

Wiesner, K.A. (2021) *Professionelles Standort- und Destinationsmanagement: Instrumentarien und Praxisbeispiele für erfolgreiches Place-Management und -Marketing*. Berlin: Erich Schmidt Verlag. ISBN: 978-3-503-19562-6, 2021, 244 pp.

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Citation: Philipp, J. and Pechlaner, H. (2022). Book review of Wiesner, K.A. (2021) *Professionelles Standort- und Destinationsmanagement: Instrumentarien und Praxisbeispiele für erfolgreiches Place-Management und -Marketing*. Berlin: Erich Schmidt Verlag. ISBN: 978-3-503-19562-6, 2021. *European Journal of Tourism Research* 31, 3120.



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The book "Professional Location and Destination Management: Tools and Practical Examples for Successful Place Management and Marketing" (translation of the title in English) addresses the increasing global competition among both business locations and destinations for attractive businesses and investors, infrastructure, funding and humans in the role of visitors, residents or workers. It focuses on the place management approach – the integration of location and destination management – which has seen a tremendous growth in significance over the past years. The book includes recent developments in the context of digitization or the COVID-19 pandemic. It is organized in seven parts, moving from general definitions to normative, strategic and operative place management and marketing and concluding with seven case studies.

The first part consists of five chapters, describing key terms and definitions within the context of place management and marketing, which – given the lack of consistent definitions in literature – builds an important basis for the understanding of this book. In the first chapter, locations are defined based on geographic and legal aspects as well as from a customer and stakeholder perspective. Functions and services of locations are illustrated, making it clear that most locations offer a combination of services. Hard of soft location factors are elaborated. In the second chapter, destinations are defined, starting with a depiction of the diversity of this term. Travel motivations, the variety of services within a tourist destination and positive effects of tourism on different location factors are illustrated. The third chapter mainly lists important agents and stakeholders within destinations; additional information on the importance of specific agents, that do not seem related to location or destination management at first, would have been helpful. In the fourth chapter, the author defines the terms “management” and “governance” in detail. Derived from numerous resources, services, environments, framework conditions, infrastructures and other location factors, the need for place management and governance is explained. General management and marketing approaches are adopted to location and destination management. In the fifth chapter, the author examines the stakeholder-oriented management concept. As stakeholders may have knowledge, resources and influence that are of use for the location and destination, their integration into the whole management process is advised.

The second part focuses on the place management of locations and destinations and consists of three chapters. The author starts with a short and up-to-date introduction to the location policy of Germany and the business and tourism development agencies of Germany, Austria and Switzerland. The first chapter describes management tasks of locations and destinations with specific reference to the structure and tasks of economic and tourism policy players in Germany and their promotional effects. Examples are given from different German states and cities and their respective destination management organizations and economic development agencies. The second chapter focuses on the coordination of stakeholders and target groups. A detailed list gives a great overview of important stakeholder groups in destinations and locations. This is followed by practical approaches on how to analyse, classify and face stakeholders. In the third chapter, the topic of marketing is briefly – maybe too briefly, on merely two pages – touched and focused on the different challenges and directions of place marketing.

The third part is the shortest part of this book and comprises four chapters on normative place management and marketing. Following the development of a place concept and marketing approach, location and destination specifications are described. The first chapter depicts the importance of building a common vision to develop general principles and achieve set goals. It displays the advantages and characteristics of visions. The second chapter focuses on principles, missions and values derived from the vision, which are usually directed at employees, customers and internal strategies and goals. The third chapter covers in more detail the development of specific, detailed goals. Different levels and

areas of goals are classified, covering general goals, department goals and functional goals as well as economic or psychological goals. The fourth chapter is about the profiling and positioning of places, described in the context of global competition and diversification, two aspects of growing importance. The focus is on both the influences on and effects of place positioning.

The fourth part of the book covers strategic place management and marketing and consists of three chapters with three subchapters. It builds on the normative basis generated in the chapter before and prepares for the operational achievement of objectives in the fifth part. The first chapter starts with approaches on strategic analyses as a foundation of further strategic development. The classic SWOT (or TOWS, as it is called in this book) analysis is dismantled and used for separate internal and external analyses. Examples are given for conducting strength-weakness analyses (S-W) and the variety of aspects and characteristics that need to be considered when reviewing locations and destinations internally. This may also help comparing places to each other. The opportunity-risk analysis (O-T) introduces tools such as market research or market-based analysis and displays possible recipients, methods and sources for primary or secondary research. A great focus lies on market segmentation via so-called “Sinus-Milieus” (social environments) and generational analyses. Finally, the S-W and O-T analyses are merged to a TOWS and illustrated with an example from the Lippe region in North Rhine-Westphalia, Germany. The second chapter describes the development of strategies based on the analyses and research from the previous chapter and explains not only the importance of setting strategies, but also different strategic perspectives such as cooperation or customer-orientation. The third chapter introduces location- and destination-specific terms such as place identity, place image and reputation. The author explains the importance and effects of corporate and place identity and illustrates different internal and external instruments of place identity policy.

The fifth part is the largest part of this book and covers operational place management and marketing in four chapters with 13 subchapters. After displaying different operational areas of place marketing, the subsequent first chapter describes the tasks of a location- and economy-centred place management, dealing with aspects such as economy development agencies, funding, clusters or networks. The second chapter describes the same topic from a tourism- and destination-centred perspective with focus on travel modes, the variety of tourist services and infrastructures, differentiation/diversification and policy-making. The third chapter elaborates in detail the joint tasks of place management and marketing. The first focus is on quality management and the treatment of potential, current or former customers as well as satisfied and non-satisfied ones. Derived from the quality perception of customers, certificates and quality marks play an increasingly important role. The second focus is on brand management, the importance of umbrella brands and the effect of successful branding on customers. Specific attention is given to the marketing of destinations as event, conference and trade fair locations, which often serve as lighthouse projects for the development of destinations. The global competitiveness of the German trade fair location is highlighted through various statistics. Negative effects of the COVID-19 pandemic are mentioned, but could have been more detailed. In the context of culture and art marketing, specific focus is laid on UNESCO cultural heritage sites and European Capitals of Culture. Apart from these mainly touristic marketing approaches, residential marketing is considered as well, based on the “jobs follow people” idea. It includes aspects such as image, authenticity, digitization and bureaucracy. Recent trends such as marketing for regional products or city centres are included as well. In an extensive fourth chapter, the 7Ps of marketing – product, processes, personnel/people, price, place, physical facilities, promotion – are described in much detail and with practical illustrations in the context of place management.

In the sixth part, seven case studies from Germany, Austria, Switzerland and Italy are presented. The first example is from South Tyrol, Italy and focuses on the development of the destination marketing organization *Südtiroler Marketing Gesellschaft (SMG)*, its umbrella brand and some exemplary sub-brands. The second example is from Tyrol, Austria and describes the integrated marketing approach that promotes Tyrol as a tourist destination, economic space, educational destination and place with a high quality of life. The third example displays the brand and place management from Grisons, Switzerland that focuses on product development, thematic marketing, branding and innovation. The fourth example is from the state of North Rhine-Westphalia, Germany and describes the marketing approaches and activities of its governmental agencies *NRW.INVEST* and *Tourismus NRW*. Figure 7-13 seems incorrect, as its description and positioning in the text does not match its content. The fifth and sixth examples are from Münsterland, a region within the aforementioned state, and Münster, the major city within this region, respectively, and describe the structure of the place marketing organizations *Münsterland e.V.* and *Münster Marketing*. The seventh example is from Cologne and focuses in detail on the city's fields of action, branding components, common visual branding and future visions.

In summary, the book of Knut A. Wiesner provides a good introduction to normative, strategic and operative approaches within the integrated location and destination management – or just place management. The author provides a great mixture of theoretical knowledge, supporting illustrations and figures, and practical examples. 166 illustrations enable the reader to understand the content and theory in detail. The case studies add significant value to the book and help to deepen the understanding of the prior theoretical chapters and display how the theory can work in practice. However, some more geographical diversity in the case study selection would have created a greater benefit for the reader, as four of seven studies are from the state of North Rhine-Westphalia and two of these were chosen from the region of Münsterland. Apart from this, the author has generated a high-quality publication that will be a useful introduction and guideline for researchers, policy-makers and practitioners as well as students and beginners.

Received: 05/08/2021

Accepted: 06/08/2021

Coordinating editor: Stanislav Ivanov