION OF THE NORTHERN GREECE VINEYARD and THE WINE ROADS OF NORTHERN GREECE**, have directed part of their corporate activity towards a set of common objectives. These are:

- Building up the image of the wines of the Northern Greece Vineyards and promoting them in Greece and abroad. This is a very worthwhile initiative, since on the one hand the Greeks are still generally very poorly informed about wine and continue to perpetuate a host of myths about it (e.g., bulk wine

# DMS development stages

Usage -  
Role

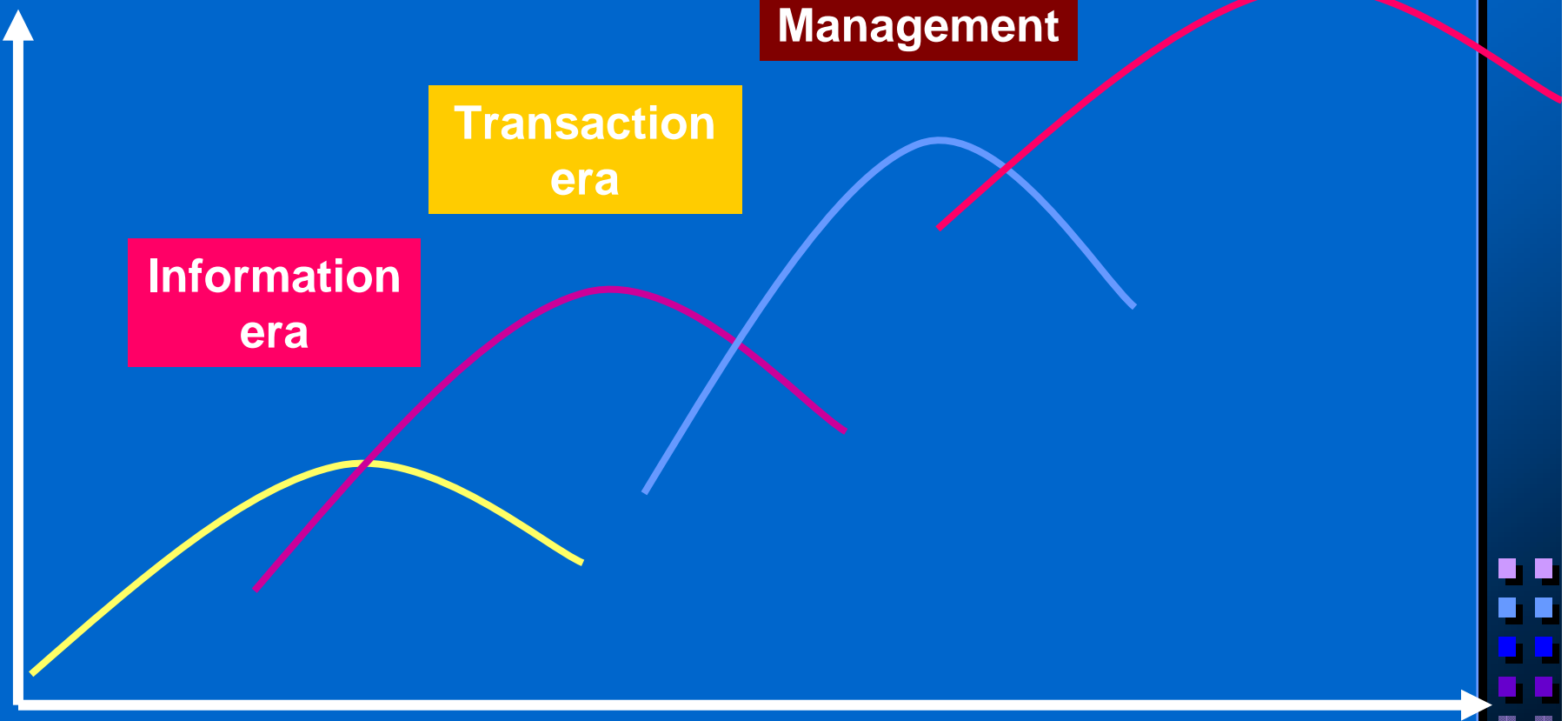
Community  
networking &  
collaboration

Destination  
Management

Transaction  
era

Information  
era

Time



# **Factors affecting DMS development and usage**

**Factors related to the management,  
organisation and the manager/owner of  
tourism firms**

**Factors related to the public local and  
national administration**

**Factors related to the DMS  
technologies themselves**



# Macro-economic factors

- Lack of DMO with effective organisational structures and functions
  - Bureaucracy, inflexible political mechanism, multiple and conflicting political interests and lobbying powers
  
- Lack of a holistic institution – organisation responsible for the comprehensive e-marketing and e-promotion of a destination
  - Multiple - division of budgets leading to waste of lack of resources
  - Fragmented information
  - Lack of co-ordination and common aims
  
- Lack of a MIS and KM system for collecting, analysing and distributing tourism related information at a destination and national level
  
- Lack of a strategic master plan for tourism development and marketing
  
- The “philosophy of subsidies” without any plans for sustainable long-term survival and competitiveness of DMS efforts
  
- DMS by private businesses lack the resources and lobbying power to get involved and influence sustainable destination management

# Public DMO factors

	Not applicable	Totally agree 5	4	3	2	Totally disagree 1
Ineffective public administration mechanism	8.7%	55.07%	24.64%	7.25%	1.45%	2.9%
Lack of a knowledgeable and skilled staff in public organisations	7.81%	62.5%	25%	0%	4.69%	0%
Lack of a strategic master plan by the public DMO	6.06%	66.67%	22.73%	4.55%	0%	0%
Bureaucracy in the Public DMO	4.55%	62.12%	18.18%	10.61%	4.55%	0%
Lack of a DMO	9.23%	60%	18.46%	7.69%	1.54%	3.08%
Conflicting interests at destination	7.69%	52.31%	23.08%	6.15%	9.23%	1.54%
Unreliable DMO	10.77%	40%	23.08%	10.77%	10.77%	4.62%
Lack of communication and coordination with the DMO	12.5%	40.63%	26.56%	12.5%	6.25%	1.56%
Lack of an MIS and mechanism at destination and national level	7.94%	57.14%	22.22%	11.11%	1.59%	0%
Ineffective management of the public DMO	10.94%	48.44%	21.88%	10.94%	6.25%	1.56%
Lack of a national and local tourism master plan	11.29%	45.16%	29.03%	11.29%	1.61%	1.61%
Lack of financial resources of the public DMO	10.94%	35.94%	29.69%	10.94%	7.81%	4.69%
Subsidy philosophy without sustainable plans	10.94%	36.94%	20.31%	3.13%	1.56%	3.13%

# Micro-economic factors of tourism firms

- **Managerial issues**
  - Organisational skills
  - The business model of DMS, sales commission, registration fee etc
  - Technological competencies, skills and knowledge
- **ICT issues**
  - ICT infrastructure
  - ICT investment and costs relative to its perceived benefits
  - DMS integration with existing ICT applications of the firm
  - Easy-of-use and easy-of-learning of the DMS platform and system
- **The reliability, trust and co-operation developed with the organisation supporting the DMS**



# Micro-factors

	Not applicable	Totally agree 5	4	3	2	Totally disagree 1
Lack of ICT skills and competencies	12.7%	46.03%	22.22%	12.7%	4.76%	1.59%
Lack of ICT infrastructure by tourism firms	6.06%	37.88%	27.27%	21.21%	6.06%	1.52%
Cost of DMS participation	14.06%	14.06%	20.31%	17.19%	20.31%	14.06%
Difficult use of DMS	14.29%	9.52%	19.05%	22.22%	25.4%	9.52%
Difficulty in learning the DMS platform	14.06%	12.5%	21.88%	26.56%	15.63%	9.38%
Lack of organisational system to support the use of a DMS	9.68%	38.71%	32.26%	16.13%	3.23%	0%
Lack of DMS integration with other electronic channels and systems	26.98%	20.63%	19.05%	19.05%	7.94%	6.35%
Competing firms do not participate in DMS	30.16%	23.81%	12.7%	22.22%	1.59%	9.52%
Lack of education regarding the DMS functions and benefits to the tourism firms	12.31%	56.92%	16.92%	9.23%	3.08%	1.54%

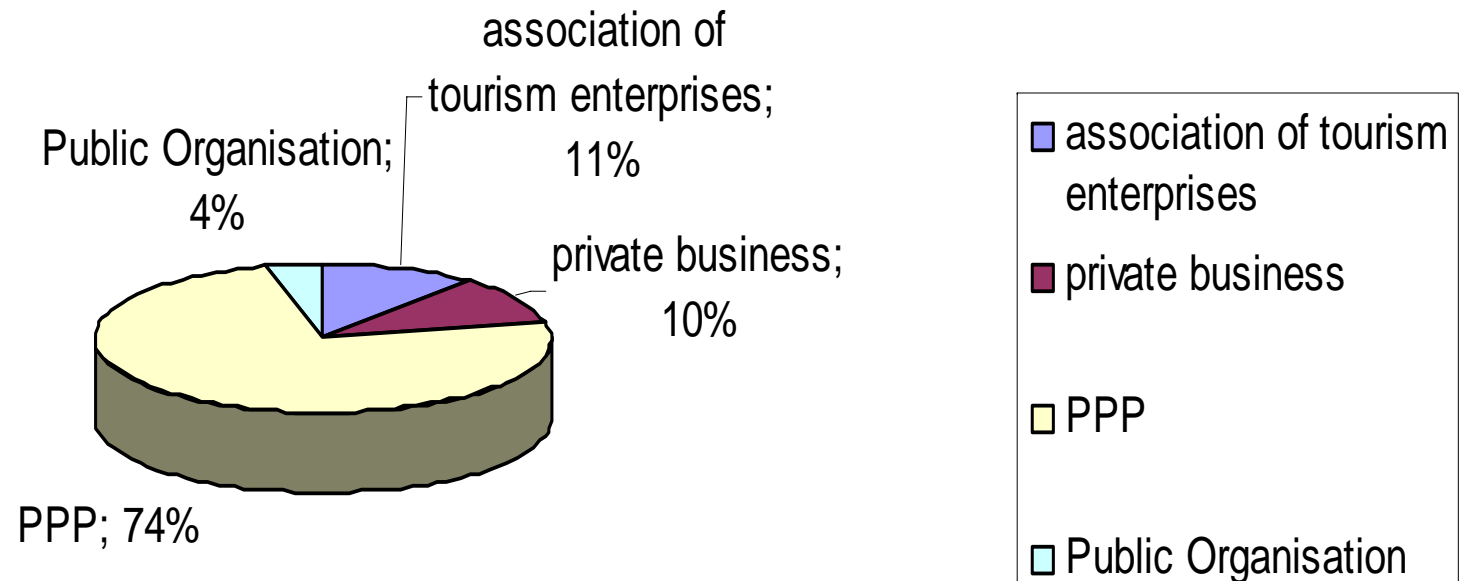
# DMS ICT factors

	Not applicable	Totally agree 5	4	3	2	Totally disagree 1
Information sources of DMS are limited and outdated	20%	9.23%	16.92%	30.77%	13.85%	9.23%
There are more effective online distributions channels	15.38 %	12.31%	21.54%	23.08%	16.92%	10.77 %
Lack of a holistic tourism organisation at the destination	8.06%	62.9%	17.74%	6.45%	0%	4.84%
High costs for operating a DMS relative to its benefits	15.63 %	20.31%	21.88%	15.63%	9.38%	17.19 %
The DMS provided limited customer value	12.5%	10.94%	12.5%	18.75%	20.31%	25%
Lack of leadership for promoting DMS creation	11.11 %	55.56%	19.05%	7.94%	4.76%	1.59%

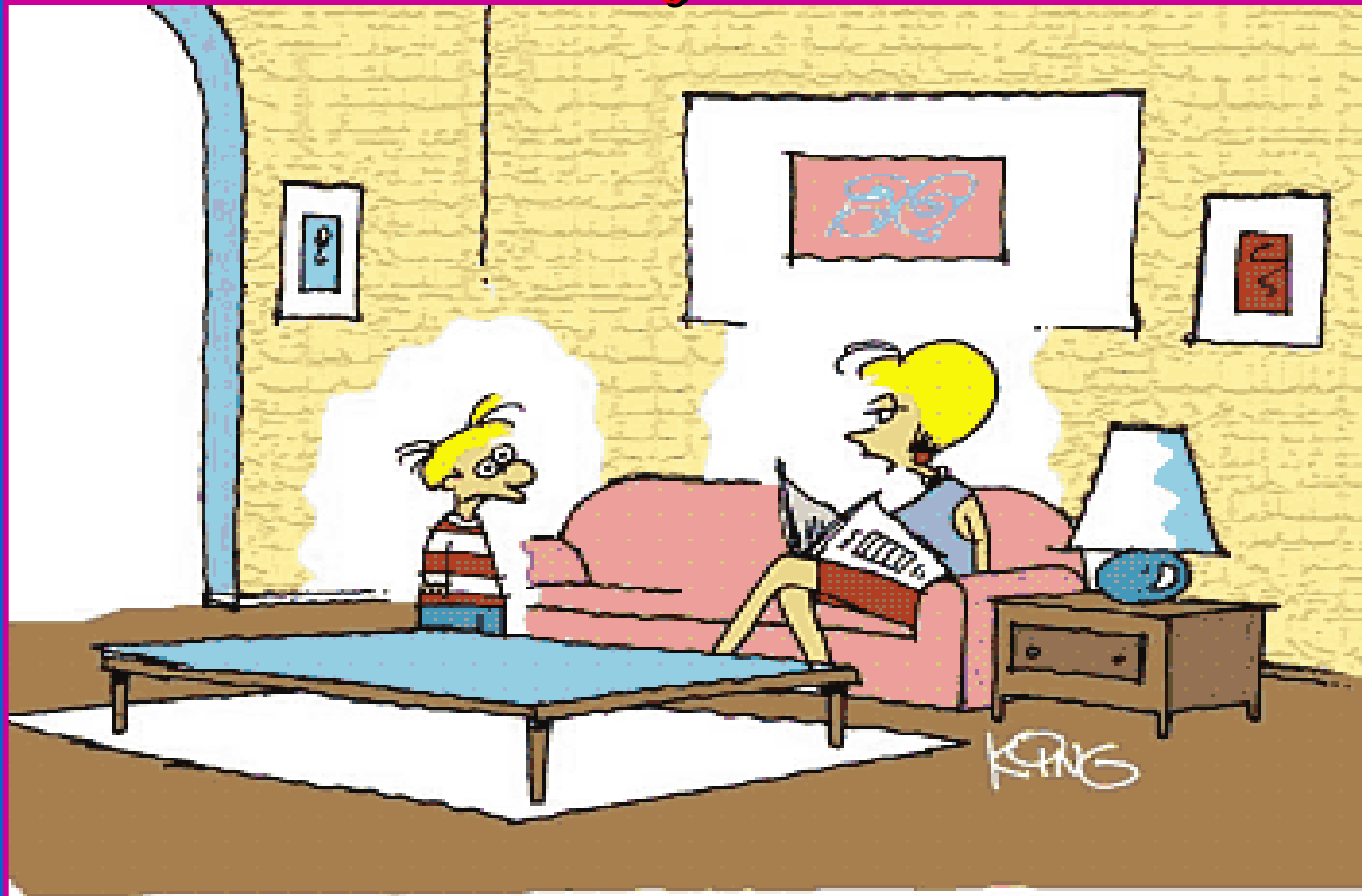
# Public Private Partnerships (PPP) a successful or cursed marriage ?



# The most effective organisational type of a DMS



*We cannot expect to be able to  
download tourists from a DMS*



"No, you weren't downloaded.  
Your were born."



# **DMS are not a panacea**

We need to know how to set,  
implement and evaluate the  
achievement of DMS aims





# Suggested policies and measures for fostering DMS development in Greece

# Measures and policies directed to tourism firms

- The adoption of a more long-term strategy for the evaluation of DMS. Tourism businesses should take into account not only the quantitative benefits (e.g. the number of bookings from the DMS), but also the qualitative results and benefits from it.
- The adoption, by the tourism businesses, of electronic booking systems and other applications, in order to facilitate the integration of their operations with the DMS.
- The search for and utilization of human resources with the best possible training, and the adoption of life-long training schemes for businessmen and managers.
- The development and establishment of partnerships and collaborations with public agencies, for the improved operation of the DMS at the local level.
- The active participation of businessmen in the tourism sector, as well as of their collective representative associations, in public life and in the operation of public agencies managing tourism destinations.


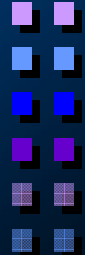



# Measures and policies directed to the Greek State

- The creation and operation of a more effective and coordinated State infrastructure, responsible for matters of destination management on every level: national, regional, and local. Reduction of bureaucracy and the inflexible operational system of public agencies.
- Staffing of this infrastructure and its agencies with specialized and trained personnel, which will not be controlled or affected by partisan interests and decisions.
- Drawing up of a strategic action plan with specific goals and actions (aimed at the management and marketing of their tourism destinations) for the destination management agencies.
- Additional training and life-long education of the existing human resources in public agencies responsible for tourism issues, on the subjects of new technologies and the capabilities of DMS.

# Measures and policies directed to the Greek State

- Creation and enhancement of a department that will deal exclusively with the development and operation of the DMS.
- Collaboration with private entities and establishment of partnerships.
- Hence, the informing, sensitization, and training of Greek tourist business and agencies is deemed crucial for the usability, application, and utilization of technological e-tourism applications, both in their everyday operations, and in the mapping out of strategy.
- Setting in motion the creation and operation of technological infrastructures, systems, and organizational frameworks, which will enable and support the collection and dissemination of crucial information, experience, as well as new knowledge in the tourism industry.

- 
- In order to achieve those goals and targets, we need to develop an electronic platform, based on the principles of web 2.0, able to letting stakeholders and end users to share, trade and collaborate.
  
  - The Destination Management System toolkit for:
    - Controlling the destinations assets,
    - Deploying the sustainability of resources,
    - Coordinating the stakeholders,
    - Promoting destination within the net,
    - Forecasting methods,
    - E- learning techniques,
    - Development of a knowledge management system
- 
- 

Quality of Visitor Experience

Crisis management

Human resources development

Assets  
(Financial & Knowledge)

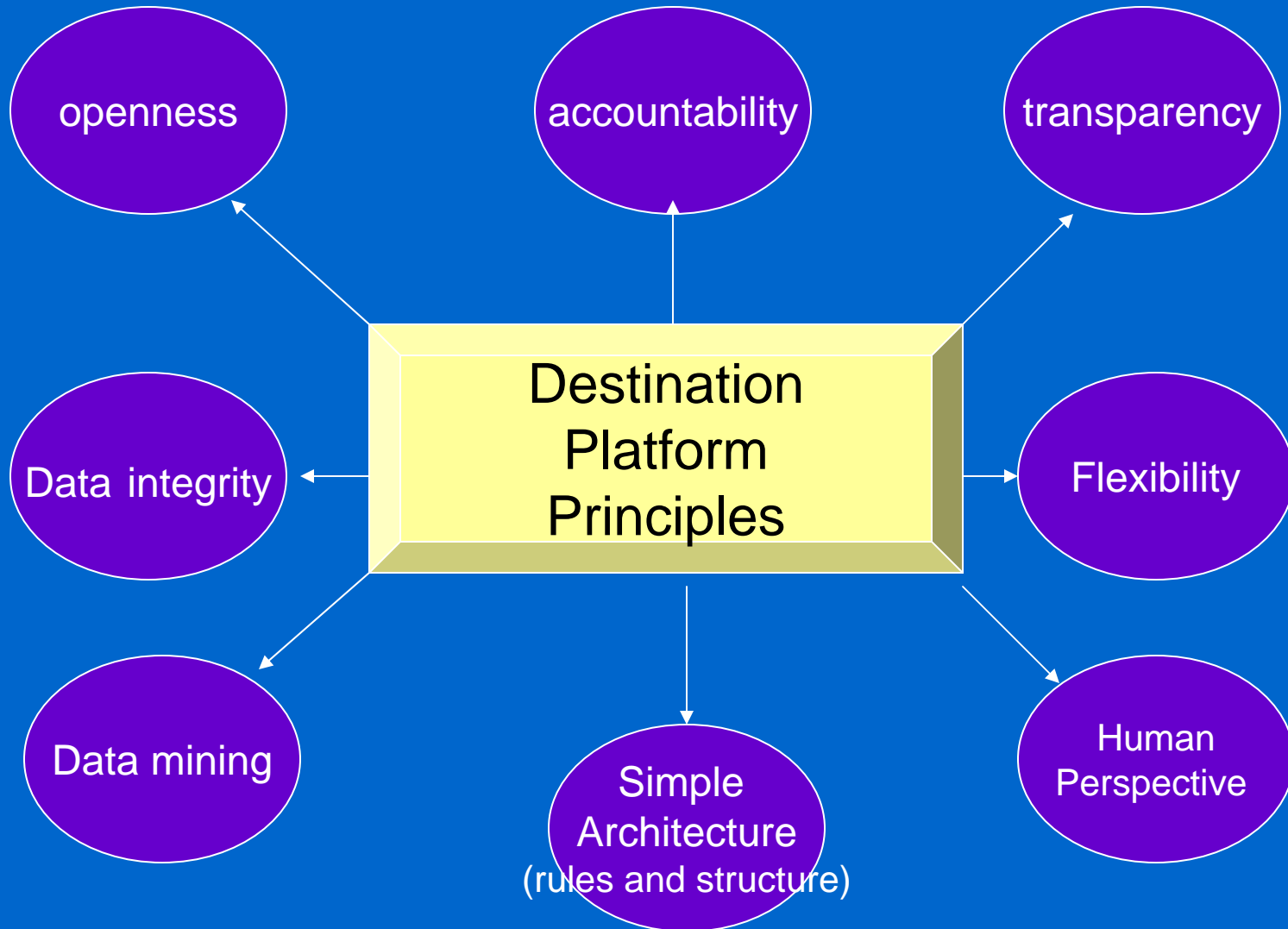
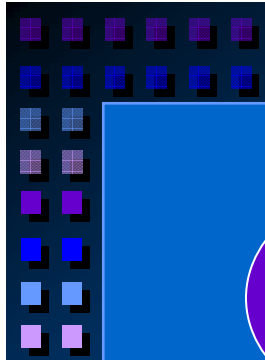
Resource sustainability

Coordinating Tourism Stakeholders

Information/ Research

Destination Platform





# The Destination Management Platform...

- Is already deployed in the laboratories of the Aegean University
- Is based:
  - On the principles of web 2.0,
  - (partially) on the p2p networks,
  - Statistical process of the data,
  - On the principles of Knowledge Management
  - On the principles of e- democracy (between the stakeholders)

# Thank you !

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**ebusiness forum**

