

ECONOMIC AND BUSINESS REVIEW • VOL. 7 • No. 3 • 2005 • 261-282

SLOVENIA AS A TOURISM DESTINATION: DIFFERENCES IN IMAGE EVALUATIONS PERCEIVED BY TOURISM REPRESENTATIVES FROM CLOSER AND MORE DISTANT MARKETS

MAJA KONEČNIK *

Abstract: The paper explores the complex nature of the destination image concept and investigates Slovenia's image as a tourism destination perceived by tourism representatives. It specifically investigates differences in proposed components of Slovenia's image perceptions between respondents from closer and more distant markets. Although Slovenia's overall image does not differ between the investigated groups of respondents, significant differences do appear in perceptual-cognitive and affective image attributes. Drawing on the results the author suggests some practical implications for Slovenia's destination marketing strategies in foreign markets. The author argues that destination managers and marketers should consider the important role of a destination's image but that at the same time they should also bear in mind the destination's identity as the concept created by the brand owner. Consequently, destination marketing strategies should aim to achieve an image transfer based on a destination's identity.

Key words: Destination image, Slovenia's image as a tourism destination, Destination brand, Marketing strategies, Tourism representatives

UDC: 796.5:339.13

JEL classification: M31, M39

1. INTRODUCTION

A destination's image has been recognised as a complex and important concept in the destination selection process (Um and Crompton, 1990; Gartner, 1993; Baloglu and McCleary, 1999b; Gallarza, Gil and Calderon, 2002). The role of a destination's image is emphasised because it affects the individual's perception and their consequent decision choice (Gartner, 1993). In the last three decades tourism researchers as well as industry

* University of Ljubljana, Faculty of Economics, Kardeljeva ploščad 17, 1000 Ljubljana, Slovenia.
e-mail: maja.konecnik@ef.uni-lj.si

practitioners and destination marketers have been very interested in measuring a destination's image (Baloglu and McCleary, 1999a). Hence, a huge number of papers covering the research line of a destination's image can be found in recent literature (Pike, 2002).

The role of the image concept is highlighted in today's growing international tourism market and by the competition between destinations. The role of smaller destinations is further emphasised because the vast majority of tourists (70 %) visit just ten main countries (Morgan, Pritchard and Piggot, 2002). Creating and transmitting a favourable image to potential tourists in target markets could strengthen the competitiveness of a destination (Goodal, 1993; Gartner, 1993). Therefore, tourism destinations often compete via the images held in the minds of prospective tourists and spend a great deal of money, time and effort in creating a positive image aimed at putting their destination in a higher position than other competitors. In order to develop a proper positioning strategy, destination marketers should be aware of their own and their competitors' perceived strengths and weaknesses (Baloglu and McCleary, 1999a).

Slovenia as a young and small European country should also seriously consider its image. Besides the commonly accepted important role of the destination image investigation, Slovenia has some additional characteristics which further suggest this kind of investigation is reasonable. In support of this, at least four more factors can be mentioned (Konecnik, 2004). First, as a country newly established in 1991 Slovenia does not have centuries of history. Secondly, its geographical area in Central Europe encompassing just 20,256 square kilometres makes it one of the smallest countries in the world. Thirdly, although it is small Slovenia enjoys great variety in its regions (contrasting its mountains & lakes versus its coast & Karst). Finally, as a former socialist country Slovenia has been evaluated poorly in quality indicators such as the quality of its infrastructure and the availability of suitable accommodation for tourists. Further, up until now few studies have examined Slovenia's image as a tourism destination from the foreigners' point of view (Jančič, 1998; Brezovec, 2001; Brezovec, Brezovec and Jančič, 2004). The latter researchers argue for more systematic and empirical results which could, in combination with a clear and unique identity of Slovenia, lead to the building of a modern destination brand (Konecnik, 2004).

The purpose of this paper is therefore to investigate Slovenia's image as a tourism destination from tourism representatives' point of view. In addition, the paper will investigate whether the image of Slovenia differs between tourism representatives from closer markets in comparison to tourism representatives from more distant markets. Before empirically investigating the image concept for the destination Slovenia, the paper presents earlier theoretical findings on the investigated area as well as a detailed conceptualisation of the image components. Following the accepted conceptualisation of the image phenomenon into perceptual/cognitive, affective and overall image components the paper investigates Slovenia's image as a tourism destination as per-

ceived by tourism representatives. Drawing from the results, different marketing implications for the brand Slovenia are given.

2. DESTINATION IMAGE

2.1 Theoretical overview of the destination image research area

The research topic of the image of a destination first attracted attention in the early 1970s (Hunt, 1975; Gunn, 1972) and today it remains an area of preferred study (Gallarza, Gil and Calderon, 2002; Pike, 2002). In reviewing previous studies, Pike (2002) found 142 image papers in the last three decades that have directly or indirectly investigated destination image topics. The topic has become prevalent in tourism literature (Pike, 2002; Gallarza, Gil and Calderon, 2002; Cai, 2002).

In spite of the wide research interest in conceptualisation of a tourism destination image, there is no single and commonly accepted approach to its conceptualisation. Although the topic has mostly been studied and has its roots in the marketing area (Gardner and Levy, 1955; Newman, 1957), the concept has also been connected and analysed within other disciplines such as anthropology, geography, sociology and semiotics (Gallarza, Gil and Calderon, 2002). A multidisciplinary approach has been introduced to allow a better and more precise understanding of tourist behaviour. However, different tourism destination image analyses which reflect the complexity and multidimensionality of a tourism destination product have also been recognised within the interdisciplinary marketing area.

Despite the great body of literature presented when defining the image concept, there are almost as many definitions of a tourism destination image as there are scholars devoted to its conceptualisation. However, most definitions cover the marketing interpretation of image conceptualisation and stress the aspect of image as a broad or general concept. Hunt (1975) defined an image as the impressions a person or persons hold about a state in which they do not reside. Similar definitions are also recognised by other authors (Crompton, 1979; Kotler, Haider and Rein, 1993). According to systematic analysis by the World Tourism Organisation (WTO, 1979, cited in Milman and Pizam, 1995, p. 21), image is defined as 'an aura, an angel, and a subjective perception accompanying the various projections of the same message transmitter'. According to the WTO's categorisation, an image can only exist if there is at least a small amount of knowledge.

The next group of definitions perceives the image concept as a complex construct that combines at least two components. Lawson and Baud-Bovy (1977) saw image as an expression of the knowledge, impressions, prejudice, imaginations and emotional thoughts that an individual has of a specific object or place. This definition added to the

previously recognised cognitive component (Crompton, 1979) the emotional perspective of image categorisation or an affective component. The same two components are recognised by other authors (Embacher and Buttle, 1989; Baloglu and McCleary, 1999a and 1999b). Gartner (1993) argued that a destination image is formed by three distinctly different but hierarchically interrelated components: cognitive, affective and conative. The latter image component is the action component and is analogous to behaviour. It depends on the images developed during the cognitive stage and evaluated during the affective stage (Gartner, 1993).

However, not only are different definitions and components of tourism destination image recognised but different ways of image formation are also common. The first group of authors has extended Gunn's (1972) classification of two levels of images as organic and induced. An organic image is formed as a result of exposure to the mass media such as newspaper reports, magazine articles, television programmes and other nontourism-specific information sources. The organic image evolves into an induced image, which refers to an image influenced by tourist organisations' directed information. In Gunn's opinion, even an individual who has never visited the destination or sought information on that destination will have some kind of information stored in their memory, even though it may be incomplete. He also suggested that an induced image can differ greatly from the organic one (Gunn, 1972). Building on the theory, Fakeye and Crompton (1991) added to the previous classification a complex image that incorporates experiences acquired at destinations.

A previous visitation is recognised as an important issue of image categorisation by the second group of authors. Goodrich (1978) pointed out the primary destination image formed by a visit or the secondary image formed by information received from external sources. Further, Phelps (1986) referred to the same two levels of images (primary and secondary).

Echtner and Ritchie (1991 and 1993) proposed a conceptual framework for a destination image consisting of three continuums: attribute – holistic; tangible (functional) – intangible (psychological); and common – unique. They suggested that a destination image should be composed of perceptions of individual attributes as well as more holistic impressions of the destination, including a mental picture of physical characteristics and general feelings or atmosphere. Images of destinations can also range from those based on common functional and psychological traits to those based on more distinctive or even unique features, events, feeling or auras.

2.2 Empirical conceptualisation of destination image

Our review of the many destination image definitions and the variety of its components allows us to interpret the image concept in a different way. A destination's image as a complex concept may be analysed from different perspectives and composed of a variety

of individual perceptions that relate to various product/service attributes. The additional complexity arises due to interpreting image studies as studies consisting of three different variables (Mazanec, 1994). Mazanec (1994) suggested that the relationship between variables in image studies can be set out in three dimensions: the subject's perceptions are measured (1st dimension) around objects or destinations (2nd dimension) and with respect to certain attributes or characteristics (3rd dimension). Although this three-dimensional image perspective adds complexity to image analysis, it also gives the researcher some flexibility when managing the relationship between variables (Gallarza, Gil and Calderon, 2002).

The subjective nature of a tourism destination's image (1st dimension) should be underpinned by at least two characteristics. First, different interest groups subjectively recognise a tourism destination image. Although most tourism destination image studies investigate its perception from the tourist perspective, tourists do not represent the only interest group for its investigation. Beside tourists, at least one another group appears in previous studies: tourism representatives. Tourism representatives as tour operators or travel agents represent the second target group for tourism destination image analysis. The images held by the travel intermediaries of a destination are just as important as those held by tourists. An even closer relationship between travel intermediaries and international tourists is evident since international tourists rely more often on their information in the destination selection process. Further, the role of intermediaries in promoting and creating the images of a destination is especially enhanced for international destinations (Baloglu and Mangaloglu, 2001). The important role of tour operators in image creation about the tourism destination Slovenia is also recognised from a survey conducted among foreign tourists in Slovenia, because around one-third of the investigated foreign tourists who had spent the 2000 summer season in Slovenia indicated they had booked their holidays with the help of a tour operator (Škafar Božič, 2001). Therefore, the subjective perception of tour operators and travel agents is important because it also creates the image held by a potential tourist (Reimer, 1990). However, a reverse image transfer is possible since the images held by tourists also influence the opinions of travel agents/tour operators. Second, although the same interest group (i.e. tourism representatives) is analysed the tourism destination image is perceived subjectively. Therefore, tourism marketers put great efforts into recognising specific segments of target markets.

Investigations of differences in image perceptions can only be conducted for a specific destination (2nd dimension). Further, the results are even more valuable when the investigation of the specific destination is compared with its main competitors.

Empirical tourism destination image analyses have applied multiple attribute-based variables (3rd dimension) to capture the cognitive component of a tourism destination image that refers to beliefs and knowledge about the entity (Boulding, 1956; Gartner, 1993). The amount of information sources received about the destination is instrumental

in forming a cognitive image (Gartner, 1993). Different attribute-based variables have been applied in previous studies due to the varying destination characteristics and emphases researches have focused on. Echtner and Ritchie (1991 and 1993) classified all attribute-based variables within functional (or more tangible) and psychological (or more abstract) characteristics.

Beside multiple attribute-based image variables representing the cognitive image component, empirical tourism destination image studies have also investigated the affective component of a tourism destination image, which refers to one's feelings about the destination (Ward and Russell, 1981; Walmsley and Jenkins, 1993; Gartner, 1993; Baloglu and Brinberg, 1997; Walmsley and Young, 1998) and mirrors the benefit category of brand associations (Keller, 1993). Affective evaluations of destinations are measured through four bipolar affective image variables (Russell, 1980; Russell and Pratt, 1980; Russell, Ward and Pratt, 1981; Russell and Snodgrass, 1987; Baloglu and Brinberg, 1997; Baloglu and McCleary, 1999a and 1999b; Baloglu and Mangalolu, 2001). The four scales are: unpleasant – pleasant; sleepy – arousing; distressing – relaxing; and gloomy – exciting.

The conative tourism destination image component as a combination of images developed during the cognitive stage and evaluated during the affective stage (Gartner, 1993) mirrors the attitude type of associations (Keller, 1993) and represents the overall evaluation of a brand and the basis for actions and behaviour. Overall image (Stern and Krakover, 1993), as a combination of perceptual/cognitive and affective image components and employed in some tourism destination image studies (Baloglu and McCleary, 1999a and 1999b), represents more or less the same thing as the conative component. Therefore, we will treat the overall tourism destination image as the overall evaluation of the destination, combining cognitive and affective stages, although it has been measured by previous authors (Ahmed, 1991) only from the cognitive (attribute) perspective. The overall tourism destination image is measured as a single variable on the scale very unfavourable – very favourable (Ahmed, 1996) or very negative – very positive (Baloglu and McCleary, 1999b).

Most empirical tourism destination image studies have used structured measurement techniques. Pike (2002) found that 114 papers of all 142 papers used structured techniques to operationalise the tourism destination image construct. Those studies adopting a structured measurement technique employed the Likert scale (Fakeye and Crompton, 1991; Ahmed, 1991 and 1996; Echtner and Ritchie, 1993; Baloglu and Mangalolu, 2001; Gartner, 1989; Schneider and Soenmez, 1999; Baloglu and McCleary, 1999a and 1999b; Joppe, Martin and Waalen, 2001) and/or a semantic differential (Crompton, 1979; Driscoll, Lawson and Niven, 1994; Baloglu and Brinberg, 1997; Gartner and Hunt, 1987) for measuring the perceptual/cognitive and affective components of a tourism destination image as well as its overall image. The 5- and 7-point unipolar Likert scale is the most commonly used scale. Only a few

studies have used ranking-order techniques (Haahti and Yavas, 1983; Haahti, 1986), correspondence analysis (Chen, 2001) or simple 'yes' or 'no' questions (Calantone et al., 1989) to measure a tourism destination's image. Repertory grid analysis, either exclusively (Embacher and Buttle, 1989; Coshall, 2000) or in comparison with scaled techniques (Driscoll, Lawson and Niven, 1994), has attracted interest in only a few researches.

The minority of tourism destination image studies has used unstructured or qualitative measurement techniques. Very few studies use qualitative methods as the main technique (Reilly, 1990; Dann, 1996). Qualitative studies contend that measuring image through pre-identified attributes (structure measurement techniques) fails to capture the 'richness' of image and image variables salient to the individual (Baloglu and Mangaloglu, 2001). Therefore, researchers try to employ qualitative techniques such as focus groups (Fakeye and Crompton, 1991; Driscoll, Lawson and Niven, 1994), in-depth interviews or discussions with experts (Haahti, 1986; Selby and Morgan, 1996) as preliminary steps to further tourism destination image investigations. However, Echtner and Ritchie (1991 and 1993) suggested that a combination of both structured and unstructured techniques should be utilised to provide a complex assessment of a destination. Following this suggestion, many studies in the last few years have employed both perspectives in tourism destination image analysis (Choi, Chan and Wu, 1999; Baloglu and Mangaloglu, 2001).

3. RESEARCH HYPOTHESES AND METHODOLOGY

Previous studies have investigated the influences of geographical location on image perceptions (Hunt, 1975; Crompton, 1979; Ahmed, 1996). Hunt (1975) suggested that geographical distance may be an important factor in image formation because respondents from more distant destinations did not differentiate investigated places as well as those respondents from closer markets. Ahmed (1996) argued similarly and stated that people living in different geographical regions perceive the image of a destination differently. Further, Crompton (1979) in investigating the image of Mexico came to the conclusion that geographical distance influences people's images about a destination. His study concluded that respondents from more distant markets had in common a more favourable image of Mexico as a tourism destination.

Drawing from previous research findings we propose our main hypothesis on the image of Slovenia as a tourism destination and divide this main hypothesis into three sub-hypotheses.

Hypothesis 1 (H1): Slovenia's image as a tourism destination differs with tourism representatives from closer markets compared to tourism representatives from more distant markets.

Hypothesis 1a (H1a): The cognitive component of Slovenia's image as a tourism destination differs for tourism representatives from closer markets compared to tourism representatives from more distant markets.

Hypothesis 1b (H1b): The affective component of Slovenia's image as a tourism destination differs with tourism representatives from closer markets compared to tourism representatives from more distant markets.

Hypothesis 1c (H1c): Slovenia's overall image as a tourism destination differs with tourism representatives from closer markets compared to tourism representatives from more distant markets.

In the proposed hypothesis we compare the group of respondents that come from markets closer to Slovenia (neighbouring countries) with the group of respondents that come from markets more distant from Slovenia (non-neighbouring countries).

The research was conducted at the ITB 2001 in Berlin. This venue for collecting the data was suitable as the ITB attracts tourism representatives from all over the world. The target group for this study comprised tourism representatives from around the world attending the ITB 2001. The sample for data analysis consists of 119 opinions expressing the image of Slovenia as a tourism destination. Interviews were carried out with individual tourism representatives from different countries. The typical overall length of interviews was around 25 minutes.

The study instrument included structured (closed) and unstructured (open-ended) questions about Slovenia's image as a tourism destination, as well questions describing the nature of the respondents. In preparing it we followed previous research findings and suggestions by Echtner and Ritchie (1991 and 1993). For the purposes of this paper, only the structured (closed) questions are analysed. Structured (closed) questions investigate the perceptual/cognitive component of Slovenia's image as a tourism destination, its affective component as well as its overall image. Perceptual/cognitive evaluations included 23 items. 14 attributes were developed from the review of previous literature (Echtner and Ritchie, 1991 and 1993; Baloglu and McCleary, 1999b; Baloglu and Mangaloglu 2001) and 9 attributes were added according to specific identity characteristics about Slovenia as a tourism destination. The latter attributes, which are specific for Slovenia as a tourism destination, were added after a short questionnaire was completed among Slovenians. Respondents were asked to rate each of 23 perceptual/cognitive attributes on a 5-point Likert scale. Number 1 represented the situation whereby Slovenia offers the attribute very little, through to number 5 meaning Slovenia offers the attribute to a great extent. Affective evaluations of Slovenia were measured by using four bipolar affective image items on a 7-point scale (Russel, 1980; Russel and Pratt, 1980; Russel, Ward and Pratt, 1981; Russel and Snodgrass, 1987; Baloglu and Brinberg, 1997; Baloglu and McCleary, 1999; Baloglu and Mangaloglu, 2001). The four

scales are unpleasant – pleasant, sleepy – arousing, distressing – relaxing, and gloomy – exciting. An overall image was measured on a 7-point scale (Stern and Krakover, 1993; Baloglu and McCleary, 1999b; Baloglu and Mangaloglu, 2001). The questionnaire was tested on 9 tourist experts from different countries. A few corrections were made to create the final version of the questionnaire. The pre-test questionnaires were not included in the data analysis.

Bivariate and multivariate statistical analyses were performed in order to confirm the differences in Slovenia's image evaluations between the proposed groups of respondents. First, the independent sample t-test procedure (Košmelj and Rovan, 2000; Rovan and Turk, 2001) was used to show significant differences for each attribute for the perceptual/cognitive and affective components of the image of Slovenia, as well as the overall image between the two groups of respondents. In testing our hypothesis we used the group of tourism representatives coming from countries neighbouring Slovenia (h11) and the group of tourism representatives coming from more distant markets (h12). The results showed the mean for each perceptual/cognitive and affective item as well as the mean for the overall image for each group of respondents separately and together, t-tests between the groups and the statistical significance of each item. Second, a two-group discriminant analysis was used to identify the variables that 'best' discriminate between the two groups (Sharma, 1994). Standardised canonical discriminant function coefficients for each attribute for the perceptual/cognitive and affective components of the image of Slovenia are presented. The results of Wilks' lambda, chi-square, significance, functions at group centroids for both group and percentages of group cases correctly classified for the perceptual/cognitive and affective component of Slovenia's image are included.

4. RESULTS AND DISCUSSION

Of the 119 tourism representatives interviewed 79% came from European countries, 12% from the United States and 9% from other countries. Almost 22% of the respondents came from countries neighbouring Slovenia (Italy 6.7%; Croatia 5.9%; Austria 5.0%; and Hungary 4.2%) while the rest of them (57%) came from other European countries that are not neighbouring countries of Slovenia (Germany 10.1%; Great Britain 8.4%; Benelux 8.4%; Poland 4.2%; Czech 4.2%; Scandinavian countries 4.2%; Spain 3.4%; Romania 3.4%; other European countries like Portugal, France, Bosnia and Herzegovina, Ukraine and others 10.8%).

The sample chosen may be categorised as a non-representative sample or more specifically a judgment sample because before the investigation we had planned to include approximately one-third of experts from those countries from where most tourists come to Slovenia (Italy, Germany, Austria and Croatia – representing around 28% of the sample), one-third from other European countries (representing around 51%

TABLE 1: Demographic profile of the tourism representatives

COUNTRY OF ORIGIN	
Europe	79 %
US	12 %
Other	9 %
COUNTRY OF ORIGIN – EUROPE	
NEIGHBOURING COUNTRIES	
Italy	21.8 %
Croatia	6.7 %
Austria	5.9 %
Hungary	5.0 %
NON-NEIGHBOURING COUNTRIES	
Germany	4.2 %
Great Britain	10.2 %
Benelux (Belgium, Netherlands, Luxembourg)	8.4 %
Poland	8.4 %
Czech	4.2 %
Scandinavian countries	4.2 %
Spain	4.2 %
Romania	3.4 %
Other European countries (like Portugal, France)	10.8 %
TYPE OF COMPANY	
Tour operator	31 %
Tourist organisation	45 %
Other (airline company, institute, university)	24 %
TITLE	
President/owner	14 %
General manager	10 %
Operations manager	21 %
Sales manager/consultant	28 %
Marketing director	25 %
Other	2 %
EDUCATION	
Primary school	1 %
Secondary/grammar school	33 %
Graduate school	49 %
Postgraduate school	17 %
AGE	
18–34 years	50 %
35–49 years	42 %
50–64 years	5 %
65 years or older	3 %
GENDER	
Male	43 %
Female	57 %

of the sample) and the others from non-European countries (representing around 21% of the sample). When we compare the percentage shares of representatives from foreign markets in our sample (Table 1) with the number of tourist arrivals in Slovenia in 2000 (Table 2) we see that we included fewer representatives from those markets from where most foreign tourists come to Slovenia. Tourists from Italy, Germany, Austria and Croatia represented 64.4% of all foreign arrivals in Slovenia in 2000, whereas these countries were represented by only 28% of the representatives in our sample. This was made in consideration of the initial idea of the research, which was to also gain at least some opinions about Slovenia as a tourism destination from foreign representatives' points of view in these foreign markets that were not very important for the destination Slovenia at the moment of investigation but which could become more important in future. The limitations of this non-representative sample should be kept in mind when interpreting the results of this study.

TABLE 2: Tourist arrivals from abroad in all accommodation establishments by nationality in Slovenia in 2000

NATIONALITY OF FOREIGN TOURISTS (COUNTRY)	Number (thousand)	Market share (%)
INTRAREGIONAL	1,038	95.3
Neighbouring countries	527	48.5
Italy	256	23.5
Croatia	91	8.4
Austria	150	13.8
Hungary	30	2.8
Non-neighbouring countries	511	46.8
Germany	256	18.7
Netherlands	31	2.9
United Kingdom	31	2.9
Bosnia and Herzegovina	29	2.7
Czech	27	2.4
France	22	2.0
Poland	21	2.0
Other (like Belgium, Switzerland, Russian Federation)	143	13.2
INTERREGIONAL	52	4.7
USA	25	2.3
TOTAL	1,090	100.0

Source: WTO, 2001

31% were representatives of tour operators, 45% were representatives of national tourist organisations, while 24% were employees of tourist-connected companies (airline companies, institutes for tourism). Most respondents were sales managers or consultants (28%), while the second most common title was marketing director (25%). The majority were highly educated (66% had at least graduated) and relatively young (half were in the age group 18 to 34 years). Somewhat over half of the respondents (57%) were female. The descriptive profile of respondents is presented in Table 1 in an aggregated nature because no significant differences were found between the demographic profiles of tourism representatives from closer markets (group h11) and the tourism representatives from more distant markets (group h12).

Of the 119 respondents, 99 of them responded that they had heard of Slovenia and in addition gave us at least some basic information about its geographical position in Central Europe. Therefore, only those representatives who recognised the name of Slovenia and had some knowledge about it were asked to give answers to unstructured (open) and structured (closed) questions about Slovenia's image as a tourism destination. The latter group of respondents is analysed within our further analyses, while from these analyses we excluded those respondents (20 respondents) who recognised Slovenia as an ex-Yugoslav republic, those who confused Slovenia with some other countries (like Slovakia) or did not recognise the name Slovenia at all.

The results imply (Table 3, column TRA) that tourism representatives have a slightly positive overall image of Slovenia as a tourism destination because the calculated mean score for Slovenia's overall image for all representatives was over 5 (on the scale from 1 to 7). Further, the respondents also positively evaluated some perceptual/cognitive and affective image items like Slovenia's interesting and friendly people (mean 4.42), beautiful mountains and lakes (mean 4.27), beautiful natural attractions (mean 4.26), beautiful greenery (mean 4.10) and its relaxing (mean 5.51) and pleasant (mean 5.23) atmosphere. Hence, we can conclude that these attributes represent the most typical image of Slovenia as a tourism destination perceived by the investigated target group. On the other hand, tourism representatives evaluated some attributes like great beaches (2.92), quality of infrastructure (2.97), modern health resorts (3.07) and good nightlife and entertainment (3.17) as not being very typical of Slovenia.

The comparison between tourism representatives from closer markets (Table 3, column TRN) and those from more distant markets (Table 3, column TRNN) represents the basis for testing the hypotheses. On average, we cannot support with statistically significant differences the contention that Slovenia's overall image differs between representatives from closer markets and representatives from more distant markets, although those representatives from countries neighbouring Slovenia perceived Slovenia's overall image better (mean 5.16) than representatives from more distant countries (mean 5.01). Contrary to the non-significant differences in overall image perceptions held by representatives from different countries, significant differences do appear in some of

TABLE 3: Image differences between tourism representatives from closer markets (neighbouring countries) compared to tourism representatives from distant markets (non-neighbouring countries)

IMAGE COMPONENT	TRA		TRN		TRNN		T-test	Sig.	DC
	M	SD	M	SD	M	SD			
PERCEPTUAL/COGNITIVE									
Good value for money	3.77	0.96	3.56	0.71	3.84	1.02	-1.499	0.139	-0.468
Beautiful natural attractions	4.26	0.69	4.56	0.51	4.16	0.72	3.024	0.004***	0.526
Good climate	3.66	0.91	3.72	1.14	3.64	0.82	0.344	0.733	0.014
Interesting cultural attractions	3.32	0.87	3.28	0.79	3.34	0.91	-0.304	0.763	-0.358
Suitable accommodation	3.29	0.82	3.60	0.87	3.19	0.79	2.097	0.043**	-0.099
Appealing local food (cuisine)	3.70	0.89	4.08	0.81	3.58	0.88	2.671	0.011**	0.414
Appealing local wine	3.58	0.97	4.08	0.81	3.41	0.96	3.418	0.001***	0.581
Great beaches	2.92	1.20	2.88	1.39	2.93	1.14	-0.170	0.866	-0.066
Quality of infrastructure	2.98	0.91	3.32	0.99	2.86	0.87	2.052	0.047**	0.113
Personal safety & security	3.48	0.95	3.92	0.91	3.34	0.93	2.755	0.009***	0.133
Interesting historical attractions	3.53	0.79	3.48	0.59	3.54	0.85	-0.396	0.694	0.075
Unpolluted/unspoiled environment	3.56	0.85	3.52	0.77	3.57	0.88	-0.257	0.798	-0.214
Good nightlife and entertainment	3.17	0.94	3.24	1.05	3.15	0.90	0.389	0.700	-0.456
Standard hygiene and cleanliness	3.62	0.74	3.92	0.76	3.51	0.71	2.354	0.024**	0.203
Interesting mountains & lakes	4.27	0.74	4.36	0.70	4.24	0.76	0.707	0.484	-0.486
A wide variety of recreational activities	3.72	0.80	3.72	0.74	3.72	0.82	0.022	0.983	-0.048
Good opportunities for adventures	3.78	0.89	3.76	0.79	3.78	0.93	0.914	0.363	-0.211
A wide variety of restaurants & bars	3.44	0.80	3.56	0.77	3.41	0.81	0.858	0.396	0.210
Lovely towns & cities	3.79	0.73	4.00	0.71	3.72	0.73	1.720	0.093*	0.476
Beautiful greenery	4.10	0.75	4.28	0.74	4.04	0.75	1.399	0.169	0.240
Modern health resorts	3.07	1.01	3.28	1.06	3.00	0.99	1.159	0.254	0.008
Traditional events	3.84	0.87	3.60	1.08	3.95	0.84	-1.459	0.154	-0.276
Interesting and friendly people	4.42	0.69	4.44	0.77	4.42	0.66	0.123	0.903	-0.177
AFFECTIVE									
Unpleasant – pleasant	5.23	1.03	5.24	1.05	5.23	1.03	0.042	0.966	-0.412
Sleepy – arousing	4.44	1.07	5.08	0.95	4.23	1.03	3.777	0.000***	0.707
Distressing – relaxing	5.51	1.03	5.68	0.69	5.45	1.12	1.231	0.223	0.221
Gloomy – exciting	4.67	1.09	5.00	0.96	4.55	1.11	1.930	0.060*	0.045
OVERALL									
	5.05	1.04	5.16	1.07	5.01	1.04	0.597	0.554	

*** Significant at the 0.01 level; ** Significant at the 0.05 level; * Significant at the 0.1 level.

TRA refers to all tourism representatives (group h11 + group h12).

TRN refers to tourism representatives who come from neighbouring countries (group h11).

TRNN refers to tourism representatives who come from non-neighbouring countries (group h12).

M refers to the mean score.

SD refers to standard deviation.

Scale: perceptual/cognitive component from 1 to 5; affective component from 1 to 7; overall image from 1 to 7.

DC refers to the standardised canonical discriminant function coefficient.

Slovenia's attributes of the perceptual/cognitive as well as affective image components. Drawing from our results, tourism representatives from neighbouring countries share a better opinion of qualitative attributes in Slovenia like suitable accommodation, quality of infrastructure, standard hygiene and cleanliness, personal safety and security, Slovenia's appealing local food and wine as well as the beauty of Slovenia's natural attractions, and to some extent its lovely towns and cities. Better image perceptions are also recognised in the evaluation of the Slovenian atmosphere which is, according to representatives from neighbouring countries, more arousing and exciting. On the other side, none of the proposed attributes were statistically significantly better evaluated by representatives from more distant markets.

TABLE 4: Results of discriminant analysis for the perceptual/cognitive and affective components of Slovenia's image when comparing the group of tourism representatives from closer markets – h11 with the group of tourism representatives from more distant markets – h12

	PERCEPTUAL/COGNITIVE	AFFECTIVE
Wilks' Lambda	0.657	0.862
Chi-square	35.875	14.140
Significance	0.042	0.007
Functions at group centroid		
Neighbours (h11)	1.230	0.682
Non-neighbours (h12)	- 0.415	- 0.230
Original group cases correctly classified	82.3 %	70.7 %

From the results stemming from the bivariate analysis of the t-test between groups of tourism representatives from closer and more distant markets, we can point to some differences in Slovenia's image perception. When using the results of the discriminant analysis, the discriminant attributes that really distinguish the image of one group (h11) from another (h12 or h22) can be presented. Results of the discriminant analysis used for testing Hypothesis 1 (Table 4) for the perceptual/cognitive component of Slovenia's image reveal highly significant differences between the two-group centroid (the chi-square is 35.875). The most discriminant perceptual attributes for those tourism representatives coming from closer markets are Slovenia's appealing local wine (the standardised canonical discriminant function coefficient is 0.581), and beautiful natural attractions (0.526). The discriminant attributes for the group of experts from more distant countries are interesting mountains and lakes and good value for money. 82.3% of the group cases were correctly classified. Further, in the affective component of Slovenia's image the differences between the two-group centroid are also significant.

Representatives from neighbouring countries evaluated Slovenia's atmosphere as being more arousing (0.707) compared to representatives from the more distant markets. The percentage of group cases correctly classified is 70.7%.

These results bring some practical implications for the marketing strategies for Slovenia as a tourism destination. In general, we agree with Ahmed (1996) who argued that a destination should capitalise on the attributes that have the most positive images. In our example this can be transferred to Slovenia's general marketing strategies in foreign markets. Hence, Slovenia should stress its beautiful natural attractions which can be best highlighted through Slovenia's interesting mountains and lakes. Besides Slovenia's natural attraction, the non-material aspect of Slovenia should be incorporated in marketing strategies. In this way it seems reasonable to market the friendliness of Slovenian people as well as their local way of life which would allow tourists to experience the unique characteristics of this destination. Affective characteristics of the destination Slovenia can be presented through its relaxing atmosphere. At the same time, we argue that marketing strategies cannot be exclusively developed on the characteristics of Slovenia's image. However, these image attributes should be carefully compared to the identity characteristics of Slovenia as a tourism destination, which should be developed by Slovenian managers, marketers and inhabitants (Konecnik, 2004 and 2005a). Only both perspectives of the brand Slovenia can result in appropriate destination marketing strategies.

Another practical implication of this study is that one marketing strategy is not sufficient for all countries. Although Slovenia's overall image did not differ between tourism representatives from closer and more distant markets, they did perceive specific perceptual/cognitive and affective image attributes differently. In general, it makes sense to highlight those attributes that are commonly recognisable in the investigated countries (i.e. even greater stress on Slovenia's appealing local wine in the neighbouring countries). However, at the same time it should be considered whether poorly perceived image items in some markets should be additionally marketed. Our investigation shows that tourism representatives from more distant countries evaluated some quality indicators in Slovenia worse (like suitable accommodation, quality of infrastructure, standard hygiene and cleanliness, personal safety and security) than representatives from neighbouring countries. Therefore, it should be seriously considered whether these quality evaluations really reflect the identity side of the quality level in Slovenia. Where gaps exist, proper marketing strategies should focus on specific attributes to consequently close these gaps.

So far, tourism representatives (especially tour operators and travel agents) have been recognised as important information sources and distribution channels that influence the images and decisions of potential tourists. Therefore, we can conclude that tourism representatives from closer markets will give more positive information about Slovenia as a tourism destination to potential tourists than tourism representatives from more

distant markets. It thus makes sense that suitable marketing strategies would improve the image of Slovenia as a tourism destination for both groups of respondents, and especially for those respondents from more distant markets. Beside the advertising campaigns already discussed in the previous two paragraphs, also sales promotion and public relations are seen as proper tools to apply in the investigated example. Previous results have shown (Konecnik, 2002 and 2005b) that familiarity with Slovenia (like a previous visit to Slovenia) increases a representative's image of Slovenia as a tourism destination. Hence, organising familiarisation tours that include tour operators, travel agents and travel writers is a suitable way of boosting Slovenia's image compared to other competitive tourism destinations (Konecnik, 2002).

This study is not free of limitations. First, the findings of this research should be regarded as the first step in analysing Slovenia's image as a tourism destination. The main purpose of the research was to find out the country's general image. Before this it had been recognised that tourism representatives perceive Slovenia particularly as a mountain destination. Further research should be undertaken that compares Slovenia with other competitive destinations (i.e. Alpine countries). This comparison would also be extremely important from the practical point of view, especially if we want to present a solid basis for a destination positioning strategy which could serve as a pre-step for the further development of destination strategies. The comparison of the destination Slovenia with other competitive tourism destinations could also point to differences in destination attribute perceptions among investigated destinations. This could be a valuable suggestion for destination marketers, especially due to the additional information it could yield about the importance of these variables' components in a respondent's decision to visit a tourism destination. Therefore, we have treated the above research as a pilot study for further analyses.

Second, the conclusions that perceptual/cognitive and affective image attributes differ between tourism representatives from closer markets and representatives from more distant markets should be interpreted after noting the study's limitations. Previous studies examining the impact of geographical distance on destination image noted that differences in images due to geographical distance might be attributable to familiarity with the destination (Hunt, 1975; Scott, Schewe and Frederick, 1978; Crompton, 1979; Ahmed, 1991 and 1996; Fakeye and Crompton, 1991; Hu and Ritchie, 1993; Dadgostar and Isotalo, 1992), albeit the impact of perceived geographical distance on destination image is inconclusive (Baloglu, 2001). However, Baloglu (2001) suggested that the concept of geographical distance is closely connected with the phenomenon of previous visitation and a respondent's level of knowledge, and that all three factors influence a respondent's familiarity with a destination. Further, when considering the criterion of geographical distance we created two groups of countries: neighbouring and non-neighbouring countries to Slovenia. Although this represents a proper classification according to the selected criterion of geographical distance, it should be noted that both groups of countries combine countries with different levels

of development (such as Austria and Croatia in the group of neighbouring countries and Germany and Poland in the group of non-neighbouring countries), which are then averaged across the two proposed groups. Despite the fact that previous studies (Konečnik, 2001) have already confirmed the influence of GDP per capita on a destination image's evaluation, this should definitely not be ignored when interpreting our results.

Third, the potential biases of the sample should be mentioned. We interviewed tourism representatives at the ITB 2001 in Berlin. From this point of view only those tourism representatives attending the ITB 2001 in Berlin could be included. Another limitation is the way of choosing the sample according to our preliminary plan, which we have already explained. So the chosen sample was a non-probability sample or more specifically a judgment sample. Had we chosen another sample of tourism representatives the results could have been different. The results might also have differed had we chosen potential tourists as the target group. Therefore, it is reasonable that further analyses should include potential tourists as a sample population.

Fourth, from the perspective of 2005 the applied data do not have much applicability due to the significant time-lag and many activities and events undertaken during this period that could have influenced the perceptual/cognitive and affective image components as well as Slovenia's overall image among tourism representatives. At least those subsequent activities or events that are closely connected with the brand Slovenia should be mentioned: four years of Slovenia's marketing communications at the international level, different international sport championships (e.g. in football), the diplomatic activities of Slovenia, membership in the EU since 2004 etc. At the same time, we could also speculate that some other important events not directly connected with the destination Slovenia could have changed general attitudes in the tourism destination selection process and therefore also attitudes to the brand Slovenia. Probably the most significant event in this time period was on 11 September, 2001.

5. CONCLUSION

Numerous tourism destination studies have highlighted the importance of perceived images in the minds of potential tourists and tourism representatives (Gartner, 1993; Gartner and Bachri, 1994; Baloglu and Mangaloglu, 2001; Gallarza, Gil and Calderon, 2002). Image is likely to be a critical element in the tourist's decision-making process and destination-selection behaviour, although it is not always truly representative of what a destination has to offer (Um and Crompton, 1990). Therefore, it is important that destination managers and marketers consider the important role of the destination image but that at the same time they also bear in mind the destination identity as the concept created by the brand owner. Consequently, destination marketing strategies should aim to achieve an image transfer that is based on a destination's identity.

The investigation about Slovenia's image as a tourism destination as perceived by representatives of the tourism industry is therefore regarded as an important step in self-analysis leading towards building up the strong destination brand of Slovenia. Drawing from these results, the author suggests some practical implications for Slovenia's destination marketing strategies in foreign markets. First, Slovenia should capitalise on the attributes that have the most positive images: its interesting mountains and lakes, beautiful natural attractions, interesting and friendly people and relaxing atmosphere. However, in order to present a solid basis for developing destination positioning and strategies the investigation should also include a comparison of competitive destinations. At the same time, it should not neglect the characteristics stemming from Slovenia's identity. Second, having just one marketing strategy is not sufficient for all countries. It makes sense to highlight those attributes that are commonly recognisable in investigated countries and perhaps also those attributes that are poorly evaluated in countries where gaps exist between the identity side and perceived images. Third, besides destination advertising campaigns the author suggests other marketing tools like sales promotion or public relations as being proper way to boost Slovenia's image in the minds of tourism representatives.

Received: February 2005

LITERATURE

Ahmed, Z. U. (1996), "The Need for the Identification of the Constituents of Destination's Tourist Image: A Promotion Segmentation Perspective", *Journal of Professional Service Marketing* 14 (1), 37-60.

Ahmed, Z. U. (1991), "The Influence of the Components of a State's Tourist Image on Product Positioning Strategy", *Tourism Management* 12 (4), 331-340.

Baloglu, S. and D. Brinberg (1997), "Affective Images of Tourism Destinations", *Journal of Travel Research* 35 (4), 11-15.

Baloglu, S. and K. W. McCleary (1999a), "A Model of Destination Image Formation", *Annals of Tourism Research* 26 (4), 868-897.

Baloglu, S. and K. W. McCleary (1999b), "U.S. International Pleasure Travelers' Images of Four Mediterranean Destinations: A Comparison of Visitors and Nonvisitors", *Journal of Travel Research* 38 (2), 144-152.

Baloglu, S. and M. Mangaloglu (2001), "Tourism Destination Images of Turkey, Egypt, Greece, and Italy as Perceived by US-Based Tour Operators and Travel Agents", *Tourism Management* 22 (1), 1-9.

Boulding, K. E. (1956), *The image*, Ann Arbor: University of Michigan Press.

Brezovec, A. (2001), "Imidž države kot turistične destinacije", *Teorija in praksa* 38 (4), 739-754.

- Brezovec, A., T. Brezovec and Z. Jančič (2004), "The Interdependence of Country's General and Tourism Images". In Weber S., eds. *Reinventing a Tourism Destination: Facing the Challenge* Zagreb: Institute for Tourism, 115–129.
- Cai, L. A. (2002), "Cooperative Branding for Rural Destination". *Annals of Tourism Research* 29 (3), 720–742.
- Calantone, R. J., C. A. Benedetto, A. Hakam and D. C. Bojanic (1989), "Multiple Multinational Tourism Positioning Using Correspondence Analysis". *Journal of Travel Research* 28 (2), 25–32.
- Chen, J. S. (2001), "A Case Study of Korean Outbound Travelers' Destination Images by Using Correspondence Analysis". *Tourism Management* 22 (4), 345–350.
- Choi, W.M., A. Chan and J. Wu (1999), "A Qualitative and Quantitative Assessment of Hong Kong's Image as a Tourist Destination". *Tourism Management* 20 (3), 361–365.
- Coshall, J. T (2000), "Measurement of Tourists' Images: The Repertory Grid Approach". *Journal of Travel Research* 39 (1), 85–89.
- Crompton, J. L. (1979), "An Assessment of the Image of Mexico Vacation Destination and the Influence of Geographical Location upon the Image". *Journal of Travel Research* 17 (4), 18–23.
- Dadgostar, B. and R. M. Isotalo (1992), "Factors Affecting Time Spent by Near-Home Tourists in City Destinations". *Journal of Travel Research* 31 (2), 34–41.
- Dann, G. M. S. (1996), "Tourists' Images of a Destination: An Alternative Analysis". In Fesenmaier D. R., J. T. O'Leary and M. Uysal, eds. *Recent Advances in Tourism Marketing Research* New York: The Haworth Press, 41–55.
- Driscoll, A., R. Lawson and B. Niven (1994), "Measuring Tourists' Destination Perceptions". *Annals of Tourism Research* 21 (3), 499–511.
- Echtner, C. M. and J. R. B. Ritchie (1991), "The Meaning and Measurement of Destination Image". *Journal of Tourism Studies* 2 (2), 2–12.
- Echtner, C. M. and J. R. B. Ritchie (1993), "The Measurement of Destination Image: An Empirical Assessment". *Journal of Travel Research* 31 (4), 3–13.
- Embacher, J. and F. Buttle (1989), "A Repertory Grid Analysis of Austria's Image as a Summer Vacation Destination". *Journal of Travel Research* 27 (2), 3–7.
- Fakeye, P. C. and J. L. Crompton (1991), "Image Differences between Prospective, First-Time, and Repeat Visitors to the Lower Rio Grande Valley". *Journal of Travel Research* 30 (2), 10–16.
- Gallarza, M. G., S. I. Gil and G. H. Calderon (2002), "Destination Image: Towards a Conceptual Framework". *Annals of Tourism Research* 29 (1), 56–78.
- Gardner, B. B. and S. J. Levy (1955), "The Product and the Brand". *Harvard Business Review* 33 (2), 33–39.
- Gartner, W. C. (1993), "Image Formation Process". In Uysal M. and D. R. Fesenmaier, eds. *Communication and channel systems in tourism marketing* New York: The Haworth Press, 191–215.

- Gartner, W. C. and J. D. Hunt (1987), "An Analysis of State Image Change over a Twelve-Year Period", *Journal of Travel Research* 26 (2), 15–19.
- Gartner, W. C. and T. Bachri (1994), "Tour Operators' Role in the Tourism Distribution System: An Indonesian Case Study", *Journal of International Consumer Marketing* 6 (3/4), 161–179.
- Goodall, B. (1993), "How Tourists Choose their Holidays: An Analytical Framework", In Goodall B. and G. Ashworth, eds. *Marketing in the Tourism Industry: The Promotion of Destination Regions* London: Routledge, 1–17.
- Goodrich, J. N. (1978), "The Relationship between Preferences for and Perceptions of Vacation Destination", *Journal of Travel Research* 17 (2), 8–13.
- Gunn, C. (1972), *Vacationscape*, Austin: Bureau of Business Research, University of Texas.
- Haahti, A. and U. Yavas (1983), "Tourists' Perception of Finland and Selected European Countries as Travel Destinations", *European Journal of Marketing* 12 (2), 34–42.
- Haahti, A. J. (1986), "Finland's Competitive Position as a Destination", *Annals of Tourism Research* 15, 236–254.
- Hu, Y. and J. R. B. Ritchie (1993), "Measuring Destination Attractiveness: A Contextual Approach", *Journal of Travel Research* 32 (2), 25–34.
- Hunt, J. D. (1975), "Image as a Factor in Tourism Development", *Journal of Travel Research* 13 (4), 1–7.
- Jančič, Z. (1998), "Nevidna povezava ugleda države in podjetij", *Teorija in praksa* 35 (6), 1028–1041.
- Joppe, M., D. V. Martin and J. Waalen (2001), "Toronto's Image as a Destination: A Comparative Importance-Satisfaction Analysis by Origin of Visitor", *Journal of Travel Research* 39 (3), 252–260.
- Keller, K. L. (1993), "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity", *Journal of Marketing* 57 (January), 1–22.
- Konečnik, M. (2001), *Imidž Slovenije kot turistične destinacije*, Ljubljana: Ekonomska fakulteta.
- Konečnik, M. (2002), "The Image as a Possible Source of Competitive Advantage of the Destination – The Case of Slovenia", *Tourism Review* 57 (1/2), 6–12.
- Konečnik, M. (2004), "Evaluating Slovenia's Image as a Tourism Destination: Self-Analysis Process toward Building a Destination Brand", *Journal of Brand Management* 11 (4), 307–316.
- Konečnik, M. (2005a), *Customer-Based Brand Equity for a Tourism Destination: Conceptual Model and its Empirical Verification*. Doctoral dissertation, Ljubljana: Faculty of Economics.
- Konečnik, M. (2005b), "Empirično ovrednotenje podobe Slovenije kot turistične destinacije v očeh tujih predstavnikov turistične panoge", *Naše Gospodarstvo* 51 (1–2), 109–120.
- Košmelj, B. and J. Rován (2000), *Statistično sklepanje*, Ljubljana: Ekonomska fakulteta.
- Kotler, P., H. D. Haider and I. Rein (1993), *Marketing Places: Attracting Investment, Industry, and Tourism to Cities, States, and Nations*, New York: The Free Press.

- Lawson, F. and M. Baud-Bovy (1977), *Tourism and recreational development*. London: Architectural Press.
- Mazanec, J. A. (1994), "Image Measurement with Self-Organizing Maps: A Tentative Application to Austrian Tour Operators", *Revue du Tourisme* 49 (3), 9-18.
- Milman, A. and A. Pizam (1995), "The Role of Awareness and Familiarity with a Destination: The Central Florida Case", *Journal of Travel Research* 33 (3), 21-27.
- Morgan, N., A. Pritchard and R. Pride (2002), "Introduction", In Morgan N., A. Pritchard and R. Pride, eds. *Destination Branding: Creating the Unique Destination Proposition* Oxford: Butterworth-Heinemann.
- Newman, J. W. (1957), "New Insight, New Progress for Marketing", *Harvard Business Review* 35 (6), 95-102.
- Phelps, A. (1986), "Holiday Destination Image: The Problem of Assessment", *Tourism Management* 7 (3), 168-180.
- Pike, S. (2002), "Destination Image Analysis – A Review of 142 Papers from 1973 to 2000", *Tourism Management* 23 (5), 541-549.
- Reilly, M. D. (1990), "Free Elicitation of Descriptive Adjectives for Tourism Image Assessment", *Journal of Travel Research* 28 (4), 21-25.
- Reimer, G. D. (1990), "Packaging Dreams: Canadian Tour Operators at Work", *Annals of Tourism Research* 17, 501-512.
- Rovan, J. and T. Turk (2001), *Analiza podatkov s SPSS za Windows*. Ljubljana: Ekonomska fakulteta.
- Russell, J. A. (1980), "A Circumplex Model of Affect", *Journal of Personality and Social Psychology* 39 (6), 1161-1178.
- Russell, J. A. and G. Pratt (1980), "A Description of Affective Quality Attributed to Environment", *Journal of Personality and Social Psychology* 38 (2), 311-322.
- Russell, J. A., L. M. Ward and G. Pratt (1981), "Affective Quality Attributed to Environments: A Factor Analytic Study", *Environment and Behaviour* 13 (3), 259-288.
- Russell, J. A. and J. Snodgrass (1987), "Emotion and Environment", In Stockols D. and I. Altman, eds. *Handbook of Environmental Psychology* New York: John Wiley and Sons.
- Schneider, I. and S. Soenmez (1999), "Exploring the Touristic Image of Jordan", *Tourism Management* 20 (4), 539-54.
- Scott, D. R., C. D. Schewe and D. G. Frederick (1978), "A Multi-Brand/Multi-Attribute Model of Tourist State Choice", *Journal of Travel Research* 17 (1), 23-29.
- Selby, M. and N. J. Morgan (1996), "Reconstruing Place Image", *Tourism Management* 17 (4), 287-294.
- Sharma, S. (1994), *Applied multivariate techniques*. New York: John Wiley and Sons.

Stern, E. and S. Krakover (1993), "The Formation of a Composite Urban Image", *Geographical Analysis* 25 (2), 130–146.

Škafar Božič, A. (2001), *Survey on Foreign Tourists in the Republic of Slovenia in Summer Season 2000*, Ljubljana: Statistical Office of the Republic of Slovenia.

Um, S. and J. L. Crompton (1990), "Attitude Determinants in Tourism Destination Choice", *Annals of Tourism Research* 17 (3), 432–448.

Walmsley, D. J. and M. Young (1998), "Evaluative Images and Tourism: The Use of Personal Constructs to Describe the Structure of Destination Images", *Journal of Travel Research* 36 (3), 65–69.

Walmsley, D. J. and J. M. Jenkins (1993), "Appraisive Images of Tourist Areas: Application of Personal Construct", *Australian Geographer* 24 (2), 1–13.

Ward, L. M. and J. A. Russell (1981), "The Psychological Representation of Molar Physical Environments", *Journal of Experimental Psychology: General* 110 (2), 121–152.

World Tourism Organization (2001), *Tourism Market Trends: Europe*, Madrid: World Tourism Organization.

ROBERT KAŠE
NADA ZUPAN

RAVNANJE S ČLOVEŠKIMI VIRI IN USPEŠNOST PODJETJA V RAZMERAH ZMANJŠEVANJA: DOKAZI IZ SLOVENSКИH PODJETIJ V PREDELOVALNIH DEJAVNOSTIH

ECONOMIC AND BUSINESS REVIEW • VOL. 7 • No. 3 • 2005 • 239–260

Pri slovenskih podjetjih v predelovalnih dejavnostih, ki so se v obdobju 1997-2002 zmanjševala, smo prepoznali tri pristope k ravnanju s človeškimi viri (RSČV): kvazi strateško RSČV s sistemskim pristopom k zmanjševanju, RSČV s poudarkom na zmanjševanju števila zaposlenih in RSČV s posnemanjem. Skozi analizo smo ugotovili, da v obravnavanih okoliščinah bolj strateški pristop k RSČV pripomore k boljšemu izvajanju standardnih aktivnosti RSČV ter k večji učinkovitosti dela, doseganju boljšega konkurenčnega položaja in razvoja podjetja po zmanjševanju. V prispevku izpostavimo konstrukt Moč RSČV, ki se v obravnavanih okoliščinah izkaže kot zelo pomemben in vpliven konstrukt. Predvidevamo, da ima v podobnih okoliščinah ta konstrukt podobne učinke tudi v drugih evropskih tranzicijskih državah.

Ključne besede: strateško ravnanje s človeškimi viri, zmanjševanje, najboljše prakse, strateško ujemanje, uspešnost podjetja, Slovenija

UDK: 658.3-058.243.2(497.4)

JEL klasifikacija: O15, O14

MAJA KONEČNIK

SLOVENIJA KOT TURISTIČNA DESTINACIJA: PROUČEVANJE RAZLIK V ZAZNAVANJU PODOBE V OČEH PREDSTAVNIKOV TURISTIČNE DEJAVNOSTI IZ BLIŽNJIH IN BOLJ ODDALJENIH TRGOV

ECONOMIC AND BUSINESS REVIEW • VOL. 6 • No. 3 • 2004 • 261–282

Prispevek proučuje kompleksno naravo koncepta podobe turistične destinacije ter analizira slednjo za destinacijo Slovenijo v očeh tujih predstavnikov turistične dejavnosti. Podrobneje predstavlja razlike v dojetju komponent podobe Slovenije med predstavniki turistične dejavnosti iz bližnjih in bolj oddaljenih trgov. Kljub temu, da se splošna podoba Slovenije kot turistične destinacije ne razlikuje med analiziranimi skupinama anketirancev, statistično značilne razlike potrdimo pri analiziranju zaznavnih

in čustvenih lastnosti podobe. Na osnovi rezultatov avtorica predlaga nekaj praktičnih napotkov pri trženju Slovenije kot turistične destinacije na tujih trgih. Poleg pomembnih informacij, ki jih je mogoče dobiti iz raziskav analiziranja podob turističnih destinacij morajo destinacijski managerji in tržniki pri oblikovanju strategij destinacij upoštevati tudi značilnosti, ki izhajajo iz njene identitete, saj slednja vključuje pogled notranjih interesnih skupin destinacije. Trženjske strategije destinacije morajo s pomočjo orodij skrbeti za prenos takšne podobe destinacije, ki je odsev njene identitete.

Ključne besede: podoba destinacije, podoba Slovenije kot turistične destinacije, znamka turistične destinacije, trženjske strategije, predstavniki turistične dejavnosti

UDK: 796.5:339.13

JEL klasifikacija: M31, M39