



## AN ORGANIZATION STRUCTURE SUGGESTION OF NATIONAL DESTINATION MANAGEMENT ORGANIZATIONS FOR TURKEY

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### ABSTRACT

Coordination of tourism activities with a large number of stakeholders is very important. The lack of cooperation and communication between stakeholders in tourism destinations in Turkey is causing problems. Therefore, destination management organizations are needed. Even though the theoretical field studies in the field of destination management organizations have begun, it has not been implemented yet. In this study, it is aimed to determine what kind of organization structure the National Destination Management Organization should have for Turkey. The opinions were gathered together from 39 experts in the field among public and private sector organizations operating in the tourism sector in Turkey, academicians conducting research in the field of tourism, and tourists from the tourism sector. The importance ratios of the alternatives according to the criteria were determined by taking into account the Mintzberg's Five Organizational Structure Design Parameters metrics. The importance ratios of the criteria were also determined by taking the expert opinion. Using the Analytical Hierarchy Process (AHS) method, a selection was made from five basic organizational types that Mintzberg identified. It has been determined that the most appropriate structure of National Destination Management Organization for Turkey should be Professional Bureaucracy type.

**Keywords:** Destination Management Organization (DMO), Mintzberg Organization Structure, Analytical Hierarchy Process (AHP).

**Jel Codes:** M310, Z330, M190.

## TÜRKİYE İÇİN ULUSAL DESTİNASYON YÖNETİM ÖRGÜTÜ ORGANİZASYON YAPISI ÖNERİSİ

### ÖZET

Çok sayıda paydaşa sahip olan destinasyonların, turizm faaliyetlerinin koordine edilmesi oldukça önemlidir. Türkiye’de, turizm destinasyonlarındaki paydaşlar arasında var olan işbirliği ve iletişim eksikliği, sorunlara neden olduğundan destinasyon yönetim örgütlerine gerek duyulmaktadır. Destinasyon yönetim örgütleri konusunda, Türkiye’de teorik alanda çalışmalar yapılmaya başlansa da pratikte henüz uygulamaya geçilmemiştir. Bu çalışmada, Türkiye için Ulusal Destinasyon Yönetim Örgütü’nün nasıl bir organizasyon yapısına sahip olması gerektiğinin tespiti amaçlanmaktadır. Türkiye’de turizm sektöründe faaliyet gösteren kamu ve özel sektör kuruluşları ile turizm alanında araştırma yapan akademisyenler ve turizm sektöründen hizmet alan ziyaretçiler arasından alanında uzman 39 kişinin görüşleri bir araya getirilmiştir. Alternatiflerin, kriterlere göre önem dereceleri Mintzberg’in Beş Organizasyon Yapısının Tasarım Parametrelerinin Ölçüleri dikkate alınarak, kriterlerin önem dereceleri ise uzman görüşü alınarak belirlenmiştir. Analitik Hiyerarşi Süreci (AHS) yönetimi kullanılarak Mintzberg’in belirlemiş olduğu 5 temel organizasyon türü arasından seçim yapılmıştır. Türkiye için en uygun Ulusal Destinasyon Yönetim Örgütü organizasyon yapısının Profesyonel Bürokrasi türünde olması gerektiği tespit edilmiştir.

**Anahtar Kelimeler:** Destinasyon Yönetim Örgütü (DYÖ), Mintzberg’in Organizasyon Yapıları, Analitik Hiyerarşi Süreci (AHS).

**Jel Kodları:** M310, Z330, M190.

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## 1. INTRODUCTION

Tourism is one of the most important income sources of the countries. For this reason, countries are trying various ways to increase tourism revenues. Tourism is a fragile industry. Tourism is an industry that depends on one another (Gretzel et al., 2006, p.116). A tourist destination is defined as a special geographical area that attracts tourists (Elbe et al., 2009, p. 284).

Destinations are places that attract visitors for temporary accommodation such as countries, states, provinces, cities, villages and areas established for leisure purposes (Pike, 2004, p.11). Destinations are a mix of tourist products that offer an integrated experience to customers (Buhalis, 2000, p. 97, Murphy et al., 2000, p. 44). Destination-based tourism marketing is becoming more important as many tourism activities take place in destinations (Pike, 2008, p. 3). In order to attract more visitors to destinations, all the variables that might be attractive to those visitors need to be created and implemented in a planned manner.

Organizations that will create and implement these plans are called Destination Management / Marketing Organization (DMO) (Pike and Page, 2014). One of the important steps in the marketing of destinations is the establishment of the DMO. It has not established a DMO in Turkey to obtain maximum tourism revenue yet, which works effectively by using all resources efficiently.

In the first part of this work, Destination Management Organizations will be explained. In the second part, five types of organizations Henry Mintzberg classifies will be examined. In the third part, Analytic Hierarchy Process (AHP) method will be explained from multi-criteria decision making methods. In the last part, the design parameters determined by Minzberg for the organizations are compared according to their importance, and the most suitable organizational structure has been decided as the result of the AHP method.

## 2. DESTINATION MANAGEMENT ORGANIZATIONS

Destinations have become much more competitive on the world market (Shirazi and Som, 2011, p.77). The strategic management of tourist destinations has become more important than ever (Sainaghi, 2006, p. 1053). Cooperation among the various stakeholders in the tourism system is becoming increasingly important (Blumberg, 2005, p. 47). Many tourist destinations have been fragmented to include a mix of different types of stakeholders (Wang and Fesenmaier, 2006, p. 863). Public-private partnership is important for meeting the needs of all stakeholders in a destination. Establishing a business alliance and a strategic plan among stakeholders is a key factor for success in destination marketing (Baker and Cameron, 2008, p. 83).

Destination Marketing Organizations, sometimes, can be established entirely with the public sector partnership but in some cases they can be established in public-private partnership. However, in some cases they can be fully established by only private sector initiatives (Blumberg, 2005, p. 47).

It is understood that the creation of a DMO, coordinating tourism activities from one hand and being the planner and manager of all these activities, is seen as the first step towards moving to a destination-based promotion and marketing strategy (Yavuz and Karabag, 2009, p. 117).

While the meaning of the DMO abbreviation was previously "Destination Marketing Organization", today it is mostly used as "Destination Management Organization" (Gretzel et al., 2006, p.119).

The Destination Management Organization is also responsible for the marketing of a destination that has its own identity (Pike, 2008, p. 31). Marketing is the basic function and task of destination management organizations (Harrill, 2005, p. 29).

DMOs who take on full responsibility for promoting tourism and attracting visitors to the destinations within their own domains usually play a central role in marketing of a destination (Elbe et al., 2009, p. 283).

The tourism sector, which has a very high development potential in Turkey, needs to be revitalized with a new promotion and marketing organization supported by modern and accepted applications in the world (Yavuz and Karabag, 2009, p. 120).

Destination management organizations are generally classified at three different levels at the country level (Pike, 2008, pp. 31-32):

1. National Tourism Authorities: The organization is responsible for the marketing of a country or a province.
2. Regional Tourism Organizations: The organization is responsible for the marketing of a tourist zone.

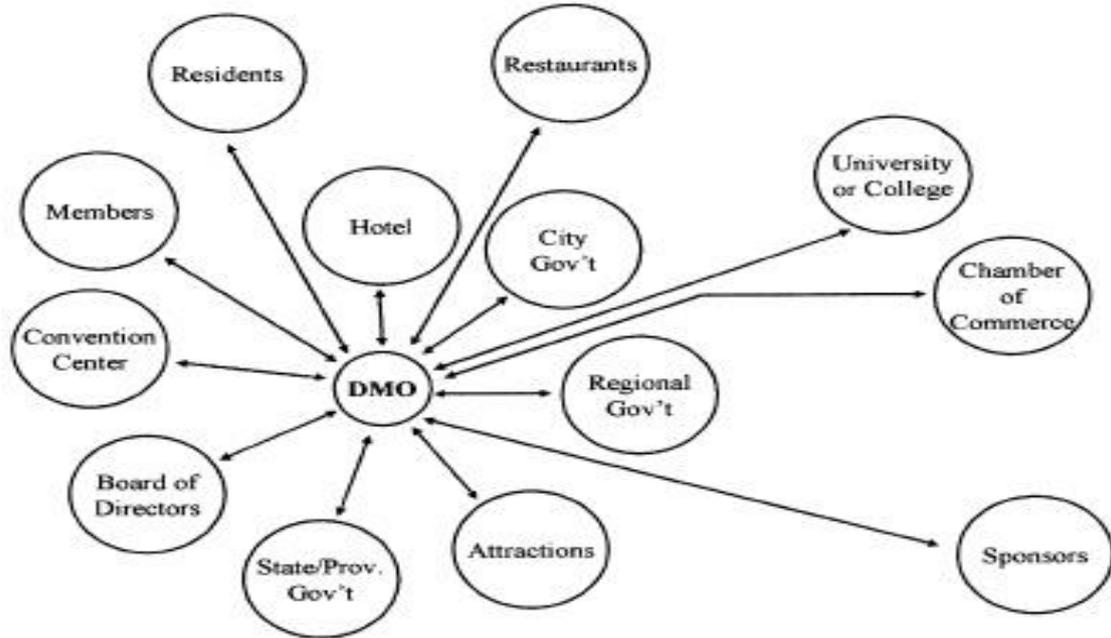
3. Local Destination Management Organizations: It is an independent regional tourism organization that is close to all of the local tourism areas.

A great deal of understanding, research and cooperation is required to create and sustain tourism initiative effort for competitive tourist destinations (Magas, 2010, p. 1046). Destination management organizations need the cooperation of a large number of organizations and the common aims of various interest groups (Magas, 2010, p. 1047).

The duties of DMOs, one of the forerunners in the field of destination marketing, are described as follows (Gartrell, 1994, pp. 230-232):

- *Coordination*: Coordinating many elements (including local, political, civil, business circles, and tourism sector representatives) that constitute the tourism industry in order to provide a single voice in tourism.
- *Protection*: To lead both the tourism in local communities and to protect the interests of the tourism.
- *Product Development*: Helping to develop an attractive mix of turistic possibilities, events and programs.
- *Providing Information*: Helping visitors to provide services such as pre-visit information and additional information on arrival.
- *Stakeholders*: Providing assistance to external organizations, such as meeting planners, tour operators and travel agencies, which carry visitors to the destination.

Also, they have a number of roles in strategy development, economics, marketing, lobbying, research and hosting (Pike, 2008, p. 98).



**Figure 1.** Destination Management Organization Stakeholders

**Source:** Sheehan and Ritchie, 2005, p. 728.

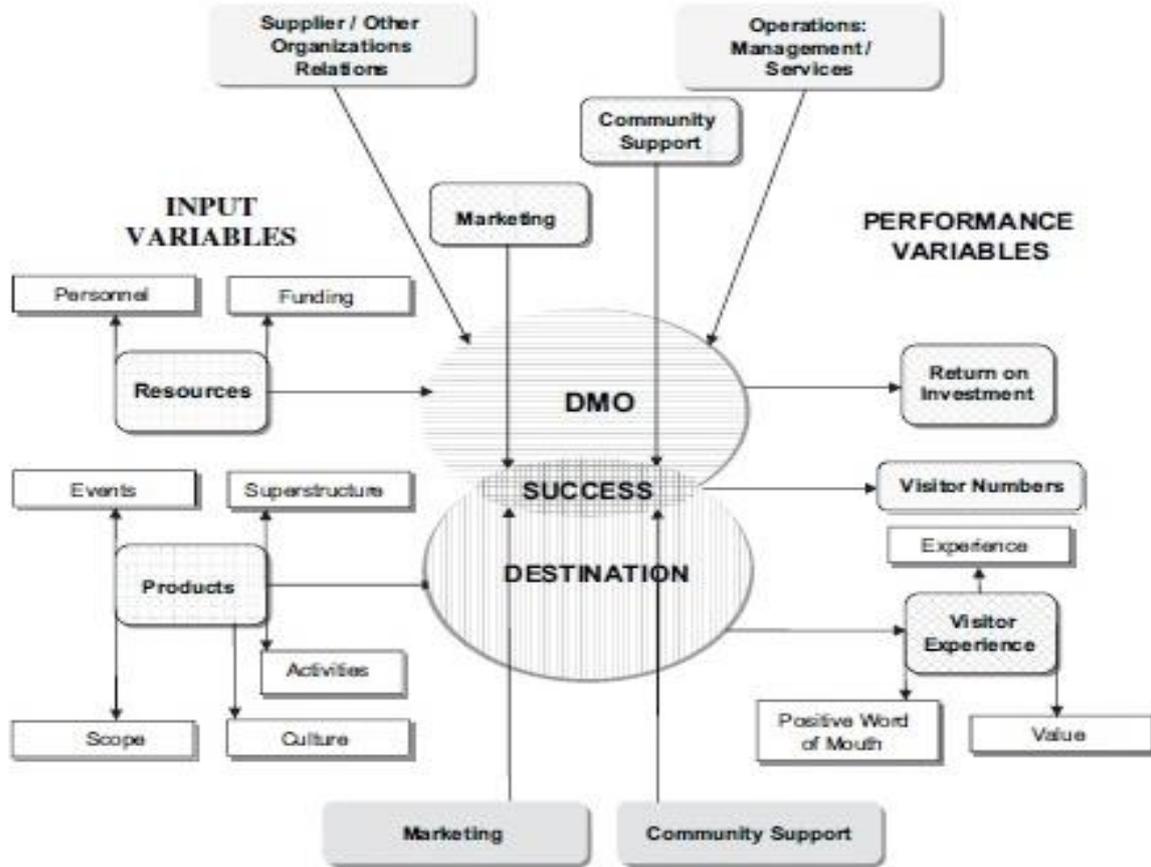


Figure 2. Comparison of Destination and DMO's Success Factors

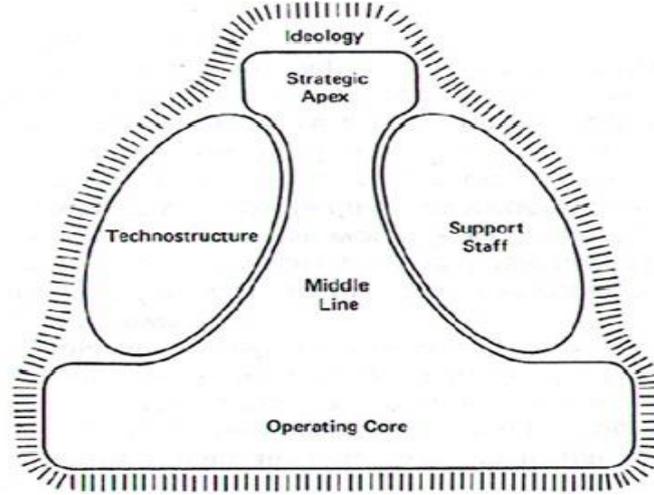
Source: Bornhorst et al., 2010, p. 585.

### 3. MINTZBERG'S ORGANIZATIONAL STRUCTURES

The structure of an organization, can simply be defined as the sum of the ways that divide the workforce into different tasks and then provide coordination between them (Mintzberg, 1979, p.2).

Mintzberg stated that the organization structures are composed of five basic parts (Strategic Point, Midline, Operational Area, Staff Unit, Techno-structure) (Mintzberg, 1980, p. 322). He added "ideology" to these basic parts in his later works (Mintzberg et al., 1995, p. 146).

*Strategic point* is responsible to ensure that the organization does its tasks effectively and it is also responsible for meeting the needs of people (such as corporate owners, government agencies, employee associations, pressure groups) who are controlled and who have power over the organization (Mintzberg, 1979, p.25). *The median line* is the channel that provides the link between the strategic point and the operational area (Mintzberg, 1979, p.26). *The operational area* includes employees in basic jobs directly involved in the production of goods and services (Mintzberg, 1979, p. 24). *The staff unit* (support staff) is the part that provides external support to the organization for operational workflow and is composed entirely of experts (Mintzberg, 1979, p.31). There are analysts in the *techno-structure* who serve the organization by influencing the work of other staff. These analysts are not involved in the operational workflow. They design, schedule, change workflows, or train those who will do the work, but they do not do it themselves (Mintzberg, 1979, p.29).



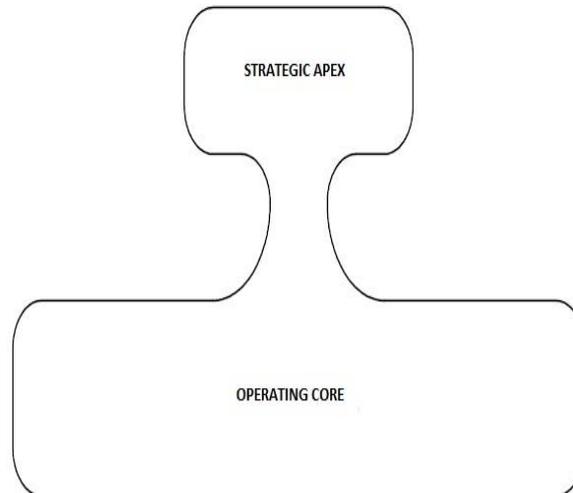
**Figure 3.** Five Basic Parts of the Organization

Source: Mintzberg et al., 1995, p.146.

Mintzberg defines five organization types in terms of organizational structure. These organizational types are; The Simple Structure, The Machine Bureaucracy, The Professional Bureaucracy, The Divisionalized Form and The Adhocracy (Mintzberg, 1980, p. 322).

### 3.1. The Simple Structure

This structure has a few or no techno-structure, a few support staff, a loose work section, minimal differentiation between departments, and a small midline. Behaviors have little formalism. The use of planning, training or connectivity tools is minimal. This structure is organic. Coordination is generally provided by direct supervision. The power to make all important decisions has been centralized on the general manager. For this reason, the strategic point emerges as a fundamental part of this work; in fact, this structure is often a little bigger than a single-person strategic point or an organic operational area. Grouping in departments is at the functional basis. In this structure, information flow and decision making are informal. This is a simple and entrepreneurial structure (Mintzberg, 1980, pp. 311-332).



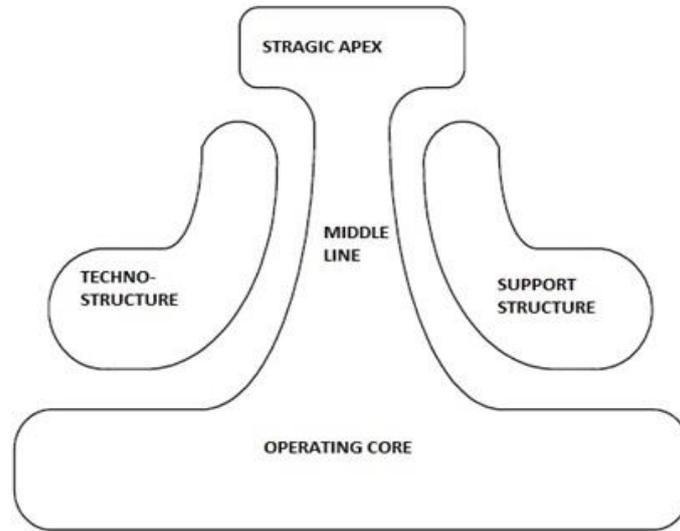
**Figure 4.** The Simple Structure

Source: Mintzberg et al., 1995, p.155.

### 3.2. The Machine Bureaucracy

This structure is based on a combination of high-level specialization, routine operational work, fairly formal procedures and large-scale parts of the operational area, confidence in the functional basis of grouping tasks throughout the structure, minimal use of connectivity tools and training, relatively centralization of the activity planning system and decision making force, and also there is a sharp distinction between personnel and detailed management structure. In this structure, in general, the environment must be simple and stable (Mintzberg, 1980, p. 332).

The most important part of this organization is techno-structure (Mintzberg, 1979, p. 314). Since the mechanical bureaucracy depends on the standardization of operational work processes for coordination, techno-structure in which the standardizing analysts are located emerges as an important part of this organizational structure (Mintzberg, 1979, p. 316).

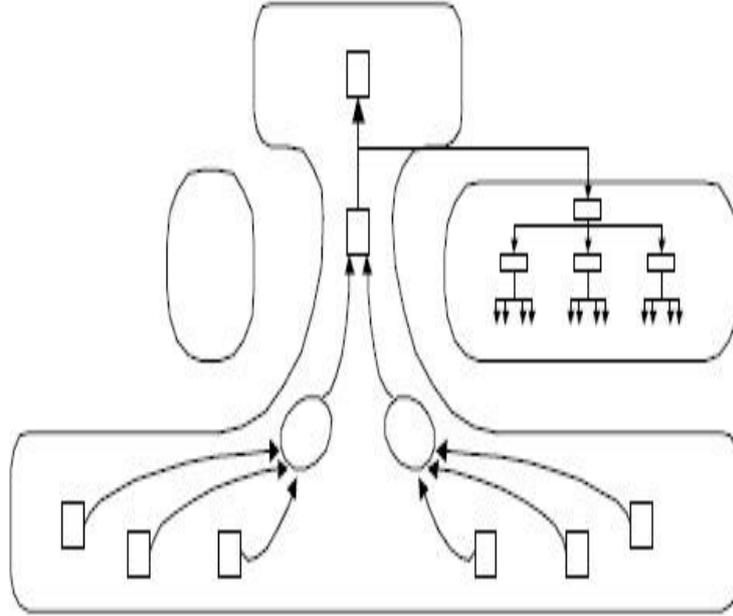


**Figure 5.** The Machine Bureaucracy

Source: Mintzberg et al., 1995, p.155.

### 3.3. The Professional Bureaucracy

In this organization, highly educated specialists are recruited into operational areas, and then they are given serious autonomy in their work (Mintzberg, 1979, p. 349). For example, schools, social service organizations, accounting firms, and manufacturers (Mintzberg, 1980, p. 333). A large part of the formal and informal workforce in the professional bureaucracy is in the operational field. Because of the complexities of the experts' businesses can not be easily formulated, the techno-structure is much smaller in this organization structure. In this organizational structure, the support staff is very detailed. Professional bureaucracy occurs in both complex and static environments (Mintzberg, 1980, p. 334).

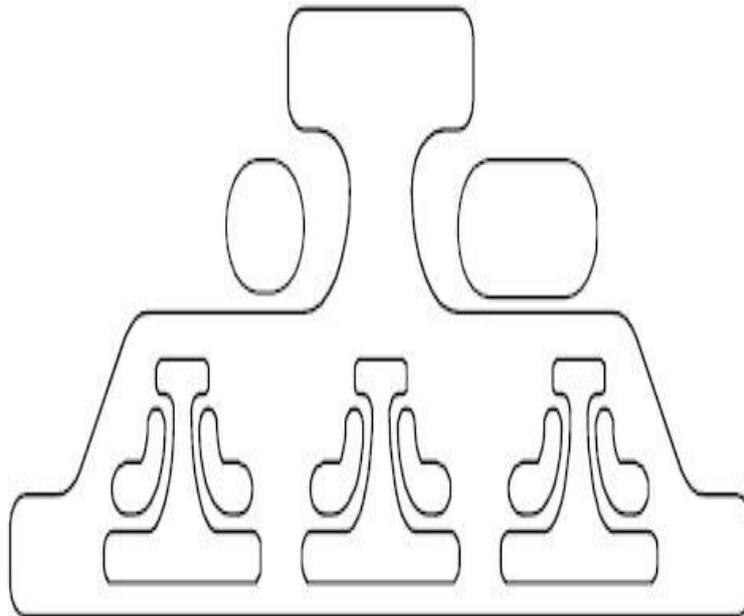


**Figure 6.** The Professional Bureaucracy

Source: Mintzberg et al., 1995, p.156.

### 3.4. The Divisionalized Form

A segmented form can be defined as a market-focused structure supervised by the central management and where a number of departments charged with serving their own markets (Mintzberg, 1980, p.335).

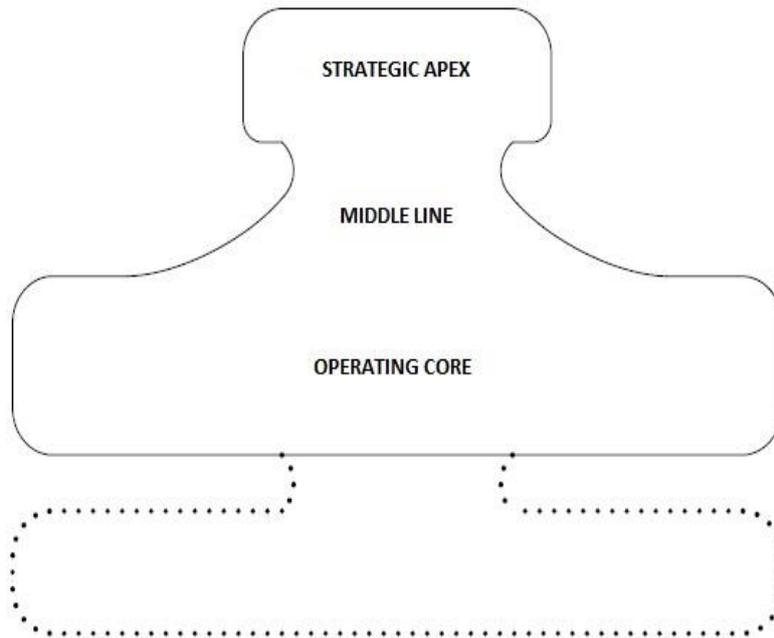


**Figure 7.** The Divisionalized Form

Source: Mintzberg et al., 1995, p.157.

**3.5. The Adhocracy**

Adhocracy is a formal education-based, comprehensive horizontal specialization that forms an organic structure in behavior with very little formalism; is a tendency to distribute to market-based small teams by creating professional groups to do their project work in functional departments for administrative purposes; is a trust in the means of connection to promote mutual harmony within and between these teams (basic coordination mechanism); and is a selective and local managed organization structure where teams include various mixes of floor managers, staff and management specialists that are being located in various places in the organization (Mintzberg,1980, p. 337).



**Figure 8.** The Adhocracy

Source: Mintzberg et al., 1995, p. 157.

**4. DESIGN PARAMETERS OF MINTZBERG'S ORGANIZATIONAL STRUCTURES**

**4.1. Specialization**

Jobs can be specialized in two dimensions. The first dimension is a horizontal specialization called “width” or “focus”, and the second one is a vertical specialization called “depth”. Horizontal specialization, a predominant type of business division, is a natural part of any organization, especially those with human activities (Mintzberg, 1993, p. 26). Horizontal specialization defines how and in what quality the works are done (Akkoyunlu, 2008, p. 63). on the hand, vertical specialization distinguishes the performance of the work from its management (Mintzberg, 1993, p. 28). They are the activities which carried out to eliminate coordination deficiencies in tasks defined by horizontal position design. The management style of the top manager plays an important role in shaping the management style of the whole organization (Akkoyunlu, 2008, p. 63).

**Table 1.** Specialization in Organization Departments

		Horizontal Specialization	
		High	Low
Vertical Specialization	High	Unqualified Jobs (Operational area and staff units)	Specific low-level administrative jobs
	Low	Professional Jobs (Operational area and staff units)	All other administrative jobs

Source: Mintzberg, 1993, p. 33.



#### **4.2. Training and Orientation**

Training refers to the process in which job-related skills and knowledge are learned. Orientation refers to the process by which organizational rules are acquired (Mintzberg, 1993, p.39). When knowledge and business skills are highly aligned, organizational factors and jobs become as simple as they can easily be learned by unskilled people. Then, in order to achieve coordination, behaviors need to be regulated. If a job requires complex and incompatible knowledge and skills, the employee will have to spend a lot of time to gain those knowledge and skills (Mintzberg, 1993, p. 39). Orientation, as a part of professional training (Mintzberg, 1993, p. 41), is the transfer of cultural values of the institution to employees; is learning of important and insignificant works by employees; is the provision of adoption of the cultural values of the organization with a rewarding system (Çırpan and Koyuncu, 1998, p. 224).

Structural Relations (Formality Degree of Behaviors): Organizations organize behaviors for such reasons as: to reduce the variability in behavior, to predict and control the results, to coordinate activities, to produce effectively, to ensure consistency, to provide justice in terms of customers (Mintzberg, 1993, p. 34). Behaviors divided into two parts which are organic and bureaucratic. (Mintzberg, 1993, p. 35). In an organization, the more the standards of each task become specific, the more the structure means bureaucratic. On the other hand, there may be mentioned the presence of organic structure in directly managed organizations which are in constant change and regulation or in which the task definitions are more flexible (Akkoyunlu, 2008, p. 66).

#### **4.3. Grouping (Partitioning)**

Grouping is the establishment of duties by sorting and grouping activities related to the organization and the collection of these tasks in separate units. It is also determination and then showing of authority relationships between these units (Mintzberg, 1979, p. 106). Grouping is a basic tool for coordinating activities in the organization. In addition, grouping has at least four major influences (Mintzberg, 1993, pp. 46-47):

- 1) Grouping establishes a common control system between positions and departments,
- 2) Grouping requires sharing of common resources between positions and departments,
- 3) Grouping creates a joint performance measurement,
- 4) Grouping encourages collaboration.

#### **4.4. Size of the Sections**

The size of the chapters is related to questions such as how large the chapters must be, how the working groups should be, how many positions should be found in the first phase of grouping, and how many sections should be found in the senior sections. Two important ways can be seen from these questions (Mintzberg, 1993, p. 65):

- 1) How many people will report to each manager? That means, what is the manager's control area?
- 2) How should the upper structure be organized? Is it a "long" structure consisting of small sections with a restricted control area, or a "large structure" with big sections and a large control area?

When direct control is taken into consideration, the size of the sections also increases when coordination standardization increases. When standardization and direct control are considered, as the confidence in the collaboration increases (due to interdependence between complex tasks), the size of the parts is also getting smaller (Mintzberg, 1993, pp. 66, 68).

#### **4.5. Planning and Control**

The intent of a plan is to determine the expected output of the future. The purpose of the control is to determine whether the acquired achievement meets the standards. For this reason, planning and control move together like horse and cart in the proverb. Without a prior plan, there can not be a control, and without a post-control, the plans are ineffective. Planning and control, together directly affect the outputs and indirectly affect the behaviors (Mintzberg, 1993, p. 73).



4.6. Connection Tools

None of the planning and control systems, with the position and the superstructure design, alone or together, can not provide coordination in the organization. The presence of a link in the formal structure among each section is a complementary element to ensure coordination (Akkoyunlu, 2008, p. 71). Once the individual positions have been designed, the superstructure has been built, and the planning and control system has been established, the important links must be maintained. The organization should then return to mutual accordance for coordination (Mintzberg, 1993, pp. 81-82).

4.7. Decentrally Management

If all the decision-making power is based on a single point (ultimately in the hands of one person) in the organization, this structure is called centrally managed structure. If this decision-making power is scattered among many different people, then this structure is called decentrally managed structure (Mintzberg, 1993, p. 95).

Table 2. Measurements of Design Parameters of Mintzberg's Five Organization Structure

	The Simple Structure	The Machine Bureaucracy	The Professional Bureaucracy	The Divisionalized Form	The Adhocracy
The Most Important Coordination Mechanism	Direct control	Standardization of works	Standardization of skills	Standardization of outputs	Mutual harmonization
The Most Important Part of the Organization	Strategic Point	Techno-structure	Operational Area	Midline	Staff Unit (Support staff)
<b>Design Parameters</b>					
Specialization	Specialization at very low level	Intensive levels horizontal and vertical specialization	Intensive levels horizontal specialization	Low levels horizontal and vertical specialization	Intensive levels horizontal specialization
Training and Guidance	Training and orientation at very low levels	Training and orientation at very low levels	Intensive levels education and orientation	Training and orientation at low levels	Intensive levels education
Structural relations (the degree of formalism in behavior-bureaucratic / natural)	Very low formal structure, natural relations	Intensive formality, bureaucratic relations	Very low formality bureaucratic relations	Intensive formality, bureaucratic relations	Very low formality, natural relations
Grouping (Partitioning)	Generally functional	Generally functional	Functional and market oriented	Market oriented	Functional and market oriented
Size of sections	Large	Wide at the base, narrow in other places	Wide at the base, narrow in other places	Wide at the top	Wide in everywhere
Planning and Control	Planning and control at very low levels	Activity planning	Planning and control at very few levels	Intensive control of performance	Limited activity planning
Connection Tools	Very low connection tools	Very low connection tools	Connection tools in management	Very low connection tools	Intensive connection tools in everywhere
Decentrally Management	Centralization	Limited, horizontal decentralization	Horizontal and vertical decentralization	Limited, vertical decentralization	Selective decentralization

Source: Mintzberg, 1979, p. 466.

## 5. METHODOLOGY

In this study, it is aimed to determine the organization structure of National Destination Management Organization which should be established in Turkey. Suggested organizational structures were selected by taking the expert opinion from Mintzberg's five basic organizational structures which are frequently used in the literature. When this preference is made, the AHP method is used to weight and sort the criteria and alternatives. The significance ratings of the alternatives were determined by taking into account the Mintzberg's Five Organizational Structure Design Parameters metrics (Table 2). The significance of the criteria was determined by expert opinion. The geometric mean of 39 expert opinions was taken and judicial unification was made (Önder and Önder, 2015, p.36).

AHP was first introduced by Myers and Alpert in 1968 (Özden, 2008, p.300) and developed by Thomas L. Saaty in the 1970s as one of the most critical decision-making techniques used in the analysis of complex decision problems (Yılmaz, 1999, p.98).

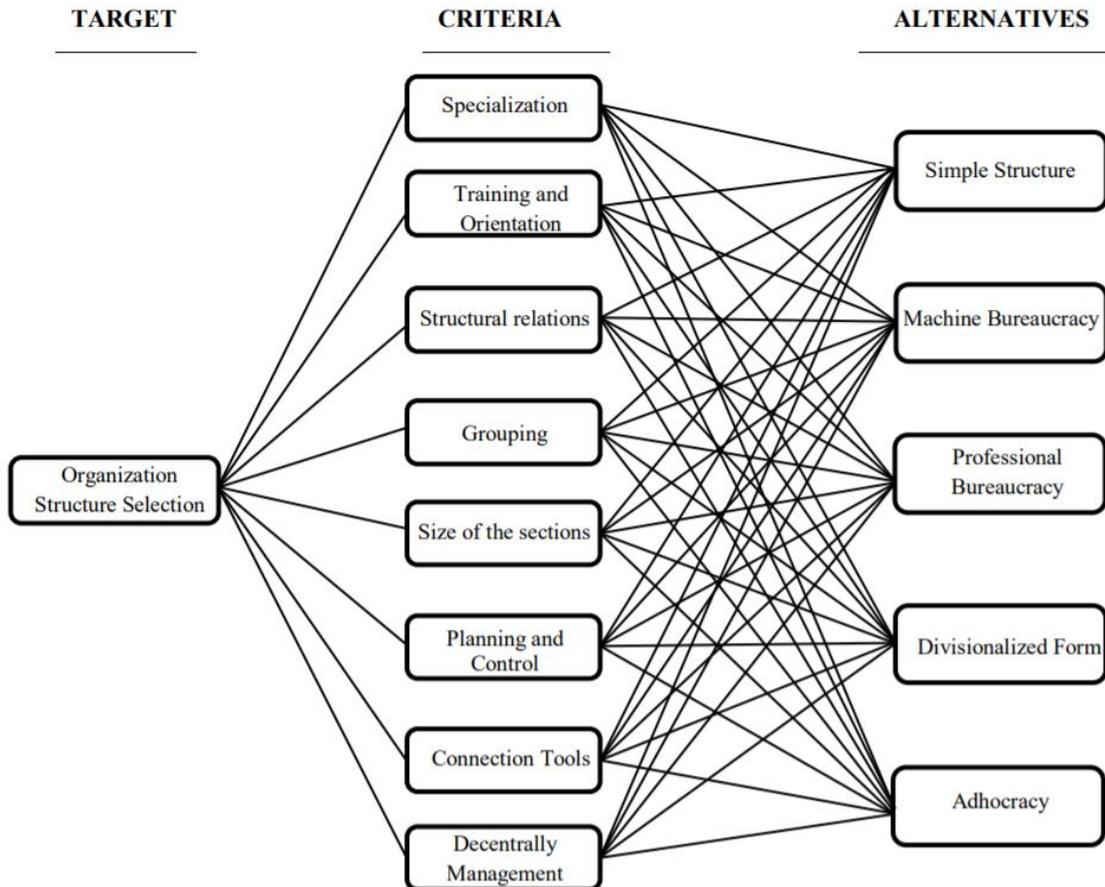
The stages of the AHP are as follows respectively:

1. *Identification of Problem:* It is aimed to determine the organizational structure of the DMO which is important to increase the turistic attractiveness of the destinations. In the preference of organization structure, Mintzberg's organizational classification is considered.

2. *Identification of Criteria:* Mintzberg designed the organizations according to 8 basic criteria. These criteria are: Specialization, Training and Orientation, Structural Relations, Grouping, Dimensions of Departments, Planning and Control, Connection Tools and Decentrally Management.

3. *Determination of Alternatives:* Mintzberg identified 5 basic organizational structures based on the different weights of the 8 criteria mentioned above. These are the Simple Structure, The Machine Bureaucracy, The Professional Bureaucracy, The Divisionalized Form and The Adhocracy.

4. *Creating a Hierarchical Structure:* According to criteria and organizational structures that Mintzber has identified, the hierarchical structure of the AHP is as follows.





5. *Determination of Relative Importance Scale:* The following scale is used to determine the significance levels of the criterions among themselves and to determine the significance levels of the alternatives in terms of criteria.

Significance level	Definition	Explanation
1	Equal importance	Two options are equally important.
3	One is moderately more important than the other.	One option is slightly more important than the other.
5	The strong level of importance	One option is quite important than the other.
7	Importance at a very strong level	One option is very important.
9	Excessive levels of importance	One option is absolute superior to others.
2,4,6,8	Average (medium) values	It is the value between two consecutive judgments.

6. *Determination of Decision-makers' Preferences:* The importance of the criteria was determined by taking the expert opinion. A total of 150 specialists were reached via electronic mail. 50 experts shared their views. The opinions of 8 experts were not included in the survey for various reasons (Consistency ratios greater than 0.1, such as not responding to all questions, and etc.) While 7,14% of the responding experts (3 experts) gave the answer "No need to a Destination Management Organization", 92,86% of the responding experts (39 experts) answered as "There is a need for National Destination Management Organization in Turkey".

Relationship of The Experts with Tourism Sector	Invalid Answers	Valid Answers	Is There A Need For DMO?			
			Yes, There's	%	No, There's Not	%
Public	2	10	10	23,81%	0	0,00%
Private Sector	2	10	10	23,81%	0	0,00%
Academician	1	15	12	28,57%	3	7,14%
Visitor (Tourist)	3	7	7	16,67%	0	0,00%
Total	8	42	39	92,86%	3	7,14%

7. *Making Binary Comparisons of Criteria:*

Criteria	Specialization	Training and Orientation	Structural relations	Grouping	Size of the sections	Planning and Control	Connection Tools	Decentrally Management
Specialization	1,0000	0,6915	1,1280	0,8090	1,2891	0,4342	0,7619	0,7346
Training and Orientation	1,4462	1,0000	1,6919	1,8200	1,7012	0,8391	1,1984	1,1853
Structural relations	0,8865	0,5910	1,0000	0,8046	1,0429	0,4898	0,7946	0,7805
Grouping	1,2361	0,5495	1,2429	1,0000	0,8914	0,3578	0,6915	0,7006
Size of the sections	0,7757	0,5878	0,9589	1,1218	1,0000	0,5875	0,6093	0,7306
Planning and Control	2,3031	1,1918	2,0417	2,7946	1,7022	1,0000	1,4724	1,3053
Connection Tools	1,3125	0,8345	1,2585	1,4462	1,6412	0,6792	1,0000	0,8702
Decentrally Management	1,3612	0,8437	1,2813	1,4274	1,3687	0,7661	1,1491	1,0000
Total	10,3213	6,2897	10,6032	11,2235	10,6368	5,1536	7,6772	7,3070



8. Calculation of Percent Weights and Consistency Analysis of Criteria:

Criteria	Specialization	Training and Orientation	Structural relations	Grouping	Size of the sections	Planning and Control	Connection Tools	Decentrally Management	Percent Weights of Criteria (w1)	d	e
Specialization	0,0969	0,1099	0,1064	0,0721	0,1212	0,0843	0,0992	0,1005	<b>0,0988</b>	0,7939	8,0341
Training and Orientation	0,1401	0,1590	0,1596	0,1622	0,1599	0,1628	0,1561	0,1622	<b>0,1577</b>	1,2705	8,0547
Structural relations	0,0859	0,0940	0,0943	0,0717	0,0980	0,0950	0,1035	0,1068	<b>0,0937</b>	0,7529	8,0385
Grouping	0,1198	0,0874	0,1172	0,0891	0,0838	0,0694	0,0901	0,0959	<b>0,0941</b>	0,7576	8,0529
Size of the sections	0,0752	0,0935	0,0904	0,1000	0,0940	0,1140	0,0794	0,1000	<b>0,0933</b>	0,7518	8,0584
Planning and Control	0,2231	0,1895	0,1926	0,2490	0,1600	0,1940	0,1918	0,1786	<b>0,1973</b>	1,5936	8,0759
Connection Tools	0,1272	0,1327	0,1187	0,1289	0,1543	0,1318	0,1303	0,1191	<b>0,1304</b>	1,0500	8,0550
Decentrally Management	0,1319	0,1341	0,1208	0,1272	0,1287	0,1487	0,1497	0,1369	<b>0,1347</b>	1,0853	8,0547
Total	1	1	1	1	1	1	1	1	1		64,4243
n=8 λ=8,0530 CI=0,0076 RI=1,41 CR=0,0054 (CR<0.1, comparisons are consistent)											

9. Comparison of Alternatives in terms of Criteria: When making comparisons, scores were found according to the information in the “Table of Measurements of Design Parameters of Mintzberg's Five Organization Structure”.

SPECIALIZATION									
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e	
Simple Structure	0,0370	0,0579	0,0261	0,0233	0,0261	<b>0,0341</b>	0,1682	4,9391	
Machine Bureaucracy	0,3333	0,5207	0,5478	0,4884	0,5478	<b>0,4876</b>	2,5308	5,1902	
Professional Bureaucracy	0,2593	0,1736	0,1826	0,2093	0,1826	<b>0,2015</b>	1,0301	5,1131	
Divisionalized Form	0,1111	0,0744	0,0609	0,0698	0,0609	<b>0,0754</b>	0,3816	5,0605	
Adhocracy	0,2593	0,1736	0,1826	0,2093	0,1826	<b>0,2015</b>	1,0301	5,1131	
Total	1	1	1	1	1	1			
n=5 λ=5,0832 CI=0,0208 RI=1,12 CR=0,0186 (CR<0,1 comparisons are consistent)									



TRAINING AND ORIENTATION								
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e
Simple Structure	0,0435	0,0435	0,0470	0,0213	0,0470	<b>0,0404</b>	0,2028	5,0151
Machine Bureaucracy	0,0435	0,0435	0,0470	0,0213	0,0470	<b>0,0404</b>	0,2028	5,0151
Professional Bureaucracy	0,3913	0,3913	0,4228	0,4468	0,4228	<b>0,4150</b>	2,1816	5,2568
Divisionalized Form	0,1304	0,1304	0,0604	0,0638	0,0604	<b>0,0891</b>	0,4503	5,0539
Adhocracy	0,3913	0,3913	0,4228	0,4468	0,4228	<b>0,4150</b>	2,1816	5,2568
Total	1	1	1	1	1	1		
n=5 λ=5,1195 CI=0,0299 RI=1,12 CR=0,0267 (CR<0,1 comparisons are consistent)								

STRUCTURAL RELATIONS								
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e
Simple Structure	0,3073	0,2593	0,3103	0,3103	0,3103	<b>0,2995</b>	1,5007	5,0102
Machine Bureaucracy	0,0439	0,0370	0,0345	0,0345	0,0345	<b>0,0369</b>	0,1844	5,0016
Professional Bureaucracy	0,3073	0,3333	0,3103	0,3103	0,3103	<b>0,3143</b>	1,5744	5,0087
Divisionalized Form	0,0341	0,0370	0,0345	0,0345	0,0345	<b>0,0349</b>	0,1749	5,0087
Adhocracy	0,3073	0,3333	0,3103	0,3103	0,3103	<b>0,3143</b>	1,5744	5,0087
Total	1	1	1	1	1	1		
n=5 λ=5,0076 CI=0,0019 RI=1,12 CR=0,0017 (CR<0,1 comparisons are consistent)								

GROUPING								
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e
Simple Structure	0,0526	0,0526	0,0545	0,0435	0,0545	<b>0,0516</b>	0,2580	5,0023
Machine Bureaucracy	0,0526	0,0526	0,0545	0,0435	0,0545	<b>0,0516</b>	0,2580	5,0023
Professional Bureaucracy	0,3684	0,3684	0,3818	0,3913	0,3818	<b>0,3784</b>	1,8991	5,0194
Divisionalized Form	0,1579	0,1579	0,1273	0,1304	0,1273	<b>0,1402</b>	0,7018	5,0073
Adhocracy	0,3684	0,3684	0,3818	0,3913	0,3818	<b>0,3784</b>	1,8991	5,0194
Total	1	1	1	1	1	1		
n=5 λ=5,0101 CI=0,0025 RI=1,12 CR=0,0023 (CR<0,1 comparisons are consistent)								



SIZE OF THE SECTIONS								
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e
Simple Structure	0,0820	0,0787	0,0787	0,2000	0,0820	<b>0,1042</b>	0,5445	5,2235
Machine Bureaucracy	0,4098	0,3933	0,3933	0,2800	0,4098	<b>0,3772</b>	2,0562	5,4506
Professional Bureaucracy	0,4098	0,3933	0,3933	0,2800	0,4098	<b>0,3772</b>	2,0562	5,4506
Divisionalized Form	0,0164	0,0562	0,0562	0,0400	0,0164	<b>0,0370</b>	0,1865	5,0368
Adhocracy	0,0820	0,0787	0,0787	0,2000	0,0820	<b>0,1042</b>	0,5445	5,2235
Total	1	1	1	1	1	1		
n=5    λ=5,2770    CI=0,0692    RI=1,12    CR=0,0618 (CR<0,1 comparisons are consistent)								

PLANNING AND CONTROL								
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e
Simple Structure	0,0811	0,0465	0,0811	0,0847	0,2143	<b>0,1015</b>	0,5301	5,2206
Machine Bureaucracy	0,2432	0,1395	0,2432	0,1186	0,1429	<b>0,1775</b>	1,0236	5,7668
Professional Bureaucracy	0,0811	0,0465	0,0811	0,0847	0,2143	<b>0,1015</b>	0,5301	5,2206
Divisionalized Form	0,5676	0,6977	0,5676	0,5932	0,3571	<b>0,5566</b>	3,1796	5,7122
Adhocracy	0,0270	0,0698	0,0270	0,1186	0,0714	<b>0,0628</b>	0,3306	5,2653
Total	1	1	1	1	1	1		
n=5    λ=5,4371    CI=0,1093    RI=1,12    CR=0,0976 (CR<0,1 comparisons are consistent)								

CONNECTION TOOLS								
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e
Simple Structure	0,0769	0,0769	0,0476	0,0769	0,0877	<b>0,0732</b>	0,3676	5,0209
Machine Bureaucracy	0,0769	0,0769	0,0476	0,0769	0,0877	<b>0,0732</b>	0,3676	5,0209
Professional Bureaucracy	0,2308	0,2308	0,1429	0,2308	0,1228	<b>0,1916</b>	0,9683	5,0541
Divisionalized Form	0,0769	0,0769	0,0476	0,0769	0,0877	<b>0,0732</b>	0,3676	5,0209
Adhocracy	0,5385	0,5385	0,7143	0,5385	0,6140	<b>0,5887</b>	3,0844	5,2389
Total	1	1	1	1	1	1		
n=5    λ=5,0711    CI=0,0178    RI=1,12    CR=0,0159 (CR<0,1 comparisons are consistent)								



DECENTRALLY MANAGEMENT								
	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy	Percent Weights of Criteria (w2)	d	e
Simple Structure	0,0476	0,0323	0,0562	0,0588	0,0265	<b>0,0443</b>	0,2349	5,3044
Machine Bureaucracy	0,1429	0,0968	0,1011	0,1765	0,0442	<b>0,1123</b>	0,5948	5,2967
Professional Bureaucracy	0,4286	0,4839	0,5056	0,5294	0,3982	<b>0,4691</b>	2,5520	5,4398
Divisionalized Form	0,1429	0,0968	0,1685	0,1765	0,3982	<b>0,1966</b>	1,1312	5,7547
Adhocracy	0,2381	0,2903	0,1685	0,0588	0,1327	<b>0,1777</b>	0,9579	5,3905
Total	1	1	1	1	1	1		
n=5    λ=5,4372    CI=0,1093    RI=1,12    CR=0,0976    (CR<0,1 comparisons are consistent)								

10. Selection of the Highest Preemptive Alternative:

Hedef	Specialization (W1*W2)	Training and Orientation (W1*W2)	Structural relations (W1*W2)	Grouping (W1*W2)	Size of the sections (W1*W2)	Planning and Control (W1*W2)	Connection Tools (W1*W2)	Decentrally Management (W1*W2)	TOTAL
Simple Structure	0,0034	0,0064	0,0281	0,0049	0,0097	0,0200	0,0095	0,0060	<b>0,088</b>
Machine Bureaucracy	0,0482	0,0064	0,0035	0,0049	0,0352	0,0350	0,0095	0,0151	<b>0,158</b>
Professional Bureaucracy	0,0199	0,0655	0,0294	0,0356	0,0352	0,0200	0,0250	0,0632	<b>0,294</b>
Divisionalized Form	0,0075	0,0141	0,0033	0,0132	0,0035	0,1098	0,0095	0,0265	<b>0,187</b>
Adhocracy	0,0199	0,0655	0,0294	0,0356	0,0097	0,0124	0,0767	0,0239	<b>0,273</b>

6. CONCLUSION AND RECOMMENDATIONS

Tourism has an important place in the income items of the countries. For this reason, countries are making very serious efforts to get more share from world tourism cake. These efforts are very diverse. Destination Management Organizations are very important in terms of ensuring that these efforts are carried out in a coordinated and efficient manner. In this study, an organizational structure for Destination Management Organizations was proposed. As a result of the analyzes made, this structure emerged as the Professional Bureaucracy according to Minzberg's classification. The most important feature of the professional bureaucracy is the recognition of a significant degree of autonomy by giving authority and responsibility to the people or groups working at the operational level. In terms of destinations, every region with tourist attractions must be autonomous to make their own decisions. The area that will ensure the effectiveness of the destinations is the operational field. According to professional bureaucracy, in a local destination, the support unit called the staff unit is also more important. While the decisions are being made in the destination, it is very important for this structure to get support from business experts. These specialists may be theoreticians from the academic side of the work or may be practitioners from the practice side of the work. The part called techno-structure has little importance in the professional bureaucracy. However, although structurally it has a less importance, in today's conditions, the importance of technical infrastructure can not be denied. For this reason, the technological infrastructure is very important in terms of coordination of destinations. An organizational structure that will be formed in the form of professional bureaucracy can operate in both a complex and a static



external environment. This study should also be done for the local destinations at local level, by taking into account the opinions of the experts from each stakeholder.

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