

WP3 Annex:

Relevant Research Analyses and Studies
on Tourism and on Innovations in
Tourism in CB area to be Integrated in
the DSS

Document references

deliverable: WP3 /Annex Relevant Research Analyses and Studies on Tourism and on Innovations in Tourism in CB area to be Integrated in the DSS

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1. Introduction

According to Richards and Marques (2012) creative tourism can be:

- A means of involving tourists in the creative life of the destination
- A creative means of using existing resources
- A means of strengthening identity and distinctiveness
- A form of self expression/discovery
- A form of edutainment – education a self-realisation and education
- A source of „atmosphere“ for places
- A source for recreating and reviving places.

Concept of creative tourism is very close to the concept of eco tourism which is defined as responsible travel to natural areas which conserves the environment and sustains the livelihood of local people. Over 80 activities have been listed for ecotourism, such as birdwatching, hiking, diving, kayaking, participating in cultural events, photography, and mountaineering (The Ecotravel Center).

Given the aforementioned definitions, this review is aimed at elaboration of the documents and studies dealing with tourism development on both national level and in the 7 counties situated in the Adriatic region of the Republic of Croatia. Its intention is to briefly describe what these documents have researched and what their proposals are in relation to the potential of creative and eco tourism development in the Adriatic region.

2. Report on relevant research studies and documents on tourism and on innovations in tourism in the Adriatic region of Croatia

2.1. Relevant studies and documents at national level

1. Title of the document/study:

STRATEGY OF TOURISM DEVELOPMENT IN REPUBLIC OF CROATIA TO 2020

(Strategija razvoja turizma Republike Hrvatske do 2020. godine)

References (author, publisher, place of publishing, year, project duration period):

Tomljenović, R. et al., Institute for tourism Zagreb, Ministry of tourism, Republic of Croatia, Zagreb 2013 ; 2013-2020

Link: https://narodne-novine.nn.hr/clanci/sluzbeni/2013_05_55_1119.html

https://mint.gov.hr/UserDocsImages//arhiva//Tourism_development_strategy_2020.pdf (English)

Key results/deliveries:

The Strategy delivers the analysis of tourism in Croatia, reflection on key trends and challenges in industry, and operational strategies for marketing, development of tourism supply and tourism related investments. Furthermore, Strategy analyses the economic impacts of tourism development and proposes actions plans, i.e. policy measures.

Vision:

The new vision for the development of Croatian tourism is based on a value system which answers three important questions: (i) what should Croatian tourism be, (ii) which are the key prerequisites for the development of Croatian tourism, and (iii) what will Croatian tourism use to

attract attention? In the year 2020, Croatia is a globally recognizable tourist destination, competitive and attractive to investors, which creates new job openings and manages the development on its entire territory in a sustainable manner nurturing the culture of quality, and offering hospitality, safety and a unique diversity of various activities and experiences.

Goals:

The main goal for the development of Croatian tourism until 2020 is to increase its attractiveness and competitiveness, resulting in bringing Croatia into the 20 most competitive tourist destinations in the world. At the same time, other strategic goals for tourism development until 2020 are: Improved structure and accommodation quality; new employment; investments; tourism spending increase.

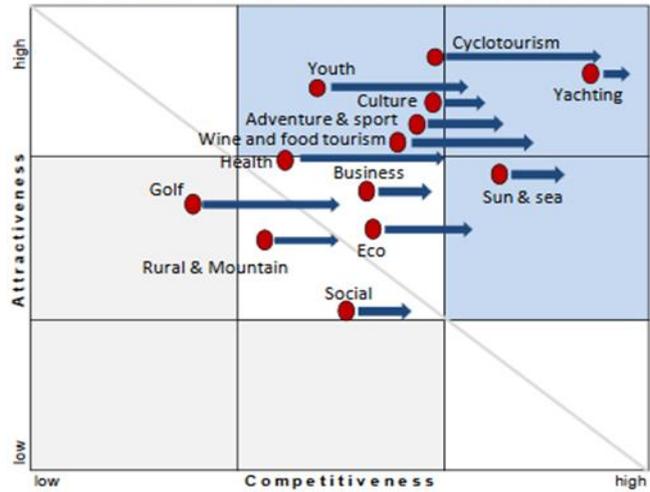
Key products:

1. Ten key products have been defined on which Croatia's tourism until 2020 should be built further diversification of the basic tourism experience product, including commercialising of some 30 individual products, allows the spread of tourist activity to the whole of Croatia, contributing to a gradual reduction in the current uneven dispersion of the effects of tourism activity.

TOURIST PRODUCT SYSTEM

- Sun and sea
- Nautical tourism
- Health tourism
- Culture tourism
- Business tourism
- Golf tourism
- Cycling tourism
- Wine and food tourism
- Rural and mountain tourism
- Adventure and sports tourism
- Other important products: eco-, youth and social tourism)

CROATIAN TOURISM PRODUCTS – PORTFOLIO MATRIX



Further diversification of the basic tourism experience product, including commercializing of some 30 individual products, allows the spread of tourist activity to the whole of Croatia, contributing to a gradual reduction in the current uneven dispersion of the effects of tourism activity.

Product groups	Products	Istria	Kvarner	Dalmatia Zadar	Dalmatia Šibenik	Dalmatia Split	Dalmatia Dubrovnik	Lika-Karlovac	Conti-nental	Slavonia	Zagreb
Sun and sea	Sun and sea	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary			
Nautical tourism	Yachting	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary			
	Cruising	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary		Secondary	
Health tourism	Wellness	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Therapy	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Health	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Culture tourism	City tourism	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Heritage tourism	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Events	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Creative tourism	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Religious tourism	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Wine and food	Wine and food	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Business tourism	Associations	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Corporations	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Incentive	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Team building	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Golf tourism	Golf tourism	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Cycling tourism	Cycling tourism	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Rural/ Mountain tourism	Rural/village	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Mountain	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Adventure and sport tourism	Diving	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Kayak/canu	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Rafting	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Adrenaline	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Hunting	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Fishing	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Snow sports	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Preparation	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Other products	Eco-tourism	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Youth	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
	Social	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary

PRIMARY PRODUCTS
SECONDARY PRODUCT
TERTIARY PRODUCTS

2. Title of the document/study:

STRATEGIC MARKETING PLAN OF THE CROATIAN TOURISM IN THE PERIOD 2014-2020

(Strateški marketinški plan hrvatskog turizma za razdoblje 2014. – 2020.)

References (author, publisher, place of publishing, year, project duration):

THR Innovative Tourism Advisors Barcelona & Horwath Consulting Zagreb, Croatian Tourism Board Zagreb, 2014 (2014-2020)

Link: <https://www.htz.hr/sites/default/files/2016-11/SMPHT-2014-2020-Sazetak.pdf>

Key results/deliveries:

Strategic Marketing Plan aim is to help Croatia by its tourist industry to realize higher revenues and develop progressively. Taking into account this purpose, the Plan proposes strategies and initiatives to create added value for the market, to attract guests from the traditional and the new markets (geozones), to manage tourist satisfaction and ultimately to create their loyalty.

Vision:

The proposed "marketing vision" consists of the three elements: 1. Croatia wants to play an important role on the markets focused on rest, relaxation and entertainment and the MICE market. 2. Croatia wants to become a destination with more quality tourist products. 3. Its main goals must be focused on lowering seasonality, enhancing tourist consumption and creating a stronger tourist brand.

Goals:

- Enhancing the brand strength
- Increasing number of the visitors in the pre and post seasonal periods
- Enhancing visitors' daily consumption

Priorities/measures:

Following Croatian values emphasize its advantages and specificities compared to other destinations:

1. the beauty of nature and the sea
2. preservation
3. rich history, art and culture
4. a wide range of gastronomy
5. variety of lifestyles

In this sense, the proposed values are embedded in the following product portfolio based on the 4 key elements : relaxation, exploration, enjoyment and meeting.

Key products:

Key products defined by the Strategic marketing plan are in line with the key products defined by Croatian Tourism development Strategy till 2020, i.e.: Sun and sea tourism; Nautical tourism; Health tourism; Cultural tourism: MICE; Golf tourism, Cyclo-tourism, Wine and gastro tourism; Rural and mountain tourism ; Adventure and sport tourism; Eco tourism.

However SMP proposes some specific product lines to be emphasised:

Croatian coast product line:

- Island tours (Island hopping)
- Active vacation on the coast
- Coast tours
- Charming fishing spots on the coast
- Camps
- Gastronomic pleasures of the Adriatic
- "Flying/sailing" or flying/camping" packages
- Family vacation on the coast

Special interests' product line:

- Adventure and sport
- Croatia for adventurers
- Cycling and mountain biking
- Sports in Croatia
- Cycling; Bicycle Trails & EuroVelo tracks

- Packages "ride / bicycle"
- Nature
- Photos of nature
- Nature Trails
- Bird Watching
- Rural and Mountain
- Authentic Croatian Village
- Vacation on a village

Culture and tours product line:

- Cultural and historical tours
- UNESCO's cultural heritage
- Charming towns and places
- Vacations in the countryside of Croatia
- National parks and nature parks
- Charming towns of Croatia on the continent
- Charming fishing spots on the coast
- "Fly / rent-a-car" packages

Wine and gastronomy product line:

- General gastronomic tours
- Themed gastronomic tours (e.g olive oil, white truffles, etc.)
- Wine tours
- Gourmet experiences of continental Croatia
- Gastronomic pleasures of the Adriatic

Sailing in Croatia product line:

- Sailing places
- Island tours
- "Flying /sailing" packages

- Sailing along the Adriatic coast

Short breaks product line:

- Cultural tours
- Theme events
- Feel Dubrovnik (Split, Zadar, Zagreb...)
- The most authentic Croatia cities
- Croatian wonders of nature

Meetings in a relaxed ambiance product line:

- Meetings on the Adriatic
- Memorable meetings
- Corporate meetings in Croatia
- Incentives

Health and wellness product line:

- Spas and nature
- Health and medical treatments
- Sea wellness and health tourism (thalasso therapy)

Golf (Sports) product line:

- Golf by the sea
- Enhance your golf-swing in Croatia

Other documents of relevance:

- Title of the document:

TOMAS 2017, ATTITUDES AND CONSUMPTION OF TOURISTS IN CROATIA IN 2017

References:

Marušić, Z., Čorak, S., Sever, I. et al. (2017), Institute for tourism Zagreb, 2017

Link:

http://www.iztg.hr/UserFiles/file/novosti/2018/TOMAS-Ljeto-prezentacija-2017-06_02_2018-FIN.pdf

- Title of the document:

STRATEGY OF THE REPUBLIC OF CROATIA NAUTICAL TOURISM DEVELOPMENT FOR THE PERIOD 2009-2019

References: Ministry of the sea, traffic and infrastructure and Ministry of tourism, 2019

Link: https://mint.gov.hr/UserDocsImages/arhiva/081224-61_01.pdf

2.2. Relevant studies and documents for Dubrovnik-Neretva County

1. Title of the document/study:

THE STRATEGY OF TOURISM DEVELOPMENT FOR DUBROVNIK- NERETVA COUNTY 2012.-2022.

(Strategija razvoja turizma Dubrovačko-neretvanske županije 2012.- 2022.)

References (author, publisher, place of publishing, year, project duration):

Dubrovnik-Neretva County Institute for Spatial Planning (Zavod za prostorno uređenje Dubrovačko-neretvanske županije) & Horwath Consulting, Zagreb, Dubrovnik- Neretva County, 2013; 2012-2022.)

Link: http://www.edubrovnik.org/strategije/01_SRTDNZ_za_WEB.pdf

Key results/deliveries:

In the late 2010, the Dubrovnik-Neretva Canton launched a series of project activities related to the development of comprehensive County Tourism Development Strategy, which had the following core objectives:

- To clarify dilemmas and controversies over the past period;
- To divide the total territory of the county into tourist clusters that are completely consistent with the experience structure;
- To define the pattern of tourism growth of the county and its clusters;
- To set a management model for tourism

Vision:

- To achieve the globally prestigious destination standard within 10 years period.
- To optimize the usage of existing capacities and resources and to upgrade the missing elements of value chain.

- Truly insist upon the sustainable development model and support new investments only if they contribute to the quality and image of globally upscale tourism destination.

Goals:

- Increase of tourism overnights of 60 to 70%
- Increase of accommodation occupancy by 50%
- Increase of accommodation capacity of 10 000 beds
- Increase of per capita tourist spending by 50%
- The increase of business volume of MICE, Rural&Gastro and Nautical tourism products based on new investments (3 to 5 times)
- Increase of Events, Touring and Short Break products with the professional support of destination management and marketing

Priorities/measures:

- Key investments (16 projects)
- Strengthening/building the region's competitiveness
 - a) Regional projects:
 - Management projects
 - Infrastructure projects
 - Projects of improvement of public services
 - Educational projects;
 - b) Cluster-based projects:
 - Attractions/Tourism infrastructure
 - Services
 - Accommodation.

Key products:

- Sun& Sea
- MICE
- Rural&Gastro

- Nautical tourism
- Short Breaks
- Touring/Culture
- Events

Other documents of relevance:

- **ICT strategy for Dubrovnik-Neretva County (2014-2020)**
 - Project team of the Dubrovnik Neretva County and Dubrovnik –Neretva County Development Agency DUNEA (Obuljen, N. , Milić, M., Tomljanović M., Hađija, M., Čuljat, Z., Oberan, C., Ogresta, B., Markota, S., Rudinica, T. , 2014

This strategy is written with the aim of raising the quality of life of citizens in the county and raising the competitiveness of the economy through information and communication technology (ICT), in accordance with the valid strategies of the Dubrovnik-Neretva County, Croatian laws, EU directives and the recommendations of the profession.

The strategy proposes and encourages the demand for ICT solutions through constant efforts to increase the quality of life of citizens, and in particular to improve public services at the regional and local level through the use of information and communication technology. Hence ICT Strategy of the Dubrovnik-Neretva County was created based on the following strategic goals:

- Accelerating Economic Growth
- Better quality of life for citizens
- Harmonization with European Union regulations and policies

Special stress within the strategy is put on the ICT improvement measures in the area of tourism and culture, the two supposedly strategic areas of the County, as well as on agriculture and traffic, aimed at raising their level of competitiveness.

Link: <http://www.zzpudnz.hr/LinkClick.aspx?fileticket=eqOL29Cv9t4%3D&tabid=610>

- **Strategy of tourism development with the proposal on the concept of cruising tourism in the area of Dubrovnik (1st phase) , 2016**
 - University of Dubrovnik, Department for economy (Vrtiprah, V. Pavlič, I., Portolan, A. Et al.(2016)

The document gives an insight into the situational analysis of tourism in Dubrovnik. The basic features of tourist offer and demand are analyzed and compared, the role of mediator in tourism in Dubrovnik and the influence of Dubrovnik's tourism on the economy. In addition, the quantitative and qualitative trends of tourism in the world, Europe, the Mediterranean and the Republic of Croatia are explored to define the priority tourist products and establish market opportunities for further development of Dubrovnik as a tourist destination. The Strategy also analyzes the basic features of cruising tourism in the city of Dubrovnik and provisions for further development of cruising tourism in this area have been established, which include assessing the degree of endurance, constraints and recommendations. An integral model of ship and passenger movement management is also proposed. For the purpose of sustainable development, the vision of development, strategic and operational goals of tourism development is defined by 2025.

Link:

[https://www.dubrovnik.hr/uploads/20180709/Strategija_razvoja_turizma_i_odredbe_u_kruzing_turizm_u_na_području_grada_Dubrovnika_\[I._faza\]_2017_-_finalna_verzija.pdf](https://www.dubrovnik.hr/uploads/20180709/Strategija_razvoja_turizma_i_odredbe_u_kruzing_turizm_u_na_području_grada_Dubrovnika_[I._faza]_2017_-_finalna_verzija.pdf)

- **Regional planning and management program of beaches in the area of Dubrovnik-Neretva County**

- Trames Consultants d.o.o., Tokić O. Et al. (2015)

This document is a product of the Ministry of Tourism program implemented in all coastal counties with the ultimate goal of clear branding of sun and sea products through beach thematisation (theming).

Link: http://www.edubrovnik.org/wp-content/uploads/2016/07/regionalni-program-ure%C4%91enja-pla%C5%BEa_DN%C5%BD.pdf

2.3. Relevant studies and documents for Split-Dalmatia County

1. Title of the document/study:

CULTURAL TOURISM DEVELOPMENT PLAN OF SPLIT-DALMATIA COUNTY

(Plan razvoja kulturnog turizma Splitsko-dalmatinske županije)

References (author, publisher, place of publishing, year, project duration):

Institute for tourism, Zagreb, 2009 (2010-2020)

Link: http://arhiva.rera.hr/Portals/0/docs/eu-turizam/plan_razvoja_kulturnog_turizma_sdz_drugi_dio_strategija.pdf

Key results/deliveries:

Vision:

Till 2020. the County will be internationally known for a few selected cultural and tourist attractions, world-class, intended for a wide range of potential visitors. This will provide an attractive long term market position, and the dispersal of visitors to the secondary and tertiary cultural and tourist attractions in the county.

Split-Trogir cluster will be presented as a synonym for modern cultural heritage and world-class cultural events, while the remaining area is to be primarily oriented at presenting the products based on everyday's living and working, together with the related theme events.

Development of cultural tourism in the County will be based on the efficient management of financial resources, the gradual expansion of the range of market-ready products and better cooperation between all cultural and tourism sectors.

Goals:

- Improve and develop the primary cultural and tourist attractions in the county:

- Improve the interpretation, presentation and experience of cultural and tourist destination counties
- Activate the entrepreneurial potential in culture, art and creative tourism
- Make cultural attractions and products available to visitors

Priorities/measures:

- Promote cultural tourism icons
- Enable regional gems that will disperse the demand
- Comprehensively interpret the cultural heritage of the county, with an emphasis on the themes under which to devise cultural tourism products, grouped and launched on the market
- Create a unique atmosphere of cultural and tourist destination and the site source by addressing the concentration of compatible products is usually creative tourism
- Revive cultural tourism destinations and sites of cultural and artistic festivals and events
- Develop creative tourism offer based largely on the culture of life and work, with the experience embedded products

Program 1.1: Investing in the stars - the county icons of cultural tourism

- o Focused on improvement of the presentation, interpretation and experience for visitors and activation of the entrepreneurial potential in culture, art and creative tourism

Program 1.2: Regional gems - sub-regional attractions

- o Focused on establishment of a system of strong, primary and dominant theme attractions for relieving the county of icons and the geographic dispersion of demand and on networking of regional complementary secondary and tertiary cultural and tourist attractions

Program 2.1: Interpreting the culture of Dalmatia

- o Focused on interpreting contemporary and thematically linked CT attractions and resources, developing CT destinations / locations around the central theme and establishing a mechanism to activate the creative entrepreneurial potential

Program 2.2: Articulate the culture of Dalmatia - creating urban harmony

- o Focused on increasing the attractiveness of the destination by creating so-called 'Genius loci' - the specific atmosphere in accordance with the main theme

Program 2.3: The revival of the culture of Dalmatia - Development portfolio of cultural events

- Focused on creating a portfolio of cultural events throughout almost the entire year and improving marketing and promotion of cultural events

Program 2.4: Fostering the culture of Dalmatia - the establishment of thematic clusters

- Focused on activation of the entrepreneurial potential in the cultural products of life and work

Key products:

- products based on cultural heritage
- products based on contemporary cultural production
- products based on culture of life on the Dalmatian land and maritime and shipbuilding

Specific projects/products based on the above product lines

Dalmatian fishermen and fishing destinations; Stonecutting on Brač; Dalmatian maritime heritage; Life on the barren land; Military and pirate campaigns ; The old town of Split with the Diocletian's Palace; The old town of Trogir; Thematic interpretive framework; centre of Hvar with Fortress; the fortress Klis; Salona archaeological park ; Desert Blaca;

2. Title of the document/study

MASTER PLAN OF TOURISM DEVELOPMENT IN SPLIT-DALMATIA COUNTY (2017-2027) WITH A STRATEGIC AND OPERATIONAL MARKETING PLAN

Glavni plan razvoja turizma Splitsko-dalmatinske županije (2017-2027) sa strateškim i operativnim planom marketinga

References: Institut za turizam, Zagreb, 2018; 2017-2027

Link: <https://www.dalmatia.hr/hr/priopcenja/glavni-plan-razvoja-turizma-splitsko-dalmatinske-zupanije-40>

Key results/deliveries:

Vision:

Development principles (based on Tourism development strategy of the Republic Croatia until 2020): Partnership, Institutional deregulation, Environmentally sound development, More than the sun and the sea, Tourism across the county, Authenticity and creativity, Hotels - key driving force of investment cycles, Innovative market appearance, Tourism production and Quality culture. The new vision for the development of SDC tourism is based on a value system which answers three important questions: (i) what should SDC tourism be, (ii) which are the key prerequisites for the development of SDC tourism, and (iii) what will SDC tourism use to attract attention?

Through unity and collaboration, with entrepreneurial awareness and responsibility, we are able to develop a tourist offer successfully integrating innovative and professional approaches with the local culture, tradition and way of life.

Goals:

- Sustainable tourism development and the long-term prosperity of local people
- Increase tourism industry revenue by product improvement and development and effective marketing
- Improve tourism development prerequisites
- Improve tourism management

Priorities/measures:

- Raising the quality of services
- Increase competitiveness with the focus on:
 - creating sociably incentive development environment
 - improving infrastructure
 - Improving structure and accommodation quality
 - Improving integral destination tourism product
 - improving market communication.
- Optimise tourism impacts by ensuring a sustainable balance between economic benefits and socio-cultural and environmental cost

Key products:

- **Primary products:**
 - Sun and sea
 - Nautical tourism
 - Cultural heritage tourism
 - Gastro tourism
 - Trekking
- **Secondary products**
 - Rural tourism
 - Creative (cultural) tourism
 - Cruising
 - Wine tourism
 - Cycle tourism
 - Diving
- **Tertiary products:**
 - Cultural tourism: city, events, religious, film
 - Adventure tourism (rafting, kayaking, mountaineering)
 - Sports tourism
 - Health tourism
 - MICE tourism
 - Golf tourism

3. Title of the study /document:

STUDY ON TOURISM CARRYING CAPACITY IN SPLIT-DALMATIA COUNTY

(Studija prihvatnih kapaciteta turizma Splitsko-dalmatinske županije)

References: Klarić, Z., Kušen, E., Tomljenović, R., et al., Institute for tourism Zagreb, 2018,

Link: [file:///C:/Users/lipe/Downloads/SDZ_Prihvatni_kapacitet_Izvjestaj_FIN_06_07_2018%20\(1\).pdf](file:///C:/Users/lipe/Downloads/SDZ_Prihvatni_kapacitet_Izvjestaj_FIN_06_07_2018%20(1).pdf)



Key results/deliveries:

Given the complexity of Split-Dalmatia County and its fragmentation into 16 cities and 39 municipalities, the assessment of carrying capacities was made at the level of seven zones / clusters: the city of Split, Split Riviera, Makarska Riviera, Brač Islands, Hvar and Vis and Dalmatian Zagora. CCA is based on data collected from existing and available sources, either directly or via primary research, from exploring local population and local government attitudes and in depth interviews and via observation of the County's area from the sky (by plane). The research results indicate that the Split-Dalmatia County space itself as a constant element in CCA measurement, allows much greater tourist traffic than it is today. For comparison, the northern Adriatic island of Krk, which is similar to the island of Brač, has almost three times more nights in commercial accommodation than the island of Brač, while the island of Vis has more than seven times smaller number of overnights than the island of Rab, which is similar to it in terms of its surface. The limiting factors of further growth of tourist activity in the County are variable elements, primarily communal and transport infrastructure, which did not follow suitably neither the development needs of the domestic population, nor of growing tourism demand.

The Split-Dalmatia County has opted for further growth of tourism in its area in all of its 5 clusters, not just out of the tourist season but also in the season, as indicated by the planned tourist and hospitality zones in the County's Spatial Plan of the County and Spatial Planning of the City of Split, and for now there are no indications that it would limit the further growth of private accommodation. Hence without significant involvement of local self-government in solving communal and traffic problems and solving the problem of labour force on the islands further growth in the number of tourists could mean the collapse of the tourist systems in certain places, which would have long - term consequences for the county 's economy, and hence to the satisfaction of its citizens.

Other documents of relevance:

- **Tourism marketing plan of the city of Split (2017-2022)**

Project team of the Faculty of Economics, Business and Tourism, University of Split (Pivčević, S., Dragnić, D., Čačija, L.J., Mikulić, D., Petrić, L.), 2017, Tourism board of the city of Split

On the basis of the strategic documents of the higher order (such as the National tourism strategy and National tourism marketing strategy) this marketing plan has stressed (among other things) several tourism product lines that the city of Split, as the centre of the Split-Dalmatia County should focus at. Hence the primary tourism product line is cultural tourism line, thaneno-gastro tourism, and MICE tourism; secondary products are sun and sea, yachting, wellness and sport tourism while cruising tourism has been profiled as being of tertiary importance.

Link: [file:///C:/Users/lipe/Downloads/5dnzypa85onms73%20\(2\).pdf](file:///C:/Users/lipe/Downloads/5dnzypa85onms73%20(2).pdf)

- **Split Urban agglomeration strategy 2016-2020**

- o Split University project team, leading partner Faculty of Economics, Business and Tourism

In accordance with the Guidelines for writing urban development strategies, monitoring their implementation and evaluation (Ministry of Regional Development and European Union Funds - MRRFEU, September 2015), this strategy has given an analysis of the state, a summary of the condition analysis, identification of development needs and potential, and the strategic framework (vision, goals, development priorities and measures).

Link:

<file:///C:/Users/lipe/Downloads/Nacrt%20Strategije%20razvoja%20Urbane%20aglomeracije%20Split.pdf>

2.4. Relevant studies and documents for Šibenik-Knin County

1. Title of the document/study:

TOURISM MASTER PLAN OF ŠIBENIK-KNIN COUNTY UNTIL 2020

(Master plan turizma Šibensko-kninske županije do 2020)

References: Urbanex d.o.o., Šibenik, 2017; 2017-2020

Link: <http://www.rra-sibenik.hr/upload/stranice/2015/12/2015-12-21/57/masterplanturizmaibenskogninskeupanije.pdf>

Key results/deliveries:

Vision:

Šibenik – Knin County is a recognisable, competitive and attractive tourist destination, with its year-round offer closely linked to various tourist products based on its rich, carefully and sustainably managed natural and cultural heritage.

Goals:

- Development of innovative tourist products and sustainable management of tourist resources
- Integrated development of tourist infrastructure and related services
- Creating favourable conditions for the consolidation and development of entrepreneurship, for the development of entrepreneurial initiatives and the improvement of investment climate in the tourism sector
- Assuring recognisability of the region Šibenik - Dalmatia, expanding to referential tourist markets
- Increasing efficiency and competitiveness in management and organisation of the region's tourist system

Priorities/measures:

- Priority 1.1. Inventory and assessment of tourist resources
- Priority 1.2. Development of innovative tourist products
- Priority 1.3. Development of presentation and interpretation of tourist attractions within the scope of individual tourist products
- Priority 1.4. Protection, preservation and renewal of tourist resources and attractions
- Priority 1.5. Support to designing, preservation and improvement of indirect tourist resources and para-attractions
- Priority 2.1. Improvement of accommodation facilities and development of new accommodation capacities
- Priority 2.2. Alignment of accommodation capacities with tourist products and contribution to the development of destination's identity
- Priority 2.3. Improving the quality of gastronomy facilities and developing new offers
- Priority 2.4. Alignment of gastronomy offer and tourist products and contribution to the development of destination's identity
- Priority 2.5. Development of infrastructure suitable for tourist products
- Priority 2.6. Development of infrastructure of amenities
- Priority 2.7. Development of a system supporting an efficient and sustainable mobility of tourists
- Priority 2.8. Development of practices for sustainable management of community resources
- Priority 2.9. Quality and standardization of tourist infrastructure
- Priority 2.10. Adjustment of tourist infrastructure for the physically challenged people
- Priority 3.1. Support to the competitiveness of tourist zones
- Priority 3.2. Improvement of tourism business
- Priority 3.3. Development of tourist offer through strengthened business
- Priority 3.4. Development of inter-sectoral cooperation and networking
- Priority 3.5. Attracting investments in tourism
- Priority 4.1. Improvement of a unique tourist identity of the destination
- Priority 4.2. Presence in tourist markets (more efficient market promotion)
- Priority 4.3. Promotion of the destination and tourist products
- Priority 4.4. Promotion and branding of tourist attractions
- Priority 4.5. Promotion and branding of tourist infrastructure

- Priority 5.1. Development of tourist management system at county level
- Priority 5.2. Human resources development
- Priority 5.3. Tourist infrastructure and development management
- Priority 5.4. Quality and tourist experience management
- Priority 5.5. System of management of tourist resources and attractions
- Priority 5.6. Quality and standardisation of tourist services
- Priority 5.7. Tourist support to visitors at destinations
- Priority 5.8. Development of a unique geoinformation system

Key products

Šibenik Knin county tourism development plan has opted for several basic tourism product lines that are divided into following specific products, that lean on the specificities of the area.

RURAL TOURISM AND ECOTOURISM PRODUCT LINE

- natural heritage
- nautical tourism
- cycle tourism
- rural experience
- adventure and sports tourism
- camping tourism
- mountain tourism
- other (birdwatching, safari, diving, fishing)

CULTURAL TOURISM AND URBAN TOURISM PRODUCT LINE

- archaeological tourism
- ethno tourism
- wine and gastro-tourism
- event tourism
- religious tourism

OTHER PRODUCTS

- sun and sea
- health tourism
- MICE *tourism*
- excursion tourism

2. Title of the document/study:

OPERATIVE PLAN OF THE CYCLO TOURISM DEVELOPMENT IN ŠIBENIK-KNIN COUNTY 2018-2020

(Operativni plan razvoja cikloturizma Šibensko-kninske županije 2018 -2020)

References ; Cikloprom, Viškovo, Šibenik, 2018; 2018-2020

Link: <http://sibensko-kninska-zupanija.hr/stranica/operativni-plan-razvoja-cikloturizma-ibensko-kninske-upanije/262>

Key results/deliveries:

Vision of development of cycling tourism in the Šibenik-Knin County till 2020 defines this county as one of the best developed cycling tourism destinations on the Adriatic. Cycling tourism seems to be turning into a driver for the year-round tourism development, thanks to the realization of all key components of cycling tourism and their integration into the tourist offer. Well developed cycling infrastructure, well marked routes, supporting accommodation and gastronomic facilities and service infrastructure nicely complement the existing tourist offer, providing all necessary prerequisites for the year-round tourist development.

Goals:

The main goal is to raise the competitiveness and overall quality of the destination's cycling tourist offer that will help increase the income from tourism and increase the number of visits to the destination, while at the same time positioning the county as a desirable and recognisable destination for cycling tourists.

Priorities/measures:

- Coordination of stakeholders related to cycling tourism (agencies, tour operators, bike guides, catering and services, education, safety, etc.)
- Infrastructure development (bike trails, bike-parks, cycling routes network, traffic signalling and equipment on the roads with special reference to bicycle signs and signalling)
- Stronger promotion (mobile applications, traditional)
- Product and service development (bike&bed special standard, bike & bed accommodation, bike-sharing/e-bike, bike rental, service and shops, guides, public transport, etc.).
- Education program, Benchmark

2.5. Relevant studies and documents for Zadar County

1. Title of the document/study:

ZADAR COUNTY TOURISM MASTER PLAN 2013-2023

(Glavni plan razvoja turizma Zadarske županije 2013-2020)

References (author, publisher, place of publishing, year, project duration period): Zadar County Development Agency (ZADRA) and University of Zadar, Zadar County and Zadar County Tourism Board, Zadar, 2013. (2013-2020)

Link: <http://www.zadar.hr/wp-content/uploads/2015/03/gp-razvoja-turizma-zadarske-zupanije-final-svibanj-2014.pdf>

Vision:

Zadar County (ZC) promotes tourism that is in the interest of increasing the quality of life, economic wellbeing, and sustainable future for the ZC's population. In 2023, ZC is a globally recognized tourist destination that operates during most of the year and thus ensures long-term profitability and sustainability of tourism for all of its stakeholders, especially the local residents.

Goals:

1. Establishment of sustainable and effective management of tourism resources and potentials.
2. Decrease of seasonality through the development of a competitive tourism sector.
3. Improvement of tourism infrastructure and services, and environmental protection.

Priorities/measures:

Priority 1.1. Improvement of the destination management system

- Focused on: strengthening the capacities to manage the development of tourism destination at the county level, to build a network of tourism stakeholders, to improve the county's system of safety and security

Priority 1.2. Strengthening of human potential for tourism purposes

- Focused on: creating preconditions for more efficient linkage between education and tourism operations/entrepreneurs and promoting intercultural communication

Priority 2.1. Decrease of seasonality

- Focused on: fostering the development and improvement of special forms of tourism and the organization of cultural and other types of events between September and May

Priority 2.2. Development of entrepreneurial environment

- Focused on: strengthening entrepreneurial competencies and creating preconditions to attract investors into tourism sector

Priority 2.3. Introduction of knowledge, new technologies, and innovation in tourism

- Focused on: developing technological and research infrastructure and services in tourism and stimulating know-how and development of new technologies and innovation in tourism

Priority 2.4. Quality improvements of tourism facilities

- Focused on: upgrading the quality of tourism supply (especially new forms of accommodation, such as diffused hotels)

Priority 2.5. Development of rural areas through tourism

- Focused on: developing tourism products befitting rural areas and integrating ecological production and tourism

Priority 2.6. Branding the ZC as the tourism destination of excellence

- Focused on: developing a proprietary quality rating system, improving communication with tourists and creating an authentic destination via sustainable value creation from the use of all tourism resources

Priority 3.1. Development of tourism infrastructure and services

Focused on: managing and increasing beach quality, developing a network of tourist information centres and improving pedestrian traffic and parking facilities and other public and private tourism infrastructure

Priority 3.2. Ameliorating the transportation accessibility of ZC

- Focused on: bolstering the County's international connectivity via air and sea traffic

Priority 3.3. Enhancing environmental protection and increasing energy efficiency

Focused on: monitoring indicators of destination carrying capacity and environmental quality, on increasing awareness among tourism suppliers and residents about the need to preserve the environment and on developing eco-friendly business practices in all shapes and forms

Key/innovative tourism products:

1. Health tourism: Construct a health tourism complex with 800 bed places and auxiliary health, therapeutic, and hospitality services and amenities
2. Boating tourism: Build or improve the quality of 500 wet and dry berths
3. Develop family-owned tourism farmsteads with 650 high-quality bed places
4. Enhance the current bicycle, jogging, and walking trails, and develop new ones with auxiliary services (rest areas, lookout points, etc.)
5. Develop new thematic trails (wine roads, olive groves, sea life, medicinal herbs, northerly wind route, cheese route, prosciutto, the Maraška sour cherry, etc.)
6. Construct a golf course with auxiliary services and amenities
7. Erect a new conference centre and add auxiliary hotel services and amenities (a conference room, a wellness centre, an indoor pool and an underground garage)
8. Construct an amusement park
9. Build a birdwatching centre
10. Development of gaming and fishing tourism with auxiliary services
11. Build a museum and a visitor interpretive center dedicated to salt in both Nin and Pag townships
12. Build a museums and the visitor interpretive center of the Pag sheep and sheep produce (cheese, wool)
13. Build a museum and school of the Pag lace (UNESCO protected immaterial heritage)

2.6. Relevant studies and documents for Lika-Senj County

1. Title of the document/study:

CYCLOTOURISM ACTION PLAN FOR LIKA-SENJ COUNTY 2017-2020

(Akcijski plan ciklo turizma za Ličko- senjsku županiju 2017-2020)

Other references (author, publisher, place of publishing, year, project duration period): The Development Agency of the Lika-Senj County (LIRA), Lika-Senj County, 2017 (2017-2020)

Link: <https://cikloturizam.hr/wp-content/uploads/2018/02/OP-cikloturizam-Licko-senjska.pdf>

Key results/deliveries:

Vision:

By 2020, LSC will be recognized as a regional and European destination for cyclotourism. LSC will base its development on the existing tourist resources and attractions, sustainable tourism development, and the interlinkages of cities and municipalities into a single cyclotourism whole, all with the goal of raising the quality of the overall tourism product and improving the quality of life for the county's residents.

Goals:

1. Support the development of LSC as a cyclotourism destination
2. Create a stimulating entrepreneurial climate various types of business ventures
3. Develop new tourist experiences based on area's existing tourism resources and attractions
4. Promote cyclotourism

Key products (where applicable):

1. Enhancing cyclotourism offering
 - develop 'Bike & Bed' accommodation, organize cycling events and races
2. Information and marketing

– generate specialized cyclotourism maps and other promotional materials, create and maintain a dedicated cyclotourism web portal and smartphone application

2.7. Relevant studies and documents for Primorsko-Goranska County

1. Title of the document/study:

KVARNER REGION TOURISM STRATEGIC DEVELOPMENT WITH STRATEGIC AND OPERATIVE MARKETING PLAN FOR THE 2016-2020 PERIOD

(Strateški plan razvoja turizma Kvarnera sa strateškim i operativnim marketing planom 2016. - 2020.g.)

References (author, publisher, place of publishing, year, project duration period):

Faculty for tourism and hospitality management (Fakultet za menadžment u turizmu i ugostiteljstvu) and Institute for tourism (Institut za turizam), Primorsko-goranska County, Opatija/Zagreb, 2016 (2016-2020).

Link: https://www2.pgz.hr/doc/uo_turizam/08-rasprava-turizam/strategija-turizam.pdf

Key results/deliveries:

Vision: KVARNER –globally competitive, year-round, emotionally inspiring tourist destination

In the next decade, Kvarner will become a globally competitive, year-round tourist destination recognizable by the content, quality and emotional charge of tourist experiences based on the preservation of health, enjoyable ambience of preserved nature and exploring the local culture of life and work. The diversity of the subregion, the depth and breadth of the offer, the peculiarity of the destination, the inspirational presentations of the attractions, the vibrant cultural scene, the quality of authentic

accommodation and the top quality catering offer will represent the key distinctive elements of a unique identity. The long-term sustainable, more balanced and seasonally balanced tourism development of the County will be the result of a stimulating business climate, responsible destination management and successful co-operation between the public and private sector.

Goals:

Main goal: Strengthening the market position of Kvarner as a year-round destination based on the growth of the tourism experience system competitiveness

Priorities/measures:

1. Marketing

- Focused on: Strengthening the interior of Kvarner, diversifying target markets and consumer segments and communicating Kvarner values to target audiences

2. Image projects: Strategic capital investments

- Focused on: creating tourist projects with value added

3. Development of tourist offer on the coast and on the islands

- Focused on: developing of accommodation facilities of different kinds, strengthening enogastronomic offerings, constructing thematic, adrenaline and aqua parks, creating new events, improving the health-tourism services, promoting yachting tourism and increasing the competitiveness of ship's cruise ship products

4. Development of tourist offer in Gorski Kotar

- Focused on: developing of accommodation facilities of different kinds, strengthening enogastronomic offerings, enhancing tourism of protected natural and historical-cultural resources, improving sports, recreation and health activities and key manifestations

5. Development of public tourist infrastructure

- Focused on: improving the quality of beach space and beach theming, of trails, paths, promenades and thematic routes, panoramic ski lifts and enhancing the guest information system
6. Development of tourist traffic infrastructure
- Focused on: improving different transportation infrastructure and facilities
7. Process Management
- Focused on: increasing the efficiency of tourism community systems, and of monitoring system and measurement of the effects of the strategy, on creating Entrepreneurial Clusters, on human resources development and education
 -
8. Establishing a Center of Excellence
- Focused on: quality control enhancement, introducing quality marks, green standards and supporting inclusive tourism
9. Investment policy
- Focused on: supporting investors and entrepreneurs in tourism

Key/innovative products:

Fitting into experiences of 'relaxation', 'enjoyment', 'exploration' and 'meeting', as defined by the Strategic Marketing Plan of Croatian Tourism for the period 2014-2020, Kvarner (other name for Primorsko-goranska county) develops nine complex production lines that provide a rich and varied group of 'Kvarner Experiences' in all subregions for most of the year. Hence it proposes following tourism product lines with a number of products:

- **Sun and sea product line**
 - o Summer holidays
 - o Spring/autumn by the sea

- **Rural tourism product line**
 - Summer holidays
 - Spring/autumn in green

- **Health tourism product line**
 - Wellness
 - Thalasso therapies
 - Medical tourism

- **Sports and recreational tourism product line**
 - Cyclo tourism: trekking and mountaineering
 - Diving /sea sports
 - Adrenaline sports
 - Winter tourism
 - Hunting and fishing
 - Sportsmen preparation

- **Nautical tourism product line**
 - Yachting
 - Cruising

- **Golf tourism**

- **Cultural tourism product line**
 - City tourism
 - Eno-gastronomy
 - Heritage tourism
 - Religious tourism
 - Big events and manifestations

- **Eco tourism product line**

- Flora and fauna watching
- Eco volunteering

- **MICE tourism product line**
 - Business trips
 - Business meetings
 - Team buildings
 - Incentives

By emphasising the products of health tourism and the active outdoor products Kvarner wants to position itself on the tourist market as a specialist for 'healthy life'.

A detailed operative (action) marketing plan is presented as a separate document :

Title : Report IV; Operative marketing plan of the Kvarner tourism till 2020
(Izvještaj IV: Operativni marketing plan turizma Kvarnera do 2020. Godine)

Link: <http://www.kvarner.hr/docs/kvarner2011HR/documents/1505/1.0/Original.pdf>

2.8. Relevant studies and documents for Istria County

1. Title of the document/study:

THE MASTER PLAN OF TOURISM DEVELOPMENT IN ISTRIA REGION 2015-2025

Master plan turizma Istarske županije 2015. – 2025.

References (author, publisher, place of publishing, year, project duration period):

Horwath HTL Zagreb, for Tourist board of Istria county, 2015., 2015-2025

Link:

<https://www.istra.hr/hr/business-information/tzi/master-plan-turizma-istre>

Key results/deliveries:

This document is a master plan for tourism development in Istria county 2015 - 2025. It encompasses market analysis, value chain analysis, benchmarking analysis, strategic framework for tourism development and operative strategies for specific aspects of tourism development, namely, product, accommodation, tourism infrastructure, EU funds, transportation accessibility, resource preservation, human resources, quality, investment and management.

Vision:

In 2025 Istria is a globally well-known tourism region that integrates its authenticity with life quality. The "Istrian way of living" determines its regional authenticity, which throughout stakeholders' collaboration enables innovative, original and competitive tourism products.

Goals:

- To achieve 2,5 to 3 billion of € of new tourism related investments
- To increase the share of hotels and hotel resorts on 30% in overall accommodation capacities
- To increase the average occupancy on 30%, and hotel and resort occupancy above 50%
- To reach minimum of 100 € of average spending per night
- To achieve overall tourism related revenue in 2025 between 2,5 and 3 billion of €.

Priorities/measures:

- *Product development:* As priority products, Istria region has identified following, namely, Sun, Sea, Short breaks, Sports and activities, Touring, and Culture.
- *Accommodation development:* Istria region focuses on the following priorities: resolving of land-use related issues; development of new models to manage greenfield and brownfield publicly owned locations; harmonisation of accommodation offer and product development; creating enabling environment for development of camps; develop database of private accommodation; inauguration of new process marketing regarding the specific type of accommodation.

- *Tourism infrastructure:* main priorities are to develop regional touring road stems; develop unique regional cycling system; develop system of interpretation of well-known Istria sites; develop adequate sport infrastructure; improve cultural experience of Istria.
- *EU Funds:* main priorities are to support various stakeholders in hospitality industry to use funds to improve competitiveness and new product development; to use funds to valorise and revitalise heritage; to increase quality of tourism related education; to develop new ICT related products.
- *Transportation accessibility:* main priorities are to develop local airport; resolve traffic congestion in main season; consider cruising tourism development; reconsider the traffic accessibility of tourism services.
- *Preserve heritage:* main priorities are to develop nature based tourism; develop cultural tourism; develop aesthetic standards for tourism products and services.
- *Quality in tourism:* main priority is to develop quality system for various aspects of tourism industry, including accommodation, restaurants, and attractions.
- *Human resources:* main priorities are to develop hospitality education programs; hospitality and tourism centre of competences in Pula; provide scholarships for students; improve the products in region; open eno-gastro academy in Rovinj; collaborate with international hospitality school.
- *Destinations management:* main priorities are development of regional tourism product; coordination of activities related to EU Funds; promotion and branding of Istria region; develop local community.

Key products: Sun, Sea, Short breaks, Sports and activities, Touring, and Culture.

Other documents of relevance:

- **ISTRIAN CULTURAL STRATEGY FOR THE PERIOD 2014 - 2020 YEAR**
 - o (Istarska kulturna strategija za razdoblje 2014. – 2020. Godine), Istrian County, project manager Torbica, V.

Vision: Istria- region of culture

Goals:

- Enhance the work of institutions in culture and the non-institutional cultural sector
- Improve publishing in Istria
- Build a new cultural infrastructure intended artistic production, education, presentation and preservation of materials
- Efficiently manage cultural infrastructure, institutions, services and projects
- Increase public interest for cultural heritage and modernity artistic production and deepen their understanding

The Istrian Cultural Strategy is part of a managerial discourse and it certainly presents a specific instrumentalization of culture. In this case the cultural sector is instrumentalized in such a way that it is expected to improve the quality of life, as well as stimulate social and economic development. Moreover, cultural development is expected from the cultural sector, yet the real question is what the concept of development can mean in culture. The Cultural Strategy of the Republic of Croatia has offered a vision of sustainable cultural development according to which “sustainable cultural development is regarded as the development of human interests and activities which to a lesser extent burdens the reserves of the country’s national resources and existing capacities of infrastructure and inhabited areas, at the same time encouraging the enjoyment of values (old and new, material and intangible), which through art, science, education, cultural games and customs, increase the appeal among people.” By accepting such a vision of cultural development, a diversification of the economic concept of development is to be reached, and culturalize the very instrumentalization of culture, so as to comprehend the quality of life, social and economic development in accordance with this very definition of sustainable cultural development.

Link: https://www.istra-istria.hr/uploads/media/20140624_x2_iksHR_02.pdf

https://www.istra-istria.hr/uploads/media/Istrian_Cultural_Strategy.pdf

European Regional Development Fund



3. Conclusion

In this review a number of important development and marketing studies related to tourism in Croatian coastal counties (Adriatic region) is elaborated. Unfortunately, almost all of them are written in Croatian language with no summary on either English or Italian (except for Croatian tourism strategy and Istria cultural strategy). Therefore in this review we have given some crucial information regarding the structure of the elaborated documents and their basic conclusions; if it was for strategies, for each one of them vision, goals and priorities have been elaborated and basic tourism products listed. Except for those documents that are directly related to tourism, some other documents of relevance were shortly described too, if considered to be of importance for tourism development in a given county, at least indirectly. All of the elaborated documents are innovative to some extent as they suggest different innovations in all four areas of innovation at the destination level, i.e. products/services, processes, marketing and organisation. Hence, crucial innovations that appeared in most of the strategic documents in each of the areas may be summarized as follows:

Products/services:

- development of diversified products with the aim of cutting down seasonality
- upgrading the accommodation quality (structure)
- upgrading other elements of the tourism offer (thematic parks, visitors' centres, walkways, trails, entertainment, education...)

Processes:

- strengthening all of the links within the value chain
- processes management

Marketing:

- market specialization
- tourism branding
- online communication with the market

Organisation:

- new integral regional tourism management system

- quality marks and controlling systems
- improved destination management

As for the other documents elaborated in this review, some of them, although not specifically tourism related, are either very innovative by their content or are innovative by the proposals and solutions they offer. For example, regional studies related to the beach management, on the basis of the state of the art analysis, give proposals for each and every counties' beach management and thematisation. ICT strategy is by its nature innovative and so are the proposals of priorities and measures related to smart development of the Dubrovnik-Neretva County. Study on tourism carrying capacities of the Split-Dalmatia County is one of the rare studies that applied CC assessment on the regional level which may be considered innovative.

With regard to the core object of the Bluetoursystem project, creative and eco tourism, each and every strategy of tourism (as well as some other studies, in particular Istria cultural strategy and Cycle tourism operative plans) offers a range of innovative proposals that may be related to either creative and/or eco tourism.

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