

PROSPECTS FOR IMPROVING THE GOVERNANCE OF TOURISM IN LITHUANIA: INTERACTION OF THE NATIONAL AND LOCAL LEVELS

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Although much emphasis is placed on the discussion of tourism governance issues, this topic remains relevant for many countries and there are still several open questions. There are still no clear governance borderlines between activity areas of different institutions in Lithuania, the functions often overlap and co-ordination is weak. The article, therefore, addresses two problematic issues – what factors impact the interaction of the national and municipal levels of tourism governance and how to improve the interaction and synergy of the national and municipal levels of tourism governance? Purpose of the article – disclose the interaction of the Lithuanian tourism governance at the national and municipal levels identifying the prospects for improving the Lithuanian tourism governance. In the article the literature interpreting the issues of tourism governance and the prerequisites for its interaction and synergy has been reviewed and systematised, the factors hindering and enabling the development of tourism on the national and municipal levels have been identified, the improvement model of tourism governance has been provided. The improvement scheme of the Lithuanian tourism governance based on the on the new public governance principles and on the interaction between the national and municipal levels has been provided and the prospects for improving the Lithuanian tourism governance for the period up to 2020 have been proposed.

Key words: tourism governance, tourism governance levels, tourism policy.

JEL codes: H83, L83, Q57.

1. Introduction

Scientific issue. According to the European Travel Commission, the growth rate of the tourism sector in the countries of the Central and Eastern Europe amounted to over 20 per cent in the recent years and several times increased the steady annual growth of tourist flows in the Western Europe, while tourist flows in Lithuania were by their increase among the highest in Europe. The management of tourism, however, entails the identification of long-term priorities, the planning and financing of tourism, the setting of priorities for the development of the tourism infrastructure and is highly influenced by the seasonal character of tourism which predetermines an uneven distribution of tourist flows.

Tourism is linked with intrinsic complexity because the tourism sector is directly and indirectly related to many other areas (accommodation, catering, transportation, communications, insurance, etc.), which serve not only tourism but also satisfy the needs of local residents. For the purposes of sharing the functions performed, the co-ordination of actions of all institutions involved, the involvement of stakeholders

(authorities, businesses, society) into the process of formation, implementation and monitoring of tourism policy is necessary, which is not easily achievable.

Although much emphasis is placed on the discussion of tourism governance issues, this topic remains relevant for many countries and there are still several open questions. Most important of them is how to ensure the interaction between the national and municipal levels and to identify what determines it, especially at the level of municipalities, where tourism activities actually take place. Research of this issue should consider several aspects (Paulauskienė, 2013). *Firstly*, it is likely that solutions of tourism governance issues insufficiently focus on the implementation of tourism management functions. *Secondly*, it has not been determined so far what factors are decisive in tourism governance on the national and local levels. *Thirdly*, too little attention is paid to the interaction of the national and local governance levels. *Fourthly*, it is necessary to monitor the demand of tourism continuously and accordingly form the supply of tourism (in strategies, programmes) in relation to a dynamic development of the tourism sector, changing patterns of tourism and redistribution of tourist regions.

The article takes into consideration the issues and challenges of the tourism policy underlined in Communication of the European Commission (hereinafter – the EC) (2010) “Europe, the world's No 1 tourist destination – a new political framework for tourism in Europe”, which are also relevant for the governance of Lithuanian tourism. *Firstly*, the growing tourism markets of the BRIC (Brazil, Russia, India, China) markets poses a serious risk to Europe as a region of tourism, which has to date been in a leading position by tourist flows and revenue. *Secondly*, in order to maintain Europe as the world's No 1 tourist destination, the main actions should be undertaken to stimulate competitiveness in the European tourism sector, increase the supply of products of sustainable, responsible and high-quality tourism, promote social tourism, implement innovations in the tourism sector and ensure political and financial support for tourism. *Thirdly*, the European tourism sector has specific objectives determined by the seasonal character of consumption services inherent in tourism and by the changing value chain models influencing the choice of destinations. The seasonal aspect not only affects revenue flows, but results in non-optimum use of existing infrastructure and staff. *Fourthly*, Europe must also strengthen cooperation with those countries whose population can provide a source of visitors to European destinations as their standard of living increases (Europe, the world's...,2010).

The article focuses on the analysis of governance of tourism as a system, provides a study of governance as a whole integrating the international, national and local (municipal) levels rather than analysing individual managerial instruments. There are still no clear governance borderlines between activity areas of different institutions in Lithuania, the functions often overlap and co-ordination is weak. Therefore, it is important in the analysis of the tourism sector development in Lithuania to consider the compatibility and synergy of tourism governance actions vertically – between separate tourism governance levels, and horizontally – between different elements of the tourism governance system (different stakeholders in the public and private sectors) as well as identify the sources of the main tourism governance problems. The article, therefore, addresses two problematic issues:

- what factors impact the interaction of the national and municipal levels of tourism governance?

- how to improve the interaction and synergy of the national and municipal levels of tourism governance?

Scientific novelty of the work. The impact of tourism in the world increased in the middle of the 20th century with a rapid growth of international tourist arrivals, therefore, theoretical and empirical research remains relevant to date. In the nineties of the 20th century the issues of the formation and implementation of tourism policy, tourism planning, the tourism governance system and functions came up as objects in the studies of scholars (Hall, 2000; 2007; Bruyn, 2011; Cooper, 2008; Cole, 2012). The research was mostly undertaken in the area of territorial planning and in relation to the specifics of policy formation in the context of sustainable tourism development – the influence of mass tourism was already a threat to the natural and social environment at that time.

Tourism as a science is multi-disciplinary and its basis is treated differently by authors. For example: A. Holden (2002) states that tourism is most of all related to geography and history while other authors (Gartner, 1996; Elliott, 1997) note that tourism is comprised of at least five traditional sciences: economics, sociology, psychology, geography and anthropology. Such interdisciplinary aspect of tourism highlights the complexity of tourism, which is intrinsic in tourism as a science and in tourism of a branch of economy. It should also be noted that tourism as a science and policy direction has reached maturity in 1990 approximately. At that time many scholars and policy makers started treating tourism as a complex multi-faceted phenomenon requiring scientific research and conceptual knowledge to help develop, plan or take decisions regarding the development of tourism (Cohen, 2002). The article builds on public administration, on the new public governance as well as on the new public governance theories in the analysis of tourism governance, i.e. it is sought by means of the management science theories to provide a study of tourism governance models and disclose the principles of tourism governance as well as explore their practical application.

Object of the work – interaction of the Lithuanian tourism governance at the national and municipal levels.

Purpose of the article – disclose the interaction of the Lithuanian tourism governance at the national and municipal levels identifying the prospects for improving the Lithuanian tourism governance.

Tasks of the article:

1. To provide an analysis of the theoretical composition of tourism governance identifying the empirical and theoretical origin sources of the topics of tourism governance.

2. To identify the functions and factors of tourism governance on the national and municipal levels.

3. To explore vertical and horizontal relations and interaction on the Lithuanian national and local levels of tourism governance.

4. To identify perspective development and improvement directions of the Lithuanian tourism governance on the national and municipal levels for the period up to 2020.

Methods of the work. The empirical study is based on the following scientific research methods:

- theoretical and systematic analysis of scientific literature was applied for the analysis of the main theoretical statements of tourism governance and the new public governance in order to create a tourism governance model revealing the essential tourism governance factors and their interaction as well as synergy;

- comparative analysis was used to analyse and compare theoretical tourism governance statement and to explore the good practice in place in the governance of tourism issues in other countries;

- documentary analysis was applied for the study of the concepts of tourism governance models, laws, strategic planning documents, reports of international organisations, official statistics in order to identify the principles and functions of tourism governance as well as assess the practical level of regulation;

- expert assessment – individual active interviews were used for the analysis of the topics relevant for tourism governance at the municipal level;

- internet websites assessment was reviewed in order to make an estimation and compare the capacity level of Lithuanian municipalities to create opportunities for tourism online;

- expert assessment – Focus group was used for drawing generalisations on the issues of interaction of the Lithuanian tourism governance on the national and local tourism governance levels and for the purpose of identifying strategic tourism development directions for the period until 2020;

- qualitative content analysis was applied in the analysis of the data obtained during the empirical research. By means of the qualitative content analysis it was sought to assess opinions and experiences of experts representing different stakeholder sides in relation to tourism policy-making, implementation, co-operation between the public and private sectors and to make a comparative analysis with the statements made in policy documents. On this basis, the main issues and preconditions determining the governance of tourism, the factors hindering and promoting tourism governance on the national and municipal levels have been identified and made it possible to propose mechanisms and techniques able to ensure the adequacy of the actions formally stated and implemented in practice as well as the interaction of tourism governance on the national and local levels.

2. Tourism Management System and Theoretical Aspects of the Issues

Tourism Management System deals with the concept of the tourism governance system, analyses the evolution of tourism governance, opportunities for improving the public sector governance, the interaction of tourism governance on the national and municipal levels, the interaction between vertical and horizontal relations in the tourism governance process and the topics and trends of tourism governance.

Most recent scientific publications show varying opinions and proposals on the formation and implementation of tourism policies on the national and local levels and on the development prospects of tourism. The analysis of scientific literature has shown that scientific research in the area of tourism governance is very limited, episodic and non-systematic as there is lack of empirical research related to the policy-making and decision taking on tourism policies (White, 2001; Edwards, 2002; Beaumont, 2010; Mulgan, 2000; Bell, 2004; Bramwell, 2007; 2008). The research of the recent years reveals a holistic or integrated approach to the system of tourism; integrated governance models are developed, covering the partnership of the stakeholders involved in tourism governance, decision-taking and in the development of co-ordination and monitoring systems at all governance levels: national, regional and municipal levels (Bramwell, 2009; Dredge, 2006). The study of the primary scientific sources reveals that the issue of tourism governance is linked to the complexity of the system of tourism, the inter-disciplinary character of tourism and its orientation towards economic indicators (Murphy, 2007; Jagminas, 2011). It has been identified that one of the most important objectives to be accomplished by the national tourism administration, which has to ensure the formation, implementation and monitoring of tourism policies from the national to the municipal level, is the consistency of actions and ensuring co-ordination relations involving the public and the private sectors, NGO's and the society.

3. Research Methodology of the Lithuanian Tourism Governance

For the purposes of investigation of the scientific issue, qualitative research methods have been chosen by means whereof the tourism governance model underpinned by theoretical and empirical knowledge is constructed on the basis of the pragmatic approach and phenomenological (interpretation) paradigm due to the practical scope of the subject-matter. The strategy of empirical research consists data collection methods – documentary analysis, expert assessment – individual interviews, website assessment, expert assessment – Focus group and data analysis methods – qualitative content analysis, quantitative comparative analysis methods (Bitinas, 2008; Robson, 2004). The selected research methods are undertaken by stages of the research; they facilitated the identification of problems in tourism governance, the presentation of potential problem solutions and formulation of the research conclusions, proposals and recommendations.

4. Prospects for Improving the Governance of Tourism on the National and Municipal Levels of Lithuania

Analysing the tourism governance experiences of various countries, the essential tourism governance principles have been identified taking into account the specifics of the new public governance: accountability, transparency, effectiveness and efficiency, response to changes, future vision and legislative norms. The documentary analysis shows that a considerable main problem in many countries is related to the co-ordination of horizontal and vertical governance relations, which determine the

governance of tourism to the largest extent. It has also been found out that for the purposes of effective implementation of the tourism policy and for the growth of economy one of the fundamental goals of policy makers is *co-ordination* and *synergy* with other areas, such as education and culture, social policy, energy, rural, regional development and many others. It is noted that many countries, irrespective of their geographical position, available resources and the level of development of the tourism sector, encounter similar problems and main challenges on the national level of tourism governance: co-ordination of the tourism policy, financial constraints, effective legal regulation and various external factors (economic, security, natural disasters, epidemics etc.).

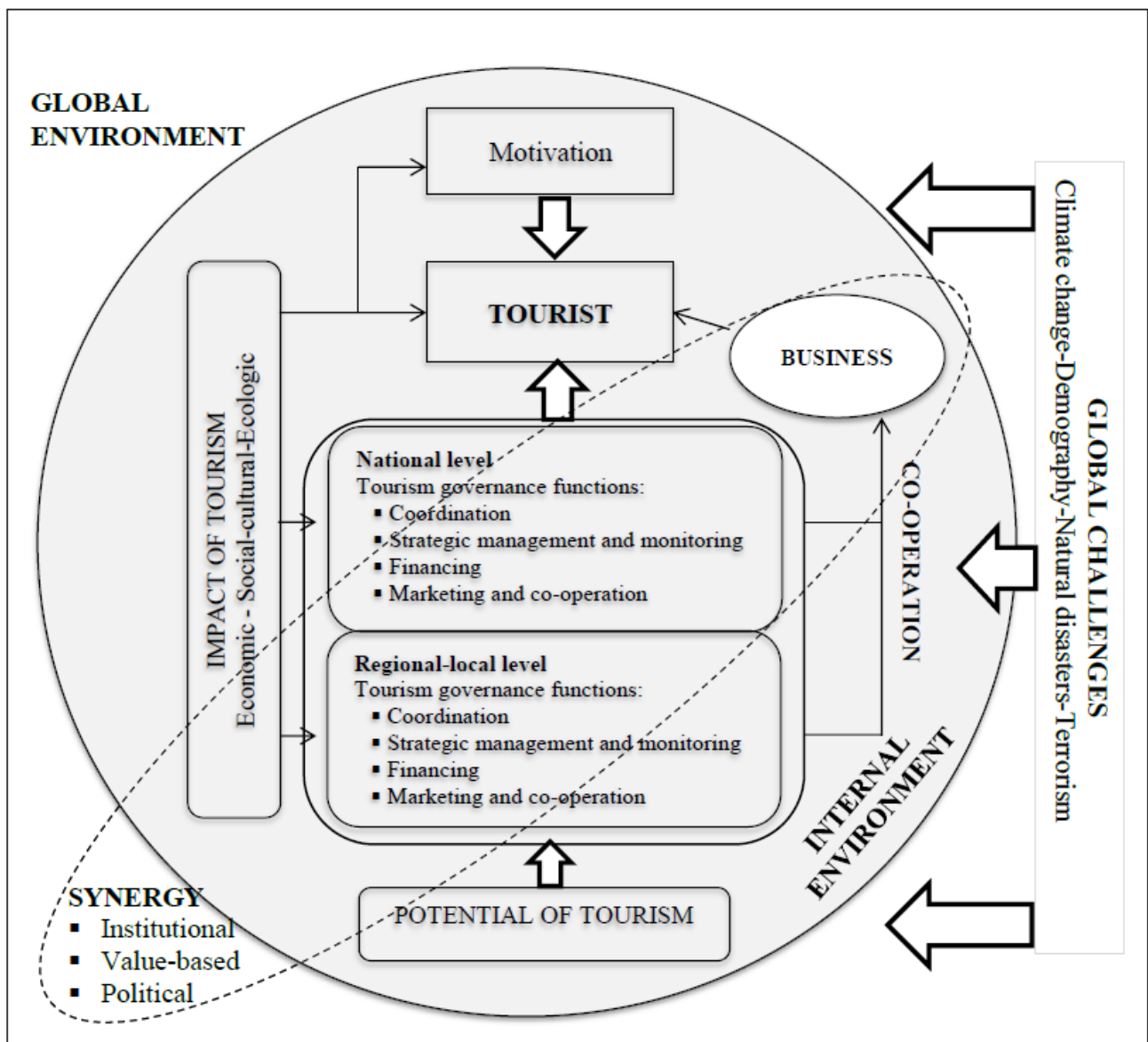


Figure 1. Improvement model of tourism governance

The research shows that the capacities of authorities to develop the existing potential of tourism in order to increase tourist flows and motivation to visit the country, can be strengthened by their ability to take into account global factors, the govern-

ance of the internal environment, co-operation and political, value-based as well as institutional synergy (figure 1).

The analysis of Lithuanian documents revealed that the governance of tourism in Lithuania takes place through the functions of legislation and regulation, co-ordination, planning, entrepreneurship, representation and promotion of interests, while the functions of social tourism and representation of interests are still weakly manifest in the governance of tourism in Lithuania. In Lithuania, tourism is promoted without taking into consideration its potential negative impact, the trends of sustainable tourism development or the importance of social tourism; the specifics inherent in the economic planning tradition come through. Facilitation of travelling, favourable taxation environment, financial of tourism research and implementation of the marketing of tourism are important measures of promotion, which are problematic in Lithuania.

Municipalities develop tourism on their own and for many municipalities tourism is one of the priority development directions. The main functions attributed to them by effective legal acts are the drafting of tourism planning documents, the establishment of tourism information centres (hereinafter – TIC), research/surveys, the implementation of infrastructure projects, creation of conditions favourable for tourism business, etc. The Lithuanian municipalities (tourist destinations) are divided into three groups of tourist potential: high, medium and low potential. The highest tourism potential in terms of local and international tourism is held by four Lithuanian resorts (Neringa, Palanga, Druskininkai and Birštonas) and three major Lithuanian cities (Vilnius, Kaunas and Klaipėda).

With a view to analysing the problem raised in the article, which covers the search for interaction on the national and local governance levels, and obtain more detailed data on the issues of tourism governance, an individual active expert assessment has been undertaken. The aforementioned assessment took place at the level of municipalities by surveying all Lithuanian municipalities (n=60). The informants were asked open-ended questions in order to obtain diverse opinions and get the feeling of the emotional background. The expert assessments obtained were assessed using the method of qualitative content analysis and grouped into categories, sub-categories, themes and sub-themes by their specifics.

The aggregate expert assessments obtained in individual interviews show that for the majority (53) of Lithuanian municipalities tourism is one of priority directions as it generates added economic value. The development of tourism and investments on the national level, however, are concentrated in the priority regions (territories) of tourism development, which do not match with the priorities of the municipalities. The functions of municipalities in the area of tourism are related to the promotion and planning of tourism operations, communication of tourist information and implementation of tourism infrastructure projects; that predominates in the planning documents of Lithuanian municipalities as the goals and objectives of tourism development. The main problems that the Lithuanian municipalities encounter in developing tourism during the period of 2007 to 2013 are related to public procurement procedures, additional financing of projects and bureaucratic procedures, which place a heavy administrative burden on the employees of municipalities and are inflexible.

Many Lithuanian municipalities feel a positive impact of tourism on economy (56) and the social impact of tourism (20). Expert assessment show that there are still no negative effects of tourism in Lithuanian municipalities which could result from a too heavy concentration of tourist flows, uneven seasonal distribution or dissatisfaction of local residents.

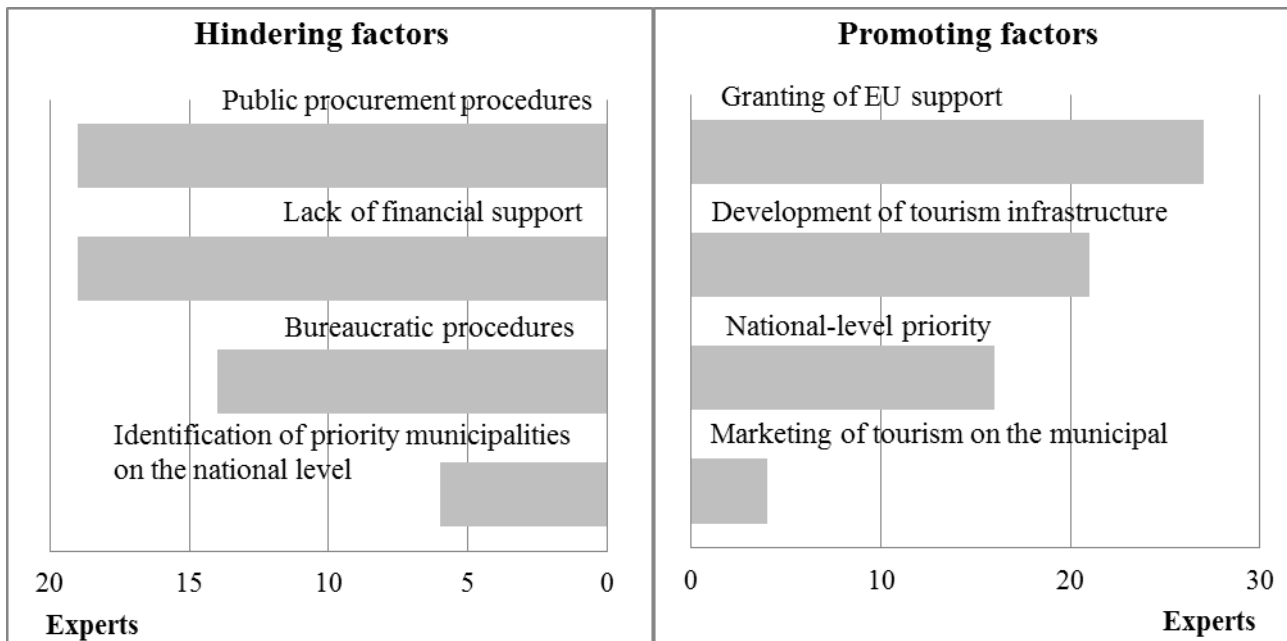


Figure 2. Factors hindering and enabling the development of tourism on the national and municipal tourism governance levels

The aggregated results of individual expert interviews identify the most important factors hindering and promoting the development of tourism on the municipal level. The development of tourism is slowed down by such factors as complicated and lengthy public procurement procedures, the lack of financing for the implementation of tourism projects, bureaucratic procedures on the national and local level and the identification of priority municipalities on the national level (Figure 2). Tourism development is promoted by such factors as the granting of the European Union (hereinafter – the EU) support for projects implemented by municipalities, support for the development of the tourism infrastructure, identification of priority municipalities on the national level and the implementation of the marketing measures of tourism on the municipal level.

According to the pre-set criteria – the number of languages, updates, e-marketing, communication on social networks, design and content, interactivity, response – 45 websites of the Lithuanian tourist destinations have been assessed; 44 of the websites are official TIC websites administered by municipal administrations, TIC or tourism and business integration centres and also the official national tourism website – www.lithuania.travel, which is administrated by the State Department of Tourism under the Ministry of Economy.

The Lithuanian tourism websites have been assessed according to the selected functional and managerial assessment criteria and the profile of the websites of the

Lithuanian tourist destinations has been drawn up. It has been found out that the websites of the Lithuanian tourist destinations get the highest ranking by the number of languages (82% of all websites), updates (53%), and e-marketing (44%). The lowest score for the websites of the Lithuanian tourist destinations was for the criteria of response (29%), interactivity (31%), design and content (33%). The websites of the Lithuanian tourist destinations are oriented towards targeted markets; information is provided in foreign languages, is relevant and updated, however, there is lack of additional tourist-centred functions, such as a fast response online, and insufficient use of the main managerial governance principles – the interactivity and attractive design and content of the websites.

The analysis of the data obtained in individual expert interviews and the assessment of the websites of the Lithuanian tourist destinations an expert assessment – Focus group was held in order to obtain additional data to analyse the topic at issue. The experts of tourism of Lithuania involved in the process of tourism policy-making have been selected from the public and private sectors, the national and local tourism governance levels.

The informants are asked questions according to the pre-selected topics and issues, however, the sequence of questions is not fixed and additional questions are asked. It is sought by interviewing to identify most important problems of the Lithuanian tourism governance, perspective tourism directions and most promising countries from where tourists should be encouraged to visit Lithuania until 2020 as well as propose most effective tourism marketing measures until 2020.

It has been found out from the analysis of the data obtained in the Focus group discussion session that the most serious governance problems related to the Lithuanian tourism governance until 2013 are related to the planning of tourism – in particular, there is lack of focus on long-term goals, which makes it difficult to co-ordinate the process of tourism governance; the existing interaction of horizontal and vertical co-ordination relations between the national and municipal authorities and business is weak. Co-ordination as a problem of tourism governance has been identified at all tourism governance levels: horizontally among national level authorities, between national level authorities and tourism business and in particular between municipal authorities and business; vertically between the national and municipal levels.

Most attractive for tourism development until 2020, in the opinion of the experts, should be seven Lithuanian municipalities which generate highest tourist flows and have the highest tourist potential – three major cities Vilnius, Kaunas, Klaipėda and four resorts Birštonas, Druskininkai, Neringa, and Palanga. It is suggested to direct investments according to their demand, economic yield and investment return, i.e. to invest into the destinations with the highest flows of tourists. The priority directions should remain the same until 2020 (cultural, business (conferences), health and active leisure tourism). It is also recommended to add a new direction – city breaks, which is rapidly becoming popular in the largest Lithuanian towns and resorts due to the development of budget flights and can be very viable. The analysis of the expert opinions on the most viable inbound tourism markets and the effectiveness of tourism marketing measures until 2020 shows that it is recommended to promote tourist flows from four target groups – from the neighbouring countries (Russia, Belarus, Latvia, Poland,

Germany), from Scandinavian countries, with a special focus on business tourism, from potential or growing tourism markets (Ukraine, Israel) where marketing should be strengthened in order to be able to expect tourist flows in the future, and from the long-haul markets – the U.S., Canada, China, Japan. The future of tourism marketing is in e-marketing, communication, social networks and mobile applications, however, in the Eastern Markets (Russia, Belarus, Ukraine) the main tourism marketing means should remain traditional, such as printed matter, participation in tourism fairs or business missions because tourists in these countries do not use the internet so often when planning their travels compared to tourists from Western countries.

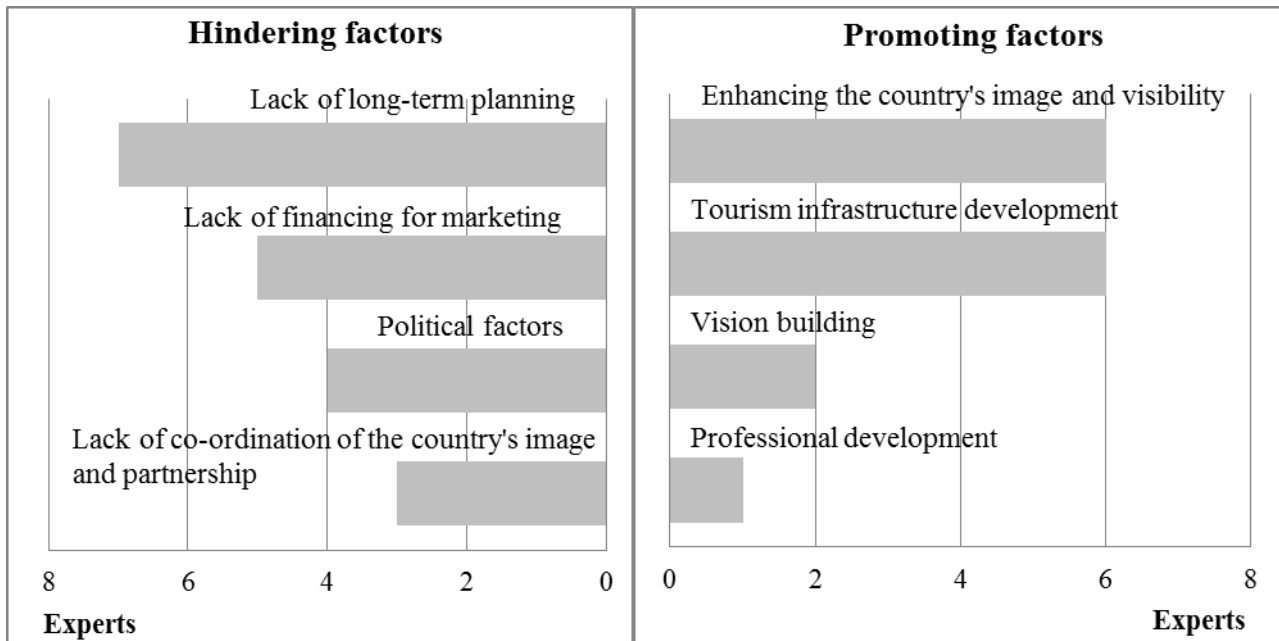


Figure 3. Factors hindering and enabling the development of tourism on the national governance level

The aggregated expert assessments from Focus group discussions make it possible to identify the factors promoting and impeding tourism on the national tourism governance level. It has been identified that on the national level tourism governance is mostly impeded by the lack of long-term planning, shortage of financing for the marketing of tourism, political factors, co-ordination of the country's image and the lack of public and private partnership (figure 3). The factors promoting tourism governance at the national level are related with the formation of the country's image and the increase of its visibility, which, in the opinion of the experts, determines the development of tourism infrastructure, the building of a vision and capacity.

It has been found out during the analysis of the factors slowing down and promoting tourism governance that the factors identified by the experts on the national and municipal levels are not the same. On the municipal level, the most factors depend on the national level institutions (bureaucratic procedures, retention of priorities, allocation of financing, while on the national level, such factors mostly depend on broader national authorities (image formation, long-term financing) and value-based factors (political interests).

5. Conclusions

1. The perspectives of *modern tourism governance* are related to the improvement process of public governance involving citizens into decision-taking, aiming at the transparency of activities, impartiality, accountability, co-operation and effectiveness as well as horizontal synergy between authorities, the society and business. In terms of tourism governance, the new public governance is possible by increasing synergy in the following directions:

- *Institutional synergy* where authorities follow the principle of transparency in the implementation of their core functions – co-ordination and co-operation.

- *Political synergy*, which helps seek positive impact of tourism or its economic benefit while exploring the potential of tourism and relying on the principle of accountability.

- *Synergy of values*, which allows understanding tourism as a complex phenomenon and enables the implementation of the principles of sustainable development based on trust.

2. Following the generalisation of the tourism governance problems and recommended prospects on the national and municipal levels according to the expert survey results, the following factors hindering and promoting tourism have been identified:

- The most influential *factors hindering* the development of tourism on the national governance level: lack of long-term planning, shortage of financing for the marketing of tourism, political factors, lack of co-ordination of the country's image and public-private partnership. The factors *promoting* tourism development at the national tourism governance level: formation of the country's image and the increase of its visibility, development of the tourism infrastructure, formulation of a vision and professional development.

- The most influential factors *hindering* the development of tourism on the municipal level are public procurement procedures, the lack of financing, bureaucratic procedures and the identification of priority municipalities on the national level. The *factors promoting* the development of tourism – granting of EU support, support for the development of the tourism infrastructure, identification of priority municipalities on the national level and the implementation of the marketing of tourism on the municipal level.

3. The majority of Lithuanian municipalities, irrespective of their tourist potential and the demand for tourism, promote tourism as an economic activity, which creates jobs and generates revenue on the normative level. The development of tourism in Lithuanian municipalities is based on their intention to obtain support from EU structural funds for the development of tourism, which explains the absence of *vertical synergy* between the tourism development priorities on the *national* and *municipal levels* and *horizontal synergy* along the following directions: *municipality – business* and *municipality – municipality*.

4. The improvement of the Lithuanian tourism governance on the national and municipal levels is related to better co-ordination based on voluntary co-operation and partnership between authorities, businesses and the society (strengthening of horizontal and vertical relations), orientation towards long-term goals and integrated approach as well as sustainable development principles. Prospective directions of tourism development until 2020, such as *green tourism, business tourism, cultural and entertainment tourism, health tourism, city breaks*, would ensure the co-ordination of the pursued tourism policy and would improve the interaction on the national and municipal levels.

6. Proposals and Recommendations

1. The development of viable tourism directions of Lithuania (*green, business tourism, cultural and entertainment tourism, health tourism, city breaks*) up to 2020 should be based on the principles of sustainable development. A recommendation is made regarding the following key improvement directions for tourism:

- Long-term planning of tourism, consistency and minimisation of the political context through increased transparency, accountability and trust.

- Building of the supply for tourism taking into account its demand rather than vice versa, i.e. investments should be made into the territories of the highest and medium tourist potential with the highest tourist flows; an integrated approach should be ensured through the continuity of investments, regional co-operation, public and private partnership (through clusters) and "major" projects.

- In order to improve the competitiveness of the Lithuanian tourism sector and the quality of services, it is important to offer and develop new unique tourist itineraries and products to contribute to the strengthening of the Lithuanian tourism sector.

2. While planning the development of tourism in Lithuanian municipalities, it is proposed to center tourism projects according to the demand for tourism and implement them together with the private sector. In order to increase the tourist attractiveness of a district, it is recommended to implement joint projects (in terms of tourism infrastructure, marketing of tourism) with neighbouring municipalities in this way enlarging the supply of the services offered and strengthening regional co-operation.

3. For the purposes of effectiveness on the national and municipal level, it is suggested to expand the capacities of e-marketing and communication in social networks in order to gain popularity among the users and, accordingly, to reduce expenses for traditional marketing measures (participation in exhibitions, printed matter, business missions). It is proposed to enhance the capacities of communication in social networks through voluntary or apprenticeship programmes run together with higher schools, other educational institutions and through the involvement of community members.

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TURIZMO VALDYMO TOBULINIMO PERSPEKTYVOS LIETUVOJE: NACIONALINIO IR SAVIVALDYBIŲ LYGMENŲ SĄVEIKA

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Santrauka

Turizmo valdymo sąveikos paieška nacionaliniame, regioniniame ir vietiniame (savivaldybių) lygmenyse – viena sunkiausiai sprendžiamų problemų, su kuria susiduria turizmo politikos formuotojai įvairaus ekonominio išsivystymo šalyse. Lietuvoje iki šiol nėra aiškių valdymo ribų tarp atskirų institucijų veiklos sričių, neretas atliekamų funkcijų persidengimas, silpnas koordinavimas. Straipsnyje įvertinta ir susisteminta literatūra, aiškinanti turizmo valdymo problematikos, sąveikos ir sinergijos prielaidas, nustatyti turizmo plėtrą stabdantys ir skatinantys veiksniai nacionaliniame ir savivaldybių turizmo valdymo lygmenyse. Apibendrinus tyrimo rezultatus nustatyta, kad daugelyje šalių, nepriklausomai nuo geografinė padėties, turimų išteklių ir turizmo sektoriaus išvystymo lygio, būdingos panašios problemos ir pagrindiniai iššūkiai, su kuriais susiduriama įvairiuose turizmo valdymo lygmenyse. Pagrindinės valdžios funkcijos nacionaliniame ir regioniniame-vietiniame turizmo valdymo lygmenyse yra susijusios su koordinavimu, strateginiu planavimu ir stebėseną, finansavimu, rinkodara bei bendradarbiavimu su verslu bei tarpinstituciniu bendradarbiavimu. Siekiant pagerinti nacionalinio ir vietinio turizmo valdymo lygmenų sąveiką, būtina politinė, vertybių ir institucinė sinergija.

Raktažodžiai: turizmo politika, turizmo valdymas, turizmo valdymo lygmenys.

JEL kodai: H83, L83, Q57.