

# Implementing Sustainable Beach Tourism Management Framework for the Royal Coast Cluster, Thailand

Maturöse Prabprirée<sup>1</sup>, Thirachaya Maneenetr<sup>1</sup>, Phitak Siriwong<sup>2</sup> & Kittibordi Yaipool<sup>3</sup>

<sup>1</sup> Faculty of Business Administration and Accountancy, Khon Kaen University, Thailand

<sup>2</sup> Faculty of Management Science, Silpakorn University, Thailand

<sup>3</sup> Faculty of Law, Khon Kaen University, Thailand

Correspondence: Maturöse Prabprirée, Faculty of Business Administration and Accountancy, Khon Kaen University, Khon Kaen 40002, Thailand. E-mail: maturöse.pra@mail.pbru.ac.th

Received: April 6, 2016 Accepted: April 19, 2016 Online Published: July 7, 2016

doi:10.5539/ass.v12n8p146

URL: <http://dx.doi.org/10.5539/ass.v12n8p146>

## Abstract

Beach tourism is one of the tourism models that most partners realize to manage to its sustainability. Integration of thoughts for various sectors was also needed for a walk to success. This research, thus, sought for ways to investigate for proper beach tourism management model with certain component. Testing will be implemented in area along the gulf of Thailand which is known by the name “The Royal Coast”. The mixed-methods design was employed for the study: focus group (n=88), policy meeting (n=29) and questionnaire (n=800). Both host whose stakeholders in public and privates business in the beach area and communities and guests or tourists were asked and discussed. The results from the confirmatory factor analysis (CFA) indicated that six components were the significant factors for sustainable beach management, yielding Chi-square =10.870 Chi-square/df = 1.812, df = 6, p = 0.092, GFI = 0.996, CFI = 0.993, RMR = 0.008, RMSEA = 0.032. The sustainable beach tourism included six components of management on marketing and promotion management, tourist attraction management, participation management, environmental, cultural and education management, process, plan and policy management and personnel management respectively. All six components was assigned and implemented for testing in sustaining beach tourism management on the Royal Coast.

**Keywords:** sustainable tourism management, beach tourism, The Royal Coast

## 1. Introduction

International tourism has increased in growth since 1950 but many other types of tourism; namely, natural tourism, cultural tourism, historical tourism and other have also become popular (Suanéz & Bruzzi, 1999). Beach tourism has increased along with the development of mass tourism emerged the 1970's (Buhalis, 2000) and depends on natural attractions such as climate, landscape, ecosystems, cultural attractions, historical and cultural heritage, arts and crafts, traditions and other resources (United Nations Environment Programme [UNEP], 2005). Most tourist around the world are interested in visiting attractive beaches and therefore beach have become one of the fastest growing areas of tourism (Hall, 2001) because they offer opportunities for leisure, physical activities and pleasure of all ages and social groups (Gormsen, 1997; Butler, 1980). Beaches are an important part of the tourism market. (Houston, 2013) The World Tourism Organization [UNWTO] said the coast or beaches have large areas where tourism industry has seen steady growth like in the Mediterranean, one of the most beautiful coastal and beach areas in the world which had more than 246 million tourists in 2005 and will reach up by 150 million in 2025 compared with 2005 (Blue Plan, 2008). These studies show that beach tourism is an important factor that can affect other parts of the hospitality industry as well.

However, the demand for beach recreation has put pressure on the sites (Lucrezi, Saayman, & Merwe, 2015) in terms of changes in environment and land use involved with new accessibility and recreational use (Swarbrooke, 1999; Koutrakis et al., 2011; Veloso-Gomes & Taveira-Pinto, 2003) and the more complex negative impact involving development, promotion, over carrying capacity, crowding, transportation considerations and the unequal link between environment management and marketing (Hall, 2001; Mora, 2008). In additions, Anthony (1997) showed his concern for cultures and community in these areas being overly influenced or change by visiting persons. The negative impact of tourism development needs to be studied carefully involving

stakeholders to seek a balance between economic advantages and good environmental standards. Sustainable beach management is challenge for both natural or artificial beaches.

Sustainable tourism is considered important and necessary thing for tourism resource management (Thomson & Jahn, 2009). This sustainability is important not just for niche market or alternative tourism but also used for all types of tourism destinations and mass tourism. The sustainability has to balance three aspects of tourism development concerns including visitors' needs, industry, and the host community (UNWTO & UNEP, 2005) and focus on maintaining and conserving environment, making and distributing fair benefits to all stakeholder and long term economic management and respecting socio-cultural value and conservation of cultural heritage (UNWTO, 2004). Moreover, another dimension for determining sustainability includes administration and management (Mowforth & Munt, 2009; Holladay, 2011). Page (2007) states that trends and the future of tourism destination management have been altered to be more integrated several dimensions like innovative products and services, stability, and balancing for economic, social, culture and environment aspects.

Beaches are an attractive destination with natural beauty, favorable climate, landscape, culture, and tradition management. It has been recommended that beach tourism management can be achieved according to how well balanced public and private supply is with demand (Gunn, 1994; Giraldi, 2009) along with sustainable integration of economic, environmental, social and culture dimensions (Hult, 2011). In order to find ways and guidelines to make beach tourism compatible, the research applied three mains approaches: the sustainable tourism development by UNWTO (UNEP, 2005), the principle of Integrated Coastal Zone Management [ICZM] (Commission of the European Communities, 2000) integrated as an international concept and finally, the Thailand beach tourism standard.

According to the literature, beach attractiveness or a quality beach, is based on destination attributes; climate, landscape, culture, people, activities and facilities (Hu & Ritchie, 1993; Goodrich 1978). Determining beach management has to be carefully studied, surveyed, analyzed and considered (UNWTO, 1994). Then good beach tourism management will increase capacity socially and environmentally, result in safe habitats, encourage high employment and high occupancy rates, and, effective waste management, recycling and result in environment rewards (Blancas, Lozano-Oyola, González, & Caballero, 2010) as well as cultural benefits (Botero et al., 2013). Sardá et al. (2015) states that the environmental quality standards and environmental management systems have been widely used for beach managers, such as the Ecosystem-Based Management System. (Sardá, O'Higgins, Cormier, Diedrich, & Tintore, 2014) The important factors for beach management are cleanliness, safety, protection, management, and, facilities and services (Chen & Bau, 2016). Certification of beaches, for example, by eco-label or blue flag, is very important in role of protection, management, planning (Ergin, O'z'olcer, & Sahin, 2010) and has a positive effect (Capacci, Scorcu, & Vici, 2015). It is also the most useful for creating an image of environmental destination, increasing competitiveness, improving beach service quality and raising environment awareness (Mihalic, 2000; Honey, 2002).

Approaching the sustainability of beach requires the essential components of participation, political leadership, (UNEP, 2005) planning and policy, integration, promoting accountability and quality assurance (Sardá et al., 2015). The competitiveness of the beach destination management should be planned by direct stakeholder groups, inside and outside (Sautter & Leisen, 1999). The incorporation and participation of beach managers can empower the various planning processes and outcomes (Currie, Seaton, & Wesley, 2009; Chen & Bau, 2016). The involvement and participation is a key of build local plan policy and connect to national levels. In term of beach planning, greater stakeholder participation will raise major beach issues which help beach managers make decision (Murphy & Murphy, 2004). Policies, plans, and strategic plans require continuous, well prepared processing for relatively long-term periods (UNWTO, 1994).

These will increase the quality of the beach and increase the interests of tourists (Huybers & Bennett, 2003). Thus, marketing is another important component to develop good management for the beach. It is employed to promote the area and motivate tourists such as green space interested persons, international visitors, beach lovers, and domestic tourists coming to visit and willing to pay for products and services at the destinations (Onofri & Nunes, 2013).

As beach tourism is increasing, research about beach tourism and coastal tourism has been related to area-based development (Haugland, Ness, Gronseth, & Aarstad., 2011; Green, 2012; Ioppolo, Saija, & Salomone, 2013), finding modes of activities (Anthony, 1997; Armaitienè et al., 2007), beach quality assessment (Philips & House, 2009; Capacci et al., 2015; Chen & Bau, 2016), and studying eco labels for a sustainable tourism management pattern. Some research focuses just only on one area which lacks integration for a holistic approach (Huybers & Bennett, 2003; Haugland et al., 2011). According to the study, natural resources, marketing, personnel,

participation, process and environment, the main purpose was to investigate the beach tourism management components which integration of all relative aspect of sustainable tourism management and the second also aimed to implement the context to the areas which is called “The Royal Coast” with stakeholders who steer directly for beach management.

## 2. Research Methodology

### 2.1 The Study Area

Thailand is a country that has very long range of coastal area. There are 17 provinces that own the land areas next to the sea in the gulf of Thailand and another 6 provinces by Andaman Sea. The Royal Coast area includes the four provinces; three of them, namely, Phetchaburi, Prachuap Khiri Khan, Chumphon situate by the gulf of Thailand and another one called Ranong is by the Andaman Sea. The Royal Coast make up one of the main eight tourism clusters designated by the Department of Tourism, Thailand, National Tourism Agenda 2012-2016. This study focuses on the area in the Gulf of Thailand beach areas; Cha-am beach in Phetchaburi, Huahin beach in Prachuap Khiri Khan, and Had Sai Ree beach in Chumphon. They are the most popular and well known beaches for domestic and international tourists.

### 2.2 The Research Methods

This research used mixed-methods research. The sample size was determined by Yamane’s formula (1973). 860 questionnaires were distributed to tourists and local residents in the sample sites with purposively sampling and only 800 were completed usefully for data analysis. The questionnaire contained 47 attributes and five-point Likert’s scale (1 = Needed the Least (No need), 2 = Needed Less, 3 = Somewhat Needed, 4 = Needed a lot, 5 = Needed the most). Descriptive statistics was used to describe respondents in terms of socio-demographic by using SPSS Software Version 20. Based on the factor analysis approach, six components were labeled as tourist attraction management, marketing and promotion management, personnel management, participation management, process, plan and policy management, and environmental, cultural and education management. Confirmatory factor analysis was employed by using Analysis of Moment Structure (AMOS). Focus group qualitative research was conducted with 88 selected community representatives and policy meeting was with 29 representatives made up of scholars, private sectors persons, government officers, heads of communities, and representatives of communities to discuss the results and implementation for each beach. Content analysis was used to describe and analyze sustainable beach tourism management.

## 3. Results

### 3.1 Socio-Demographic

The sample was made up to over half female, 56.87% and 43.12% male. The respondents were 31.50 % of 31-40 years of age and only small percentage of 5.37% were teenagers between 15-20 years old. Classified by marital status, 66% of the participants were married. With educational level, 70.62% held a bachelor’s degree. Occupations were fairly balanced with the respect to company employees, 28.75 %, and business owners, 27.12% (see Table 1).

Table 1. Demographic profile of respondents

| Demographic Variables | Frequency | Percent |
|-----------------------|-----------|---------|
| Gender                |           |         |
| Male                  | 345       | 43.12   |
| Female                | 455       | 56.87   |
| Age                   |           |         |
| 15-20 year old        | 43        | 5.37    |
| 21-30                 | 207       | 25.87   |
| 31-40                 | 252       | 31.50   |
| 41-50                 | 142       | 17.75   |
| 51-60                 | 97        | 12.12   |
| Over 61               | 59        | 7.37    |
| Marital Status        |           |         |
| Single                | 238       | 29.75   |
| Married               | 528       | 66.00   |
| Separate/Divorce      | 36        | 4.50    |

|                     |     |       |
|---------------------|-----|-------|
| Education           |     |       |
| Undergraduate       | 170 | 17.50 |
| Graduated           | 565 | 70.62 |
| Higher Degree       | 65  | 8.12  |
| Occupation          |     |       |
| Student             | 45  | 5.62  |
| Company employee    | 230 | 28.75 |
| Government employee | 103 | 12.87 |
| Business owner      | 217 | 27.12 |
| Agriculturist       | 53  | 6.62  |
| Retirement          | 40  | 5.00  |
| Employee            | 114 | 14.25 |

### 3.2 Factor Analysis

The six components of beach management indicated the positively value correlation ranging from 0.430 to 0.634. Bartlett's test of Sphericity Chi-Square yielded a significant result of 255.719,  $df = 15$ ,  $p = 0.000$ , and the Kaiser-Meyer-Olkin measure reached the value of 0.769, greater than 0.60 (Pallant, 2007) (Table 2). The eigen values was 2.343, greater than 1.00 of appropriateness of analysis, and total variance explained 39.05%. Reliability analysis of the scales was conducted using Cronbach's alpha values (Pallant, 2007) which were 0.728, 0.732, 0.737, 0.744, 0.755, 0.779 respectively, meaning that they had high reliability and internal consistence (De Vallis, 2011) (see Table 2).

Table 2. Correlation matrix of beach management components (n = 800)

| Component | ATTMT   | MARMT   | PEOMT   | PARMT   | PROMT   | ENVMT |
|-----------|---------|---------|---------|---------|---------|-------|
| ATTMT     | 1.000   |         |         |         |         |       |
| MARMT     | 0.634** | 1.000   |         |         |         |       |
| PEOMT     | 0.550** | 0.580** | 1.000   |         |         |       |
| PARMT     | 0.498** | 0.589** | 0.582** | 1.000   |         |       |
| PROMT     | 0.462** | 0.513** | 0.544** | 0.430** | 1.000   |       |
| ENVMT     | 0.469** | 0.430** | 0.482** | 0.434** | 0.551** | 1.000 |
| Mean      | 4.20    | 4.13    | 4.13    | 4.09    | 4.17    | 4.10  |
| S.D.      | 0.699   | 0.525   | 0.670   | 0.618   | 0.549   | 0.580 |

Bartlett's Test of Sphericity Chi-Square = 255.719,  $df = 15$ ,  $p = 0.000$ , KMO = 0.769

Remark: \*\*  $p \leq 0.01$

An application of CFA for each beach management component revealed that six components have value of Chi-square = 10.870 Chi-square/ $df = 1.812$ ,  $df = 6$ ,  $p = 0.092$ , There was an acceptable indication with the goodness of fit index (GFI) = 0.996 (Lorenzo-Seva, 2013), comparative fit index (CFI) = 0.993, the root mean square residual (RMR) = 0.008, and the root mean square error of approximation (RMSEA) = 0.032. This showed that all six components were significant and relate to the empirical data. Considering factor loading, marketing and promotion management (MARMT) had the highest factor loading at 0.71, tourist attraction management (ATTMT) and participation management (PARMT) had the same factor loading at 0.56, environmental, cultural and education management (ENVMT) with 0.38, process, plan and policy management (PRCMT) at 0.36 and personnel management (PEOMT) at 0.32 respectively. From the finding, it showed that in managing the Royal Coast area, the need for marketing and promotion was the first priority. Further, participation of all stakeholders as well as the attractions management should be focused. However, environment, process, plan and policy, personnel management should not be neglected. The researcher brought all issues to discuss with stakeholders in order to create new ideas for sustainable beach tourism (see Table 3).

Table 3. Factor loadings of beach tourism management in the royal coast

| Components | Beach tourism management |       |       | R <sup>2</sup> |
|------------|--------------------------|-------|-------|----------------|
|            | Factor loading           | S.E.  | t     |                |
| ATTMT      | 0.56                     | 0.160 | 7.832 | 0.31           |
| MARMT      | 0.71                     | 0.207 | 8.088 | 0.50           |
| PEOMT      | 0.32                     | 0.162 | 6.003 | 0.10           |
| PARMT      | 0.56                     | 0.241 | 7.841 | 0.31           |
| PRCMT      | 0.36                     | 0.144 | 7.332 | 0.13           |
| ENVMT      | 0.38                     | 0.102 | 7.832 | 0.15           |

Chi-square = 10.870 Chi-square/df = 1.812, df = 6 p = 0.092, GFI = 0.996, CFI = 0.993, RMR = 0.008, RMSEA = 0.032

### 3.3 Implementation for Beach and Tourism Sustainability

The findings of this study demonstrated that all factors are important, which implied that the successful management should be integrated with a holistic practice. Beach management should not be separately or individually managed. The participants of scholars, private sectors, government officials, heads of communities, and representatives from communities were invited to discuss about the issue. The study was presented and focused on management of the three beaches of different characteristics (Figure 1). It was found that all of them wanted to conserve the beaches as original or natural attraction as they used to be, especially measured as quality beach based on the standards. The three individual beaches presented or branded themselves uniquely; Cha-am beach is known as the beach with a variety of activities that tourists can have fun and enjoy, Huahin beach should be the one that is highly exploited to be the hub or center of the Royal Coast cluster due to its popularity, history, location, facilities, accessibility, amenities, and activities. The meeting also suggested that it should be combined between nostalgia and chic tourist attraction. Had Sai Ree beach, the small beach with less number of tourists than others, is presented as quiet beach of relaxation suitable for long-stay tourists. They discussed and agreed that the Royal Coast model could work when it is implemented for beach management planning in order to reach their sustainability.

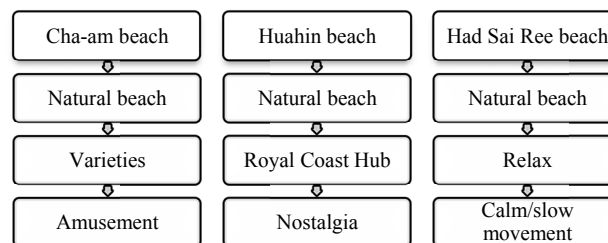


Figure 1. Branding beach destination

## 4. Conclusions and Recommendations

This article has investigated suitable beach tourism management components for the Royal Coast tourism management. The six important components of beach management were tested in the tourist destinations in three provinces. These provinces have been designated into the Royal Coast cluster despite their different beach characters. The research integrated the concepts of sustainable tourism management, ICZM, Thailand's beach tourism standards, and related research findings. The six components comprise of tourist attraction management, marketing and promotion management, personnel management, participation, process, plan and policy management and environmental, cultural and education management. The Royal Coast model of sustainable management was explained via a maximum likelihood procedure and adequate fit indices chi-square/df = 1.812, df = 6 p = 0.092, GFI = 0.996, CFI = 0.993, RMR = 0.008, RMSEA = 0.032.

To reach the sustainability, beach tourism development should be properly specified for the coastal area (Ahn & Shaftar, 2012), and well plan should be carefully considered in beach management. The ability to effectively manage beach areas should not be addressed by only one organization but includes participation from all the

stakeholders (UNEP, 2009). This could result in improved coastal attractions and increased appeal for tourist (Huybers & Benntee, 2003). In addition, situational analysis, problem differentiation, impact studies and thorough planning should be carefully considered in beach management to bring about appropriate changes and usage of beaches. Moreover, it would be useful for the beach management to specify plans and criteria. After conducting a complete strategy with all stakeholders in these three beach areas, further development and integration of coastal tourism should be implemented with community based tourism and coastal areas emphasizing the green tourism concept to reach environmental harmony and sustainable tourism for the benefit of everyone and each beach area.

The recommendations from this study can be applied for the policy makers to determine the Royal Coast Master Plan and action plan for the three coastal areas necessarily involving the participation of all the stakeholders. The community should create and monitor new attractions; such as tourism plan, activities, ecotourism, community-based tourism and work jointly with the local governments. The private sectors should also participate with local government and community, promoting and supporting products encouraging effective and safe tourism or tourism routes in nearby community. Finally, educational institutions should integrate multidisciplinary practice to study area-based tourism, appropriate tourism and sustainable tourism.

### Acknowledgements

This paper was carried out as a part of dissertation entitled as Beach Tourism Management Innovation Model on the Royal Coast, the Gulf of Thailand. Thanks are due to the reviewers of this manuscript and the support from National Research Council of Thailand and Khon Kaen University.

### References

- Anthony, E. J. (1997). The status of beaches and shoreline development options on the French Riviera: a perspective and a prognosis. *Journal of Coastal Conservation*, 3, 169-178. <http://dx.doi.org/10.1007/BF02908192>
- Armaitienė, A., Povilanskas, R., Boldyrev, V., & Taminskas, J. (2007). Integrated shoreline management and tourism development on the cross-border World Heritage Site: a case study from the Curonian spit (Lithuania/Russia). *Journal of Coastal Conservation*, 11(1), 13-22. <http://dx.doi.org/10.1007/s11852-007-0001-8>
- Blancas, F. J., Lozano-Oyola, M., González, M., & Caballero, R. (2010). The assessment of sustainable tourism: Application to Spanish coastal destinations. *Ecological Indicators*, 10(2), 484-492. <http://dx.doi.org/10.1016/j.ecolind.2009.08.001>
- Blue Plan (2008). *The Blue Plan's sustainable development outlook for the Mediterranean*. Retrieved from [http://www.euromedina.net/bibliotheque\\_fichiers/Doc\\_UpM\\_PlanBleu\\_EN.pdf](http://www.euromedina.net/bibliotheque_fichiers/Doc_UpM_PlanBleu_EN.pdf)
- Botero, C., Anfusio, A., Williams, A. T., Zielinski, S., Silva, C. P., Cervantes, ... Cabrera, J. A. (2013). Reason for beach choice: European and Caribbean perspectives. *Journal of Coastal Research*, 1, 880-885. <http://dx.doi.org/10.2112/SI65-149.1>
- Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21(1), 97-116. [http://dx.doi.org/10.1016/S0261-5177\(99\)00095-3](http://dx.doi.org/10.1016/S0261-5177(99)00095-3)
- Butler, R. W. (1980). The concept of the tourist area life-cycle of evolution: Implications for management of resources. *Canadian Geographer*, 24(1), 5-12. <http://dx.doi.org/10.1111/j.1541-0064.1980.tb00970.x>
- Capacci, S., Scorcu, A. E., & Vici, L. (2015). Seaside tourism and eco-labels: The economic impact of Blue Flags. *Tourism Management*, 47, 88-96. <http://dx.doi.org/10.1016/j.tourman.2014.09.003>
- Chen, C. L., & Bau, Y. P. (2016). Establishing a multi-criteria evaluation structure for tourist beaches in Taiwan: A foundation for sustainable beach tourism. *Ocean & Coastal Management*, 121, 88-96. <http://dx.doi.org/10.1016/j.ocecoaman.2015.12.013>
- Commission of the European Communities. (2000). *Communication from the commission to the council and European parliament on integrated coastal zone management: A strategy for Europe*. Retrieved from <http://www.eur-lex.europa.eu/legal-content/en/txt/html>
- Currie, R. R., Seaton, S., & Wesley, F. (2009). Determining stakeholders for feasibility analysis. *Annals of Tourism Research*, 36(1), 41-63. <http://dx.doi.org/10.1016/j.annals.2008.10.002>
- De Vallis, R. F. (2011). *Scale Development: Theory and Applications* (3rd ed.). Sage Publication, Inc. USA.
- Ergin, A., O'z'olcer, I. H., & Sahin, H. (2010). Evaluating coastal scenery using fuzzy logic: Application at

- selected sites in Western Black Sea coastal region of Turkey. *Ocean Engineering*, 37, 583-591. <http://dx.doi.org/10.1016/j.oceaneng.2010.02.003>
- Giraldi, A. W. (2009). *The involvement of business improvement areas in tourism: An exploratory study of Ontario BIAs* (Master's thesis, University of Waterloo, Ontario, Canada). Retrieved from <http://www.collectionscanada.gc.ca/obj/thesescanada/vol2/OWTU/TC-OWTU-4546.pdf>
- Goodrich, J. N. (1978). The relationship between preferences for and perception of vacation destination: An application of choice model. *Journal of Travel Research*, 17(3), 8-13. <http://dx.doi.org/10.1177/004728757801700202>
- Gormsen, E. (1997). The impact of tourism on coastal areas. *GeoJournal*, 42(1), 39-54. <http://dx.doi.org/10.1023/A:1006840622450>
- Green, M. D. (2012). A geographical analysis of the Atalanti alluvial plain and coastline as the location of a potential tourist site, Bronze through Early Iron Age Mitrou, East-Central Greece. *Applied Geography*, 32, 335-349. <http://dx.doi.org/10.1016/j.apgeog.2011.05.010>
- Gunn, C. A. (1994). *Tourism Planning* (3rd ed.). Washington D.C.: Taylor & Francis.
- Hall, C. M. (2001). Trends in ocean and coastal tourism: the end of the last frontier? *Ocean & Coastal Management*, 44(9-10), 601-618. [http://dx.doi.org/10.1016/S0964-5691\(01\)00071-0](http://dx.doi.org/10.1016/S0964-5691(01)00071-0)
- Haugland, S. A., Ness, H., Gronseth, B. O., & Aarstad, J. (2011). Development of Tourism Destinations: An Integrated Multilevel Perspective. *Annals of Tourism Research*, 38(1), 268-290. <http://dx.doi.org/10.1016/j.annals.2010.08.008>
- Holladay, P. (2011). *An integrated approach to assessing the resilience and sustainability of community-based tourism development in the Commonwealth of Dominica*. Retrieved from [http://tigerprints.clemson.edu/cgi/viewcontent.cgi?article=1784&context=all\\_dissertations](http://tigerprints.clemson.edu/cgi/viewcontent.cgi?article=1784&context=all_dissertations)
- Honey, M. (Ed.). (2002). *Ecotourism and Certification: Setting Standards in Practice*. Washington DC: Island Press.
- Houston, J. R. (2013). The economic value of beaches – a 2013 update. *Shore Beach*, 81(1), 3-10. Retrieved from <http://www.colliergov.net/home/showdocument?id=51419>
- Hu, Y., & Ritchie, J. R. B. (1993). Measuring destination attractiveness: A contextual approach. *Journal of Travel Research*, 32(2), 25-34. <http://dx.doi.org/10.1177/004728759303200204>
- Hult, G. T. M. (2011). Market-focused sustainability: Market orientation plus!. *Journal of the Academy of Marketing Science*, 39(1), 1-6. <http://dx.doi.org/10.1007/s11747-010-0223-4>
- Huybers, T., & Bennett, J. (2003). Environmental management and the competitiveness of nature-based tourism destinations. *Environmental and Resource Economics*, 24(3), 213-233. <http://dx.doi.org/10.1023/A:1022942001100>
- Ioppolo, G., Saija, G., & Salomone, R. (2013). From coastal management to environmental management: The sustainable eco-tourism program for the mid-western coast of Sardinia (Italy). *Land Use Policy*, 31, 460-471. <http://dx.doi.org/10.1016/j.landusepol.2012.08.010>
- Koutrakisa, E., Sapounidis, A., Marzetti, S., Marin, V., Roussel, S., Martino, S., ... Malvárez, C. G. (2011). ICZM and coastal defense perception by beach users: Lessons from the Mediterranean coastal area. *Ocean and Coastal Management*, 54, 821-830. <http://dx.doi.org/10.1016/j.ocecoaman.2011.09.004>
- Lorenzo-Seva, U. (2013). *How to report the percentage of explained common variance in exploratory factor analysis*. Technical Report. Department of Psychology, Universitat Rovira i Virgili, Tarragona. Retrieved from <http://psico.fcep.urv.es/utilitats/factor/>
- Lucrezi, S., Saayman, M., & Merwe, P. (2015). Managing beaches and beachgoers: Lessons from and for the Blue Flag award. *Tourism Management*, 48, 211-230. <http://dx.doi.org/10.1016/j.tourman.2014.11.010>
- Mihalic, T. (2000). Environmental management of a tourist destination: A factor of tourism competitiveness. *Tourism Management*, 21(1), 65-78. [http://dx.doi.org/10.1016/S0261-5177\(99\)00096-5](http://dx.doi.org/10.1016/S0261-5177(99)00096-5)
- Mora, C. (2008). A clear human footprint in the coral reefs of the Caribbean. *Proceedings of the Royal Society of London B: Biological Sciences*, 275(1636), 767-773. <http://dx.doi.org/10.1098/rspb.2007.1472>
- Mowforth, M., & Munt, I. (2009). *Tourism and sustainability: New tourism in the Third World*. London: Routledge.

- Murphy, P. E., & Murphy, A. E. (2004). *Strategic management for tourism communities: Bridging the gaps*. Clevedon: Channel View Publications.
- Onofri, L., & Nunes, P. A. L. D. (2013). Beach 'lovers' and 'greens': A worldwide empirical analysis of coastal tourism. *Ecological Economics*, 88, 49-56. <http://dx.doi.org/10.1016/j.ecolecon.2013.01.003>
- Page, J. S. (2007). *Tourism Management Managing for Change* (2nd ed.). Oxford: Butterworth-Heinemann.
- Pallant, J. (2007). *SPSS survival manual: A step by step guide to data analysis using SPSS* (3rd ed.). NSW: Allen & Unwin.
- Phillips, M. R., & House, C. (2009). An evaluation of priorities for beach tourism: case studies from South Wales, UK. *Tourism Management*, 30(2), 176-303. <http://dx.doi.org/10.1016/j.tourman.2008.05.012>
- Sardà, R., O'Higgins, T., Cormier, R., Diedrich, A., & Tintore, J. (2014). A proposed ecosystem-based management system for marine waters: linking the theory of environmental policy to the practice of environmental management. *Ecology and Society*, 19(4), 51. <http://dx.doi.org/10.5751/ES-07055-190451>
- Sardà, R., Valls, J. F., Pintó, J., Ariza, E., Lozoya, J. P., Fraguell, R. M., ... Jimenez, J. A. (2015). Towards a new integrated beach management system: The Ecosystem-Based Management System for beaches. *Ocean & Coastal Management*, 118(B), 167-177. <http://dx.doi.org/10.1016/j.ocecoaman.2015.07.020>
- Sautter, E. T., & Leisen, B. (1999). Managing stakeholders a tourism planning model. *Annals of Tourism Research*, 26(2), 312-328. [http://dx.doi.org/10.1016/S0160-7383\(98\)00097-8](http://dx.doi.org/10.1016/S0160-7383(98)00097-8)
- Suarez, S., & Bruzzi, C. (1999). Shoreline management and its implications for coastal processes in the eastern part of the Rhône delta. *Journal of Coastal Conservation*, 5(1), 1-12. <http://dx.doi.org/10.1007/BF02802734>
- Swarbrooke, J. (1999). *Sustainable Tourism Management*. CABI. London. UK.
- Thomson, C. C., & Jahn, H. (2009). Developing Southern Mediterranean Tourism: The interface between strategy and sustainability. In R. Conrady, & M. Buck (Eds.), *Trends and Issues in Global Tourism 2009*. (pp. 137-153). Springer-Verlag Berlin Heidelberg. <http://dx.doi.org/10.1007/978-3-540-92199-8>
- UNEP & UNWTO. (2005). *Making tourism more sustainable: A guide for policy makers*. Paris and Madrid, UNEP DTIE and UNWTO.
- UNEP. (2005). *Draft Protocol on the integrated management of Mediterranean coastal zones*. Athens, United Nations Environment Programme.
- UNEP. (2009). *Sustainable coastal tourism an integrated planning and management approach*. Athens, United Nations Environment Programme.
- UNWTO. (1994). *National and Regional Tourism Planning: Methodologies and Case Studies*. Madrid, World Tourism Organization.
- UNWTO. (2004). *Indicators of Sustainable Development for Tourism Destinations: A Guidebook*. Madrid, World Tourism Organization.
- Veloso-Gomes, F., & Taveira-Pinto, F. (2003). Portuguese coastal zones and the new coastal management plans. *Journal of Coastal Conservation*, 9(1), 25-34. [http://dx.doi.org/10.1652/1400-0350\(2003\)009\[0025:PCZATN\]2.0.CO;2](http://dx.doi.org/10.1652/1400-0350(2003)009[0025:PCZATN]2.0.CO;2)
- Yamane, T. (1973). *Statistics: An Introductory Analysis* (3rd ed.). New York: Harper International.

### Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>)