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Local Destination Management Office: A Strategic Analysis in a Creative Tourism Context

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Master in Management

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Abstract

Delivering a positive tourism experience is an expanding concern of destinations due to the growth of the tourism industry. Moreover, the emergence of creative tourism has led to a continued necessity for local destination management office to pursue innovative and versatile strategies. Thereby, organizations that are directly involved and have a vital leadership role in their destinations, can focus on destination's continuing development, assuring competitiveness and sustainability. To encounter the objectives of this dissertation and validate the proposed conceptual model, a mixed-method approach was used, resorting to a Focus Group of six local destination management offices in creative tourism and an internet-mediated questionnaire to one hundred and sixteen (116) local destination management offices in Portugal. In this last-mentioned study, a multivariate statistical analysis was carried out based on structural equational modelling. Thus, this dissertation assessed the effect that local destination management office's marketing communication capabilities and defining key success factors in tourism destinations have on creative tourism context destination and their activities, as well as on providing a unique involvement for tourists by creating or enhancing organization's learning commitment capability and the local destination management office's management skills. Findings of the studies demonstrated that local destination management office ought to prioritize organization's culture by coordinating learning and effective knowledge training to strengthen marketing communication capabilities while focusing on potentiating their resources, to achieve destination's development through implementing a local creative tourism destination. Thereby, leading towards generating value to a greater creative tourism local destination where tourists play an active role.

Resumo

Um dos objetivos dos destinos turísticos é serem capazes de entregar uma experiência positiva aos turistas. Além disso, devido ao turismo criativo, os gestores de destino turístico têm procurado alcançar estratégias inovadoras. Desta forma, as organizações que têm um papel de liderança nos seus destinos, focam-se no desenvolvimento destes, assegurando a competitividade e sustentabilidade. Para alcançar os objetivos delineados nesta dissertação e validar o modelo conceptual, recorreu-se a uma abordagem de método misto, ao aplicar um Focus Group a seis representantes de organizações de gestão do destino, no contexto do turismo criativo, assim como um questionário online a cento e dezasseis (116) representantes de organizações de gestão do destino em Portugal. Neste último, realizou-se uma análise estatística multivariada baseada num modelo de equações estruturais. Assim, esta dissertação aferiu o efeito que as capacidades de comunicação de marketing e a definição de fatores chave de sucesso dos destinos têm. em destinos turísticos criativos, assim como, em oferecerem um envolvimento único aos turistas ao aperfeiçoarem a capacidade de aprendizagem da organização e a capacidade de gestão destes representantes. Os resultados destes estudos demonstraram que os representantes de organizações de gestão do destino devem priorizar a cultura organizacional ao coordenar aprendizagem e formação eficazes para reforçar as capacidades de comunicação de marketing e, também, ao focarem-se na potencialização dos recursos, de forma a atingir o desenvolvimento de um destino de turismo criativo. Consequentemente, dirigindo a que um destino seja mais inovador, ao criar valor e onde o turista desempenha um papel ativo.

Palavras-Chave: Organização de gestão do destino; Organização local de gestão do destino; Gestão e desenvolvimento do destino turístico; Co-criação; Turismo Criativo; Capacidades organizacionais; Capacidades de Marketing

JEL Classificação: M31 Marketing; Z32 Desenvolvimento Turístico

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Introduction

In the last years, tourism has continuously expanded as a fundamental industry of the economy around the world and, in order to strategically organize the tourism sector, in a sustainable but competitive manner, tourism destinations are required to enhance their current positions (Lozano-Oyola et al., 2019). Accordingly, since the concept of tourism destination is expanding globally (Balakrishnan, 2008; Blumberg, 2005; Crouch & Ritchie, 1999), destination management office is a crucial asset to continue the observed growth of this industry and develop their tourism destinations in order to strategically position themselves in a highly competitive tourism market.

In conjunction and keeping in mind that achieving a great level of tourists' satisfaction and intensify revisits' intentions are one of the goals of tourism destinations, a periodic research and constant adjustment of the provided tourism's activities should occur since tourists are becoming more demanding and desire to experience quality and novelty activities and services, owing this to the elevated number of tourism competitors.

Tourism development has generated a necessity of stimulating and increasing value to tourism destinations thereby emphasizing creative tourism initiatives in order to guarantee that these destinations are able to retain creativity and distinguishing themselves from other destinations, contrasting to the conventional models of cultural tourism (Richards, 2020; Richards & Raymond, 2000). Hence, the growth of the creative tourism's concept that emphasizes on obtaining genuine and creative experiences in tourism destinations, as a result of an active interrelationship between the resident, tourist and destination (Krajnovic & Gortan-Carlin, 2007). For example, "authentic experiences", "creative potential development", "active participation" and lastly, "skills development" are a few of the characteristics linked to creative tourism (Richards, 2011).

The theme of this dissertation is based on establishing the role and importance of local destination management office towards the development of tourism destinations when striving for a high creative tourism context destination, thereby aiming to analyze the relationships between organization and market performance. More specifically, exploring creative tourism from a local destination management office's perspective that aims to provide an environment where the tourist has an active involvement, taking into consideration the need of providing marketing communication capabilities and defining key success factors for a competitive tourism destination.

According to World Tourism Organization [WTO] (2004), local destination management office is responsible for the management and marketing of minor regions rather than, for

example, a national tourism organization. Hence, destination management office is compelled to develop dynamic and innovative strategic approaches and form competitive tourism destinations brands (Hassan et al., 2010; Upadhya & Vij, 2016), as well as local destination management office, since being acountable for the same responsibilities as destination management office with the unique difference that is the densinty of the area.

Local destination management office was created to provide structural strategies towards destination's development, in order to grow and keep up with tourist's needs. Also, local destination management office has converted into an active player in tourism destination management as a result of focusing on the creation and promotion of unique experiences for tourists, rather than just being perceived as a management and marketing organization (Richards, 2011; Upadhya & Vij, 2016).
However, there is still a lack in research regarding on how and if these parties are able to bring tourism destination's success and increase competitiveness (Bornhorst et al., 2010).

In line with previous statements, tourism destinations are focusing on delivering memorable experiences and innovative activities to their tourists rather than providing products and services. Furthermore, the notion of co-creation in tourism has also expanded – it is believed that tourists can create exceptional value for themselves through co-creating their experiences with residents and the tourism destination, in this way, providing a relevant tool in the successful application of creative tourism strategies, where differentiation among tourism competitors is privileged. Nevertheless, the precedents and major implications of creative tourism and co-creation towards destination development are still underexplored (Buonincontri et al., 2017; Bruin & Jelinčić, 2016).

Alongside, there is a plurality of parameters to take into consideration prior to the arrival of the tourist. In other words, to guarantee a quality and gratifying experience, local destination management office has to effectively prepare all of the tourism destination's components (Bornhorst et al., 2010). Notwithstanding, literature reviw demonstrated that there is a reduced number of existing studies that have established the connection between the main effective components of the local destination management office's role and the tourism destination's development (Bornhorst et al., 2010; Volgger & Pechlaner, 2014), whereas an abundance of researchers has concentrated on analyzing tourism destination's development in regards of the tourists' viewpoint (Kozak, 2002).

Accordingly, there is also a limited number of relevant empirical studies about the role of the local destination management office in developing creative tourism destinations.

Thus, raising the questions: What are the capabilities that a local destination management office should focus on, in order to expand their tourism destination? What characteristics and skills ought a local destination management office possess, in a creative tourism context destination?

And in what ways is the local destination management office capable of enhancing the tourism destination's development? Additionally, two more questions emerge: How do strategies implemented by the local destination management office affect the tourism destination's development in a co-creative context destination? And does the providing of a larger number of creative and dynamic activities boost the image and perception of a tourism destination in the tourist's viewpoint?

Mitigating the above-mentioned research gap stated, the general objective of this dissertation is to understand the local destinations management office's role in destination development through creative tourism thereby exploring to what extent their strategies affect creative tourism destination's performance and competitiveness. Furthermore, the five specific objectives are to determine the set of characteristics and skills of the local destination management office, in the creative tourism context destination; to describe the role of the local destination management office in the tourism destination's development; to establish the set of capabilities that a local destination management office should employ to facilitate a positive expansion of tourism destinations; to establish suitable effectiveness strategies and key success factors for tourism destination's development in the co-creative context destination; and lastly to estimate whether implementing activities within the spectrum of creative tourism can influence tourists' perception of the tourism destination.

This dissertation is divided into four chapters. In the first section, the introduction exposes the topic, theme, and relevance of this research. Moreover, research questions and the overall and specific objectives are identified. In the second chapter, the literature review is composed by the key concepts of creative tourism and co-creation, innovation and creativity within the tourism industry, and the impact of the role of a destination management office in developing tourism destinations. This chapter focuses on destination management office due to a lack of research on local destination management office, as these entities represent low density regions. Notwithstanding, samples of both studies that were conducted are local destination management offices.

Additionally, throughout this section, hypotheses are formulated due to an analysis of the destination management office's capabilities and competencies, as well as local destination management office, and the factors that influence a creative tourism destination's development.

As for the third and fourth chapters, methodology and discussion of results are addressed. Thus, the research methods of this dissertation are described and the results of the two studies conducted (quantitative and qualitative approaches) are presented, analyzed, and discussed including the perceptions of the participants, with the purpose of validating the hypotheses. From the studies, four of the six indirect effects of the variables under analysis, are verified. Participants of both studies are local destination management offices that are directly involved in this thesis, having leadership positions within their tourism destinations.

Thereby, this dissertation contributes to the existing empirical studies by establishing that focusing on organization learning commitment capability and local destination management office's management skills, when also investing on marketing communication capabilities, as well as defining a set of key success factors, can stimulate a creative tourism context destination where innovation, authentic experiences and the tourist's skills development are observed and also where the tourist is able to sense real involvement in the activities that the tourism destination provides. Therefore, as mentioned before by the definition of creative tourism, these co-creating tourism experiences allow destinations to achieve differentiation against competitors, thereby building a solid ground towards a sustainable and competitive approach.

In the last chapter, conclusions of the studies are emphasized, indicating the managerial and theoretical implications as well, besides indicating limitations and proposing suggestions for future investigations.

1. Literature Review

1.1. An overview of creative tourism

In the beginning of the century the tourism industry was evolving, although mostly through cultural tourism (Richards & Raymond, 2000). The authors at this time defended that in order to obtain a competitive advantage, an innovation on the type of tourism had to transpire. Additionally, as a result of globalization, the cultural homogenization was also rapidly growing. Thus, explaining the foresee need to change the up-to-that point saturation of the cultural tourism (Richards, 2014).

Accordingly, it is a form of tourism where tourists are provided the possibility to have an active engagement in the activities they choose that, as a result, becomes a dynamic experience in which visitors are able to learn about the destinations' characteristics and traditions (Richards and Raymond, 2000). Taking this definition into account, creative tourism was established as a unique experience based on the tourist's participation with the residents, connecting the two, towards expanding knowledge in the arts, heritage, or the special character of a tourism destination (United Nations Educational, Scientific and Cultural Organization [UNESCO], 2006). However, creative tourism's definition has been largely modified and expanded (Bruin & Jelinčić, 2016; Richards, 2011).

In conjunction with the nowadays congested global market, it is suggested that in order to truly involve the tourist and remain competitive, products and services should surpass into experiences and activities. Hence, cities and regions are choosing creative and sustainable strategies that complement a distinctive and notable image to their destinations (Organization for Economic Co-operation and Development [OECD], 2014; Richards & Wilson, 2006; Stipanović & Rudan, 2015; Turok, 2009).

Creative tourism's definition as reported by OECD (2014) has evolved into a creative and knowledgeable environment where managers, visitors and destinations resort to technology, know-how and expertise thus producing attractive creative experiences. In compliance with Richards (2019), who states that this form of tourism has extended into engaging experiences that lead to great informal learning conditions.

1.2. Co-creation

Industries and businesses have been focusing on co-creation which is defined as a participative role, where a tourist's combination of a physical and mental interaction exists in an engaging activity among other elements of the tourism experience surroundings (Campos et al., 2017). In this manner, co-creation is relevant and enables value creation towards stakeholders, visitors, and residents as well as the tourism destination which benefits from a display of uniqueness and authenticity at the same time (Binkhorst, 2005). In this spectrum, co-creation is a recent tendency regarding creative tourism evolution where tourists are portraited as co-producers and co-consumers of the destination's experiences (Richards, 2020).

In order to enface competition, tourism destinations prioritize market research with the aim of understanding how to establish unique co-creation experiences, contradicting serial reproductions of culture, which provide value and memorability feelings for visitors, due to the fact that tourists are attaining more power and influence (Binkhorst, 2005; Prahalad & Ramaswamy, 2004). Tourists desire to encounter meaningful activities within personal exchanges with tourism destinations, as well as companies and other stakeholders within these, by integrating such experiences in their lives (Boswijk et al., 2006; Lusch & Vargo, 2006).

Apace with seeking to achieve an environment where co-creation is key, tourism destinations must establish a variety of strategies in agreement with their resources and capabilities with the external environment's opportunities. Therefore, captivating dynamic relationships with their competitors and partners, namely knowledge sharing and integration of processes, potentiating fundamental synergies (Cabiddu et al., 2013; Saraf et al., 2007).

In concordance with Bendapudi and Leone (2003), a vigorous co-creation position will benefit tourism organizations by amplifying active participation, while improving and consolidating tourist's experiences. Thus, increasing visitor's contentment with a positive experience and influencing customer's loyalty towards the tourism destination, that can lead to expanding customer's intentions to revisit (Sugathan & Ranjan, 2019).

1.3. Creativity and innovation

The definition of innovation can differ among organizations and such ascertain activities internally as well as externally however, this is agreed to be a resourceful way to enhance chances of achieving organization's competitive advantages (Agyeiwaah et al., 2017; Goswami & Mathew, 2005). The necessity to identify the destination's competitive advantages in a sustainable form was underlined by Dragićević et al. (2012).

In recent years, innovation has gained more relevance, in the tourism sector, in order to identify and characterize the performance of destinations and tourism companies (Hjalager, 2002). For tourism, creativity and innovation are considered drivers, which support organizations that pursue creating new products, experiences, perspectives, ideas, and reactions in their customers, as well as for its employees, promoting a great organizational culture (Bascavusoglu-Moreau et al., 2013). With reference to this, creativity, aligned with the redesign of strategies, enables tourism destinations to benefit from a series of advantages. In contrast with tangible cultural assets and products, creative resources are commonly more sustainable (Richards & Wilson, 2006).

Innovation and creativity are constantly taking into consideration modern development trends, which contribute to outlining strategies that consolidate tourism sustainability. Nevertheless, due to the accelerated growth of tourism and changes regarding consumption aspects, a deficiency in sustainability is observed and that can be eradicated by the implementation of a innovation-based approach (Agyeiwaah et al., 2017).

Richards and Wilson (2006) indicate that within creative tourism, destination management office should take creativity into consideration when planning and executing production, as well as consumption processes. Furthermore, to encounter the main tourism competitiveness issues and be consistent with sustainable tourism development, improvements should be taken into consideration in managing tourism destinations, such as innovation, linked to sustainable consumption practices which engage environmental awareness, as well as integration of all activities in destinations (Welford & Ytterhus, 2004).

1.4.   Destination management office

Morrison et al. (1997) describe, in a general context, the role of the destination management office in five different functions, thus citing these as "economic drivers" by creating employment, different incomes and taxes; "community marketer" due to the clear prosecution of communication plans in order to promote destination and brand image as well as attractions to the adequate tourist's markets; "industry coordinator" attempting to decrease industry fragmentation; "quasi-public representative" legitimizing the industry; and finally as "builder of community pride" by striving for quality of life improvements counting locals and tourists.

While d'Angella and Go (2009) highlight the destination management office's networking capability, declaring that this body has also an active part in decision making, in regards of strategic planning the organization and the connections in the networking environment, taking into consideration that economic accomplishments of the destination management office and

stakeholders rely on these. In concordance, Ritchie and Crouch (2003) state that the destination management and marketing office is the suitable agent to lead and coordinate a tourism destination.

World Tourism Organization [WTO] (2004) identifies that tourism destination organizations are characterized according to three groups, highlighting that there is not an exclusive category throughout countries, such as, firstly, organizations that are accountable, nationally, to the management and marketing of tourism are nominated as National Tourism Authorities; secondly, the ones accountable for the management and/or marketing of tourism of a specific geographic region, for example a state, county or province which are defined as Regional, provincial or state destination management office; and finally as Local destination management office being accountable for the management and/or marketing of tourism of a less dense geographic region.

In compliance with the transformation of the sector, the role and conditions of a destination management office are transforming as well. Indeed, Reinhold et al. (2015) indicate that in order to adapt to said transformation, adaptability and diversity are standards that the destination management office should meet in their responsibilities, assignments and methods concerning the organization. Also, recently, a destination management office was stated to be an agent that worked in order to improve the well-being of the destination residents. Additionally, being the one that guaranteed the provision of operating destination management and stewardship skills and helped tourists in having a satisfactory and memorable experience (Bornhorst et al., 2010). Volgger and Pechlaner (2014) describe the destination management office's contribution to the destination as a core element, that through versatility in the management of the environment, preserve regulation and accountability to the tourism network itself.

In reference to competitive advantages, managers are required to intensify novelty products as well as upgrade products that are already being distributed in the market (Smith et al., 1996), therefore working directly with the tourism industry and destination stakeholders, being the responsible subject in charge of programming and organizing destination's resources and strategies in order to provide a sustainable development of the destination that embedded the tourism programs and policies (Pearce, 2015). Furthermore, Bornhorst et al. (2010) highlight destination management office as a source of leadership towards destination competitiveness development and identified cooperative marketing as one of their essential functions.

1.5. Destination management office's role in developing tourism destinations

Goeldner and Ritchie (2003) establish tourism destinations as specific geographic areas, where the tourist can appreciate and value its attributes, for a diverse set of travel experiences. Regarding the supply perspective, a destination is a region of a dense tourism demand, tourism supply as well as social, economic, and environmental effects, among others (Żemła, 2016). Accordingly, destinations are demanding in terms of management, as a result of the complexity associated with the stakeholder's context in tourism. Therefore, to maximize the tourist's experiences, a balanced management of the destination's resources should be carried out, where the starting point should be research, and the end point the development.

Destination management can be identified as an approach towards creating meaningful and distinctive products and services, in a collaborative environment, to achieve various socioeconomic benefits (Bosnić et al., 2014). In this spectrum, destinations are now concentrating on committing to reinforcement effective tourism marketing strategies in the interest of captivating tourist's attention to destinations.

Jeuring (2016) specifies that tourism marketing strategies provide support in social structures of destinations, in addition to the stakeholder's compliance. Nowadays social media strategies are widely used, in order to reach potential visitors, since it represents a low-cost strategy with high levels of efficiency, which beats applying a non-digital tactic (Kaplan & Haenlein, 2010). The advantages of resorting to social media are translated in the increase of brand awareness, brand engagement and word of mouth (Kiráľová & Pavlíčeka, 2015).

1.5.1. Destination management office's organizational capabilities and capability embeddedness

1.5.1.1. Learning commitment

A resource-based view is an approach that has the objective of considering resources and capabilities as vital tools to achieve excellent organizational performance, thereby allowing the firm to benefit from sustained competitive advantages. For this reason, organizations focus on searching for resources, either tangible or intangible, internally (Mauri & Michaels, 1998; Rumelt, 1991). Complementarily, dynamic capabilities are noticed as portraying a certain degree of strategic significance in the dynamic capabilities-based view approach, which is capable of accelerating innovation as well as renewing organization's resources and capabilities (Eisenhardt & Martin, 2000; Nieves et al., 2016; Teece et al., 1997).

Zach (2013) points out that destination management office is an innovative driver for the development of destinations instead of just the organization itself, by being capable of cooperating with other destination's enterprises while contributing to the expansion of novelty services. In this spectrum, organizational learning as a multidimensional conception, is a strategic dynamic capability (Denicolai et al., 2010; Grant, 1996) that by means of creation and transfer of knowledge can result in sustainable advantages. In this manner, within organizations that center their resources in stimulating a learning environment, staff feels motivated to learn, as well as to exchange knowledge between them, thus promoting knowledge integration, which results in a greater organizational energy (Farrell, 1999).

Furthermore, employees who have traits of creativity can generate and develop original and out of the box solutions (Bascavusoglu-Moreau et al., 2013), thereby influencing the way that external communication, such as marketing and advertising programs are executed, along with building an effective brand image of the tourism destination in question. In addition, the above-mentioned caracteristics of the tourism destination's staff can also play a positive role in the way they communicate with visitors, thereby providing an active customer service.

Alongside, Denicolai et al. (2010) state that stakeholders's articulation with tourism organizations play a significant role in providing required information that lead to innovative developments as well as improvements. In this manner, representing a great system to measure and create key success factors towards the development of the tourism destination. Based on the above statements, the consequently hypotheses can be proposed:

H1a: Organizational learning commitment capability positively relates to marketing communication capabilities.

H1b: Organizational learning commitment capability positively relates to defining key success factors in tourism destinations.

Furthermore, tourism destination management has gradually evolved on the account of the growth of tourism competition among destinations, according to Blumber (2005). In agreement, Presenza et al. (2005) assert that to address this competitiveness, tourism destinations must enface directly with each other, either regionally, nationally, or internationally.

Bramwell and Lane (2000) indicate that organizations that have the purpose of developing innovative strategies and novelty products and services, are recommended to merge expertise, knowledge as well as capital resources. Hjalager (2002) points out that tourism organizations

commonly embrace existing services and offerings, adding their own creativity and enhancements to these, rather than creating great innovative discoveries.

Denicolai et al. (2010) also suggest that inter-organization learning has a positive correlation to creating dynamic capabilities within tourism destinations as well as collaborating among other players within this sector. In this way, tourism destination organizations are able to build co-creative activities with tourits (Richards, 2020) that can boost the possibilities of providing a feeling of unique involvement from the tourist's point of view.

With these statements into account, the following hypotheses are proposed:

H2a: Marketing communication capabilities mediate the relationship between organizational learning commitment capability and a creative tourism context destination.

H2b: Marketing communication capabilities mediate the relationship between organizational learning commitment capability and the unique involvement for tourists.

1.5.1.2. Management of competencies in tourism

For organizations, human resources management which are able to assemble a great coherent staff that is genuinely involved is essential (Kokkranikal & Baum, 2000). Hence, Bosnić et al. (2014) indicate management of entrepreneurship and innovation as a fundamental way of expanding within the sector, as well as preparing the destination's development in order to maintain tourism elements, while being perceived as an attractive destination by tourists. Accordingly, destination management office has an important fragment within guaranteeing stakeholder's expectations, thereby providing leadership and coordination (Ritchie & Crouch, 2003).

To overcome the challenging talent acquisition and retention of employees, it is expected that these employees have cross-cultural training and staff training throughout all categories, in concordance with the target public on account of the directly in-depth relationship between the tourist and employee (Camisón et al., 2016; Forgas-Coll et al., 2012).

In agreement, Streimikiene et al. (2020) state that human resources are extremely important within organizational tourism destinations due to being one of the key elements that directly address the local community. Nevertheless, competitive advantages, which are vital for a tourism sustained destination (Richards, 2020), will be difficult to obtain if only well-rounded human resources are presented with no proper management and direction (Camisón et al., 2016). Ritchie and Crouch (2003) discuss that several managers have deficiencies regarding

expertise, skills, resources, and capabilities, leading, in this way, to a non-efficient and non-suitable management of organizations.

Effective knowledge management facilitates the establishment and implementation of competitiveness in tourism destinations, considering that it represents a great active and progressive method (Pyo, 2005). For this reason, it is essential that a tourism destination invests in strategic key planning and management so as to develop a sustainable and competitiveness tourism destination (Bosnić et al., 2014). Hence, the following proposed hypothesis is:

H3: Local destination management office's management skills positively relates to defining key success factors in tourism destinations.

Moreover, tourism destination office is compelled to offer appealing experiences such as local traditions to visitors which encourage active interactions between them and the tourism destination, as well as the residents. Regardless, a market analyses, to understand the type of co-creating activities that tourists are seeking should be taken into consideration, due to the disparity of tourist's desires and consumption (Buonincontri et al., 2017; Stipanović & Rudan, 2015).

As specified by Bosnić et al. (2014), destination management office ought to plan, organize and control, but also inspire their workers to invest in education and training. Within destination management, coordination between destination management office and interested stakeholders, is a fundamental factor so as to address issues as lack of resources and create great synergies. Therefore, the following two hypotheses are put forward based on the above-mentioned arguments:

H4a: Defining key success factors in tourism destinations mediates the relationship between local destination management office's management skills and a creative tourism context destination.

H4b: Defining key success factors in tourism destinations mediates the relationship between local destination management office's management skills and the unique involvement for tourists.

1.5.1.3. Marketing capabilities in tourism

Marketing capabilities have a tremendous relevance in organizations (Hunt & Morgan, 1995) and are described as resources that are acquired across external market analyses, which involve competitors, customers, and stakeholders, along with the organization's standing reputation and capabilities (Camisón et al., 2016). For instance, dynamic capabilities can facilitate the implementation of novelty tactics in order to appropriate existing resources by converting these in several distinctive ways to efface the on-going market alterations and reduce costs that came from creating new resources (Teece et al., 1997).

These capabilities can also have an effective role in information collection regarding customer's needs and the surrounding markets, which afterwards is internally diffused, thereby delivering required data to managers. This information is accordingly used to strategically plan and execute decision making by them (Gursoy & Swanger, 2007).

Moreover, given the imperative complexity of expertise and knowledge aligned with these capabilities, if correctly defined and executed, these will be transformed in organization's routines (Grant, 1996).

In this competitive tourism environment, Halkier (2010) emphasizes that destinations ought to establish themselves as innovative in the spectrum of engaging with the visitor, who is provided with several different options when selecting a destination. Thereby innovation regarding tourism activities and experiences is prevailing (Hjalager, 2010) and parallelly, co-creation emerges by redefining who develops these activities and what it presupposes (Buhalis & Foerste, 2015). Accordingly, tourists and organizations' collaboration in experiences result in co-creating unique value (Buonincontri et al., 2017; Mathis et al., 2016).

Chathoth et al. (2016) indicate that unique involvement for tourists is achieved by the destination tourism office's effective communication, thereby implying a sense of co-creation. Formally, the following hypotheses are suggested:

H5a: Marketing communication capabilities positively relates to a creative tourism context destination.

H5b: Marketing communication capabilities positively relates to a unique involvement for tourists.

1.6. Market performance in tourism

1.6.1. Tourism destination's development

According to management and marketing tourism destination, competitiveness of tourism destinations has prevailed as a significant element for attracting and corresponding to the tourist's needs, thus allowing tourist consumption growth (Crouch & Ritchie, 1999; Enright & Newton, 2004). Moreover, the contribution of the destination management office in striving for and maintaining competitiveness in the tourism market is highlighted (Enright & Newton, 2004).

Destination competitiveness is defined by Kozak et al. (2009) as an ongoing and proactive process in which the well-being of residents is augmented and tourists are presented with a high sense of satisfaction. Therefore, organizations can improve destinations' competitiveness as well as their own through innovation, risk-taking, cooperation and efficiency strategies (Richie & Crouch 2003). Additionally, a proper management of destinations is also assured by the close relationships between destination's stakeholders (Dredge, 2006; Forgas-Coll et al., 2012), in which tourists are likewise included, grating an environment of knowledge and skills as a consequence of co-creation, which increases life quality in these destinations (Richards, 2020). The development of a great network of tourism stakeholders is crucial in terms of the development of a creative tourism destination due to an elevated degree of participation and involvement that is required (Lucia & Trunfio, 2018). In alignment, the following hypothesis was created:

H6a: Defining key success factors in tourism destinations positively relates to a creative tourism context destination.

Furthermore, these destination's networks that are composed by suppliers lead to a lucrative and valuable tourism destination through a more integrated and organized destination where unforgettable experiences for tourists prevail (Zach & Racherla, 2011). Consequently, the following hypothesis was proposed:

H6b: Defining key success factors in tourism destinations positively relates to a unique involvement for tourists.

As clarified earlier, creative tourism promotes attractive tourism destinations where experience environment emerges to compel communities to feel real involvement in the co-creation experience (Binkhorst, 2005; Sugathan & Ranjan, 2019). Such experiences are therefore associated with novelty, innovation, learning and creativity, which generate promising results in tourism destinations (Richards, 2020).

Destination management supports the construction of unique products and activities (Bosnić et al., 2014). Richards and Wilson (2006) emphasize that destination managers who desire to engage in creative tourism activities should reconsider and outline new forms of promoting strategies. Hence, the following hypotheses are proposed:

H6c: Defining key success factors in tourism destinations mediates the relationship between organizational learning commitment capability and a creative tourism context destination.

H6d: Defining key success factors in tourism destinations mediates the relationship between organizational learning commitment capability and the unique involvement for tourists.

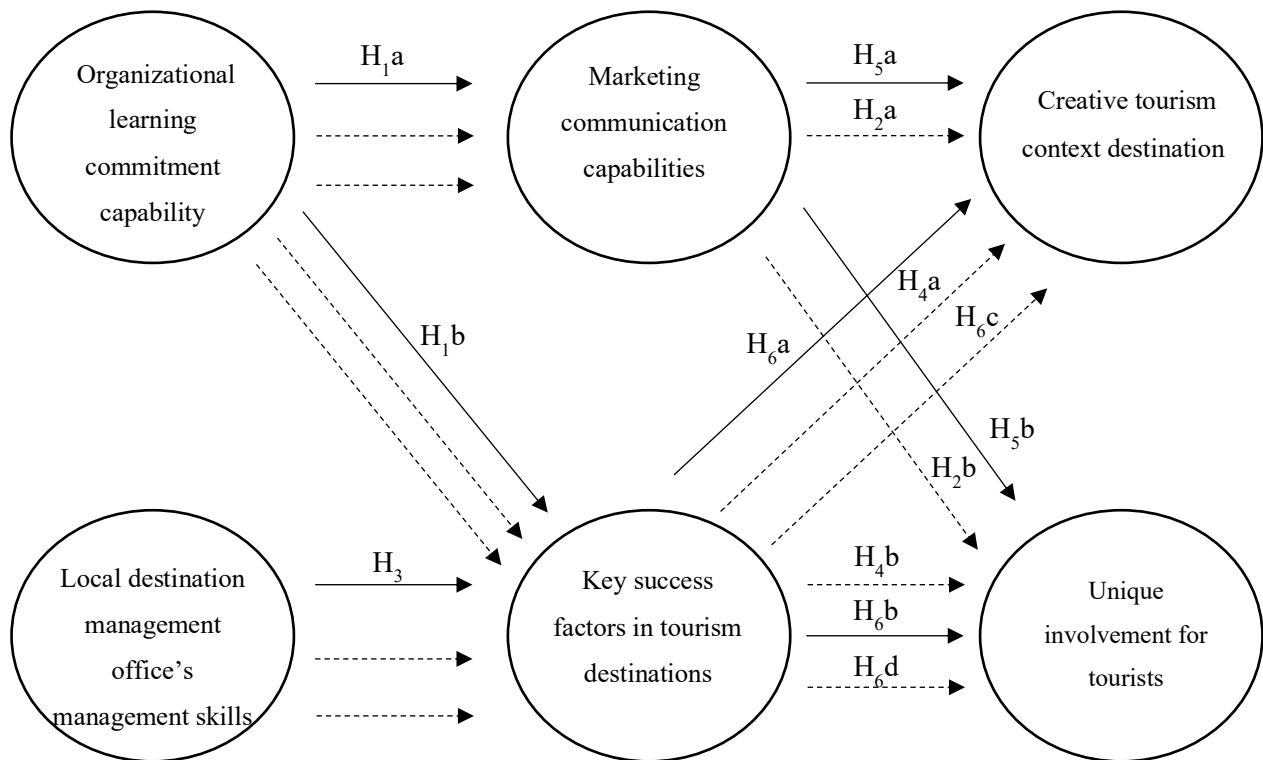In agreement, the subsequent conceptual model is presented:

Figure 1.1 – Conceptual Model

Source: Author's elaboration

2.   Methodology

The scope of the current chapter is to describe the fundamental methodological approach and research processes used, considering the research questions, as well as the general and specific objectives of the dissertation. This follows a subsequent approach to structured methods, considering it begins with theory research, followed by field investigation.

Therefore, the first phase was to collect secondary data by conducting a review of existing literature and existing studies regarding destination management office, local destination management office and creative tourism, in order to develop research hypotheses. Afterwards, primary data was collected throughout two different studies, thus resorting to a mixed-methods approach which, in business studies, is highly thought of as a way of understanding the questions and obtained results (Molina-Azorin, 2016). Accordingly, to have an in-depth analysis of the role of local destination management office in creative tourism and to concretely identify the questions that should be asked on an internet-mediated questionnaire, as to reach the objectives of the dissertation, a qualitative study was conducted.

The above-mentioned first study was a Focus Group involving six local destination management offices from different organizations, followed by a self-administrated and internet-mediated questionnaire with standardized questions in order to assure no fluctuations in the respondent's interpretations, which was conducted to one hundred and sixteen (116) local destination management offices within Portugal. In this way, inclusion criterion was applied, ensuring that the primary points of the study are reached, and all participants have the main attributes to answer the internet-mediated questionnaire. For the purpose of establishing reliability, all participants were guaranteed confidentiality and anonymity.

The objective of this second study was to assess the role of a local destination management office in enhancing the tourism destination's continuing development when resorting to strategies and marketing initiatives that aim to promote creative tourism destinations and actively attract tourists to these. Thereby, establishing how they learn and follow tourism activities' evolutions and market trends, as well as to determine how they assimilate and absorb learning into their own strategies.

In this spectrum, throughout the collection of data with the literature review, the exploratory qualitative and quantitative research, by this order, and the relationships of the variables in question are analyzed and interpreted and the hypothesis are validated, as is the conceptual model and tested using a Structural Equation Model.

2.1. Qualitative Research I: Method and Results

2.1.1. Qualitative Method

As referred by Vernon et al. (2003), resorting to a focus group when investigating a subject that is underexplored could be a positive approach. Accordingly, the major benefit of this method is that instead of just answering to the interviewer as in an individual interview, the participants create a dynamic environment that inspires them to also interact amongst them. And so, in addition to being able to gather the needed answers, it also becomes available an extensive diversity of interpersonal communication, group's perceptions, new ideas, attitudes and experiences they share among them (Marrelli, 2008; Powell & Single, 1996).

In this manner, to acknowledge and explore the complexity of the topic and the variables in the proposed conceptual model, taking into consideration that possible adjustments would be made and to better understand the co-creation organic of the local destination management office, the first study considered is a qualitative research. To achieve homogeneity in the focus group, the six participants are local destination management offices with the position of senior managers, which were sampled from the center region of Portugal. Although, taking into consideration that the dimensions of each one differ in terms of the number of tourists visiting the destination, however having as common ground in the creative environment context. Notwithstanding, before conducting this study, preparation was key, aiming to support that credibility was demonstrated and attained the participant's confidence.

Regarding the study's preparation, an analysis of the organization's reports and other forms of information and publications was performed. In addition to this, a guide was drawn with the purpose of verifying that, when conducting this study, it would be possible to establish correlations between the research topics. The focus group occurred after a Tourism Conference in Lisbon, in a quiet room where no interruptions could occur, and privacy was privileged. Involving six different local destination management offices and one moderator, who is the person who guides the group and decides on the points to be discussed, with a previous written guide or script, while still in a flexible scenario, thus ensuring a comfortable and dynamic environment in order to guarantee interaction (Marreli, 2008).

The session, that had a duration of two hours was recorded through audio, in this way, enabling active listening and observation of the interviewee's expressions. In the beginning, participants were asked if they consented and were reminded that the session was confidential since the name of the tourism destinations would be removed, while also assuring them that the

information collected would be kept in a safe location. Moreover, they were informed that the study would be presented in a master's thesis.

Afterwards, the moderator communicated to the participants that they should say if they had questions regarding the concepts utilized, explained the objectives of this research, and aligned the definition of a destination management office, local destination management office and stakeholders in this study, since it is highly important that particular concepts and terminology are coherent (Ghauri & Grønhaug, 2005). Despite this, the selection criterion of this sample is that each participant is in direct involvement within tourism destination management, having a leadership role in tourism which, in a concrete form was the inclusion criteria that was applied.

In order to surpass data quality issues, such as validity, there was a high remark to clarify questions, meanings and the topics were debated from different perspectives and angles (Saunders et al., 2009). Also, with reference to the beginning of the focus group, each participant was asked to explain their role within the organization and the organization itself.

2.1.2. Qualitative Results

The focus group was divided in two stages: in the first stage, participants introduced themselves and their organizations, whereas in the second stage the group interview took place. During the process, notes were taken with the purpose of not only serving as a backup for an eventual malfunctioning of the audio recording, but also to demonstrate to the participants the importance of their answers.

The main goal is to determine the role of the local destination management offices and understand how these organizations, in the creative tourism context in Portugal, follow market trends and the evolution of this sector, that is known for its constant innovation, when aiming to stimulate the tourism destination's development. This is in line with the type of strategies that the tourism entities in Portugal resort to when promoting and attracting tourists to their destinations. More specifically, to establish how they learn and keep up with the tourism activities' evolutions, to determine how they assimilate and absorb learning in their own strategies and finally recognize how the results of these strategies affect the design and management of tourism initiatives.

Regarding the design of the questioning, it was important that the questions were well formulated and with the purpose of exploring the creative tourism context, both open and probing questions were applied. Open questions are commonly known for avoiding bias, and also provide participants with openness to describe situations in detail that have occurred in

their organizations, in other words, a more extensive and detail answer rather than a standard one (Grummitt, 1980). Followed by probing questions that helped to explore the topic and provide a denser answer (Easterby-Smith et al., 2008).

Long questions were not included since it is confusing for the participant to answer exactly each aspect of it when asked more than one question, at the same time (Robson, 2002). In this spectrum, when the focus group was concluded, a complete compilation of the records and contextual data was elaborated in order to avoid losing any valuable information and exact nature of explanations (Robson, 2002). During the analysis process, the data collected was condensed, transcript, categorized and then restructured into a narrative with the discussion of the results by acknowledging patterns and relationships between the existing literature.

From the participants' perspectives, it was established that the most relevant roles of the local destination management office are contributing to communities by developing the tourism destination, coordinating with the stakeholders and the consequent role as a networking creator and promotion of sustainability. In concordance, as stated earlier, local destination management office is inserted in the creative tourism context, therefore the comments about this were the following:

"In my organization I see myself as a mediator and announcer that through networking, am able to create tourism strategies and practices to enhance destination's performance."

"In addition to just visiting the destination, providing experiences is essential to the tourist. These diverse experiences are also achieved if there is a regional cross-selling."

"One of our focus is to effectively work together with third actors in the field, who can also complement our activity. For example, in the absence of built heritage, we work with a destination that is known for this."

Considering the answers of the participants, the adequacy of the key success factors in tourism destinations' variable used in this study was verified. To measure and achieve these, all organizations resort to informal gathering of direct information from the stakeholders in that tourism destination (restaurants, hotels, craft fairs), alongside observing the demand through the number of tourists that visit their offices. The close relationship between the local destination management office and stakeholders was highlighted. Also, it was stated, in agreement, that information sharing does not occur systematically representing, in this way, a challenge.

One of the participants explained its pioneer project with the objective of measuring and monitoring the social and economic impacts of the wealth-generating activities in low-density

territories. In other words, a way of facing the gap in the collection of statistical information in these territories and lack of quantitative data.

Additionally, the majority of tourism destinations also consider the information obtained through the Wi-Fi networking project that provides free Wi-Fi to all tourists and the implementation and installation of beacons, which are small devices that by emitting signals through Bluetooth low energy technology, which can be reached by smartphones and tablet apps, can gather direct information about the number of tourists and their profile, due to recognizing the preferred paths chosen within the tourism destination. In conjunction with this, the importance of the existing satisfaction questionnaires for tourists, was also referred, where it is also retracted information regarding new interests and trends that they would enjoy seeing and being provided for, as activities in the tourism destination. Participants accentuated that, while recognizing that it would be a great indicator of destination's development, there is a need for a higher level of brand awareness thus understanding that effective marketing initiatives were required, especially tourism destinations with limited accesses, through promotion and advertising.

Participants explained that it is fundamental to align and design the tourist's profile within the following three years. Nevertheless, it was indicated by consent, that there is an inadequacy in the human resources' technical knowledge, such as not knowing foreign languages and not having a prior tourism background and education. In this spectrum, one improvement agreed upon was to ensure that the necessities of tourists are highly taken into consideration. Aiming to address this question, local destination management office's management skills' variable was accounted for in the model, also due to the relevance interviewees expressed in resorting to local destination management office when assessing tourist's needs and their desirable activities.

From the participants, organizational learning commitment capability's adequacy was also confirmed since it was highlighted that, in order to prevail in the tourism sector, participants were aware that their employees should also be innovative, have power in decision making and be comfortable in a changing environment. Also, the preferred methodology when dealing with knowledge dissemination is face-to-face meetings. However, when this is not conceivable, and due to the necessity of a fast answer when identifying an emerging new trend or challenge, local destination management offices use e-mail.

Marketing communication capabilities such as brand image and public relations were also verified. For instance, some of the participants statements were:

"Since 2017 through craft fairs' presences, we have been able to observe that there are more and more tourists who approach us by saying that they have already visited the tourism destination and that they have recommended it to friends and family."

"In conversation with tourists, we found that they visit more than one tourism destination at the same time, which means that it is important to continue the work in articulating and promoting more than one tourism destination simultaneously. In other words, mutual help within destinations is fundamental."

"Since being present in a variety of craft fairs, we have come to realize that we are receiving an increasing volume of tourists. They effectively affirm that they learned about the tourism destination through the presence in these fairs."

Accordingly, the verification of the variables creative tourism context destination and unique involvement for tourists, was established through the participants' acknowledgement of the importance of providing and investing in creative tourism experiences, as a result of the changing trends in a tourism experience. In this manner, correlations between what is recognized in the focus group and the existing theory, are established, hence overcoming one of the setbacks in this form of interviews and enhancing the significance of these findings (Marshall & Rossman, 1999). Therefore, the variables are organizational learning commitment capability, local destination management office's management skills, key success factors in tourism destinations, marketing communication capabilities, creative tourism context destination and unique involvement for tourists.

2.2. Quantitative Research: Methods and Results

2.2.1. Quantitative Method

Validation of the hypotheses obtained with the proposed conceptual model was carried out through a quantitative research method, believed to be the most adequate in obtaining the results in question. Thus, data was collected by applying a self-administrated and internet-mediated questionnaire, executed by email, which ensured a low possibility of distortion of the respondent's answers since, in the majority of times, the person answering is the owner of the email account.

In order to improve measurement accuracy, a multivariate statistical analysis was conducted, such as structural equational modelling which is highly applied in empirical research as a statistical tool (Benitez et al., 2020). Therefore, Partial least squares path modelling was implemented with the purpose of assessing quality of the conceptual model and minimizing the

amount of unexplained variance. In this structural model, in order to maximize the overlap between interchangeable items, with the constructs organizational learning commitment capability, marketing communication capabilities, local destination management office's management skills, key success factors in tourism destinations, creative tourism context destination and unique involvement for tourists, a reflective measurement model was applied.

2.2.1.1. Data Collection and Sample

For this primarily exploratory research, all Portuguese local destination management offices were invited to participate. They account for 308 participants, and this internet-mediated questionnaire was developed through Google Forms. Firstly, an introductory English version of the internet-mediated questionnaire was designed, taking into consideration other different authors with already defined measures of the subject. Secondly, to verify representativeness and suitability of the questions, as well as to ensure that there were no misinterpretations, in order words, certify that the questionnaire is clearly worded, a pilot test ran through ten individuals that is the minimum recommended number (Fink, 2002).

The list of addresses of the Portuguese local destination management offices was collected through a data base, therefore these were contacted via email, receiving within it the explanation of the objective of the study alongside the direct web link to the final version of the online questionnaire. The data collection of this study was from April 2020 to June 2020 and throughout this period, the sum of complete answered questionnaires formed a total of 119. Within this timeframe, three attempts were made to the offices which did not answer. However, by conducting an exploratory statistical analysis, with visual methods, two cases were considered outliers due to atypical answerers and one straight lining, hence a total of three were removed from the sample. Notwithstanding, one hundred and sixteen (116) questionnaires remained and are aligned with the minimum sample size requirement for Structured Equation Modelling (Cohen, 1992).

With reference to a total response rate of 38.6%, according to Baruch (1999) this percentage is reasonable considering it is higher than 35% and involves top management organizations. Taking into consideration the 116 local destination management offices, 40 have less than 10 employees (34%), 13 have 11 to 50 employees (11%) and 63 have more than 50 employees (54%) within the organization they represent. Regarding the number of years in activity, 28 are in operation for less than 20 years (24%), 54 organizations opened doors 21 years to 100 years ago (47%) and 34 of the 116 have been in activity for more than 100 years (29%). The average estimated number of visitors per year is 385.663 in the tourism destinations in question, being

that 31 tourism destinations have less than 1.000 tourists per year (27%), 32 of the 116 have 1001 to 10.000 visitors per year (28%) and 53 have more than 10.000 tourists visiting their destination (46%).

2.2.1.2. Variables

On the grounds that often it is positive to adapt or use existing scales, five of the six variables in this research, in order to be measured were adapted from scales of other studies (Schrauf, 2005). Along these lines, organization learning commitment capability was measured using a four-item scale adapted from Jerez-Gómez et al. (2005). Local destination management office's management skills variable was measured by applying three items adapted to a tourism optic from Grewal and Slotegraaf (2007). Marketing communication capabilities was measured by resorting to a three-item scale adapted from Morgan et al. (2003) and Vorhies and Morgan (2005). Four items were used to measure key success factors in tourism destinations adapted from Bornhorst et al. (2010). The last variable that was adapted, which is Unique Involvement for tourists, in this case from Ali et al. (2016) was measured using a two-item scale.

Creative tourism context destination variable was measured in a four-item scale and based on literature review and understanding of the matter. Organizational learning commitment capability, local destination management office's management skills, key success factors in tourism destinations were measured by a seven-point Likert-type scale considering that one corresponds to "Strongly disagree" and seven to "Strongly agree". Marketing communication capabilities was measured by asking the local destination management offices to rate their organization, acknowledging their major competitors, in a seven-point scale anchored by -3 being "Much worse than your competitors" and +3 "Much better than your competitors". Unique involvement for tourists was measured by resorting to a standard five-point Likert-type scale with assigned values within one being "Strongly disagree" to five being "Strongly agree". Lastly, creative tourism context destination was measured by a five-point Likert-type scale with "Strongly oppose" (one) and "Strongly support" anchors.

2.2.1.3. Statistical Analysis

In order to test and validate the conceptual model, partial least squares (PLS) was employed resorting to SmartPLS 3 software (Ringle et al., 2015) followed by an assessment of the quality of the measurement model, taking into consideration multiple criteria, that was required since it is a reflective measurement model (Wong, 2013) by acknowledging reliability and validity.

Alongside an evaluation of the structural model was conducted as well as a result's interpretation.

In order to verify the quality of the measurement model, reliability and validity of the latent variables was established (Hair et al., 2017). Internal consistency reliability was confirmed since each of the standardized factor loadings of the items were higher than 0.6, accordingly, the lowest value was 0.738, and all were significant with a p < 0.001 (Hair et al., 2017). Cronbach's alpha was applied and guarantee evidence for the internal consistency reliability due to the value of each construct being higher than 0.7 (0.871 was the lowest value) (Hair et al., 2017) (Table 2.1).

Table 2.1 - Composite reliability, average variance extracted, correlations and discriminant validity checks

Latent Variables	α	CR	AVE	1	2	3	4	5	6
Organization learning commitment capability	0.803	0.871	0.627	**0.792**	0.747	0.632	0.640	0.585	0.595
Local destination management office's management skills	0.835	0.903	0.758	0.619	**0.871**	0.700	0.893	0.723	0.745
Marketing communication capabilities	0.896	0.935	0.827	0.559	0.609	**0.909**	0.595	0.601	0.614
Key success factors in tourism destinations	0.931	0.951	0.829	0.561	0.787	0.551	**0.910**	0.699	0.824
Creative tourism context destination	0.846	0.897	0.686	0.49	0.610	0.529	0.625	**0.828**	0.632
Unique involvement for tourists	0.908	0.956	0.916	0.528	0.648	0.564	0.758	0.557	**0.957**

Source: Author's elaboration

Convergent validity was also established as to all items loaded are significant and positively within their constructs, in conjunction with these presenting values higher than 0.7 of consistency reliability. Additionally, the average variance extracted is higher than the critical value of 0.50 indicating that, on average, all constructs justify more than half of the variance of its items (Wong, 2013) (Table 2.1). As referred by the Fornell and Larcker's criterion (1981)

discriminant validity was tested by analyzing that the square root of each construct's average variance extracted is greater than the highest correlation with any other construct, as demonstrated in the bold values in table 2.1. As a further consideration, each reflective indicator's outer loadings on the associated construct are greater than all the loadings on other constructs. In addition, to ascertain evidence of discriminant validity heterotrait-monotrait ratio of correlations criterion (HTMT) was assessed. As demonstrated in table 2.1, the HTMT ratio of local destination management office's management skills is not below the required value of 0.85, notwithstanding, all the other HTMT ratios respect the maximum value (Benitez et al., 2020).

To proceed with the assessment of the structural model it is necessary to verify collinearity issues in the inner model, each predictor construct's tolerance, in other words, variance inflation factor values were taken in consideration and were higher than the required value of 0.20 and below 5, since the lowest value was 1,425 and the highest 4,858 (Benitez et al., 2020; Hair et al., 2017), in this manner, evidence of no collinearity is provided. Afterwards, significance and relevance of the structural model relationships was tested (Wong, 2013). In reference to the inner model, local destination management office's management skills is the variable that has the strongest effect in key success factors in tourism destinations (0.713) while organizational learning commitment capability has an impact of 0.119 in key success factors in tourism destinations. Furthermore, this last exogenous variable has a 0.559 effect in marketing communication capabilities. The variable that has the most relevance in creative tourism context destination is key success factors in tourism destinations with a value of 0.480 and then marketing communication capabilities (0.264). In addition, key success factors in tourism destinations also has the strongest effect on unique involvement for tourists (0.643), followed by marketing communication capabilities represented by 0.209. The hypothesized paths in the model are statistically significant due to the standardized path coefficients of the variables being higher than 0.1. For this reason, organizational learning commitment capability, local destination management office's management skills, marketing communication capabilities and key success factors in tourism destinations are moderately strong predictors of both creative tourism context destination and unique involvement for tourists.

Coefficient of determination (R^2) for the endogenous latent variables marketing communication capabilities, key success factors in tourism destinations, creative tourism context destination and unique involvement for tourists are, by order, 30.60%, 62.10%, 43.00% and 59.90% which are all superior to 10%, in this way establishing the measurement of the model's predictive accuracy (Falk & Miller, 1992). In concordance in evaluating the magnitude

of R^2 values, it is necessary to measure the model's relevance, which was analyzed through the Stone - Geisser's Q^2 values that were higher than zero. In concordance, the Q^2 values of all endogenous variables were 0.454, 0.843, 0.286, 0.730, respectively, therefore, relevance of the model is determined, suggesting that the model has predictive relevance for the constructs (Geisser, 1975; Stone, 1974). To test the significance of the structural path, bootstrapping procedure was used with a large number of 5.000 subsamples (Hair et al., 2011).

2.2.2. Quantitative Results

The scope of this investigation was to explore the relationships between the variables and examine the mediating effects of marketing communication capabilities and key success factors in tourism destinations. In regards to the results of this six variables research (two endogenous, two exogenous and two mediator variables), as showed in table 2.2, organizational learning commitment capability has a significantly positive effect on marketing communication capabilities (β=0.565 and $p < 0.001$) thus providing support to H1a, in contrast, organizational learning commitment capability does not have a significant effect on defining key success factors in tourism destinations (β= 0.126 and p= n.s.), dismissing H1b.

Notwithstanding, local destination management office's management sills has a significantly positive relation on defining key success factors in tourism destinations (β= 0.709 and $p < 0.001$), supporting H3. The direct effects of marketing communication capabilities on a creative tourism context destination and a unique involvement for tourists are significant with, correspondingly, (β= 0.261 and $p < 0.01$) (β= 0.209 and $p < 0.05$). These findings support H5a e H5b. In concordance, defining key success factors in tourism destinations also have a significantly positive effect on both a creative tourism context destination and a unique involvement for tourists (β= 0.485 and $p < 0.001$) and (β=0.640 and $p < 0.001$), respectively. These results support H6a e H6b.

Table 2.2 - Structural model assessment

Path	Path Coefficient	Standard Errors	t statistics	p values
Organizational learning commitment capability -> Marketing communication capabilities	0.565	0.076	7.319	0.000
Organizational learning commitment capability -> Key success factors in tourism destinations	0.126	0.089	1.336	0.182
Local destination management office's management skills -> Key success factors in tourism destination	0.709	0.090	7.934	0.000
Marketing communication capabilities -> Creative tourism context destination	0.261	0.088	3.009	0.003
Marketing communication capabilities -> Unique involvement for tourists	0.209	0.087	2.395	0.017
Key success factors in tourism destinations -> Creative tourism context destination	0.485	0.083	5.754	0.000
Key success factors in tourism destinations -> Unique involvement for tourists	0.640	0.076	8.486	0.000

Source: Author's elaboration

As demonstrated in table 2.3, bootstrapping procedure was applied to assess the relevance of the indirect effects via the mediators, therefore testing the mediation hypotheses (Benitez et al., 2020; Hair et al., 2017). The indirect effects of organizational learning commitment capability on a creative tourism context destination and the unique involvement for tourists via the mediator marketing communication capabilities are significant with ($\beta = 0.149$ and $p < 0.01$) and ($\beta = 0.119$ and $p < 0.05$), correspondently. Therefore, mediation hypotheses H2a and H2b are supported. Accordingly, the indirect effects of local destination management office's management skills on the increase of a creative tourism context destination and the unique involvement for tourists via the mediator key success factors in tourism destinations are also significant with ($\beta = 0.343$ and $p < 0.001$) and ($\beta = 0.453$ and $p < 0.001$), respectively. In this spectrum, H4a and H4b are validated. By contrast, the indirect effects of organizational learning commitment capability on the increase of a creative tourism context destination and the unique

involvement for tourists via the mediator key success factors in tourism destinations are not significant with (β= 0.062 and p = n.s.) and (β= 0.081 and p= n.s.) thus H6c and H6d are not supported.

Table 2.3 - Bootstrap results for indirect effects

Indirect Effect	Estimate	Standard Errors	t statistics	p value
Organizational learning commitment capability -> Marketing communication capabilities -> Creative tourism context destination	0.149	0.057	2.582	0.010
Organizational learning commitment capability -> Marketing communication capabilities -> Unique involvement for tourists	0.119	0.055	2.109	0.035
Local destination management office's management skills -> Key success factors in tourism destinations -> Creative tourism context destination	0.343	0.073	4.697	0.000
Local destination management office's management skills -> Key success factors in tourism destinations -> Unique involvement for tourists	0.453	0.078	5.865	0.000
Organizational learning commitment capability -> Key success factors in tourism destinations -> Creative tourism context destination	0.062	0.046	1.244	0.214
Organizational learning commitment capability -> Key success factors in destinations -> Unique involvement for tourists	0.081	0.058	1.314	0.189

Source: Author's elaboration

3.   Discussion

3.1.   Organizational learning commitment capability in creative tourism: An approach to managing tourism destinations

In an organization's spectrum, management figures are responsible for guaranteeing that their staff is aware of how learning in a constant format is important, considering one of their roles is to implement positive human resource management practices and learning development (Slater & Narver, 1995; Spender & Grant, 1996). One vital element of organizational learning capability is organizational learning commitment (Jerez-Gómez et al., 2005) which implicates that if management determines a strategic view towards learning, longstanding results would be possible to accomplish (Hult & Ferrell, 1997). Results reveal that it is important that a local destination management office proceeds to cultivate an innovative and dynamic environment moved by elaborating changes when tourist's tendencies shift, but also manages to foresee these, motivating their human resources with power to be independent and to make decisions themselves.

Parallel to this, interviewees stated that their employees are crucial since they have a close contact with tourists when granting information in the offices as well as in the actual realization of activities. In this way, recognizing that organizational learning commitment capability is a relevant factor in tourism destination management. Nevertheless, as results showed, effective marketing communication capabilities have also a fundamental role in successfully managing an innovative and creative tourism destination. In agreement with organizational learning, with strategic management and marketing it is also possible to achieve competitive advantage and there exists a positive relation towards marketing orientation and the organization's performance (Dobni & Luffman, 2003; Jaworski & Kohli, 1993; Kirca et al., 2005).

Accordingly, destination management office is responsible for designing strategies that are difficult for competitors to imitate (Teece et al., 1997) and are incorporated in their organizations, such as marketing communication capabilities, which represent capabilities in the individual "marketing mix" processes, that are important sources of enabling organizations to effectively address this in their market environment (Morgan et al., 2009).

Results show that marketing communication capabilities are also fundamental for destination management office since, in this manner, organizations can adequately act in response to tourism market, considering the development and implementation of advertising projects, which also puts into effect a strong brand image of the tourism destination. Participants of the focus group confirmed this by stating that the volume of tourists who visited their

destination increased and there is a continuous tendency when they decided to be present at fairs and heightened communications with tourists.

Additionally, due to the indirect link between organizational learning commitment capability and creative tourism context destination, as well as unique involvement for tourists, the importance of marketing communication capabilities is emphasized, thereby displaying as a critical element that local destination management office is still to take into an even higher account. These results provide a better understanding of how organizational performance with a strong leadership and an active role of a local destination management office can provide impact towards a higher creative tourism destination where tourists are able to experience unique involvement activities.

3.2. The relation between key success factors in tourism destinations and the management of local destination management office

As mentioned-above, generating competitive advantages emerged as inevitable in order to obtain tourism destination's enhanced development (Bornhorst et al., 2010). To guarantee positioning and promotion as a competitive tourism destination, a boost in the development of tourism facilities, programs, image, and events, should occur. Apace with this, acknowledging a set of measurement of key success factors in tourism destinations becomes a requirement so as to achieve destination's competitive development in a sustainable way.

One way of evaluating this is by producing effective marketing initiatives that will attract tourists where the local destination management office must consider the perceptions and image that are conceived about their tourism destinations (Prideaux & Cooper, 2003). In compliance with the qualitative study, interviewees identified a gap in producing tourist's awareness through advertising and a strong destination image that can distinguish these as unique destinations and implement positive word-mouth. However, they perceive this as a potential improvement key success factor. Furthermore, brand awareness is also vital to reach a higher network of stakeholders that aligned with quality services and activities, can potentiate tourism destination's development.

Another key factor that enhances tourism destination's development is the strong capacity to interact and collaborate with internal destination stakeholders as well as maintaining a close relationship and engagement with them, thus providing quality experiences and activities within the tourism destination (Bornhorst et al., 2010; March & Wilkinson, 2009). In conjunction, results demonstrated that local destination management office also consider their close relationship with stakeholders and the creation of these synergies as a fundamental factor to

interpret tourism destination's development, since stakeholders can collect information and feedback in a different optic, such as tendencies and preferences due to their informal relationship among tourists.

In terms of a more pragmatic parameter, economic indicators were also noticed as a form of measuring key success factors by virtue of the results obtained on the internet-mediated questionnaire and the statements of the interviewees that expressed the tendency to apply mechanisms to access economic performance, as a way of portraying destination's development. Thereby analyzing volume and growth of tourists in attendance of activities, money spent in the tourism destination as well as overall revenues generated by activities provided by the tourism destination's management. In concordance, interviewees affirmed the importance of satisfaction in an internet-mediated questionnaire that is applied to tourists in the end of an activity and the post visitation of the tourism destination in order to obtain improvement points, assess customer experience and notice new tendencies that they would enjoy having as a future option, considering the relevance of revisiting tourism destinations. Additionally, participants in the focus group reinforced the new progresses of beacons that are being installed with one of the advantages being the collection of this type of statistical information.

Despite the great magnitude of these key success factors in tourism destinations, before the tourist arrives at the location, prior preparation is required, such as attracting and retaining responsible, proactive, and accountable professionals to work in the organization's infrastructures where customer services are delivered, that can encourage and stimulate interest in visitors to have a positive and memorable experience. Most of the focus group's participants exposed this as a problem since there is a gap in matching the profile that tourism's staff should have with the required skills. Nevertheless, local destination management office should consider that, although these indicators can perceive the tourism destination's development, ultimately there is still a considerable set of other factors that are not within the local destination management office's power to intervene.

Regarding local destination management office's management skills, results from both studies demonstrated that, as a way of attaining sustainable competitive advantages within the tourism destination, a local destination management office has to strategically determine the best practices to obtain and employ the limited resources with the purpose of establishing well-funded organizational capabilities that obstruct imitation's possibilities, in concordance with Grewal and Slotegraaf (2007). Alongside these results, following a rigid program of recruitment and training generates a higher likelihood of retaining capable staff in the tourism destination

organization (Chan & Kuok, 2011). Additionally, as already stated, innovation is a key factor in a creative tourism destination thereby a local destination management office should commit to oversee the atmospheric and design of the offices according to the tendencies in order to provide an enhanced customer service with a high level of presentation for when tourists need to ask questions, receive advice for places to visit, what experiences to have or even what other tourism destinations nearby they would be able to visit.

As a further consideration, the strong indirect link between the local destination management office's management skills and the development of a creative tourism context destination as well as activities and experiences that provide unique involvement for tourists, demonstrate the relevance of assessing key success factors in tourism destinations due to the competitiveness and the necessity of offering services and activities that are inserted in the creative tourism spectrum, where visitors feel a real involvement with the tourism destination and find memorable activities and experiences.

3.3. Role of the local destination management office: Destination's development through creative tourism

The essence of a tourism experience can be intensified if it is portraited as a complex memorable and active undertake for tourists in a way that they receive the possibility of having an authentic first-hand experience, thereby increasing motivation for destination's revisit (Hung et al., 2014; Quan & Wang, 2004). As verified by the results of both performed studies, creative tourism experiences that imply generating memories, satisfaction, feelings of uniqueness and thrill for tourists are recognized as generating value towards the tourism destination (Andersson, 2007).

In the spectrum of the qualitative study, it was demonstrated that in order to develop the tourism destination and competitiveness, considering the sustainable tourism development principles, a local destination management office should fully comprehend the qualities and history of their tourism destination encouraging differentiation and innovation within destinations with the purpose of continuously intensifying performance quality and overall tourist's satisfaction. Complementarily, as indicated by Manhas et al. (2016) the optimization of the tourism destination increases the chances of tourists having a unique and satisfying experience, in conjunction with upgrading the destination's brand image.

In concordance, a local destination management office has to accomplish this by dedicating in analyzing tourist's behaviors so as to obtain an increasing number of revisits that are motivated by the tourist's satisfaction in visiting the tourism destination and pursuing an on-

site tourism experience again due to the destination's offers, rather than visiting relatives and acquaintances (Chang et al., 2014; Manhas et al., 2016).

Findings indicate that in a long-term development of the tourism destination, a local destination management office is seen as a central player in the creative tourism context, and that it has a high accountability for organizational effectiveness with qualified and proactive human resources, while also having deep partnerships, actively managing these with destination's stakeholders, and planning in a strategic line after analyzing current and future tourist's needs. In this manner, results of this research contribute towards extending the understanding and interpretation of the role of a local destination management office as a crucial part in the development of a tourism destination. On top of this, exploring how a tourism destination is able to be inserted in a creative tourism context can provide an even greater positive development by providing tourists the advantage of a set of creative activities and experiences that build memorable and unique feelings. Additionally, a local destination management office has a leading role in creating a changing environment in the organization in order to enable encountering new challenges, competition within the market and distinctiveness tendencies and advantages.

In order to accomplish this and work towards developing a competitive and unique destination, local destination management office ought to exploit the destination's potential, preserve its cultural identity and adopt dynamic strategies by analyzing, as well as foresee the market trends and tourists' needs.

4. Conclusions, Implications, Limitations and Further Research

4.1. Conclusions

This thesis aimed to comprehend the role of a local destination management office in developing tourism destinations, in a competitive way and aligned with a creative tourism context, by means of a mixed-methods approach composed of both qualitative and quantitative studies. Alongside the literature review, a conceptual model is proposed and verified through both studies.

Regarding the qualitative research, the main purpose was to explore the characteristics as well as responsibilities that a local destination management office identifies as relevant. Additionally, to understand the types and outcomes of strategies employed to continuously achieve destination's sustainable development. In this focus group, the six participants agreed that the most relevant roles of a local destination management office are the contribution towards the development of the community, the coordination with tourism stakeholders on top of creating an important network, and finally the promotion of a sustainable tourism destination.

The destination management office's role of potentiating tourism destination's development is explored in numerous research (Blumberg, 2005; Bornhorst et al., 2010; Bosnić et al., 2014; Volgger & Pechlaner, 2014). However, these analysed rather larger destinations, contrarily to what is exposed in this study, the local destination management office, which are present in local destinations, that do not possess the same neither the number of resources that a denser destination does.

The importance of a close relationship between stakeholders was underlined since it represents one manner of obtaining information regarding market conditions, tourist's interests, and benefits from potential collaborative strategies to implement. Nevertheless, it was discussed challenges regarding the inexistence of systematic information sharing, reduced brand awareness as well as a lack of promotion regarding marketing strategies due to limited resources in certain less dense geographic regions in Portugal. This last difficulty can be faced through a higher co-creation environment between stakeholders, organizations, and tourists. Also, to face this, a potential measure that a local destination management office outlined was to design the tourist's profile within the next three years through a market study, as well as by adopting a dynamic perspective so as to foresee future tendencies.

Furthermore, the inadequacy of technical knowledge among employees in the organizations was highlighted. Also, local destination management offices stated that further attention should be given to the human recourses department, since recognizing that innovation and learning are

key features of a high-performance organization. Therefore, the set of organizational capabilities with the aim of providing a great development of tourism destination was assessed as organizational learning commitment capability, marketing communication and local destination management office's management skills.

With reference to the quantitative study, an internet-mediated questionnaire was employed to one hundred and sixteen (116) local destination management offices in Portugal and further analyzed by partial least squares path modelling. The findings proposed that organization learning commitment capability, which implies that the tourism organization considers each employee in the process of decision making as well as the implementation of an innovative, knowledgeable, and agile working environment, also influences marketing communication capabilities on the accountability of the close relationship between tourism organizations and visitors. For instance, a well-rounded organization will have a higher chance of structuring and executing advertising programs and strategies with the purpose of creating an elevated brand image awareness.

As a further consideration, local destination management office's management skill set is suggested to relate to marketing communication capability, through creative tourism since effective recruiting and training of human resources provides a knowledgeable organization with technical tools to actively collaborate with stakeholders, to create distinctive marketing strategies such as advertising and promotion of the destination as well as to proceed with market research. Moreover, the atmosphere and design of organization's infrastructures, where visitors are provided with a customer service, which are frequently the first contact the tourist has with the local destination management office, also impacts the tourist's evaluation of quality of activities and services provided during their stay.

Providing a creative tourism local destination by boosting co-creation in the set of activities enables to grant experiences that are closer to tourist's needs. In this way, revisit intentions increase since tourists feel that they have an impact on what the destination delivers and percept real involvement with the destination. Therefore, results demonstrated that a local destination management office is capable of affecting the tourism destination's performance. In concordance, Rusko et al. (2009) ascertain that local destination management office is responsible for decision making and for creating strategies to develop continuously tourism destinations, hence portraying a fundamental part in the process of establishing their tourism destination's competitiveness.

Findings of this quantitative research also indicated that marketing communication capabilities and key success factors in tourism destinations correlated to creative tourism and

the stimulation of a unique involvement feeling in the activities for tourists. Supporting this point of view, Stipanović and Rudan (2015) state that the development of creative tourism activities will possibly lead to a longer period of the tourist's stay, boost contentment and consequently potentiating a raise in the amount of money spent on the tourism destination. Hence, supporting the notion that implementing a highly creative tourism destination is a positive way of forming competitive and sustainable advantages in order to develop a local tourism destination.

4.2.   Theoretical Implications

This thesis provides theoretical contributions to tourism destination development in the creative tourism context, based on the results of the studies which demonstrated an accuracy on the proposed model and measurement scales. The evidence obtained is relevant, contributing towards creative tourism destination's development due to the fact that it correlates and delivers a conceptual model about organizational and market performance with the purpose of achieving competitiveness within creative tourism, from the destination management office's standpoint.

The importance of the destination management office in tourism is well represented by various authors, such as Buonincontri et al. (2017), Upadhya and Vij (2016), and Richards (2011). However, the implications of the role and capabilities of a local destination management office, regarding competitive development of a creative tourism destination, are still underexplored, hence the significant theoretical implications of this thesis that analyzes destinations that are a less dense geographic region.

Both studies reveal new lines of research, such as realizing how to deliver new sources of differentiation to creative tourism and how a local destination management office can transform these into strategies that create solutions to competitiveness in tourism destinations. Specifically, organizational learning and technical knowledge, in order to improve communication with the tourism market that will potentially benefit the local destination management office's managerial skills hence, attaining a greater value preposition in tourism destinations. Moreover, strong marketing communication skills will also distinguish tourism destinations with a higher value potential.

Additionally, as explored and in concordance with Richards (2019), attending that this study is in regards with local tourism destinations, strategies ought to be adapted towards this reality. In other words, replicating approaches that are implemented by denser tourism destinations would not be a great method.

Lastly, the mediating correlations presented were still underexplored, thus providing a great contribution to tourism destination management and development in the context of creative tourism competitiveness. In this spectrum these findings were that organization learning commitment capability impacts tourism destinations in a creative tourism environment, as well as destinations that focus on providing unique involvement for the tourist through the destination management office's marketing communication capabilities. Moreover, local destination management office's management skills affect destinations in a creative tourism environment, along with destinations that provide unique involvement for the tourist by defining their key success factors in tourism destinations.

4.3.   Managerial Implications

Overall, improvement points for a local destination management office were detected based on the results of both studies with the purpose of destination's competitive evolution on creative tourism, since these local destination management offices demonstrated a deficiency on the ability to differentiate and grow within the market.

Firstly, a high number of these tourism destinations are in fact relatively small, thereby facing challenges regarding the resources' amount at their disposal. In order to meet this challenge, tourism destinations should aim to increase synergies and partnerships between other destinations and stakeholders, in this way, benefiting from collaborative strategies and mutual help. Also, implementing systematic information sharing among these elements will also be relevant.

As demonstrated through structural equational modelling, local destination management office acknowledged creative tourism and providing visitors with innovative experiences where they are able to feel unique involvement during their visits, as positive approaches to the tourism destination's development. In parallel, an absolute definition of the tourist's profile for each destination should be established, and as long as creativity and innovation-based approach are seen as key factors, it is suggested that more actions should take place towards building these new experiences. In addition, this will also restrict the use of unnecessary resources, for instance, with activities that visitors do not search for in that tourism destination or do not appreciate nowadays.

On a final note, local destination management office should invest in expertise, local and technical knowledge, and training capabilities to better communicate with the public and market, thereby focusing on organization learning commitment capability and marketing

communication capabilities, with a view towards emerging value creation for their tourism destination.

4.4.   Limitations and Suggestions for Further Research

This dissertation contemplates certain limitations denoting, in this way, a requirement for further research. First of all, both studies were conducted to local destination management offices in Portugal, hence it is recommended that these be employed in other countries since different locations have distinctive features and structures. For instance, as exposed in the analysis of the focus group, it was highlighted by participants an existing lack of resources, whereas in denser regions this would not be the case, thus generality regarding local destination management office compel prudence.

Secondly, the timeline of the quantitative study is also considerate of a reservation due to only being conducted from April to June 2020. This probably means that more time would increase the number of local destination management offices involved and reinforced confidence in the results, although the sample size is in agreement with the minimum criteria suggested for Structured Equation Modelling (Cohen, 1992).

Finally, additional research for the topic may generate extended perceptions in a more detailed manner and for instance, build upon this conceptual model with the purpose of reaching conclusions to be generally implemented regarding creative tourism destinations.

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Appendices

Appendix A – Focus Group Guideline

Table 1 – Focus Group Guideline

1. Local destination management office's profile	
Relevant Roles	• High contribution for the community. • High mediation degree. • High level of public relationships skills. • High level of sustainability awareness. • Economic driver. • A networking creator. • Gate keeper.
2. Evolution of Tourism Activities	
Degree of benchmarking	• Development of market research. • Systematic work within a network with stakeholders. • Do the collaborators of the tourism destination regularly visit or remain alert to external promotion of the other destinations?
3. Learning Strategies	
Learning Assimilation	• Diffuse acquired knowledge within the organization? • Promote a fast diffusion of new relevant discoveries for the strategies in course? • Diffuse periodically documents with the results of research? This is elaborated personally or acquired?
4. Outcomes and evaluation of Results	
Monitorization	• Capacity of identifying best practices within the destination and setbacks. • Initiating a process today: different proceedings (What would you do differently?)

Appendix B – Internet-mediated questionnaire

Table 2 – Internet-mediated questionnaire

1 – Organizational Learning Commitment Capability: Rate the following sentences regarding your organization and tourism destination in a scale from (1) 'Strongly disagree' to (7) 'Strongly agree'. • My organization involves its staff in decisions. • My organization's management is in favour of making changes. • My organization sees learning as a key factor. • My organization rewards innovative ideas.
2 – Local destination management office's management skills: Regarding your organization, rate the following according to a scale from (1) 'Strongly disagree' to (7) 'Strongly agree'. • My organization has a very intensive program for recruiting and training store employees. • My organization is very dedicated to managing customer service infrastructure's atmosphere. • My organization reviews the design of the customer service infrastructure to determine whether changes are needed.
3 – Marketing Communication Capabilities: Rate your organization regarding your major competitors in terms of its marketing capabilities in the following areas. Seven-point scale with -3 (much worse than competitors) to +3 (much better than competitors). • Developing and executing advertising programs. • Public relations skills. • Brand image management skills and processes.
4 – Key Success Factors in Tourism Destinations: Rate the following affirmations in a scale from (1) 'Never'/'Strongly disagree' (7) 'Extendedly'/'Strongly agree', regarding your organization. • To measure tourism destination's success, my organization resorts to economic indicators.

• Examples of effective marketing initiatives are destination awareness, brand or image issues, advertising and promotion and research.
• To measure tourism destination's success my organization has into account the visitor's evaluation of the quality of activities and services.
• My organization interacts with stakeholders within the tourism destination, excluding marketing partnerships.

5 – Unique Involvement for Tourists: Rate the following affirmations in a scale from (1) 'Strongly disagree' to (5) 'Strongly agree' according to the knowledge you have about your organization and tourism destination.

- During activities tourists can feel really involved.
- During activities tourists can feel that they had a choice and control over them as well as their outcome.

6 – Creative Tourism Activities: Creative tourism is a type of tourism that offers visitors a unique experience to develop their creative potential by actively participating in learning experiences and activities or courses, for example. Acknowledging this, rate the following affirmations in a scale from (1) 'Strongly oppose' (5) 'Strongly support', according to the knowledge you have about this sector.

- In my tourism destination, internal stakeholders have complete knowledge of what creative tourism is.
- In my tourism destination, a high percentage of companies fit in the creative tourism context.
- Creative tourism activities have grown in the last five years.
- If there is a wider range of creative tourism activities provided, tourists will participate more.

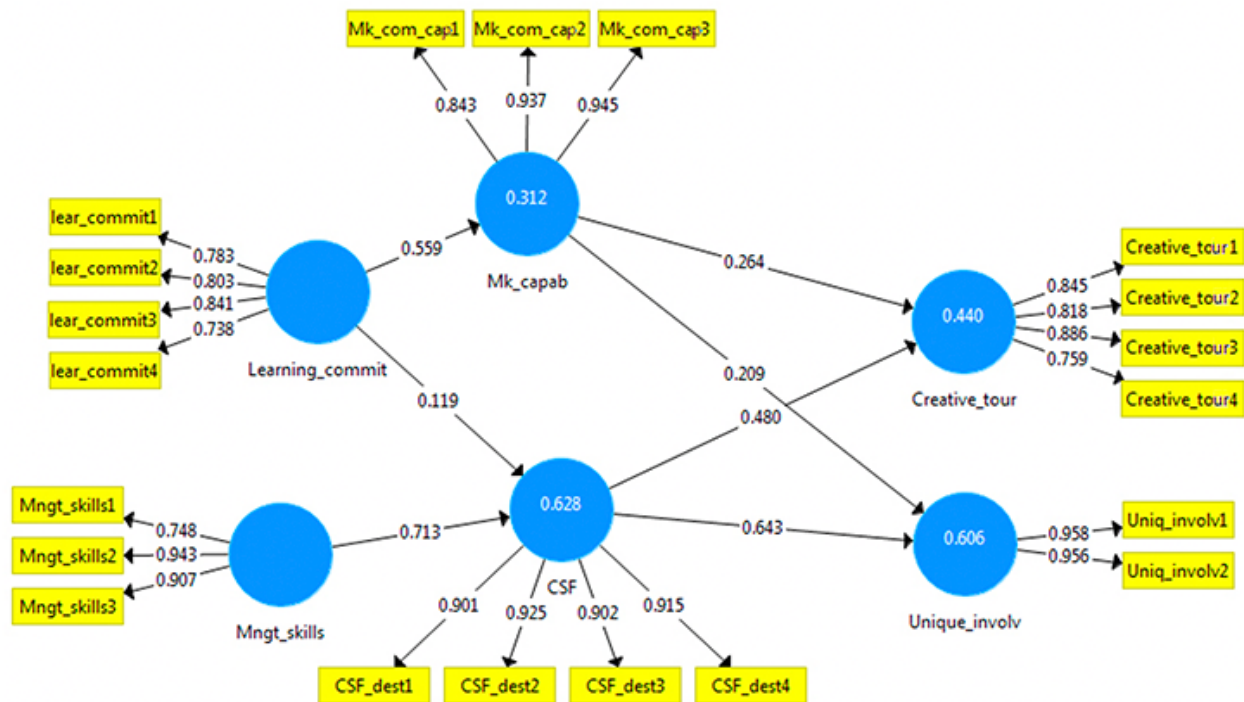**Appendix C – Structural equational modelling's extraction from SmartPLS 3 Software**

Figure 1 – Extraction of the Model from SmartPLS 3 Software

Appendix D – Indicators and constructs of the structural equational modelling

Table 3 – Indicators and constructs of structural equational modelling

Organizational Learning Commitment Capability (Learning_commit)	
lear_commit1	My organization involves its staff in decisions.
lear_commit2	My organization's management is in favour of making changes.
lear_commit3	My organization sees learning as a key factor.
lear_commit4	My organization rewards innovative ideas.
Local destination management office's management skills (Mngt_skills)	
mngt_skills1	My organization has a very intensive program for recruiting and training employees.
mngt_skills2	My organization is very dedicated to managing customer service infrastructure's atmosphere.
mngt_skills3	My organization reviews the design of the customer service infrastructure to determine whether changes are needed.

Marketing Communication Capabilities (Mk_capab)	
mk_com_cap1	Developing and executing advertising programs.
mk_com_cap2	Public relations skills.
mk_com_cap3	Brand image management skills and processes.
Key Success Factors in Tourism Destinations (CSF)	
CSF_dest1	To measure tourism destination's success, my organization resorts to economic indicators.
CSF_dest2	Examples of effective marketing initiatives are destination awareness, brand or image issues, advertising and promotion and research.
CSF_dest3	To measure tourism destination's success my organization has into account the visitor's evaluation of the quality of the activities and services.
CSF_dest4	My organization interacts with stakeholders within the destination, excluding marketing partnership.
Unique Involvement for Tourists (Unique_involv)	
uniq_involv1	During activities tourists can feel really involved.
uniq_involv2	During activities tourists can feel that they had a choice and control over them and their outcome.
Creative Tourism Context Destination (Creative_tour)	
creative_tour1	In my tourism destination, internal stakeholders have complete knowledge of what creative tourism is.
creative_tour2	In my tourism destination, a high percentage of companies fit in the creative tourism context.
creative_tour3	Creative tourism activities have grown in the last five years.
creative_tour4	If there is a wider range of creative tourism activities provided, tourists will participate more.