

UDK: 005.51:[338.485:711.4
338.48-44(1-21)
338.487:659.1

Originalni naučni rad
Rad je primljen/ Received: 11.02.2023;
Prihvaćen/ Accepted:: 14.04.2023.

Goran Jeličić¹
Minja Vlajković²

THE IMPORTANCE OF HOLISTIC MARKETING MANAGEMENT IN THE DEVELOPMENT OF CITIES AND MUNICIPALITIES

The locality or place may be the same as the branded product, service, person, company, event. A locality or place may be the same as a branded product, service, person, company, event. Very few municipalities and cities are perceived as a brand in a particular context. The subject of this paper is to understand the theoretical bases of the destination marketing concept. The aim is to point out the importance of the concept of holistic marketing in the development of destinations, because the image is considered one of the key factors in the decision of tourists which destination to visit, its importance in the tourism industry is huge. Therefore, all tourist developed countries and those that are trying to become ones are very careful about improving their image.

Keywords: Marketing, management, image, destinations, differentiation

Introduction

Accelerated development of certain industries (air transport, rail, ship, road transport), rapid development of tourism, rapid progress of information technology, propaganda, etc., affects the growing number of people deciding to visit various destinations around the world. Those visitors are considered desirable, unlike poor migrants (Prnjat, 2019). Geographic localities are a kind of compilation of

¹ doktorand, Fakultet za poslovne studije, Megtrend Univerzitet, Beograd, jagodina060@gmail.com

² Docent, Fakultet za kulturu i medije, Megtrend Univerzitet, Beograd, minjavlajkovic@gmail.com

various interest groups, companies, products, without centralized management, unlike products or services. Due to that fact, specialized agencies are organized at the level of countries or geographical units, whose task is to unite all promotional activities into one integrated whole and all their efforts need to be directed towards one goal, which is to successfully promote the site. Recently, the world has been flooded with various competitions (Vietor, 2010; Bedberi, 2009) for Cities of Culture and Cities of Architecture and Design (Braun, 2008). The competition for the European Capital of Culture has been moving from country to country since 1985. None of the cities participating in the competition mentions the word "brand", but of course it is about that. The success of the cities of Bilbao, Barcelona, Graz and Glasgow are just some who have dramatically changed their reputation by changing the real state of affairs, while at the same time making extraordinary efforts to change the way others see them and set an example for others. The acquired reputation and positive image on the tourist market is built over the years and is a consequence of numerous subjective and objective factors.

Demand for the most effective place to build a brand strategy has never been higher, and for many places with limited resources, the hard choice must be choosing the brand strategy to implement.

A holistic approach means that everything is viewed as being entangled and interconnected, from the design to the execution of marketing programs, processes, and activities. Both holistic brand management and marketing acknowledge that "everything counts". The idea of holistic branding includes relationship marketing, integrated marketing, internal marketing, and social responsibility marketing. Visitors are seeking for both natural and man-made attractions with the right supporting goods and services to provide them the chance to get the needed relaxation, amusement, and enjoyment. Large and developed environments, aware of these trends and their importance for development, do not allow them to occur spontaneously and that the result of "arrival" or "departure" of investors, tourists, highly educated people and other target groups of destination marketers is a mere coincidence, but strive to plan and

consciously, in the long run, shape the destination and its services in accordance with the needs and expectations of these target groups and to communicate them effectively, striving to create a brand out of it.

Literature review

A destination is considered to be all kinds of places such as cities, municipalities, regions and states, (Hanna & Rowley, 2008,). Other authors (Baker, 2019) define a destination as "a place where people will leave their current location to visit, buy, invest or relocate." Destinations have the power to encourage people to leave one place to visit another place or move there. Everyone is participating in the big, global "attraction game" - individuals, companies, cities and regions. It is about competition on a global level, considering that a competitor does not have to be a neighbouring city, municipality or country, but any destination in the world that has the appropriate characteristics (Rainisto, 2003). Destinations are also products because they have facilities that can meet the needs, fulfil wishes and meet the requirements of potential customers (Anholt, 2004; 2005). These are complex products that include a variety of products and services available at a particular location. Their design requires a relatively long period of time, and often significant investments.

A large number of authors (Kotler, Gertner, 2015; Baker, 2019; Anholt, 2007, 2009, 2010; etc.) which deals with the study of destination marketing, observes the destination from a macro perspective (state level). Different approaches and methodologies have been proposed for measuring destination brands, with no consensus on which approach or methodology is considered best, nor is any of them considered the standard whose application is recommended. The dangers of using one unreliable ranking method are manifold: it provides a false sense of reliability and offers wrong directions for some better approaches, and if those assessments are to help make the place better or there is true moral intent, then feedback is valuable. The problem of real ranking arises in circumstances where respondents in some countries constantly underestimate their performance, while in some other countries they overestimate it

(Hildret, 2015). As a result, the estimates from the survey deviate significantly from the data of the secondary type, obtained from international comparative databases (Dašić, et al., 2020). Lonely Planet, the world's most popular tourist portal, identified Macedonia as a new tourist star in the year of bloody police clashes with terrorists in Kumanovo (2015). The question rightly arises as to whether tourists, taking into account the above, are really interested in visiting this destination (Dašić, 2017; 2020b).

There is much less literature that deals with marketing destinations at the micro level - municipal or city level (Florida, R., 2005, 2012; Baker, 2019), despite the fact that no decision on choosing a destination can be kept at the macro level (state level), after which it making a decision on the choice of destination at the micro level (municipal or city level) is implied. The organization and development of tourism in rural areas are considered a novelty that provides the tourist area with new opportunities for development. There are expectations that holistic branding of destinations, with a special emphasis on rural tourism, contributes to the prosperity of the rural area, increasing the number of employees and encouraging the value of both cultural and natural heritage. For example, the research (Dašić, 2013; 2016) revealed that the perception of Wales is very different between those who spent their vacation there and those who did not visit this place. Those who visited the place based their perception on experience, and those who did not, based on media stories of minor terrorist attacks, turbulence in industry, especially in mining, which is associated with heavy industry. In this regard, it was decided that in the first phase of branding Wales, the essential elements will be hospitality (*Human Place*) and real people (*Real People*). In addition to tourism, another important external marketing activity of Wales was aimed at presenting Wales as a location desirable for foreign direct investment.

Holistic marketing management of destinations

Certain cultural events and the expression of cultural needs, in the form of entertainment, also provide significant opportunities for branding a particular destination. Sports events, music or film

festivals, celebrations or traditional festivals (Rio Carnival), celebrations or traditional festivities, can serve as a generator of tourism business and recognizability of a destination. As a precondition for the successful development of cultural tourism, full cooperation between non-profit and profitable departments is imposed, i.e., understanding the necessity of a partnership. There must be clear responsibilities between these two departments, and some of them are: planning the carrying capacity of registered cultural heritage, period and types of visits, designing new attractive programs, modernizing existing ones, etc. (Dašić, Savić, 2020)

No matter how big, strong, or productive a nation is, it must always strive for its position on the global stage. The "competition" between several locations to win over travelers', consumers', investors', and manufacturers' trust is primarily to blame for the stagnation and continued downturn of the global economy. Nowadays, there are a wide variety of targeted ways to brand places, and when we talk about tourism, we can see a significant growth in targeted sorts of tourism. (Dašić, 2022).

It is relatively simple to include a place into proper marketing tactics and destination branding plans once it is known as a tourist destination as a result of the movie, which will assist develop a sustainable tourism offering. Films frequently take place at well-known historical or heritage settings, such castles, which later become more well-liked as tourist destinations. In fact, it is a given that some of these locales are growing in popularity as tourist destinations just because a movie was shot there. It is also important to note that film tourism does not take place exclusively in recognizable film locations; that is, the places where the films were made, but also in purpose-built, commercialized locations (with tickets) such as Hollywood (Dašić, Kostadinović, 2021).

Destination branding based on a positive impact on health is a relatively new strategy in which the marketing strategy is adjusted to communicate health-related values. It includes not only nutritional and health statements, but also the use of well-known and trusted brands. Spa tourism in Serbia has a long and rich tradition, where in

some parts of Serbia it dates back to the Roman period. This is best shown by the discovered traces of material culture from the time of the expansion of the Roman Empire, which confirm the culture of the Romans according to the healing waters on whose springs they built baths and accompanying facilities for healing, rest and enjoyment.

Ethno and eco-tourism can benefit the local population through many complementary service and other activities, revive tradition, enable the development of social minorities, economic benefits, harmonization, etc. Thousands of cities already have an unhealthy atmosphere that causes numerous health problems, despite the fact that this could be significantly reduced at relatively acceptable material costs. According to forecasts, by 2025, three quarters of the world's population will live in the coastal area, increasing the pressure on the ecological system of the sea and oceans, although the fish stock is so thin that the percentages of renewability and sustainability are at the very limit. According to international criteria, the territory of Serbia, together with the mountainous region of Bulgaria, is one of the six European centres and one of the 158 centres of world biodiversity. This means that Serbia, which occupies only 2.1% of the European continent, has 51% of the total fish fauna of Europe, 49% of reptile and amphibian fauna, 67% of mammal fauna and as much as 74% of bird fauna. Such a high level of biodiversity is conditioned by various climatic, geomorphological and hydrological factors, i.e., its biogeographical position and the position of the Balkan Peninsula in general (Ivanišević, 2011).

The company “Placebranding Ltd.” has created eight principles of location branding (Clifton and Simmons, 2003).

1. Purpose and potential - Branding the site creates value for the region, the state in three ways: integrating all the messages that the site already sends, unleashing the talent of local people and finding new ways to get the site even better publicity.

2. True - Many sites have an outdated image, an image based on "golden" times. One of the main tasks is to convey a real, realistic and true picture of the current state of the destination.
3. Ambitions and improvement - The site must have a realistic vision and plans for the future, while caring for other destinations, especially those in the neighbourhood.
4. Involvement and the common good - Local branding will not affect all segments of society and should be viewed from a utilitarian point of view. Significance must be given to the common good, but the interests of individuals must not be neglected.
5. Creativity and innovation - Local branding should be used to initiate and guide talented people to achieve creative innovation in various economic and social segments.
6. Complexity and simplicity - One of the most difficult tasks is the success of covering all acquisitions of the site and communicating them to potential visitors in a simple, truthful and above all motivating way.
7. Connectivity - Local branding connects people and organizations both in the country and abroad. It helps various friendships and fraternities with other localities.
8. It takes time - The primary thing is to understand that branding a site is a long and arduous job that may never end. However, once this is done well, the benefit soon outweighs the investment.

Destination image

Building a brand (of a destination) is much more than creating awareness of your name. It is a way to build a certain image and present it both inside and outside your country to all your partners, so that your consumers really get what the brand promises them. The world around us is constantly changing, technologies are emerging, developing and disappearing, where, along with globalization and increasingly fierce competition, there has been a real explosion of elections in every area. Companies, countries, nations, destinations, etc., which want to adapt to such a new situation as quickly and painlessly as possible, must pay special attention to permanent (holistic) branding of their products and services (Dašić, Jeličić, 2016). Winning brands have two very relevant and very important moments of truth. The first begins when consumers, among many other products and services, choose your product or service. The second moment, certainly more important than the first, occurs when the consumer begins to consume a particular product or service. Then, he tries it, is satisfied with it and passes on the satisfaction to others.

Tourists create their preference for alternatives based on awareness of the destination and affective associations. In developing a marketing strategy for destination branding, a holistic approach is required to create a destination brand. Construction projects, natural beauty, celebrities, sporting events, film and music festivals, and, last but not least, effective propaganda may all act as branding generators for a certain area. The instances of neglected towns, which may also help to promote a favorable image of the state and whose growth is frequently in the shadow of cities, are more frequently given than those of cities that are global metropolises.

A combination of beliefs, ideas, and perceptions about a place can be referred to as a destination's image (Čolić, et al. 2022). Several subjective and objective elements combine to produce the developed reputation and favorable image on the tourism market, which are formed over time (Radaković, Marinković, 2022).

According to Zvonimir Pavlek (2008, 153), image is a synthesis that the audience accepts as a result of brand signals, names, visual symbols, products and communication activities. Since the image is considered one of the key factors in the decision of tourists which destination to visit, its importance in the tourism industry is huge. Therefore, all tourist developed countries and those trying to become ones are very careful about improving their image. That is why one of the most important areas of destination management is researching and creating a destination image.

Conclusions

A person's opinions about a location make up their destination brand. It has a variety of distinguishing qualities that help it stand out and be remembered. These are the enduring, fundamental qualities that set it apart from other tourism destinations (areas). Observed from the aspect of tourism, the subject of branding can be many things, from targeted areas, through villages, cities, regions, countries ... A strategic approach to destination branding is essential. In recent times, the concept is increasingly expanding to a holistic view of the impact of the destination brand on various spheres, not just tourism.

It is believed that the greatest influence on the branding of individual nations, states arises precisely through successfully branded destinations. It is stated that in the era of globalization, countries are competing for the affection, respect and trust of potential consumers, investors, tourists and others. In destination branding, a favorable and powerful national brand is cited as a major competitive advantage. The whole local community must be involved in a destination's branding efforts, and the public and private sectors must come to an understanding on the destination's goal. When the destination has been successfully developed and branded, ongoing improvement must be prioritized.

Finally, the ethical challenges in destination branding, numerous and widespread, arise primarily from the endless number of groups and individuals legitimately demanding to participate in destination branding, often fiercely advocating beliefs and views on how a

destination brand should or should not be managed. The necessity of ethical behaviour is an imperative that imposes the need to apply marketing as a strategically important issue for sustainable development. Destination branding for someone is an exploitative process by which the richness of culture and history of an area is reduced to the status of consumer goods (Dašić 2016).

Reference

1. Anholt, C. (2004). *Branding: the road to the world market* / Trans. From English. Krasnaya Reka: Moscow.
2. Anholt, S. (2005). *Brand new justice: how branding places and products can help the developing world*. Butterworth Heinemann: Amsterdam.
3. Anholt, S. (2007). : The role of culture in branding places. *Place Branding and Public Diploacy* 3(4), p. 268-331.
4. Anholt, S. (2009). Should place brands be simple? *Place Branding and Public Diplomacy* 5(2), 91-96.
5. Anholt, S. (2010). Definitions of place branding: working towards a resolution. *Place Branding and Public Diplomacy*, 6(1), 1-10.
6. Allen, G. (2007). *Place branding: New tools for economic development*. *Design Management Review*, 18(2), 60-68.
7. Baker, B. (2019). *Place Branding for Smail Cities, Regions &Downtowns. The Essentials for Successful Destinations* (Kindle versions). Amazon.com
8. Baker, B. (2019). *Place Branding for Smail Cities, Regions &Downtowns. The Essentials for Successful Destinations*. Oregon. creative Leap Books.
9. Bedberi S. (2009) *Novi svet Brendova-8 principa da postignete brend liderstvo u 21. veku*, Massmedia International.
10. Braun, E. (2008). *City marketing - Towards an integrated approach*. Erasmus Research Institute of Management (ERIM)
11. Dašić, D., Jeličić, G. (2016) *Marketing of personality and/or*

- sportsmen personal branding. *Sports, media and business*, 2(2), 51–57. Retrieved from <http://www.smb.edu.rs/index.php/smb/article/view/90>
12. Dašić D., Živković D., Vujić, T. (2020) Rural tourism in development function of rural areas in Serbia. *Economics of Agriculture*, Year 67, No. 3, 719-733
 13. Дашић Д., (2013) Брендирање држава и нација *Култура*, бр 139, 396-415, DOI 10.5937/kultura1339396D
 14. Дашић Д. (2017) Методологија рангирања туристичких дестинација. У: Зборник радова, „Наука и стварност“, (Мишо Кулић, ур.) Филозофски факултет Пале, Универзитета Источно Сарајево, стр 485-498. [10.7251/ZRNS1702485D](https://doi.org/10.7251/ZRNS1702485D)
 15. Dašić D. (2022) Unwanted cultural heritage of the republics of the former Yugoslavia, In: Kabila Hmood (ed), *Conservation of Urban and Architectural Heritage - Past, Present, Future*. WIT Transactions on The Built Environment- IntechOpen, London. Online First <https://www.intechopen.com/online-first/85286>
 16. Дашић Д. (2016) Брендирање места и/или дестинација, *Култура*, бр. 152, 377-393, doi: [10.5937/kultura1652377D](https://doi.org/10.5937/kultura1652377D)
 17. Дашић Д., Савић, М. (2020) Утицај културно-историјске баштине на атрактивност дестинације. *Баштина*. бр 52, стр. 247-260, DOI: [10.5937/bastina30-27671](https://doi.org/10.5937/bastina30-27671)
 18. Dašić D. (2020b) „ Ranking methodology in global branding function. In : Lutovac, M. (editor): *Proceedings of the 5th International Conference "Economy, Law and the State Administration" (ELaSA-2020)*; Tivat, Montenegro; 01-04 July 2020. Belgrade (Serbia): Balkan Scientific Center of the Russian Academy of Natural Sciences (BNC-RAEN), 2020. 34-40.
 19. Dašić D., Kostadinović, G. (2022) Film Industry in the Function of Destination Branding. In: Vuk Bevanda, Snežana Štetić (eds) 6th International Thematic Monograph *Modern Management Tools and Economy of Tourism Sector in Present Era*. UDEKOM, 441-456. <https://doi.org/10.31410/tmt.2021.441>
 20. Florida, R. (2012). *The Rise of the Creative Class, Revisited*. New York: Basic Books
 21. Florida, R. (2005). *Cities and the creative class*. Routledge.

22. Hildret, Dž. (2015). *Izazov merenja*. U Morgan, N., Pritchard, A. i Prajd, R. (ur.), *Destinacija kao brend*. Beograd: Clio.
23. Hanna, S., & Rowley, J. (2008). *An analysis of terminology use in place branding*. *Place Branding and Public Diplomacy*, 61-75.
24. Pavlek, Z. (2008) *BRANDING- kako izgraditi najboju marku*, M. E. P. Consult, Zagreb.
25. Prnjat, A. (2019) „Xenophobia and Identitarian Nationalism”. In: V. Milisavljević & N. Mićunović (eds.), *Xenophobia, Identity and New Forms of Nationalism*, Belgrade: Institute of Social Sciences.
26. Vietor, H.K., Richard: *Kako se zemlje takmiče*, Harvard business school press, Mate, Zagreb, 2010.
27. Rainisto, S. K. (2003). *Success Factors of Place Marketing: A Study of Place Marketing Practices in Northern Europe and the United States* - Doctoral Dissertation. Helsinki University of Technology, Institute of Strategy and International Business. Preuzeto 5.5.2022. sa: <http://lib.tkk.fi/Diss/2003/isbn9512266849/isbn9512266849.pdf>
28. Radaković, M., & Marinković, G. (2023) The influence of globalization and commercialization in sport. *Sports, media and business*, 7(1), 49–57. Retrieved from <http://www.smb.edu.rs/index.php/smb/article/view/9>
29. Иванишевић С.,(2011) Одржив туризам и основни проблеми његовог развоја у Србији, у: *Зборник радова, „Културно-туристички потенцијали одрживог развоја сопотског краја“*, центар за културу Сопот, стр. 32-38.
30. Clifton, R. and Simmons, J. (ed.)(2003): *Brands and Branding*, The Economist, London.
31. Čolić, M., Gavrilović, A., & Selenić, U. (2022). Sports tourism at tara national park. *Sports, media and business*, 8(1), 45–66. <https://doi.org/10.58984/smb2201045c>

Internet izvori:

<http://www.interbranb.com>

<http://www.superbrands.com.au>

<http://www.economist.com>

**ZNAČAJ HOLISTIČKOG MARKETING MENADŽMENTA U
RAZVOJU GRADOVA I OPŠTINA**

Lokalitet ili mesto može biti isto što i brendirani proizvod, usluga, osoba, kompanija, događaj. Vrlo mali broj opština i gradova se percipira kao brend u određenom kontekstu. Predmet ovog rada je razumevanje teorijskih osnova koncepta marketinga destinacije. Cilj je ukazati na važnost koncepta holističkog marketinga u razvoju destinacija, jer imidž se smatara jednim od ključnih faktora u odluci turiste koju od destinacija da poseti, njegov značaj u turističkoj industriji je ogroman. Samim tim, sve turistički razvijene zemlje i one koje to nastoje da postanu jako vode računa o poboljšavanju imidža.

Ključne reči. Marketing, menadžment, imidž, destinacije, diferenciranje

Kako citirati ovaj članak/how to cite this article:

Jeličić, G., Vlajković, M. (2023) The importance of holistic marketing management in the development of cities and municipalities. *Horizonti menadžmenta*. III (1), 12-23.