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THE CONCEPTUALISATION OF THE CHALLENGES OF MODELS
OF REGIONAL DESTINATION MANAGEMENT ORGANIZATIONS

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The article examines the conceptual foundations and management challenges of regional Destination Management Organization (DMO) models. Tourism destination management is considered as a complex system of coordinated activities aimed at ensuring the sustainable development and competitiveness of tourism destinations. Particular attention is given to regional level DMOs, which operate as an intermediate governance level between national and local structures. The study analyzes the main strategic and substantive functions of regional DMOs and identifies their role in coordinating stakeholders and managing tourism development processes. Two main organizational models of regional DMOs are discussed: community-led and corporate-led models. The research highlights the main managerial challenges associated with these models, particularly political and financial dependencies that may affect the effectiveness and long-term sustainability of the organizations. It is concluded that despite institutional differences, regional DMOs face similar structural challenges that require balanced cooperation between public authorities and tourism industry enterprises. The study also notes that the manifestation of these challenges may vary depending on national governance systems, socio-cultural conditions, and levels of economic development.

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Introduction. The tourism sector is currently one of the areas of economic activity of global, regional, and local significance. It generates a substantial number of jobs in many countries and increasingly influences the surrounding natural, economic, and socio-cultural environments. Tourism also contributes to improving environmental conditions and the overall quality of life of local populations, while opening new directions for territorial development. In addition, it provides an opportunity to reconsider the natural and cultural resources of a given area and to identify new approaches for their sustainable use and inclusion in economic activity. In this context, tourism gradually becomes an important instrument for ensuring the socio-economic development of countries and their territorial units. As a spatial phenomenon, tourism is closely connected with the characteristics of a particular

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territory and largely acquires its meaning within territorial boundaries in a broad sense. As Lailper notes, “tourism is a spatial system” [1], whose components mutually support the existence of the tourism phenomenon. For the effective and long-term functioning of this system, as in the case of any complex systems, the presence of a governing unit is required. Such a unit is responsible for coordinating development processes and ensuring the sustainable management of a given territory as a tourism destination. As noted by Lowes et al., “tourism is recognized as a sector that concerns a wide range of activities across sectors involving horizontal and vertical linkages at national and regional scales and, therefore, involving many government departments” [2]. In recent decades, the issue of tourism destination management has become one of the priority topics in tourism research and practice worldwide. As it is noted by Buhalis and Costa “in an era marked by global transformation, the management of tourism destinations has become more critical and more complex than ever before” [3]. This is largely because tourism destinations represent the spatial framework within which visitor needs and expectations are satisfied, and “destinations compete to provide the highest quality of experience for visitors” [4]. At the same time, tourism destinations are characterized by the presence of numerous actors and organizations that differ in terms of size, ownership structure, and scope of activity. In order to maintain and strengthen destination attractiveness, “cooperation between various stakeholders is necessary” [4]. International experience shows that such coordination is typically ensured through the establishment of tourism destination management bodies and governance models [5]. These organizations operate at different levels of territorial governance. In particular, according to the classification proposed by the UNWTO, they are generally distinguished according to the spatial scale of their functions as national, regional, and local organizations [4]. Each of these levels is characterized by specific management models, which possess their own institutional features as well as certain management challenges. Among these types, the present study focuses specifically on regional level organizations. This choice is explained by the fact that the regional level often serves as an intermediate and integrative level between national and local governance structures. In particular, as noted by Sherhag, “for travel the destination region plays an integral part” [6]. Consequently, from a governance perspective, regional destination management organizations frequently operate in a more complex environment, as they must simultaneously consider national policy priorities and the interests of local stakeholders. The purpose of this article is to examine the models of regional level destination management organizations (DMOs) and identify the typical challenges they encounter. In particular, the study seeks to address the following research questions: do regional DMO models demonstrate common management-related challenges, and what factors contribute to the emergence of these issues?

Research Methodology. The research methodology is based on inductive and systemic approaches. Within the framework of the inductive approach, individual aspects related to the key ideas of the topic were examined and analyzed separately, which subsequently allowed for the formulation of broader generalizations. At the same time, the systemic approach enabled the analysis of the identified problems in terms of their interconnections and interactions, allowing them to be

considered as elements of an integrated whole. Based on these methodological approaches, the following research methods were used: analysis and synthesis, comparison, classification, and graphical visualization.

Critical Discussion.

The Essence and Scope of Tourism Destination Management. The first studies on tourism destination management were conducted in the early 1990s [7], and since then the issue has attracted sustained scholarly attention and gained broader recognition in both academic literature and professional practice. As Albrecht notes, destination management, both in theory and in practice, represents a rather comprehensive and complex process, which is largely explained by the different interpretations of the term “tourism destination” [7]. Numerous interpretations of a tourism destination can be found in the professional literature, which in the most general sense can be summarized as follows: a tourism destination is a geographical area of different scales that includes a set of natural, historical-cultural, and socio-economic resources where a tourist can organize his rest (overnight stay) within the framework of the available tourist services and infrastructure [8]. That is, a tourism destination is an anthropogenic spatial system with a defined area, natural or administrative boundaries, tangible and intangible objects or resources, and the necessary infrastructure [4]. At present, numerous definitions of the concept “tourism destination management” exist in the scientific literature. In particular, according to the UNWTO, tourism destination management is “the co-ordinated management of all the elements that make up a destination (attractions, amenities, access, marketing and pricing)” [4]. In other words, according to this definition, *tourism destination management implies an in-depth understanding of the elements that ensure the tourist attractiveness of a given area, the identification of the interconnections between these elements, and their purposeful and effective use within a specific management system.* Such an approach also presupposes “the need of relevant information provided by the strategic management and strategic management accounting tools” [9].

A broader interpretation is proposed by Wang and according to her, tourism destination management can be defined as “a proactive, visitor-centred approach to the economic and cultural development of a destination that balances and integrates the interests of visitors, service providers and the community” [10]. A similar interpretation was formulated by Pechlaner, Volgger, and Herntrey, who emphasize that tourism destination management is “to govern the interests of various stakeholders within the tourism destination and keep them in balance” [11]. In other words, *tourism destination management involves ensuring the balanced and sustainable development of a territory through the alignment of the interests of key stakeholders and the establishment of mutually beneficial cooperation.*

Tourism destination management (also marketing) has been formulated in a more comprehensive manner by Zehrer et al., who propose the following interpretation: “it is the consistent orientation of tourist services and service providers towards the needs of potential guests... The guest’s subjective feeling, his expectations and experiences during his journey and his stay make his satisfaction a vital factor of competence of a destination management” [12]. According to this perspective, *tourism destination management primarily involves identifying visitor*

needs and ensuring the continuous improvement of their level of satisfaction. A comparable approach is presented by Hesková, who notes that “destination management to be the process of creating and managing strong, market oriented and system directed units – destinations. Thus, destination management is a set of controlling measures and tools that are used in the area of planning, organizing and promoting as well as in decision-making processes leading to the development of a destination. She also determines the basic spheres of activities solved by destination management: development in compliance with permanent sustainability of the environment, setting economic targets, social-cultural sphere, internal and external communication” [13]. According to another definition, tourism destination management “refers to the creation and execution of comprehensive plans that are designed to manage the tourism value chain of a destination” [14]. In other words, *tourism destination management involves the creation of a system that ensures the satisfaction of visitor needs through a set of services and infrastructure and supports its long-term functioning.* Within this context, Bartle and Schmidt consider destination management as “the strategy and the way for strong regions, which have the courage to concentrate their powers for collective development, organization and active sale of their key competitive advantages” [15]. In a similar vein, the GIZ commentary emphasizes that destination management is “the process of strategically managing and marketing a competitive destination as well as coordinating its stakeholders, with the goal of achieving an optimal economic and societal impact through tourism without burdening the ecological system” [16]. In other words, *tourism destination management is primarily concerned with ensuring the long-term and sustainable development of a given territory.*

The above definitions make it possible to conclude that tourism destination management represents a complex, multi-layered, and interrelated system of actions aimed at increasing the visibility and competitiveness of a tourism destination, creating and developing services and infrastructure, implementing short-, medium-, and long-term development programs, balancing the interests of stakeholders, and coordinating processes related to tourism development activities. In this context, an important question arises: who or what is responsible for ensuring the implementation of these processes? In other words, who acts as the managing entity of a tourism destination, and what are its main goals and functions? The answer to these questions has been provided in practice through the establishment of tourism destination management organizations, although different approaches still exist regarding their size, type, functions, rights, and responsibilities.

Scope of Activities of Tourism Destination Management Organizations.

Tourism destination management organizations, regardless of their spatial level or size, pursue a common objective related to the effective governance and development of tourism destinations. In this regard, it is generally noted that these organizations aim to manage and/or market a given tourism destination, and they perform several key functions that distinguish them from other organizations operating in the tourism sector. In particular, these functions include marketing the tourism destination (increasing the number of visits), ensuring the provision of quality services (meeting visitors’ expectations), and creating a sustainable environment through the development and implementation of relevant policies [4].

At the same time, the specific scope of activities of DMOs may differ depending on the level of territorial governance and the institutional context, in which they operate. As emphasized in the UNWTO guidelines, “the functions of DMOs may vary from national to regional and local levels, depending on existing and potential needs, as well as the level of decentralization of public administration” [17]. Based on these general approaches, *tourism destination management organizations are currently viewed as coordinating structures that operate within a particular destination and facilitate the implementation of tourism development policies*. In particular, according to the UNWTO, “the DMO’s role should be to lead and coordinate activities under a coherent strategy. They do not control the activities of their partners, but bring together resources and expertise and a degree of independence and objectivity to lead the way forward” [4]. In other words, *a DMO functions as an organization that operates within a defined territory and ensures cooperation among various stakeholders, thereby supporting the coordinated development of tourism within that destination*. A similar perspective is reflected in the commentary provided by GIZ, according to which “a DMO is defined as the leading organizational unit, which integrates various destination management tasks and coordinates the stakeholders in a targeted way. It can be a public or private institution or a public-private partnership” [16]. Thus, *a DMO is perceived as an institutional mechanism that integrates different management functions while facilitating cooperation among stakeholders involved in tourism development*.

A more general interpretation is presented in the following definition, which describes DMOs as “organizations created to directly carry out certain functions necessary for the management of a tourism destination” [5]. These functions may include encouraging and supporting new developments, organizing training activities, promoting digitalization, and improving accessibility, although certain tasks may remain outside their direct scope. Consequently, DMOs perform a number of targeted activities directed both at the internal development of the destination and at its external positioning.

In addition, the DMO is often considered a “tourism destination value chain management and operations coordination organization” [18], which “develops and manages the overall strategic plan for the development of the tourism destination”. Within this framework, *the organization is responsible for coordinating the activities of actors participating in the tourism value chain*. As noted by Fabricius et al., “the DMO must identify the tourism destination and ensure a quality visitor experience, and set the creation of a sustainable development environment as a key task” [19]. In this sense, as emphasized by Ammirato and et al., “creating the right environment includes: planning and infrastructure, human resources development, product development, technology and systems development, related industries and procurement” [18]. Accordingly, *these approaches suggest that a DMO functions as an organizational structure responsible for facilitating the sustainable development of a tourism destination*.

Based on the above interpretations of the tourism destination, its management, and the governing entity responsible for these processes, it can be concluded that, in terms of content, a regional DMO represents an organization established to ensure the long-term functioning and development of a tourism destination. Its primary role

is to coordinate the interests of the stakeholders operating within the destination and integrate them into a unified framework, while proposing a common vision and development approach for the tourism destination. Within the scope of the present research, a regional destination is understood as a first-order administrative (administrative-political) territorial unit below the national level of a country—such as a state, region, province, district, or similar entity or their geographical aggregation (for example, Northern states, Eastern regions, Central districts, etc.). These territorial units typically possess their own governing bodies and clearly define administrative boundaries, whether considered individually or as part of a broader geographical grouping.

By comparing the definitions of tourism destination management and tourism destination management organizations with the analytical remarks provided by Albrecht regarding destination management [7], the following strategic and substantive functions of regional DMOs can be identified (see Table). These functions also correspond with the observation made by the UNWTO, which once again emphasizes “that though DMOs have typically undertaken marketing activities, their remit is becoming far broader: being a strategic leader in destination planning and management” [17].

Strategic-substantive functions of the regional DMOs ([7], adopted by author)

Functions	Description
Ensuring cooperation and communication among stakeholders and eliminating duplication of activities	A key function of a regional DMO is to facilitate cooperation and effective communication among stakeholders involved in tourism development. These stakeholders include public authorities, tourism businesses, local communities, and supporting organizations. Through coordination mechanisms, the DMO helps align their activities and interests toward common development goals. Such coordination also reduces duplication of initiatives and promotes the more efficient use of resources within the destination.
Preparation of a development concept, strategy, and plan	Regional DMOs are responsible for formulating a coherent vision for the long-term development of the tourism destination. This involves the preparation of strategic documents that define development priorities, objectives, and implementation mechanisms. Strategic planning enables the destination to respond to internal and external changes in the tourism market. In this way, tourism development becomes more systematic and guided by clearly defined goals.
Preparation of development indicators and implementation of monitoring	An important aspect of destination management is the establishment of measurable indicators that reflect the development of tourism within the destination. These indicators may relate to visitor flows, economic performance, environmental impacts, and social effects. Through regular monitoring and evaluation, the DMO can assess the effectiveness of implemented policies and programs. The results of monitoring provide a basis for adjusting strategies and improving management decisions.
Preservation of the identity of the destination and management of the social, economic, and environmental impacts of tourism	Regional DMOs play an important role in preserving the unique identity and character of the tourism destination. This includes safeguarding cultural heritage, local traditions, and the distinctive landscape features of the region. At the same time, tourism development must be managed in a way that minimizes negative environmental and social impacts. By balancing economic benefits with environmental and socio-cultural considerations, the DMO contributes to sustainable destination development.

Assessment and improvement of primary and secondary tourist attractions	The attractiveness of a tourism destination largely depends on the quality and diversity of its attractions. Regional DMOs, therefore, participate in the assessment of both primary attractions (such as natural or cultural sites) and supporting elements, including infrastructure and services. Based on this assessment, recommendations can be developed for improving their accessibility, quality, and overall visitor experience. Continuous improvement of attractions helps maintain and strengthen the competitiveness of the destination.
Implementation of destination marketing and branding and attraction of visitors	Marketing and branding represent one of the most visible functions of DMOs. Through targeted promotional activities, destinations are positioned in domestic and international tourism markets. Branding helps create a recognizable image of the destination and communicates its unique characteristics to potential visitors. Effective marketing strategies contribute to increasing visitor numbers and strengthening the destination's market presence.
Ensuring innovation and long-term competitiveness	In a rapidly changing tourism environment, destinations must constantly adapt to new trends and visitor expectations. Regional DMOs support the introduction of innovative approaches in tourism services, products, and management practices. Innovation may involve the adoption of new technologies, creative tourism experiences, or improved service standards. These efforts help ensure the long-term competitiveness of the destination in the global tourism market.
Creation and development of unique tourism products	The development of distinctive tourism products is essential for differentiating a destination from its competitors. Regional DMOs contribute to identifying local resources and transforming them into marketable tourism experiences. Such products may combine natural, cultural, and socio-economic elements of the region. By developing unique tourism offerings, the destination can attract different market segments and extend visitor stays.
Management of visitor flows, safety, and risks	Effective visitor management is necessary to maintain both the quality of the tourist experience and the sustainability of the destination. Regional DMOs may support measures aimed at regulating visitor flows, particularly in areas experiencing high tourist concentrations. At the same time, attention must be given to safety and risk management within tourism activities. Proper management of these aspects helps prevent negative impacts and ensures a secure environment for visitors and residents.
Information management and knowledge creation (implementation of research)	Reliable information is an essential component of effective destination management. Regional DMOs collect, analyze, and disseminate tourism-related data that support planning and decision-making processes. Research activities may include market analysis, visitor surveys, and evaluation of tourism impacts. The knowledge generated through such activities contributes to a better understanding of tourism dynamics within the destination.
Human resource development, including the implementation of training activities	The quality of tourism services largely depends on the qualifications and skills of human resources working in the sector. Regional DMOs may therefore support the organization of training programs and professional development activities. Such initiatives help improve service standards and strengthen the professional capacity of tourism stakeholders. In the long term, human resource development contributes to the overall competitiveness and sustainability of the destination.

Models of Tourism Destination Management Organizations and Their Management Challenges. For the implementation of the strategic and substantive functions of regional DMOs, two main groups of models are currently distinguished:

legal and organizational [6]. From a legal perspective, the following types of tourism destination management structures are identified as [4]:

- department of single public authority;
- partnership of public authorities, serviced by partners;
- partnership of public authorities, serviced by a joint management unit;
- public authority(ies) outsourcing delivery to private companies;
- public-private partnership for certain functions – often in the form of a non-profit making company;
- association or company funded purely by a private sector partnership and/or trading – again for certain functions.

From an organizational perspective, two main types are distinguished: community-led and corporate-led [6]. In the case of the community-led model (also referred to as the European model), the DMO brings together all relevant stakeholders within the given region and acts as the main coordinating unit of the sector. In contrast, within the corporate-led model (also known as the American model), a strong tourism organization operating in the region becomes the leading actor in tourism development and functions as the main structure around which other tourism enterprises are organized [6]. In this case, the regional DMO essentially becomes the dominant organization responsible for managing the tourism destination. In other words, a regional DMO is created through the mutually agreed cooperation of the administrative units of a given region, local governments, and business entities [20].

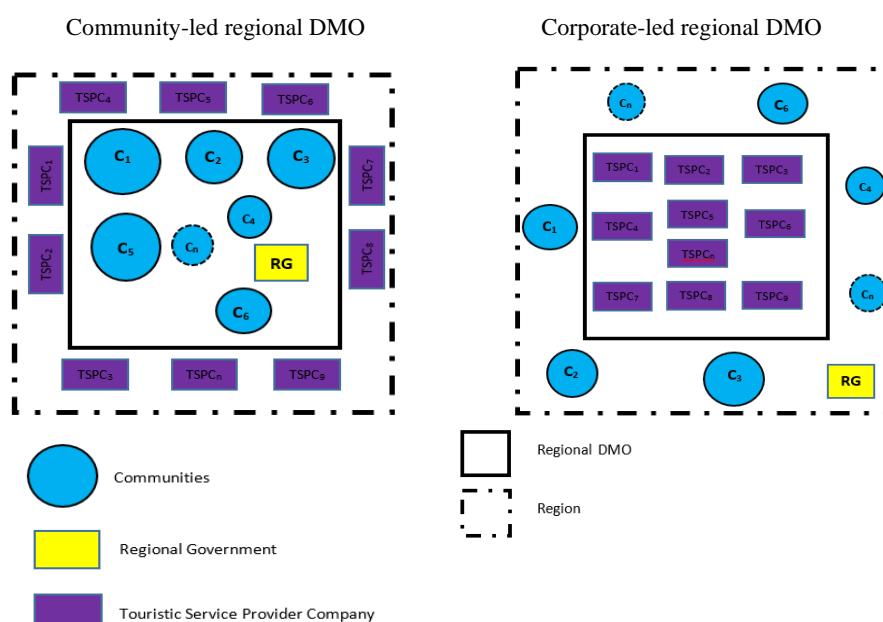
Within the framework of this study, the following interpretations of regional DMOs operating under community-led and corporate-led models are proposed:

a) *Community-led regional DMO*. A community-led regional DMO is an organization initiated and established through cooperation among local government bodies (regional state bodies) representing a territorial community, city, village, or consolidated settlement, within the boundaries of a region (state, province, district, region, etc., or their geographical aggregation, such as Northern states, Eastern regions, Central districts, etc.);

b) *Corporate-led (or business-based) regional DMO*. A corporate-led regional DMO is an organization established through cooperation among enterprises representing the tourism industry and operating within the boundaries of a region (state, province, district, territory, etc., or their geographical aggregation). In this case, the regional DMO functions primarily as an organization formed by tourism enterprises of the given region.

Accordingly, community-led regional DMO represents an organization operating under the “Partnership of public authorities, serviced by a joint management unit” legal model, whereas corporate-led (or business-based) regional DMO represents an organization operating under the “Association or company funded purely by a private sector partnership and/or trading – again for certain functions” legal model. In practice, regardless of the specific model, a DMO as a legal entity usually operates as a non-profit organization, meaning that it does not pursue profit-making objectives. Thus, a regional DMO operating under either a community-led or corporate-led model is formed through cooperation between local governments, state bodies, and enterprises within a given region. As a legal entity, it therefore takes

the form of a unique non-profit, non-commercial public organization. At the same time, for a regional DMO, which represents an example of a bottom-up management strategy in tourism, the most appropriate legal form is often a non-governmental organization (NGO). Within this framework, and in line with the general philosophy of NGOs, the organization functions to a certain extent as an independent body capable of integrating state and non-state (private) institutions and acting as a balancer of their interests. To implement these functions, the NGO operates through a management structure that typically includes a Board of Directors, a Chairman of the Board, and an Executive Director. The procedures for their election and appointment are defined in the charter of the respective organization [21].



Organizational models of regional DMOs ([6], adopted by author).

Regional DMOs, regardless of whether they operate under community-led or corporate-led models, may face several challenges from a management perspective. The most significant among these are political and financial challenges. The political challenge refers to the potential dependence of the DMO's governing bodies on the parties that established the organization, as well as to the mechanisms used for selecting members of the governing structure. The financial challenge, in turn, relates to the ability to secure stable and long-term sources of funding and the degree of dependence of the organization on these financial resources. As mentioned earlier, a community-led regional DMO is understood as an organization established by local government bodies (or regional state authorities) of a given region. In the case of this model (see Figure), the local governments of the region, often together with regional state administration bodies, jointly decide to create an organization of regional significance by combining their resources. This organization, acting with their support and resources, undertakes the coordination of the tourism sector within the

region as a tourism destination and implements the strategic and substantive functions presented in Table. In other words, the communities collectively delegate the coordination of tourism development in the region to an organization that they themselves establish. Under this approach, some challenges of strategic importance may emerge in the management process of community-led regional DMOs. Every region consists of several communities, whose leaders are elected by local residents or can be appointed by the central government. From a democratic perspective, these actors possess the authority to initiate actions aimed at the development of the region, including the establishment of a body responsible for coordinating the tourism sector. Thus, community leaders, together with representatives of the regional government, may initiate the creation of a regional DMO and form its Board. They may elect one of their members or, based on their recommendation, a recognized specialist from outside their ranks as the Chairman of the Board of the DMO functioning as an NGO, and appoint the Executive Director. In this structure, the composition of the Board typically includes community leaders and representative(s) of the regional level of the central government. In other words, participation in the governing body occurs on an institutional basis. From a democratic perspective, this structure provides the Chairman of the Board with a high degree of legitimacy, since he or she is elected by democratically elected bodies and therefore possesses a strong mandate to perform the assigned responsibilities. However, certain risks should also be taken into account in the management of such organizations. In particular, DMO governing bodies may develop a certain degree of political dependence and, at certain stages of their activities, voluntarily or involuntarily, may become involved in political processes, even though this does not correspond to the original mission and ideology of the organization. From the perspective of tourism industry enterprises, as the main beneficiaries, this situation may lead to the perception of the DMO as another state institution that has deviated from its primary purpose. As a result, the organization may gradually lose the trust and support of tourism businesses. Although the model formally reflects a bottom-up approach to tourism sector management, the management structure may still lack direct representation of the primary beneficiaries of the tourism sector. The absence of these stakeholders in the governing bodies may create a risk that the DMO will not be fully accepted by the region, particularly by the leading enterprises of the tourism industry, since key conceptual issues of tourism development may be discussed without their institutional participation. The founding communities, since they possess their own budgets, usually commit to allocating a certain amount of financial resources to the DMO in order to cover its basic operational expenses and ensure its functioning as a legal entity. Additionally, depending on priorities, they may allocate additional funds for the implementation of strategic development programs within the region. The amount of funding provided may depend on the population size of the respective community. For example, the smallest community may contribute a base amount, while communities with larger populations may proportionally increase their contributions. Alternatively, communities may agree to review the amount allocated annually depending on their financial capacity, while still committing to providing a minimum level of support. Although financing approaches may vary depending on

local conditions and circumstances, one important aspect should be noted: communities, as institutional entities, tend to be more stable and long-lasting than individual businesses. Consequently, they can serve as a relatively stable source of minimum financial support required for the functioning of the DMO. Even under force majeure conditions, the organization therefore has a relatively high probability of maintaining its basic operations.

The challenges discussed above are also characteristic of corporate-led regional DMOs, although certain differences may be observed. As noted earlier, a corporate-led (or business-based) regional DMO is an organization established through the cooperation of enterprises representing the tourism industry and operating within a particular region of the country. In this case, the regional DMO is essentially formed on the basis of tourism enterprises within the given region. Thus, enterprises collectively delegate the coordination of tourism sector development in the region to an organization established through their mutual agreement. Within this framework, the management process of regional DMOs may likewise encounter significant political and financial challenges that may affect the effectiveness of governance and the long-term sustainability of the organization. In this model, the political challenge manifests itself primarily through the relationships between businesses and state institutions. In particular, it may involve the dependence of business actors on state bodies, the relationships between business leaders and the heads of state or local government authorities, and the mechanisms to include regional tourism enterprises in the governing bodies of the regional DMO. Financial challenges are largely similar to those observed in the community-led model, since the issue of securing stable and long-term sources of funding for the organization remains equally relevant. Since the corporate-led regional DMO is typically established at the initiative and under the patronage of a large tourism enterprise operating in the region, the organization may become significantly dependent on that enterprise. In practice, such large organizations, guided by their business interests, often seek to maintain a degree of independence from state policies and administrative structures, although a certain level of interaction and dependence inevitably remains. In addition, within this model the composition and size of the highest governing bodies may present another management challenge. Because this model aims to consolidate tourism enterprises operating within the region, which are usually far more numerous than communities, difficulties may arise in determining their representation within the governing bodies of the DMO. In particular, in cases where a large number of enterprises operate in the region, questions arise regarding the principles for selecting representatives, the criteria for inclusion, and the mechanisms that ensure that no enterprise is unjustifiably excluded from participation in governance. Regardless of the specific solutions adopted to address these issues, it should be noted that the highest governing bodies of this model may also lack representation from one of the key stakeholders of region: a local government bodies. As a result, certain decisions taken by the organization may lead to disagreements or conflicts with local authorities. In the corporate-led model, the DMO is also financially dependent on its founding enterprises. However, in this case the associated risks may be greater than in the community-led model. Enterprises are generally more vulnerable to financial, economic, and political crises,

particularly those operating in the tourism sector, as was clearly demonstrated during the 2008 global financial crisis and the COVID-19 pandemic. Consequently, the basic financial resources of the DMO may be suddenly reduced or even terminated if the enterprises that established it suspend or cease their activities. At the same time, since the basic financing of a DMO may involve both communities and enterprises, potential conflicts of interest cannot be excluded. Disagreements may arise regarding the allocation and use of financial resources, particularly when questions emerge concerning whether greater resources should be directed toward the activities of a specific community or enterprise.

Conclusion. In summary, it can be noted that, regardless of the regional DMO model, these organizations face several common challenges that may effect on the quality and effectivity of their activities. Among these, one of the most significant is the provision of stable financial resources necessary to ensure their long-term functioning. In addition, these organizations may encounter varying degrees of direct or indirect dependence on local and state government bodies, despite the fact that they are usually registered as NGOs as legal entities. These challenges may be mitigated to some extent if, in practice, regional DMOs are established on the basis of an integrated approach that combines the features of the above-mentioned models. In such cases, both tourism industry enterprises operating within the region and local self-government bodies participate in the organization's governing structures according to a balanced principle. At the same time, it should be noted that the specific manifestations of these challenges may vary depending on several contextual factors. In particular, they may be influenced by the territorial governance system of a given country (federal, unitary), local socio-cultural characteristics, traditions, and the overall level of economic development.

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ՌԵԳԻՈՆԱԼ ԴԵՍՏԻՆԱՑԻԱՆԵՐԻ ԿԱՌԱՎԱՐՄԱՆ
ԿԱԶՄԱԿԵՐՊՈՒԹՅՈՒՆՆԵՐԻ ՍՈՂԵԼՆԵՐԻ ՄԱՐՏԱՀՐԱՎԵՐՆԵՐԻ
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Հոդվածում դիտարկվում են ռեգիոնալ դեստինացիաների (գրոսա-շրջային) կառավարման կազմակերպությունների (ԶԴԿԿ) մոդելների հայեցա-

կարգային հիմքերը և կառավարման մարտահրավերները: Չբոսաշրջային դեստինացիայի կառավարումը ներկայացվում է որպես համակարգային գործընթաց, որը ներառում է փոխկապակցված գործողություններ՝ ուղղված Չբոսաշրջային տարածքների կայուն զարգացման և մրցունակության ապահովմանը: Առանձնահատուկ ուշադրություն է դարձվում Չբոսաշրջության կառավարման ռեգիոնալ մակարդակին՝ որպես ազգային և լոկալ մակարդակների միջև միջանկյալ կառավարման օղակի: Հոդվածում ներկայացվում են ռեգիոնալ ՉԴԿ-ների հիմնական ռազմավարական ու բովանդակային գործառնությունները և վերլուծվում է դրանց դերը շահակիցների համագործակցության կազմակերպման և Չբոսաշրջության զարգացման գործընթացների համակարգման մեջ: Զննարկվում են ռեգիոնալ ՉԴԿ-ների երկու հիմնական կազմակերպչական մոդելները՝ համայնքային ու կորպորատիվ: Հոդվածում առանձնացվում են այդ մոդելներին բնորոշ կառավարման հիմնական մարտահրավերները՝ հատկապես քաղաքական և ֆինանսական կախվածությունները, որոնք կարող են ազդել կազմակերպությունների գործունեության արդյունավետության և երկարաժամկետ կայունության վրա: Նշվում է, որ անկախ ինստիտուցիոնալ տարբերություններից՝ ռեգիոնալ ՉԴԿ-ները բախվում են համանման կառուցվածքային խնդիրների, որոնց հաղթահարումը պահանջում է պետական կառույցների և Չբոսաշրջային ձեռնարկությունների միջև հավասարակշռված համագործակցություն: Միաժամանակ ընդգծվում է, որ այդ մարտահրավերների դրսևորումները կարող են տարբեր լինել՝ կախված երկրի կառավարման համակարգից (դաշնային, ունիտար), սոցիալ-մշակութային առանձնահատկություններից և տնտեսական զարգացման մակարդակից:

Г. П. АЛЕКСАНИЯ

КОНЦЕПТУАЛИЗАЦИЯ ВЫЗОВОВ МОДЕЛЕЙ РЕГИОНАЛЬНЫХ ОРГАНИЗАЦИЙ УПРАВЛЕНИЯ ТУРИСТСКИМИ ДЕСТИНАЦИЯМИ

Резюме

В статье рассматриваются концептуальные основы и управленческие вызовы моделей региональных организаций управления туристскими дестинациями (ОУТД). Управление туристской дестинацией представлено как комплексная система взаимосвязанных действий, направленных на обеспечение устойчивого развития и конкурентоспособности туристских территорий. Особое внимание уделяется региональному уровню управления, который выступает промежуточным звеном между национальными и местными структурами управления. В рамках исследования анализируются основные

стратегические и содержательные функции региональных ДМО и раскрывается их роль в координации взаимодействия заинтересованных сторон и управлении процессами развития туризма. Рассматриваются две основные организационные модели региональных ОУТД: общественно-ориентированная (community-based) и корпоративная (corporate-based). В статье выделяются ключевые управленческие вызовы, характерные для данных моделей, прежде всего политические и финансовые зависимости, которые могут влиять на эффективность деятельности и долгосрочную устойчивость организаций. Отмечается, что несмотря на институциональные различия, региональные ОУТД сталкиваются с рядом схожих структурных проблем, решение которых требует сбалансированного взаимодействия между государственными органами и предприятиями туристской отрасли. Подчеркивается также, что проявление этих вызовов может различаться в зависимости от системы территориального управления страны (федеральная, унитарная), социально-культурных особенностей и уровня экономического развития.