

REENGINEERING DESTINATION MARKETING ORGANISATIONS - THE CASE OF SWITZERLAND Prof. Dr. Thomas Bieger, St. Gallen (Schweiz)

The article explains how ongoing globalization changed traditional success factors in tourism in Switzerland, focused on alpine tourism, and proposes approaches for adaption to these changes.

In the last 30 years we have experienced a dramatic change in tourism demand. Cheap airline transport and information technologies such as the internet make travelling available for everybody. Modern tourists are experienced travelers, they have become critical regarding prices and quality and visit destinations all over the world, depending on the specific travel motivation. Therefore, customer loyalty is decreasing. The today's traveler asks for experiences and authenticity as a contrast to a more and more artificial world. Tourism organizations have to assure the competitiveness of their destinations.

A concept for new structures in alpine tourism marketing has been worked out by an expert group, outlined as follows:

- The offer within a destination should include all the necessary facilities such as eg. entertainment, lodging and transportation
- The destination should have at least one independent brand, which tourists can link the area to and then start creating new brands as eg. sights, attractions, local specialties
- Qualified personnel plays an important role, therefore front personnel training should be organized in order to remain high standards
- Reservation facilities (eg. Expedia, Booking.com) enable to serve as many points of sale as possible
- Big events should be organized in cooperation with other destinations and different partners in tourism
- Sale of marketable products
- Provision of information desk and complaint office

Marketing plays a crucial role in the alpine destinations:

- By selecting segments and focusing on specific markets in other continents we reach the right customers
- Conducting market research provides the knowledge of needs and wants of targeted customers
- Developing a marketing strategy
- Tourism destinations need to merge in order to become more powerful and needing less funds

References:

Prof. Dr. Thomas Bieger, (1998) "Reengineering destination marketing organisations: The case of Switzerland", *The Tourist Review*, Vol. 53 Issue: 3, pp.4-17, <https://doi.org/10.1108/eb058277>

Suggested articles:

Daniela Soldić Frleta. 2018. SHIFTS IN TOURISTS' ATTITUDES TOWARDS THE DESTINATION OFFERING. *Tourism and hospitality management* 24:2.

Francesca Iandolo, Irene Fulco, Luca Carrubbo, Stefano Armenia. 2018. Destination mobility management in the light of service research: the "good practices" of south Tyrol. *ESPERIENZE D'IMPRESA* :2, 39-63.