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Relevant Management Aspects of Health Tourism Networking

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Abstract

The article deals with the process, concept, system and management aspects of health tourism networking. Addressing the problem of research: how to manage the networking process in health tourism. Summarizing the analysed scientific literature it can be stated that the participants of the network are not analysed individually. They are analysed in relation to other network participants, thus connecting them to a common system. Connections (*links, interactions, contacts)* between participants are a kind of interaction between two or more participants in a network when resources are transmitted over specific channels. Relationship is a concept that encompasses both form and content aspects. The dyadic level explores the nature of the connection between two or more network nodes. Examining the aspects of networking process management highlights the importance of strategic management and synergies with management theories: Fayol (*administrative theory*); agent-contract theory for networking partnerships. The aspects of management theories have applicability in the management of health tourism networking, and the decision-making process plays a crucial role – both individual and group decision-making begins with a set of information that defines the situation, assesses expected benefits, anticipates possible choices, and possible consequences. The decision-making process ends with the choice of a specific alternative. By applying the *CMO* configuration model to the decision making process, a systematic solution mechanism is created for each problematic situation. In order for the Lithuanian health tourism segment and its organizations to function as an integrated system and develop along the path of sustainable development, it is expedient to develop a common strategy in the planning process, envisaging the vision, goals and objectives of Lithuanian health tourism and ensuring a feedback mechanism. To implement this process, it is recommended that a formal health tourism network (*involving health service organizations, the scientific community*) would be established, based on participant agreements. The aim of this network is to create and develop a variety of health tourism services. The resulting networks are formalized through contracts, legal acts, memoranda of understanding, general agreements, so the relationships, functions and responsibilities of their participants are clearly defined.

Keywords: health tourism, management theory, networking process.

Introduction

The relevance of the research. Health tourism is one of the fastest growing segments of the world`s tourism. Emphasizing the World Health Tourism Congress (GWTC), the health tourism market is about 0.5 trillion US dollars, i.e. 14 percent of world tourism revenues (revealed by the new "Wellness tourism" study, 2013). It is predicted that health tourism has had an average annual growth of 9.9% every year over the next five years – almost double that of other tourism segments. Health tourism (health promotion and wellness) has reached 678.5 billion US dollars or 16% of total tourist income. Health tourism is directly responsible for 11.7 million workplaces worldwide (Vetitnev and Dimanche, 2015; UNWTO, 2016).

Effective tourism development and management are possible only with a coordinated organizational management structure at all levels. According to Bruyn (2011), the data on tourism competitiveness studies have shown that *tourism management* is one of the main factors *determining the development of a tourist destination*. The implementation of development measures should be ensured on the basis of the National Tourism Development Program (2014), providing the priorities. According to Žalienė et al. (2004), international relations, opportunities for a new partnership (network) and development, the creation

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of a tourism image in a competitive market are the important aspects in forming the state tourism policy, which includes possible actions and measures for implementation of the strategy.

According to forecasts by the World Tourism Organization (*see below UNWTO*) (2016), the number of trips has an opportunity to grow to 1,561 million US dollars in 2020, and tourism income will reach 2 trillion US dollars. Europe has the goal of remaining the most popular macro-region of tourism in the future (717 million trips are predicted in 2020). According to statistics, tourists usually travel to: Central and Eastern European regions – 223 million; Mediterranean region – 212 million.

The Medical Tourism Opportunities Analysis (2012) states that medical tourism is a promising area for Lithuania, which has qualified medical specialists and can provide both health inspection and diagnosis, as well as treatment and health promotion services. This is a great opportunity to attract foreign health promotion tourism, increase tourism income and promote the development of Lithuanian regions (Žilinskas and Maksimenko, 2008). Unfortunately, Lithuania is still inactive in the field of medical tourism, i.e. the country did not receive such a number of medical tourists that could be served by the available infrastructure, and the changes in the development of medical tourism have not yet been foreseen.

In order to enhance the modern social and economic development of tourism business and the advancement of science and technology, especially in view of the challenges posed by the processes of globalization and the formation of a knowledge-based society, it is necessary to fully improve *management*, giving priority to *innovation and its development*. Upgrading *management* and developing *innovations,* it is necessary to properly use the achievements of modern *synergy science*, adapt them to the development and implementation of *new organizational forms* for various areas of modern social and economic life.

In turn, solutions to the problems of *searching, obtaining and using the results of synergistic effects* can be based on modern *networking* ideas (Provan and Milward, 2001; Castells, 2005; Robins, Bates and Pattison, 2011; Bučinskas, Giedraitytė and Raipa, 2013; Skeberdytė, 2015).

In general, various networks are considered to be extremely viable and effective organizational form in the context of modern social and economic development and the advancement of science and technology, especially in the context of globalization and knowledge-based society formation processes. Modern networks, as an organizational form, are characterized by unique orientations for innovations: the idea of finding, obtaining and using synergistic effects is always implemented as a network creation and development (Pryor, Anderson, Toombs and Humphreys, 2007; Smith and Boyns, 2005 Strumickas and Valančienė, 2008; Melnikas, 2013).

The problem of research. Lithuania`s innovation development program for 2014–2020 highlights the following problem areas: *lack of a systemic approach to innovation*, *insufficient quality of human resources and material base*, *lack of creativity and entrepreneurship in the private and public sectors*, *lack of business and science cooperation traditions*, *difficult economic situation*. The small and medium-sized enterprises dominate in the tourism sector, and therefore they fail to generate innovation alone in the tourism sector. The prerequisites of the Lithuanian tourism sector for promoting innovation – the merger into tourism clusters and the development of e-tourism. The problem is *how to manage the networking process in health tourism*.

The object of research is health tourism networking process.

The goal of research is to analyse the aspects of management affecting the health tourism network process.

Objectives:

1. To define the concept of networking;
2. To analyse the applicability of management theories in network process management.

Research methods. Comparative analysis of scientific literature, systematic review method, document analysis, synthesis and generalization, graphical representation.

Networking process and concept

Network and Networking Theories became one of the most important and promising areas of research at the end of the 20th century. Network science research has become relevant in recent decades, not only in informatics or economics, but also in other fields, such as political science, sociology, public administration, management (Provan and Milward, 2001).

According to M. Castells (2005), many functions and processes in the modern age of globalization and information technology development are implemented through networks. Networks have become an essential structural form that helps in the acquisition of new knowledge, the exchange of information and experience, and networking ensures the progress and outcome of these processes. The elements on the network form a common systemic system and this process is

treated by the **theory of systems**, which focuses in management science on complex inter-organizational relationships. In the broadest sense, the system can be described as "it is a group of two or more components where each component of the system affects the behaviour of other components, and the behaviour of each component affects the whole behaviour" (Skaržauskienė, 2008). The system consists of permanently interacting, interrelated organizations or groups that form an emerging entity. The system theories involve a more holistic approach and focuse on the general relationships between the institutions of work organization and the behaviour of the employees who interact with each other, and helps to understand the differences between individuals, groups, organizations, communities, larger social systems and their interactions with each other, and the contribution of human factors to them. This theory allows managers to coordinate work plans and organize work as a collective entity for the overall purpose of the organization (Virketis, 2014). The main elements of system theory are: **Limits** – an imaginary line around a system that regulates the flow of information or resources from or to an organization; **Centre** – a system that focuses on the overall development of services; **Subsystem** – the outside of the centre system, its environment, i.e. everything that happens on the outside of the system; **An open system** – the exchange of system information with each other and flow of information from and to the organization.

The general ***theory of systems*** seeks to combine various existing theories of structuralism and apply the way of thinking to the needs of the modern and future world, to know and solve complex problems, using interdisciplinary tools. It is a conceptual method to discover the interactions of systems, the system analysis method based on these basic principles: the entity is more than the sum of its elements; all elements affect each other; there is a feedback that causes the system to be regulated; the entity of essential principles suitable for all systems, regardless of the origin of the elements and their interconnection.

A systemic analysis seems to be new and operates in such basic terms as interaction, system, feedback, open and closed systems, organization, complexity, and the main tools of system analysis are the following methods and their forms: the method of analogy and its symbols, metaphors or parabolas; technical scientific mathematical methods of analysis and operational concepts, such as gambling theory and economic behaviour, competition and **cooperation**; graphical representation in forms of curves diagrams, matrices, maps, networks; systematic modelling.

In a view of system theory, the knowledge of one system can be adapted to many other systems. Systemic thinking helps to identify the structure of complex phenomena. Exploring the interactions and relationships between elements of a particular system, networks, it is possible to acquire knowledge that can be useful in dealing with other types of problems. *The principles of systematic thinking can be applied in developing the latest technology and introducing innovations* (Skeberdytė, 2015).

Network members are interconnected by communication networks that are formed by the flow of information between network members. Communication is not possible if the participant does not have the ability to maintain an interactive connection with other network participants. The ability to participate in the network becomes an important expression of competitiveness. It can be argued that the ability to participate in the network is directly related to the ability to manage and control information flows at the political, business and cultural levels.

Network concept (Bučinskas et al., 2013; Melnikas, 2013; Skeberdytė, 2015):

1. The network as a system is oriented towards achieving a common goal or performing common functions and acting as one single object of management or self-regulation;
2. The network consists of points or units (individuals, groups, enterprises, public organizations, international organizations), with other points (units) connected by lines (links, connections);
3. An organization whose entities are independent and have autonomy, able to preserve their innate qualities, and the network acts on the principle of self-regulation.

This is the form of interactions between organizations, which is the purpose of the conditions for the exchange of mutually beneficial information.

The network, like the system, consists of unambiguously identified elements. Network participants (points, characters, actors, elements, *ego/node/dot*), and thus their actions (behaviour) are not autonomous and individual actions, but dependent on network structure relationships. The level of network participants – participants can be people, groups of people, organizations, etc. In the general sense, it is the effect of the point on the network. It is the position of the first participant in the network structure, formed from the network participant`s relations with other participants and the relations of those participants with other participants.

These elements can be interconnected, thus forming a network structure. *Network participants*

are not individually analysed. *They are analysed in connection with other network participants*. Connections (combines, links, interactions, contacts) between participants are an interaction between two or more network members when resources are transmitted through certain channels (Figure 1). Relationship is a concept that includes aspects of both form and content. The *dyadic level* of the network is dictated by the nature of the connection between two or more network points.

A combination of all elements of the system and their links creates a new unit and the system becomes more than a set of separate and totally independent elements of the *whole network*. Scientists value the approach of the network as a whole as an important approach to systematically analysing the network. The individual actions of the network participants form the structure of the participants in the network that are related and interdependent to the network.

The *networks and networking* concepts are examined by the organizational theory using managerial aspects. Networks are perceived as the form of organization of activities, organizational structure, associated with organizational changes and environmental influences (Kazlauskienė and Urbanskienė, 2005). The importance of relationships among organizational characters, the embodiment of an action in relationships, the benefit of network communication (social) and the structuring of social activities form the core of networking analysis research.

Interaction is an essential element of a network approach. Interactions between participants are relationships of varying nature and duration that occur at a particular location at a particular time. In this context, interactions are interrelated and interdependent and changes in one interaction have consequences for other relationships. Interactions can occur when these objects affect each other. A mutual act does not mean that the value, intensity and other characteristics of the relationship are the same for both parties.

Another important element is the integration of the interaction process, or, according to Vilkas and Bučaitė-Vilkė (2009), the embodiment of the act in the relationship. The behaviour of a person (organization) is integrated into interpersonal (inter-organizational) relationships with networks. Every person, organization or other unit has their own network of communications, which is preferred when it comes to partner choice. It has been found that people are more likely to interact with those they know than with someone outside their communication network. The existing communication network creates a continuous flow of information about network participants and processes in the network, which circulates and creates certain paths by which a network participant can achieve the desired result.

The third element of the research on social networks is the formulated assumption that network communication consists of social capital (**social legitimacy**) that creates value, including economic returns. Social relations are treated in social network research as an individual or organization`s intangible resource – capital.

The fourth element is the structuring of activities. The structure of the activity should be understood as the use of the social capital potential for the purpose. Structuring in the network hierarchy is limited and enabled by the system itself. The researchers seek to identify in this topic the incentive and limiting factors of each structure, how relationships and network structures are created and formed (Vilkas and Bučaitė-Vilkė, 2009; Melnikas, 2013; Skeberdytė, 2015).

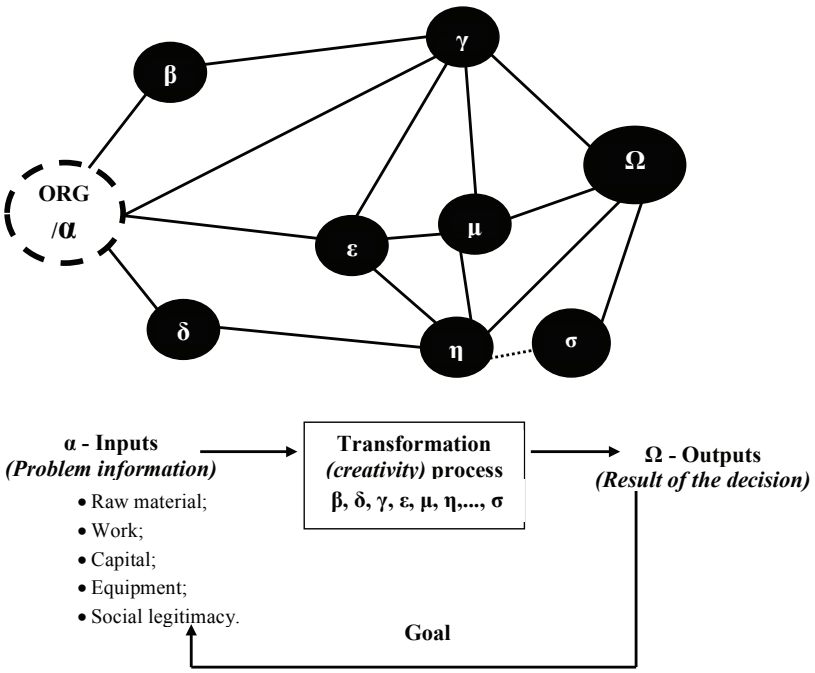

Fig. 1. Inter-organizational network
Source: created by the author in accordance with Hatch and Cunliffe (2006)

Networks and networking research are particularly relevant and are treated in the context of management, economic and public management theoretical approaches. According to G. Robins et al. (2011), it is quite problematic to assess the effectiveness of the network management form, therefore, in the authors` view, efficiency should be determined by taking into account all participants, their levels (society, institutions, individuals and other persons concerned), structural models of network management. An effective network system management includes:

- the structure of networks, the actions coordination which is based on the principles of mutual trust and teamwork;
- specific objectives and actions that are appropriate and sufficient to solve wider issues of the management system;
- a comprehensive understanding of the intended goals and actions by the network participants.

Walter et al. (2006), on the other hand, conceptualise network capability as a venture's ability to create and make use of external and internal relationships. They, therefore, identify four constructs that may be used to measure network capability. The first construct, coordination, connects ventures with common interests for purposes of mutually supportive interactions. The second construct, relational skills, focuses on the management of relationships among businesses. Partner knowledge, the third construct identified by Walter et al. (2006), brings stability to a firm's position within a network. The fourth construct, internal communication, concentrates on the assimilation and dissemination of more current information regarding partnerships, resources, as well as mutual agreements between partners (Korir, 2018).

In the networking process, one of the key factors influencing the performance of research and business organizations is a collaboration in the field of research and experimental development. The networking of science and business organizations is oriented towards the creation of scientific and commercial value, therefore, it is important to evaluate the importance of the structure of social sciences for scientific productivity and to be able to enable this structure.

Advantages of networking of science and business organizations (Baležentis and Skeberdytė, 2015):

- access to complex problems research, new resources, financing;
- increasing the visibility and recognisability of the participant;
- rapid solutions to complex problems solving by creating a synergistic effect among network participants;
- faster achievement in scientific subjects and ensuring its dispersion among subjects;
- the development of scientific knowledge, intellectual capital, for example, the education of the participants;

- improvement of qualifications, creation of their social relations and networks with other scientists;
- growth of scientific productivity of individuals and career opportunities;
- opportunity to expand the scope of the scientific project.

The emerging **networking theory** is based on the premise that it is necessary to recognize the *agency* of network participants, i.e. the ability to create and modify networks through their targeted actions. It is necessary to recognize that the attitudes, beliefs, social and psychological factors of network participants have a potential impact on the behaviour of network participants, and therefore of the whole system. Because the fact that social relations depend on the will, beliefs and values of the participants, Kilduff and Tsai (2006) proposed a **dynamic stability perspective** on networks that could form the basis of emerging networking theory. According to them, networks in which people (as members of an organization or organizational representatives) form units, are unusual in that each is a complex adaptive system. The units are partly explained through their links with other units, but they also bring individuality to each network, therefore, an exceptional expectation and perception. Stability and change in network structure are also characterized by interoperability models in the network, network perceptions and expectations related to the network. So social networks are complex and adaptive systems consisting of complex units. Networks partly determine the complexity of units that make up the system, and vice versa. This interconnection between the complex units, associated with the complex system, forms the basis of the dynamic stability proposed by the authors.

Grounds for the concept of networking. If the network is the structure, then what is networking? Actions in network? Castells (2005) uses the concept of networking when it comes to organizations` interconnecting networks (Hong Kong, Taiwanese organizations) and linking of different networks (Cisco organization case). The concept of networking involves actions in the network or network-based action, then the interaction of network participants in the networks should also be referred to as networking? After all, practically all social activities involve interaction. For example, is the rotation of friends' group a networking? *Let's suppose that the interaction of participants in networks that have been created should not be called networking*. Then all the social interaction (activity) could be called as the concept of networking. In this way, the scope of this concept would become very wide. Based on this point of view, social interaction in the general sense is not networking. If it involves action on networks, then the concept of networking would cover the entire social action. In formal terms, if the content of the two concepts is identical, one must be abandoned. *Therefore, the introduction of a network concept is justified only if it describes the presence of the network form in the broad sense, but not the action in the networks*. **Therefore, the following definition of networking is proposed: networking is a network created by targeted actions.** The concept of networking can be treated quite broadly, and this allows to foresee various opportunities and perspectives for cooperation between business and public sectors and interaction between the sectors on different networks. The networks of business and public sector entities can be considered to be diverse entities of individuals, people, bodies, institutions, other organizations and their groups operating in these sectors with different functions, as well as various state structures and international organizations whose activities can be developed in various ways, both in national and international spaces. Thus, it can be argued that the impact of the networking on the interaction between business and public sectors, the convergence and integration of these sectors, for the internationalization of these sectors as a whole, is characterized not only by the diversity of forms, possibilities and prospects but also by the great significance. In turn, this circumstance allows us to confirm that the networking processes, that are to be assessed, are exceptionally important and significant in the analysis of changes in the interaction between both business and public sector interaction and convergence as well as interaction between national and international business entities as well as in the context of internationalization processes of convergence, integration and development of various entities and sectors. ***So, we can define the networking process*** as the use of specialized websites and applications to communicate informally with other users or to discover people with similar interests – it is a process for establishing contacts that are useful to individuals and organizations (Melnikas, 2013; Baležentis and Skeberdytė, 2015).

In the author`s opinion, *it is expedient to apply the networking principles in the health tourism area*. Improving the attractiveness of Lithuania as a health tourism region would be enhanced by the following measures: product / service improvement and diversification; **synergy of activitie**s – closer mutual interaction of organizations providing and developing the medical tourism services (clustering (*Table 1*) and services diversification), coordination of two or more organizations offering tourism

services (by attracting educational and cultural trips); tourism market diversification; the development of resorts operating for four seasons and the inclusion of new resorts; service price diversification and responsible and appropriate revenue management and distribution; the implementation of a variety of tourism services – a national and local authentic culinary heritage; bird observation; ecotourism, medical tourism, which includes: health promotion (Health and Medical tourism), i.e. a treatment and wellness (Wellness tourism) – prevention, i.e. healthy nutrition, active leisure, sports, yoga, spa treatments.

Table 1

Lithuanian tourism clusters providing health and wellness services in 2018

Clusters operating region	Cluster name	Cluster members	Cluster activity (production and services)
East Aukstaitija region; Zarasai, Ignalina, Utena, Anyksciai, Moletai District Municipalities	Anyksciai tourist cluster / Anyksciai city and district companies and organizations (20)	Camps (2)	Children‘s entertainment and relaxation organization
		Conference centers (2)	Conference room rental
		Sports clubs and SPA (3)	Swimming pool, fitness center, SPA services
		Rural tourism homesteads (4)	Entertainment, accommodation, catering
		Arts incubators and centers (3)	Arts center of Anyksciai, artists' association, art incubator events
		Tourism information centers (2)	Knowledge of regional history and cultural values
		Handicraft (2)	Exposition and education of crafts
		Museums (2)	A. Baranauskas and A. Vienuolis – Žukauskas museum-exposition
Region of Vilnius	Stem cells and regenerative medical innovation cluster	Hospital and medical services centers (7)	Science research; diagnostics
		Real estate, business and industrial developers and agencies (1)	Facilities for health and wellness services
		Medical equipment (3)	Stem cell research; the development of innovative medical services and treatment methods
Baltic and Nordic region	Lithuanian medical tourism cluster "LitCare" / companies and organizations (9)	Medical tourism products manufacturers (3)	Medical services and marketing, participation in international exhibitions and business missions
		Rehabilitation and wellness service centers (1)	The provision of health services
		Travel operators (1)	Travel organization
		Insurance companies (2)	Customer insurance
		Hospital and medical services (1)	Treatment and rehab
		Medical diagnostic centers (1)	Disease diagnostics and specialist treatment (for example, implantology, dentistry, prosthetics)
Vilnius, Kaunas	Dentistry innovation cluster	Dentistry clinic (5) Implantology center (1) Research institute (3)	Dental services Implantation Investigations of the possibilities and mechanisms of regenerative organism
Vilnius, Kaunas, Panevėžys	Health clinic iVita	Health programs (1) Sporting goods (4) Research centers (4) Metal processing, measuring (2)	The use of modern textile technologies and smart textiles for the development of products for the health market. Prevention – oriented products

Source: made by the author based on the cluster map of Lithuania in 2018 (Online access: http://maps.klaster.lt/)

When analysing clusters providing health and wellness services and their situation in Lithuania, it is evident that the two centers are dominating: Vilnius and Kaunas region. One of the largest regions of Klaipėda does not use its potential for health tourism development. According

to the statistics in 2018, 103 organizations provide health services in Klaipėda region. Networking is in different forms – the most common are: business associations; technology platforms; integrated science, studies and business centers; clusters. The development of the network in various forms will contribute to the growth of public welfare and the development of health tourism. It is appropriate to create and develop these networks:

- Health and wellness services;
- Research, development and distribution of food products, including natural food (cultivation, extraction, etc.);
- Provision of health care services;
- Medical instruments and appliances, design, development, production and distribution;
- Creation, development, production and distribution of cosmetics and other beauty products;
- Implementation and development of scientific and applied research related to health and wellness;
- Activities of educational, scientific and educational institutions;
- Other, health promotion and health-related activities performing institutions.

According to the data of the Department of Statistics of the Republic of Lithuania (2015), every fourth resident of the country is treated every year in hospitals. The number of patients treated in hospitals has grown since 2006 and averaged over 750 thousand people. The analysis conducted by the Work Foundation in 2010 showed that the main cause of damaged working days is *musculoskeletal disorders*, which results in the cost of *0,52 billion. Euros* per year for Lithuania and its citizens. According to the World Health Organization (2015), the cause of morbidity is a complex of different factors that act simultaneously: a passive lifestyle and constantly decreasing physical activity, harmful habits, unhealthy and unreasonable diets, growing overweight and obesity, a constantly accelerating pace of life accompanied by psychological tension or stress. Due to the increased number of illnesses, the need for health care for many people is considerably increased and there is no access to sanatoria due to relatively high service costs, and ***therefore the demand for services that help preserve and enhance health and introduce innovative wellness programs is increasing***.

In order to ensure that the Lithuanian tourism sector and its organizations operate as an integrated system and develop in a sustainable development way, it is appropriate to develop a common strategy in the planning process, providing for the Lithuanian health tourism vision, goals and objectives, ensuring the mechanism of the reverse control. To implement this process, we recommend ***the creation of a formal health tourism network (attracting the scientific community, organizations providing health services)***, which is based on the participants' agreements. *The goal of this network* is to create and develop various health tourism services. The emerging networks are fixed by contracts, legal acts, contractual memorandums, general agreements, thus the relations, functions and responsibilities of their participants are clearly defined.

Networking process management aspects

The networking process under consideration is a composite / complex phenomenon, where different organizations are linked by different networks / connections. Different organizational culture, history, values and intellectual capital make this process difficult to manage. Therefore, it is important to discuss the importance of management theories in the networking process.

In the interwar years, management theories had a small impact on the economy system of the countries, partly due to lack of attention and scientific consensus (Figure 2). For example, some British writers and practitioners welcomed the organization's collaboration with trade unions (Rowntree, 1927; Cadbury, 1928; Casson, 1928). A parallel was created between the superiority of managers, due to increased production and work control (Lee, 1925; Bowie, 1930). As a result of this development, such examples of industrial democracy as Northcott (1928) and Urwick (1929) were forced to focus on "*Democratic leadership*" and "*Friendly persuasion*".

During the period from 1920 to 1940, Urwick spent much time trying to systematize the ideas of modern management, including "Taylor" and "Fayol", in order to create a rational set of management principles (Urwick, 1937; Child, 1969). Subsequently, the creation of the universal principles of the Neoclassical School / Synthesis followed, which were partly devoted to improving the management function and to the process of increasing productivity. The main *weakness of neo-classical ideas* was the presumption that it is a standardized organizational model (closed system model), coupled with strict work control and task specialization.

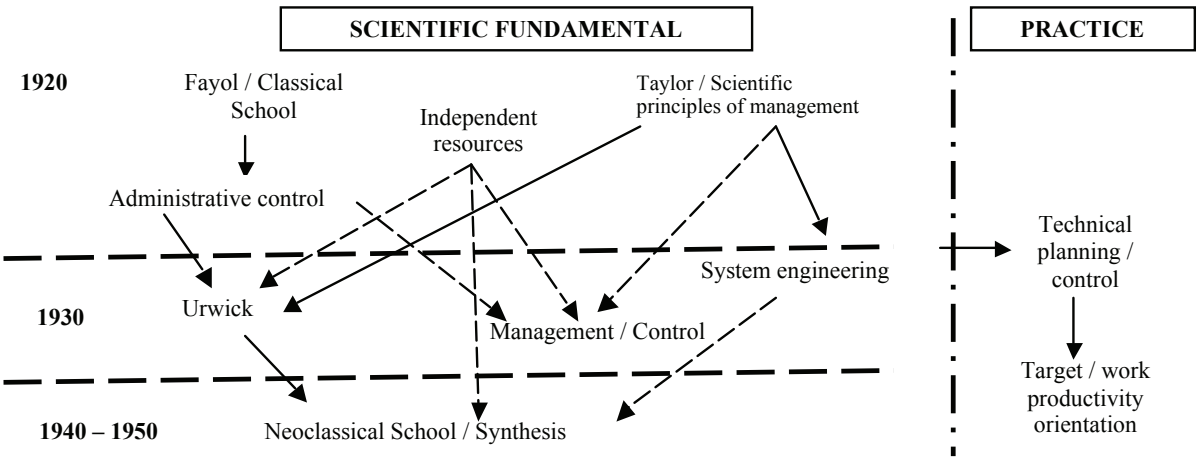

Fig. 2. Fundamentals and Practice of Scientific Management in 1920–1950
Source: created by the author in accordance with Smith and Boyns (2005)

The important issue in neoclassical ideas also is the role of control function and the process of employee resilience to management initiatives. Management theories emphasize planning-targeting and penalties for non-implementation of the plan. The principle of consistency that is noticeable in this process is reached by such management classics as Fayol (1949) and Urwick (1950). Convincing leadership is in the form of "*Hearts and minds*." However, the reality of practice could be a "manipulative" system of control, especially through payment systems, to ensure that employees are subject to penalties in the event of high productivity deviations from the norm (Smith and Boyns, 2005).

The decision-making process for individuals and groups **with networking** begins with a set of information, which defines the situation, assesses the expected benefits, provides possible choices and eventually predicts possible outcomes. The decision-making process ends with the choice of a particular alternative, based on established criteria or heuristics. The result of the decision is always the final decision, referred to as the *decision*. The decision can be both an opinion and an action. In general, decision-making is the process of reasoning, which can be both rational and irrational, based on clearly formulated or just implied assumptions (Šarkutė, 2009).

It is important to identify and evaluate the generational mechanisms in the specific situations / contexts (C) (Fig. 3) systematizing sets of decision making methods. Pawson and Tilley (1998) have partially successfully completed the theory and practice difference in the "Realistic evaluation" book (Pawson and Tilly, 1998). The scheme of Pawson and Tilley (1998) is clear and logical – it must help prevent any possible side effects in the process of decision; the existing structure / procedure / system is a mechanism that facilitates inaccuracy tracking, causation and blocking.

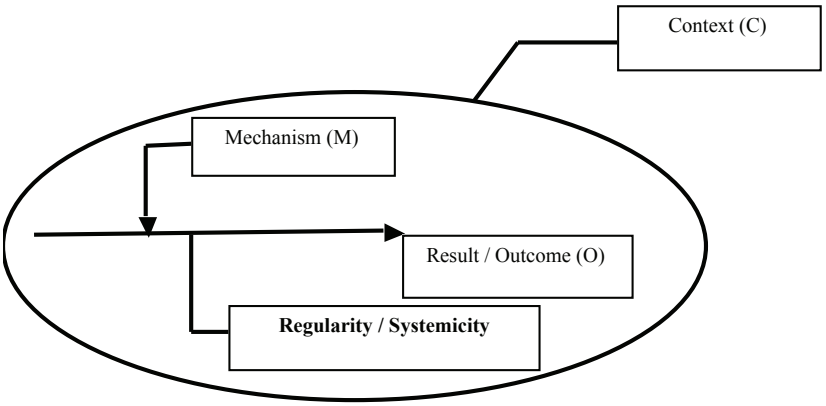

Fig. 3. C & M = O configuration model
Source: created by the author in accordance with Pawson and Tilley (1998)

One of the successful leadership moments is the ability to understand and effectively apply modern management principles and techniques. Managers must have knowledge of past and present management models, theories and processes in order to manage effectively and intelligently.

Basic management techniques have been traced to the city of Ur (Iraq) in 3000 BC where Sumerian priests were the first to keep written records as means of recording business transactions. Translations from early Egyptian papyri, dating back to 1300 BC, recognized the importance of organization and administration in bureaucratic states. Similar records were fixed in ancient China as well. Moses recruited his father Jethro as a management consultant who helped design the organization through which Moses ruled the Hebrews in the desert.

About 400 BC, defining the concept of management, Socrates stated that this is a phenomenon that requires: skills, technical knowledge and experience. Plato also recognized management as a separate art and promoted principles of specialization. Plato describes in "The Republic", how carefully selected young men should be trained so that they would develop the appropriate personalities and skills necessary to serve as leaders. Diocletian, a Roman emperor, initiated organizational hierarchies in AD 284 when he reorganized his empire into 101 provinces and grouped them into 13 dioceses. This marked the beginning of the principle of delegation of authority.

Attila the Hun, king over the royal tribe around AD 433, successfully merged all of the independent Hunnish tribes into a single nation. Attila considered leadership to be a privilege. He split the power hierarchically, formulated the limits of accountability and responsibility (in the case of success or failure). His principles of leadership still stand firm today in modern management.

The oldest and most widely accepted school of thought among management practitioners is normally called the "classical management school". This approach to management arose between 1885 and 1940 in an effort to provide a rational and scientific basis for the management of organizations. The rise of the classical school was mostly influenced by the Industrial Revolution – these are the changes in production technology and organization, during which there was a shift from manufactory to large machine production. Industrial Revolution created a need for efficient planning, organizing, influencing and controlling of all work activities.

The classical management school movement has two fundamental thrusts – scientific management (F. Taylor; H.L. Gantt) and administrative management (Fayol). Fundamentals of scientific management are as follows – to determine scientifically the best methods for performing tasks and to select, train and motivate workers. The focus is on the lowest level of organization management: workers and administration. The main question is: "How to perform and organize work in the networking process more efficiently?". The aim of the administrative management theory is to establish consistent principles of administrative science that are suitable for all well-functioning organizations. In recent years, there has been a renewed interest in classical management theory as a method to cut costs, increase productivity and organizational effectiveness (Wolfgang, Rogers and Kim, 1995; Reid, 1995; Weymes, 2004).

Understanding the networking process, as a common system and the interaction of its elements, the principles of strategic management play an important role.

Management principles and theories, such as Fayol's theories, must be consistent with theories of strategic management. According to Yoo et al. (2006), there is a connection between 14 principles of Fayol: (1. Work sharing; 2. Government and responsibility; 3. Discipline; 4. Team unity; 5. Directional unity; 6. Subordination of personal interests to the common well-being; 7. Wage; 8. Centralization; 9. Hierarchical management chain; 10. Orderliness; 11. Justice; 12. Stability of staff responsibilities; 13. Initiative; 14. The spirit of the collective. Fayol had the opinion that these principles should be applied to each organization, regardless of its structure. He also distinguished key management functions: planning, organization, coordination and control, which play the same role in the modern management concept) and Porter theory of strategic management, in particular the theory of cost / expenses management and differentiation strategies (Porter, 1980, 1985). Klijin et. al. (2019) argue given, therefore, that network management strategies are important for the realization of network performance and the collaborative process in networks, it is essential to know which factors influence the deployment of network management strategies. Managers and public sector leaders, as well as academics, need to know which contextual conditions require specific managerial strategies. However, relatively little research has looked at network management as a dependent variable or tried to assess the important conditions that influence the specific types of network management strategies deployed in governance networks. This is not surprising, as research interest has focused primarily on the effect of network management on performance. I think Fayol theory is compatible with the 5P Strategic management model (Fig.4) (Pryor et al., 1998, 2007).

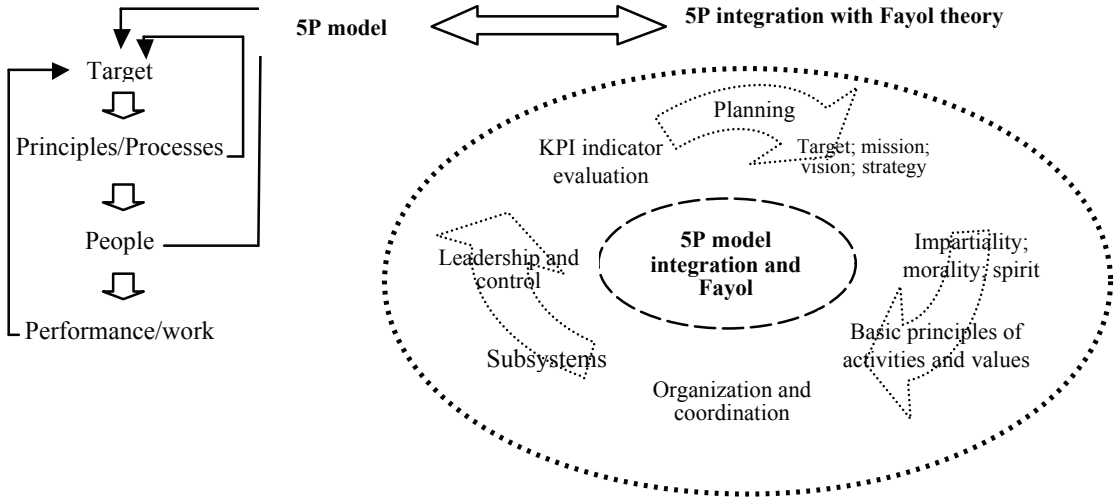

Fig. 4. 5P strategic management model and Fayol theory
Source: created by the author in accordance with Pryor et al. (2007)

The target includes mission, vision, strategy (i.e. strategic elements) that fit the Fayol planning function. The process in 5P model is understood as a system. The functions of Fayol in organizing and coordinating are quite similar. The final element of the 5P model is productivity, which includes measurements of key performance indicators (KPS). It is highly compatible with Fayol command and control functions. Figure 4 illustrates the synergy of the 5P strategic management model with Fayol theory functions. The "5P" strategic management model is currently used by practitioners (12Manage.Com) and academics (Pryor et al., 1998, 2007). Fayol administrative theory is relevant to today's organizations and also has opportune applicability to the management of the networking process of health tourism organizations.

The analysis of management theories of Strumickas and Valančienė (2008) reveals the applicability of two theories in the management of the networking process. The **Agency theory** indicates the influence of the person concerned with the formation of the system, i.e. willingness to take and use information and tools. The main problem that is considered in the context of this theory in management is the problem of the reconciliation of the interests of employer and employee. Various mechanisms may be used to reconcile the interests of the various parties involved, such as commissions, profit sharing, the variable part of wages, etc. (Hassan, 2005). However, the standardization of the promotion system and the application of a template to the entire organization pose a risk that the promotion will not be effective and will not motivate employees. The interests of people are very different and, in the most cases, they do not coincide with the objectives of the shareholders. This situation determines not only the motivation but also the control problem. A moral question arises about the employee's ability and willingness to receive information and use it for decision-making. It is important in the networking process to ensure a balance between effective promotion by matching the interests of network members and effective control.

Contract theory related to Agency theory. This theory focuses on the benefits of the parties concerned. In management, the Contract theory aims to explain how the balance between the ability of the organization or other party concerned (supplier, partner, etc.) to deliver the product / service / to perform work and the payment paid to him / her by the purchaser of that good / service. One of the simplest examples explaining the essence of Contract theory is the situation when the employer hires an employee. Usually, the employee provides information on his / her ability to hold a specific position. The employer must make sure the information provided by the potential employee is correct. When the employer cannot do this, it is stated that he / she received asymmetric information. Asymmetric information is not always wrong, but in such a case there is a risk of recruiting a person who does not really meet the requirements, or the new participant, accepted into the network, may not justify the expectations and targets (Chiappori and Salanie, 2002). The assumptions of the Contract theory in this case will help networked organizations maximally ensure that the delegated work will be carried out properly. An organization or, in the case of a different situation, another natural person / legal entity, concludes an agreement with the other party for satisfaction of his / her interests. The networking parties should, for this reason, be able to assess not only physical and financial flows, but also to measure the effectiveness

of the agreements. *Therefore, the impact of Contract theory on the networking process is significant due to the need to ensure the most effective evaluation of agreements with stakeholders and the application of appropriate measures of promotion or disciplinary effect.*

Conclusions

The concept of networking can be defined as follows – networking with targeted actions. The concept of networking can be treated quite broadly, and this allows to foresee various opportunities and perspectives for cooperation between business and public sectors and interaction between the sectors on different networks. In the author's opinion, *it is expedient to apply the networking principles in the health tourism area*. Improving the attractiveness of Lithuania as a health tourism region would be enhanced by the following measures: product / service improvement and diversification; synergy of activities – closer mutual interaction of organizations providing and developing the medical tourism services (clustering and services diversification), coordination of two or more organizations offering tourism services (by attracting educational and cultural trips); tourism market diversification; the development of resorts operating for four seasons and the inclusion of new resorts; service price diversification as well as responsible and appropriate revenue management and distribution; the implementation of a variety of tourism services – a national and local authentic culinary heritage; bird observation; ecotourism, medical tourism, which includes: health promotion (Health and Medical tourism), i.e. a treatment and wellness (Wellness tourism) – prevention, i.e. healthy nutrition, active leisure, sports, yoga, spa treatments.

The networking process creates the following benefits: access to complex problems research, new resources, funding, participant's visibility increasing and recognition; quick solutions to complex problems by creating a synergistic effect between network participants; accelerating the result in scientific subjects and ensuring its dissemination among subjects; the development of scientific knowledge, intellectual capital, such as the education and qualifications of participants, the development of their social contacts and networking with other researchers; the growth of scientific productivity of individuals and career opportunities; the opportunity to expand the scope of the scientific project.

Having analysed the applicability of management theories in the management of health tourism networking, the decision-making process plays an important role – both the decision-making process of individuals and groups begins with a set of information that defines the situation, assesses the expected benefits, provides possible choices and eventually predicts the possible consequences. The decision-making process ends with the choice of a particular alternative, based on established criteria or heuristic. Using the *CMO configuration model* in the decision-making process, a systemic solution mechanism is created for each problem situation. The main question is: "*How to make and organize work in the networking process more efficiently?*" The aim of the administrative management theory is to establish consistent principles of administrative science that are suitable for all well-functioning organizations. In recent years, people have again begun to be interested in classical management theory in order to look for ways to reduce costs, increase productivity and effectiveness of the organization (Wolfgang et al., 1995; Reid, 1995; Weymes, 2004). Understanding the networking process, as a common system and the interaction of its elements, the *principles of strategic management* play an important role. Thanks to the Agency's and Contract theories, it is possible to ensure successful involvement of the networking process participants in joint activities in order to achieve common goals when each member of the network perceives its contribution and significance in the system.

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Sveikatos turizmo tinklaveikos aktualūs vadybos aspektai

Santrauka

Straipsnyje nagrinėjamas tinklaveikos procesas, jo samprata ir valdymas. Sprendžiama problema – kaip valdyti tinklaveikos procesą sveikatos turizme.

Tikslas – išanalizuoti sveikatos turizmo tinklaveikos procesui turinčius įtakos vadybos aspektus.

Apibendrinant nagrinėtą mokslinę literatūrą galima teigti, kad tinklaveikos *dalyviai nėra analizuojami individualiai. Jie analizuojami kartu su kitais tinklo dalyviais taip sujungiant juos į bendrą sistemą*. Ryšiai (jungtys, saitai, sąveika, kontaktai) tarp dalyvių – tai tam tikra sąveika tarp dviejų arba daugiau tinklo dalyvių, kai tam tikrais kanalais perduodami ištekliai. Ryšys – tai sąvoka, apimanti ir formos, ir turinio aspektus. Tinklo ryšių lygmenyje gilinamasi į ryšio tarp dviejų ir daugiau tinklo taškų pobūdį.

Visų sistemos elementų ir jų ryšių junginys sukuria naują vienetą ir sistema tampa daugiau nei atskirų, visiškai nepriklausomų elementų rinkiniu – tinklu (angl. *whole network*). Mokslininkai kaip svarbų požiūrį, sistemiškai analizuojant tinklą, vertina tinklo kaip visumos požiūrį. Tinklo dalyvių individualūs veiksmai formuoja hierarchiniais ryšiais susijusių ir tarpusavyje priklausomų tinklo dalyvių struktūrą.

Organizacijų teorija *tinklų* ir *tinklaveikos* sąvokas nagrinėja pasitelkdama vadybinius aspektus. Tinklai suvokiami kaip veiklos organizavimo forma, organizacinė struktūra, siejama su organizaciniais pokyčiais ir aplinkos poveikiu (Kazlauskienė, Urbanskienė, 2005). Santykių tarp organizacinių veikėjų svarba, veiksmo įkūnijimas santykiuose, tinklų ryšių (socialinė) nauda ir socialinės veiklos struktūravimas sudaro tinklaveikos analizės tyrimų branduolį.

Sąveika yra esminis tinklinio požiūrio elementas. Sąveikos tarp dalyvių – tai įvairaus pobūdžio ir trukmės ryšiai, kurie atsiranda tam tikroje vietoje tam tikru metu. Šiame kontekste sąveikos yra tarpusavyje susijusios bei viena nuo kitos priklausomos ir pokyčiai vienoje sąveikoje turi pasekmių kitiems ryšiams. Sąveika gali vykti, kai

šie objektai daro įtaką vienas kitam. Abipusis veiksmas nereiškia, kad santykių vertė, intensyvumas ir kitos savybės yra vienodi abiem pusėms.

Išnagrinėjus sveikatinimo ir sveikatingumo paslaugas teikiančius klasterius ir jų situaciją Lietuvoje, pastebėta, kad dominuoja du centrai: Vilniaus ir Kauno regionas. Vienas iš didžiausių Klaipėdos regionas neišnaudoja savo turimo potencialo sveikatos turizmo plėtrai.

Tinklaveika yra skirtingų formų – labiausiai paplitusios yra šios: verslo asociacijos; technologijų platformos; integruoti mokslo, studijų ir verslo centrai; klasteriai. Tinklaveikos vystymas įvairiomis formomis prisidėtų prie visuomenės gerovės augimo ir sveikatos turizmo plėtojimo. Tikslinga kurti ir plėtoti šiuos tinklus:

- sveikatinimo ir sveikatingumo paslaugų,
- maisto produktų, įskaitant natūralų maistą, gamyba (auginimas, gavyba ir pan.), kūrimas bei platinimas;
- sveikatos priežiūros paslaugų teikimas;
- medicinos priemonių bei prietaisų kūrimas, vystymas, gamyba ir platinimas;
- biotechnologijų kūrimas, vystymas bei naudojimas;
- vaistinių preparatų bei kitų farmacijos produktų kūrimas, vystymas, gamyba, platinimas;
- kosmetikos ir kitų grožio prekių kūrimas, vystymas, gamyba ir platinimas;
- mokslinių bei taikomųjų tyrimų, susijusių su sveikatinimu ir sveikatingumu, vykdymas ir vystymas;
- mokymo, mokslo ir švietimo įstaigų veikla;
- kitos su sveikatinimu ir sveikatingumu susijusią veiklą vykdančios įstaigos.

Lietuvos statistikos departamento duomenimis (2015), kasmet ligoninėse gydomas kas ketvirtas šalies gyventojas. Nuo 2006 m. ligoninėse gydytų ligonių skaičius vis augo ir vidutiniškai siekė per 750 tūkst. žmonių. 2010 m. The Work Foundation atlikta analizė parodė, kad pagrindinė priežastis, dėl kurios prarandamos darbo dienos, yra kaulų ir raumenų ligos, kurios per metus Lietuvai ir jos piliečiams kainuoja 0,52 mlrd. €. Pasaulio sveikatos organizacijos (2015) teigimu, sergamumo priežastis yra skirtingų veiksnių kompleksas, veikiantis vienu metu: pasyvus gyvenimo būdas ir nuolat mažėjantis fizinis aktyvumas, žalingi įpročiai, nesveika ir nesaikinga mityba, didėjantis antsvoris ir nutukimas, nuolat spartėjantis gyvenimo tempas, lydimas psichologinės įtampos ar streso. Dėl pagausėjusių ligų daugelio žmonių poreikis rūpintis sveikata yra gerokai išaugęs ir, neturint galimybių lankytis sanatorijose dėl sąlygiškai aukštų aptarnavimo kainų, paslaugų, padedančių išsaugoti ir stiprinti sveikatą bei supažindinant su inovacinėmis sveikatingumo programomis, paklausa vis didėja.

Tam, kad Lietuvos sveikatos turizmo segmentas ir jame esančios organizacijos veiktų kaip integruota sistema ir vystytųsi darnios plėtros keliu, planavimo procese tikslinga parengti bendrą strategiją, numatant Lietuvos sveikatos turizmo viziją, tikslus ir uždavinius, užtikrinant grįžtamosios kontrolės mechanizmą. Šiam procesui įgyvendinti rekomenduojam sukurti oficialų sveikatos turizmo tinklą (pritraukiant sveikatinimo paslaugas teikiančias organizacijas, mokslo bendruomenę), grindžiamą dalyvių susitarimais. Šio tinklo tikslas – kurti ir plėtoti įvairias sveikatos turizmo paslaugas. Atsiradę tinklai įforminami sutartimis, teisės aktais, sutartiniais memorandumais, bendrais susitarimais, todėl jų dalyvių santykiai, funkcijos, atsakomybė yra aiškiai apibrėžti.

Vadybos teorijų aspektai turi pritaikomumą sveikatos turizmo tinklaveikos valdyme, kur ypač svarbus vaidmuo tenka sprendimo priėmimo procesui. Tiek individų, tiek grupių sprendimų priėmimo procesas prasideda nuo aibės informacijos, pagal kurią apibrėžiama situacija, įvertinama laukiama nauda, numatomi įmanomi pasirinkimai ir galiausiai prognozuojami galimi padariniai. Sprendimų priėmimo procesas baigiasi konkrečios alternatyvos pasirinkimu. Taikant CMO konfigūracijos modelį sprendimo priėmimo procese, kiekvienai probleminei situacijai yra sukuriamas sisteminis sprendinio mechanizmas. Svarbiausias klausimas – kaip efektyviau atlikti ir organizuoti darbą tinklaveikos procese. Administracinės valdymo teorijos tikslas – nustatyti nuoseklius administravimo mokslo principus, kurie tiktų visoms gerai dirbančioms organizacijoms. Pastaraisiais metais vėl pradėta domėtis klasikine valdymo teorija, ieškant būdų, kaip mažinti išlaidas, padidinti našumą ir organizacijos efektyvumą (Wolfgang, Rogers, Kim, 1995; Reid, 1995; Weymes, 2004). Tinklaveikos procesą suvokiant kaip bendrą sistemą ir jos elementų tarpusavio sąveiką, svarbus vaidmuo tenka strateginio valdymo principams. Agento ir kontrakto teorijų dėka galima užtikrinti sėkmingą tinklaveikos proceso dalyvių įsitraukimą į bendrą veiklą siekiant bendrų užsibrėžtų tikslų, kai kiekvienas tinklo narys suvokia savo indėlį ir reikšmę sistemoje.

Pagrindiniai žodžiai: sveikatos turizmas, tinklaveika, vadybos teorijos.