STRATEGIJE DEMARKETINGA U UPRAVLJANJU TURISTIČKOM POTRAŽNJOM: STUDIJA SLUČAJA KASHAN U IRANU

DEMARKETING STRATEGIES FOR TOURISM DEMAND MANAGEMENT: CASE STUDY OF KASHAN, IRAN

SAŽETAK: Ovo istraživanje ima za cilj izmjeriti percepciju razine zagušenja turistima i utvrditi prioritete kod odabira strategije demarketinga u iranskom gradu Kashanu. U ovom primijenjenom istraživanju, nakon pregleda literature i odabira elemenata te dimenzija strategija demarketinga, provedene su ankete sudionika (vodiči, stanovnici, gradske vlasti i znanstvenici u području turizma) i polustrukturirani intervjui. Rezultati pokazuju da je percipirano zagušenje turistima u Kashanu na rubu prihvatnog kapaciteta. Za vlast je čimbenik osoblje najviše rangiran među elementima marketinškog splet, a slijede ga cijena, promociJA, proces, fizički dokaz, proizvod i mjesto. Znanstvenici također smatraju da je osoblje na prvom mjestu, a slijede ga cijena, mjesto, proces, proizvod i fizički dokazi. Na demarketing glavne turističke destinacije Irana, Kashana, čini se da su najveći utjecaji također imali osoblje i kooperativni čimbenik.

KLJUČNE Riječi: upravljanje potražnjom, demarketing, smanjenje prekomjerne potražnje, marketinški splet, održivi turizam

ABSTRACT: This study aims to measure the perception of tourist congestion and prioritize demarketing strategies in the city of Kashan. In this applied-survey research, after reviewing the literature and extracting elements and dimensions of demarketing strategies, using a questionnaire and semi-structured interview, the ideas of the participants (tour guides, local people, city authorities, tourism academics) were investigated. The results show that the perceived tourist congestion in Kashan is at its carrying capacity threshold. The authorities deem that ‘personnel’ factor (among P7s) is ranked at the top, followed by ‘price’, ‘promotion’, ‘process’, ‘physical evidence’, ‘product’, and ‘place’. The academics also see ‘personnel’ as most prominent, before ‘price’, ‘place’, ‘process’, ‘product’, and ‘physical evidence’. As for demarketing of Iran’s major tourist destination, ‘personnel’ and cooperative factor seem to different sectors for demand management seemed to have the highest influence on.

KEY WORDS: demand management, demarketing, overfull demand reduction, marketing mix, sustainable tourism

* Golnoush Zeidabadi, MA graduate in Tourism Management from Allameh Tabataba’i University, Tehran, Iran, e-mail: g.zeidabadi@gmail.com, ORCID: 0000-0002-8011-1960
** Assistant Professor Seyed Mojtaba Mahmoudzadeh, Ph.D., Allameh Tabataba’i University, Faculty of Management and Accounting, Tehran, Iran, e-mail: sm.mahmoudzadeh@gmail.com, ORCID: 0000-0003-2035-0801
*** Marziye Hemati, MA graduate in Tourism Management from Allameh Tabataba’i University, Tehran, Iran, e-mail: Marziyeh.hemati90@gmail.com, ORCID: 0000-0001-6116-1391
1. INTRODUCTION

There has been an increasing interest in the concept of sustainability (in both consumers and companies) recently, and it can be connected to the significance of environmental issues (Watts, 2018). Since marketing plays a key role in achieving sustainable consumption, it can be said that sustainable development will not be possible without effective marketing. Marketing focuses on demand management and works toward not only increasing demand but also changing or reducing it (Gallagher, 1994). Tourism activities have consequences and impacts, and no one can deny them. Negative impacts should be reduced to the minimum while positive ones should be focused on (Theobald, 2005:79).

The main issue in tourism sustainability is creating balance among visitors’ demands, consumption, and the capacity of a tourism destination and system in line with securing tourism experiences without reducing natural and social capital in a destination. Among the strategies that have been presented specifically for tourism is the degrowth strategy. The marketing field, with its major share in sustainability and economic growth in the tourism sector, has paid especial attention to demarketing to reduce development and demand in tourism so that it can create a better balance between supply and demand (Hall and Wood, 2021) and consequently help achieve sustainable tourism.

After successful use of demarketing – especially in the areas of antisocial behaviors such as drug misuse, prostitution, and smuggling – tourism marketers and researchers first opted to this concept to limit the environmental effects of tourism, and then the marketers benefited from the concept in reducing the social effects of tourism (Hall and Wood, 2021).

In this context, demarketing is defined as activities “to develop exclusivity in given
Destinacija ovog istraživanja, Kashan, sa svojih 14 međunarodnih, 54 nacionalnih i 96 lokalnih registriranih turističkih znamenitosti oduvijek je bila prepoznatljiva među međunarodnim i domaćim turistima. Posjet gradskim atrakcijama obično se definira kao klasična međunarodna tura i ima važno značenje među raznim vrstama organiziranih putovanja. Međutim, čini se da, s obzirom na drevnu povijest grada i njegovo značenje kao važnog turističkog centra Irana, njegove brojne povijesne, kulturne, religiozne i prirodne atrakcije nisu bile sustavno organizirane za prihvat posjetitelja, što je neophodno za nesmetan i brži održivi razvoj. Podaci Statističkog centra Irana i Organizacije kulturne baštine, rukotvorina i turizma grada Kashana o povijesnim znamenitostima i hotelima ukazuju na razdoblja velike potražnje i pada, što ukazuje na sezionalnost turizma u ovome gradu. Također, na temelju neslužbenih izvješća (turističkih vodiča, turista i lokalnih turističkih eksperata), Kashan je katkada zagušen turistima.

Zbog turističke zagušenosti i njezinih nepoželjnih utjecaja na turizam (Clements, 1989) te zbog globalne opredijeljenosti za resorts through the passive (and sometimes active) discouragement of certain market segments” (Medway, Warnaby and Dharni, 2010:125). Demarketing is a powerful tool of marketing that is used consciously and actively to restrict the whole market or parts of it (Beeton and Pinge, 2003). It is introduced as one of the creative policy tools that can be used to reach sustainability in tourist destinations (Beeton and Benfield, 2002). Demarketing strategies create opportunities to use visitor management tools in the marketing stage (Beeton, 2006). Many studies such as Groff (1998), Beeton (2002), Beeton and Benfield (2002), Wearing, Archer and Beeton (2007), Medway and Warnaby (2008), Medway, Warnaby and Dharni (2010), Sadiki (2012), Nared and Visković (2014), Magalhães et al. (2017), Eliasson and Velasco (2018), Weiler et al. (2018), Kumar and Srivastav (2019), Olokesusi et al. (2019), Drugova, Kim and Jakus (2020) emphasized using demarketing strategies to manage tourist demands.

The destination of the study, Kashan, with 14 internationally, 54 nationally, and 96 provincially registered tourist sites, has always been noticeable for international and national tourists. Visiting the city attractions is usually defined as classic international tours, preserving a significant stance among different tours. However, it seems that considering the ancient history of the city and its stance as a major tourism hub in Iran, its many historical, cultural, religious, and natural attractions have systematically not been organized for tourist visiting, a necessary step for a smoother and quicker sustainable development path. The data from the Statistical Centre of Iran and by Kashan’s Cultural Heritage, Handicrafts, and Tourism Organization of Kashan from historical sites and hotels indicate periods of demand climax and recession, showing seasonal tourism industry in this city. Also, based on unofficial reports (by tour guides, tourists, and local tourism experts), Kashan sometimes faces tourist congestion.
održivi turizam (Gallagher, 1994), ovome gradu potrebno je opće razumijevanje demarketinga u turizmu. Ovo istraživanje ima za cilj prvo istražiti percipiranu razinu zagušenosti, a zatim odrediti redoslijed strategija demarketinga za Kashan. Studija će odgovoriti na sljedeća istraživačka pitanja:
1. Koja je percepcija razine zagušenosti u Kashanu?
2. Koje dimenzije i elementi demarketinga grada se temelje na literaturi?
3. Kojim dimenzijama i elementima demarketinga treba dati prvenstvo prilikom upravljanja turističkom potražnjom Kashana?

2. PREGLED LITERATURE

2.1. Demarketing

Kotler i Levy (1971:75) prvi su uveli termin demarketing definirajući ga kao “aspekt marketinga koji se bavi privremenim ili stalnim obeshrabrivanjem potrošača općenito ili neke posebne kategorije potrošača.” Razlozi za odabir strategija demarketinga uključuju održivost destinacije, podjelu tržišta i cilja, smanjenje učinka sezonalnosti i sprječavanje/ upravljanje krizom (Medway, Warnaby i Dharni, 2010).

Koncept demarketinga koristi se za smanjenje potražnje u slučaju pretjerane potražnje, a koncept protu-marketinga rabi se u slučaju pojave nezdrave potražnje (Kotler, 1973). Osnovna premisa demarketinga je smanjenje potrošnje proizvoda. Kotler i Levy (1971) definirali su četiri tipa demarketinga: opći demarketing, selektivni demarketing, prividni demarketing i nenamjerni demarketing. Bradly i Blythe (2014) ovoj su klasifikaciji dodali i protu-marketing i marketinšku prilagodbu. Chaudhry, Cesareo i Pastore (2019) također su dodali opće koncepte poput zaštitni demarketing, i

Due to tourist congestion and its undesirable consequences on the tourism industry (Clements, 1989) and global determinism to achieve sustainable development (Gallagher, 1994), general understanding of demarketing is necessary for tourism industry in this city. This study aims to first investigate the perceived level of congestion and then prioritize demarketing strategies in Kashan. The following research questions will be answered in this study:

1. What is the perception of the congestion level in Kashan?
2. What are dimensions and elements of demarketing of the city based on the literature?
3. Which demarketing dimensions and elements are the priorities in tourist demand management of Kashan?

2. LITERATURE REVIEW

2.1. Demarketing

Kotler and Levy (1971:75) originally introduced demarketing and defined it as “that aspect of marketing that deals with discouraging customers in general or a certain class of customers in particular on either a temporary or a permanent basis.” The reasons for resorting to a demarketing strategy include destination sustainability, market division and target, reducing seasonality effect, and crisis prevention/management (Medway, Warnaby and Dharni, 2010).

The concept of demarketing is used to reduce demand when facing overfull demand, and the concept of counter-marketing is used when facing unwholsome demand (Kotler, 1973). The basic premise in demarketing involves reducing product consumption. Kotler and Levy (1971) identified four types of demarketing: ‘general demarketing’, ‘selective demarketing’, ‘ostensible demarketing’, and ‘unintentional demarketing’. Bradley and Blythe (2014) added ‘counter-marketing’ and ‘marketing adjustment’ to this classification. Chaudhry, Cesareo and Pastore (2019) also added such general concepts as
preventivni demarketing i borbeni demarketing.

2.2. Marketinški splet u demarketingu

Razvoj bilo kakvog marketinškog plana uključuje definiranje ciljeva, rješavanje proračuna, razradu praktičnih planova, praćenje i kontrolu (Magalhães et al., 2017). Glavni strateški marketinški alati obično su bile četiri komponente marketinškog spleta (4P): proizvod, mjesto, cijena i promocija (Azzam, 2019). Drugi su znanstvenici predlagali drugačije klasifikacije marketinškog spleta. Na primjer, Booms i Bitner (1981) dodali su nove komponente: fizički dokaz, ljudi i procesi te su predstavili splet od sedam elemenata. Clements (1989) je smatrao da su samo cijena, proizvod i promocija demarkinški alati. Proučavajući klasični marketinški splet, Armstrong i Kern (2011) uzeli su u obzir aktivnosti poput ograničene promocije, smanjenja korištenja pogodnosti, i određenih područja, odsustvo destinacijskog oglašavanja te posebne doživljaje kao demarketinški pristup. Treba naznačiti da ovi pristupi nisu spominjani u literaturi prije 2011. godine. Ipak, literatura strategije demarketinga u turizmu često koristi klasična 4P (Azzam, 2019).

2.3. Demarketing u turizmu

Poznato je da nema puno studija na temu demarketinga u turizmu (Beeton i Benfield, 2002; Olokesusi et al., 2019). Istraživanje o demarketingu i turizmu usmjereno je na demarketing i strategije održivog razvoja atrakcija poput nacionalnih parkova i očuvanih resursa (npr., Groff, 1998; Beeton, 2003; Wearing i Archer, 2005; Kern, 2006; Armstrong i Kern, 2011; Whitelaw et al., 2014; Drugova, Kim i Jakus, 2020) ili demarketing u destinacijama s kulturnim atrakcijama (npr., Fullerton, McGettigan i Stephens, 2010; Soliman, 2010; Sadiki, 2012; Peeters et

2.2. Marketing mix in demarketing

Developing any marketing plan includes defining aims, settling on the budget, devising practical plans, monitoring, and control (Magalhães et al., 2017). The main strategic marketing tools have traditionally been four in the marketing mix plan, including ‘product’, ‘place’, ‘price’, and ‘promotion’ (known as the classic 4Ps) (Azzam, 2019). Other scholars presented different classifications of marketing mix. For instance, Booms and Bitner (1981) added the elements of ‘physical evidence’, ‘people’, and ‘process’ and presented a seven-fold mix to this service. Clements (1989) considered only ‘price’, ‘product’, and ‘promotion’ as demarketing tools. Investigate the classic 4Ps, Armstrong and Kern (2011) considered activities such as limited promotion, restriction in using facilities and specific areas, lack of destination advertisement, and specific experiences as demarketing approaches. It should be indicated that these approaches were not present in the literature before 2011. In the demarketing strategy literature of tourism industry, however, the classic 4Ps have often been used (Azzam, 2019).

2.3. Demarketing in tourism

It is known that studies focusing on tourism demarketing have been limited (Beeton and Benfield, 2002; Olokesusi et al., 2019). The research about demarketing and tourism have focused on demarketing and sustainable development strategies in attractions such as national parks and preserved resources (see e.g., Groff, 1998; Beeton, 2003; Wearing and Archer, 2005; Kern, 2006; Armstrong and Kern, 2011; Whitelaw et al., 2014; Drugova, Kim and Jakus, 2020) or demarketing in destinations with cultural attractions (see e.g., Fullerton, McGettigan and Stephens, 2010;
al., 2018; Krajnović, Raguž i Gortan-Carlin, 2020; Murzyn-Kupisz i Hołuj, 2020). Groff (1998) predlaže korištenje demarketinga i 4P za sprječavanje čestih problema (razaranje, bacanje smeća, pretjerana potražnja) u nacionalnim parkovima. Koristeći tri od 4P (promocija, proizvod i mjesto) u primjeni demarketinga, Beeton i Benfield (2002) naveli su da bi ove aktivnosti mogle voditi k upravljanju potražnje. Beeton (2002) je istraživala ograničavanje posjetitelja kao načina smanjenja njihovog pretjeranog negativnog utjecaja te se orijentirala na „promociju“ naglašavajući ulogu prospekata i brošura. Ispitivanjem demarketinskih aktivnosti, kao što su naplata ulaznica i parkinga, nepristupačnost, pristojno ponašanje prema stanovnicima, i smanjeno oglašavanje, došla je do zaključka da promocija ima najmanji učinak na strategije demarketinga.

Medway i Warnaby (2008) uveli su različite vrste demarketinga i neobične marketinge strategije kao što su pasivni demarketing mjesta, informacijski demarketing mjesta, iskren marketing mjesta i mračni marketing mjesta. Medway, Warnaby i Dharni (2010) navode nekoliko visoko učinkovitih strategija za demarketing: odsustvo promocije, usmjeravanje alternativne destinacije, informacijski demarketing mjesta, ograničavanje pristupa i cjenovni mehanizmi. Zaključili su da se primjenom općeg selektivnog demarketinga (1) strategije demarketinga mogu koristiti istovremeno, (2) predložene strategije mogu poprimiti oblik marketingskog spletne i (3) da je vremenski faktor značajan za strategije demarketinga. Štoviše, demarketing se može koristiti u određenim vremenima (kad se dogodi kriza), u ciklusima (sezonski) ili kontinuirano.

Weiler et al. (2018) postavili su okvir za dizajn predloženih strategija demarketinga u nacionalnim parkovima. Rezultati su pokazali da je mogućnost penjanja na planinu Wollumbin prihvatljiva strategija s gledišta trenutnih posjetitelja koja bi mogla biti učinkovita za ovu regiju u spoju s modificiranim besplatnim do-

Soliman, 2010; Sadiki, 2012; Peeters et al., 2018; Krajnović, Raguž i Gortan-Carlin, 2020; Murzyn-Kupisz i Hołuj, 2020). Groff (1998) suggested using demarketing and 4Ps to prevent common problems (destruction, littering, and overfull demand) in national parks. Beeton and Benfield (2002), using three of the 4Ps (promotion, product, and place) to implement demarketing, expressed that these activities under demarketing could lead to demand management. Beeton (2002) investigated the visitor reduction as a way to reduce excessive negative visitor impacts, and by emphasizing the role of brochure distribution and websites she focused on the ‘promotion’ component. By examining demarketing activities such as entrance and car park charges, access difficulty, proper behavior toward the residents, and advertisement reduction, she concluded that ‘promotion’ has the lowest effect among demarketing strategies.

Medway and Warnaby (2008) introduced different types of demarketing as well as unusual strategies in marketing such as ‘passive place demarketing’, ‘informational place demarketing’, ‘ perverse place marketing’, and ‘dark place marketing’. Medway, Warnaby and Dharni (2010) considered several strategies highly effective for demarketing purposes: lack of promotion, guidance toward an alternative destination, informational place demarketing, access restriction, and pricing mechanisms. Using general and selective demarketing, they concluded that (1) demarketing strategies could be used simultaneously, (2) the proposed strategies could be in the form of marketing mix, and (3) the time factor is significant in demarketing strategies. Demarketing can be used in specific times (when a crisis occurs), in cycles (seasonally), or in permanence.

Weiler et al. (2018) presented a framework to design the proposed strategies for demarketing in national parks. The findings showed that from the current visitors’ point of view, access cost to climb Mount Wollumbin was an acceptable strategy which
življajem. Također, za prijašnje ili potencijalne posjetitelje, izbor alternativnih proizvoda u alternativnim destinacijama učinkovitija je strategija demarketinga. Dakako, ova strategija zahtijeva razvoj i ciljana poboljšanja svih organizacija destinacijskog menadžmenta na lokalnoj, provincijskoj i nacionalnoj razini. Još važnije, svaka demarketiška strategija zahtijeva prihvaćanje svih skupina dionika, a naročito tradicionalnih vlasnika tvrtki.

Groff (1998), Beeton (2003), Wearing i Archer (2005), Armstrong i Kern (2011), Wearing et al. (2016) predstavili su popis praktičnih strategija demarketinga nacionalnih parkova prema klasičnom modelu marketiškog spleta (4P).

1. **Proizvod** se odnosi na modifikaciju proizvoda, npr. držanje nekih prostora za posjetitelje, napr. držanje nekih prostora za posjetitelje, nametanje ograničenja za neke aktivnosti temeljenih na pojase, sezone, ili razdoblja aktivnosti, a koje dozvoljavaju posebne aktivnosti pod nadzorom (npr. turistička agencija ili upravitelj parka treba pratiti posjetitelje) i pripremiti sigurne prostore za usmjeravanje kretanja posjetitelja.

2. **Mjesto** znači uspostavljanje sustava rezervacije, dozvola za ulaz, parkirališta i ograničavanja kampiranja i boravka turista kako bi se osigurao pristup nekim drugim teško pristupnim zonama te stvorili ili promovirali drugačiji doživljaji na drugim mjestima.

3. **Cijena** se odnosi na postavljanje viših potrošačkih cijena, uz različito prilagođavanje cijena i planiranje sustava redova kako bi se povećala cijena i vrijeme posjete nekim znamenitostima.

4. **Promocija** se odnosi na napuštanje ili smanjivanje određene promocije doživljava, promoviranje i naglašavanje stvaranja ograničenja nekih doživljaja posjetitelja, promoviranje alternativnih uporaba znamenitosti, promociji virtualnih doživljaja, obrazovanja o okolišnim posljedicama pretjeranih posjeta znamenitosti i edukacije novinara i medija o prikladnom poнаšanju (citirano u Weiler et al., 2018).
Kumar and Srivastav (2019) investigated the 10Ps of marketing in developing sustainable tourism through the case study on the Andaman and Nicobar Islands. The 10Ps include the classic 4Ps alongside ‘participants’, ‘physical evidence’, ‘process’, ‘packaging’, ‘planning’, and ‘participation’.

Olokesusi et al. (2019) in their study on investigating the demarketing literature in tourism showed that the most common logical reasons for demarketing in tourism are (1) preserving environmental integrity by regulating overfull demand through discouraging the visitors interested in visiting sensitive areas such as national parks, and (2) reducing socially unacceptable behaviors such as misbehaviors in destinations, higher preserving of natural resources. To discover the measurement criteria of the management system of cultural places in two tourist destinations in Croatia, a study by Krajnović, Raguž and Gortan-Carlin (2020) concluded that demarketing is an important sector of strategic management of both destinations. Drugova, Kim and Jakus (2020), studying 5 national parks of southern Utah, concluded that facing demand congestion, the management of these parks devised a new high-quality demarketing campaign to improve the visitor experience and to create visitor routes to alternative destinations.

Based on the research aim, in this study, the perceived 7Ps of marketing, including the classic 4Ps (price, product, place, promotion) (Clements, 1998; Groff, 1998 cited in Weiler et al., 2018; Beeton, 2003; Kern, 2006; Armstrong and Kern, 2011; Wearing, Schweinsberg and Tower, 2016; Azzam, 2019; Kumar and Srivastav, 2019; Othman et al., 2019; Kwok, Tang and Yu, 2020; Pandey, Ritthichairoek and Puntien, 2020), ‘osoblje’, ‘proces’ (Booms and Bitner, 1981; Kumar and Srivastav, 2019; Othman et al., 2019; Kwok, Tang and Yu, 2020; Pandey, Ritthichairoek and Puntien, 2020), i fizički dokaz (Booms and Bitner, 1981; Kumar and Srivastav, 2019; Othman et al., 2019; Kwok, Tang and Yu, 2020; Pandey, Ritthichairoek and Puntien, 2020), and ‘physical evidence’ (Booms and Bitner, 1981; Kumar and Srivastav, 2019; Othman et al., 2019; Kwok, Tang and Yu, 2020; Pandey, Ritthichairoek and Puntien, 2020), 'personnel', 'process' (Booms and Bitner, 1981; Kumar and Srivastav, 2019; Othman et al., 2019; Kwok, Tang and Yu, 2020; Pandey, Ritthichairoek and Puntien, 2020), and ‘physical evidence’ (Booms and Bitner, 1981; Kumar and Srivastav, 2019; Othman et al., 2019; Kwok, Tang and Yu, 2020; Pand-
Pandey, Ritthichairoek i Puntien, 2020), korištene su kao strategije demarketinga za proučavanje destinacije Kashan. Tablica 1 prikazuje dimenzije i elemente marketinških strategija koji su prikupljeni tijekom pregleda literature. Temeljem tih strategija istraživači su odabrali prioritetne strategije demarketinga u destinaciji. Nakon pregleda literature, određene su dimenzije i elementi demarketinga te su poslanig skupini stručnjaka koja se sastojala od 10 eksperata u području marketinga te aktivnih sveučilišnih nastavnika u to vrijeme. Njihova pisana mišljenja pokazala su da je većina njih dodala demarketingu još neke elemente. Ti su elementi pridodani u tablicu dimenzija i elemenata demarketinga te su ponovno poslan stručnjacima na odobrenje konačne Tablice 1 i Slike 1.

After reviewing the literature, the dimensions and elements of demarketing were recognized and submitted to the expert panel, who were 10 tourism marketing field experts and were active university lecturers at that time. Their documented opinions showed that the majority of them added some elements to demarketing. These elements were added to the dimensions and elements of the demarketing table and submitted to the experts for the second time; the experts’ opinion approved the table this time (Table 1 and Figure 1).

Tablica 1: Teorijski temelj studije koji su sakupili istraživači

| Dimenzije strategija demarketinga | Elementi strategija demarketinga | Teoretska pozadina |
|------------------------------------|----------------------------------|-------------------|
| Proizvod                           | Odabir iz paketa usluga (popularne zajedno s nepopularnima) | Kotler i Levy (1971) |
|                                    | Pružanje usluga niske razine     | Benfield (2000), Beeton (2006), Kern (2006), Armstrong i Kern (2011), Weiler et al. (2018) |
|                                    | Uskraćivanje pogodnosti koje vode k nepovoljnoj tržišnoj apsorpciji | Kern (2006), Armstrong i Kern (2011) |
|                                    | Ograničenje dozvola posjeta (ograničena lokacija) | Beeton (2003), Beeton (2006), Kern (2006), Armstrong i Kern (2011), Weiler et al. (2018) |
|                                    | Smanjenje kvalitete pruženih usluga i proizvoda | Kotler i Levy (1971), Benfield (2000), Beeton i Benfield (2002), Beeton i Pinge (2003), Beeton (2006) |
|                                    | Pružanje informacija posjetiteljima o zagušenju svih znamenitosti u svako vrijeme (npr. web stranice) | UNWTO (2007), Weiler et al. (2018) |
|                                    | Planiranje aranžmana prema visokoj sezoni i punim rezervacijama | Mišljenja turističkih eksperata |
| Dimenzije strategija demarketinga | Elementi strategija demarketinga | Teoretska pozadina |
|-----------------------------------|----------------------------------|-------------------|
| Osoblje                           | Suradnja među različitim sektorima za upravljanje potražnjom | UNWTO (2007) |
|                                   | Edukacija osoblja i djelatnika u korištenju predloženih strategija | Baum i Lundtorp (2001) |
|                                   | Zapošljavanje kvalificiranih radnika za upravljanje vremenom i ponašanje posjetitelja | Baum i Lundtorp (2001) |
|                                   | Zapošljavanje radnika na pola radnog vremena (prema sezona) | UNWTO (2007) |
| Cijena                           | Naplaćivanje posjetiteljima za usluge koje su besplatne izvan sezone | Temeljeno na mišljenjima turističkih eksperta |
| Povećanje cijena ulaznica        | Kotler i Levy (1971), Dadzie (1989), Gerstner, Hess i Chu (1993), Clements (1998), Groff (1998), Wearing i Neil (1999), Benfield (2001), Beeton (2001), Beeton i Benfield (2002), McLean, Havitz i Adkins (2002), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer i Beeton (2007), Medway, Warnaby i Dharni (2010) Armstrong i Kern (2011), Suh, Rho i Greene (2012), Weiler et al. (2018) |
|                                   | Naplaćivanje dodatnih pogodnosti posjetiteljima | Groff (1998), Benfield (2000), Beeton (2001), McLean, Havitz i Adkins (2002), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Armstrong i Kern (2011), Suh, Rho i Greene (2011) |
|                                   | Ne pružanje sniženja i popusta | Kotler i Levy (1971), Clements (1998), Benfield (2000), Beeton i Benfield (2002), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Sadiki (2012) |
|                                   | Ponuda različitih cijena | Kern (2006), Armstrong i Kern (2011), Weiler et al. (2018) |
|                                   | Uporaba sustava diskriminacije cijena | UNWTO (2007) |
|                                   | Nalazaženje posjetitelja | UNWTO (2007) |
| Distribucija                     | Tiskanje karata s datumom isteka roka trajanja | Kern (2006), UNWTO (2007), Medway, Warnaby i Dharni (2010), Armstrong i Kern (2011) |
|                                   | Skraćivanje sati posjete | McLean, Havitz i Adkins (2002) |
|                                   | Otežani pristup osjetljivim područjima i popularnim znamenitostima | Beeton (2003), Beeton (2006), Kern (2006), UNWTO (2007), Medway, Warnaby i Dharni (2010), Fullerton, McGettigan i Stephens (2010), Sadiki (2012), Suh, Rho i Greene (2012), Weiler et al. (2018) |
|                                   | Smanjenje broja distribucijskih luka | Kotler i Levy (1971), Benfield (2000), Beeton i Benfield (2002), Beeton i Pinge (2003), Beeton (2006), Suh, Rho i Greene (2012), Dadzie (1989), Weiler et al. (2018) |
| Dimenzije strategija demarketinga | Elementi strategija demarketinga | Teoretska pozadina |
|----------------------------------|----------------------------------|--------------------|
| Dijeljenje brošura kojima se upravlja posjetama te najavljuju vremena i razdoblja zagušenja posjeta | | Sadiki (2012) |
| Prekid oglašavanja | Kotler i Levy (1971), Dadzie (1989), Groff (1998), Beeton (2001), Beeton i Benfield (2002), McLean, Havit i Adkins (2002), Beeton i Pinge (2003), Medway, Warnaby i Dharni (2010), Kern (2006), Sadiki (2012), Armstrong i Kern (2011) | |
| Prekid marketinga za određenu znamenitost | Groff (1998), Kern (2006), Armstrong i Kern (2011), Weiler et al. (2018) | |
| Informiranje posjetitelja o ograničenjima i problemima vezanima za njihove posjete | Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer i Beeton (2007), Armstrong i Kern (2011), Suh, Rho i Greene (2011) | |
| Promocija | Dadzie (1989), Benfield (2000), Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Kern (2006), UNWTO (2007), Wearing, Archer i Beeton (2007), Fullerton, McGettigan i Stephens (2010), Medway, Warnaby i Dharni (2010), Armstrong i Kern (2011), Sadiki (2012), Weiler et al. (2018) | |
| Oglašavanje / naglašavanje učinaka pravilnog ponašanja | Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Fullerton, McGettigan i Stephens (2010), Armstrong i Kern (2011), Sadiki (2012) | |
| Obeshrabljivanje nepovoljnih segmenata tržišta oglašavanjem | Gerstner, Hess i Chu (1993), Clements (1998), Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Kern (2006), Fullerton, McGettigan i Stephens (2010), Armstrong i Kern (2011), Sadiki (2012) | |
| Educiranje masovnih medija o prikladnim ponašanjima | Beeton (2001), Beeton i Pinge (2003), Beeton (2006), Weiler et al. (2018) | |
| Ograničavanje glavne promotivne strategije na odabrane medije kako bi se privukla željena tržišta i segmenti | Wearing, Archer i Beeton (2007) | |
| Uvođenje drugih destinacija kao alternativnih destinacija | Beeton (2006), UNWTO (2007), Wearing, Archer i Beeton (2007), Fullerton, McGettigan i Stephens (2010), Medway, Warnaby i Dharni (2010), Sadiki (2012), Suh, Rho i Greene (2012) | |
| Proces | Benfield (2000), Beeton (2006), Weiler et al. (2018) | |
| Ponuda virtualnih tura | Kern (2006), Medway, Warnaby i Dharni (2010), Armstrong i Kern (2011) | |
| Ponuda sustava rezervacija | Kern (2006), UNWTO (2007), Fullerton, McGettigan i Stephens (2010), Armstrong i Kern (2011), Weiler et al. (2018) | |
| Obaveza pokazivanja Dozvola za posjet znamenostima | | |
| Dimensions of demarking strategies | Elements of demarking strategies | Theoretical background |
|-----------------------------------|-----------------------------------|------------------------|
| **Product**                       | Choosing from service packages (popular along with unpopular) | Kotler and Levy (1971) |
|                                   | Offering low-level services       | Benfield (2000), Beeton (2006), Kern (2006), Armstrong and Kern (2011), Weiler et al. (2018) |
|                                   | Not providing facilities that lead to unfavorable market absorption | Kern (2006), Armstrong and Kern (2011) |
|                                   | Limited visit permission (Restricted location) | Beeton (2003), Beeton (2006), Kern (2006), Armstrong and Kern (2011), Weiler et al. (2018) |
|                                   | Reduce the quality of services and products provided | Kotler and Levy (1971), Benfield (2000), Beeton and Benfield (2002), Beeton and Pinge (2003), Beeton (2006) |
|                                   | Providing information about congestion of any site at any time for visitors (eg websites) | UNWTO (2007), Weiler et al. (2018) |
|                                   | Preparing packages by the organizations according to high-seasons and full reservations | From the opinions of tourism experts |
| Dimensions of demarketing strategies | Elements of demarketing strategies | Theoretical background |
|--------------------------------------|-----------------------------------|------------------------|
| **Personnel**                        | Cooperation among different sectors to manage demands | UNWTO (2007) |
|                                      | Training personnel and staff to use proposed strategies | Baum and Lundtorp (2001) |
|                                      | Hire skillful workers to manage time and visitor behavior | Baum and Lundtorp (2001) |
|                                      | Hire part-time workers (based on seasons) | UNWTO (2007) |
| **Price**                            | Charging visitors for services that are free through off-peak seasons | Based on the opinion of tourism experts |
|                                      | Increase the entrance fees | Kotler and Levy (1971), Dadzie (1989), Gerstner, Hess and Chu (1993), Clements (1998), Groff (1998), Wearing and Neil (1999), Benfield (2001), Beeton (2001), Beeton and Benfield (2002), McLean, Havitz and Adkins (2002), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer and Beeton (2007), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011), Suh, Rho and Greene (2012), Weiler et al. (2018) |
|                                      | Charging visitors for additional facilities | Groff (1998), Benfield (2000), Beeton (2001), McLean, Havitz and Adkins (2002), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Armstrong and Kern (2011), Suh, Rho and Greene (2011) |
|                                      | Offering no undercut and discount | Kotler and Levy (1971), Clements (1998), Benfield (2000), Beeton and Benfield (2002), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Sadiki (2012) |
|                                      | Offering different prices | Kern (2006), Armstrong and Kern (2011), Weiler et al. (2018) |
|                                      | Using the price discrimination system | UNWTO (2007) |
|                                      | Finding visitors | UNWTO (2007) |
| **Distribution**                     | Providing tickets with expire date | Kern (2006), UNWTO (2007), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011) |
|                                      | Reduce visit hours | McLean, Havitz and Adkins (2002) |
|                                      | Difficulty accessing sensitive areas and popular sites | Beeton (2003), Beeton (2006), Kern (2006), UNWTO (2007), Medway, Warnaby and Dharni (2010), Fullerton, McGee, and Stephens (2010), Sadiki (2012), Suh, Rho and Greene (2012), Weiler et al. (2018) |
| Dimensions of demarketing strategies | Elements of demarketing strategies | Theoretical background |
|--------------------------------------|-----------------------------------|------------------------|
| Distribution | Reducing the number of distribution ports | Kotler i Levy (1971), Benfield (2000), Beeton and Benfield (2002), Beeton and Pinge (2003), Beeton (2006), Suh, Rho and Greene (2012), Dadzie (1989), Weiler et al. (2018) |
| | Giving brochures at the entrances to guide and manage visits along with announcing hours and seasons of congestion | Sadiki (2012) |
| Stop advertising | | Kotler and Levy (1971), Dadzie (1989), Groff (1998), Beeton (2001), Beeton and Benfield (2002), McLean, Havitz and Adkins (2002), Beeton and Pinge (2003), Medway, Warnaby and Dharni (2010), Kern (2006), Sadiki (2012), Armstrong and Kern (2011) |
| | Stop marketing for a specific site | Groff (1998), Kern (2006), Armstrong and Kern (2011), Weiler et al. (2018) |
| | Informing people about the limitations and problems of their visits | Beeton (2001), Beeton (2003), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Wearing, Archer and Beeton (2007), Armstrong and Kern (2011), Suh, Rho and Greene (2011) |
| Promotion | Advertising / emphasizing the effects of appropriate behaviors | Dadzie (1989), Benfield (2000), Beeton (2001), Beeton and Pinge (2003), Beeton (2006), Kern (2006), UNWTO (2007), Wearing, Archer and Beeton (2007), Fullerton, McGettigan and Stephens (2010), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011), Sadiki (2012), Weiler et al. (2018) |
| | Discouraging the unfavorable market segment by advertising | Gerstner, Hess and Chu (1993), Clements (1998), Beeton (2001), Beeton and Pinge (2003), Beeton (2006), Kern (2006), Fullerton, McGettigan and Stephens (2010), Armstrong and Kern (2011), Sadiki (2012) |
| | Educating mass media of appropriate behaviors | Beeton (2001), Beeton and Pinge (2003), Beeton (2006), Weiler et al. (2018) |
| | Limiting the main promotion strategy to selected media to attract the desired markets and segments | Wearing, Archer and Beeton (2007) |
| | Introducing other destinations as alternative destinations | Beeton (2006), UNWTO (2007), Wearing, Archer and Beeton (2007), Fullerton, McGettigan and Stephens (2010), Medway, Warnaby and Dharni (2010), Sadiki (2012), Suh, Rho and Greene (2012) |
| Dimensions of demarketing strategies | Elements of demarketing strategies | Theoretical background |
|--------------------------------------|-----------------------------------|------------------------|
| **Process**                          | Offering virtual tours           | Benfield (2000), Beeton (2006), Weiler *et al.* (2018) |
|                                      | Offering reservation systems     | Kern (2006), Medway, Warnaby and Dharni (2010), Armstrong and Kern (2011) |
|                                      | The need to provide permissions to visit the sites | Kern (2006), UNWTO (2007), Fullerton, McGee, Stephens (2010), Armstrong and Kern (2011), Weiler *et al.* (2018) |
|                                      | Using the first-come-first-visit system according to the bearing capacity of destinations | Groff (1998), Kern (2006), Armstrong and Kern (2011) |
|                                      | Visit specific sites only under the supervision of trained or instructed personnel | Beeton (2006), Kern (2006), Armstrong and Kern (2011) |
|                                      | Providing services slowly that increase the time and opportunity cost for visitors (such as the queuing system) | Wearing and Neil (1999), Benfield (2000), Beeton and Benfield (2002), Beeton (2006), Kern (2006), Wearing, Archer and Beeton (2007), Armstrong and Kern (2011), Weiler *et al.* (2018) |
| **Physical evidence**                | Creating routes to guide tourists to speed up their visits | UNWTO (2007), Weiler *et al.* (2018) |
|                                      | Installing signs and boards to guide tourists | UNWTO (2007) |
|                                      | Use uniforms to distinguish workers of each department to expedite the visit | From opinions of tourism experts |

### 2.4. Konceptualni model

Na Slici 1 prikazan je konceptualni model istraživanja koji obuhvaća dimenzije i elemente demarketinga turističkih destinacija na temelju literature.

### 2.4. Conceptual model

The research conceptual model included demarketing dimensions and elements of the tourism destinations based on the literature, presented in Figure 1.
### Dimenzije strategija demarketinga

| Dimenzija          | Elementi strategija demarketinga |
|--------------------|-----------------------------------|
| proizvod           | Odabir iz aranžmana (popularne i nepopularne) usluga, ponuda usluga niske razine, uskraćivanje pogodnosti koje vode nepovoljnoj tržišnoj apsorbiciji, dozvole za ograničeni posjet (ograničena lokacija), smanjenje kvalitete pruženih usluga i proizvoda, pružanje informacija posjetiteljima o zagušenosti svih znamenitosti u svakom trenutku (npr. web stranice), priprema aranžmana za punu sezonu i popunjene rezervacije |
| osoblje            | Suradnja među različitim sektorima za upravljanje potražnjom, educacija osoblja i djelatnika u korištenju predloženih strategija, zapošljavanje kvalificiranih radnika za upravljanje vremenom i ponašanje posjetitelja, zapošljavanje radnika na pola radnog vremena (prema sezonama) |
| cijena             | Naplaćivanje posjetiteljima za usluge koje su besplatne izvan sezone, povećanje cijena ulaznica, naplaćivanje dodatnih pogodnosti posjetiteljima, nepružanje sniženja i popusta, ponuda različitih cijena, uporaba sustava diskriminacije cijena, nalaženje posjetitelja |
| distribucija       | Tiskanje karata s datumom isteka roka trajanja, skraćivanje sati posjete, otežani pristup osjetljivim područjima i popularnim znamenitostima, smanjenje broja distribucijskih luka |
| promocija          | Dijeljenje brojnih kojima se upravlja posjetama te najavljuju vremena i periodi zagušenja posjeta, prekid oglašavanja, prekid marketinga za određenu znamenitost, informiranje posjetitelja o ograničenjima i problemima vezanima za njihove posjete, oglašavanje / naglašavanje učinaka pravilnog ponašanja, obeshrabljanje nepovoljnih segmenta tržišta, ograničavanje, educiranje masovnih medija o prikladnim ponašanjima, ograničavanje glavne promotivne strategije na odabrane medije kako bi se privukla željena tržišta i segmenti, uvođenje drugih destinacija kao alternativa (kao npr. čekanje u redu) |
| proces             | Ponuda virtualnih tura, ponuda sustava rezervacija, obaveza pokazivanja dozvola za posjet znamenitostima, primjena principa prvenstva posjete prema kapacitetu nosivosti destinacija, posjete određenih znamenitosti samo pod nadzorom educiranog ili podučenog osoblja, usporeno pružanje usluga kojim se posjetiteljima produžuje vrijeme i povećava oportunitetni trošak (kao npr. čekanje u redu) |
| fizički dokaz      | Otviranje puteva koji turiste vode na skraćenu posjetu, postavljanje znakova i ploča kao putokaza turistima, korištenje uniformi za razlikovanje djelatnika različitih odjela kako bi se ubrzao protok posjetitelja |
**Figure 1: The conceptual model of demarketing dimensions and elements of the tourism destinations**

| Dimensions of demarketing strategies | Elements of demarketing strategies |
|--------------------------------------|-----------------------------------|
| **product**                          | Choosing from packages (popular service along with unpopular) service, offering low-level services, not providing facilities that lead to unfavorable market absorption, limited visit permission (Restricted location), reduce the quality of services and products provided, providing information about congestion of any site at any time for visitors (e.g. websites), preparing packages by the organizations according to high-seasons and full reservations |
| **personnel**                        | Cooperation among different sectors to manage demands, training personnel and staff to use proposed strategies, hire skillful workers to manage time and visitor behavior, hire part-time workers (based on seasons) |
| **price**                            | Charging visitors for services that are free through off-peak seasons, increase the entrance fees, charging visitors for additional facilities, offering no undercut and discount, offering different prices, using the price discrimination system, finding visitors |
| **distribution**                     | Providing tickets with expire date, reduce visit hours, difficulty accessing sensitive areas and popular sites, reducing the number of distribution ports |
| **promotion**                        | Giving brochures at the entrances to guide and manage visits along with announcing hours and seasons of congestion, stop advertising, stop marketing for a specific site, informing people about the limitation and problems of their visits, advertising / emphasizing the effects of appropriate behaviors, discouraging the unfavorable market segment by advertising, educating mass media of appropriate behaviors, limiting the main promotion strategy to selected media to attract the desired markets and segments, introducing other destinations as alternative destinations |
| **process**                          | Offering virtual tours, offering reservation systems, the need to provide permissions to visit the sites, using the first-come-first-visit system according to the bearing capacity of destinations, visit specific sites only under the supervision of trained or instructed personnel, providing services slowly that increase the time and opportunity cost for visitors (such as the queuing system) |
| **physical evidence**                | Creating routes to guide tourists to speed up their visits, installing signs and boards to guide tourists, use uniforms to distinguish workers of each department to expedite the visit |
3. METODOLOGIJA

Ovaj je rad prikaz opisnog istraživanja s ciljem primjene rezultata u Kashanu. Nakon proučavanja literature o prethodnim istraživanjima, kako bi se dobile dimenzije i elementi strategija demarketinga, prikupljeni su podaci putem polustrukturnih intervjuja i tri vlastita upitnika.

U prvoj fazi razrađena su dva upitnika za dobivanje mišljenja stanovnika i turističkih vodiča o zagušenju u Kashanu u vrijeme vršne turističke sezone. Upitnici su razvijeni na temelju mišljenja eksperala od kojih su pet znanstvenici koji su posjetili grad u vrijeme glavne sezone, a ostalih pet su članovi turističke zajednice Kashana svjesni sezonskih problema grada. Nakon prve verzije, upitnik je revidiran i ponovno poslan stručnjacima na odobrenje nominalne validnosti konačne verzije. Tema trećeg upitnika bila je odabir prioriteta strategija demarketinga putem petostupnog Likertove skale temeljene na prikupljenim podacima o elementima demarketinga iz literature i mišljenja znanstvenika u području turizma (Tablica 1). Upitnik je poslan na validaciju i turističkim stručnjacima uzimajući u obzir njihova znanja o ovoj temi i problemima Kashana. Na kraju je njegova službena validnost i potvrđena.

Cronbachov koeficijent alfa bio je veći od 0,7 za sve varijable, a također se koristio i Kolmogorov–Smirnov test za provjeru normalne distribucije. Za određivanje percepcije stanovnika, turističkih vodiča, znanstvenika u području turizma i članova turističkih ureda Kashana o razini zagušenja korišten je t-test, a za utvrđivanje preopterećenih znamenitosti i vremena korištena su usporedbe sredina. Prioriteti varijabli i predloženih strategija demarketinga odabrani su na osnovi Friedmanovog testa.

U nastavku slijedi opis sudionika i uzorkovanja:

3. METHODOLOGY

This study was descriptive-survey research, and its findings that can be practiced in Kashan. First, using a library study, previous research was investigated to extract dimensions and elements of demarketing strategies. The data were collected using semi-structured interviews and a researcher-made questionnaire. Three different questionnaires were used in this study.

In the first phase, two different questionnaires were developed to investigate the point of view of the locals and tour guides active in tourism on the level of congestion in Kashan during the demand peak times. They were developed based on expert opinions, including five tourism academics who had visited the city during the peak seasons and five authorities in Kashan’s tourism organization, aware of the city problems during the peak seasons. After the initial development, the questionnaire was revised and submitted again to the expert to approve the face validity of the final version. The third questionnaire was about prioritizing demarketing strategies. It was a five-point Likert scale questionnaire that developed based on the data collected about the elements of demarketing from the literature and tourism academics’ opinion (Table 1). It was submitted to the expert to approve its face validity based on their awareness of the research topic and knowledge about the tourism problems of Kashan. Finally, its formal validity was confirmed.

Cronbach’s alpha for all research variables was higher than 0.7. Kolmogorov–Smirnov test was also used to check the sample normality. The One Sample t-test was used to determine the perception of the congestion level by local people, tour guides, tourism academics, and authorities in Kashan; Average comparisons were also used to identify the sites and seasons facing demand congestion. The Friedman test was used to prioritize the variables and the proposed strategies for demarketing.

The research population and sampling are described below:
Turistički vodiči imaju svjedodžbu Turističke udruge Teherana kao turistički predstavnici; u vrijeme uzorkovanja 70 turističkih vodiča na turama po Kashanu sudjelovalo je u prigodnom uzorkovanju.

Od 208 službenih članova Udruge turističkih vodiča iz populacije uzorka isključeno je 68 vodiča eko tura, lokalnih i muzejskih vodiča i drugih službenika. Prema Cochranoj formuli i Morganovoj tabeli razdijeljena su 103 upitnika u prikladnom uzorkovanju (među sudionicima skupova utrude i onima dostupnima putem interneta). Od te skupine, još 33 osobe su izuzete jer nisu bile aktivne u turama po Kashanu i tako je dobiven konačan uzorak populacije od 70 vodiča.

Razlog zašto turisti nisu uključeni u uzorkovanje je taj što su kao njihovi predstavnici bili odabrani vodiči, budući da oni mogu dati profesionalne stavove o svim problemima, posebno o prekomjernim zagušenjima o kojima slušaju primjedbe i mišljenja turista. Kao direktni sudionici interakcije s turistima i stanovništvom, vodiči pokušavaju preuzeti odgovornost za zadovoljstvo turista. Štoviše, budući da se podaci nisu sakupljali na vrhuncu sezone, pribjeglo se rješenju da se uključe turistički vodiči koji vode po Kashanu.

Stanovništvo uključuje 320.000 osoba koje borave i rade u Kashanu, a starije su od 18 godina. Temeljem Cochranoj formule i Morganove tablice dovoljan bi bio uzorak od 384 osoba, a za istraživanje je sakupljeno 390 upitnika.

Vlasti Kashana uključile su tri organizacije: Kulturno nasljeđe, Rukotvorine, i Turistička zajednica Kashana (kaoplane rizma), Gradsko poglavarstvo Kashana (kao izvršitelj odluka u turizmu), i Ured guvernera (kao nadzorna organizacija). Pet osoba iz svake organizacije sudjelovalo je u polu-strukturiranim osobnim intervjuima putem telefona (u trajanju od 90 do 105 minuta). U ovoj je fazi za uzorkovanje korištena metoda snježne grude.

Tour guides were certified members of Tehran Tourism Association as representatives of tourists; 70 tour guides were providing Kashan tours during the study using convenience sampling.

The official number of the Tourist Guides Association was 208, from which 68 were eco-tour guides, local guides, museum guide, and other related people who were subtracted from the sample population. Using the Cochrane formula and the Morgan table, 103 questionnaires were distributed through convenient sampling (among those attended the association’s sessions and those accessible by the Internet). From this group, 33 people were not active in Kashan tours and were subtracted from the sample population. The final participants were 70 people.

The rationale for not including tourists in the sample population was that tour guides were selected as the representatives of the tourists since they can offer professional views on the problems faced by tourists, and even when tourists face congestion-related problems, they relay their opinions to tour guides. From direct interactions with tourists and local people, tour guides try to be accountable to tourist satisfaction. In addition, since the time of data collection was not a peak season, tour guides, active in Kashan tours, were resorted to collect the data.

Local people were the residents and people working in Kashan, 18 years older and higher. 320.000 people live in this city. Based on the Cochran formula and Morgan’s table, a sample including 384 people could suffice the research sample size; the researchers collected 390 questionnaires.

Kashan authorities were from three Kashan’s Cultural Heritage, Handicrafts, and Tourism Organization (as the planner of tourism industry), Kashan Municipality (as the operating agent of tourism decisions), and Office of the Governor (as the supervising organization). Five people from each organization participated in the semi-structured interviews in person.
Tourism experts were 30 tourism academics and interviewed in person and via telephone (the time of the interviews were between 90 minutes up to 105 minutes). Snowball sampling was used in this step.

Struktura upitnika za vodiče i stanovništvo

1. Odabir sezone i zagušenih znamenitosti Kashana: zagušeni mjeseci i mjesta imali su prvenstvo u upitniku.
2. Sudionici su zamoljeni da na Likertovoj ljestvici od „vrlo jako“ do „vrlo malo“ ocijene kako doživljavaju probleme zagušenosti.

Stručnjaci: znanstvenici u području turizma i turističke vlasti

1. Ocjena trenutnog stanja zagušenosti: u upitniku su stručnjaci zamoljeni ocijeniti trenutnu zagušenost Kashana na petočlanoj Likertovoj ljestvici od „vrlo jako“ do „vrlo malo“.
2. Strategija odabiranja prioriteta: postavljena su pitanja o rješenjima problema zagušenosti (unutar strategija demarketinga) te su predloženi pristupi čije su valjanosti stručnjaci ocijenili na petočlanoj Likertojovoj ljestvici od „vrlo jako“ do „vrlo malo“.

4. STUDIJA SLUČAJA: KASHAN

Kashan covers an area of approximately 10,000 m² and is located in the proximity to the Central Desert of Iran. It is limited by the Salt Lake of Semnan and Qom provinces from the north, by Natanz and Meymeh from the south, by Ardeshan from the east, and by Delijan from the west. The city is between nearby mountains and the desert. Due to its presence on trade and inter-city connection roads, Kashan has always been a significant city; the city is next to an important highway.
That connects the capital city, Tehran, to the southern cities of Iran. The most well-known village in Kashan is Abyaneh. The distances from Kashan to Tehran, Qom, and Isfahan are 230, 95, and 210 km respectively. Located on a great chain of highways and connected to eastern, western, northern, and southern provinces, the city is a host for many passing visitors annually (Kashan’s Cultural Heritage, Handicrafts and Tourism Organization; Kashan Municipality, 2020). Kashan’s tourism hubs include areas around Mashhad Ardehal, Niasar, and Qamsar, and as part of Isfahan it can compete with the tourism sector of Isfahan.

There are 14 international tourist attractions in Kashan and most of them are related to the Qajar era. Among them, 13 attractions are historical-cultural and one of them is natural (Golabgiri or ‘making rosewater’ workshops in Gamsar). There are also 54 national tourist attractions in Kashan, most of which related to the Qajar, the Seljuq, and the Safavid eras. There are 96 provincial attractions in the city, mostly historical-cultural and related to the Qajar and the Safavid eras.

The most important national target markets of Kashan are for Tehran, Kerman, Yazd, and Isfahan, whereas the most important international target markets are for France, China, Italy, Germany, Japan, the Netherlands, Australia, and Spain. Although the number of tourists in the international markets is higher than the ones of Iran, it seems that the volume quality of the national markets is generally higher. Among the national markets, approximately 75% of the whole market is supplied by the Tehran market, and other national markets are allocated a much smaller volume.

5. FINDINGS

Perceived congestion

Based on the findings from the tour guides and local people, there were three demand congestion priorities during spring.
Table 2: The perceived level of site congestion reported by tour guides

| Tourism site                                      | Average rating | Priority |
|--------------------------------------------------|----------------|----------|
| Kashan traditional market                        | 10.17          | 1        |
| Finn Garden                                      | 9.03           | 2        |
| Rose water distillation sites (Niasar and Ghamsar) | 8.30           | 3        |
| Historic houses                                  | 8.18           | 4        |
| Abyane                                           | 4.95           | 5        |
| Niasar region (including waterfall, cave and fire temple) | 7.92           | 6        |
| Maranjab desert and caravanserai                | 7.53           | 7        |
| Noshabad underground city                        | 7.45           | 8        |
| Tomb of Sohrab Sepehri                           | 7.30           | 9        |

The average comparisons showed that Kashan's Traditional Bazar owns the highest visit average of 10.17, and Barzak District occupies the lowest stand by an average of 4.86.

Table 3: The perceived congestion by the statistical sample

| Perceived congestion | Population | Mean     | Standard deviation | Mean standard error |
|----------------------|------------|----------|--------------------|---------------------|
| Guides               | 70         | 3.3013   | .54169             | .06618              |
| Local citizens       | 390        | 2.8562   | .65379             | .03269              |
| Academic experts     | 27         | 4.4074   | .50071             | .09636              |
| Local experts        | 30         | 4.4074   | .50071             | .09636              |
Percepcija razine zagušenja

Tablica 4: Percipirana razina zagušenja prema statističkom uzorku

| Percipirano zagušenje | Vrijednost testa = 3 | Stupanj slobode | Značajne brojke (sig) | Razlika srednjih vrijednosti | Intervali pouzdanosti 95% |
|-----------------------|----------------------|-----------------|----------------------|-------------------------------|----------------------------|
|                       |                      |                 |                      |                               | Donji | Gornji |
| Vodiči                | 4,553                | 66              | 0,00                 | 30132                         | 0,4335 |
| Lokalno stanovništvo | -4,398               | 399             | 0,00                 | -14377                        | -0,0795 |
| Znanstvenici          | 14,605               | 26              | 0,00                 | 1,40741                       | 1,6055 |
| Lokalni stručnjaci   | 17,725               | 12              | 0,00                 | 1,846                         | 2,07  |

The perception of the congestion level

Table 4: The perceived level of congestion by the statistical sample

| Perceived congestion | Test value=3 |                      |                      |                               |                      |                      |
|----------------------|--------------|----------------------|----------------------|-------------------------------|----------------------|
|                      |              | t                    | Degree of freedom    | Significant figures (sig)    | Difference in mean    | Confidence intervals 95% |
|                      |              |                      |                      |                               |                      | Lower | Upper |
| Guides               | 4,553        | 66                   | 0,00                 | 30132                         | 0,1692               | 0,4335 |
| Local citizens       | -4,398       | 399                  | 0,00                 | -14377                        | -0,2080              | -0,0795 |
| Academic experts     | 14,605       | 26                   | 0,00                 | 1,40741                       | 1,2093               | 1,6055 |
| Local experts        | 17,725       | 12                   | 0,00                 | 1,846                         | 1,62                 | 2,07   |

Analiza podataka dobivenih iz upitnika turističkih vodiča pokazala je njihove visoke procjene zagušenja turistima u gradu. Živeći u izravnom dodiru i međusobnoj interakciji s turistima i stanovništvom u nastojanju da zadovolje potrebe posjetitelja, oni su potvrdili da se turisti žale na zagušenost u određenim vremenima i veliku prezagušenost u vrijeme visoke sezone uz zagušenost potražnje. Lokalne vlasti i stručnjaci izrazili su uvjerenje da je percipirana razine zagušenja visoka i da su poduzeli inicijative za smanjenje zagušenja turizmom u Povjerenstvu kriznog nadžmenta Nowruza. Oni znanstvenici koji ne uživaju koristi od turizma u Kashanu ocijenili su da je zagušenost turizmom na preterano visokoj razini dok je lokalno stanovništvo dalo nižu procjenu razine zagušenosti.

The data analysis of the tour guide questionnaires shows that they estimated a high level of tourist congestion in the city. Being in direct contact and interaction with the tourists and local people, they attempt to satisfy the need of the tourists during the visit. They acknowledged that the tourist complaints and dissatisfaction were during the congestion periods, and they observed and perceived high or overfull congestion during high seasons with demand congestion. Local authorities and experts believed that the perceived level of congestion was high and they had taken initiatives to reduce tourist congestion in the Committee of Nowruz Crisis Management. The tourism academics, those who are not beneficiaries of the tourism industry of Kashan, estimated the high and excessive level of tourism congestion. The local people generally rated tourist congestion lower.
Poredak strategija demarketinga

*Tablica 5: Poredak dimenzija demarketinga u Kashanu prema znanstvenicima i lokalnim vlastima*

| Elementi demarketinga | Srednja vrijednost za lokalne stručnjake | Ocjena lokalnih stručnjaka | Srednja vrijednost za znanstvenike | Ocjena znanstvenika |
|------------------------|------------------------------------------|----------------------------|-----------------------------------|---------------------|
| Osoblje                | 5,88                                     | 1                          | 5,10                              | 1                   |
| Cijena                 | 4,65                                     | 2                          | 4,47                              | 2                   |
| Distribucija           | 2,38                                     | 7                          | 4,10                              | 3                   |
| Promocija              | 4,19                                     | 3                          | 4,00                              | 4                   |
| Proces                 | 4,04                                     | 4                          | 3,93                              | 5                   |
| Proizvod               | 3,15                                     | 6                          | 3,33                              | 6                   |
| Fizčki dokaz           | 3,69                                     | 5                          | 3,07                              | 7                   |

Prioritizing demarketing strategies

*Table 5. Prioritizing the dimensions of demarketing strategies in Kashan by the academics and local authorities*

| Demarketing elements | Average for local experts | Rank of local experts | Average for university experts | Rank of academic experts |
|----------------------|----------------------------|------------------------|-------------------------------|--------------------------|
| Staff                | 5,88                       | 1                      | 5,10                          | 1                        |
| Price                | 4,65                       | 2                      | 4,47                          | 2                        |
| Distribution         | 2,38                       | 7                      | 4,10                          | 3                        |
| Promotion            | 4,19                       | 3                      | 4,00                          | 4                        |
| Process              | 4,04                       | 4                      | 3,93                          | 5                        |
| The product          | 3,15                       | 6                      | 3,33                          | 6                        |
| Physical evidence    | 3,69                       | 5                      | 3,07                          | 7                        |

Tablica 6 prikazuje srednju vrijednost i rangiranje percipiranih elemenata demarketinga prema ocjeni lokalnih stručnjaka i znanstvenika. The average and arrangement rank of the perceived demarketing elements by the local authorities and academics are shown in Table 6.
**Tablica 6: Ocjena elemenata strategije demarketinga u Kashanu prema lokalnim stručnjacima i znanstvenicima**

| Dimenzije strategija demarketinga | Elementi strategije demarketinga                                                                 | Srednja vrijednost lokalnih stručnjaka | Rangiranje lokalnih stručnjaka | Srednja vrijednost znanstvenika | Rangiranje znanstvenika |
|-----------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|--------------------------------|----------------------------|
| **Proizvod**                      | Aranžmani pripremljeni za visoku sezonu i pune rezervacije                                    | 5,08                                  | 1                             | 4,73                           | 2                          |
|                                   | Smanjenje kvalitete usluge i proizvoda                                                         | 4,46                                  | 2                             | 3,53                           | 5                          |
|                                   | Ograničene dozvole za posjet (određena mjesta)                                                | 3,92                                  | 3                             | 4,07                           | 3                          |
|                                   | Odabir iz paketa aranžmana (populare usluge s nepopularnim)                                   | 4,38                                  | 4                             | 3,10                           | 7                          |
|                                   | Informacije za posjetitelje o zagušenjima bilo koje znamenitosti u bilo koje vrijeme           | 4,36                                  | 5                             | 5,33                           | 1                          |
|                                   | Pogodnosti koje vode ka nepovoljnoj tržišnoj apsorpciji                                       | 3,12                                  | 6                             | 3,90                           | 4                          |
|                                   | Ponuda usluga niske razine                                                                    | 2,58                                  | 7                             | 3,33                           | 6                          |
| **Osoblje**                       | Suradnja među različitim sektorima za upravljanje potražnjom                                  | 2,92                                  | 1                             | 2,73                           | 2                          |
|                                   | Zapošljavanje radnika na pola radnog vremena (prema sezonama)                                | 2,65                                  | 2                             | 1,83                           | 4                          |
|                                   | Edukacija osoblja i djelatnika u korištenju predloženih strategija                           | 2,46                                  | 3                             | 2,90                           | 1                          |
|                                   | Zapošljavanje kvalificiranih radnika za upravljanje vremenom i ponašanje posjetitelja       | 1,96                                  | 4                             | 2,53                           | 3                          |
| **Cijena**                        | Povećanje cijena ulaznica                                                                    | 4,50                                  | 1                             | 4,60                           | 1                          |
|                                   | Naplaćivanje posjetiteljima za usluge koje su besplatne izvan sezone                         | 4,31                                  | 2                             | 4,57                           | 2                          |
|                                   | Naplaćivanje dodatnih pogodnosti posjetiteljima                                               | 4,15                                  | 3                             | 3,80                           | 5                          |
|                                   | Uporaba sustava diskriminacije cijena                                                         | 4,04                                  | 4                             | 4,17                           | 3                          |
|                                   | Ponuda različitih cijena                                                                      | 4,00                                  | 5                             | 4,03                           | 4                          |
|                                   | Ne nuđenje sniženja i popusta                                                                | 3,58                                  | 6                             | 3,60                           | 6                          |
|                                   | Nalaganje posjetitelja                                                                       | 3,42                                  | 7                             | 3,23                           | 7                          |
| **Distribucija**                 | Otežani pristup osjetljivim područjima i popularnim znamenitostima                           | 3,04                                  | 1                             | 2,77                           | 1                          |
|                                   | Tiskanje karata s datumom isteka roka trajanja                                                | 3,00                                  | 2                             | 2,73                           | 2                          |
|                                   | Skraćivanje sati posjete                                                                     | 2,50                                  | 3                             | 2,17                           | 4                          |
|                                   | Smanjenje broja distribucijskih luka                                                           | 1,46                                  | 4                             | 2,33                           | 3                          |
| **Promocija**                     | Obustava marketinga za određenu znamenitost                                                    | 6,62                                  | 1                             | 5,96                           | 8                          |
|                                   | Dijeljenje brošura kojima se upravlja posjetama te najavljuju vremena i periodi zagušenja posjeta | 6,23                                  | 2                             | 5,04                           | 3                          |
|                                   | Informiranje posjetitelja o ograničenjima i problemima vezanima za posjete                   | 5,62                                  | 3                             | 5,46                           | 1                          |
|                                   | Edukiranje masovnih medija o prikladnim ponašanjima                                          | 5,50                                  | 4                             | 4,86                           | 4                          |
|                                   | Obustava oglašavanja                                                                         | 4,65                                  | 5                             | 4,46                           | 7                          |
|                                   | Uvođenje drugih destinacija kao alternativnih destinacija                                     | 5,31                                  | 6                             | 5,21                           | 2                          |
|                                   | Obeshrabljivanje nepovoljnih segmenta tržišta oglašavanjem                                  | 4,46                                  | 7                             | 4,61                           | 9                          |
### Table 6: Prioritizing the elements of demarketing strategies in Kashan by the academics and local authorities

| Dimensions of demarketing strategies | Elements of demarketing strategies                                                                 | Average for local experts | Rank order for local experts | Average of academic experts | Rank order for academic experts |
|--------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------|-------------------------------|----------------------------|---------------------------------|
| **Promocija**                        | Preparing packages by the organizations according to high-seasons and full reservations        | 5.08                      | 1                             | 4.73                       | 2                               |
|                                      | Reduce the quality of services and products provided                                            | 4.46                      | 2                             | 3.53                       | 5                               |
|                                      | Limited visit permission (Restricted location)                                                  | 3.92                      | 3                             | 4.07                       | 3                               |
|                                      | Choosing from packages (popular service along with unpopular)                                   | 4.38                      | 4                             | 3.10                       | 7                               |
|                                      | Providing information about congestion of any site at any time for visitors                     | 4.36                      | 5                             | 5.33                       | 1                               |
|                                      | Not providing facilities that lead to unfavorable market absorption                             | 3.12                      | 6                             | 3.90                       | 4                               |
|                                      | Offering low-level services                                                                     | 2.58                      | 7                             | 3.33                       | 6                               |
| **Product**                          | Cooperation among different sectors to manage demands                                            | 2.92                      | 1                             | 2.73                       | 2                               |
|                                      | Hire part-time workers (based on seasons)                                                       | 2.65                      | 2                             | 1.83                       | 4                               |
|                                      | Training personnel and staff to use proposed strategies                                          | 2.46                      | 3                             | 2.90                       | 1                               |
| **Personnel**                        | Hire skillful workers to manage time and visitor behavior                                        | 1.96                      | 4                             | 2.53                       | 3                               |
| **Process**                          | Korištenje uniformi za razlikovanje djelatnika različitih odjela kako bi se ubrzao protok posjetitelja | 2.27                      | 1                             | 1.47                       | 3                               |
|                                      | Postavljanje znakova i ploča kao putokaza turistima                                              | 1.98                      | 2                             | 2.40                       | 1                               |
|                                      | Otviranje puteva koji turiste vode na skraćenu posjetu                                           | 1.80                      | 3                             | 2.13                       | 2                               |
| Dimensions of demarketing strategies | Elements of demarketing strategies | Average for local experts | Rank order for local experts | Average of academic experts | Rank order for academic experts |
|--------------------------------------|-----------------------------------|--------------------------|----------------------------|---------------------------|-------------------------------|
| **Price**                            | Increase the entrance fees        | 4.50                     | 1                         | 4.60                       | 1                             |
|                                      | Charging visitors for services that are free through off-peak seasons | 4.31                     | 2                         | 4.57                       | 2                             |
|                                      | Charging visitors for additional facilities | 4.15                     | 3                         | 3.80                       | 5                             |
|                                      | Using the price discrimination system | 4.04                     | 4                         | 4.17                       | 3                             |
|                                      | Offering different prices         | 4.00                     | 5                         | 4.03                       | 4                             |
|                                      | Offering no undercut and discount  | 3.58                     | 6                         | 3.60                       | 6                             |
|                                      | Finding visitors                  | 3.42                     | 7                         | 3.23                       | 7                             |
| **Distribution**                     | Difficulty accessing sensitive areas and popular sites | 3.04                     | 1                         | 2.77                       | 1                             |
|                                      | Providing tickets with expire date | 3.00                     | 2                         | 2.73                       | 2                             |
|                                      | Reduce visit hours                | 2.50                     | 3                         | 2.17                       | 4                             |
|                                      | Reducing the number of distribution ports | 1.46                     | 4                         | 2.33                       | 3                             |
| **Promotion**                        | Stop marketing for a specific site | 6.62                     | 1                         | 5.96                       | 8                             |
|                                      | Giving brochures at the entrances to guide and manage visits along with announcing hours and seasons of congestion | 6.23                     | 2                         | 5.04                       | 3                             |
|                                      | Informing people about the limitations and problems of their visits | 5.62                     | 3                         | 5.46                       | 1                             |
|                                      | Educating mass media of appropriate behaviors | 5.50                     | 4                         | 4.86                       | 4                             |
|                                      | Stop advertising                 | 4.65                     | 5                         | 4.46                       | 7                             |
|                                      | Introduce other destinations as alternative destinations | 5.31                     | 6                         | 5.21                       | 2                             |
|                                      | Discouraging the unfavorable market segment by advertising | 4.46                     | 7                         | 4.61                       | 9                             |
|                                      | Advertising / emphasizing the effects of appropriate behaviors | 3.73                     | 8                         | 4.64                       | 6                             |
|                                      | Limiting the main promotion strategy to selected media to attract the desired markets and segments | 2.88                     | 9                         | 4.75                       | 5                             |
| **Process**                          | Offering reservation systems      | 4.23                     | 1                         | 4.30                       | 1                             |
|                                      | Visit specific sites only under the supervision of trained or instructed personnel | 3.88                     | 2                         | 3.47                       | 4                             |
|                                      | Using the first-come-first-visit system according to the bearing capacity of destinations | 3.73                     | 3                         | 3.93                       | 2                             |
|                                      | The need to provide Permissions to visit the sites | 3.31                     | 4                         | 3.53                       | 3                             |
|                                      | Offering a virtual tour           | 3.19                     | 5                         | 2.60                       | 6                             |
|                                      | Providing services slowly that increase the time and opportunity cost for visitors (such as the queuing system) | 2.65                     | 6                         | 3.17                       | 5                             |
| **Physical evidence**                | Use uniforms to distinguish workers of each department to expedite the visit | 2.27                     | 1                         | 1.47                       | 3                             |
|                                      | Installing signs and boards to guide tourists | 1.98                     | 2                         | 2.40                       | 1                             |
|                                      | Creating routes to guide tourists to speed up their visits | 1.80                     | 3                         | 2.13                       | 2                             |
6. RASPRAVA I ZAKLJUČAK

Mišljenja turističkih vodiča, lokalnih stručnjaka i vlasti te znanstvenika koj su dali svoje ocjene percipirane turističke zagušenosti u usporedbi s onima lokalnog stanovništva navode na zaključak da je Kashan na rubu prekoračenja prihvatnog kapaciteta, ali još nije dostigao fazu protivljenja temeljenu na modelu Doxeyjevog Irridexa. Za lokalno stanovništvo turistička zagušenost je prilika za razvoj i upoznavanje s ljudima iz drugih gradova i zemalja.

S obzirom na to da je Kashan bio mjesto spajanja komunikacijskih cesta i da je odvijek bio domaćin trgovcima i putnicima, lokalno stanovništvo prihvatilo je gostoprimstvo i turističko domaćinstvo kao dijelove svoje kulture. Osim toga, istraživači su također percipirani kao gosti i turisti, a kulturna gostoljubivost bila je prisutna dok je lokalno stanovništvo odgovaralo na upitnike. Prisutnost istraživača dovela je do osjećaja ponosa lokalnog stanovništva zbog činjenice da su turisti odabrali Kashan kao svoje odredište. To može dovesti do činjenice da toleriraju masovnu prisutnost turista ili da to ne vide kao problem jer žele prisutnost i posjet turista iz svakog kutka zemlje ili svijeta.

Anketni upitnici distribuirani su i prikupljeni tijekom pred i post sezona. S obzirom na to da su razdoblja visoke potražnje bila tijekom proljetne sezone i praznika Nowruz, koji su prošli tijekom vremena prikupljanja podataka, te činjenice da je Kashan bio tranzitna ruta za mnoge gradove kao što su Isfahan i Yazd, turističku potražnju drugih destinacija također treba uzeti u obzir pri određivanju potražnje Kashana. Stanovnici grada imaju i druge stabilne karijere (neovisno o turizmu i turistima) kako bi osigurali životne potrebe. Činjenica da je vrijeme zagušenja vrijeme kada mještan rade ružinu vodu, tijekom golabgiri ceremonije, i činjenica da Kashanov turizam uglavnom ovisi o jednodnevnim izletima u okolna odredišta kao što je Gamsar, turisti posjećuju okolna odredišta.
štano tijekom dana i posjećuju Kashan u podne kada su stanovnici na svojim radnim mjestima, nemaju mnogo kontakta s turistima. Vlasti prisutne u uzorku stanovništva smatrane su mještanima i onima koji žive u gradu; odobrili su zagušenje koje je posljedična turizma i smatrali ga disruptivnim. Stoga odgovori mještana ne mogu u potpunosti odražavati njihova stajališta o zagušenju i njegovim nastalim problemima.

S druge strane, s obzirom na uvid turskih vodiča, vlasti i stručnjaka u raznim aspektima turističkih usluga, uključujući prihvat, posluživanje, zagušenje znamenitosti i ostalim područjima, moguće je zaključiti da se njihovo kvalificirano mišljenje može generalizirati do razmjera ovog istraživanja. Na osnovi prikupljenih mišljenja dvaju statističkih skupina, znanstvenika i lokalnih stručnjaka, usluga marketinškog spleta analizirana je prema 7P sa zaključkom da su obje skupine na prva dva mjesta postavile osoblje i cijenu, unatoč njihovim različitim mišljenjima o strategijama demarketinga u Kashanu. Nakon osoblja i cijene, prioritet za lokalne vlasti bili su promocija i proces, fizički dokaz, proizvod, sve do najnižeg, distribucije, s prosječkom 2,33.

Znanstvenici su dali prednost drugim elementima, poput distribucije, promocije, procesa i proizvoda, dok je fizički dokaz završio na dnu ljestvice. Uzevši u obzir rezultate skupina stručnjaka i znanstvenika, može se zaključiti da osoblje (ljudski resursi) i cijena imaju najveći utjecaj na turističku potražnju pa stoga i na upravljanje turističkom potražnjom. Ovo je ispitivanje prvo koje pokazuje da je kadrovska strategija prioriteta za stručnjake i znanstvenike te se stoga ne može uspoređivati s drugima u ovom području. McLean, Havitz i Adkins (2002) tvrde da svi elementi marketinškog spleta mogu utjecati na demarketing. Medway, Warnaby i Dharni (2010) navode da, budući da se sve strategije demarketinga mogu rabiti istovremeno, mogu imati smisla te da nije ispravno odabirati ih po prioritetu. Ipak, McLean, visit the surrounding destinations early in the days and visit Kashan at noon when the residents are in their workplaces, they do not have much contact with the tourists. The authorities present in the sample population were considered as the locals and those who live in the city; they approved the congestion resulted from the tourism and considered it disruptive. Therefore, the responses of the locals cannot completely reflect their views concerning congestion and its resultant problems.

On the other hand, considering the oversight of the tourism guides, authorities, and experts on different aspects of tourist reception, catering, site congestion, and related areas, it can be concluded that their opinion as qualified people can be generalized to the scope of the present study.

After collecting the opinions of two statistical groups, the academics and local experts, the marketing mix service was analyzed under the 7Ps marketing mix. To this end, both authorities in Kashan and academics believe that the ‘personnel’ and ‘price’ elements stand first and second, despite their different opinions on demarketing strategies in Kashan. After the ‘personnel’ and ‘price’, the priorities for the authorities were from ‘promotion’, ‘process’, ‘physical evidence’, ‘product’, to the lowest one, ‘distribution’ with an average of 2.33.

Academics prioritized the other elements as ‘distribution’, ‘promotion’ ‘process’, and ‘product’ and ‘physical evidence’ occupied the lowest rank. Considering both groups of experts and academics, it can be concluded that ‘personnel’ (human resources) and ‘price’ have the highest influence on tourist demand and in consequence tourists demand management. This study is the first one to show that personnel strategy is a priority by the experts and the academics, so it cannot be compared with the other ones in this area. McLean, Havitz and Adkins (2002) believed that all the elements of marketing mix could impact demarketing. Medway, Warnaby and Dharni (2010) expressed that since all marketing strategies could be used simultane-
Havitz i Adkins (2002) su uvažili da cijena može više utjecati na potrošače s niskim prihodima nego na ostale.

Uzimajući u obzir potkategorije svakog elementa demarketinga u Kashanu, studija pokazuje da su tri prioriteta u slučaju osoblja (kao prvog skupa prioriteta) bila u cilju suradnje osoblja u različitim sektorima radi upravljanja potražnjom, korištenja osoblja s nepunim radnim vremenom i obrazovanja osoblja za učinkovitu provedbu strateških elemenata povezanih s cijenom (kao drugi skup prioriteta), poput povećavanja cijena ulaznica za atrakcije, besplatne posjete izvan glavne sezone za one atrakcije koje nemaju besplatan ulaz u vršnoj sezoni te povećanja cijena za dodatno korištenje objekata (prioriteti su prikazani u Tablici 6).

S obzirom na praktične posljedice za vlasti Kashana, znajući da osoblje ima prioritet kao najvažnija strategija, njihovo obrazovanje može dovesti do upravljanja turističkom potražnjom. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista. Ova edukacija može se provesti kako bi se turiste usmjeravalo na druga manje prometna mjesta te upravljalo vremenom posjeta mjestu bez posljedica na imidž destinacije i zadovoljstvo turista.
Ajzen’s theory of planned behavior can be utilized to devise strategies to change people’s beliefs, attitudes, and later their expectations. Therefore, the tourists should be informed about all demarketing approaches used in Kashan beforehand while deciding on the visit. By accompanying the ‘promotion’ strategy with other strategies, demand can be reduced before the travel. Through managing waiting people and proposing suggestions on activities and alternative destinations, along with other demarketing strategies, dissatisfaction created from disallowance from some site entrances can be reduced. Next to reducing the tourism demand before the travel, initiatives should be planned for tourist redistribution and accelerate of visiting process so that alongside reduction in the whole volume of tourist demand in Kashan, the tourist entrance volume can be redistributed in less-visited sites (e.g., Agha Bozorg Mosque and School and Tepe Sialk). Also, arranging tours in low-season periods can be modified seasonally and help the tourism industry of the city.

The general conclusion of the study shows that since many recreational destinations face limitations of access for all visitors during the days of high demand, particularly in cases of rare recreational resources that can lead to negative consequences for both visitors and the destination, the majority of researchers believe that one of the most common effects of visitor increase is congestion that can negatively impact the tourists, local people, and the site. Therefore, the marketers should use the present demarketing strategies to manage the destination, especially during the high demand times.

Using the literature, demarketing strategies of the destination, Kashan, were collected and investigated. Other researchers and marketers can investigate these strategies in other tourist destinations that face congestion, based on the unique properties of each site to which the findings of this study cannot be generalized. In this study, there were some limitations such as the measurement of
nja od strane lokalnog stanovništva u sezona-
ma velike potražnje. Razlikovanje poželjnih
i nepoželjnih posjetitelja i određivanje koji je
posjetitelj u poželjoj ili nepoželjoj skupini
zahtijeva sveobuhvatnu studiju na kojoj drugi
istraživači mogu raditi. Jedna od posljedica
prekomjerne potražnje ili zagušenja je uni-
štavanje povijesnih zgrada ili okoliša, tako
da studije o određivanju količine (fizičke)
tolerancije mjesta mogu biti vrlo praktične u
kontekstu demarketinga.

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**Prmljeno: 9. siječnja 2021. / Submitted: 9 January 2021**

**Prihvaćeno: 6. listopada 2021. / Accepted: 6 October 2021**

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