Assessment of the Impact of Internet Technology on Destination Marketing
of
The Province of Lower Austria
A Case Study of The Mostviertel Region

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1. Introduction

The travel industry is going through a period of almost unprecedented change (WTO 1999:73). The explosive growth in the use of Information Technology (IT) and the Internet in the travel industry has increased tremendously over the past years and is transforming the global tourism environment (Werthner/Klein 1999:pp.14). Consequently, the integration of IT into the organizational fabric of the Destination Management Organization (DMO) is of utmost importance.

The Internet along with the availability of information in digitised form may also lead to changes in the tourism value chain. The new medium being a globally available communication network provides an electronic marketplace where different types of businesses can exchange information and transactions. The Internet, facilitating uncomplicated and cost efficient communication between the respective players of the tourism industry, opens new horizons for DMOs (WTO 1999:69).

The tourism industry at a destination is a network of service providers who operate in different sectors of business in order to jointly produce the total tourism product of a region. There is a strong need for the regional co-ordination of a wide range of activities. Therefore, DMOs are responsible for leading, co-ordinating, stimulating, and monitoring tourism development and marketing for a destination area (Jafari 2000:147). The tasks of DMOs are manifold as they are responsible for a broad range of activities.

A destination management system (DMS) is essentially a marketing tool for promoting tourism products and services in a destination, which might be a nation, region, town or other recognisable geographical entity.

The scope of the study included an analysis of the size, characteristics and structure of the destination Mostviertel Region in the Province of Lower Austria. The investigation covered the motivations and reasons for the TIScover DMS and those of Tourismus Technologie Company and the Mostviertel Tourismus Company (both
“key players” in the Province of Lower Austria and the Mostviertel Region) and the impact and implications on the Mostviertel Region.

A successful development will lead the Mostviertel Region destination to be a learning unit with distinguished innovative and developing forces. As there is no universal formula for a successful destination but only region-specific solutions this study tried to investigate the Mostviertel Region Case. An imperative prerogative, especially for small and medium tourism enterprises (SMTEs) is to be present with tourism products and services in the Internet market in a rapidly changing world. These enterprises lack know-how, qualifications and financial resources. Many SMTEs in the Province of Lower Austria and the Mostviertel Region are not professionally run family businesses in which these challenges are even bigger.

2. Method of Research and Investigation

The first question of this study considered which methodology should be used. The methodology chosen was the case study approach as an empirical inquiry that investigates a contemporary phenomenon within its real life context, when the boundaries between phenomenon and the context are not clearly evident and in which multiple sources of evidence are used. It is particularly valuable in answering who, why and how questions in management research (YIN 1994).

The case study methodology had been described as an umbrella term for a group of research methods that have in common the decision to focus an inquiry around a specific instance or event. The philosophy behind the case study is that sometimes just by looking carefully at a practical, real-life instance, a full picture can be obtained of the actual interaction of variables or events. The case study allowed the study author to concentrate on specific instances in an attempt to identify interactive processes that may be crucial but that are transparent to the large-scale survey. Thus, the aim of the case study was to provide a three-dimensional picture of the situation. It should illustrate relationships, corporate-political issues and patterns of influence within a particular context (Bell 1987).
A case study protocol was developed as detailed master plan for the research. This included a document with full details of the research design, the questions to be asked and answered, field procedures of the researcher, details of all types of evidence required.

3. Measurement

In reference to the question of assessment and impact, it must to be stressed that this approach not only includes facts and figures but also organisational development.

Very soon it became clear that assessment not only meant figures and facts, but also to analyze and evaluate the organizational developments within the Province of Lower Austria and especially the Mostviertel Region with respect to destination management and destination management organisation.

Impact is understood as consequence, as effect, as repercussion; in other words, the study focuses on the consequences and effects that the new technology has on destination marketing of the Province of Lower Austria and especially the Mostviertel Region.

Concerning the assessment of evaluation and implication of the available statistical data, the investigation provided the following result: Since the establishment of the Tourismus Technologie GmbH in 1998 and the Mostviertel Tourismus GmbH in 2002 statistical data is available on the use of information technology, especially internet use by every tourism region within the Province of Lower Austria.

As a matter of fact it turned out that no actual data on general tourism figures (i.e., the overall tourism turnover in the Province of Lower Austria or its tourism regions) were available for the investigated period of time. From the Tourismus Technologie Company and the Mostviertel Tourismus Company very detailed information and figures were provided for 2002 and 2003. The relation between online and online initiated turnover on the one hand, and the whole tourism turnover on the other hand
could not be made since the latest figures on total tourism turnover were from 1998. No organisation or interviewed expert was able to comment whether the online activities generate an additional increase in guests and overnight stays or just indicate a shift from one marketing distribution channel – like print media, catalogues – to the Internet channel.

Also the author did not obtain any detailed information and explanation on the way the initiated online bookings were generated. Therefore, no serious statement can be made regarding the validity of this data, which seemed to be very high in relation to the actual made. For that reason it was not possible to make a valid quantitative assessment of the impact of information technology used by the the Mostviertel Region DMO for marketing the Mostviertel region in relation to the general tourism figures which also were not available for the investigated period of time as shown above.

4 The Province of Lower Austria and the Mostviertel Case

SMTEs are considered very beneficial to a destination as they not only provide tourists with a direct point of contact with the destination and host population, but also facilitate a rapid infusion of tourist spending into the local economy, thus stimulate multiplier effects and are beneficial for the local community. The size of SMTEs is another advantage as it provides competitive advantages in terms of flexibility and specialization. SMTEs can differentiate themselves through the focus on niche markets and promotion of customized tourism products and also formulate value-added networks of products and service delivery which enhance tourist satisfaction. Since a large number of SMTEs are involved in the delivery of tourism products and services, the destination is literally an amalgam of SMTEs which address consumer needs (Buhalis/Cooper 1998:325).

However SMTEs also have their weaknesses and suffer a wide range of disadvantages, which effectively jeopardize both their profitability and competitiveness. These disadvantages tend to result from a lack of operational management know-how, strategic vision and marketing capabilities. SMTEs lacking
marketing skills and expertise are very often unaware of available techniques and thus suffer from a reduced impact of marketing research and the inability to finance promotional techniques. Very often SMTEs depend on intermediaries to promote and sell their tourism products. As a consequence, SMTEs may suffer from their impact on marketing campaigns, information and pricing. Moreover, the lack of financial resources, economies of scale, specialized personnel, transportation, seasonality and inadequate training procedures are also perceived as significant weaknesses (Buhalis/Cooper 1998:334).

SMTEs face structural problems mainly due to their size, their inability to achieve economies of scale, their peripheral location and their position in the distribution channel.

In the future of the tourism industry there will be no place for the small stand-alone participants but only for the small, innovative, flexible and networked enterprise. Networking allows SMTEs to pool their resources in order to increase their competitiveness, to jointly draft up strategic management and marketing plans, minimize operating costs and increase their knowledge and expertise (Buhalis/Cooper 1998:338).

Communication and networking among SMTEs and co-operation with the organization managing a destination were considered to be and are the basis for the strategic management and marketing of a region.

The core objective of a DMO is the promotion of tourism business and attraction of visitors to its region, with the final goal of enhancing the economy and the region’s image (Scherhag/Schneider 1998:10). Besides the promotion of tourism in a destination, a DMO that is part of local, regional or national government, must also maintain the social, cultural, economic and environmental basis, conveying it also with a political function (Werthner/Klein 1999:47).

Achieving these objectives clearly demands the coordination and representation of diverse interests of individual players in the tourism industry without favouring a single group (Scherhag/Schneider 1998:10). Destinations are some of the most
difficult entities to manage and market, due to the complexity of the relationships of local stakeholders (Scherhag/Schneider 1998:10; Hartl-Nielsen 2000:49). The management and marketing of destinations is very demanding because of the broad range of stakeholders involved in the design, development and production of tourism products and services. The tourists' experience involves the entire range of service providers in a destination. The tourists' overall impression gained before and at the place of travel forms the image of a destination after the visit (Scherhag/Schneider 1998:7). As a result, the DMO should act as facilitator to achieve a multifaceted set of strategic objectives.

Attention should be drawn to four key generic strategic objectives which should be envisioned by the DMO: (1) The enhancement of the long-term prosperity of the local community, (2) the maximisation of visitor satisfaction, (3) the profitability of local tourism providers and multiplier effects; and, (4) the sustainable development and application of tourism in the destination (Buhalis 2000:99). Obviously, the individual stakeholders will emphasise the maximisation of benefits for themselves. As a consequence, conflicts in interests of the individual participants can arise and some of the key strategic objectives may be exposed to danger or even failure. Failure from the DMO to ensure and maintain a balance between local tourism providers successfully, jeopardises relationships between stakeholders and questions the achievement of the strategic objectives. In summary, the management and marketing of a destination is very complex and difficult.

The international tourist industry is becoming an increasingly competitive marketplace where only the best-managed destinations are likely to prosper (Buhalis 2000:99). DMOs managing destinations could easily be tempted to claim they are individually in charge of the marketing of the destination. In reality, DMOs should address their function to not take total responsibility for all aspects of destination marketing (Vellas/Becherel 1999:186) but to develop and implement a 'holistic and integrated destination strategic planning framework' within which their stakeholders can operate, and to establish a 'participative strategic partnership approach between all stakeholders' in the destination (Heath 2000:128). The role of the DMO should be reduced to being a facilitator for the destination marketing strategy (Hartl-Nielsen
A DMO should be “at once initiator, motivator and adviser” (Jefferson 1990:95).

As an amalgam of different destinations the Province of Lower Austria also shows the classical features of fragmentation: its supply industry has a SMTE structure, shows a lack of organisation and internal communication, its degree of co-operation is low and access to the market is limited. The marketing of this supplier community relies heavily on the local tourist boards. In a hierarchical network, these boards are linked with the Province of Lower Austria Tourist Board. Confronted with a change in consumer behaviour, increased problems to reach the market, increased importance of electronic distribution channels, in which CRS/GDS offer only very limited information about the Province of Lower Austria, the provincial authorities decided after an evaluation of different electronic destination marketing systems to implement the Austrian TIScover system in the province in 1997.

The goal was to implement an information-only system with the objective to provide an improved access to the market, deliver information about the market and its trends to the supply side, build an infrastructure for improving the co-operation within the industry, enable a better, faster and more democratic presentation of the product, taking also into consideration small suppliers, improve the know-how of employees, their working situation and their working satisfaction in order to reduce fluctuation and, as a result, to improve the service for the tourist, speed up and to improve the communication between participating organisations, while also improving the coordination capabilities of the Niederösterreich Werbung (Province of Lower Austria Marketing) and gaining a competitive advantage over other destinations. Furthermore, a global presentation of the Province of Lower Austria should be provided and the internal communication needs should be satisfied.

The policy making provincial authorities also realised that the implementation of such a system constituted a complex process, which also had to take into consideration the organisational context of the public tourist boards. Moreover, it had been recognised that future users at all levels had to be integrated into the development process.
The TIScover system was chosen due to its basic structure and features and because of its focus on the local tourist boards as the primary participants, at least in a first phase. A large part of the suppliers was not sufficiently equipped and not acquainted to operate such a system. Although direct access facilities for tourists were found not to be necessary in the initial phase, the system enabled existing distribution systems to receive information electronically.

The requests on the destination management system (see Werthner/Klein 1999:pp. 200) were the following:

(1) A low system complexity as the system should not be overloaded. The local tourist boards should act as primary information providers and, more importantly, to exclude reservation facilities in the first implementation phase. Moreover, the definition of simple operational rules for the production phase were necessary.

(2) An autonomy of local participants was required because the system granted and even strengthened the autonomy and flexibility of the local boards. Thus, a purely centralised system was already rejected in the initial phase in favour of a distributed approach. As in this specific case, the system did not enforce the creation of a single enterprise but just offered its facilities in a generous way. Data was to be stored on-site in order to guarantee local control and to minimise data transmission. A central communication server was set up for the distribution of data according to a distribution schedule, which allowed participants to restrict their local database to the regionally defined view of the overall data. Since local participants provided the primary information, they were also responsible for its quality. It was considered important for the successful implementation of the system to position this crucial task at the very level where the specific knowledge is available. The product base was and is limited to a destination’s products – thus, most importantly, means of transports were and are not provided. It also contained small overnight facilities, which were up to then excluded from the electronic market place.

(3) The need for support of already existing installations. This meant that the autonomy and flexibility of the tourist boards called for a maximum of freedom with respect to hardware choice. Heterogeneous sets of workstations should be supported
as the chosen system had to be easily integrated into existing or planned office automation systems in order to avoid premature objections by the users. The initial system design enabled a stepwise growth with respect to functionality and installed modules.

(4) The exclusion of reservation activities, which meant reservations and sales were not within the main scope of the tourist boards (the main system participants in a first phase). These activities were left to the suppliers themselves and to regionally acting incoming agents.

(5) Only reasonable topicality was considered necessary. There was no immediate need for on-line facilities since reservation was not supported. Topicality of one day was identified to be sufficient.

The process and development of adapting, implementing, testing and maintaining such an inter-organisational system was considered to represent an ongoing process by the deciding provincial authorities. Consequently, a separate company was set up for this purpose. Like in Tyrol, the decision was accompanied by some political turbulence since especially regional incoming agents feared competition. The Tyrolean strategy to this problem was used with a strategy in which the DMS server would only act as a gateway between suppliers and consumers in case of bookings. The system was defined as a facilitator. This corresponds to the unclear positioning of a tourist board and whether or not it may act as reservation centres. As a matter of fact, the chosen system was not a centralised destination reservation system, maintaining a central inventory of availabilities, booking fees and so on. Information maintenance, including the update of availabilities and price was and is up to the responsibility of the suppliers.

But the chosen TIScover destination management system also had an important advantage with respect to marketing expenses. Since it was a destination-oriented system, its product was and is mainly done by the related DMOs.
The Province of Lower Austria intended to guide the small and medium sized tourism enterprises to implement and use modern information technology, although it was clear from the very beginning that only parts of the functions of a destination management system (mainly the providing information about the destinations of the Province of Lower Austria like the Mostviertel Region, the tourism enterprises and events) were implemented and other functions were not (like the on-line booking).

Through the establishment of a company and the purchase of the general licence from TIScover, the tourism economy was provided with a platform for the common presentation of the offerings in the Province of Lower Austria in a worldwide media, the Internet.

Tourismus Technologie GmbH (TTG) was founded in 1998 as a limited liability company. The goals were the following: To acquire the comprehensive offer of the tourism industry of the Province of Lower Austria and to cover the area of Lower Austria; to provide the service and maintenance of the general presentation of Lower Austria on the Internet through a special website; to organise and execute trainings in connection with the TIScover DMS and electronic media in general for entrepreneurs and employees of SMTEs throughout the Province of Lower Austria.

With the establishment of the Mostviertel Tourismus Company in 2000, the Mostviertel Region has its own destination management company. The business processes and tasks that the Mostviertel Tourismus company - being a DMO at (inter-) national, provincial, regional and local level - must undertake are the marketing and promotion of the destination Mostviertel Region through disseminating tourism product information and encouraging potential consumers through incentives to choose the region for a trip. This includes servicing tourists with the provision of information and services at the destination whilst enhancing customer satisfaction and maximizing tourists spending.

Servicing the tourism suppliers through the provision of information and services to private sector suppliers and offering tourism services at the destination is another goal.
This includes selling services so as to offer commercial services to tourists such as to enable consumers to buy tickets for events, tours or attractions.

This also includes research, planning and management services, such as monitoring and controlling information about tourism supply and demand in order to develop sustainable tourism. In this way negative environmental impacts are to be reduced while social economic impacts are maximized.

The core objective of the DMO Mostviertel Tourismus is the promotion of tourism business and attraction of visitors to the Mostviertel Region, with the final goal of enhancing the economy and the region's image. Besides the promotion of tourism in the Mostviertel Region, the DMO - as part of the local, regional or national government - must also maintain the social, cultural, economic and environmental basis. Therefore, it also has a political function which can be seen in the different share- and stakeholders within the company structure.

Furthermore, future tasks should have the following points on the agenda to further develop a destination strategic planning framework (following Heath 2000:129).

- Macro environmental analysis: The fundamental purpose of this analysis, identifying trends and developments of different types that have an impact on the destination and its stakeholders, is to determine opportunities and threats facing the destination in the upcoming strategic planning period. It is essential to pro-actively define possible strategies, which can be incorporated in the respective action plans at a later stage.

- Strategic resource analysis: The main idea behind this element of the strategic destination marketing process is the determination and analysis of strengths and weaknesses of the individual destination's component parts such as accommodation, attractions, amenities, etc, whereby it is again crucial to pro-actively consider possible strategies and action plans to capitalize on strengths and reduce weaknesses.
• Market and competitive analysis: The analysis and evaluation of current markets frequenting the destination will be the basis for the target market strategy.

• Shared vision, guiding values, mission statement and strategic goals: Defining a joint vision is probably one of the most important steps in the strategic planning framework and it is imperative to stakeholders in its formulation. It is easier to work out strategies and action plans once there is a mutual consensus on a macro level about the future direction of the destination.

• Formulation of a destination strategy based on realistic and measurable objectives and targets incorporating market research and definitions.

• Development of a target market strategy based upon geographic, demographic, psychographic and behaviouristic market segmentation. In this respect, it is vital to practice finer market segmentation and customisation rather than broad-base marketing. This means to invest more effort in less target markets in order to identify those segments offering the greatest possible returns in terms of incremental business. The identified and clearly defined market segments will be used for the formulation of the destination marketing mix.

• Formulation of a destination positioning strategy, comprising destination branding, image creation and competitive positioning in the marketplace, based upon the target markets identified. A destination's "character", "image" or "flavour" is a major consideration in destination choice. Therefore, it is important to jointly emphasize on developing a specific image, and to promote it accordingly in order to gain or even increase market share in the fiercely competitive tourism market.

• The preceding steps of strategic destination marketing are the basis for destination marketing mix formulation. The major strategy areas are product, price, promotion and market-place. But in order to define a marketing mix, it is priory essential, to understand that different marketing strategies are required for the Mostviertel Rregion over its destination life cycle. The entire marketing mix, therefore, will need to be differentiated to accommodate the needs of the destination at each stage of its life cycle. A marketing mix will enable the
Mostviertel Region destination to target each defined market segment with a comprehensive range of offerings providing a solution to individual consumer needs and wants.

- Probably one of the most important elements of strategic destination marketing, which should receive adequate attention, is the implementation of practical tools to control marketing and measure marketing effectiveness on a macro and micro level. Monitoring marketing effectiveness is the basis for strategic destination marketing planning in the future.
From an academic and operational point of view the development of a Destination Strategic Planning Framework for the Mostviertel Region includes the following steps:

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<td><strong>Set up of Destination Management Organisation Mostviertel Tourismus</strong></td>
<td>Key Stakeholders: identification, shareholder in DMO and participation in processes</td>
<td>Macro environmental analysis: identification of trends and developments, determination of opportunities and threats</td>
<td>Strategic resource analysis: determination and analysis of strengths and weaknesses of the individual destination’s component parts</td>
<td>Market and competitive analysis: evaluation of current markets</td>
<td>Shared vision, guiding values, mission statement and strategic goals</td>
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<td><strong>Access and use of data:</strong> What are the principles of access, usability, communication and co-operation for the key stakeholders?</td>
<td>Implementation of practical tools to control marketing and measure marketing effectiveness on a macro and micro level.</td>
<td>Formulation of a destination positioning strategy, comprising destination branding, image creation and competitive positioning in the marketplace, based upon target market identified</td>
<td>Development of a target market strategy based upon geographic, demographic, psychographic and behaviouristic market segmentation.</td>
<td>Formulation of a destination strategy based on realistic and measurable objectives and targets incorporating market research and definitions</td>
<td><strong>Formulation of a destination marketing mix</strong></td>
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Until now the Mostviertel Tourismus DMO implemented the following steps:

- Steps 1 and 2 were undertaken in the year 2000. With the help of an external consultant a process was undertaken in which key issues were discussed and the shareholder structure of the Mostviertel Tourismus DMO Company was fixed. A steering committee of about 20 key stakeholders set up the main features and structures of the Mostviertel Tourismus DMO.

- Steps 3 to 7 are presently being performed and set the stage for step 8 in respect to settling on the right development of the target marketing strategy. With consultants from the Destination Management Monitoring Austria Project these processes should be finished by mid 2005. Finally, the results of the processes and analyses will be discussed and the processes finalized and the results endorsed in a session where all key stakeholders will participate.

- Step 8 started in the year 2002 and is considered an ongoing process. The question may be asked why this step was taken at an early stage and not before the analyses and results from steps 3 to 7 were completed. Probably there was a need to get quick results and strategies for the Mostviertel Tourismus DMO.

As steps 3 to 7 are presently being carried, the target market strategy must be adapted and be in line with the results and targets developing from the processes initiated in these steps. An overall red line must be developed and implemented for the overall strategy with the help of an external consultant.

- Step 10 was not on the agenda in the past. As it refers to the formulation of a destination marketing mix it depends on the results of steps 3 to 7 which include (3.) macro environmental analysis, (4.) strategic resource analysis, (5.) market and competitive analysis, (6.) shared vision and (7.) formulation of a destination strategy.

- Step 11 is also being accomplished as the Mostviertel Tourismus works with 13 other Austrian regions within the Destination Management Monitoring
Austria Project on the development and implementation of a Marketing Planning Controlling and Reporting System (MAPCOR-System). The MAPCOR-System specifications are being developed and a call for tender to set up and implement the system will soon be made. The timetable for implementation is scheduled for June 2005.

- Step 12 which covers principles of access, usability, communication and co-operation for the key stakeholders within the Mostviertel Region did not attract any specific attention so far. The data provided through the TIScover system and the figures and facts from the implemented Mostviertel incoming centre might be useful data for key stakeholders. But no principles concerning access criteria, usability, communication and co-operation are developed and set up until now.

In detail the following steps and working targets were undertaken since the establishment of the Mostviertel Region DMO:

- Promotion of the participation of communities, enterprises and tourism boards in the TIScover system.
- Preparation of a brand development process for the region, questionnaires of guests, locals and performance carriers.
- Product development and set up of marketable offers.
- Set up of a professional incoming system. Since 2001 the Mostviertel Tourismus operates a reservation centre for the whole Region.
- Building-up and development of distribution channels (sale).
- Straightening of organisational structures and optimising of working procedures.
- Optimising of the internal communication.
5. Conclusion

The weight of the theoretical arguments and empirical evidence which were reviewed is consistent with the notion that the best contribution that information technology and a DMO and a DMS can make to sustainable growth is to further develop and implement both components in the provincial tourism industry.

Because information technology and destination management are fundamentally to ensure and foster economic growth in the provincial tourism industry, further continuous development is the only tool that can effectively maintain this goal in the medium and the long run. The numbers and figures of the Austrian Internet Monitor support this argument as the importance and use of the Internet (especially among the young consumers) is increasing.

Therefore, it makes sense that the further development and implementation of IT including the availability of broadband Internet access throughout the Province of Lower Austria in the tourism industry has to be an primary objective. In addition, most of the available empirical evidence and analysis shows that the use of IT in destination management is associated with higher long-term growth. While there may be doubts about robustness of some of these results, there is no empirical support for the view that the tourism industry should abandon the pursuit of information technology in the use of destination marketing in order to increase long-term economic growth. On the contrary, as the growing figures of use and usage of the Internet especially in the target groups of Austrian consumers show, this technological development has to be watched very carefully by the relevant players in the relevant fields.

By clarifying that it aims to foster economic growth in the tourism industry in the province, the Provincial Government has underlined its commitment by implementing the broadband Internet access initiative throughout the rural regions of the province.

The effectiveness, however, with which DMS and the use of information technology especially the Internet can perform a stabilising role in the tourism industry is limited
by several factors. These include the uncertainty regarding the financial and organisational investments especially of SMEs, the timing and magnitude of its effects, which partly reflects the dynamics of the development in IT, the nature of expectations and the type of shocks affecting the real economy.

If, however, these problems are persistent and/or structural in nature, then DMS and IT are likely to be less effective. For instance, if tourism enterprises are reluctant to invest because of structural impediments implying few profitable business opportunities, short-term economic growth is unlikely to happen. In such circumstances, structural reforms aimed at raising growth can help restore confidence and improve the “animal spirits” of investors in innovative distribution channels. In this way a change in the tourism policy can become more effective.

At this juncture, in order to speed up economic recovery and achieve higher and sustainable growth in the province, it is important for tourism policies to strengthen confidence and enhance the competitiveness of the provincial tourism economy. To this end, the implementation of credible DMS and IT strategies for the provincial tourism industry, based on growth-enhancement, can boost confidence and tourist spending. More importantly, the introduction of structural reforms to improve productivity and market flexibility is essential for increasing potential growth as well as international competitiveness in a sustained way.

These innovations and implementations could also help to increase confidence in the province’s tourism industry to grow, with favourable effects on aggregate demand and economic activity in the short run. Tourism policy cannot help to solve the structural problems constraining the growth performance of the tourism industry. The implementation and development of DMS, IT strategies and structural reforms in the tourism industry will help to foster continuous growth and stability in the tourism industry in the province of Lower Austria in the future.
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