

# Possible Ways of Renewal in a Touristic Destination: A Case for Integrated Destination Development in Hungary. The Case of Orfű

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Received: 24 October 2020; Revised: 30 November 2020; Accepted: 11 December 2020;  
Published online: 15 December 2020

**Abstract:** The paper demonstrates the complex issue of the life cycle and renewal of destinations by the example of a destination in Hungary. These days, due to the ever increasing competition among destinations both in domestic and international markets, this is the central issue in the development and management of destinations, especially where recreational and excursionist functions are dominant. The target area chosen can be found in the hinterland of a regional centre, where, in addition to recreational functions, the repositioning efforts of the last ten years led to the more and more important role of sport tourism and supplementary tourism products like ecotourism, heritage tourism and festival tourism. This versatility means another challenge for the actors of the destination, as the main pillars of the renewal of the destination concern all actors in the destination (inhabitants, non-governmental organisations, service providers, and local authority) in some way. During the research thus authors also carried out a questionnaire survey with the local stakeholders (inhabitants, local authority and actors interested in tourism, e.g. holiday home owners, service providers), in addition to the processing of secondary data sources.

**Key words:** destination management, destination life cycle, renewal, Hungary, Orfű

**Citation:** Gonda, T., Aubert, A., Jónás-Berki, M., & Pálfi, A. (2020). Possible Ways of Renewal in a Touristic Destination: A Case for Integrated Destination Development in Hungary. The Case of Orfű. *Central European Journal of Geography and Sustainable Development*, 2(2), 24–37. <https://doi.org/47246/CEJGSD.2020.2.2.3>

## 1. INTRODUCTION

The issue of destinations is one of the topics that are in the centre of the international tourism literature. It is a topic analysed from several aspects, including especially marketing communication focusing on image development and positioning [1-5], management aiming at competitiveness [6-9], the validity of the life cycle model [10] and the guarantee of sustainability [11], to mention some of the most frequent issues discussed in the publications. The present paper is an attempt to justify, using a case study from Hungary, the complexity of the renewal/rejuvenation of a destination, in which of course the issues raised previously are also dealt with.

The destination analysed can be found in the southern part of Hungary, in the hinterland of a regional centre, the city of Pécs. It is a touristic destination consisting of several villages, at the northern foot of the Mecsek Mountains. It is hard to fit this destination into the classic life cycle-model [12], as the area that has both recreational and touristic functions has had half a century of turbulent history, with continuous development phases and interruptions and significant impacts by the change of the socio-political regime. The loss of markets after the regime change (a drastic decline in the number of inbound foreign guests), the rapid change of tourism trends (growing popularity of alternative forms of tourism, appearance of new destinations), the availability of development resources (EU supports), a paradigm

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shift in tourism management (the appearance of TDMO-s), the active role of the local authorities are all factors in the touristic processes in Hungary that posed challenges not only for Hungary as a whole but also destinations of various size at local level.

The Orfű destination that has only been able recently to leave behind the phases of stagnation and decline, and renew itself is a best practice example for the renewal of touristic products and the change of image and also for the motivation of the local society (local authority and non-governmental organisations). Our paper is an analysis of this complex issue, in which the issue of the renewal of destinations is discussed, embedded in the framework of the life cycle model.

*In their research authors proceeded from the following 4 hypotheses:*

- 1) The life cycle of tourism destinations with significant recreational functions may differ from that of destinations with purely tourism function.
- 2) The development of attractions, reception capacities and management structure, if carried out simultaneously, will greatly influence the success and speed of destination renewal.
- 3) In the period of decline decrease in the number of guest nights will be, with a slight delay, followed by the decrease of accommodation capacity.
- 4) Repositioning can only be successful if it is based on realistic and objective assessment of the situation and is focused on the development of such tourism products in which the destination has relative advantage over other destinations.

## **2. THE THEORETICAL BACKGROUND OF THE RENEWAL/REJUVENATION OF DESTINATIONS**

The renewal of destinations is a topical issue of the tourism of the world [13]. The life cycle of touristic destinations [12] differs in many aspects from that of the life cycle curve of the classical, “common” goods, one of the results of which is that it has been relatively easy in the last fifty years for the destinations to reach a development path sustainable in the longer run [14], but the changes of the recent decades, concerning the tourism market itself and also its environment, have raised many times the issue of the importance of the renewal of destinations [15]. In this, sustainability is the foundation of the whole process [16]. The product rejuvenation strategies of organisations [17] (factors causing weakness, external environmental factors, brand name, potential segments, consumer value) are generally valid in the tourism sector as well. Accordingly, during product life cycle management the following strategies can be applied: major modifications of the product, amendment of the image of the product, new distribution channels and new ways of usage. In Butler’s model [12] two ways of rejuvenation are mentioned: in the framework of artificial attraction development (like in Atlantic City) or in the form of renewal based on formerly unused, untouched natural environment.

Two basic ways of the renewal of a destination are distinguished by Kovács [18] as well: the application of reconquering and repositioning strategies. In the framework of the reconquering strategy, the already existing resource that has already been used by tourism is renewed and modernised by a major capital investment, whereas in the case of repositioning the destination is renewed by the conscious or spontaneous transformation of the services and attractions. The most expensive way of repositioning is the shift of function which means the involvement of spaces, formerly not used by tourism, in uses for touristic purposes (brownfield investments for tourism purposes, like e.g. the Ruhr area (Germany), or Pécs-Zsolnay Quarter (Hungary)).

If we look at the possible ways of the renewal of a destination, in our opinion three major solutions can be drafted, basically starting from the supply side. On the one hand, the attraction can be renewed; so can the related services on the other hand (primarily the reception capacity in the narrower sense); and thirdly, management can be renewed. It is rare that the above typology is implemented in a pure form; it is usually the combination of solutions that is applied. In this paper authors wish to demonstrate this by the example of a Hungarian destination. The selection of the sample area was defined by the fact that it is a tourism destination that appeared on the tourism market in the 1970s, following the East-Central European model of the time for the spatial development of recreational areas [19,20], then, after a rapid progress, the 2000s saw the signs of decline. In the late 2000s, due to several – mainly internal – factors, a new growth track can be seen. Orfű was found a suitable sample area also because the development of the destination takes place by the principle of community-based integrated rural development (CIRD).

## **3. DEVELOPMENT OF THE ORFŰ DESTINATION FROM THE BEGINNING TO DATE – DESTINATION LIFE CYCLE OF ORFŰ**

The history of today’s destination of Orfű started in the extensive industrialisation and urbanisation phase of the Hungarian socialist era, when planned recreational areas were created all over Hungary to

meet the demand for leisure time activities by the rapidly growing urban population [21]. This is the type to which Orfű belongs. Orfű is a village in the northern foreground of the Mecsek Mountains, part of the recreational area of the city of Pécs. The development of the village into a recreational area started in the 1960s when the county council initiated the developments in the area of Orfű (at that time there were five sovereign villages in the stead of the present Orfű, mostly engaged with agricultural activities). The foundations of the developments were the excellent natural endowments, which was reinforced by the creation of four lakes. Each lake had definite recreation functions ordered to them already in the planning phase (e.g. the Orfű Lake and the Pécs Lake were designed for recreation, the Herman Ottó Lake was built to be a reserve for fish and bird species, whereas the Kovácsszénája Lake had angling functions, only), which has consequences to date and also determines their development paths.

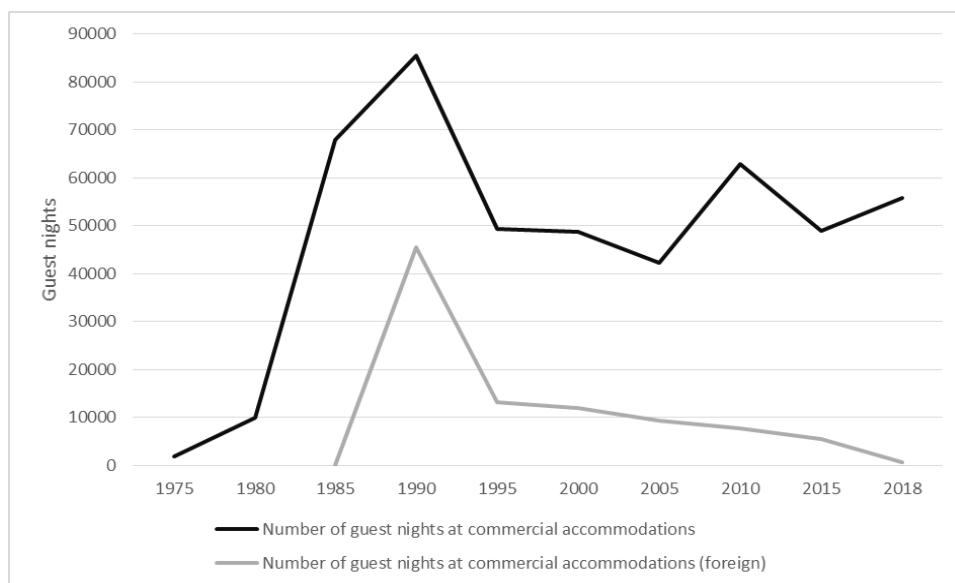
The lakes were built from 1962 to 1970; this was the foundation phase in the life of the destination. This was the time when the infrastructure developments of the settlements took place, as did the establishment of the bases of the tourism attractions.

In the 1970s the subdivision of land plots along the lake shores was done, and the construction of “second homes” [22] started on the shore of the Orfű Lake and the Pécs Lake where social tourism, so typical of the era, started: it was manifested in the form of company/trade union tourism, on the one hand, and as youth tourism, on the other hand (summer camps for children). This was actually a new phase in the destination life cycle: the phase of involvement. The hospitality sector built basically on company holiday houses and private accommodations, however, did not allow reaching significant volume of tourism; that required the appearance of commercial accommodations.

The first step in this direction was the establishment of a camping site with significant capacity (in 1982), the appearance of which on the international market and the inbound tourism activity of Mecsek Tourist (the official tourism authority of Baranya county) led to the restructuring of the composition of the guests. Besides the formerly typical domestic tourists, larger numbers of international guests, primarily from Germany and the Netherlands, arrived. The next phase in the development of the destination was the construction of the spa on the shore of the largest lake, the Pécs Lake (in 1985). The development of the camping site and the spa, in their direct vicinity, had mutually reinforcing impacts and induced a further growth for the village. This decade is definitely the development phase, demonstrated both in the composition of guests (domestic and international ones) and the structure of the accommodations (commercial and private accommodations).

The late 1980s saw the signs of consolidation, which refers to a kind of maturity phase. Although the number of guests and guest nights went on increasing, the enlargement of capacities slowed down. External factors can make this phase extremely short, not followed by the phase of stagnation at a higher level, as suggested by Butler’s model.

As an effect of the socio-political regime change and the Balkans War, the number of foreign guests drastically decreased in the first half of the 1990s. In the early 1990s more than 70 thousand guest nights were registered, including 45 thousand guest nights by foreigners, but this figure fell to a third by 1995 and this number did not increase until the early 2000s (Figure 1 and Table 1).



**Figure 1.** The number of guest nights in Orfű, 1975–2018

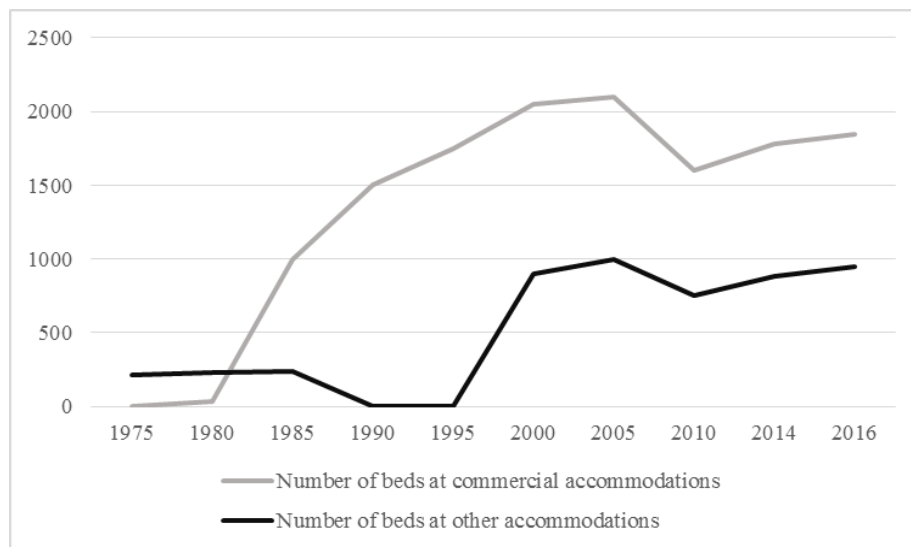
Source: Hungarian Central Statistics Office [23]

**Table 1.** The number of guest nights spent at the accommodations of Orfű

	1975	1980	1985	1990	1995	2000	2005	2010	2015	2018
Commercial accommodations (foreign)	n/a	n/a	n/a	45,411	13,087	11,910	9,336	7,736	5,404	609
Commercial accommodations (domestic)	1,800	10,000	68,000	40,113	36,312	36,862	32,981	55,101	43,534	55,225
Other (until 2009: private) accommodations (foreign)	n/a	n/a	n/a	n/a	n/a	2,072	711	912	3,129	3,116
Other (until 2009: private) accommodations	1,900	2,100	1,800	n/a	n/a	12,362	7,810	2,3098	19,141	21,883

Source: Hungarian Central Statistics Office [23]

This period is definitely the phase of decline. This fact is contradicted by the continuous increase in the number of accommodations in the 1990-2005 period (Figure 2), which was actually not a real increase in the capacities: the reasons for this growth are to be found in the privatisation that started after 1990. The privatised state-owned companies got rid of their social tourism facilities and the private sector had the majority of these establishments re-classified as commercial accommodations. Also, the “whitening” (i.e. legalisation) of the market of private accommodations was the vested interest of the local authority (each Forint collected from the local tourism tax was supplemented by two more Forints by the Hungarian state at that time).



**Figure 2.** The number of beds at commercial and other accommodations (1975-2016)

Source: Hungarian Central Statistics Office [23]

After 1995 the decline slowed down, the destination lost much of its attractiveness, the composition of guests changed, with the dominance of domestic guests. This period can be called the phase of stagnation following the decline, stabilising at a lower level. In addition to the obsolete attractions and reception capacity, the lakes themselves that are the foundation of the destination were in need of reconstruction. The bed of the Pécs Lake was dredged in 2006/2007, but after the extremely dry summer of 2007 it took a long time to reach the optimum water level again. The fun spa integrated in the lake could not be opened, either, in 2007, as a mass decay of shellfish occurred and this led to the loss of a large number of guests in the destination [24].

It was evident that the destination was in bad need of a comprehensive renewal strategy, the frameworks of which were set by the carrying capacity of the environment, the local endowments themselves and the natural and cultural values. The focal point of the paper is the survey of the *renewal* strategy that launched Orfű on a new development track in 2008.

If we put the processes described above into Butler's [12] destination life cycle model, we have to face several difficulties. The separation of the respective stages is possible by different indicators, among which the quantification of the indices of demand is extremely hard in a destination with such an excessive

weight of recreational functions. This made authors choose the demand index, as a supplementation, from Johnston's [25] model, which distinguishes destination cycles by the capacity of accommodations. Authors further broke it down into internal structure of accommodation capacity (private and commercial accommodations), as in our opinion this is a good representation for the development history of the destination that has recreational and touristic functions at the same time. The renewal of a destination is closely related to the product and service life cycles, in this respect authors also relied upon Zimmermann's [26] model (product life cycles), as the case study is an excellent illustration for such correlations in the renewal phase (Table 2). In addition to the cited life cycle models authors also used primary researches for the survey of the renewal phase.

Besides Orfű with its lakes, the destination is made by three more settlements (Abaliget, Husztót and Kovácsszénája), of which Abaliget possesses touristic functions from before the development of the destination, but its situation in the destination is ambiguous now. The use of the stalactite cave of Abaliget for curative purposes had started and gained a nation-wide recognition before the development of Orfű, but the development of Abaliget was stuck in the 1990s, and the touristic use of the attractions is far less intensive than in Orfű. Accordingly, now Orfű is the engine of the development and renewal of the destination, with the other three settlements playing auxiliary role, only.

**Table 2.** Life cycles of the destination of Orfű

	1962-1970	1970-1982	1982-1990	1990-1995	1995-2007	2008-2016
<b>Phase</b>	<i>Exploration</i>	<i>Involvement</i>	<i>Development/ Maturity</i>	<i>Decline</i>	<i>Stagnation</i>	<i>Rejuvenation/ Renewal</i>
<b>Guests</b>	A low number of domestic guests	Domestic	Domestic/ international (especially German and Dutch)	Striking decline in the number of international guests	Domestic	Domestic
<b>Product development</b>	Infrastructure developments and construction of the lakes, foundation of the recreational functions	Subdivision of land plots – creation of “second homes”	Beach development	-	2006-2007: dredging of the lake bed	2008: Fishing on Orfű (alternative music festival) 2010: EFOTT (University and College Students Festival) 2010: opening of the Aquapark 2010: construction of the Pécs-Orfű cycling path From 2010 on: construction of alleys and study paths in Orfű, signposting of the paths and the sights of interest 2016: Bear Garlic House – Ecotouristic Visitor Centre 2016: development of the mills 2016: EDEN (European Destination of Excellence) award
<b>Product/ attraction</b>	-	Recreation built on the natural environment and the lakes  Social tourism Youth tourism	Social tourism Youth tourism  Waterside tourism	Waterside tourism Recreation	Waterside tourism Heritage tourism Ecotourism Recreation	Intensifying forms of product development: Festival tourism Further strengthening of sport tourism (sport events of national and international relevance) Heritage tourism Gastronomy/Herita ge-Gastronomy, Eco-Gastronomy

<b>Reception capacity</b>	-	Subdivision of land plots – low capacity	Creation of the first larger capacity commercial accommodation → camping site – significant enlargement of capacities Company holiday homes Children’s camps	Privatisation – of the company holiday establishments Private accommodations, smaller boarding houses, camping sites	Holiday homes, camping sites Privatisation – of the company holiday establishments  Boarding houses – development of higher quality accommodations	Holiday homes, camping sites  Boarding houses – development of higher quality accommodations
<b>Management</b>	-	-	-	-	-	2008 – Tourism Association 2010 – TDM organisation → creation of image → repositioning – “Re-colour your life” Successful TDM cooperations – an activity recognised by the inhabitants and the municipality New TDM tender

Source: own processing

#### 4. THE ROLE OF THE MANAGEMENT IN THE RENEWAL OF THE DESTINATION

Tourism management offers intervention possibilities from other aspects during the renewal of destinations, as it is built primarily on existing resources, and it can also encourage, in line with the preliminary set scenario and objectives, the developments and improvements of the tourism attractions and service providers operating in the destination [27]. Accordingly, one of the aims of the different management models is to extend the life cycle of the respective destinations, and to promote rejuvenation phase in different ways of networking [28,29].

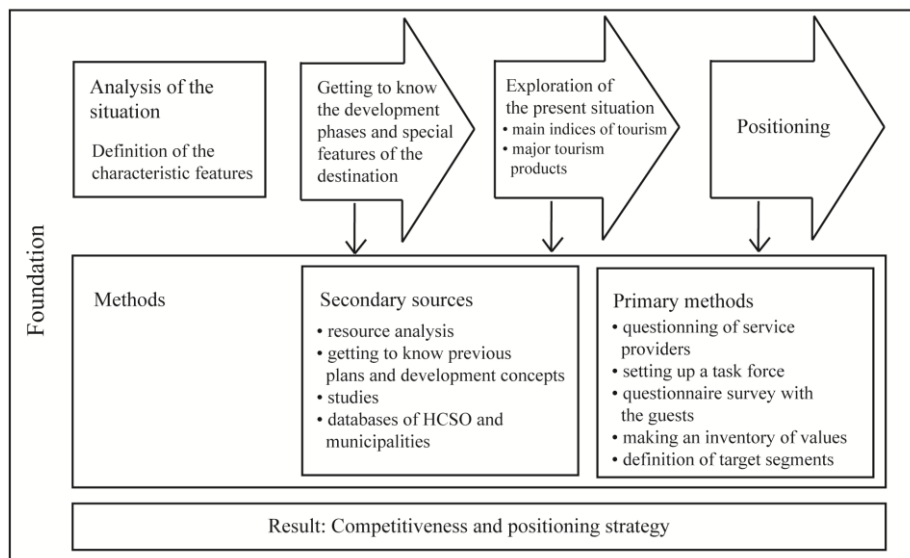
During destination management the goal is to create products and full product packages matching the profile of the area, in order to make sure tourists have many experiences as possible, by the broad involvement of stakeholders from the supply side [30-34]. Of course this does not simply mean the provision of amenity functions, only, as successful operation improves the popularity and recognition of the area, contributes to the increase of tourism revenues and the rise in the indices used for measuring the performance of tourism (e.g. number of guests, number of guest nights, and duration of stay).

The model of tourism destination management organisations (TDMO-s) has been used in Hungary for more than 10 years [33,35] as it was the National Tourism Development Strategy (NTDS) published in 2005 that first defined and expressed the need for the reform of the management of tourism. Taking Western, mostly Austrian and German examples and literature into consideration [31,32,36,37] the creation of the system was started, with the following basic principles: bottom-up approach, partnership and cooperation, professionalism and (joint) financing [33]. These principles were basically new in the management of tourism in Hungary, as opposed to the former control system lacking cooperation and long-term planning [30]. Evidently, the building out of the system was not free from initial problems, but now there are a total of 86 destinations operating in the framework of the TDM system in Hungary [38]. The operation of the overwhelming majority of the organisations is financed from project funding: the establishment and maintenance of the organisations was formerly financed by the Regional Operational Programmes and the resources of the so-called New Széchenyi Plan, in 2016 from the resources of the Economic Development and Innovation Operational Programme. The dependence on project funding and the rigid tendering system, however, is a challenge in many respects for the TDM organisations [34]. Although the latest TDM tender preferred major destinations with higher numbers of guest nights, we can see some success stories also in smaller destinations [39,40], like in Orfű for example [41,42]. The members of the Orfű Tourism Association started collaboration for the development of local tourism in 2008.

In Hungary there is no legally regulated background for the operation of the TDM organisations, and so a major part of the topical tasks are defined by the conditions in the current calls for tenders [34].

In order to establish a successful operation, each newly starting TDM organisation had to create and approve three vital strategies and carry out their activities in accordance with these.

As a result of the “foundation” phase, the “Competitiveness and positioning strategy” was made, with the aim of making a logical inventory of the resources, working out tourism development concepts built on this, and positioning the respective destination on the market of tourism (depending on the size of the destination both on the domestic and international market). This requires the combined and carefully selected application of primary methods and secondary sources, as this founding phase is the basis of the long-term planning of a destination. It is crucial then that a rational and realistic analysis of the existing situation is made and the destination positions itself correctly, as it happened in the case of Orfű (Figure 4).



**Figure 4.** Founding phase of the TDM activity  
Source: own processing

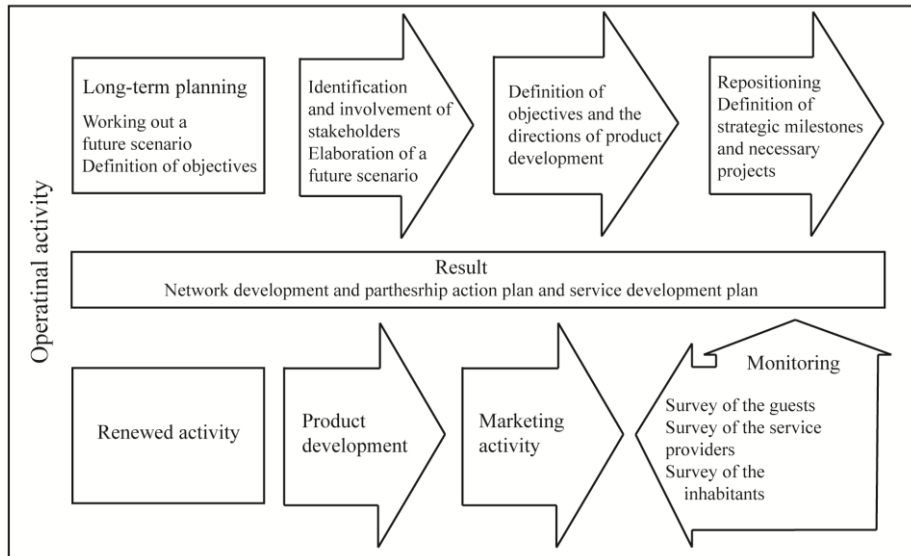
Operational activity is built on this, during which the respective actors must jointly define the future scenario of the destination, the objectives, and the strategic milestones and projects necessary to achieve these. This often coincides – like in the case of Orfű – with the appointment of new directions for product development, and re-positioning. One of the results of this process is the “Network development and partnership action plan” that envisages the practical implementation of the principle of “cooperation”, and also contains ideas about the enlargement of the membership, the involvement of the major tourism service providers into the activity of the TDM organisation. In Orfű it works so well that it has become almost natural by now for any new tourism attraction and service established in the village to turn immediately to the TDM organisation, with the intention of joining.

The writing of the “Service development plan” of the TDM organisations was necessary for the foundation of the long-term financial sustainability. This strategic document had to feature the possible service concepts that the management of the TDM organisation is able to offer, partly to assist the members and partly for the revenues necessary for the maintenance of the organisation, and also for the realisation of the goals defined by the TDM organisation and the touristic actors.

The planning phase is followed by implementation, i.e. the renewed activity, which in the case of Orfű is product development, the introduction of new products (ecotourism and heritage tourism), joined by an intensive marketing activity. We must not forget the importance of monitoring, however, as following up the realisation of the goals set and the mapping of their success is important not only for today’s work but also for planning in the future. During the monitoring we find whether the objectives defined have been adequately defined, the applied tools and methods have been successful, and whether the destination has actually reached the result and position on the tourism market that was required by the future scenario created in the early planning phase (Figure 5).

The information about the activity of the TDM organisation operating in Orfű was collected by questioning the service providers and the operators of attractions, who were asked about the major issues concerning the planning of the destination. It is of vital importance for the repositioning of the destination whether the management correctly defined the key competence of the area and the tourism product development efforts are built on realistically defined resources and strengths. It was clearly reinforced in the case of Orfű that the service providers and the TDM organisation have the same opinion about the

(potential) endowments of the village, the strengths that can serve as the basis of the development of tourism and the motivations of the demand built on these strengths. The findings also reinforced that the TDM organisation chose a right direction in repositioning when in their activity they emphasised bathing and other recreational possibilities offered by the lakes; family holidays; ecotourism; sport tourism and the diverse range of events in Orfű.



**Figure 5. Operational TDM activity**  
Source: own processing

The role of local authorities can be vital in some destinations [43], because even if the endowments, the attractions and the reception capacity of a destination are given, a successful market performance requires supporting attitude of the municipal authority, and the creation of good relationship between the authority and the TDM organisation and also among the tourism service providers. It is clear in Orfű that the tourism friendly attitude of the municipal authority is one of the factors of the success of the village. Respondents of the questionnaire survey designed for service providers had a very good opinion about the activity of the municipal authority (an average score of 4.32), which is an evident promotion for the management activity of tourism in the destination and the success of the sector. Of all respondents, 53.5% gave a score five to this question, on a range from one to five (where one meant the lowest level of satisfaction and five was excellent performance).

## 5. RESEARCH METHODOLOGY

The methodological basis of the research is the application of primary methods, in addition to the processing of secondary information. The primary research methodology of the survey is built on three questionnaire surveys: the survey of the local inhabitants and the holiday home owners, and of the service providers. The aim of the questionnaire survey in all three cases was the examination of the main processes of tourism (Table 3).

**Table 3. Features of the questionnaire surveys**

	<b>Statistical population</b>	<b>Size of sample</b>
survey of inhabitants	1,000 persons	120 persons
survey of service providers	65 service providers	65 service providers
survey of holiday home owners	1,600	156 holiday home owners

Source: own processing

The statistical population of the questionnaire survey of local inhabitants was the population registered in Orfű as permanent residents: their number is almost 1,000. The size of the sample was 120 people. The different parts of the village have very much different intensities of tourism, authors found it important to consider this fact in the survey to make sure it is representative, and so had questionnaires filled out in each part of the settlement, in proportion with the number of population in the respective village parts. As regards the questionnaire survey of the service providers, totality was targeted, due to the limited size of the sample. During the questionnaire survey made with the holiday home owners, the target value was 5%. Also in this case, each part of the village was included in the survey.



During the three surveys, the questionnaires were adapted to the characteristic features of the respective segments. Several questions were featured in all three questionnaires, and so authors got some answers directly comparable with each other in some issues.

## 6. RESEARCH FINDINGS

### 6.1. Attraction-centred renewal

Attraction is a central concept of the touristic supply, also in the centre of creating a destination. It may be a key element of rejuvenating destinations and is given a selected role in the renewal process. Attraction-centred renewal can be adjusted to the former profile but can be basically different from that as well. In Orfú, the renewal was started by the development of attractions harmonising with the former image. The renewal of the destination has three basic messages that also refer to the positioning of the region: “Re-colour your life!”, “Great experiences at a small distance” and “Discover it again!”. It is clear that all three slogans are concentrated on renewal, or re-exploring the destination (Table 4).

**Table 4.** Basic message, slogan and target groups in the product strategy of the Orfú destination

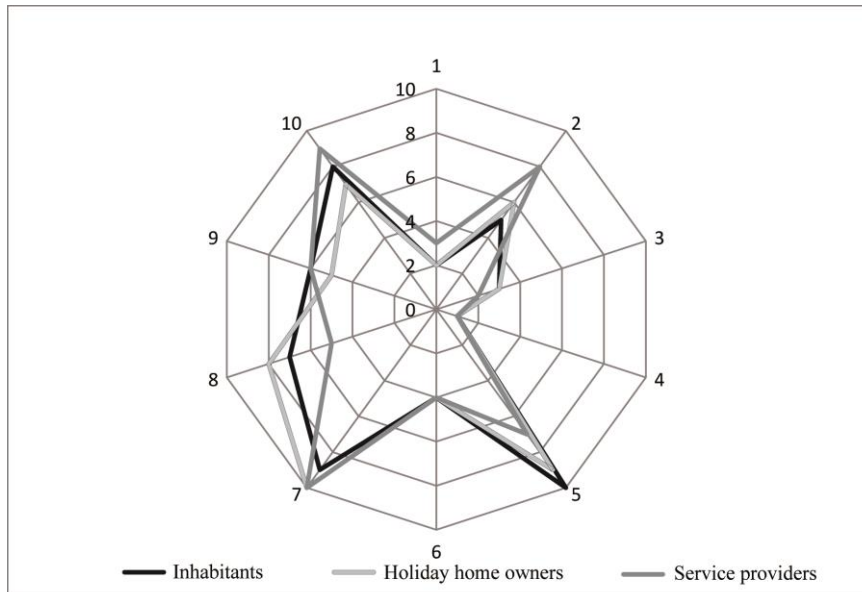
Slogan	Message	Target groups
“Re-colour your life!”	renewal, diversity, experiences	explorers, re-explorers, activity driven travellers
“Great experiences at a small distance”	experiences, proximity	those seeking experience and active recreation, inhabitants of the neighbouring region
“Explore it again!”	renewal, experiences	returning guests, frequent visitors, inhabitants of the neighbourhood

Source: own processing, using orfu.hu

These refer to the re-discovery of the area, on the one hand, and address the inhabitants of the nearby settlements – especially the citizens of Pécs –, on the other. In the early 2010s all these messages were used by the management of Orfú, by now only the slogan “Re-colour your life!” has remained, referring to the success of the market repositioning.

The foundation of the destination is the natural environment, as the main profile of the area is attractions and services related to water. The lakes themselves were the basic elements of the recreational space development started in the 1960s, and waters, going through a continuous diversification, were also given a special role in the renewal of the destination. The findings of the questionnaire survey also reveal that all local actors have a consensus about maintaining this development direction. Most of them see the future of the destination in the protected natural values, besides the lakes. Of course this also means limitations, as long-term sustainability requires a special attention paid to the carrying capacity of the area (Figure 3).

Natural attractions – including the lakes – are the foundations of certain products, including active and passive water tourism, and contribute to the exceptional beauty of the landscape. Among the attractions of Orfú it is the beaches that are nature-based attractions for a large number of guests. It is not accidental that among the attraction developments it was investments related to natural values that were given a priority. The basis of the creation of today’s destination was the dredging of the bed of the Pécs Lake in 2006, supplemented by further developments (construction of a promenade, study paths and bicycle road). The other major investment was the construction of the Aquapark, as a result of the previous beach development, also co-financed by the European Union. This is actually a smaller Aquapark that fits into the character of the rural landscape, despite its artificial look. Another major development was the construction of the bicycle road between Orfú and Pécs, completed in 2010-2011 with the use of project funding. The Orfú Tourism Association founded in 2008 has been an active participant in attraction development, in addition to organisational development projects, and so they took part in e.g. the implementation of project-funded programmes or other activities (e.g. signposting of attractions, placement of bicycle racks, construction of a playground for adults etc.). Attraction developments have been continuous since the foundation of the Association, in which the resources of the municipal authority and the TDM organisation have been supplemented by project funding and also private capital. This is a clear indication of the fact that the return of the investments is expected within a foreseeable future. The latest project completed is the establishment called Bear Garlic House, designed to demonstrate the natural and cultural values of the area, named after a plant so typical of the Mecsek Mountains and used in many forms in gastronomy. The Bear Garlic House has visitor centre functions as well.



**Figure 3.** Long-term factors in the tourism of Orfű

1. Natural factors, protected natural values; 2. Cultural values and sights; 3. Supply of sport tourism;
4. Lakes, beaches, bathing opportunities; 5. Gastronomic supply; 6. Events; 7. Pleasant climate;
8. Reputation of Orfű; 9. Child and family friendly environment; 10. Good value for money

Source: own processing, using authors' questionnaire survey findings

Product developments of the recent years have focused on four pillars, each marking a strategic profile and also well supplementing each other: "Green rhythm – Naturally", "For small and big guests", "Magic of days gone by" and "From drop to splash" (Table 5).

**Table 5.** Relationships of profile and products in the destination of Orfű

Profile	Associated tourism product
Green rhythm – Naturally	ecotourism, hiking, cycling tourism
For small and big guests	recreation, ecotourism, passive and active water tourism, festival tourism
Magic of days gone by	heritage tourism, festival tourism
From drop to splash	active and passive water tourism, angling, ecotourism

Source: own processing, using orfu.hu

It is clear that natural endowments enjoy a priority, but values of the past are also present in the supply of the area. These values of the past are not so much the values of static culture (the village has only two objects that are protected monuments), they are much more typically parts of animated culture: traditionalist programmes and the restoration of farming methods and agricultural activities typical of the region. This trend is well supplemented by the use of the bear garlic for the creation of the distinctive image of Orfű. The most renowned and popular attraction of the destination is the popular music festival called Fishing on Orfű, listed by several reviews as one of the best Hungarian popular music festivals. Its impact on the destination is clearly indicated by the number of guest nights, which in the month of the event reaches the number of guest nights registered in the city of Pécs.

A critical factor in the success of product developments is how the local inhabitants judge them, how much they identify with them and acknowledge the respective attractions and events. The findings of the questionnaire survey show that local inhabitants have a positive opinion on the whole about the local attractions, the evaluation of almost all locations were given mark four on a scale up to five. The attractions of Orfű that local inhabitants visit in the largest numbers are the Kemencés Udvar ("Courtyard of Ovens"), Mill Museum and Bear Garlic Festival. The inhabitants are most satisfied with the Fishing on Orfű festival, the Mill Museum and Bear Garlic Festival.

## 6.2. Reception capacity and willingness

Developments related to the reception capacity are just as important in the rejuvenation of destinations as renewal efforts related to attractions. In reception capacity, the accommodation sector is a key area, often suitable of taking over the functions of the other actors in the tourism market. When talking

about reception capacity, both the qualitative and quantitative aspects must be taken into consideration. The renewal of declining destinations is usually linked to quality developments, as the former phase, maturity already required higher accommodation capacities in quantitative sense. After the qualitative improvement of the reception capacity, consumer demands can be met at higher level, which may induce the appearance of new clientele and the realisation of higher revenues from tourism at the service providers, and thereby at the municipal self-government (through tourism tax, local business tax etc.).

The rapid growth in the number of accommodations in Orfű started with the construction of second homes in the 1970s. In this decade, the 1970s there were only 105 real estates “inhabited only in the summer”, in addition to the 282 homes that were permanently inhabited. New settlement parts were born in Orfű, with clear recreational and holiday-making profile. According to data from 2001, in addition to the 241 permanent homes there were 1,156 holiday homes in Orfű (the same figures in late 2020 are 448 and 1,200, respectively). Besides holiday homes it is commercial accommodations that make the basis of accommodation capacity. Commercial accommodations have been continuously established since the 1970s.

The highest level of the hierarchy of accommodations, hotels cannot be found as yet either in Orfű or in the neighbouring settlements. Typical accommodations include, in addition to boarding houses, a camping site, while the most frequent form of private accommodations are paying guest service facilities. We can see thus a dominance of smaller units, which, although may better match the image of a rural destination, do not favour organised inbound tourism.

The supply of accommodations in Orfű, in the opinion of the local inhabitants, is excellent (by 59.84% of respondents) or good (32.79%), the same proportions expressed by holiday home owners are 35% and 35%, respectively. A much larger standard deviation can be seen, however, if the weight of the lack of adequate supply of accommodations is taken into consideration among the potential future threats. Of all local residents questioned, 18.03% said it was a great danger, by another 34.43% it was a threat for the future of the destination. Local stakeholders agree that in the middle run it is a must to create the supply of quality accommodations that matches the endowments of the destination, in order to offer a larger capacity of accommodations for the guests.

In the reception capacity, catering units also play an important role. In Orfű the catering and commercial sector plays more important role, as few of the available accommodations offer full board, in fact, a large proportion of them offer no catering at all and so guests have to provide for their own meals. The problem is even worse if we also take one-day visitors into consideration. Orfű has 4 restaurants and 6 buffets, which, with only one exception, are open in the tourism season, only: from early May to late October. The provision of the village with trading facilities is even worse: there are only three shops in Orfű. The situation is perfectly reflected by the level of satisfaction of actors with catering and commercial facilities; also, the need and necessity for a change can already be felt at all levels. There are several efforts and initiatives for the creation of quality catering, such as the opening of restaurants representing quality gastronomy and local products.

In the renewal of the destination the local actors, as human resources of tourism, are given a key role as soft factors. In addition to the preparedness of the service providers directly involved in tourism, the attitude of the municipality and the local inhabitants, and their cooperation is a prerequisite in the authors’ opinion for the success of the destination as a whole, and also for its renewal capacity. In the sample area the surveys highlighted that on the whole it is the inhabitants who evaluate most positively the attitude of the local actors. The dedication of the municipal authority is most positively judged by the service providers, which is a clear indication of the role of the local authority in the developments of tourism. The lowest figures were attributed to the preparedness of the service providers (3.47). The survey of the service providers found that the services exist but their quality must be improved in the future (Table 6).

**Table 6.** Attitude of local actors to tourism

	<b>Hospitality of the local inhabitants</b>	<b>Dedication of the local authority</b>	<b>Preparedness of the local service providers</b>
Inhabitants	4.32	4.26	4.15
Holiday home owners	3.95	3.55	3.92
Service providers	3.77	4.32	3.47

Source: own processing, using authors’ questionnaire survey findings

In the reception capacity of Orfű, non-governmental initiatives are important among the local actors. There are more than 20 non-governmental organisations in Orfű that are active in the life of the destination.

## 7. CONCLUSIONS

Using a diverse approach supplementing the classic destination life cycle-model [12] authors analysed a destination whose guests arrive both for recreational and tourism purposes. The research focusing on the renewal phase with its differentiated methodology and the breakdown of the renewal to its basic elements contributed to the examination of this mixed profile destination in its complexity.

The conclusions regarding the 4 hypotheses formulated at the beginning of the research are as follows:

- 1) Hypothesis 1, according to which the life cycle of tourism destinations with significant recreational functions may differ from that of destinations with purely tourism function has been confirmed and presented in detail in the Chapter 3 of the study.
- 2) Hypothesis 2, according to which the development of attractions, reception capacities and management structure, if carried out simultaneously, will greatly influence the success and speed of destination renewal has been confirmed through the example of Orfű.
- 3) Hypothesis 3, according to which in the period of decline decrease in the number of guest nights will, with a slight delay, be followed by the decrease of accommodation capacity, has not been proven. In the case of Orfű during the prolonged privatisation period after the change of regime decrease in guest nights, the elimination of social tourism and the privatisation of state and public corporation owned holiday accommodations occurred simultaneously, which resulted in a significant increase in commercial accommodation capacities.
- 4) Hypothesis 4 has been proven in the research, which means that repositioning can only be successful if it is based on real and objective assessment of the situation and is focused on the development of tourism products in which the destination has relative advantage over other destinations.

From the *supply* side it is attraction-centred renewal that is in the focus of the process, for which reception capacity is by and large present in a quantitative sense, but as regards its composition and quality indices, it only partially follows tourism developments. The local inhabitants and the non-governmental organisations make a safe background with their activity and positive attitude, both as regards developments and hospitality. The appearance of local tourism management opened a new era in the life of the destination. The activity of the management organisation had an impact on resource acquisition, activation of the local population and service providers, management of the touristic attractions and the initiation of the change of the image.

As an effect of this, the volume of *demand* slowly reached to the statistical indices of the “good old days”, after a considerable transition of the composition of guests. The destination that now lives from domestic tourism in the first place has become, in addition to waterside holiday and recreational functions, a Hungarian centre of festival and alternative tourism, but in the process of the image shift it will only be able to keep its positions in the future with an intensive management activity – also, development projects must be kept within the frameworks limited by the sustainability of the natural environment that is the basis of the attractions.

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