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Self-report
Marketing management in destination organisation management

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Abstract:

This dissertation investigates the challenges and potential solutions for destinations experiencing or at risk of overtourism, utilizing case studies from Melaka, Český Krumlov, Colmar, and Vannes. A mixed-methods approach, including interviews, surveys, and a Delphi study, was employed to understand resident perceptions, evaluate DMO practices, and propose universally applicable mitigation strategies. Residents across destinations reported negative consequences of overtourism, including overcrowding and disruptions to daily life. However, they acknowledged the economic benefits of tourism, mitigating negative attitudes towards visitors. DMO strategies and resident concerns varied across destinations. Some DMOs focused on attracting more tourists, while others prioritized regulating tourism flows or improving infrastructure. The Delphi study confirmed the resident´s perception of overcrowding as a key indicator of overtourism. It emphasized the significance of fostering open communication between residents and visitors and the beneficial impact of positive interactions. The panel identified universally applicable tools and practices, including promoting alternative routes, off-season promotion, visitor education, and stakeholder cooperation. The research highlights the importance of resident well-being and proactive DMO strategies in managing overtourism. Destinations can achieve a sustainable tourism model by combining universally applicable solutions with tailored approaches.

Introduction

The issue of overtourism has been a concern for certain tourism destinations for several decades, although it has become more pronounced in recent years due to many factors. In the 21st century, the world has seen outstanding growth in global tourism, which was perturbed in 2020 by the Covid crisis but recovered fully in 2024. A disposable travel budget has significantly increased among people and brought even the lower-income groups to travelling. Advances in transportation technology and infrastructure have made travel more accessible and affordable, allowing people to travel longer distances and visit more destinations. The proliferation of low-cost airlines, cruise ships, and ride-sharing services has facilitated mass tourism and contributed to the overcrowding of popular destinations. The advent of social media and digital platforms has revolutionised the way people travel and share their experiences. Popular destinations are now more accessible and visible than ever, leading to a phenomenon known as "Instagram tourism," where travellers seek out photogenic locations to capture and share on social media. This phenomenon has contributed to the concentration of tourists in certain hotspots and exacerbated overcrowding and overtourism. For example, the tourist masses in Venice rose from 6.2 million to 35 million day-trippers between 2003 and 2017 (Nolan & Séraphin, 2019). Many destinations experience seasonal tourist fluctuations, with peak seasons characterised by overcrowding and overtourism, followed by periods of low visitor numbers (Pechlaner, Innerhofer & Erschbamer, 2019). This cyclicality can reinforce the negative impacts of tourism on destinations, leading to problems such as congestion, environmental degradation and social disruption, which can already be observed in a number of European capitals and other tourist hubs (Dodds & Butler, 2019).

Of course, increased media coverage and awareness of environmental and social issues have led to increased advocacy and activism for sustainable tourism and responsible travel practices. Medialisation and resident pushback have inspired greater scrutiny of the negative impacts of tourism on destinations and increased pressure on governments, businesses and travellers to address the problem of overtourism.

Addressing the issue of overtourism is a critical endeavour for Destination Management Organisations (DMOs) striving to preserve the allure and sustainability of their destinations. In the contemporary tourism landscape, the surge in visitor numbers, while economically beneficial, often brings about ecological, social, and infrastructural strains. Despite the pandemic-induced disruptions in travel patterns, a one-off reduction in the volume of tourists and the temporary alleviation of overcrowding, the underlying issue of overtourism remains significant. DMOs' marketing strategies remain relevant due to the imperative of sustaining tourism while preserving destinations and local communities. As travel gradually rebounds, the risk of overtourism re-emerging in particular tourist destination intensifies, necessitating ongoing attention to practical marketing tools to steer and regulate tourist influx. Consequently, the post-pandemic period underscores the continued importance of DMOs employing these tools to manage the tourism flow and mitigate the adverse impacts of excessive tourism.

Therefore, the aim of this research is to specify challenges of managing overcrowded destinations, including understanding resident perceptions of overtourism. It will then examine the tools and practices currently employed by destination management organizations (DMOs) to address overtourism, and propose universally applicable solutions for its prevention and mitigation.

This research has the potential to offer a deeper understanding of the issues faced by DMOs in the context of overtourism. Furthermore, it aims to develop a toolkit of strategies that DMOs, regardless of their specific circumstances, can implement to prevent or mitigate overtourism within their destinations. By examining three destinations with varying characteristics, it seeks to offer a comparative perspective on how DMOs in different destinations approach overtourism and how overtourism externalities are perceived within specific contexts. The findings of this research also have practical applications for DMOs and tourism policymakers. By identifying areas requiring further research, this may guide the development of effective policies to support destinations facing overtourism challenges.

Current state of research on overtourism prevention and mitigation

Scientific research offers a range of solutions to address the challenges of overtourism. These strategies can be broadly categorised into destination management, economic changes and restrictions, and marketing efforts. Marketing efforts can then be grouped based on their primary aim: protecting the environment (Hampton & Hampton, 2009), culture and heritage (Petr, 2012; Kiráľová & Hamarneh, 2018; De Luca et al., 2020) and the local community (Damnjanović, 2021; Perkumienė & Pranskūnienė, 2019).

Many authors focus on DMOs' role in safeguarding natural and cultural environments. Regulatory measures such as establishing protected areas, access restrictions to sensitive areas, and entrance fees for cultural attractions can be implemented (Weber, 2017). Legal measures are another tool, allowing authorities to regulate tourist access to already crowded cultural environments or limit tourist accommodation in residential neighbourhoods (Bouchon & Rauscher, 2019; Martín Martín, Martínez & Fernández 2018). Strengthening environmental protection should also be a priority consideration for destination management practices (Buckley, 2011). Legal measures are a crucial tool for protecting heritage from overtourism. Authorities can regulate tourist access to heritage sites to prevent damage and overcrowding (Bouchon & Rauscher, 2019; Martín Martín, Martínez & Fernández 2018).

Researchers often focus on the impact of overtourism on the local community. Economic changes and restrictions can be utilised to manage visitor pressure and protect the local community. Implementing tourist taxes or fees can deter excessive crowds. Regulations on accommodation options, such as those for short-term rentals (Drápela, 2023) or limitations on lengths of stay (Bouchon & Rauscher, 2019; Martín Martín, Martínez & Fernández, 2018), can help manage visitor pressure and ensure residents have access to housing. Marketing efforts play a significant role in influencing tourist behaviour and supporting the local community. By encouraging tourists to visit less crowded areas in less frequented times through selective marketing campaigns and off-season promotions, visitor flow can be distributed more evenly

(Peeters et al., 2021). Educating tourists about other appealing attractions or neighbourhoods and providing incentives (i.e., cheap or free transport) for visiting these spaces can also benefit local businesses (Veiga et al., 2018). Additionally, ensuring residents benefit economically from tourism through job creation and improved living standards fosters greater community support for responsible tourism (Peeters et al., 2021; UN Tourism, 2019).

Collaboration and planning are essential for a successful implementation of these strategies. Proactive destination management by DMOs is crucial. By planning and managing tourism development before a location becomes overwhelmed, they can help to prevent overtourism in the first place (Séraphin et al., 2019). Collaboration among all stakeholders (residents, businesses, municipalities and DMOs) is essential (Drápela, 2023; Peeters et al., 2021). The focus should be on shifting towards a more sustainable tourism model. This can be achieved through diversifying activities and destinations, reducing seasonality, and ensuring local communities benefit from tourism (Martín Martín et al., 2020). While the effectiveness of some of these strategies in practice is still being evaluated (Veiga et al., 2018), scientific research offers a valuable toolkit for destinations struggling with overtourism.

Local community as a line of research

Although multiple researchers have focused on marketing efforts to mitigate tourism's impact on the local community (Peeters et al., 2021), there is a gap in understanding the role of the local community itself in this endeavour. Furthermore, limited research explores the potential of DMOs utilising marketing strategies aimed at the local community for overtourism perception mitigation (Damnjanović, 2021; Anuar et al., 2019 or Soares et al., 2021). Additionally, while many studies focus on the strategies for overtourism prevention and mitigation, none have comprehensively explored whether any of these strategies can be applied universally across all destinations. On the contrary, many authors proclaim that there is no universal path to solving overtourism (Innerhofer, Erschbamer & Pechlaner, 2019; O'Regan et al., 2022 or Pechlaner, Innerhofer & Erschbamer, 2019).

This dissertation will specifically address overtourism issues connected to the local community environment. It argues that DMOs cannot solely focus on mitigating overtourism through tourist-centric marketing efforts (e.g. managing visitor flows, offering alternate routes). On top of them, DMOs must actively engage with the local community. This includes deploying targeted marketing messages and involving residents in the decision-making process. By fostering a collaborative approach, DMOs can empower the local community to become active participants in finding solutions that minimise the negative impacts of tourism on their lives. Furthermore, this dissertation will focus on possible overtourism prevention and mitigation strategies and their potential for universal application across various destinations.

Objectives

The aim of this research is to identify challenges of managing overcrowded destinations, including understanding resident perceptions of overtourism. It will then examine the tools and practices currently employed by destination marketing organizations (DMOs) to address overtourism, and propose universally applicable solutions for prevention and mitigation.

Delving into the complexities of managing overcrowded destinations, this work aims to identify effective solutions and tools currently employed by DMOs. Through a combined approach, it hopes to uncover universal marketing strategies to prevent or mitigate overtourism and shed light on resident perceptions within affected destinations, incorporating expert insights to inform uncovered strategies. The research questions guiding this investigation are anchored in established theories concerning the impact of overtourism and destination management practices:

Research question 1: *What are the current research gaps in preventing and mitigating overtourism in destinations?*

Research question 2: *What are the tools and practices that are being used in the practice of destination management organisation to mitigate overtourism and the harmful effects thereof in affected tourist destinations?*

Research question 3: *To what extent can those marketing tools and practices for overtourism mitigation be universally applied across different destinations?*

Research question 4: *In the context of overtourism, is it essential for DMOs to establish two-way communication channels with both local residents and tourists?*

Research question 5: *What are the influences that shape resident perceptions of overtourism in affected destinations?*

The questions aim to identify areas where further studies are crucial for advancing knowledge in the field of destination marketing management, distinguish those marketing tools and practices that are being used in practice and could potentially be employed universally, recognise the communication challenge faced by DMOs and seek strategies to bridge the gap between tourists and residents, and pertain to the underlying factors influencing the local residents' perspectives.

Methodology

This chapter outlines the strategies employed to address this critical challenge in destination management. The research is designed as a mixed-methods approach utilising both qualitative and quantitative data collection methods. A mixed-methods approach is particularly well-suited for research in destination management, especially when investigating complex

issues like overtourism. By combining qualitative and quantitative methods, a richer and more nuanced understanding of the phenomena under study can be gained. In this case, qualitative methods (interviews) can provide in-depth insights into the perspectives and experiences of stakeholders such DMOs, while quantitative methods (a resident survey with partial least squares structural equation modelling – PLS-SEM) allow for broader generalisation and statistical testing of overtourism indicators. The use of multiple data collection methods allows for triangulation, where findings from one method can be used to validate or refine findings from another. This reduces the risk of bias inherent in any single method. Finally, a qualitative method (a Delphi study) can be used to explore unexpected themes emerging from the interviews and PLS-SEM analysis or confirm the findings from previous research.

A case study approach was employed, with four destinations serving as individual cases. Qualitative data from four destinations was collected and analysed and three of those destinations were also the focus of quantitative data collection through resident questionnaires. Qualitative data is particularly valuable within a case study framework as case studies are in-depth investigations of a specific phenomenon within its real-world context (Yin, 2023). Semi-structured interviews were conducted in each destination to understand the unique context and specific strategies implemented by their respective DMOs. This qualitative approach allowed for exploration of the perspectives, experiences, and decision-making processes within DMOs regarding overtourism management (Merriam, 2009).

The interviewees were based in prominent tourist locations in Czechia – Český Krumlov, France – Colmar and Vannes, and Malaysia – Melaka. I opted for professionals from these destinations due to my personal acquaintance with these tourism landscapes. Each of the 4 destinations (Table 1) presents a different vantage point for the study of overtourism. Český Krumlov, my hometown, underwent a slow and harrowing transformation into an insincere tourist backdrop during my teenage years and inspired my research of overtourism. Vannes was chosen because one of my dissertation consultant is affiliated with the local university, where I also conducted a research stay for a month and had a chance to explore the destination and interview local destination marketing management professionals. This connection also facilitated my study of Colmar, another French destination. Additionally, I spent 13 days in Melaka as a visiting lecturer, providing first-hand exposure to the unsustainable aspects of tourism there and enabling face-to-face interviews with industry professionals. All four cities are well established tourist destinations with various degrees of crowdedness. While Melaka saw almost 18,000,000 visitors yearly (before Covid-19) and Český Krumlov has the highest visitor-to-inhabitant ratio, Colmar suffers from overcrowding in shock waves during the Christmas season (see Table 2), and Vannes continues to be a mostly calm destination even during the height of the season, although that may quickly change if the destination is listed as a part of the UNESCO World Heritage, as is uncovered during interview with M. Burel of the Office de Tourisme Golfe du Morbihan.

Table 1. Destination visitor to inhabitant ratio.

Destination	Number of inhabitants	Tourist arrivals (year)	Visitor/ inhabitant ratio	Defert-Bartje Index
Český Krumlov	13,000	1,850,000 (2018)	142	1.073
Vannes	54,000	3,000,000 (2019)	55	0.143
Colmar	70,000	1,700,000 (2017)	24	0.107
Melaka	454,000	18,000,000 (2019)	40	0.012[1]

Source: Own calculation (Fromm, 2010; JCCR, 2019; CSO, 2018; Statistické údaje (2019); Department of Statistics Malaysia Official Portal, 2021; Kaur, 2022; Insee, 2017a; Insee, 2017b; Fromm, 2010; Rapport d'activités 2019, 2020).

Participants for the interviews were purposefully selected from key marketing representatives within the examined DMOs. This ensured access to individuals with direct knowledge and involvement in overtourism management strategies. In each destination, a manager persona was interviewed. To allow flexibility to explore emerging themes specific to each case, a semi-structured interview guide was developed to ensure consistency across all four destinations. The guide served as a reference for generating individual questions and covers the following topics:

- perceived presence and impacts of overtourism in the destination;
- existing strategies and initiatives implemented by DMOs to address overtourism;
- challenges encountered by DMOs in managing overtourism;
- the tools and techniques utilised by DMOs to monitor and mitigate overtourism;
- and the evaluation of their effectiveness.

Information stemming from the qualitative surveys in these destinations served as a basis for further research.

Quantitative data collected via a questionnaire survey of local residents of three affected destinations was statistically analysed using descriptive analysis and a PLS-SEM. This approach allowed for a focused examination of the state of tourism within each destination and the main issues the local population perceives as stemming from overtourism while it also enabled identification of potential cross-case comparisons and generalisable insights. The quantitative data collection utilised both online and offline surveys administered to residents of the three chosen destinations: Český Krumlov, Colmar, and Melaka. The data was collected in different periods. The timing of the data collection may have had some impact on the nature of responses and the urgency of respondents of the quantitative survey. See full questionnaire in English, French and Czech languages in Attachments 1-3. A convenience sampling strategy was chosen. Convenience sampling allowed for efficient data collection within the designated timeframe and constraints. The average time taken to administer a face-to-face questionnaire

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[1] Number of tourist beds is an estimate of the Tourism Promotion Division, no official data exist.

was ca. 25 minutes. In Melaka[2] and Colmar[3], the data was collected mainly in the university environment with the majority of respondents being either students or lecturers. Unfortunately, I was unable to obtain data from Vannes (which, as a destination, shows the least manifestations of overtourism based on the available data – see Table 1). The questionnaire was adapted from an existing questionnaire previously used in Český Krumlov for other research purposes (Volfová, 2017). This existing instrument provided a strong foundation, and additional questions were incorporated to specifically assess potential overtourism issues within each destination: questions pertaining to the availability of housing, availability of shops with daily amenities and the traffic situation. While the questionnaire has not been translated/back-translated due to its cost, the questionnaires were, in each case, proof-read and corrected by a native speaker to ensure their comparability. Additionally, the collected data primarily consisted of Likert scale responses indicating agreement levels and frequency of encountering tourists at specific locations within the destinations, which further helped to ensure similar weight of the semantic scales (Bartikowski, Chandon & Gierl, 2006). The questionnaire survey focused on the perceived extent to which overtourism occurs in the studied destinations, the impact it has on the daily life of local inhabitants and on their possible intention or desire to move away (exit strategy).

The questions to be answered by the quantitative analysis were:

1. To what extent do the local residents view their town as affected by overtourism?
2. Do the local residents consider their daily life greatly affected by overtourism?
3. Does residents' awareness of tourism benefits weaken their negative attitudes towards tourists?
4. Are the local residents likely to choose an exit strategy (move away)?
5. How do other factors influence the local residents' potential desire to move away?

Partial Least Squares Structural Equation Modelling (PLS-SEM) was performed with data prepared in IBM´s SPSS and the analysis performed in SmartPLS. This advanced statistical technique allowed to move beyond basic descriptive measures and uncover the underlying relationships between various constructs associated with overtourism. By examining these relationships through the lens of resident perceptions, the analysis aimed to identify not only the severity of overtourism in each destination but also the factors residents believe contribute to its presence or potential mitigation. PLS-SEM is a statistical technique used to analyse complex relationships between variables, particularly those that are not directly observable (latent variables). PLS refers to the statistical method used for estimation. Unlike other techniques that focus on minimising the total amount of error, PLS prioritises maximising the explained variance in the latent variables. SEM is a broader framework that allows researchers to test theoretical models with multiple variables and relationships between them. It involves

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[2] The data from Melaka was collected in cooperation with the lecturers and students of the Multimedia University Melaka.
[3] The data from Colmar was collected by the lecturers and students of Université de Haute-Alsace.

building a model that specifies the hypothesised relationships between the variables and then statistically testing how well the model fits the data (Hair, Ringle & Sarstedt, 2013).

Based on the preliminary findings from the descriptive statistics, rudimentary theoretical models depicting the endogenous and exogenous factors influencing overtourism's impact were established. Two basic assumed models of influence were created to assess overtourism and its impacts. The first, Enjoyment model visualises the impact of perceived negative and positive externalities of excessive tourism on the enjoyment of presence of tourists. Based on this model, the following hypotheses were created:

H1: Local residents consider their hometown overcrowded.

H2: Local residents consider their daily life affected by overtourism.

H3: Residents' awareness of tourism benefits weakens their negative attitude towards tourists.

The second, more complex Exit model, focuses on the impact of multiple latent variables on the intention to move away from the destination. This model's indicators comprise the frequency of spending free time in the destination, the residents' overall contentedness with life in the destination or their perceived importance of local community. This model can shed light on the relationship of various influences with the ultimate negative outcome of overtourism: local residents no longer feeling "at home" and deciding to move away (Celata & Romano, 2022; Taiminen, 2018). The model's utility lies in its ability to illuminate the most pressing issues faced by the residents, allowing DMOs to tailor their strategies accordingly. Two additional hypotheses stem from the second model:

H4: Local residents may be considering an exit strategy due to the effects of overtourism on their life.

H5: There are factors that may mitigate the local residents' desire to leave the destination.

The main findings and hypotheses then became the basis for a Delphi study questionnaire in which an expert panel further proved or disproved them. The Delphi study is structured technique for gathering expert opinion and achieving consensus on a specific topic. A two/three-round Delphi study was designed to verify hypotheses and assess the universal applicability DMO tools or practices for overtourism prevention or mitigation. This study built upon the findings of a previous qualitative and quantitative research approaches that employed interviews and a PLS-SEM analysis of marketing tools. A purposive sampling strategy was employed to recruit a sample of 10 participants with diverse backgrounds and expertise. This population encompasses tourism professionals (DMO representatives, destination managers), academics specialising in tourism management, representatives of tourism-related NGOs, and local community representatives. A structured questionnaire was developed using online survey software Google Forms. It leveraged the findings from the previous research to formulate specific questions and statements related to DMO tools for overtourism mitigation. A combination of open-ended and closed-ended questions was employed. The first round introduced participants to the research background, objectives, and the Delphi process itself. Statements derived from existing research on overtourism management were presented for

participants to indicate their level of agreement. A concise overview of DMO tools identified through prior research also was presented, with a focus on their potential for universal application across various destinations. Participants were encouraged to suggest additional tools or considerations that may be relevant, of which one new statement arose and was included in Round 2. Following Round 1, a summary of key themes and insights was provided. Based on this feedback, statements regarding the universal applicability of the DMO tools were refined for further consideration in Round 2. Participants were then asked to rate their level of agreement with each refined statement using a Likert scale. Space was provided for participants to offer additional comments and justifications for their ratings, fostering a deeper understanding of their perspectives. A third round was to be conducted unless a consensus is reached with all relevant explanations obtained in Round 2. The Delphi process was to be terminated after Round 2 if in case of a 70% agreement (or a group median of 4-5 on the Likert scale questions) on all statements, along with an Interquartile Range (IQR) ≤ 1.75, indicating minimal spread in responses, or if stability of responses is already achieved after two rounds. A mixed-methods approach was employed for data analysis. Qualitative data from open-ended responses were analysed using thematic analysis techniques to identify recurring themes and insights. Quantitative data from Likert scale ratings was used to calculate group medians, IQRs, and assess consensus levels. The Wilcoxon matched-pairs signed rank test and the McNemar test were conducted to statistically assess the stability of participant responses across rounds.

The qualitative and quantitative research, then titled as: **"Marketing management in a tourist destination organisation and the practices used to mitigate overtourism and its harmful effects"**, has been submitted to The Research Ethics Committee (REC), which has granted its approval (see Attachments).

Discussion of Research Results

Melaka
The combined analysis of the interview with Mr. Basiron (the state general manager for tourism) and the PLS-SEM analysis of local residents' perceptions in Melaka (Table 2 and Figures 1 and 2) reveals both interesting similarities and concerning discrepancies regarding overtourism. Both the interview and survey data highlight overtourism as a concern. Traffic congestion in the old city centre is a major issue that, however, has not been proven to be scientifically significant to the issue of perceived overtourism. Residents perceive their daily lives negatively affected by overtourism according to the PLS-SEM analysis, while some may even considering leaving due to overtourism. The interview suggests a positive attitude among residents towards tourism, even with sacrifices (e.g. avoiding the city centre). This is confirmed by the PLS-SEM analysis, where a positive correlation between enjoying tourists' presence and the desire to leave is found with some mitigating factors that indicate that tourism's benefits might actually outweigh the negative impacts of overtourism. This suggests a complex relationship between residents and tourism that should be further investigated. Additionally, the interview portrays traffic congestion as a marketing opportunity, while the PLS-SEM analysis

doesn't capture this perception. Residents might view it more negatively than portrayed by Mr. Basiron.

*Table 2. The results of PLS-SEM analysis of the perceptions of local inhabitants of Melaka.*

Hypothesis (H)	Supported?	Model	Explanation
H1: Residents consider their hometown overcrowded	Yes	Exit	The model confirms residents perceive overcrowding.
H2: Residents consider daily life affected by overtourism	Yes	Exit	The model shows a connection between the construct of perceived overtourism and corresponding indicators.
H3: Residents' awareness of tourism benefits weakens their negative attitudes towards tourists.	Yes	Enjoyment	The factors of tourists' contribution to the local budget and the alternatives for spending free time are positively correlated with the enjoyment of tourists' presence.
H4: Some residents consider leaving due to the effects of overtourism	Yes	Exit	The model confirms that some residents may contemplate leaving due to overtourism.
H5: There are factors that mitigate residents' desire to leave	Partially supported	Exit	The indicators of pride that tourists visit Melaka and the feeling of affection have a negative correlation with the construct of enjoyment of tourists presence, which is positively correlated to the desire to leave; suggesting its potential mitigating effect.

Source: Own processing.

The interview emphasises strategies to attract more tourists, including diversifying offerings and collaboration with other states. The interview doesn't directly mention any strategies directly aimed at reducing overcrowding. The proposed solutions for traffic congestion might, however, have indirect crowd management benefits (e.g., car-free zones). The PLS-SEM analysis partially indicates that factors like pride in Melaka's tourism might mitigate the desire to leave. However, the interview suggests a stronger positive sentiment that isn't fully captured by the survey data. The combined analysis suggests several key areas for the DMO to consider. The interview with Mr. Basiron revealed a gap in communication between the tourism board and local residents. To improve resident sentiment, the DMO should prioritise directly addressing their concerns and ensuring transparency in its decision-making processes. While the interview mentioned various marketing strategies, data on resident sentiment and the effectiveness of these strategies is currently not being collected. The DMO should collect and analyse such data to ensure its marketing efforts are aligned with resident

needs. Melaka's current focus on attracting more tourists needs to be balanced with measures to address the negative impacts of overtourism on residents' daily routines. Resident-centric initiatives, alongside the diversification of tourism offerings, can help achieve this balance. The DMO should consider residents' well-being when developing tourism strategies. Finally, the strategy of portraying traffic congestion as a positive marketing message, while traffic issues do not directly correlate with the perception of overtourism, might not resonate well with residents. Re-evaluating the marketing approach to acknowledge challenges while simultaneously promoting solutions could be more effective. This would require a shift towards marketing that is transparent about the current situation and focuses on the efforts being made to improve it. Developing practical solutions to reduce spatial overcrowding, coupled with marketing campaigns that leverage residents' pride in their unique tourist destination and their deeper understanding of tourism's benefits, can alleviate their perception of overtourism and further bolster their positive attitude towards tourism.

Figure 1. The Exit strategy model (bootstrapping results, Melaka).
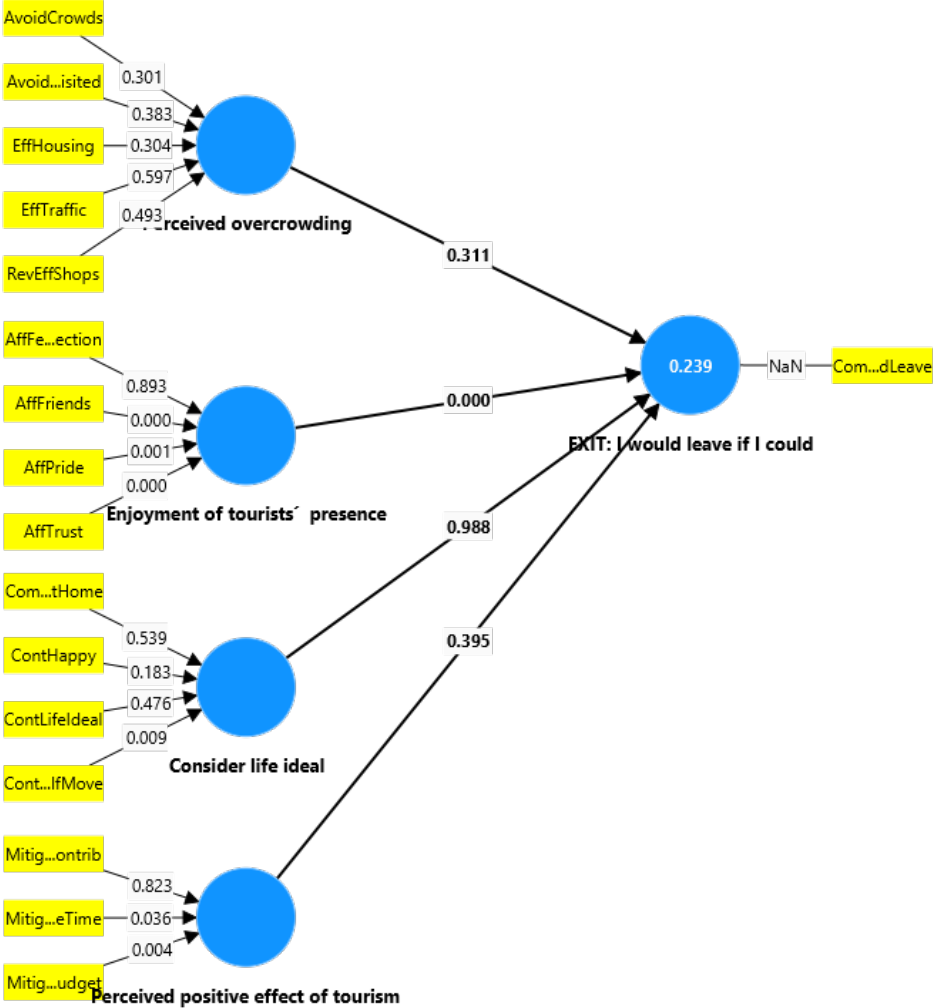
Source: Own processing, SmartPLS.

Figure 2. Path model, Melaka Exit model.
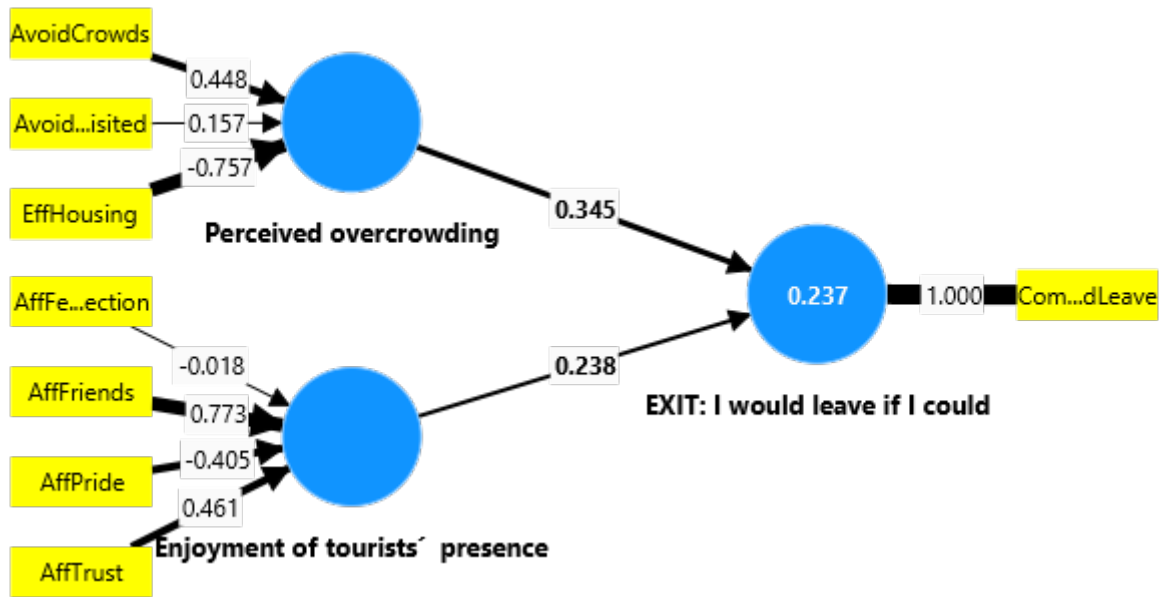
Source: Own processing, SmartPLS.

Český Krumlov

Both the interview with Ms. Jenisová (then DMO director) and survey data highlight overtourism as a concern (Table 3), though less prominent since 2020. Peak seasons (July-August) and festivals cause overcrowding, especially at intersections and main routes. Residents, according to the PLS-SEM analysis, perceive overcrowding and its impact on daily life, while some may even consider leaving due to overtourism (Figures 3 and 4). Avoiding overcrowded places is the strongest indicator of this perception. While the interview mentions traffic congestion as a problem, the PLS-SEM analysis doesn't show a significant correlation with the feeling of overcrowding. Residents might perceive traffic as a separate issue.

*Table 3. The results of PLS-SEM analysis of the perceptions of local inhabitants of Český Krumlov.*

Hypothesis (H)	Supported?	Model	Explanation
H1: Residents consider their hometown overcrowded	Yes	Both	The model confirms that residents perceive overtourism.
H2: Residents consider daily life affected by overtourism	Yes	Exit	The Avoiding overcrowded places is the strongest contributor to the perceived effects of overtourism.
H3: Residents' awareness of tourism benefits weakens their negative attitudes towards tourists.	Yes	Enjoyment	Perceived benefits of tourism construct has a significant positive relationship with the enjoyment of tourists' presence.

| H4: Some residents consider leaving due to overtourism's effects	Yes	Exit	The model confirms the relationship between residents contemplating moving away and perceived overtourism.
H5: Factors mitigate residents' desire to leave	Yes	Exit	The model confirms a negative relationship between considering one's life ideal and the decision to move away.

Source: Own processing.

The interview emphasises the need for better communication between stakeholders, including residents and the PLS-SEM analysis highlights the importance of quality of life for residents. A strong sense of living an ideal life can mitigate the desire to leave despite overtourism. The interview further discusses the DMO's marketing efforts to promote alternative attractions, target off-season visits, and educate tourists. Ms. Jenisová emphasises the need for systematic management, data-driven limits on tourism, effective communication, and public cooperation. The PLS-SEM analysis suggests that resident awareness of tourism's economic benefits along with the numerous options for spending free time connected to tourism might lessen the perception of overtourism. The findings indicate that the DMO should focus on involving residents in destination management and address their concerns about the impact of overtourism on their daily life. It should implement a robust data collection system to inform strategic planning and ensure clear communication with stakeholders for effective tourism planning and management. The marketing strategies should aim to promote alternative attractions and target off-season visits, and highlight the economic and other benefits of tourism for residents. Along with the municipality, the DMO should prioritise initiatives that enhance the quality of life for residents, making Český Krumlov a more attractive place to live despite tourism pressures.

Figure 3. Path model, Český Krumlov Enjoyment model.
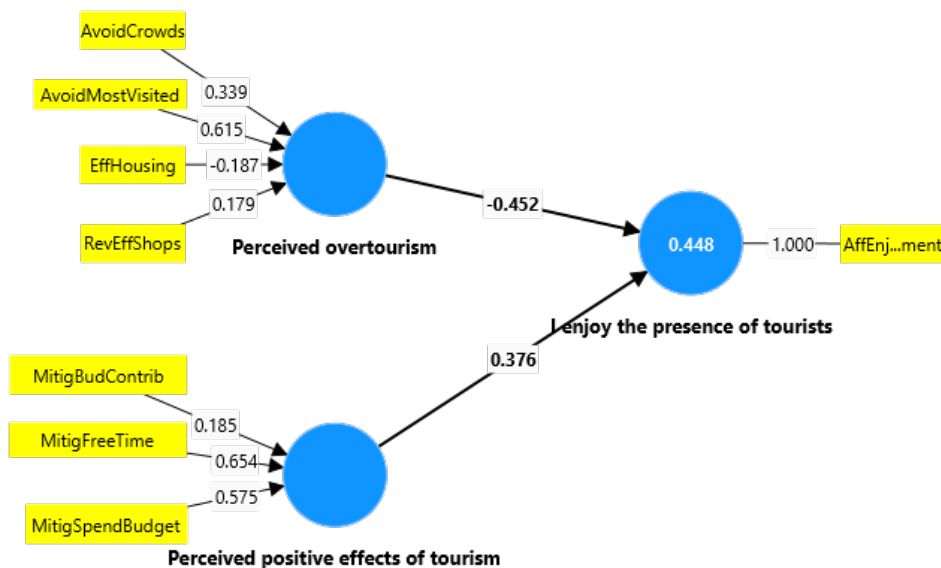
Source: Own processing, SmartPLS.

Figure 4. Path model, Český Krumlov Exit model.
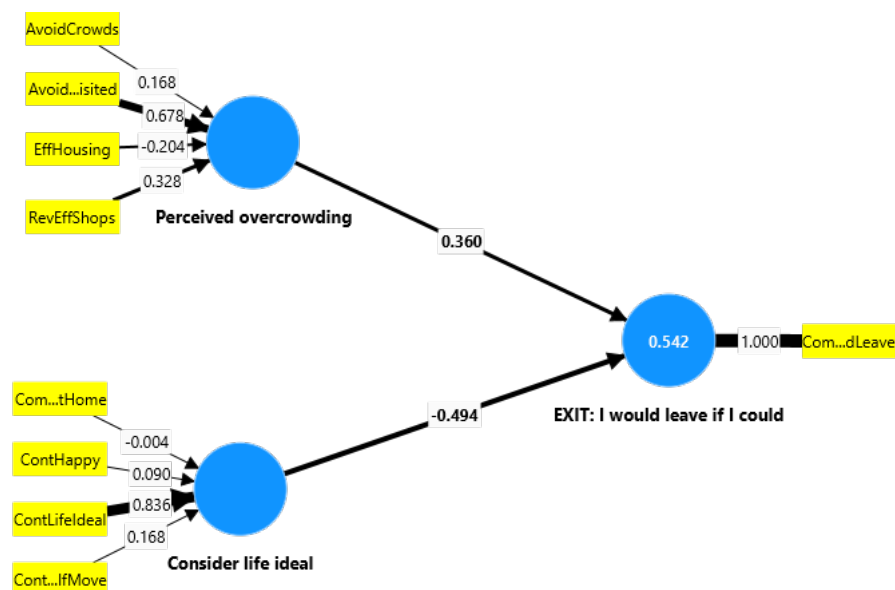
Source: Own processing, SmartPLS.

Colmar

The interview with Mme Weiss (Tourist Office director) and the quantitative analysis provide complementary insights into the challenges and potential solutions for managing overtourism in Colmar. Both the interview and the survey data indicate that residents, especially those in the city centre, experience significant disturbances due to overtourism. Both sources emphasise the problems associated with peak tourist periods, particularly during Christmas markets and summer months. These periods see increased traffic congestion and difficulties in mobility. The interview and survey results offer different perspectives on managing overtourism (Table 4, Figures 5 and 6).

Table 4. The results of PLS-SEM analysis of the perceptions of local inhabitants of Colmar.

Hypothesis (H)	Supported?	Model	Explanation
H1: Residents consider their hometown overcrowded	Yes	Both	The model confirms residents perceive overcrowding.
H2: Residents consider daily life affected by overtourism	Yes	Both	The model shows a connection between the construct of perceived overtourism and corresponding indicators.
H3: Residents' awareness of tourism benefits weakens their	Yes	Enjoyment	The factors of tourists' contribution to the local budget are positively

| negative attitudes towards tourists.			correlated with the enjoyment of tourists' presence.
H4: Some residents consider leaving due to the effects of overtourism	Yes	Exit	The model confirms that some residents may contemplate leaving due to overtourism.
H5: There are factors that mitigate residents' desire to leave	Yes	Exit	The model shows a negative correlation between considering life ideal and the Exit strategy, suggesting that a strong sense of living an ideal life reduces the desire to leave due to overtourism.

Source: Own processing.

The interview aligns with the PLS-SEM results by supporting the notion that overtourism is a nuanced issue with unique characteristics for each destination. Both sources offer valuable insights into resident sentiment and the impact of overtourism on their quality of life. If we consider the need to prevent and mitigate overtourism impacts on both fronts – addressing both visitors and local community (Jaafar & Rasoolimanesh, 2015; Majdak & de Almeida, 2022); this information provides a basis on which to build a marketing strategy tailored to Colmar specifically. During the interview, Mme Weiss stresses the need for a comprehensive approach, including addressing infrastructure issues like parking and transportation. She also discusses the importance of preserving Colmar's cultural identity while balancing overtourism measures and their impacts on local inhabitants. Survey data suggests that resident's perception of leading their ideal life can mitigate their perception of overtourism's negative externalities. Additionally, the model indicates a positive correlation between awareness of tourism's economic benefits and enjoyment of tourist presence. The results indicate that the local DMO should mainly focus on solving the issue of traffic congestion and crowd management; while actively communicating with the local inhabitants about the benefits of tourism for the region and cooperating with the municipality on preserving residents' high standard of living.

Figure 5. Path model, Colmar Enjoyment model.
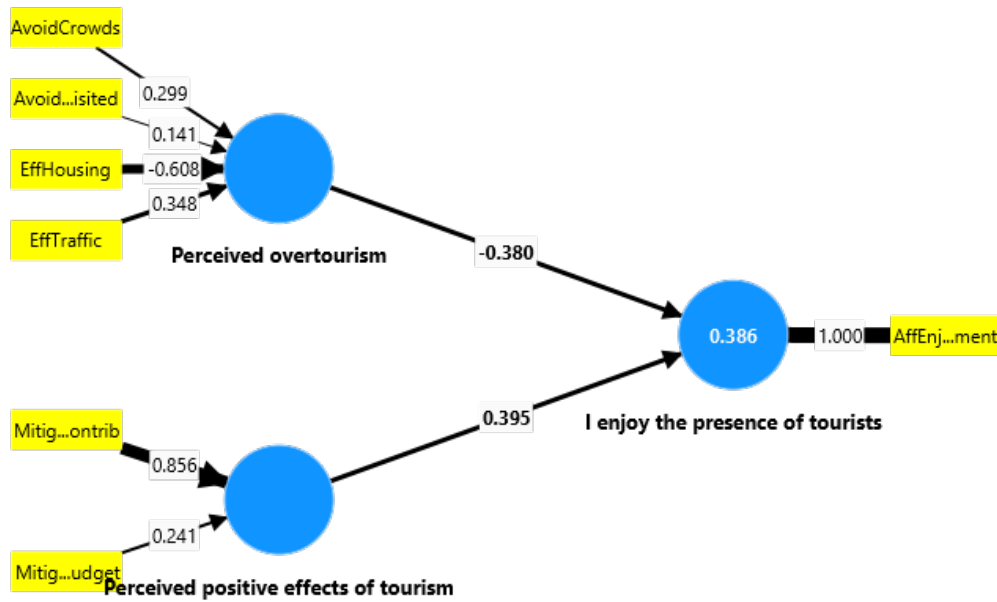
Source: Own processing, SmartPLS.

Figure 61. Path model, Colmar Exit model.
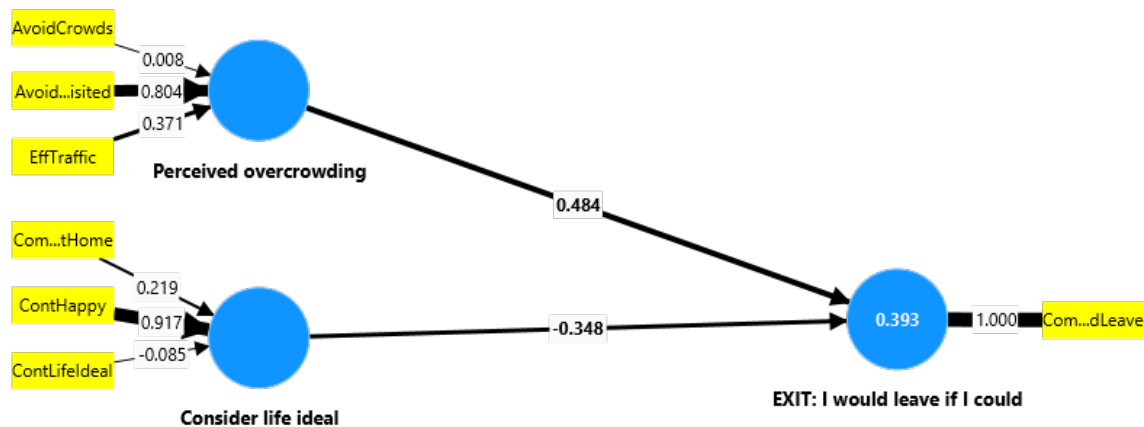
Source: Own processing, SmartPLS.

Vannes

The interview with M. Arnaud Burel (Tourist Office director) showcased his insights into the dynamics of tourism in the Golfe du Morbihan and, specifically, Vannes, emphasising the need for sustainable and inclusive tourism development while addressing challenges related to seasonal fluctuations, economic impacts, and community integration within the region. The interview reflected on the delicate balance required to harness the benefits of tourism while addressing the challenges associated with overtourism and ensuring sustainable development in Vannes. The initiatives to counteract overtourism in Vannes involve varied marketing strategies including visitor education, sustainability messaging and selective clientele targeting. Additionally, the marketing approach underscores several measures aimed at mitigating

overtourism, such as seasonal promotion, strategic allocation of visitor spending to the local budget, and offerings of alternate experiences. Interestingly, the Office du Tourisme does not actively monitor the effectiveness of these specific tools and activities in combating overtourism. However, according to M. Burel's observations, there is presently no pronounced issue with overcrowding in the destination. This circumstance might be attributed to the geographical positioning of Vannes as well as the efficacy of their ongoing marketing endeavours.

Despite their distinct contexts, Melaka, Český Krumlov, and Colmar share a common struggle with managing overtourism. The analysis highlights common themes in marketing management efforts of mitigating and preventing overtourism and further uncovers the topics that should be considered when communicating not only with visitors but also with the local community. By prioritising resident well-being, communication, data-driven decision-making, and responsible marketing strategies, these destinations can develop more sustainable tourism models that benefit both residents and visitors. To further explore and garner expert opinions on these findings, a Delphi study involving relevant stakeholders will be conducted that will help answer further questions that arose from the analysis.

Delphi Study

The Delphi study was added to assess expert opinions on key assumptions of this research based on previous research findings. The panel of expert consisted of 10 professionals that took part in all three rounds of study. To ensure a comprehensive understanding of the issues surrounding DMOs and overtourism, a purposefully heterogeneous group of experts was recruited for the Delphi study. This panel comprised individuals from diverse backgrounds and countries, including destination management professionals, academic researchers specialising in destination management, representatives from non-profit organizations focused on local community life and tourism, and local community activists. The study was presented in two parts, the first part comprising statements to be verified or disproved (Table 5), the second part focused on assessing the universality of marketing tools, practices, or strategies in mitigating overtourism (Table 6).

Table 5. Delphi statements results, Round 2 results.

Statements	% agreement	Group median	IQR
1. Widespread resident perception of overcrowding due to tourism is a significant indicator of overtourism.	70%	4	1
2. The effectiveness of available tools and practices that DMOs can proactively employ to prevent or mitigate overtourism depends on the character of affected destinations.	80%	4	0
3. Some of the tools and practices that DMOs can proactively employ to prevent or mitigate overtourism	80%	4	1

could be effectively employed in any destination universally.			
4. A multi-criteria decision analysis (MCDA) is an optimal tool to establish the effectiveness of potential practices to be employed by the DMO to prevent or mitigate overtourism.	70%	4	0,75
5. A DMO must periodically and proactively engage with both local residents and potential visitors through various communication channels to prevent or mitigate the impacts of overtourism.	100%	5	1
6. Encouraging positive interactions between residents and tourists can contribute to managing overtourism.	90%	4	0,8
7. The DMO's efforts should not be oriented toward the negative impacts of overtourism due to financial and managerial constraints	**50%**	**2,5**	**2**

Source: Own processing.

Table 6. The % agreement on universal applicability and effectiveness of marketing strategies, tools and practices, Round 2.

Strategies, tools and practices	% Agreement
Selective marketing campaigns (targeted marketing towards most beneficial tourist segments only)	**60%**
Promotion of alternative routes (diverting tourists away from overcrowded areas)	70%
Promotion of less-visited areas (encouraging tourists to explore less-known and less crowded attractions)	90%
Off-season promotion (to reduce congestion and spread economic benefits throughout the year)	90%
Visitor education (raising awareness among tourists about responsible behaviour, local customs, and the impact of overtourism)	90%
Public awareness campaigns (educating the general public about both the benefits and negative impacts of tourism)	90%
Cooperation with educational institutions	100%

Shift in tourism focus (promoting higher-value tourism experiences that benefit local communities and minimise environmental impact)	90%
Regulation of tourist flows (implementing measures to manage the number and distribution of tourists in certain areas)	**50%**
Combating unlicensed guiding	70%
Mobile data collection (using mobile technology to collect data on tourist movements and behaviour)	80%
General data collection (gathering a wide range of data on tourism trends, economic impacts, and environmental indicators)	90%
Broad cooperation with stakeholders (engaging with a wide range of stakeholders, including local residents, businesses, tourism operators, and government agencies)	90%
Cooperation with regional policy makers (to ensure tourism policies are aligned with local needs and priorities)	90%
Strategic marketing mid-term planning (to guide decision-making and investment)	90%

The qualitative and quantitative analysis (a Wilcoxon signed-ranks test and McNemar test) revealed high consistency of answers between Round 1 and 2 of the Delphi study, and a high level of consensus. As the stopping criteria were fulfilled in this way, the study did not continue to Round 3.

Conclusion

This dissertation investigated the complexities of managing overtourism in four distinct destinations: Český Krumlov (Czech Republic), Colmar and Vannes (France), and Melaka (Malaysia). Employing a mixed-methods approach with triangulation as a core principle, the research aimed to identify challenges of managing overcrowded destinations, including understanding resident perceptions of overtourism. The answers to the research questions described in the methodology are derived from the presentation of results and discussion. They will be marked in parentheses in the following text.

The analysis combined insights gleaned from resident surveys, in-depth interviews with DMO representatives, a comprehensive review of existing research on overtourism, and a Delphi study. Through literature review, research gaps in overtourism prevention were identified (*Research question 1*). Scholars advocated for a holistic approach to overtourism,

including selective marketing, promoting alternative attractions, and encouraging off-season visits (Capocchi et al., 2019; Martín Martín et al., 2020; Weber, 2017) and the examined DMOs demonstrated alignment with these theoretical approaches by targeting desirable tourists, promoting alternative attractions through official channels, and using online campaigns to encourage off-season visits. Additionally, they emphasised tourist education and addressed concerns about unlicensed guiding services, both of which are supported by scholars (Capocchi et al., 2019; Veiga et al., 2018). However, some theoretical recommendations are not reflected in current DMO practices. These included a shift towards higher value-added tourism segments, collaboration with a wider range of policymakers, and the full utilisation of mobile phone data collection (Padrón-Ávila & Hernández-Martín, 2020). Offering incentives for exploring less-crowded areas is another strategy not explicitly mentioned by the DMOs. This comparison highlighted the need for further research on the effectiveness of implemented strategies. While some DMOs reported promising results, like Colmar's success in managing visitor flow and Melaka's efforts to attract visitors to less-crowded spots, the lack of comprehensive evaluation methods hinders a deeper understanding of their impact. The absence of robust evaluation across all DMOs prevented the identification of universally applicable solutions for overtourism management, implying that future research should focus on developing effective evaluation methodologies to assess the true impact of various strategies and determine their potential for wider application.

Understanding how DMOs collaborate with various stakeholders is a critical aspect of achieving sustainable tourism development. Exploring the dynamics of stakeholder engagement, particularly the nature and effectiveness of these collaborations, could be addressed by investigating the different models of stakeholder engagement employed by DMOs and their impact on achieving sustainable tourism goals. Studying the impact and effectiveness of involving local communities in overtourism management could also shed light on the role of community participation in sustainable destination management. Communication with the population, aimed at reducing the sense of destination overload, thereby preventing negative resident reactions, constitutes a prospective avenue. The methodologies and subjects pertaining to such communication could warrant further research scrutiny.

A trend emerged across all three destinations included in the quantitative study – Melaka, Český Krumlov, and Colmar. Residents in each location confirmed experiencing the negative consequences of overtourism on their daily lives. These consequences included overcrowding in popular areas, disruptions to daily routines, and a general sense of unease. However, in all four destinations, residents acknowledged the economic benefits associated with tourism, and this awareness appeared to mitigate some of the negative attitudes towards tourists. Additionally, the research also revealed a threat in those three destinations – a potential desire to leave their hometown due to overtourism, highlighting the urgency of addressing the negative effects of overtourism and ensuring a sustainable tourism model that benefits both residents and visitors. Interestingly, the study underscored the crucial role that resident well-being plays in mitigating the negative impacts of overtourism. Residents who felt a strong sense of connection to their hometown or believed they were living an ideal life were less likely to consider leaving. This finding suggests that strategies that strengthen residents' sense of

community and improve their overall well-being can be instrumental in fostering a more tolerant environment for tourism (*Research question 5*).

While the core challenges of overtourism were consistent across the destinations, the specific DMO strategies and resident concerns varied. In Melaka, for example, the DMO focused primarily on attracting more tourists, while residents were more concerned with traffic congestion and avoiding crowded areas. The resident survey data from Melaka revealed an intriguing positive correlation between enjoying tourists' presence and the desire to leave. This correlation suggests a complex relationship between residents and tourism in Melaka, which warrants further investigation. Český Krumlov presented a similar scenario. Residents, like their counterparts in Melaka, prioritised avoiding overcrowded places. Here, the DMO's efforts to regulate tourism flows, and promote alternative attractions and off-season visits aligned somewhat with resident concerns. In Colmar, traffic congestion and avoiding crowded areas were again major concerns for residents. The DMO in Colmar, however, seemed to be taking a more resident-centric approach by emphasising infrastructure improvements and fostering communication with residents. Vannes, which was proclaimed not overcrowded by the destination management, offered a unique case study. Unlike the other destinations, Vannes proactively addressed the threat of overtourism through diverse marketing strategies. These strategies included educating visitors on responsible tourism practices, utilising sustainability messaging in marketing campaigns, and targeting a specific clientele that would not exacerbate existing challenges. Additionally, Vannes implemented non-marketing measures such as seasonal promotion of tourism to spread visitor flow throughout the year, strategically leveraging visitor contributions to the local budget, and creating alternative tourism experiences outside of the centre and during peak seasons. Interestingly, Vannes currently doesn't experience a noticeable overcrowding issue, suggesting that their proactive approach might be yielding positive results (*Research question 2*).

The Delphi study was designed to find answers to the remaining research questions and other assumptions that emerged from the literature review and first research. It terminated after two rounds after the stability of responses has been identified and consensus was reached in most cases. The Delphi study achieved consensus on most statements regarding the role of DMOs in managing overtourism. This conclusion is based on IQR values below 1.75 and agreement levels exceeding 70% in Round 2. The Wilcoxon signed-ranks test and McNemar test confirmed statistically insignificant differences in expert opinion between the two rounds, further supporting the stability of responses.

The study found that widespread resident perception of overcrowding is a significant indicator of overtourism. While the panel agreed that some tools and practices might be universally applicable across varied destinations, it also found that the effectiveness of DMO interventions overall depends on the destination's characteristics. The experts agreed that the optimal tool for evaluating the potential effectiveness of marketing practices to combat overtourism in a specific destination is the multi-criteria decision analysis (MCDA) that should be conducted for that specific destination. The panel remained divided on whether financial and managerial constraints should limit DMOs' efforts in addressing overtourism's negative

impacts. Local residents and non-profit representatives disagreed with such limitations, while academics and some DMO managers expressed these constraints as a stressful challenge. Encouragingly, the panel agreed that DMOs must proactively engage with residents and visitors through various communication channels, and that positive interactions between residents and tourists can contribute to managing overtourism (*Research question 4*).

Although tailoring approaches to specific destinations is crucial, the panel also identified a range of tools and practices that any destination could utilise with success. Consensus emerged on the universal effectiveness of most marketing tools and practices, including promotion of alternative routes and less-visited areas, off-season promotion, visitor education, public awareness campaigns, cooperation with stakeholders, cooperation with the academic sphere, data-driven decision making and strategic marketing planning. Selective marketing campaigns and regulation of tourist flows, however, did not reach a strong consensus. Experts raised concerns about potential negative impacts on livelihoods and resident inconvenience for regulations. Selective marketing was viewed as potentially unsuitable for all destinations (*Research question 3*).

Theoretical implications and areas for further research

This dissertation contributes to the evolving body of knowledge on overtourism management by highlighting the following theoretical implications and areas for further study.

While existing literature emphasizes the context-specific nature of overtourism solutions (Innerhofer, Erschbamer & Pechlaner, 2019; O'Regan et al., 2022 or Pechlaner, Innerhofer & Erschbamer, 2019), this research identified a range of tools and practices with potential for universal application. Future studies with a larger sample size and broader range of destinations are necessary to confirm the generalisability and effectiveness of these tools across diverse contexts.

Traditional carrying capacity models often focus on environmental and infrastructural limitations (Koens, Postma & Papp, 2018). The results of this research suggest that resident perceptions of overcrowding might be a valuable addition to existing carrying capacity frameworks. Integrating resident sentiment alongside traditional metrics could provide a more holistic understanding of a destination's overtourism tipping point. Further research is needed to explore how resident perceptions can be effectively incorporated into carrying capacity assessments and inform DMO decision-making processes.

The importance of resident education and public awareness campaigns in managing overtourism is well established (Butler, 2020; Carreira et al., 2021). However, limited research exists on the comparative effectiveness of different campaign designs and messaging strategies in various contexts. Further research should explore the optimal design and delivery of educational and public awareness campaigns to maximise resident understanding and support.

The research results underscore the critical link between resident well-being and tolerance towards tourism. Further investigation is needed to identify specific strategies that

authorities in overcrowded destinations can implement to enhance resident quality of life and strengthen community bonds. Potential areas of exploration include promoting social cohesion, fostering resident participation, and investing in local amenities and infrastructure.

The research highlights the potential benefits of positive interactions between residents and tourists in mitigating overtourism. However, limited research explores practical strategies for fostering such interactions. Future studies could investigate the effectiveness of different approaches in promoting positive encounters and fostering mutual understanding.

The potential effectiveness of selective marketing and regulation of tourist flows requires further investigation. Future research should explore design and implementation strategies that optimize benefits for both residents and the tourism industry. This might involve cost-benefit analyses, simulations, and pilot projects to assess the economic and social impacts of these tools.

This research identified multi-criteria decision analysis (MCDA) as a valuable tool for DMOs to evaluate the potential effectiveness of different overtourism management practices. Further studies could assess the real-world implementation of MCDA within DMOs and its impact on decision-making processes. Additionally, employing PLS-SEM in diverse destinations could provide valuable insights into the complex relationships between various overtourism factors and their potential solutions.

This dissertation's findings on the varying DMO approaches and resident concerns across destinations highlight the need to explore who, besides DMOs, should be addressing the negative impacts of overtourism in different contexts. Future research should investigate alternative models for managing overtourism that consider the role of local governments and other authorities, community involvement and collaborations with NGOs. By exploring these alternative models, future research can provide a more nuanced understanding of responsibility sharing in overtourism management.

Managerial recommendations

Based on the findings of this research, several key recommendations can be made for DMOs seeking to mitigate the negative impacts of overtourism.

First and foremost, prioritising resident well-being should be paramount. Responsible authorities in overcrowded destinations should implement strategies that improve resident quality of life, foster pride in their home and strengthen their sense of community. This research suggests that residents with a positive connection to their hometown are more tolerant of tourism's impacts. This research also found that friendly relationships with tourists lessen likeliness of the residents´ deciding to move away. While fostering positive interactions between residents and tourists emerged as a promising strategy for mitigating overtourism, this research also highlights the potential financial and managerial constraints faced by DMOs. In such instances, DMOs should prioritise collaboration with relevant local authorities responsible for fostering community engagement. This collaborative approach can ensure the continued

development and implementation of initiatives that improve quality of life, foster pride and promote positive resident-tourist interactions, even amidst resource limitations.

Second, fostering open and transparent communication with residents is crucial. DMOs should actively engage with residents regarding tourism management plans and address their concerns directly. Traffic congestion, overcrowded areas, and disruptions to daily routines emerged as common resident grievances. DMOs should prioritise solutions for these issues and acknowledge the challenges of overtourism while periodically educating the public about the opportunities that tourism presents for local inhabitants. This research suggests that understanding the benefits of tourism lessens the residents' negative attitude toward tourists. Additionally, transparent communication between DMOs and residents could foster a collaborative environment conducive to resident participation in tourism research and planning.

Thirdly, DMOs must always utilise and engage with visitors through various channels. Public awareness campaigns and educating visitors on sustainable tourism practices has proven to help encourage responsible behaviour. The research also suggests a proactive marketing approach, focusing on sustainability and responsible tourism, might yield positive results. Some DMOs could consider selective marketing campaigns, but should carefully assess potential impacts on livelihoods and resident well-being.

Fourth, developing resident-centric marketing strategies is key. DMOs should move beyond solely attracting more tourists and consider marketing strategies that take resident needs and perspectives into account. This could involve shifting tourism focus by creating new tourism product beneficial for local communities, promoting alternative experiences that distribute visitor flow more evenly throughout the destination and promoting off-season visits to alleviate pressure on peak seasons. While promoting alternative experiences can be a valuable tool, DMOs must be mindful of unintended consequences. Some residents in areas that haven't previously experienced significant overcrowding may be negatively impacted by increased visitor flow. Therefore, DMOs should actively engage with residents throughout the destination, not just those in currently overcrowded areas, to ensure that their marketing strategies are truly resident-centric.

Fifth, DMOs can utilise a range of tools and practices that were found to be universally effective in any destination. Its combination for a specific destination should then be determined based on the biggest pressing points identified by resident surveys and the DMO´s financial situation. These tools include:

-   Promoting alternative routes, less-visited areas, and off-season travel to disperse visitor flow and reduce congestion.

-   Implementing data-driven decision making by collecting and analysing tourism data to inform strategies.

-   Shifting tourism focus on alternative experiences that benefit local communities and regulating unlicensed guiding where applicable.

- Cooperating with stakeholders, including residents, businesses, academics, and government agencies and leveraging their expertise and perspectives.
- Investing in strategic marketing planning to develop long-term strategies for sustainable tourism growth.

Sixth, although this research uncovered a range of universally applicable strategies to prevent or mitigate overtourism, it also found that the effectiveness of potential tools and practices does depend on the character of the destination. When deciding on the marketing approach to take, it emerges as crucial to understand resident perceptions to align the strategies with most pressing resident concerns. A multi-criteria decision analysis (MCDA) emerged as ideal for evaluating the effectiveness of potential tools and practices for the destination as a truly one-size-fits-all approach may not be likely succeed.

Seventh, data-driven decision-making is essential. DMOs should collect data on the effectiveness of their marketing strategies. This data can be used to refine existing strategies and ensure that they are aligned with resident needs. DMOs should also collet telephony data to analyse the nature of tourism in the destination and effectively target most pronounces pressure points with selected marketing strategies.

Eight, investing in infrastructure and amenities is essential for managing overcrowding. DMOs should collaborate with responsible organs to ensure investments be made in improvements to public transportation, creating new parking options on the outskirts of popular areas, and enhancing public amenities to ensure a more pleasant experience for both residents and visitors.

The research suggests a cautious approach to selective marketing and regulation of tourist flows. While these tools might be helpful in some destinations, potential negative impacts on livelihoods and resident inconvenience require careful consideration.

Limitations

This research acknowledges several limitations that should be considered when interpreting the findings. It is important to acknowledge that a substantial part of data collection for this study was conducted during the COVID-19 pandemic, which may have had an unforeseen impact on tourism patterns and resident perceptions. Future research conducted in a post-pandemic environment may reveal additional or differing findings. While the sample sizes in Colmar and Český Krumlov met the minimum criteria for model construction, a larger sample across all destinations would be desirable for generalisability. This would strengthen the confidence in the findings and their applicability to a broader range of overtourism contexts. The research relied on information provided by DMO representatives regarding the effectiveness of their current practices. Ideally, a more objective evaluation of these practices would be conducted by the DMOs themselves, or through a broader research scope encompassing additional data collection methods across a wider range of destinations. This would allow for a more robust assessment of the effectiveness of various overtourism management strategies. This dissertation also acknowledges a limitation in its scope regarding

the vast and complex topic of sustainable DMO management. The research primarily focused on marketing tools and practices employed by DMOs to address overtourism. Sustainable DMO management encompasses a wide range of areas beyond marketing, including financial management, responsible waste disposal practices, and collaborating with local businesses to promote sustainable tourism experiences. Sustainability of tourism, when considering all three pillars of sustainability, encompasses much more than just destination management. This study did not delve into these aspects in detail.

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The full list of referenced literature can be found in the dissertation itself.

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Attachments:

Attachment 1. Questionnaire in English, Melaka.

Attachment 2. Questionnaire in Czech, Český Krumlov.

Attachment 3. Questionnaire in French, Colmar and Vannes.

Attachment 4. Detailed PLS-SEM statistical analysis, Český Krumlov

Attachment 5. Detailed PLS-SEM statistical analysis, Colmar.

Attachment 6. Research ethics approval letter.