

GOVERNANCE FRAGMENTATION IN TOURISM SUPPLY CHAINS: BARRIERS TO SUSTAINABLE DESTINATION MANAGEMENT

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ABSTRACT

Sustainable destination management increasingly depends on the ability of tourism stakeholders to coordinate actions across fragmented tourism supply chains. However, governance in tourism destinations is often characterised by dispersed responsibilities, uneven stakeholder engagement, and limited implementation coherence, creating barriers to integrated sustainability management. This article examines how governance fragmentation affects sustainable management at the destination. The study adopts an exploratory qualitative case study based on semi-structured expert interviews with key tourism supply chain stakeholders, including destination management organisations, tour operators, and accommodation and transportation sector experts. Thematic analysis was used to identify governance barriers and potential pathways for improvement. The findings reveal that governance fragmentation weakens sustainability implementation through dispersed accountability, uneven participation, and limited coordination across sectors. The study argues that stronger governance integration, clearer implementation structures, improved role clarity and shared monitoring practices are essential for advancing sustainable destination management.

KEY WORDS: *tourism supply chains, governance fragmentation, sustainable destination management, stakeholder coordination, governance.*

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Introduction

Sustainable destination management is a central challenge in tourism governance, requiring a balance between economic competitiveness, environmental responsibility, social legitimacy, and adaptive capacity. Tourism is increasingly understood as a complex system that must be actively governed to remain sustainable under conditions of volatility, climate pressure, and over-tourism (Saarinen, Gill, 2020; Gruchmann et al., 2022; Nematpour et al., 2024). This shift shows that sustainability depends not only on strategy, but also on governance capacity.

Viewed through tourism supply chains, destinations consist of interdependent networks of stakeholders: accommodation providers, transport operators, intermediaries, attractions, public authorities and destination management organisations (DMOs). These systems are fragmented, service-based, and rely on coordination among autonomous actors with differing interests (Fong et al., 2021; Gaki, Koufodontis, 2022; Hallmann et al., 2024). Thus, sustainability depends on coordination rather than control. However, governance is often fragmented. Responsibilities for planning, mobility, visitor management and promotion are dispersed across actors without strong integrative mechanisms. This makes sustainability difficult to implement: it becomes rhetorically shared, but operationally unclear.

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Fragmentation leads to silos, duplication, weak accountability and poor implementation. While research stresses collaboration and integration (Venkatachalam et al., 2020; Gruchmann et al., 2022; Chowdhury et al., 2024), it often remains normative, and does not fully examine how fragmentation operates in practice, or the barriers it creates. Despite advances in theory, there is limited empirical insight into how governance fragmentation constrains tourism supply chains. Specifically, there is a lack of understanding of: (1) practical governance barriers, and (2) stakeholder-driven solutions. Without this, sustainability remains conceptually strong but institutionally weak.

This article addresses the gap by examining governance fragmentation as a structural constraint in tourism supply chains, and its impact on sustainable destination management. Using qualitative stakeholder perspectives from Brighton in the United Kingdom, it explores how fragmentation shapes sustainability in practice, and shifts the focus from calls for ‘more collaboration’ to identifying concrete barriers. Sustainable destination management depends on coordinated action, but governance remains dispersed and weakly integrated. The study aims to identify the principal governance-related barriers arising from fragmentation, and to examine potential pathways for improving coordination and management effectiveness. It addresses two research questions: what barriers does governance fragmentation create for sustainable destination management (RQ1), and how can these barriers be overcome (RQ2)?

1. Literature review

1.1. Tourism supply chains as fragmented destination systems

Tourism supply chains are increasingly seen as complex, destination-based networks of interdependent yet autonomous actors, rather than linear systems (Soratana et al., 2021). Unlike conventional supply chains, they involve simultaneous production and consumption, strong service interdependence, and diverse stakeholders, such as accommodation providers, transport operators, tour operators, attractions, local authorities, and destination management organisations, with no single actor in control (Gretzel, 2021; Radnić et al., 2022; Hartmann, Papp, 2024). This complexity means destination outcomes (competitiveness, visitor experience, sustainability and resilience) emerge from partially coordinated interactions rather than isolated actions, resulting in high interdependence but weak formal control (Crotts et al., 2022).

Accordingly, tourism supply chains are better understood as governance environments, where effectiveness depends on aligning stakeholders across sectors and interests. Coordination, rather than managerial control, becomes central to destination management (Novelli, 2024; Hallmann et al., 2024). Figure 1 illustrates this conceptualisation, by showing the tourism supply chain as a network of autonomous but interdependent actors contributing to destination-level outcomes.

Figure 1 presents the conceptual framework underpinning this study. It illustrates destination sustainability as an outcome shaped through governance mechanisms that coordinate fragmented yet interdependent Tier 2 tourism supply chain stakeholders. The figure reflects the absence of unified hierarchical control in destination governance, and highlights the importance of coordination, collaboration and strategic alignment in achieving sustainability outcomes.

1.2. Governance fragmentation and sustainable destination management as a coordination challenge

Governance fragmentation in destination management refers to the dispersion of authority, responsibility and influence across multiple actors, without a strong central coordinating structure. Tourism governance is rarely hierarchical, operating instead through distributed networks of public institutions, private firms, intermediaries, community stakeholders and destination management organisations, each holding partial responsibility (Albrecht et al., 2021). As a result, governance relies on negotiation, voluntary alignment and collaboration, rather than formal control, making it inherently relational and contingent (Hizmi, Junaid, 2023).



Figure 1. Conceptual framework of destination sustainability governance across fragmented tourism supply chains

Source: Compiled by the author.

Recent research frames fragmentation as a structural condition rather than a temporary issue. Governance often remains ‘soft’, dependent on stakeholder willingness rather than regulatory capacity (Weaver et al., 2022), while destination management is increasingly seen as a multi-actor coordination process shaped by institutional complexity (Errichiello, Micera, 2021). The growing role of DMOs in wider digital and business ecosystems further reinforces this dispersed and networked governance structure (Herasimovich et al., 2024). Accordingly, fragmentation is not a deviation, but a defining feature of destination governance (Mihalič, Kuščer, 2021).

This fragmentation becomes particularly significant in the context of sustainability. Sustainable destination management requires integrating environmental, social and economic objectives across sectors, such as mobility, environmental protection, local development and community well-being, issues that cannot be addressed in isolation. Sustainability is therefore not only a policy goal but a coordination challenge: its implementation depends on whether diverse actors can align and act collectively. Where governance remains fragmented, sustainability tends to be uneven or symbolic.

This view is supported by recent scholarship. Glyptou (2024) emphasises that destination sustainability should be understood through integrated governance systems rather than sectoral approaches. Dwyer (2024) highlights that sustainability measurement is limited when governance fails to connect strategy, data and implementation. More broadly, Novelli (2024) argues that sustainability and resilience depend on collaboration and cross-sector alignment, rather than individual organisational performance. In this light, sustainable destination management is fundamentally a governance problem, rooted in coordination, interdependence and institutional complexity, requiring fragmented systems to be aligned in ways that make sustainability actionable.

1.3. Conceptual positioning of the study

Tourism destinations operate through fragmented supply chain structures where sustainability depends on coordination between autonomous actors. While governance fragmentation is widely recognised, it is often addressed conceptually rather than through the lived experiences of tourism stakeholders. This study treats fragmentation not as a predefined barrier but as a destination condition shaping coordination, responsibility and implementation. Using qualitative inquiry, it explores how fragmentation is experienced in practice, and what governance responses are needed.

Thus, governance fragmentation is applied as a sensitising concept, offering a lens to examine how sustainable destination management is constrained in multi-actor systems, and to identify emerging barriers and responses from stakeholder perspectives. Figure 2 positions governance fragmentation conceptually between tourism supply chain complexity and sustainable destination management, while indicating that fragmentation may manifest across structural, relational and operational dimensions.

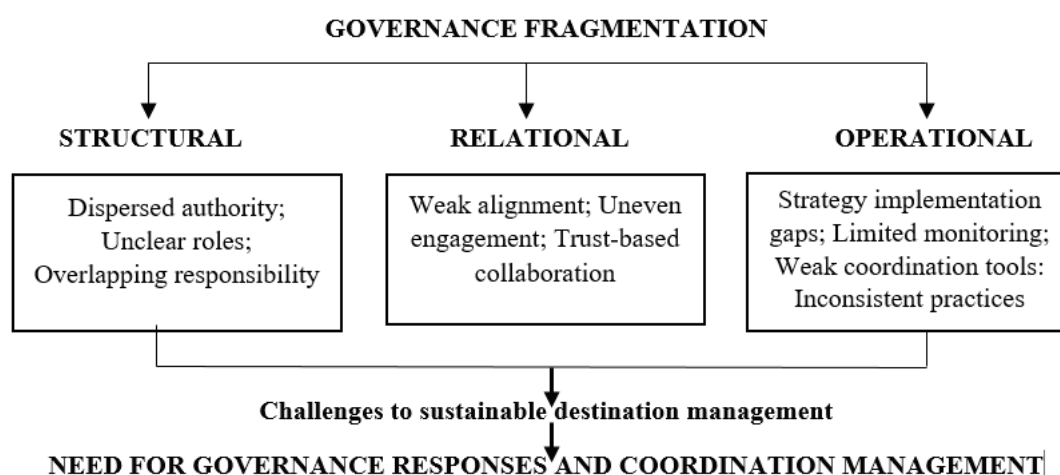


Figure 2. Governance fragmentation as a conceptual condition in destination management

Source: compiled by the author.

Figure 2 conceptualises governance fragmentation as a mediating condition between tourism supply chain complexity and the challenges of sustainable destination management. It shows that fragmentation may manifest across multiple analytical dimensions, including structural, relational and operational aspects of destination governance. Structural fragmentation relates to the dispersion of authority and responsibilities across actors, relational fragmentation reflects the quality and consistency of stakeholder interactions, while operational fragmentation concerns the translation of strategic intent into coordinated practice.

Importantly, these dimensions are not treated as predefined empirical categories, but as a theoretical lens guiding the analysis. The extent to which fragmentation manifests across these dimensions, and the specific barriers it creates for sustainable destination management, are explored through the qualitative investigation of stakeholder perspectives in the tourism supply chain. These aspects are examined in this study through semi-structured expert interviews, allowing the empirical findings to reveal how governance fragmentation is experienced in practice, and how it affects coordination across destination actors.

Accordingly, this study adopts a qualitative approach to examine how governance fragmentation is perceived across tourism supply chain actors, and to identify the specific barriers and coordination challenges that emerge in practice. Although governance fragmentation is increasingly recognised in tourism scholarship, less is known about what barriers it creates in practice, and how these barriers may be overcome from the perspective of tourism supply chain stakeholders. This article addresses that gap through the qualitative investigation of key destination actors in Brighton in the United Kingdom.

2. Methodology

2.1. Research design

The study adopts a qualitative case study approach to examine how governance fragmentation is experienced across tourism supply chain actors, and how it constrains sustainable destination management. A qualitative design was selected, because governance fragmentation is not only a formal institutional issue, but also a relational and operational one that becomes visible through stakeholder experience, coordination practices and perceived implementation gaps. In tourism research, qualitative inquiry is particularly valuable when the objective is to explore complex, multi-actor systems, and uncover how governance processes operate in practice rather than merely in formal structures (Gobo, 2023; Kasdorf et al., 2024). This is especially relevant in tourism supply chains, where destination management depends on interactions among autonomous yet interdependent actors, rather than on hierarchical control.

The research is grounded in an interpretive and pragmatically informed logic, which is appropriate for investigating governance barriers from the perspective of those directly involved in destination coordination. Rather than testing predefined causal relationships, the research seeks to understand how fragmentation is perceived across stakeholder groups, and what governance responses are considered necessary to improve destination management. This aligns with the broader methodological positioning of the dissertation, where tourism supply chain management is treated as a system requiring stakeholder-informed analysis to improve destination sustainability and resilience.

2.2. Case study context, sampling and coding

The empirical study was conducted in Brighton in the United Kingdom, selected as an analytically relevant case of a mature coastal tourism destination characterised by a strong visitor economy, high stakeholder density and increasing sustainability pressures. Brighton reflects the governance complexity typical of contemporary destinations, where responsibility for sustainable development is dispersed across multiple public and private actors (Summers, 2020). A purposive expert sampling strategy was used to capture perspectives from key tourism supply chain actors. Stakeholders were identified through the VisitBrighton platform, the largest tourism website for Brighton and the official destination management organisation for the city and the wider local area. VisitBrighton promotes the destination for both leisure and business tourism, and operates in partnership with approximately 350 tourism stakeholders, making it a suitable gateway for identifying relevant actors.

In total, 48 stakeholders were initially contacted, of whom 28 agreed to participate, resulting in a response rate of 58%. Notably, participation from destination management organisation representatives reached 100%, ensuring strong institutional representation. The final sample included five DMO representatives, seven tour operators and travel agency representatives, 11 accommodation providers, and five transport providers.

Interviews were conducted between February and March 2024 using a combination of online communication platforms and face-to-face meetings. Each interview lasted up to 30 minutes, and followed a semi-structured format, covering strategy, stakeholder engagement, implementation and communication. Semi-structured interviewing was chosen, because it enables consistency across interviews, while retaining the flexibility necessary to explore complex governance issues in depth (Gobo, 2023; Hartman, Sampson, 2024). In tourism governance research, this method is particularly useful for eliciting expert interpretations of coordination practices, institutional tensions and implementation challenges that are often embedded in routine professional activity rather than explicitly formalised (Pung, Chiappa, 2020; Yayla et al., 2023). The interview was organised around four broad domains: strategy and policy, stakeholder engagement and collaboration, implementation and coordination, and communication and perception management. These domains were used to explore how sustainability governance operates across the destination, and where fragmentation is perceived to weaken collective action.

Thematic analysis followed a structured multi-stage process. Interview transcripts were reviewed for familiarity, then manually open-coded to identify recurring themes related to governance fragmentation, coordination, stakeholder interaction, and implementation. Codes were grouped into higher-order themes through an iterative process linking data and interpretation. Although informed by structural, relational and operational fragmentation, these dimensions emerged inductively rather than being imposed. Manual coding supported close engagement, and saturation was reached when no new themes appeared. The analysis used these dimensions as sensitising concepts, allowing themes to remain grounded in stakeholder perspectives. It addressed two research questions: identifying barriers created by governance fragmentation, and exploring stakeholder-informed solutions. All participants gave informed consent, and data were anonymised (e.g. DMO1).

2.3. Trustworthiness and ethics

Several steps were taken to strengthen the trustworthiness of the study. First, the purposive selection of expert respondents ensured institutional relevance and practical insight. Second, the use of a common semi-structured interview guide improved comparability across stakeholder groups while preserving interpretive depth. Third, the interview framework was grounded in a prior expert-led selection of destination-relevant sustainability dimensions, which strengthened the coherence of the inquiry. This ensured confidentiality and encouraged open discussion of governance challenges.

The study also followed key qualitative quality principles, such as credibility, consistency and interpretive transparency (Plakoyiannakia, Stavrakis, 2022). Respondents were treated as anonymous expert participants, and all interview material was coded by sector and respondent number rather than by name or organisation. This was particularly important given the governance-sensitive nature of the topic, as anonymity allowed participants to speak openly about coordination failures, institutional tensions and implementation shortcomings without reputational risk. The broader dissertation methodology also explicitly foregrounds validity, confirmability and ethical safeguards in the qualitative phase, which informed the design of this article-level analysis.

3. Results

3.1. Governance fragmentation as a cross-sector pattern in Brighton's tourism supply chain

The qualitative findings demonstrate that governance fragmentation in Brighton operates as a systemic, cross-sector condition, rather than a problem confined to a single stakeholder group. Across destination management organisations, tour operators, accommodation providers and transportation actors, respondents consistently described sustainability-related activities. However, these activities appear only partially connected within a coherent governance system. The key issue emerging from the data is therefore not the absence of sustainability initiatives, but the limited integration through which such initiatives are aligned, monitored and collectively governed.

Stakeholder narratives illustrate this fragmentation clearly. While sustainability is widely recognised as a strategic priority, it is not consistently embedded in shared governance structures. For example, a DMO respondent stated that 'the goal for tourism ... is to safeguard the long-term sustainability of tourism' (DMO1), while another emphasised that 'businesses must become more resilient by everyone sharing the same focus' (DMO5). However, transport stakeholders described sustainability primarily in operational and technical terms, such as 'investing in carbon offset projects' and 'using route optimisation software to reduce congestion and fuel use' (TR1, TR3). This contrast suggests that while sustainability is present across sectors, it is conceptualised and implemented differently, reinforcing fragmentation at the system level.

Across the dataset, fragmentation manifests through three interrelated dimensions: structural, relational and operational. These dimensions provide the basis for the analytical synthesis presented in Figure 3.

Stakeholder governance dimension	Destination management organisations ↓	Tour operators ↓	Accommodation ↓	Transportation ↓
Structural fragmentation	Strategic ambitions not consistently translated into measurable governance systems; weak integration of sustainability indicators; limited adaptive planning ⇒	Sustainability present in product design, but weak formalisation of standards and evaluation criteria	Independent sustainability and diversification practices, but weak destination-level integration	Stronger technical planning, but limited strategic integration with broader destination governance
Relational fragmentation	Stakeholder engagement mechanisms exist, but limited depth, inclusiveness, and community integration ⇒	Collaboration occurs, but often remains transactional and insufficiently embedded in shared governance	Broad partnerships exist, but uneven depth and limited strategic coordination with public actors	Issue-specific partnerships, but limited participation in long-term destination governance coalitions
Operational fragmentation	Existing tools for management and communication, but weak monitoring, feedback integration, and compliance mechanisms ⇒	Sustainability actions implemented inconsistently; weak use of metrics and limited feedback loops	Uneven implementation of sustainability practices; limited specialised training and operational consistency	More developed technical implementation, but limited cross-sector integration and adaptive coordination

Figure 3. Governance barriers across key tourism supply chain stakeholders

Source: Compiled by the author.

Figure 3 demonstrates that fragmentation is distributed across the tourism supply chain, rather than concentrated within a single stakeholder group. The pattern that emerges is therefore systemic: different actors encounter different manifestations of fragmentation, but together these create a destination environment in which sustainability is recognised but not fully coordinated.

Structural fragmentation refers to the lack of alignment between strategic frameworks, institutional responsibilities and measurable governance systems. The findings indicate that although Brighton has an active strategic environment, these frameworks are not fully integrated across the tourism supply chain. DMO respondents highlighted the existence of multiple overlapping strategies, noting that ‘the Visitor Economy Strategy ... is designed to align with broader city frameworks’ (DMO1). However, the absence of shared indicators and consistent evaluation mechanisms suggests that this alignment remains largely conceptual rather than operational. Similarly, another respondent emphasised the importance of positioning tourism within wider economic planning, stating that ‘tourism must be central in economic strategy for the city’ (DMO4), yet this integration is not consistently reflected in cross-sector governance structures.

Private-sector stakeholders further illustrate this fragmentation. Transport providers demonstrated relatively advanced environmental planning, including ‘investment in electric vehicles’ and ‘tracking CO₂ emissions and fuel efficiency’ (TR2, TR3), as well as ‘developing transport plans for 2030’ (TR1). However, these initiatives appear to be largely sector-specific rather than embedded within a shared destination governance framework. Similarly, sustainability actions in other sectors are implemented independently, without clear integration into destination-wide standards or monitoring systems. Taken together, these findings suggest that structural fragmentation is not due to a lack of strategic activity, but rather to the absence of a unified governance architecture capable of aligning sectoral efforts into a coherent system.

Relational fragmentation refers to the nature and quality of stakeholder interaction. The findings show that Brighton possesses an active stakeholder environment, yet collaboration often remains insufficiently institutionalised. DMO respondents described a wide range of engagement mechanisms, including ‘meetings, workshops, forums and advisory committees’ (DMO2), as well as consultations and co-creation processes (DMO3, DMO4). These mechanisms suggest a governance system that actively seeks stakeholder input. However, the persistence of weak long-term relationships, limited stakeholder voice, and uneven participation indicates that engagement does not consistently translate into shared governance.

This pattern is reinforced by transport stakeholders, who described collaboration primarily in functional or project-based terms, such as ‘collaborating with the City Council to align sustainability initiatives’ (TR1) or ‘partnering with environmental organisations and universities on specific projects’ (TR2, TR3). While these interactions demonstrate cooperation, they tend to be issue-specific rather than embedded in long-term governance structures.

Moreover, stakeholders across sectors highlighted the importance of collaboration, but implicitly revealed its limitations. For example, the need to ‘work together towards common goals’ (TR4) and ‘share best practices’ (TR4) indicates that such alignment is not yet fully realised in practice. Thus, relational fragmentation does not stem from a lack of interaction, but from the absence of sustained, inclusive and institutionalised collaboration capable of supporting destination-wide coordination.

Operational fragmentation concerns the implementation, monitoring and adaptation of sustainability practices across the tourism supply chain. The findings show that while numerous sustainability actions are undertaken, they are unevenly applied and weakly integrated into shared governance processes.

DMO respondents referred to the use of ‘data analysis and monitoring systems’ and visitor management tools (DMO1, DMO2), while also highlighting awareness campaigns and infrastructure initiatives (DMO3, DMO4). Similarly, transport stakeholders demonstrated advanced operational practices, including ‘tracking emissions and environmental performance metrics’ (TR2, TR5), ‘publishing sustainability reports’ (TR4), and ‘using real-time data for route optimisation’ (TR1, TR3).

Despite these efforts, the findings indicate that such practices are not consistently connected across sectors. For instance, while transport providers utilise detailed performance metrics, such as ‘CO₂ emissions per mile travelled’ and ‘fuel efficiency indicators’ (TR3), similar monitoring systems are not uniformly adopted

across other tourism sectors. This creates a fragmented implementation environment in which sustainability practices exist but are not collectively evaluated or adapted.

Furthermore, stakeholders emphasised the role of consumer engagement and education, such as ‘providing visitors with information on sustainable transport options’ (TR2) and ‘encouraging eco-friendly behaviour’ (TR1). However, these efforts remain dispersed and lack integration into a broader destination-level strategy for behavioural change and sustainability communication. Overall, operational fragmentation is sustained not by a lack of action, but by the absence of a shared implementation and learning system. This limits the capacity of the destination to move from isolated initiatives toward coordinated, adaptive governance.

Taken together, the findings indicate that governance fragmentation in Brighton is systemic and multi-dimensional. Different stakeholders experience different forms of fragmentation, but these collectively create a governance environment in which sustainability is widely recognised yet insufficiently coordinated. The evidence suggests that the core challenge is not the absence of sustainability activity, but the limited governance capacity to integrate these activities into a coherent destination system.

3.2. Governance responses to identified barriers

While the qualitative findings reveal substantial fragmentation, they also point to a clear governance implication: Brighton’s challenge is not primarily one of awareness or willingness, but one of integration. Across all stakeholder groups, the interviews indicate that many of the necessary building blocks for sustainable destination management already exist. What remains underdeveloped is the governance capacity to connect these building blocks into a coherent destination system. On this basis, the findings were synthesised into Figure 4, which presents a governance response matrix corresponding to the structural, relational and operational barriers identified in Figure 3.

The governance response matrix (Figure 4) translates the findings into actionable pathways. Structurally, the establishment of a cross-sector governance board and shared sustainability indicators would enable stronger alignment. Relationally, the introduction of regular co-creation forums and formal stakeholder representation would strengthen participation and trust. Operationally, the development of a shared monitoring system and feedback loops would support adaptive learning. Together, these measures provide a practical framework for moving from fragmented governance towards integrated destination management.

These findings are broadly consistent with recent tourism governance scholarship, which increasingly argues that destination sustainability depends less on isolated initiatives and more on the quality of cross-sector coordination. For example, Gruchmann et al. (2022) emphasise that sustainable destination systems require stronger integration between actors rather than parallel sustainability efforts, while Novelli (2024) highlights that tourism ecosystems become more resilient when collaborative capacity is institutionally embedded rather than informally dependent. Similarly, Glyptou (2024) argues that destination sustainability cannot be meaningfully advanced without system-level integration across sectors, and Dwyer (2024) shows that sustainability ambitions remain weak where governance systems are not supported by measurable performance and monitoring structures.

What the Brighton findings add to these debates is a more fine-grained understanding of how fragmentation is experienced simultaneously across governance architecture, stakeholder relations and operational delivery. In this respect, the study extends beyond the generic argument that ‘more collaboration is needed’, and instead demonstrates that different forms of fragmentation generate different types of governance weakness. This is analytically important, because it suggests that governance improvement should not be treated as a single intervention, but as a multi-dimensional process of alignment. In other words, the study demonstrates that sustainable destination management depends not only on what tourism actors do individually, but on whether the governance environment enables those actions to accumulate into coordinated destination-wide outcomes.

Governance dimension	Main governance need	Indicative response pathway
Structural	Implement destination-wide governance alignment	Action: establish a cross-sector governance board led by DMO + municipality Mechanism: annual sustainability framework + shared KPIs Indicators: • % stakeholders reporting against common KPIs • Number of cross-sector initiatives implemented
Relational	Integrate inclusive stakeholder coordination	Action: introduce quarterly stakeholder co-creation forums Mechanism: formal stakeholder representation model (incl. community) Indicators: • Stakeholder participation rate • Number of co-created initiatives
Operational	Monitor implementation and apply adaptive learning	Action: implement shared monitoring system (dashboard) Mechanism: standardised reporting + feedback loops Indicators: • Number of stakeholders using system • Frequency of data-driven adjustments

Figure 4. Governance response matrix for overcoming fragmentation

Source: compiled by the author.

Conclusions

This study shows that governance fragmentation is not a side issue in destination management, but a structural constraint that limits the ability to deliver sustainability. In tourism supply chains composed of autonomous yet interdependent actors, the core challenge is not willingness to collaborate, but insufficient governance capacity to align actions around shared goals.

Fragmentation operates across three dimensions. Structurally, it weakens strategic coherence and integration of sustainability across the system. Relationally, it creates uneven and shallow stakeholder engage-

ment. Operationally, it disrupts implementation, monitoring and adaptive learning. Together, these dynamics explain why sustainability often remains aspirational: not due to lack of intent, but due to governance systems that are poorly configured for coordinated action.

The study contributes by reframing fragmentation as a multi-dimensional governance condition that actively constrains sustainability, rather than a descriptive feature of tourism systems. This shifts the focus from promoting collaboration in general to understanding why coordination fails in practice.

Practically, the findings highlight that closing the gap between sustainability ambition and delivery requires governance integration, not more strategies. Destinations need clearer institutional alignment, stronger and more continuous stakeholder coordination, defined implementation responsibilities, and effective monitoring mechanisms. Without these, sustainability will remain rhetorically central but operationally weak.

The study is based on a single qualitative case and stakeholder perspectives, offering depth rather than broad generalisation. Future research should examine how governance integration can be implemented and measured across different contexts, particularly under pressures such as climate change, digitalisation and over-tourism. Ultimately, sustainable destination management depends less on defining better goals and more on restructuring how destinations are governed. Without addressing fragmentation, sustainability cannot move from intention to collective practice.

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VALDYMO FRAGMENTACIJA TURIZMO TIEKIMO GRANDINĖSE: TVARAUS TURIZMO VIETŲ VALDYMO KLIŪTYS

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Santrauka

Tvarus turizmo vietovių valdymas vis labiau priklauso nuo gebėjimo koordinuoti veiksmus tarp tarpusavyje susijusių, tačiau fragmentuotų turizmo tiekimo grandinės dalyvių. Vis dėlto praktikoje valdymas dažnai išlieka išskaidytas, pasižymintis neaiškiomis atsakomybėmis, netolygiu suinteresuotųjų šalių įsitraukimu ir ribotu strategijų įgyvendinimo nuoseklumu. Tai apsunkina integruotą tvarumo valdymą ir mažina vietovės gebėjimą veikti kaip darniai koordinuojamai sistemai. Šiame straipsnyje nagrinėjama, kaip valdymo fragmentacija turizmo tiekimo grandinėse trukdo tvaram vietovės valdymui ir kaip šias kliūtis galima būtų įveikti spartinant valdymo integraciją.

Tyrimas atliktas remiantis kokybinio atvejo analizės prieiga, kaip empirinį tyrimo lauką pasirinkus Brai-tono (Jungtinė Karalystė) turizmo vietovę. Duomenys rinkti taikant pusiau struktūruotus ekspertinius interviu su pagrindiniais turizmo tiekimo grandinės dalyviais, tarp jų – vietovės valdymo organizacijų, apgyvendinimo, transporto, kelionių organizavimo sektorių atstovais. Duomenys apdoroti taikant teminę analizę, siekiant nustatyti valdymo fragmentacijos barjerus bei numatyti galimus jų mažinimo būdus.

Tyrimo rezultatai atskleidė, kad valdymo fragmentacija veikia trimis pagrindiniais lygmenimis. Pirmą, struktūrinę fragmentaciją silpnina strateginį suderinamumą ir riboja tvarumo bei atsparumo principų integraciją visoje turizmo tiekimo grandinėje. Antra, santykinę fragmentaciją mažina suinteresuotųjų šalių bendradarbiavimo gylį, tęstinumą ir įtrauktį, todėl bendradarbiavimas dažnai išlieka paviršinis ir neperauga į tikrąjį „bendravaldiškumą“. Trečia, operacinę fragmentaciją apsunkina nuoseklų tvarumo strategijų įgyvendinimą, stebėseną ir praktinį prisitaikymą. Šių veiksnių visuma atskleidžia, kad pagrindinė problema – ne vien tvarumo strategijų trūkumas, bet nepakankamai integruota kolektyvinį veikimą ribojanti valdymo aplinka.

Straipsnis empiriniu požiūriu atskleidžia, kaip valdymo fragmentacija pasireiškia praktikoje brandžioje pajūrio turizmo vietovėje. Konceptualiai tyrimas siūlo valdymo fragmentaciją suprasti ne kaip bendrą turizmo vietovių savybę, bet kaip daugialypę struktūrinę problemą, veikiančią skirtingus valdymo aspektus. Praktiniu požiūriu rezultatai rodo, kad tvariam vietovės valdymui stiprinti būtina ne vien kurti naujas strategijas, bet labiau integruoti jau veikiančius procesus, aiškiau paskirstyti atsakomybes, stiprinti tarpsektorinį koordinavimą ir taikyti nuoseklias stebėsenos bei prisitaikymo praktikas.

Tyrimas turi ir tam tikrų ribotumų. Jis remiasi vienos vietovės kokybiniu atveju ir suinteresuotųjų šalių suvokimu, tad išvadų negalima tiesiogiai apibendrinti visiems turizmo kontekstams. Vis dėlto jis suteikia svarbių įžvalgų apie tai, kad tvarus vietovės valdymas iš esmės priklauso nuo gebėjimo įveikti valdymo fragmentaciją ir stiprinti koordinuotą veikimą visoje turizmo tiekimo grandinėje.

RAKTAŽODŽIAI: *turizmo tiekimo grandinės, valdymo fragmentacija, tvarus turizmo vietovės valdymas, suinteresuotųjų šalių koordinavimas, valdymas.*

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