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The important role of tourism as an industry on global scale generates the need for its extensive planning and organisation. This research monograph, edited by Carlos Costa, Emese Panyik and Dimitrios Buhalis, develops a uniform framework that serves as a basis for research and analysis of tourist destinations, combined with forecasts for their future development. It uses an innovative approach to the destination management paradigms, examining them from procedural and structural aspect.

The conceptual framework is elaborated in Chapter 1 and it explores the synergy between the *Territory* and the *Actors* in its governance, as main elements of tourist destinations. The multiple entangled linkages between territories and governing institutions consist of a number of diverse *economic activities*, *policies*, *shaping trends* and application of relevant *tools and methods* in the management and regulation of tourist destinations. The proposed framework serves as a basis for the structuring of the book.

The book consists of 26 chapters, divided into introductory chapter and 6 parts with 25 chapters, elaborating each of the elements of the conceptual framework. The first two parts introduce the main determinants of planning and organisational systems (Part 1: *Territory* and Part 2: *Actors and Structures*) as their physical and social dimensions. The next four parts represent the key phases of the planning process in terms of economic activities (Part 3: *Economics*), political issues (Part 4: *Policy*), use of particular tools for analysis (Part 5: *Methods and Techniques*), and, finally, highlighting the emerging trends in European tourism (Part 6: *Vision*). The whole analysis is carried out in the context of Europe – the most visited and a very diverse tourist destination, which nowadays loses market share in favour of newly emerging destinations. Moreover, Europe is examined as a region with its own structures and institutions, and is considered as one tourist territory, along with current globalisation changes.

In Part 1: *Territory* Jansen-Verbeke makes an analysis of traditional understanding of "landscape" and its transformation into a more complex „tourism landscape“, encompassing both geographical and cultural components (Chapter 2). European tourist landscapes have been historically overexploited and landscape mutations have become an issue of political and social concern. Both extremes – rural and mature territories – are subject of interest with their specific problems – underdevelopment and seasonality, respectively, in Chapters 3 and 4. The authors (Corigliano & Mottironi, Chapter 3) propose promoting the "terroir" authenticity and peculiarities, together with specialising in alternative forms of tourism (Chapter 4 by Karyopouli & Koutra). Part 1 is very informative and analytical in terms of the diverse problems within the destination Europe. It disregards the national policies and legal conditions, which often appear to be reasons for applying, or not certain initiatives connected with tourism development, because national policies are the focus of the second volume of the monograph.

Special attention is paid to the **actors** (participants and stakeholders) of the tourism sector, perceived as the social dimension of planning and organisation systems in tourism (Part 2: *Actors and Structures*). The EU is on the main focus here and in many of the rest of the chapters as a supranational regional organisation, with the highest influence in this part of the world. It is examined in all aspects – as a political institution, synchronising actions, resources and stakeholders between different levels of coordination (Chapter 14 by Panyik & Anastasiadou and Chapter 15 by Manente, Minghetti and Montaguti); as an economically the most powerful body, which tries to establish prosperous business environment (Chapter 13 by Stavrinoudis, Tsartas and Papatheodorou) for development of tourist SMEs (Chapter 7 by Peters and Buhalis), initiates regional and structural funding (Chapter 10 by Wanhill) for stimulation of the local tourist development and for the entire tourist sector in the EU. Authors discuss and critically evaluate the activities, undertaken by the EU and their

efficiency over the tourism industry. The most often mentioned weakness of European regulation policy is identified as the lack of harmonisation of regulatory frameworks between member states and the absence of an integrated policy for the separate tourism sub industries, namely accommodation properties (Chapter 13), transport sector (Chapter 17 by Robbins and Dickinson), the entire human resource management in tourism (Chapter 9 by Ladkin).

The initially defined framework justifies the general guidelines for grouping the chapters, but in fact there are several topics, that map the whole book as red lines and surpass the initially stated frames. These are: *network approach*, *knowledge management* and *globalisation* overview with a pinch of European taste. It is not evident whether the editors have intentionally searched for such an effect – to present building networks and managing knowledge and information flows as a universal decision for every aspect of tourism industry. Nevertheless, the repetitive notion is that there is a light in the tunnel of the tourist destination Europe, but DMOs should approach it by much more sophisticated means and tools.

The most discussed and analysed issue concerns **network approach and cooperation**, spanning over all involved parties in the tourism industry. Beginning from establishing cross-border cooperation between tourist territories (Chapter 5 by Timothy and Saarinen), the idea goes through "benchmarking" tourism partnerships as one of the key mechanisms of cooperation, learning and innovation (Chapter 8 by Clarke and Raffay), to exploring the internationalisation of tourist SMEs through the network perspective (Chapter 12 by Breda and Costa) and pointing out network analysis as an essential tool for improving destination management (Chapter 20 by Baggio, Scott and Cooper). The highly fragmented tourist industry of Europe generates an intrinsic need in most operators to cooperate in order to survive. Moreover, there is an external pressure, deriving from processes of

aggregation and globalisation in the whole world, which inevitably affect Europe as well.

A major part of the authors deals with outlining **strategies** and utilising the **proper tools** in the process of developing the tourism industry in Europe. Although there is a special Part 5: *Methods and techniques*, dedicated to it, one can find suggestions and practical implications throughout the whole book. Carneiro, Costa and Crompton (Chapter 18) point out certain trends in innovative positioning strategies – across the years destinations have transformed their messages from purely functional attributes to more affective ones, i.e. potential tourists are attracted with more emotional and experience promise, rather than with certain physical characteristics. Tourism Satellite Account is reconfirmed to be the optimal tool for measurement not only of the magnitude and scope of the tourism sector, but as a credible basis for comparison of tourism and other industries, an important method for building an internationally consistent measurement system, that would be valid on sub-national, national and supranational level (Chapter 19 by Smith).

Knowledge management and processes, connected with utilisation of finer tools for increasing the competitiveness and sustainable development of tourist destinations is another red thread going throughout the whole book. Halkier justifies a key role of knowledge concept in destination management of Europe (Chapter 16) – a statement, which is later confirmed and enhanced as crucial in future perspective (Chapter 23 by Scherl and Cooper). Tourism industry is considered to be lagging in introducing knowledge management, but yet it comes over to embrace the knowledge economy. The focus is not on the knowledge itself, but rather on the access to knowledge, on the effective overcoming of barriers to knowledge transfer, and on stimulating knowledge *sharing* among all stakeholders.

Other megatrends and directions with future impact over tourism industry are discussed in the last chapters. Among the most evident are the New tourist customer characteristics, market changes, social and cultural effect on consumer behavior (Chapters 22 by Moutinho, Rate and Ballantyne), technology impact on the sector (Chapter 24 by Buhalis and Matloka) and “prosumption” (i.e. proactive consumption) opportunities for creation of unique, personalised products.

Concluding with Chapter 26 (Towards a New Vision for European Tourism Policy: Conclusions) the editors summarise and compile all chapters into an integrated, thorough picture of the European tourism industry. They not only estimate current situation, role of EU institutions and major problem issues, but also distinguish directions for development, outlined in accordance with existing problems and coming trends, in the context of globalisation and search of sustainable destination competitiveness.

Overall, the book presents a profound view of European tourism planning and organisation systems, outlining both advantages and challenges faced by Europe as the most visited tourism destination. The most significant contribution is the analysis of all affected sides, tracing their responsibilities and opportunities for improvement, through the lens of the globalisation tendencies and sustainable competition. Although some of the concepts are repeatedly defined in a few of the chapters (like “tourism”, “knowledge management”, “network approach”, etc.), the proposed definitions are made always in the context of the examined issue, which gives an additional point of view and, consequently, enhances the entire picture. The book is highly recommended to researchers, postgraduate, graduate and undergraduate students in tourism management/destination governance. It might also be very useful for business entrepreneurs due to its special emphasis on destination management stakeholders.