



ZBORNIK ODABRANIH ZNANSTVENIH RADOVA

2. KONGRESA SPORTSKOG TURIZMA

Makarska, Hrvatska,
11. i 12. studeni 2016. godine



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Predgovor / Foreword

Globalno turističko tržište danas funkcionira prema značajno izmijenjenim standardima i kriterijima potražnje vezano uz odabir turističke destinacije. Problem u suvremenoj turističkoj praksi je i učestala determinacija hirova turističke potražnje u kategorijama novih turističkih trendova. Prilagođavanje identiteta turističke destinacije kreiranom diferenciranom i konkurentnom imidžu receptivne ponude smanjuje rizike pogrešnih procjena reakcija globalne turističke potražnje. Ta platforma je argument razvoju i široj implementaciji specijaliziranih sportskih turističkih proizvoda u nacionalnoj turističkoj ponudi. Identitet Republike Hrvatske se značajno ogleda u sportskoj tradiciji generacija uspješnih sportaša. Hrvatski sportaši su ambasadori sporta i sastavnice nacionalnog identiteta. Većina turističkih destinacija Republike Hrvatske može promovirati određene poveznice vlastitog identiteta sa sportskim aktivnostima, sportašima, sportskim događanjima i drugim varijablama iskoristivima za jačanje konkurentnosti destinacijske ponude. Kada se tome pridoda i visoka razina očuvanosti krajobraznih resursa, što je također važan preduvjet razvoju sportskog turizma, postavlja se pitanje zbog čega su sportski turistički proizvodi vrlo skromno i sporadično zastupljeni u destinacijskim ponudama na prostoru Republike Hrvatske? Ovo činjenično stanje tim više začuđuje obzirom na generalne smjernice nacionalnog ureda Turističke zajednice Republike Hrvatske za unapređenje destinacijskih ponuda u cilju produljenja turističke sezone. Umjesto razvoja inovativnih sportskih turističkih proizvoda na lokalnim se razinama značajna sredstva troše za sezonske manifestacije koje ne potiču interes turista za posjetu u periodima izvan glavne turističke sezone. Takva praksa je posljedica nedostatnog iskustva turističkih djelatnika u sustavnom kreiranju specijaliziranih turističkih proizvoda. Rebranding lokalne turističke ponude implementacijom specijaliziranih sportskih turističkih proizvoda je jedna od pretpostavki produljenju turističke sezone. No ovim aktivnostima je potrebno pristupati sustavno i uz aktivnu podršku resornog ministarstva. Kao što se turizam Republici Hrvatskoj još uvijek „događa“, tako se i sportski turistički proizvodi i sportske turističke manifestacije na prostoru Republike Hrvatske „događaju“ kao posljedica entuzijazma poduzetničkih inicijativa na lokalnim razinama. Na globalnom turističkom tržištu nema garancija da će se turizam u receptivnim zemljama i ubuduće „događati“. Nastavno na taj rizik preporučljivo je sustavnom edukacijom o kreiranju i razvoju specijaliziranih sportskih turističkih proizvoda i njihovoj implementaciji u destinacijsku ponudu istu prilagođavati aktualnim globalnim turističkim trendovima. Republika Hrvatska brojem osvojenih sportskih odličja obzirom na ukupan broj stanovnika u potpunosti zaslužuje kvalifikaciju jedne od „najsportskijih“ nacija na svijetu. Tu varijablu nacionalnog identiteta je preporučljivo implementirati u parcijalne receptivne ponude turističkih destinacija. Time se doprinosi i konkurentnosti nacionalnog turističkog gospodarstva te se djeluje u cilju transformacije sezonske turističke posjete u cjelogodišnju. U konačnici se otklanjaju rizici koje po nacionalnu bruto bilancu generira turizam koji se „događa“ umjesto turizma čijim se razvojem sustavno upravlja.

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POTENCIJALI DALMATINSKE ZAGORE ZA RAZVOJ SPORTSKOG TURIZMA

POTENTIALS OF DALMATIAN HINTERLAND FOR DEVELOPMENT OF SPORT TOURISM

Kristina Gverić

EXTENDED ABSTRACT

INTRODUCTION

In a situation where the mass tourism is increasingly losing popularity and tourists are looking for the attractions and activities in the destination they are visiting, the deciding factor in choosing the destination becomes the estimation of how much the trip complies with the lifestyle of the individual and if it contributes to their personal development. Among other things, visitors are interested in sport and adventure activities in the intact environment. On the one hand, the potentials of destination development are numerous, while on the other hand they are under-recognized or under-utilized despite the wide range of different resources on which the tourist offer can be built. Across the whole area of Dalmatian hinterland it is almost impossible to create a unique sports tourism product, considering all of the different individual destinations in a relatively small geographic area. Given the extraordinary diversity of landforms, Dalmatian hinterland has a large number of resources on which the image of the destination could be built, and such a sports tourism product in rural areas in theory does not depend on the seasons. Despite the assumptions about destination management and marketing positioning, attitudes and preferences of the consumers are the best indicator of the current stage of destination development. In addition, their opinion is the best indicator of strength and weakness, the strong points that the tourist offer should be based on and further developed, as well as shortcomings that need to continuously be worked on to achieve a competitive advantage over the other sports tourism destinations. The purpose of the study is, based on analysis of resources and the potential of rural areas, to point to the possibilities of sports tourism development in the hinterland, but certain guidelines can be generally applied. Market research is one of the first steps in the creation of tourism destination and marketing plans. In order to analyze the potential of Dalmatian hinterland for the development of sports tourism, the primary research was conducted, and the results are presented in the paper. Market research has provided an insight into the current state of the tourism offer and highlighted the opportunities, constraints and potential solutions. The paper explored the attitudes, opinions and perceptions of Dalmatian hinterland visitors, so that the sports tourism offer, including all the existing resources, in an optimal manner could be adjusted to the needs of visitors. On the other hand, there were analyzed the individual offer segments in order to assess the relevance and potentials of the resource base for the development of sports tourism. Finally, there are presented the certain guidelines that can be applied to any rural destination, with the aim of development and sports tourism marketing and management.

THEORETICAL REVIEW

Sport tourism refers to the experience of travel to engage in or view sport-related activities (Ross, 2001.). In other words, it refers to the travel whose most important goals are active holidays, based on sport and leisure activities in nature (Demonja and Ružić, 2010.) On the other hand, adventurous tourism is a form of tourism which is based on recreation, but with a lot of risk and excitement, and from participant it requires great physical and mental preparedness (Rabotić, 2012). To create a high-quality development and management strategies and to achieve the long-term goals, it is important to analyze and adapt to the market trends at the global, national and regional level. Market trends in favor of the development of sports tourism in the Dalmatian hinterland are definitely the increase of the number of international arrivals in the world and Europe, but also the changes of the personal needs of tourists, who are looking for an authentic experience in the area they are visiting. The need for an active holiday and harmony with nature assume the growing importance, especially in urban areas and highly developed world countries. Considering the strong competition there is a need for innovative solutions, which are often the only way to achieve a market success. Although at the national level the importance of diversified supply and selective forms of tourism are recently recognized, the lower units' of government activities related to the development of sports tourism are still insufficient to seriously improve the offer. For example, mountain areas are suitable for activities such as cycling, trekking, hiking, rock climbing, etc. A positive example in the practice are paths along the Cetina river in the areas of Sinj, Trilj and Vrljka (within the Medpaths project). Water resources are ideal for rafting, zip-line, canyoning, kayaking, rowing, canoe photo safari and fishing. In recent years, resources are increasingly recognized, and most of such activities are taking place on Cetina river, and there was also built a rowing camp on Peruća lake. Lowland is a perfect basis for paragliding, recreational and therapeutic horseback riding and jeep safari, forests for hunting... Very important is not to neglect sports infrastructure and facilities such as tennis, basketball, soccer courts and other team sports. Because of these differences, the development initiatives and marketing activities should start from the local tourist offices that would, by mutual cooperation, place the sports tourism product on the market with all of its resources. In general, rural destinations in Croatia are still only at the beginning of the tourist product development. Due to this, most of the activities are initiated by individual providers who operate within their possibilities, which are usually limited. There is still no integrated approach, adequate marketing strategy or coordination of sports tourism stakeholders which would create an image and build a brand of rural sports destination.

RESEARCH FINDINGS

Research of the attitudes and preferences of tourists about the current tourist industry was conducted in July and August 2016, during the visit to the events in the Dalmatian hinterland. The study was conducted on a convenient sample (99 respondents), the tourists who, during the research, were found in the area as visitors of the aforementioned events. The survey included almost equal numbers of male and female, and all of the age groups are represented. According to ethnicity, the largest proportion of respondents come from the traditional Croatian markets (France, Germany, Italy, Poland), followed by domestic visitors. This indicates the need for a product placement of sports tourism both for the foreign and the domestic market. Respondents who stayed in the area during a day trip and those with multi-day stays are almost equally represented, but the first still prevail. That leads to the conclusion that there is a need for marketing activities for the visitors of the nearby tourist destinations, attracted in the form of one-day trips. Also, this implies adjusting sports tourism offer to the visitors who want to experience a destination in one day and get the most out of their relatively short stay. The vast majority of respondents visited the Dalmatian hinterland for the first time, while almost each fifth of them returned to destination 5 or more times. The first data may be due to more intensive marketing at the national level in recent years, while the other indicates the destinations potential for further development of tourism offer that would attract regular guests. Depending on the main motive of visit, the greatest number of respondents was attracted by natural beauty and environment, followed by need to meet new places and sports facilities. On the other hand, the smallest number of them were attracted by the motive of passive recreation. From such a structure it can be concluded that the tourist offer of the Dalmatian hinterland mainly should be based on a variety of amenities which will allow active recreation in nature. In line with market trends, as expected, Internet is the main source of information before the arrival, and there is surprisingly low proportion of travel agencies. According to the importance of a unified marketing strategy and participation of all tourism stakeholders in the governance process, the above data indicates a place for improvement where it can and must be worked on. The great diversity of landscapes in a small geographical area is a strength is that it is necessary to use. It is expected that the visitors, staying on the coast, during the trip outside of the main destinations want to try something completely different, that can definitely be provided to them in the form of sports tourism products. More than a half of the visitors have the intention of re-arrival to the destination, and almost three-quarters identified themselves as mostly or highly satisfied with the overall tourist offer. From individual offer elements, satisfaction of visitors mainly refers to the basic tourist product, that has not been developed by planned activities, but is already present as the tradition or the lifestyle of the local population. On the other hand, elements of the offer to which respondents expressed the lowest level of satisfaction refer to "supporting" tourist offer. In addition to the basic product, visitors have to be afforded by facilities which will complement their stay in the area, provided with information and tourist signalization before arrival and given a feeling of security and protection. Finally, when asked which was the first association when the name of the Dalmatian hinterland is mentioned, most of them answered that those are a natural beauty and adventure activities, which clearly indicates in which direction the further tourism development of the Dalmatian hinterland should be proceeded.

CONCLUSION

Market research provides insight into the real wishes, expectations and needs of sports tourism destination visitors, based on whose attitudes it is needed to create and customize the sports offer in order to build a tourist destination brand. The importance of involving all of the stakeholders in the process of tourism development and marketing positioning is unquestionable. Integrated control and marketing communication is primarily necessary to create high-quality basic tourism infrastructure, which should be then supplemented by complementary elements of the tourist offer on which it would be possible to carry out the diversification, opt for sports tourism and, consequently, marketing activities directed towards the target market group. Only after the construction of high-quality basic products and complementary elements of the offer, creating brand can be accessed. To begin with, among the potential visitors there should be aware of the existence of sports tourism resources. Given that rural destinations are visited mainly in the form of one-day trips, the strategy of "connecting the Blue and the Green Croatia" would be ideal for achieving the initial objectives, implementation of products and penetration of information to a wider market. In this context, the coastal destinations should not be seen as competition, but as partner destinations that is necessary to implement the cooperation with. Given that rural destinations, as opposed to coastal, are not yet sufficiently developed to independently attract significant numbers of tourists, primarily there is a need to concentrate on market segments for which there is the highest probability of arriving in the destination. In such circumstances, the most important role has to be played by travel agencies as carriers of offering enrichment. In the initial development phase, visitors whose primary motives of coming into nearby destinations are the sun and the sea, have to be intrigued by completely different elements of the offer. Most of the visitors during their stay prone to visit the areas outside of the main destinations, where often, because of security and simplicity, reach for group excursions. By including sports activities offered by the agencies, there would become aware of the existence of sports tourism products and certainly the number of visitors attracted by different forms of active holidays would be increased. Regardless of whether they are domestic or foreign visitors, they must be impressed by quality and diversity of content to again return into the destination, possibly for a longer stay. Promotional materials and native souvenirs will allow them to transfer part of the experience to their friends and family, since it is unquestionable that the "word of mouth" marketing is the type of promotion which potential visitors trust the most.

Key words: Dalmatian hinterland, sports, tourism, resources, development

1. UVOD

U situaciji u kojoj masovni turizam sve više gubi na popularnosti, a turisti traže zanimljivosti i aktivnosti u destinaciji koju posjećuju, odlučujući faktor pri izboru destinacije postaje procjena koliko je putovanje u skladu sa životnim stilom pojedinca te hoće li doprinijeti njegovu osobnom razvoju. Zahvaljujući lepezi raznolikih resursa, Dalmatinska zagora pogodna je destinacija za sve dobne skupine. Između ostalog, posjetiteljima destinacije zanimljive su sportske i avanturističke aktivnosti u netaknutom okolišu. S jedne strane, potencijali razvoja destinacije su mnogobrojni, dok su s druge nedovoljno prepoznati ili nedovoljno iskorišteni unatoč širokom dijapazonu elemenata na kojima se turistička ponuda može graditi. Na cijelom području Dalmatinske zagore naprosto je nemoguće kreirati jedinstven proizvod sportskog turizma, s obzirom na različitosti pojedinih destinacija na relativno malom geografskom području. Obzirom na iznimnu raznolikost reljefnih oblika, Dalmatinska zagora posjeduje veliki broj resursa na kojima bi se mogao graditi imidž destinacije, a takav proizvod sportskog turizma na ruralnom području teoretski nije ovisan o sezonama. Unatoč okvirnim pretpostavkama o upravljanju i marketinškom pozicioniranju destinacije, stavovi i preferencije potrošača najbolji su pokazatelj trenutnog stupnja razvoja destinacije. Osim toga, upravo njihovo mišljenje najbolji je indikator svih snaga i slabosti, aduta na kojima bi se turistička ponuda trebala temeljiti i dalje razvijati, ali i manjkavosti na kojima treba kontinuirano raditi kako bi se postigle konkurentske prednosti nad drugim destinacijama sportskog turizma. Svrha rada je na temelju analize resursne osnove i potencijala ruralnih područja ukazati na mogućnosti razvoja sportskog turizma u zaobalnim destinacijama, a određene smjernice mogu se generalno primijeniti. Istraživanje tržišta jedan je od prvih koraka pri kreaciji turističke ponude destinacije i izrade marketinškog plana. U cilju analize potencijala Dalmatinske zagore za razvoj sportskog turizma provedeno je primarno istraživanje, a rezultati

su predstavljeni u radu. Istraživanje tržišta pružilo je uvid u aktualno stanje turističke ponude te ukazalo na mogućnosti, ograničenja i potencijalna rješenja. U radu su istraženi stavovi, mišljenja i percepcija posjetitelja Dalmatinske zagore, kako bi se ponuda sportskog turizma, uključujući sve postojeće resurse, na optimalan način prilagodila potrebama posjetitelja. S druge strane, analizirani su pojedini segmenti ponude kako bi se utvrdila važnost i potencijali resursne osnove za razvoj sportskog turizma. Konačno, predstavljene su i određene smjernice koje se mogu primijeniti na bilo koju ruralnu destinaciju, a u cilju razvoja i marketinškog upravljanja ponudom sportskog turizma.

2. DALMATINSKA ZAGORA KAO TURISTIČKA DESTINACIJA

Dalmatinska zagora je povijesno-zemljopisni kraj u Hrvatskoj, smješten u današnjoj srednjoj i dijelom sjevernoj Dalmaciji, a na području Splitsko-dalmatinske i Šibensko-kninske županije. Konkretno, Dalmatinskom zagorom smatra se oko 150 km dug pojas odvojen od primorja planinskim nizom Kozjaka, Mosora, Omiške Dinare, Biokova i Rilića.

Pogođeno ratnim zbivanjima tijekom devedesetih godina prošlog stoljeća, navedeno područje za posljedicu i danas ima narušenu demografsku i gospodarsku sliku. Uz konstantnu depopulaciju, nepovoljnu dobnu strukturu koju karakterizira starenje stanovništva, Dalmatinska zagora danas se nosi s nizom ekonomskih problema. Propadanje gospodarskih subjekata, rast dugova, veliki porast broja nezaposlenih (naročito mladih) na nacionalnoj razini nakon globalne krize 2008. godine uzroci su dodatnog nastradavanja ionako nedovoljno razvijenih ruralnih područja.

S druge strane, karakteristika Dalmatinske zagore koja definitivno ide u prilog njenom turističkom razvoju je geografski položaj i prometna povezanost s velikim turističkim središtima na Dalmatinskoj obali. Izgradnjom

autoceste Zagreb – Split, pristup ovom području značajno je olakšan, a cesta Knin – Sinj – Imotski – Vrgorac, izgrađena 1807. godine, danas kao alternativni pravac prolazi neditnutim prirodnim krajolikom podno Dinare. Uz cestovnu povezanost, postoje i željezničke prometne veze, pri čemu je najznačajnija željeznička pruga Split – Perković – Knin. Iako veze postoje, putovanje željeznicom nije najprikladniji način putovanja s obzirom na dugo trajanje i loše stanje hrvatskih željezničkih prometnica. Relativna blizina i dobra povezanost sa Splitom i Šibenikom ključne su za dobru prometnu povezanost Zagore s domaćim i inozemnim tržištem. Pritom, relevantna prometna čvorišta od državnog značaja su zračna i trajektna luka, željeznička stanica i autobusni kolodvor u Splitu te luka i autobusni kolodvor u Šibeniku.

Što se tiče smještajnih kapaciteta, na području Dalmatinske zagore prevladavaju kuće za odmor, koje slijedi privatni smještaj, dok je hotelska ponuda izuzetno siromašna. Ipak, najmanje su zastupljeni kampovi – na cijelom području nalazi se tek jedan kamp, smješten u Imotskoj krajini, gdje se ujedno nalazi i najveći broj smještajnih objekata. Podaci prikazani u Tablici 1. obuhvaćaju smještajne kapacitete 8 ključnih destinacija zajedno sa njihovom okolicom.

Tablica 1. Broj i vrste smještajnih objekata prema destinacijama Dalmatinske zagore

	Hoteli	Apartmani i sobe	Kuće za odmor	Kampovi
Drniš	2	12	16	0
Dugopolje	1	3	1	0
Imotski	2	19	78	1
Knin	1	7	0	0
Sinj	1	8	11	0
Trilj	2	6	15	0
Vrgorac	1	5	11	0
Vrlika	0	2	5	0

Izvor: izrada autora, 2016.

Na razini Splitsko-dalmatinske županije, očekivano, gotovo svi turistički dolasci u 2015. ostvareni su u priobalnim destinacijama. Udio dolazaka na području Dalmatinske zagore iznosi tek 2,05%. Detaljnija struktura ostvarenih turističkih noćenja i dolazaka u 2015. godini razvidna je iz Tablice 2., prema broju domaćih i inozemnih posjetitelja.

Tablica 2. Turistički dolasci i noćenja prema destinacijama SDŽ u 2015.

	Dolasci			Noćenja		
	Domaći	Strani	Ukupno	Domaći	Strani	Ukupno
Dugopolje	3112	27369	30481	4900	30588	35488
Imotski	2548	1811	4359	4464	14375	18839
Sinj	4768	5995	10763	11922	12465	24387
Trilj	2045	1292	3337	7048	7449	14533
Vrgorac	504	727	1231	2134	2156	4290
Vrlika	44	116	160	78	244	322

Izvor: izrada autora, 2016.

Činjenica je da potražnja za destinacijom postoji. U ovako ranoj fazi turističkog razvoja ključnu ulogu treba odigrati javni sektor, kako bi se cjelokupan razvoj destinacije koncentrirao na resurse pogodne za razvoj sportskog turizma i usmjerio ka ciljnoj tržišnoj skupini.

3. RESURSI DALMATINSKE ZAGORE POGODNI ZA RAZVOJ SPORTSKOG TURIZMA

Turizam i sport međuzavisne su društveno-ekonomske pojave (Bartoluci i dr., 2013). Prema Bartoluciju (2003), sličnost funkcija sporta i turizma potječe od činjenice da u pravilu obje pojave obuhvaćaju iste subjekte: ljude, odnosno turiste. Važnost turista prepoznali su i Weed i Bull (2009) koji su tvrdili da mjesta, aktivnosti i ljudi u interakciji stvaraju sportsko-turističke doživljaje. Osim toga, sudjelovanje u sportskim događanjima i aktivnostima predstavlja čestu motivaciju za putovanje u određene turističke destinacije (Perić i dr., 2016).

Razvoj turizma u većini zemalja obilježen je sezonskim karakterom (Vukonić i Čavlek, 2001), a najveći broj dolazaka koncentriran je u ljetnim ili zimskim mjesecima, ovisno o ponudi turističke destinacije. Kako bi se ublažile posljedice takvog neravnomjernog razvoja, gotovo svi turistički planovi temelje se na nužnosti redistribucije turističkog prometa i produženja turističke sezone, što se može postići razvojem pojedinih specifičnih oblika turizma koji, pored ostalih učinaka, pomažu i u prevladavanju problema sezonalnosti (Škorić, 2008).

Prema Rossu (2001), sportski turizam odnosi se na iskustvo putovanja s ciljem promatranja ili sudjelovanja u sportskim aktivnostima. Drugim riječima, odnosi se na boravak čiji je najvažniji

cilj aktivni i sadržajni odmor, utemeljen na sportsko-zabavnim aktivnostima u prirodi, kao što su šetnje, biciklizam, jahanje, veslanje itd. (Demonja i Ružić, 2010).

Prema Rabotić (2012), avanturistički turizam je oblik turizma kojemu je temelj rekreacija, ali s mnogo rizika i uzbuđenja, a od sudionika zahtijeva veliku fizičku i psihičku pripremljenost (alpinističko penjanje, rafting, letenje zmajem i sl.).

3.1. ANALIZA STANJA

Područje Dalmatinske zagore karakterizira impresivan krajolik, bogat raznolikim reljefnim oblicima. Zbog relativne blizine mora i utjecaja kopna u nižim područjima prevladava submediteranska klima, koja s porastom nadmorske visine prelazi u kontinentalnu, a na najvišim predjelima u planinsku klimu.

Brdsko-planinska područja izuzetno su pogodna za razvoj avanturističkog turizma. Dinara, Kamešnica, Svilaja, Biokovo, Promina i Rilić skrivaju potencijal za aktivni odmor i sportske aktivnosti – biciklizam, planinarenje, trekking, vožnju quada, slobodno penjanje i sl. U okviru MedPaths programa, financiranog od strane Europske Unije, a sa svrhom unaprjeđenja ponude Dalmatinske zagore, obilježene su biciklističke, planinske i trekking staze uz rijeku Cetinu te je postavljena prometna signalizacija i mali vidikovci. Konkretno, na području grada Sinja obilježene su 3 biciklističke i 2 trekking staze (145 km), na području Trilja obilježena je jedna vinska, 5 biciklističkih i 2 trekking staze (126 km), dok su na području grada Vrljke 3 biciklističke, 4 planinarske i 1 trekking staza, ukupne duljine 131 km.

Osim brdsko-planinskog krajolika, Dalmatinska zagora obiluje i vodnim bogatstvima, od kojih su brojna pod nekim oblikom zaštite. Kanjoni Cetine i Čikole posljednjih godina postaju sve popularniji zbog aktivnosti poput raftinga, zip-linea, canyoninga i kayakinga. Izuzev riječnog bogatstva, svakako je važno spomenuti akumulacijsko Peručko jezero. Treće je najveće jezero u Hrvatskoj, što ga čini idealnim za sportove na vodi, no još uvijek je nedovoljno iskorišteno. Veslački kamp Vrljka

jedini je ozbiljniji projekt na tom području u novije vrijeme, financiran od strane Europske Unije kao dio projekta „Od jezera do jezera – zeleni turizam“, za koji su se zajedno kandidirali Grad Vrljka i Općina Prozor-Rama iz BIH. Uz već spomenute primjere, vodni resursi svakako se mogu iskoristiti i za aktivnosti poput foto kanu safarija, fishflyinga i sportskog ribolova.

Nizinska područja čine idealnu osnovu za paragliding, rekreativno i terapijsko jahanje, jeep safari, padobranstvo i sl., a vrlo važno je ne zanemariti i sportske objekte i terene namijenjene timskim sportovima poput tenisa, košarke, nogometa.

Iako se u posljednje vrijeme primjećuju pomaci u razvoju resursne osnove i ponude sportskog turizma, manifestacije kao njen sastavni dio još uvijek su slabo zastupljene. S ciljem privlačenja što većeg broja posjetitelja, dionici turističkog razvoja definitivno moraju unaprijediti manifestacijsku sportsku ponudu, u vidu raznih natjecanja i inih sportskih događanja (utrke, biciklijade).

3.2. TRŽIŠNI TRENDOWI

Za izradu kvalitetne marketinške strategije i ostvarenje dugoročnih ciljeva izuzetno je važno analizirati i prilagoditi se trendovima tržišta na globalnoj, nacionalnoj i regionalnoj razini. Za razvoj sportskog turizma u Dalmatinskoj zagori relevantni su sljedeći trendovi:

- o Turizam u svijetu i Europi – Porast broja međunarodnih dolazaka na globalnoj razini, a Europa je i dalje najposjećenija svjetska regija, s više od polovice broja ostvarenih inozemnih dolazaka.
- o Osobne potrebe turista – Putovanje postaje emotivna potreba i sastavni dio života koji se više ne smatra luksuzom. Turisti sve više teže novim znanjima, upoznavanjima novih područja i kultura, traže autentično iskustvo u području koje posjećuju.
- o Potreba za aktivnim odmorom i razvoj selektivnih oblika turizma – Masovni turizam sve je manje popularan, turisti

traže zanimljivosti i aktivnosti u destinaciji koju posjećuju.

- o Mjerilo „vrijednost za novac“ – Cijena više nije najvažniji faktor pri izboru odredišta, turisti su spremni platiti više ukoliko će proizvod ispuniti njihova očekivanja i zadovoljiti potrebe.
- o Trend zdravog načina života – Ekološki uzgojene namirnice, uživanje u prirodi i bavljenje sportskim aktivnostima sve češći su izbor potrošača.
- o Snažna konkurencija i potreba za inovativnim rješenjima – Originalnost i inovativnost često su jedini način za ostvarenje tržišnog uspjeha, kako na razini poslovnog subjekta, tako i na razini turističke destinacije.

4. ISTRAŽIVANJE STAVOVA I PREFERENCIJA TURISTA O AKTUALNOJ TURISTIČKOJ PONUDI DALMATINSKE ZAGORE

Istraživanje stavova i preferencija turista o aktualnoj turističkoj ponudi Dalmatinske zagore provedeno je tijekom srpnja i kolovoza 2016. godine, za vrijeme posjeta manifestacijama Sinjska alka, Ero s onoga svijeta i Glumci u Zagvozdu. Kao instrument istraživanja korišten je anketni upitnik, sastavljen od 14 pitanja zatvorenog tipa, a podijeljenih na 4 cjeline. Pitanja iz prve cjeline odnose se na opće informacije o posjetu Dalmatinskoj zagori, druga cjelina sastavljena je od tvrdnji vezanih za turističku ponudu destinacije, treći dio istražuje zadovoljstvo ispitanika pojedinim elementima ponude, dok se posljednja cjelina odnosi na socio-demografske karakteristike ispitanika.

Istraživanjem je obuhvaćeno sveukupno 99 ispitanika, čiji profili i stavovi su analizirani u nastavku. Istraživanje je provedeno na prigodnom uzorku, odnosno posjetiteljima koji su se za vrijeme istraživanja zatekli u destinaciji za vrijeme prethodno navedenih manifestacija.

Za selekciju jedinki u uzorak korištena su 2 pretest pitanja:

- 1.) Je li Vaše mjesto prebivališta u Dalmatinskoj zagori?
- 2.) Zadržavate li se u destinaciji minimalno 1 dan?

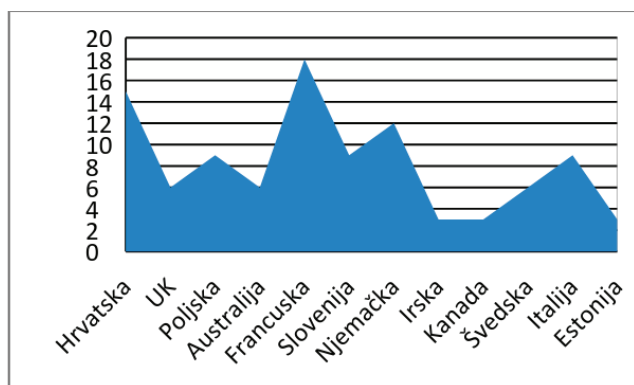
Obzirom da su uzorkom obuhvaćeni i domaći i inozemni posjetitelji, prvim pretest pitanjem eliminirani su lokalni stanovnici Zagore, čiji subjektivni stavovi bi mogli nepovoljno utjecati na konačne rezultate istraživanja. Drugim pretest pitanjem eliminirani su ispitanici koji su se u trenutku provođenja istraživanja zatekli u destinaciji tek u prolazu, bez stvarne i ciljane namjere posjećivanja određene destinacije, odnosno manifestacije.

4.1. REZULTATI ISTRAŽIVANJA

U anketi je sudjelovalo 52% ispitanika i 48% ispitanica, što pokazuje da je destinacija podjednako zanimljiva za oba spola. Iako je većina ispitanika u dobi od 46-55 i 56-65 godina, u velikom udjelu zastupljene su sve dobne skupine. Također, većinu posjetitelja destinacije čini populacija sa završenom višom školom ili fakultetom, dok ispitanici sa završenom ili nezavršenom osnovnom školom uopće nisu zastupljeni u istraživanju.

Prema zemlji podrijetla, najveći broj ispitanika je iz Francuske, a potom slijede domaći posjetitelji čije mjesto prebivališta nije na području Dalmatinske zagore, odnosno oni koji su ciljano i s razlogom posjetili destinaciju (Graf 1.). Nakon domaćih posjetitelja, najveći udio čine turisti s tradicionalno značajnih emitivnih tržišta – Njemačke, Italije i Poljske. Također, zanimljivo je primijetiti kako uzorak ispitanika čine i turisti iz manje zastupljenih zemalja – Australije, Kanade, Švedske, Irske i Estonije.

Graf 1. Zemlja podrijetla ispitanika

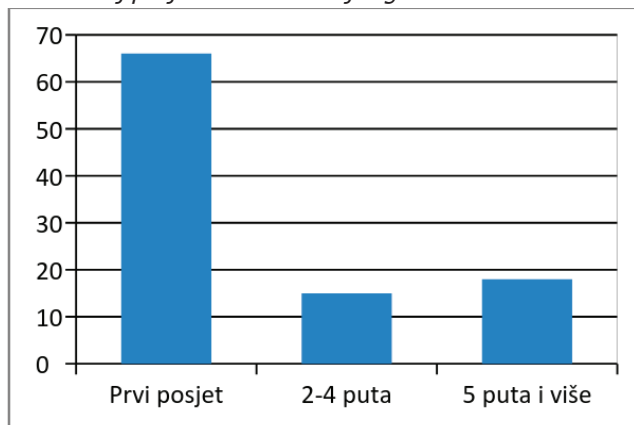


Izvor: izrada autora, 2016.

Iako su ispitanici koji su bili na jednodnevnom izletu i oni s višednevnim boravkom gotovo podjednako zastupljeni, prvi ipak prevladavaju. Iz navedenog proizlazi zaključak o interesu posjetitelja za ponudom destinacije i sadržajima kojima žele ispuniti vrijeme svog boravka. S druge strane, nameće se potreba za marketinškim aktivnostima koje bi posjetitelje većih turističkih središta, uglavnom priobalnih, privukle u vidu jednodnevnih izleta. Sportsko-rekreativne i avanturističke aktivnosti idealne su za sadržajan jednodnevni boravak izvan središnje destinacije putovanja.

Čak 67% ispitanika posjetilo je Dalmatinsku zagoru po prvi put, dok se 18% njih vratilo u destinaciju 5 i više puta (prikazano u Grafu 2.). Prvi podatak može biti posljedica intenzivnijeg marketinga na nacionalnoj razini u posljednjih nekoliko godina, dok drugi ukazuje na potencijale destinacije za dodatni razvoj ponude koja bi privlačila stalne goste.

Graf 2. Broj posjeta Dalmatinskoj zagori



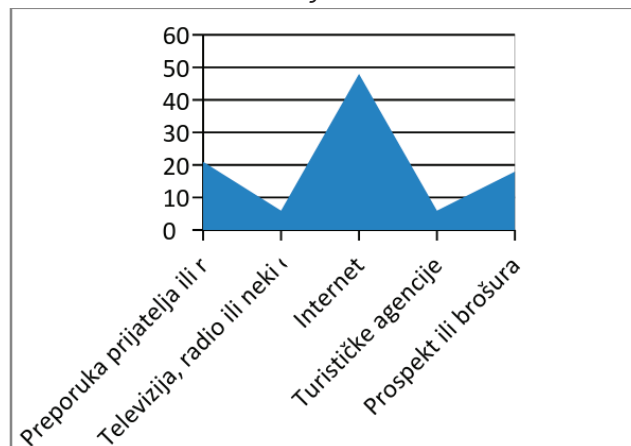
Izvor: izrada autora, 2016.

Najveći udio ispitanika u destinaciju je privučen prirodnim ljepotama te netaknutim i

očuvanim okolišem, potrebom za upoznavanjem i otkrivanjem novih mjesta te sportskim sadržajima, dok je najmanji broj zastupljenih privučen motivom pasivnog odmora. Iz takve strukture može se zaključiti kako se turistička ponuda uglavnom mora temeljiti na raznovrsnim sadržajima koji će posjetiteljima omogućiti aktivan odmor.

Internet je, očekivano, najvećem broju ispitanika glavni izvor informacija prije i prilikom dolaska u destinaciju (Graf 3.). Ipak, iznenađujuće je mala zastupljenost informiranja od strane turističkih agencija, što ukazuje na prostor za unaprjeđenje na kojemu se može i mora dodatno poraditi. Ovakav vid promidžbe najznačajniji je za jednodnevne posjetitelje koji boravak u obližnjim, uglavnom priobalnim destinacijama, najčešće upotpunjavaju izletima u okolici svoje glavne destinacije. Velika raznolikost krajolika na malom geografskom području snaga je koju je nužno iskoristiti. Za očekivati je da će posjetitelji obližnjih priobalnih turističkih središta prilikom izleta izvan glavne destinacije boravka poželjeti doživjeti nešto sasvim drugačije, što im se u vidu proizvoda sportskog turizma definitivno može pružiti.

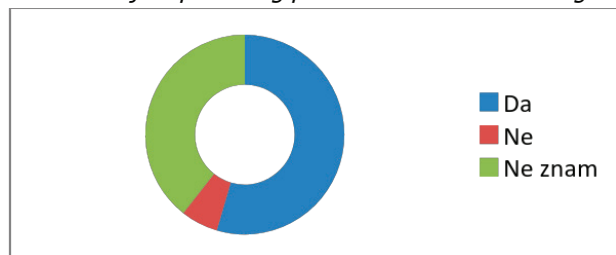
Graf 3. Glavni izvor informacija



Izvor: izrada autora, 2016.

S obzirom na cjelokupno zadovoljstvo boravkom u destinaciji, više od polovine ispitanika izrazilo je najmjere ponovnog povratka, dok je tek 6% onih koji se ne namjeravaju ponovno vratiti (Graf 4.).

Graf 4. Namjera ponovnog povratka u Dalmatinsku zagoru

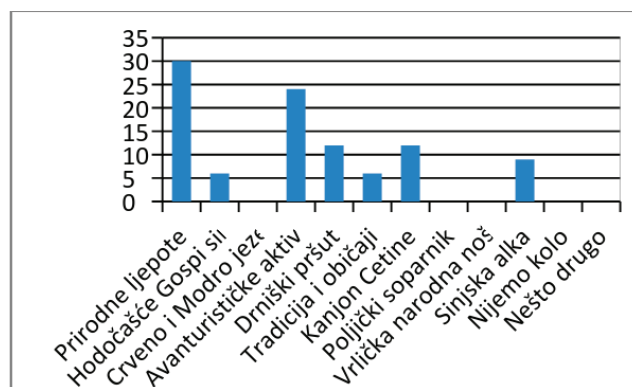


Izvor: izrada autora, 2016.

Prilikom istraživanja zadovoljstva posjetitelja pojedinim elementima turističke ponude uočeno je da se zadovoljstvo posjetitelja najvećim dijelom odnosi na osnovni turistički proizvod, elemente ponude koji nisu razvijeni planiranim razvojnim aktivnostima, već su prisutni kao dio tradicije i načina života lokalnog stanovništva (prirodne ljepote, kulturno-povijesna baština). S druge strane, elementi ponude za koje su ispitanici izrazili najmanje zadovoljstva upravo su suprotnih karakteristika i odnose se na „popratnu“ turističku ponudu, odnosno sve one stavke ponude nastale ljudskom aktivnošću, a koji su neophodni cjelovitost turističkog proizvoda destinacije. Uz osnovni proizvod, posjetiteljima je nužno pružiti sadržaje kojima će upotpuniti svoj cjelokupan boravak u destinaciji, osigurati im dostupnost informacija i turističku signalizaciju prije dolaska u destinaciju te im pružiti osjećaj sigurnosti i zaštite.

Konačno, kako bi se uspostavila kvalitetna marketinška strategija, nužno je istražiti što točno posjetitelji smatraju simbolom destinacije. Prema prikazu u Grafu 5., na pitanje koja im je prva asocijacija na spomen imena Dalmatinske zagore, najveći broj ispitanika izjasnio se kako su to prirodne ljepote, a potom avanturističke aktivnosti, što jasno ukazuje na smjer u kojem se daljnji turistički razvoj ovog područja treba odvijati.

Graf 5. Prva asocijacija na spomen Dalmatinske zagore



Izvor: izrada autora, 2016.

5. ZAKLJUČAK

Istraživanjem tržišta stječe se uvid u stvarne želje, očekivanja i potrebe posjetitelja destinacija sportskog turizma, na temelju čijih stavova je potrebno kreirati i prilagoditi sportsku ponudu kako bi se izgradila turistička marka destinacije. S obzirom na sve karakteristike prepoznatljive turističke marke, prilikom odabira destinacije gost ima garanciju i osjećaj sigurnosti. Važnost uključivanja svih dionika turizma u proces razvoja i marketinškog pozicioniranja je neupitna. Bez obzira o kojoj destinaciji sportskog turizma se radi, određene smjernice mogu se generalno primijeniti. Integriranom upravljačkom i marketinškom komunikacijom ponajprije je potrebno kreirati kvalitetnu osnovnu turističku infrastrukturu, a zatim ju nadopunjavati komplementarnim elementima turističke ponude na temelju kojih je moguće provesti diversifikaciju, opredijeliti se za sportski turizam i, sukladno tome, marketinške aktivnosti usmjeriti ka ciljnoj tržišnoj skupini. Tek nakon izgradnje kvalitetne osnovne baze proizvoda i komplementarnih elemenata ponude moguće je pristupiti kreiranju marke. Za početak, među potencijalnim posjetiteljima potrebno je osvijestiti postojanje resursa sportskog turizma. S obzirom da su ruralne destinacije najvećim dijelom posjećene u vidu jednodnevnih izleta, strategija „povezivanja plave i zelene Hrvatske“ bila bi idealna za ostvarivanje početnih ciljeva, odnosno implementaciju proizvoda i prodor informacija do šireg tržišta. U tom kontekstu, na priobalne destinacije ne treba gledati kao na konkurenciju, već kao na partner destinacije s kojima je potrebno realizirati suradnju. S obzirom da ruralne destinacije, za razliku od

priobalnih, još uvijek nisu dovoljno razvijene da samostalno privlače značajan broj turista, prvenstveno se potrebno koncentrirati na tržišne segmente za koje postoji naveća vjerojatnost dolaska u destinaciju. U takvim okolnostima, najveću ulogu trebaju odigrati turističke agencije kao nositelji obogaćivanja ponude. U inicijalnoj fazi razvoja, posjetitelje čiji primarni motivi dolaska u obližnje destinacije su sunce i more, potrebno je zaintrigirati sasvim drugačijim elementima ponude. Većina posjetitelja tijekom boravka sklona je obilascima područja izvan glavne destinacije boravka, pri čemu nerijetko, zbog sigurnosti i jednostavnosti, posežu za grupnim ekskurzijama. Uvrštavanjem sportskih aktivnosti u ponudu agencija osvijestilo bi se postojanje proizvoda sportskog turizma i zasigurno povećao broj posjetitelja privučenih različitim oblicima aktivnog odmora. Bez obzira radi li se o domaćim ili inozemnim posjetiteljima, kvalitetnom ponudom i raznovrsnošću sadržaja nužno ih je impresionirati kako bi se ponovno vratili u destinaciju, po mogućnosti na duži boravak. Promotivni materijali i autohtoni suveniri omogućit će im da dio doživljaja prenesu prijateljima i obitelji, s obzirom da je neupitno da je „word of mouth“ marketing vid promocije kojemu potencijalni posjetitelji najviše vjeruju.

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RESOURCE MANAGEMENT OF THE ISLAND OF KORČULA FOR THE DEVELOPMENT OF THE SPORTS TOURISM

Katica Sirišćević

EXTENDED ABSTRACT

1. Introduction

Tourism and sport are mutually related manifestations. Their relationship and the contiguity of their functions are the results of the fact that the carriers of these manifestations are actually the same subjects. In the contemporary tourism, sport is not just the content of the vacation but often the main motive for traveling to a certain destination. This kind of relation between tourism and sport develops a special form of tourism: sports and recreational tourism (Bartoluci i Čavlek, 1998).

The advantages of the development of this form of tourism, if the necessary natural geographical conditions exist at the destination, are numerous. There are advantages in the economic effects that are realized by the tourist and sports organizations, but also unrelated to tourism. They are based on the development of sports and recreational offer. We usually differ the direct and indirect economic effects of sports and recreation on tourism (Bartoluci, 2004). Selling sports and recreation services make the direct effects, while the tourists for whom the sport is the main motive for coming to a destination make indirect effects.

One of the goals of this research is to show the possibilities and the advantages that the development of this kind of tourism can bring to an area characterized by the seasonal type of tourism. It analyses the current tourist offer of the Island, as well as the resources that enable the development of sports tourism, and their present condition. The research also presents the guidelines for the further development of sports tourism on the Island, with the goal of the realization of particular tourist attractions, strengthening the competitiveness of a cohesive offer of the Island and the satisfaction of all visitors. This research will examine the possibility of the development of sports tourism on the Island of Korčula with a goal to create a tourist product competitive on the international and domestic tourism markets. The Island of Korčula, as one of the biggest Dalmatian islands, represents an interesting destination which is not yet recognized on the tourism market.

Thanks to its natural beauty, cultural and historical heritage and Mediterranean climate, the Island of Korčula has the potential to become one of the leading tourist attractions on the Adriatic Sea. However, regardless of the exquisite landscape resources, which are a basis for the development of sports tourism, they have not yet received an adequate touristic valorization, and the development of tourism is still exclusively based on summer beach tourism. One of the issues is the lack of a clear development strategy for the tourism on the Island. The reliance on the antiquated concept of "sea and sun" and the lack of organization and touristic mediation is a limiting factor for the development of tourism on Korčula.

2. Theoretical review

The sports tourism belongs to a group of so-called specific types of tourism that is based on the motivation for travel. So, the sports tourism implies "tourism where sport is a prime motivational reason for travel" (Bartoluci, 2004). We differ the competitive sports tourism from summer and winter sports and recreational tourism. The competitive sports tourism implies the travel for participation in certain sports events, whether actively (sportsmen, coaches, support staff) or passively (spectators). The users of summer and winter sports and recreational tourism are usually amateurs who wish to actively participate in sports and recreational activities like skiing, cross country skiing, ice skating, running, hiking, water sports, sports games, golf, tennis, etc.

Sports and recreation have become a vital part of today's everyday life and tourism. So, the main factors that have led to the implementation of sports activities into tourism are (Bartoluci, 2004., 133): the increase of sports and recreational needs, the increase in the amount of free time and the increase of the income of the population, with the emphasis on the first factor. Today's way of life creates a need for sports and recreation in general, and in tourism as well. Tourists want to engage in different kinds of sports and recreation while on vacation, as they do at home, and even try something new. Today, sport in tourism has a much bigger role. It is not only the role of an observed object but an important part of a destination and an important factor for the development of tourism of a destination (Bartoluci, 2013). In this case, the Island of Korčula.

The natural resources and accommodation capacities offer only the basic conditions for the guests, while sport, in its many forms, partakes in the enrichment of the tourist offer. With its adaptability to dynamic changes in society, sports programs and contents can satisfy the diverse needs of the guests. If we start from the fact that sport has become a "total phenomenon" of contemporary industrialized society, it is clear that sport is a vital part of a man's life, and equally so in tourism. By separating the working hours from free time, the working place from the place to live, and with more free time

and the increase of standard, sport is widely implemented and affirmed as an important need of a modern man (Bartoluci i Čavlek, 1998).

3. Research findings

As stated, the tourist activity of the City and the Island of Korčula is mainly based on the seasonality of sea and sun. The Island produces a modest income from nautical tourism, while the dominant motives for travel are passive vacation and relaxation, new experiences and seeing natural beauties. The visitors to the Island are very satisfied with their vacation, but they notice the lack of contents for entertainment, sports, and recreation (Tomas, 2010).

Landscape resources are the foundation for sports tourism development in the Island of Korčula. So, the focus of the research is on landscape potential and on the analysis of its attractiveness, preservation, and accessibility. Hence, the research includes the analysis of the natural factors of the Island of Korčula as a foundation for the development of sports tourism on the Island, the current touristic offer on the Island (resources that enable the development on sports tourism and its current utilization), the analysis of all Island's resources and the possible participation of the resources in the development of sports tourism: existing attractions, accommodation capacities, sports centers and halls, natural attractions, climate, sea, beaches, other geographical features and sports manifestations.

The survey includes domestic and foreign visitors to the City of Korčula to determine detailed facts about the potential of the Island for the development of sports and recreational tourism. Out of 81 surveyed participants, 56% were foreign visitors (mostly Dutch, Spanish, Australian and Serbian) and 44% were domestic visitors.

The primary research gives the results for accepting or dismissing these hypotheses:

H1: The resources of the Island of Korčula are the acceptable foundations for the development of sports tourism.

H2: The resources of the Island of Korčula acceptable for sports tourism are insufficiently evaluated, with the result of few tourists visiting the Island out of season.

H2a: The promotion conducted by the local Tourist Office is insufficiently varying for the off-season tourism.

H3: The natural resources are not adequately implemented in the Island's offer, and are insufficiently evaluated.

4. Conclusion

As a result of the increasing popularity of sports today, more and more tourist destinations are developing sports and recreational tourism as an important part of selective tourism. Domestic and even global research show that tourist's motives for coming to a destination include recreation, entertainment, and high-quality vacation. We can say that the principal motive is the revival of tottered psychophysical balance of the tourists, who will leave the destination refreshed, satisfied and richer for a new experience. Tourists use sports to achieve their goal of a quality vacation.

The Island of Korčula, as an area of remarkable historical and cultural significance and landscape attractions, is situated in relatively convenient geographical position, even with limited traffic connection to the mainland. The Island is rich in beautiful beaches, secluded lagoons, numerous little islands and a rich underwater world. It's an ideal place for the development of specific forms of tourism that can be combined in a rich and interesting touristic product. This research is about identification and adequate valorization of the existing landscape resources with the goal of developing sports tourism. There is also a question of sustainable development, so the long-term cooperation of all interest groups is necessary, as well as the implementation of the basic sustainability principles. That is the only way to secure a place on a tourist market.

The goal of this research is to examine the possibility of sports and recreational tourism development on the Island of Korčula. A way to do that is to establish that existing landscape resources can contribute to the development of this form of tourism which can be a significant factor for the prolongation of the tourist season. Finally, this research provides necessary guidelines and suggestions for the development of sports tourism on the Island, as a useful model for finding a place on a tourist market through this form of tourism.

Key words: sport, tourism, resources, Korčula, island

1. UVOD

Danas turisti donose odluke pri odabiru turističke destinacije ovisno o tome koliko ista sadržajem zadovoljava njihove potrebe i očekivanja (Šerić, Jurišić, 2014). Posebno su tražene destinacije koje nude različite sadržaje i raznoliku ponudu specijaliziranih turističkih proizvoda. Tijekom posljednjeg desetljeća u smislu konkurentnosti destinacije raste značaj svih specijaliziranih turističkih proizvoda, i resursa koji su preduvjet njihovog razvoja. Među specijaliziranim turističkim proizvodima sve veći interes privlači ponuda sportskog turizma zbog trendova zdravog i aktivnog života, kakav sve više turističkih segmenata želi prakticirati i na odmoru. Nalazi istraživanja koji će biti predstavljeni u ovome radu su rezultat analize potencijala raspoloživih resursa otoka Korčule za razvoj i jačanje sportske turističke ponude kao specifičnog oblika turističke specijalizacije koji može koegzistirati uz ostale specijalizirane turističke proizvode u cilju rasta turističke posjete na cjelogodišnjoj razini. Za potrebe procjene resursa i potencijala otoka Korčule u tom kontekstu je provedeno primarno istraživanje čiji su nalazi obrađeni i pojašnjeni. Obzirom da se sportski turizam temelji na krajobraznim potencijalima na područjima gdje isti nisu ugroženi to je na toj pretpostavci bio poseban akcent u istraživanju. U radu su predstavljene i druge korisne spoznaje iz provedenog istraživanja kako bi se ponudile iskoristive smjernice za kreiranje strategije upravljanja integriranom otočnom turističkom ponudom. Generalizacijom nalaza ova iskustva mogu biti korisna i drugim otočnim destinacijama u akvatoriju istočnoga Jadrana obzirom na sličnost resursa.

2. RESURSI OTOKA KORČULE

Otok Korčula je jedan od najvećih otoka Dalmacije i jedan od najgušće naseljenih otoka na Jadranu. Obiluje krajobraznim resursima i potencijalima iskoristivima za razvoj specijalizirane turističke ponude (Šerić, Jurišić, 2014). Najjužniji je u skupini jadranskih srednjodalmatinskih otoka, slijedom čega ga karakterizira ugodna klima tijekom čitave godine. Dug je 46, 8 km, prosječne širine 5,3 do 7,8 km, površine je od 270 km kvadratnih, te po veličini šesti otok na Jadranu. Otok je razveden nizom zaljeva i uvala. Klima na otoku je vrlo blaga, mediteranskog obilježja. Srednje temperature su razmjerno visoke: godišnja je 16,8° C, u najhladnijem mjesecu siječnju 9,1° C, a najtoplijem srpnju 26,9° C. Broj godišnjih sunčanih sati je visok, čak 2700, što je izrazito povoljno za turizam. U Pelješkom kanalu je gotovo uvijek vjetrovito, ljeti puše pretežno osvježavajući zapadnjak - maestral, pogodan za jedrenje. Morske struje u Pelješkom kanalu su slabijeg intenziteta, pojačavaju se jedino s intenzitetom južnih vjetrova, što omogućava razvoj sportsko turističke ponude na moru i pod morem. Biljni pokrov otoka je mediteranski, bogat i raznolik. Korčula se ubraja među najpošumljenije otoke Jadrana, čak oko 61% njezine površine obraslo je šumom i makijom. Od zaštićenih područja na otoku ističu se: šuma Kočje, otok Badija kod grada Korčule, otočić Ošjak kod Vele Luke, gradski park Hober u Korčuli, Park Foretić u Korčuli, Vela spilja kod Vele Luke (Kalogjera, 2010). Korčula je temeljem očuvanih krajobraznih resursa konkurentno turističko odredište. Turizam na otoku ima dugu tradiciju. Još 1912. godine je otvoren prvi moderni hotel (Korčula), u zgradi sagrađenoj 1871. godine. Turističku ponudu čine raznovrstan smještaj - hoteli, apartmani, autokampovi, marine, mogućnosti za ponudu različitih sportova i rekreacije, osobito sportovi na vodi; organizirani izleti te posebno kulturno-zabavni život (Anonymous, 2013). Za turiste pustolovnog i avanturističkog duha u ponudi su različite aktivnosti na moru poput vožnje *jet skijem*, *wakeboarding*, vožnja *bananom*, te *windsurfing* i *kitesurfing*. Djeluje više ronilačkih klubova koji su raspoređeni po većim otočnim mjestima. Za ljubitelje kopnenih sportova tu su brojne biciklističke i pješačke staze za uživanje u prirodi (Anonymous, 2014). Trenutna sportska ponuda ogledava se kroz postojanje sportsko-rekreativnog centra u uvali Istruga sa 2 teniska igrališta, terenom za boće, stolovima za stolni tenis i igralištem za odbojku na pijesku. U gradu Korčuli su dva veća bazena, sportsko igralište i dvorana. Struktura zemljišta na otoku je vapnenačkog porijekla zbog čega je mnoštvo spilja i jama, što je idealno za razvoj rekreativne speleologije. Mnoštvo je skupina vertikalnih stijena iskoristivih za sportsko slobodno penjanje koje se trenutno skromno promovira u sklopu otočne turističke ponude. U Gradu Korčuli živi više speleologa i penjača koji aktivno promiču penjanje i speleologiju. Tu su i sakralni objekti koji upotpunjuju destinacijske ikone otoka Korčule. I otočić Badija raspolaže

potencijalima za razvoj sportskog turizma. Povijest Badije, ljepota njezinih građevina i prirodnog okruženja uz razvoj duhovno-rekreativnih programa ovu mikro lokaciju može učiniti posebno privlačnom. Nakon II. Svjetskog rata, na Korčuli se razvija i zdravstveni turizam zbog blage klime, čistog zraka i mora, ljekovitog mulja na nekoliko otočkih lokaliteta. Tradicija zdravstvenog turizma je iskoristiva predispozicija za ozbiljniji razvoj sportske turističke ponude. Glavni otočni centar zdravstvene turističke ponude je lječilište Kalos u Veloj Luci (Oreb, 2007., 134). Istočno od grada Korčule je ACI marina s pratećim sadržajima, a na otoku je i više sportskih lučica koju se pretpostavke za rast nautičkog turizma. Strategija razvoja Dubrovačko-Neretvanske županije predviđa širenje receptivnih nautičkih kapaciteta otoka Korčule.

3. SPORTSKI TURIZAM NA OTOKU KORČULI

Sportsko-rekreacijski turizam na otoku je povezan s prevladavajućim kupališnim turizmom. Zbog toga se do danas ovaj segment otočne ponude nije dostatno diferencirao. Slijedom toga većina turista nije ni upoznata s brojnim resursima i mogućnostima aktivnog boravka na otoku. Obzirom da turistička valorizacija postojećih resursa za sportske aktivnosti ne podrazumijeva velika ulaganja bilo bi potrebno da lokalne vlasti isto počnu poticati (Franulović, 2011).

Postojeće sociološke, ekonomske i kulturne prednosti sportskog turizma na otoku nisu do danas uopće iskorištene (Weed i Bull, 2004:37). Resursi postoje, no osim individualnih poduzetničkih inicijativa (npr. turistička agencija *Mediterraneo* iz Vele Luke) koje na žalost ostaju nedovoljno zapažene od turističke javnosti izostaju sustavni pristupi lokalnih turističkih zajednica ovoj kategoriji specijaliziranih turističkih proizvoda. Oslanjanje strategije razvoja turizma na nekonkurentnom konceptu *sunca i mora* rezultira isključivo sezonskom posjetom i sniženim stupnjem lojalnosti gostiju, jer se nakon nekoliko dolazaka zasite zbog nedostatka dodatnih sadržaja. Posebice je slabost iznimno skromna turistička valorizacija resursa za sportski i rekreativni turizam. Premda postoje ideje za projekte uređenja, dodatnog opremanja i prilagođavanje postojećih resursa sportskoj turističkoj ponudi malo se toga poduzima. Treba napomenuti da su u identitetu ponude iskoristive i sportske tradicije na otoku, među kojima prednjači grad Korčula. Premda se u tom gradu odavno prakticiraju sportske aktivnosti, što nije slučaj na većini srednjodalmatinskih otoka isto nije prevedeno u specijaliziranu turističku ponudu. Skromna je i infrastruktura za razvoj ovakve turističke ponude, a smještajni kapaciteti su usitnjeni u privatnom sektoru, što je problem za organizirane dolaske gostiju. Na otoku postoje kilometri pješačkih i biciklističkih staza, stare ceste, no ovi resursi nisu označeni ni ubilježeni na turističke karte. Na otoku ne djeluje niti jedno planinarsko društvo, niti nekakve slične sekcije koje bi volonterski mogle odraditi nešto što je posao lokalnih turističkih zajednica. Na žalost i postojeći kadar tih subjekata nedovoljno je educiran o kreiranju i upravljanju specijaliziranim turističkim proizvodima. Rijetke spomenute privatne inicijative organiziraju određene rekreativne aktivnosti čime doprinose komuniciranju mnogim otočnim resursima. Turisti sudionici pješačkih tura objavljuju svoje fotografije na društvenim mrežama pa se događa paradoks da turisti odrađuju posao ureda turističkih zajednica. Posebno vrijedna prirodna područja su pod nepotrebno strogom zaštitom (šuma Kočje), slijedom čega i domaći turisti nisu uopće upoznati da takve resursne osobitosti na otoku postoje. Potrebno je regulirati standarde valorizacije otočnih resursa sukladno prihvatljivim oblicima sportske turističke ponude koji iste ne mogu ugroziti. Kada se svemu pridoda i loša prometna povezanost destinacije s kopnom što je posljedica nesustavnog pristupa rješavanju ove problematike na razini države, ne treba čuditi što su na otoku svi oblici specijalizirane turističke ponude, pa tako i sportskog turizma vrlo skromni i na globalnom turističkom tržištu nezamijećeni.

4. SUGESTIJE I PRIJEDLOZI ZA RAZVOJ SPORTSKOG TURIZMA NA OTOKU

Najveći problem trenutne turističke ponude svih otoka u ovome akvatoriju, pa tako i Korčule je sezonalnost ponude (Bartoloci, 2007). Ona se manifestira kroz isključiva ulaganja u sferi sezone turističke ponude usmjerene kupališnom turizmu. Takvim strateškim usmjerenjem na otok se ne uspijevaju privući imućniji gosti, a posebice se ne može privući goste koji putuju u periodima izvan

glavne turističke sezone. Rješenje problema sezonalnosti je planiranje specijalizacije turističke ponude u kojoj sportski turistički proizvodi trebaju dobiti posebno mjesto zbog aktualnih trendova na globalnoj razini (Šerić, Jurišić, 2014). Razvoj sportskog turizma može doprinijeti komercijalizaciji mnogih resursa bez njihove ugroze, rastu sudjelovanja turista i lokalnog stanovništva u sportskim aktivnostima, financiranju infrastrukture za sportski turizam, te u konačnici dodatni ekonomskim efektima u otočnoj bilanci, ali i bilancama svih obitelji koje bi bile uključene u ovaj vrlo traženi oblik turističke ponude (Bartoluci, 2013). Temeljem provedenog istraživanja za stolom u nastavku se predlažu slijedeći oblici specijalizirane turističke ponude na Korčuli, jer za iste postoje svi potrebni resursi:

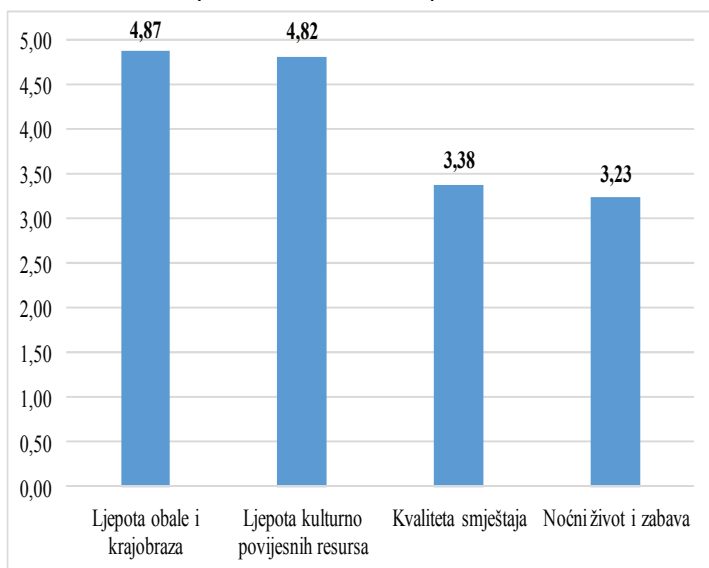
1. Sportsko-rekreacijski turizam ☞ postojanje brojnih pješačkih i biciklističkih staza po otoku, rukometnih i nogometnih terena, tradicija veslanja i veslački klub „Ošjak“ iz Vela Luke, te novo izgrađena sportska dvorana na području Vela Luke, zatvoreni bazen i dvorana u Korčuli;
2. Podvodni i ribolovni turizam ☞ podvodni u smislu istraživačkog turizma zbog postojanja brojnih podvodnih spilja u korčulanskom akvatoriju, a ribolovni u smislu da turist ima mogućnost sudjelovati u organiziranim ribarenjima, te ribolovni turizam u smislu organizacije različitih sportskih natjecanja koja će dodatno privlačiti pažnju šire turističke javnosti;
3. Lovni turizam i foto safari ☞ postojanje ograđenog lovnog područja Šakanj Rat s raznovrsnom divljači, što je privlačno određenom tržišnom segmentu
4. Nautički turizam ☞ postojanje marine, sportskih lučica, privezišta i sidrišta i vrlo atraktivno priobalje otoka s nizovima hridi i otočića oko kojih je moguće sigurno sidrenje;
5. Aktivni rekreativni turizam temeljen na otočnim tradicijama ☞ aktivno sudjelovanje turista u berbi grožđa i proizvodnji poznatih sorti vina (Pošip, Grk), te u berbi maslina i proizvodnji maslinovog ulja;
6. Sportsko-rehabilitacijski turizam – temeljen na zdravstvenom turizmu („Kalos“, ljekovita blata u uvali *Istruga*);
7. Manifestacijski - unaprijediti postojeću ponudu sportskih manifestacija na otoku o kojima piše Žuvela (2013).

Temelj većine ovih specijaliziranih turističkih proizvoda je rekreacija i sport, slijedom čega bi infrastrukturi za tu namjenu trebalo osigurati sredstva i prioritete. Kako bi se sportski turizam strateški i planirano razvijao potrebno je definirati konkretne smjernice i pozicije na kojima bi se što razvijalo.

5. NALAZI PROVEDENOG ISTRAŽIVANJA

Za prikupljanje primarnih podataka su korištena dva anketna upitnika od kojih je jedan bio namijenjen domaćim, a drugi inozemnim gostima. Istraživanjem je anketiran ukupno 81 ispitanik koji su temeljem pretesta ocijenjeni kompetentnima za uključanje u uzorak (upoznatost sa specijaliziranom i sportskom turističkom ponudom). U uzorku su 44 % muškarci, a 56% žene. Prema motivu dolaska 39% gostiju su se odlučili za dolazak na otok Korčulu zbog upoznavanja kulturno povijesnih spomenika, 28% zbog odmora i rekreacije, 15% zbog upoznavanja prirodnih ljepota otoka i zabave, dok ih je 3% doputovalo zbog gastronomije. Rezultati ukazuju na to da su gosti motivirani razlozima odmora i rekreacije, odnosno da priželjkuju aktivan odmor. To je argument za razvoj sportskog turizma. Kroz upitnik se nastojalo spoznati koliko su važne pojedine sastavnice turističke ponude otoka (Grafikon 1.). Najvišu prosječnu ocjenu ispitanici su dodijelili ljepoti obale i krajobraza (4,87), a slično je ocijenjena i vrijednost kulturno povijesnih resursa (4,82). Kvaliteta otočnog smještaja je ocijenjena nižom ocjenom (3,38), a ocjena ponude noćnog života i zabave zabrinjava (3,23). Slijedom ovih ocjena jasno je zašto su platežno potentniji gosti rijetki na otoku. S druge strane upravo ta kategorija gostiju traži destinacije s razvijenom sportskom turističkom ponudom (Bartoluci, 2007).

Grafikon 1: Značaj sastavnica turističke ponude otoka



Izvor: Vlastita prema provedenom istraživanju 2015

Grafikon 1. ukazuje na to da se istraživačka Hipoteza H1 (Resursi otoka Korčule su iskoristiv temelj za razvoj sportskog turizma) može prihvatiti. Privlačnost kulturno-povijesnih resursa te ljepota obale i krajobraza su iskoristiv temelj za razvoj sportskog turizma otoka Korčule s obzirom da ih anketirani kvalificiraju posebno privlačnim. Međutim ograničavajući faktori, kvaliteta smještaja te noćni život i zabava ukazuju na problem koji treba rješavati.

H2 hipoteza (H2: Resursi otoka Korčule iskoristivi za sportski i rekreativni turizam su skromno turistički valorizirani, slijedom čega izvan sezone turisti rijetko posjećuju otok) se testirala Spearmanovim koeficijentom korelacije ranga sa svrhom da se utvrdi postoji li veza između valorizacije resursa iskoristivih za sportski i rekreativni turizam otoka Korčule i posjećenosti otoka izvan sezone. Da bi se izvršilo testiranje pretpostavke da je koeficijent korelacije jednak nuli postavljena je nulta hipoteza koja pretpostavlja da je vrijednost koeficijenta korelacije osnovnog skupa jednaka 0, tj. da ne postoji korelacija između slučajnih varijabli (Pivac, 2010).

Postavljaju se sljedeće hipoteze:

H0..... $r_s=0$

H1..... $r_s \neq 0$

U nastavku su prikazani rezultati provedenog testiranja.

Tablica 1: Spearmanov koeficijent korelacije ranga
(valorizacije resursa iskoristivih za sportski i rekreativni turizam i posjećenost otoka izvan sezone)

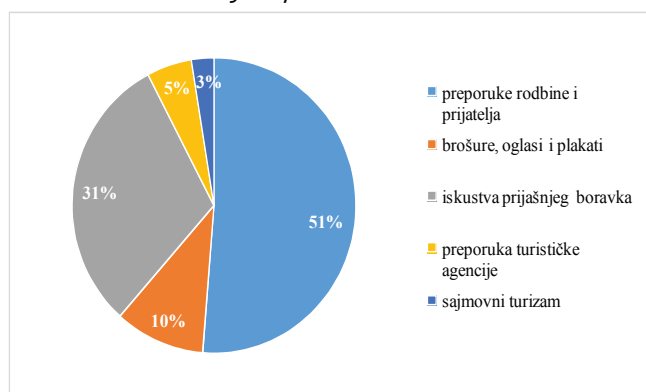
Correlations				
			Prepoznatljivost na globalnom turističkom tržištu	Valorizacije kulturno povijesnih resursa otoka Korčule
Spearman's rho	Posjećenost otoka izvan sezone	Correlation Coefficient	1,000	,016
		Sig. (2-tailed)	.	,924
		N	81	81
	Valorizacija resursa iskoristivih za sportski i rekreativni turizam	Correlation Coefficient	,016	1,000
		Sig. (2-tailed)	,924	.
		N	81	81

Izvor: Vlastito putem SPSS programa 2015

Sukladno predstavljenim rezultatima u tablici 1. uočava se da Spearmanov koeficijent korelacije ranga iznosi 0,016 te da je empirijska signifikantnost $\alpha^* = 0,924 = 92,4\% \rightarrow \alpha^* > 5\% \rightarrow H_0$ što navodi na zaključak da se nulta hipoteza ne može odbaciti. Dakle ne postoji veza između valorizacije resursa iskoristivih za sportski i rekreativni turizam i postojeće strukture gostiju izvan glavne turističke sezone. Drugim riječima ovaj test potvrđuje da otočni resursi uopće nisu primjereno valorizirani da bi se izvan glavne turističke sezone privuklo turiste. Dakle problem prometne povezanosti očito nije primaran, već prioritetno treba rješavati valorizaciju postojećih resursa.

Među razlozima posjete otoku (Grafikon 2.), gotovo polovica tj. 51% ispitanih je to napravila na preporuku rodbine i prijatelja, njih 10% na temelju brošura, oglasa i plakata o destinaciji, 31% na iskustvu prijašnjeg boravka, dok ih je samo 5% došlo na preporuku turističkih agencija. Preostalih 3 % je došlo na Korčulu temeljem sajamskih prezentacija. Ovaj nalaz ukazuje da se marketinškim budžetom turističkih zajednica otoka u potpunosti neučinkovito upravlja, pri čemu je zapostavljena multimedijalna turistička promocija. Dakle strategiju promocije otoka treba mijenjati i prilagođavati strukturi ponude. Uvođenje specijaliziranih sportskih turističkih proizvoda pretpostavlja korištenje novih tehnologija e-marketinga. Istraživačka hipoteza H2a koja pretpostavlja da je promocija otočnih TZ nedovoljno diferencirana za rast vansezonske turističke posjete se prihvaća.

Grafikon 2: Izvori koji su potakli dolazak na otok



Izvor: Vlastita izrada prema provedenom istraživanju

Testiranje H3 hipoteze (Prirodni resursi nisu primjereno implementirani u otočnu ponudu, slijedom čega su i nedovoljno valorizirani) provedeno je pomoću t-testa o prosječnoj vrijednosti osnovnog skupa. S obzirom da prosječna sredina ocjene ponude prirodnih ljepota u zadovoljavanju potražnje iznosi 4,56, osnovni skup je testiran na vrijednost 4,5 (što predstavlja kategoriju između „zadovoljavajuće“ i „iznimno zadovoljavajuće“ ponude).

Postavljaju se naredne hipoteze:

H0.....X1= 4,5

H1.....X1≠ 4,5

Tablica 2.: Rezultati t-testa

One-Sample Test						
	Test Value = 4.5					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Ocjena ponude prirodnih ljepota u zadovoljavanju potražnje	,797	81	,430	,064	-,10	,23

Izvor: Autorica uz pomoć programa SPSS

Obzirom da je empirijska signifikantnost (Tablica 2) $\alpha^*=0,430=4,30\% \rightarrow \alpha^*>5\% \rightarrow H_0$ ne odbacuje se nulta hipoteza da je testirana vrijednost (ponuda prirodnih resursa u zadovoljavanju potražnje) jednaka pretpostavljenoj vrijednosti 4,5 (što predstavlja kategoriju između „zadovoljavajuće“ i „iznimno zadovoljavajuće“ ponude). Testiranje ukazuje na zaključak da se istraživačka hipoteza H3 koja pretpostavlja da prirodni resursi nisu primjereno implementirani u otočnu ponudu, slijedom čega su i nedovoljno valorizirani ne može prihvatiti. Ovaj zaključak je posljedica testa koji ukazuje da prisutnost ponude krajobraznih ljepota u zadovoljavanju potražnje nije „nezadovoljavajuća“ (tj. neprimjerena). Krajobrazne ljepote su prema ovome testu implementirane u destinacijsku ponudu, no to nije dovoljno bez njihove valorizacije kroz specijalizirane turističke proizvode. Upoznatost globalnog turističkog tržišta s krajobraznim resursima će pojednostavniti komercijalizaciju takvih turističkih proizvoda, što je još jedan argument za njihovo kreiranje i uvođenje u turističku ponudu.

6. ZAKLJUČAK

Razvoj selektivnih oblika turizma i kreiranje specijaliziranih turističkih proizvoda na otočnim destinacijama pridonosi produljenju turističke sezone. Nalazi istraživanja ukazuju da su mnogi turistički segmenti upoznati s resursima ove, a vjerojatno i drugih otočnih destinacija u akvatoriju istočnoga Jadrana, no destinacijske ponude percipiraju kao tipične sezonske. Tome doprinose i prevladavajući oblici turističke promocije, nesustavan pristup upravljanju razvojem specijalizirane turističke ponude i skromna zastupljenost e-marketinga u komuniciranju identiteta otočne destinacije. Napori i entuzijizam lokalnih turističkih poduzetnika daju određene rezultate, ali oni nisu dostatni za produljenje turističke sezone, niti za rast broja gostiju koje karakterizira viša razina turističke potrošnje. Postojanje resursa za razvoj sportskih turističkih proizvoda na otočnoj destinaciji je pretpostavka jačanju konkurentnosti i turističkom razvoju, no valorizacija istih kroz kreiranje konkretnih ponuda je trenutno veći problem od problema prometne povezanosti. Nastavno na to evidentno je da postojeći kadar otočnih turističkih zajednica u svojim timovima nema mladih ljudi educiranih korištenju suvremenih alata viralnog i drugih oblika e-marketinga kojima se učinkovito širi promocija destinacije putem društvenih mreža. Otok Korčula zahvaljujući iznimno atraktivnim prirodnim faktorima, očuvanoj prirodnoj i kulturnoj baštini, ima izuzetne potencijale za razvoj sportsko rekreativnog turizma. Međutim kao ograničavajući faktori kvalitetnijeg razvoja specijalizirane turističke ponude su istraživanjem utvrđeni kvaliteta smještajnih kapaciteta, zastarjela promocija destinacije i prometna povezanost. Nalazi istraživanja upućuju na činjenicu da lokalna zajednica u otočnim destinacijama treba svoju sudbinu uzeti u svoje ruke umjesto što očekuje da joj država priskoči u pomoć. S obzirom da otočne destinacije na Istočnom Jadranu raspolažu vrijednim resursima na kojima je moguće temeljiti i kreiranje marke povezivanjem destinacijskih ikona, tradicije, kulture i sportske avanture moguće je značajno unaprijediti globalnu vidljivost integrirane ponude. U tom integriranom proizvodu sportski turizam ima evidentno značajnu ulogu. No tu je povratna sprega jer bi tako osmišljena turistička marka otočne destinacije privukla nove turističke segmente koje karakterizira viša razina potrošnje, te bi rast turističkih prihoda imao značajne reperkusije na razvoj svih oblika, pa tako i sportske turističke ponude otoka.

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DESTINATION ICONS OF PELJEŠAC PENINSULA USABLE FOR DEVELOPMENT OF SPORT TOURISM

Renata Ivandić

EXTENDED ABSTRACT

INTRODUCTION

With the growth of competition in the global tourism market the importance of recognizable destination offer is growing, too. The development of various specialized tourism products was observed to determine importance of destination icons. Destination icons are symbols of the specifics of tourism. At the destination icons based perception lies impression of receptive tourism offer. The development of specialized tourism products, specifically those in the field of sports tourism, should be based on the icons that will be used to promote a destination's offer (Kušen, 2002.). The aim of the research whose findings are presented in the work was based on it. The aim is to identify the destination icons of Pelješac peninsula usable for the development of sports tourism. In the context of specialized tourism products destination icons are usable to further highlight the image of what is offered. Peninsula is a specific destination with a multitude of useful resources for the development of specialized tourism products. Since the processes of development of specialized tourism products in the peninsula is only in its initial stage, the primary research was conducted to acknowledge usable destination icons (Jobber, 2001.) whose symbolism can be used in the sports tourism offer. As in the entire Dalmatian coast, it is also evident in the area of the peninsula of Peljesac that there is fragmentation of territorial units in which lacks organization and development of tourism with a common vision and mission. Pelješac Peninsula has heterogeneous number of destination icons that each tourist site consists of different, but similar, and sports tourism on the Peljesac peninsula began to happen by itself. Resting on this fact, it is possible to systematically and sequaciously develop the sports tourism throughout the area, which can intensify tourism development (Kušen, 2002.). One of the aims of this study is to determine the identity of each of the local governments on the Pelješac peninsula through existing sporting image of each destination. Also, the fundamental objective of the study is to determine the existence of destination icons (Petrić i Dulčić, 2001.), which can rest on the idea of a systematic and integrated development of the Pelješac peninsula. This paper is looking to establish the idea of new tourist products that will serve the purpose of promoting the destination in the international market and strengthen the connection between different destinations for the same or similar sports products and packages that will be offered to tourists. This paper presents the findings of the study, and it has given suggestions that can be used in the promotion of resources which would attract tourists who prefer sports tourism.

THEORETICAL REVIEW

Recent research suggests that the experience of specialized tourism products creates the recognizable symbols destinations. Symbols destinations are part of the identity of the destination. These symbols are called destination icons. Destination icons represent especially valuable resources usable to attract tourists, but also for the development of specialized tourism products. It is important to promote a destination's offer to achieve synergy of destination icons, available resources and specialized tourism products. After conducting field research, an analysis and ranking of existing destination icon, it was pointed out that they may contribute to the perception of differentiation of the tourist offer (Jobber., 2001.) of Pelješac and be used in the promotion. In the final analysis a comparative analysis of the presented destination icons was carried out and it was recommended that destination iconsare used for the development of specialized sport products. This methodological approach allows the evaluation of compliance of the existing tourist destination image with its identity, use of relevant tourism resources in the promotion of destinations (Kušen, 2002.), and offers guidelines for the development of new specialized tourism products that would strengthen the competitiveness of tourist destinations. Developed tourist countries frequently promote their offers to tourists by generating markets focusing on specialized tourism

products (Petrić i Dulčić, 2001.). Destination icons need to fit into an integrated tourism destination (Kotler et al., 1993.), so as to give their symbolism in the context of the destinations, and further strengthen the awareness of targeted tourist segment. The term segments leads to reflection on the need to adapt to the symbolism of the of destination icons that tourists desires and demand. Given that the segment of tourists who prefer sports tourism on the rise, it is recommended for every tourist destination to determine whether it has the useful resources that are associated with sports and sports activities. Since the Pelješac peninsula is divided into four municipalities (municipality of Ston, Janjina, Orebić and Trpanj)(Lukeš et al.,2005.), plans for each municipality are defined and spatial plans of each municipality related to tourism development are given. In addition to local strategic documents of each territorial unit (Lukeš et al., 2005.) there is a Plan of tourism development of the Pelješac peninsula created so all the tourist boards of the peninsula could manage the resources in a standardized and integrated manner. Following such situation no research related to the evaluation and identification of potential destination icons that could be used as landmarks in the development of new specialized tourist products, especially for the development of sports tourism, has not been made up to now. Based on the findings of our field research, usable guidelines for specific destination icons of peninsula that are usable in the promotion and development of sports tourism are presented in this paper.

RESEARCH FINDINGS

Peljesac Peninsula has numerous attractions, which have not yet been sufficiently explored and evaluated in tourism, and information about them is very difficult to find. It is extremely important to educate the population and boost marketing activities in order to disseminate knowledge about the attractions that this peninsula offers so it could share it internationally. Sometimes destinations come to cult "it" destination status by using different features (the required and desired destination). When it comes to icons, tourist destinations often, with marketing promotion activities (Kotler et al., 1993.), use icons to be positioned as a unique destination. Then they can gain a certain position in the market. Destination attractiveness factors are defined as factors with influence on the direction and intensity of tourism development. Stronger competitiveness, branding and strengthening the image of destinations are one of the main features of the modern tourist market (Jobber, 2001.). Consumers, tourists, investors and residents have their own strategy, information and ways of creating their own opinions, which allows them to act confidently when adopting different decisions everyday. Tourists and residents eventually may become loyal to a particular tourist destination, and are inclined to the idea of how nothing can be changed. If they are satisfied with the created image of a destination, then we can say that it enjoys a positive image among all stakeholders.

With this in mind, the following hypotheses can be accepted or rejected, depending on the research.

As a main, the work raises the following hypothesis:

H0: Destination icons peninsula contribute to the development of sports tourism Peljesac

In order to simplify testing basic hypotheses, the paper will be set up with several working hypotheses:

H1: Each destination of peninsula has icons usable for the development of sport tourism

H2: H2: specialized tourism products used to develop sport tourism are based on recognizable destination icons

H3: Development of sports tourism can be improved by promoting additional destination icons.

Guided by the fact that the hypothesis is based on a positive, statistically substantial connection between the two variables, when testing the above hypothesis will take into account only those variables that are bringing them into a statistical relationship. The research work flow will seek to achieve some of the goals, such as the theoretical treatment of the fundamental concepts related to the application of marketing techniques and tools in the management of the destination image, exploring the perception of the original identity of the destination and the achieved implementation of the relevant resources in tourism, identification and destination icon on the Pelješac peninsula and development opportunities the idea of specialized tourist products whose development will rest on the resources of identity destinations (Becken, 2005.). The results of empirical research will be the basis for making a decision on acceptance or rejection of the set research hypotheses, and to define the desired destination icon and the development of specialized tourism products to them. In this way will be able to determine the existence or non-existence of sports destination icon on the peninsula, which form or not form a destination identity.

CONCLUSION

Destination icons contribute to the creation of a sports destination image. One the most recognizable and highest quality form the identity of a destination and can be used for tourism purposes. Different marketing tools can be enabled using the same and are using these iconic destination destination can differentiate and strengthen its position in the national and international tourism market. To create a positive sporting image of the destination, it is necessary that it is based on the identity of the destination and recognizable icons of destination (Meler, 1994.), because he plays in the public image of a destination. Here the image perceived by the population a particular destination or area, and all the important drivers of operations development sites. Attracting target groups of tourists is extremely important, because they as serious consumers choose destinations, raise the value and quality, and thus create a certain image of the destinations (Petrić i Dulčić, 2001.). By creating a specialized sports products, destination strengthens its quality and its status on the tourism marke (Meler, 1994.)t. The contribution of this work is in the field of design research methods and ways in which it can be determined whether the destination is enabled with sports icons in this area and ways in which they can be used for tourism purposes (Becken, 2005.). By clearly identifying the existence of destination icons can determine the identity of the destination and all the resources on which the development of the destination lies. Over the past few decades, tourism has developed into one of the main sectors on a global economic level. The fact is that in the tourism industry generates main income of many countries, it increases the GDP per capita, generates employment and brings with it a number of other positive factors. But more recently tourism is no longer facing only meeting the needs of large mass, it is increasingly turning to meeting the needs of individuals and small groups. Here, destination icons play a great role and their main goal is to leave "wow" effect with visitors, and to encourage them to return to a destination. The better destination icons means better image (impression) that destination leaves at their actual and potential visitors. The development of specialized sport tourism products should be based on the icons that destination offers, so the destinations could strengthen its offer and thus attract visitors. Hence the result of this research is identification of the main sport destination icons of Pelješac peninsula and the implications they have on the development of specialized products, and the impression that this overall picture leaves.

KEY WORDS: Destination icons, sport, development, Pelješac

1. UVOD

Poslovanje na suvremenom turističkom tržištu se sve više temelji na ponudi specijaliziranih turističkih proizvoda, koji su sastavljeni od elemenata ponude prilagođene ciljanim segmentima posjetitelja. Uvjetovano rastom konkurencije među destinacijama, svaka promjena zahtjeva maksimalno i efikasno prilagođavanje novim trendovima u međunarodnim turističkim tokovima. Ključni čimbenici tržišta specijaliziranih turističkih proizvoda jesu motivirajući faktori, jer turističke potrebe potiču na odabir originalnih ponuda. Posebno su privlačni očuvani krajobrazni resursi obogaćeni originalnim sportskim i rekreativnim sadržajima (Kesar, 2012.). Značajnu ulogu u privlačenju novih gostiju

imaju destinacijske ikone na kojima se temelje dojmovi lojalnih turista.

Istraživanje u ovom radu je provedeno na primjeru poluotoka Pelješca, koji je drugi najveći poluotok u Hrvatskoj. Smješten je na jugu Dalmacije, u Dubrovačko-neretvanskoj županiji između Neretvanskog i Malostonskog zaljeva na sjeveru i istoku te Mljetskog i Pelješkog kanala na jugu i zapadu. Veličinom od 348km² i širinom od 3 do 9 km Pelješac je najveći hrvatski poluotok, poslije Istre. Dužina poluotoka je 72km između rta Vratnik na jugoistoku i rta Lovište na sjeverozapadu (Fisković i Jelavić, 2005.). Pelješac je i viši od svih srednjodalmatinskih otoka. Najviši vrh, sv. Ilija iznad Orebića je 961m nad morem (Fisković i Jelavić, 2005.). Broj stanovnika se tijekom posljednjih desetljeća mijenjao,

no krajobrazni resursi su uglavnom jako dobro očuvani.

2. FAKTORI ATRAKTIVNOSTI

Povijest Pelješca je vezana do Kamenog doba, preko Ilira, Grka, Rimljana, Slavena, Dubrovačke Republike, Austro-Ugarske do današnje Republike Hrvatske. Sva ta povijesna razdoblja i kulture ostavile su brojne tragove koji dopunjuju atraktivnost očuvanog krajobraza.

Na poluotoku je mnoštvo gradina, sakralne baštine, starih grobnica iz vremena Ilira, špilja sa vrijednim nalazištima iz Ilirskog doba. Nailazi se na latinske nazive po spomenicima, rimskim nadgrobim spomenicima, a tu su i ostaci *villa rusticae-a*, ostaci potopljenog brodovlja i mnogi drugi povijesni ostaci. U takvom okruženju je mnoštvo kreativnih mogućnosti za razvoj sportske turističke ponude (Šerić, Jurišić, 2014).

I tragovi Dubrovačke Republike na poluotoku su posvuda (crkve i samostani, tradicija pomorstva i brodogradnje, ostaci ljetnikovaca dubrovačke vlastele i dr.) (Fisković i Jelavić, 2005.).

3. ANALIZA PRIKUPLJENIH PODATAKA I TESTIRANJE HIPOTEZA

Turisti danas samostalno donose odluke o preferencijama i stvaraju vlastita mišljenja o destinacijama. U istraživanju za potrebe ovoga rada nastojalo se spoznati stavove lokalnog stanovništva o ključnim sastavnicama identiteta Pelješca koje bi trebalo valorizirati u turističkom gospodarstvu. Fokus istraživanja je na utvrđivanju destinacijskih ikona uz koje bi se moglo razvijati konkurentne sportske i rekreacijske turističke proizvode.

Analizirani su dojmovi i stavovi kompetentnih stanovnika Pelješca koji

razumiju kompleksnost turizma kao društvene pojave (u uzorak se biralo temeljem pretesta).

Preliminarno istraživanje (pretest) je provedeno kako bi se definirao relevantan uzorak populacije za primarno istraživanje obzirom da je predviđen uzorak poznavatelja. Ovim se dijelom istraživanja nastojalo i utvrditi značaj pojedine destinacijske ikone Pelješca.

Kroz nekoliko kratkih pitanja se ispitanicima ponudilo da ocijene privlačnost pojedinih destinacijskih ikona, te najprivlačnije destinacije (općine) na Pelješcu. Na temelju dobivenih odgovora iz daljnjeg istraživanja su isključeni pristrani ispitanici. Tako je u konačnici od 80 ispunjenih anketnih upitnika njih 56 ocijenjeno relevantnima za analizu. Najveći broj upitnika u uzorku predstavlja promišljanja stanovnika iz Orebića, 33,9% od ukupnog uzorka.

Njih 23,2% je iz Općine Trpanj, dok su ostale dvije općine zastupljene s udjelom od 21,4% u uzorku.

Uspoređivanjem dobi ispitanika te njihove razine obrazovanja najveći broj ispitanika, njih 13, je starosti između 36 i 45 godina (VSS).

Završen magisterij ima 15 ispitanika, od kojih je najviše njih dobi od 26-35 godina, dok doktorat imaju 4 ispitanika. Neovisno o razini obrazovanja svi ispitanici su uvršteni u uzorka zbog nepristranih stavova.

Slijedom činjenice da se radi o uzorku poznavatelja ispitanici su birani iz svih područja vezanih uz turističke aktivnosti na Pelješcu, ali i onih koja nemaju poveznica s turističkim gospodarstvom. 25% ispitanika nije aktivno uključeno u turističkog gospodarstvo, no ima relevantna i nepristrana mišljenja o razvoju turizma na poluotoku.

Od 56 ispitanika, njih 11 se bavi ugostiteljskim poslovima (19,6%), 4

ispitanika su zaposlenici turističkih zajednica općina (7,1%), njih 11 je zaposleno u turističkim agencijama (19,6%), dok se 16 ispitanika bavi pružanjem usluga smještaja (28,6%).

Istraživanje stavova i mišljenja odabranih predstavnika lokalnog stanovništva je bilo fokusirano na destinacijske ikone iskoristive za razvoj i promociju sportske turističke ponude Pelješa. U svrhu tog istraživanja postavljena je glavna hipoteza kojom se istražuje utjecaj destinacijskih ikona na imidž destinacije - H_0 : Destinacijske ikone Pelješa doprinose razvoju sportskog turizma Pelješa.

Da bi se hipoteza testirala postavljene su 3 radne hipoteze kojima se utvrđuje postojanje i utjecaj destinacijskih ikona unutar glavnih poluotočnih destinacija. Iako se imidž ikona utvrđivao kvalitativnom metodologijom obrada prikupljenih podataka je provedena statističkim programom SPSS Statistic Viewer. Na taj način se kvantificiralo spoznaje radi testiranja hipoteza.

Sljedeća testiranja su se vršila pomoću Hi – kvadrat testa.

Pomoćna nulta hipoteza glasi da ne postoji zavisnost dvaju obilježja, dok pomoćna H_1 hipoteza glasi da postoji ovisnost dvaju obilježja. Radi jednostavnijeg testiranja su postavljene su hipoteze statističkih testova:

$$H_0 \dots\dots\dots P_{ij} = P_i \cdot P_j \quad \forall_i \forall_j$$

$$H_1 \dots\dots\dots \exists P_{ij} \neq P_i \cdot P_j$$

Hi-kvadrat test ne pretpostavlja oblik distribucije i svrstava se u neparametrijske testove. Temelji se na rasporedu frekvencija unutar tablice kontingence (Pivac, 2010.). To znači da je zbroj originalnih apsolutnih frekvencija i očekivanih teorijskih frekvencija uvijek jednak, a pri donošenju zaključka bitan je njihov raspored u distribuciji (Pivac, 2010.). Ako je razlika originalnih i teorijskih frekvencija velika početna

hipoteza H_0 se odbacuje, a ako njihova

razlika statistički nije značajna (Pivac, 2010.) ta hipoteza se prihvaća kao istinita. Stoga se Hi-kvadrat test u literaturi naziva "frequency based statistic" (Rozga, 2006.). Prva pomoćna hipoteza glasi H_1 : Svaka destinacija Pelješa raspolaže ikonama iskoristivima za razvoj sportskog turizma. Da bi se ovu hipotezu odbacilo ili prihvatilo u obzir su se uzela dva obilježja, mišljenje ispitanika o jedinstvenosti imidža poluotoka Pelješa, te mišljenje o ikonama pojedine destinacije.

Tablica 1. Rezultati o jedinstvenosti turističkog imidža i dojmljivosti destinacijskih ikona

S kojom od sljedećih tvrdnji biste se najviše složili? * Smatrate li da poluotok Pelješac ima jedinstven turistički imidž?

Crosstabulation

Count

		Smatrate li da poluotok Pelješac ima jedinstven turistički imidž?		Total
		Da	Ne, svaka općina ima zaseban imidž	
S kojom od sljedećih tvrdnji biste se najviše složili?	Općine obiluju prepoznatljivim destinacijskim ikonama	6	1	7
	Samo poneke općine Pelješa imaju prepoznatljive destinacijske ikone	30	19	49
Total		36	20	56

Izvor: Istraživanje autora, 2016.

Već iz ove tablice je vidljivo kako je većina ispitanika mišljenja da poluotok Pelješac ima jedinstven turistički imidž, te da samo neke općine imaju prepoznatljive destinacijske ikone.

Da bi se detaljnije analiziralo održivost hipoteze, istraživanje je prošireno pomoćnim hipotezama:

H_{0a} :.....Ne postoji ovisnost između jedinstvenog imidža te mišljenja o broju ikona destinacije

H_{1a} :..... Postoji ovisnost između jedinstvenog imidža te mišljenja o broju ikona destinacije.

Tablica 2. Hi-kvadrat test

Chi-Square Tests

	Value	df	Asymp. Sig. (2-side d)	Exact Sig. (2-side d)	Exact Sig. (1-side d)
Pearson Chi-Square	1,600 ^a	1	,206		
Continuity Correction ^b	,711	1	,399		
Likelihood Ratio	1,817	1	,178		
Fisher's Exact Test				,402	,204
Linear-by-Linear Association	1,571	1	,210		
N of Valid Cases	56				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is 2,50.

b. Computed only for a 2x2 table

Izvor: Istraživanje autora, 2016.

Empirijska vrijednost Hi-kvadrat testa iznosi 1,600, dok tablična vrijednost za $df=1$ uz signifikantnost od 5% iznosi 3,841. Uzimajući to u obzir, radna hipoteza H_1 se odbacuje kao neistinita.

Na tome je jasno da sve općine poluotoka Pelješca ne obiluju destinacijskim ikonama. 49 od 56 ispitanika, ili njih 87,5% se složilo da tek poneke općine poluotoka Pelješca imaju prepoznatljive destinacijske ikone.

Druga pomoćna hipoteza glasi H_2 : Specijalizirani turistički proizvodi u svrhu razvoja sportskog turizma se temelje na prepoznatljivim destinacijskim ikonama.

	Frequency	Percent	Valid Percent	Cumulative Percent
Na poluotoku Pelješcu nema razvijenih specijaliziranih sportskih proizvoda Sve destinacijske ikone nisu iskorištene u razvoju specijaliziranog turističkog proizvoda u svrhu razvoja sportskog turizma	7	12,5	12,5	12,5
Valid	49	87,5	87,5	100,0
Total	56	100,0	100,0	

Izvor: Istraživanje autora, 2016.

Rezultati istraživanja pokazuju da 87,5% ispitanika dijeli mišljenje da sve destinacijske ikone nisu iskorištene u razvoju specijalizirane turističke ponude, posebice radi implementacije sportskih turističkih proizvoda. Njih 12,5% je mišljenja da na poluotoku Pelješcu uopće nema razvijenih specijaliziranih sportskih turističkih proizvoda.

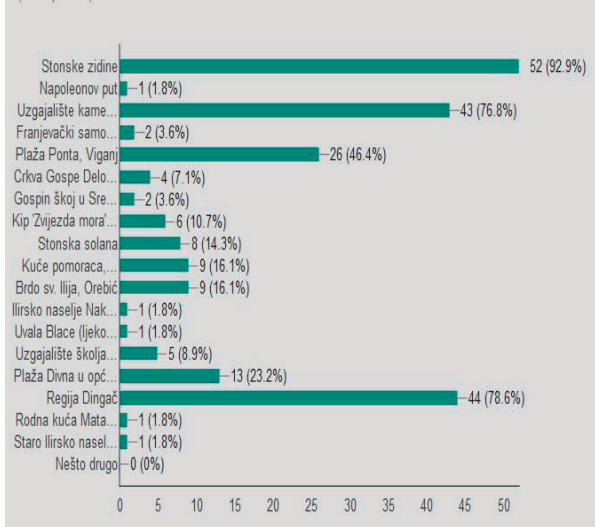
Na sljedećoj slici je prikazano kako ispitanici klasificiraju najpoznatije destinacijske ikone poluotoka Pelješca. Očito je da su neke od destinacijskih ikona na kojima je moguće razvijati sportsku turističku ponudu visoko pozicionirane. Neke od njih su plaža Ponta u Vignju, brdo sv. Ilija, Stonske zidine i brojne druge.

Tablica 3. Prikaz mišljenja ispitanika o iskorištenosti destinacijskih ikona

S kojom od sljedećih tvrdnji se najviše slažete?

Slika 1. Grafički prikaz mišljenja ispitanika

Koje od navedenih destinacijskih ikona smatrate najprepoznatljivijima na poluotoku Pelješcu, a da su iste prepoznatljive i turistima? (obilježiti max. 4 odgovora)
(56 responses)



Izvor: Istraživanje autora, 2016.

Kada se ova hipotezu testira Hi-kvadrat testom postavljaju se dvije pomoćne hipoteze:

H_{0b}Ne postoji ovisnost između mišljenja o razvijenim sportskim turističkim proizvodima na temelju prepoznatljivih destinacijskih ikona

H_{1b}Postoji ovisnost između mišljenja o razvijenim sportskim turističkim proizvodima na temelju prepoznatljivih destinacijskih ikona.

Tablica 4. Hi-kvadrat test
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3,957 ^a	4	,412
Likelihood Ratio	3,188	4	,527
N of Valid Cases	56		

a. 7 cells (70,0%) have expected count less than 5. The minimum expected count is ,13.

Izvor: Istraživanje autora, 2016.

Vidljivo je iz tablice da je empirijska vrijednost jednaka 3,957, dok je tablična vrijednost jednaka 9,488. Sukladno tome

pomoćna hipoteza se odbacuje, dok se radna H_2 hipoteza prihvaća kao istinita.

Treća radna hipoteza glasi H_3 : Razvoj sportskog turizma se može unaprijediti promocijom dodatnih destinacijskih ikona. I tu se radi lakšeg obrađivanja podataka postavljaju dvije pomoćne hipoteze:

H_{0c}Ne postoji ovisnost između mišljenja o postojanju i razvijenosti sportskog turizma na poluotoku

H_{1c} Postoji ovisnost između mišljenja o postojanju i razvijenosti sportskog turizma na poluotoku.

Iz sljedeće tablice je vidljivo da empirijska vrijednost Hi-kvadrat testa iznosi 0,639, dok tablična iznosi 5,991.

Pomoćna nulta hipoteza se odbacuje.

S obzirom da nema ovisnosti između mišljenja o turističkom imidžu poluotoka te mišljenja o imidžu sportske turističke ponude poluotoka, radna hipoteza H_3 se prihvaća kao istinita.

Na toj spoznaji je jasno da je sportska turistička ponuda na Pelješcu prepoznatljiva, ali se nedostatno marketinški komunicira.

Tablica 5. Hi-kvadrat test
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,639 ^a	2	,726
Likelihood Ratio	,627	2	,731
N of Valid Cases	56		

a. 2 cells (33,3%) have expected count less than 5. The minimum expected count is 2,86.

Izvor: Istraživanje autora, 2016.

Statistička analiza i analiza recentne literature argumentira da se glavna hipoteza, H_0 : Destinacijske ikone Pelješca doprinose razvoju sportskog turizma Pelješca prihvaća.

Nalazi provedenog istraživanja potvrđuju da na poluotoku Pelješcu postoje

prepoznatljive destinacijske ikone iskoristive za razvoj specijalizirane sportske turističke ponude (planinarenje, boćanje, hiking, windsurfing, kitesurfing, biciklizam, pješačenje, etc.).

4. ZAKLJUČAK

Temeljeno na nalazima istraživanja može se konstatirati da su postojeće destinacijske ikone relevantan i iskoristiv resurs za razvoj sportske turističke ponude poluotoka Pelješca. Generalizirajući nalaze iz istraživanja može se konstatirati da svaka turistička destinacija koja se danas želi pozicionirati ponudom sportskog turizma prije donošenja strateških opredjeljenja treba provesti istraživanje na relevantnom uzorku lokalnog stanovništva kako bi se utvrdile doista turistički i marketinški relevantne destinacijske ikone iskoristive za razvoj sportske turističke ponude.

Ulaganja u razvoj sportske turističke ponude Pelješca imati će sinergijske efekte na integriranu turističku ponudu i jačanje imidža destinacijskih ikona. No potrebno je kreativno promišljati pojedinačne sportske turističke proizvode i tematski ih povezivati s istraživanjem utvrđenim relevantnim destinacijskim ikonama. One trebaju predstavljati platformu pri definiranju širih resursa radi razvoja konkretnih sportskih turističkih sadržaja. Takvim se pristupom garantiraju standardi odgovornog i održivog turističkog razvoja Pelješca.

pothvati ne uspijevaju. Primjenom *bottom-up* koncepta, od destinacijskih ikona, povezujući ih s resursima i idejama o novim sportskim turističkim proizvodima, te povezivanjem istih s postojećom sportskom turističkom ponudom moguće je značajno doprinijeti turističkoj budućnosti Pelješca. Javno privatnim

partnerstvima se može ove procese ubrzati.

Istraživanje je dokazalo da Pelješac raspolaže relevantnim destinacijskim ikonama, no mnoge od njih nisu iskorištene za razvoj specijalizirane turističke ponude koju bi s njima trebalo povezati. Ikone, kao što su plaža *Punta* u Vignju, brdo sv. Ilija, biciklističke i planinarske staze na poluotoku, nogometni, teniski i ostali tereni, Stonske zidine i ostale prepoznate ikone treba integrirati u sportsku turističku valorizaciju poluotoka te na toj platformi temeljiti razvoj novih specijaliziranih sportskih turističkih proizvoda u cilju repozicioniranja integrirane turističke ponude Pelješca. Pri tome treba voditi računa o standardima održivog i odgovornog razvoja turizma, pratiti stanje na terenu kako bi se smanjili rizici prerastanja u masovni turizam. Općine bi trebale surađivati kako bi se povezivanjem sadržaja jačala integrirana turistička ponuda poluotoka. Zajedničkim djelovanjem svih dionika temeljenome na usklađenim stavovima o destinacijskim ikonama moguće je učinkovito razvijati specijaliziranu turističku ponudu.

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GLOBAL POSITIONING OF ISLAND DESTINATION BRAND IN DEVELOPMENT OF SPORT TOURISM

Vojna Cepernić

EXTENDED ABSTRACT

1. Introduction

The main purpose of this paper is to get closer insight into the specific resources of the island destinations and the importance of creating the specific strategy of it's positioning on a global tourism market. The island destinations are trying to create and position it's touristic offer in an increasingly demanding and complex global environment. The development of a global tourism market and competition among it's subjects is getting stronger and more complex on a daily basis (Petrić, 2012). The islands, as a specific tourist destinations, are being confronted with new challenges and trends. The analysis of these trends can provide the answers to appropriate and competitive global positioning. In this sense, the diversification of these destinations is an element that special attention should be given to. It is necessary to create a unique destination identity in order to differentiate from competitors, which became the basis of survival on the global competitive market (Blain i sur., 2005). For example, there are a lots of island destinations with unused specific sports resources. For them, the development of tourist offer in sports tourism is practically a 'must'. However, the contribution of this component to the island tourist offer will depend on the effectiveness of the strategy for global positioning of a destination brand. Furthermore, one of the biggest problems which is present on the global tourism market is associated with the issue of seasonality (Kozić, 2013). This issue is worth considering because the island destinations are the ones who have more complex transfers between them and the mainland. Having this on mind, these destinations also have more problems with expanding the tourist season comparing the mainland destinations. In order to competitively position and differentiate island destinations on a global tourism market, it is necessary to create a strong and distinct brand. Every single island tourist destination is unique and there is no one universal positioning strategy that could simply be applicable to all destinations. Also, this aspect refers to basic activities that need to be applied so that a destination brand could successfully be managed. The research in this paper was carried out on the case study of the island of Brač. The specific resources and recommendable elements of it's brand are defined by using the secondary data and the results of the primary research. Furthermore, it is presented the proposal of the process of it's brand creation and positioning strategy on the previously mentioned complex global tourism market.

2. Theoretical review

The dynamic global emissive tourist market encourages receptive tourism subjects to continuously adapt the changes in the wider environment. In today's conditions of constant changes on the market of tourist services, complex problem, besides this adjustment, is the differentiation and visibility of supply. This can effectively be implemented by creating and positioning the brand of the receptive tourist destination. Also, the island tourist destination is more specific because of it's availability and more complex transfer. Therefore, it is necessary for these destinations to create more complex approach for positioning their brand on the global tourism market. Accordingly, the activities are focused on carefully thought-out marketing strategies. Furthermore, it is initiated the necessary market positioning of the island tourist destinations in order to create a distinctive and long-term sustainable competitive image and brand. Today, there is a wide range of different tourist destinations that the tourists can choose from, and a lot of them is very difficult to distinguish (Pike, 2002). Since branding in tourism is a process that distinguishes a particular destination according to it's characteristics, the greatest success can be achieved by emphasizing authenticity (Rogers, 2008). The island tourist destinations are especially specific as they are islands and that is exactly what makes them different from numerous other tourist destinations. In the brand of the island tourist destination should be implemented all it's available resources and values that may influence the decision of potential tourists to visit it. Sports tourism, as element of the island tourist offer, is very important in strengthening the competitiveness and attractiveness, but prior to the development of specialized sports tourism facilities it is necessary to create and properly position the brand of the island destination. According to that, it is carried out the research based on a specific example of the island of Brač as a receptive island tourist destination. The paper will present the findings of this research and guidelines in the accordance with previously set goals. Furthermore, it presents a proposal of a model of branding and positioning of this island destination which is based on the synergy of the available resources. Also, it is pointed out the importance of events as crucial element of image and identity of the destination. Sport events can play a significant role in this process. By analyzing the selected literature for this purpose and carrying out the primary research on relevant sample, the usable guidelines for global brand positioning are recognized. This approach is a platform that can boost the development of sports tourism within the island destinations.

3. Research findings

The research findings provide a clear insight into the current state of the tourist offer, resource utilization and tourist satisfaction on the island of Brač. The research confirmed that the resources of this island are not used enough in tourism promotion which claims that the island is currently not perceived as a brand. Out of 78 respondents, even 41% are at the age of 26 – 40, and 35,9% are less than 25 years old. Furthermore, 17,9% of respondents are at the age of 41 – 60, and 5,1% are older than 61. This leads to the conclusion that the visitors are mostly young families with kids and young sport active people who travel alone or with friends. Due to it's seasonality it is clear that sea and sun are one of the main reasons why guests decide to stay in this destination. Among all, this statement is confirmed by the fact that 61,5% of respondents evaluated the recognition of the beach Zlatni rat in Bol with grade 5 which makes this beach a symbol of this island. Furthermore, one of the main problems for the tourism of Brač is the problem of seasonality in sports events offer. This is confirmed by the fact that 43,6% of respondents rated their satisfaction with this offer for peak-season with grade 4. On the other hand, even 33,3% of respondents rated this same factor for the off-season with grade 1 and 30,8% with grade 2. These results indicate a great need to design and organize appropriate events in off-season period. That way, the tourist season could be extended on the greatest part of the year and the tourist offer would meet the tourist demand more closely. According to that, the guests should be offered by more additional facilities not only in peak season but also in low season. Specific resources should be used in the right way, because they are the precondition for creating customized brand positioning strategy on the global tourism market. Specially adapted tourist offer will certainly satisfy tourist demand more. So far, insufficient valorization of the resources resulted with the modest differentiation image of the island's tourist attractions. According to findings, the island of Brač certainly has special and original resources that can distinguish it from other competing island tourist destinations. This way, it can take up a special place on the tourist market. Although originally drawn by sea, sun and beaches, the research results confirmed that the visitors during their stay, discover the island in cultural and sports terms and often decide to visit the destination again. Even 35,9% of the respondents said that this was not their first time in this destination. Furthermore, the effectiveness of the promotion of tourist facilities is one of the current problems, since the recognition of the island of Brač on the global tourism market, as well as utilization and valorization of the resources in tourism promotion, are very poorly ranked by respondents. Also, the results show that only 10,3% of respondents believe that the tourist offer meets demand in all segments, and 17,9% of them believe that the offer doesn't meet the demand. The greatest number of respondents (71,8%) thinks that the offer meets the demand, but not in all segments which means that there is a lot of room for further improvements in this sense. Also, research findings show that the tourists are most interested in gastronomy, culture, sports activities, underwater, entertainment and events. This should be taken into consideration when creating the tourist offer of the island and a process of creating the strategy to position the island of Brač on the global tourism market.

4. Conclusion

Globalization, European integration and tourism are complex integral processes whose understanding can be very helpful in finding the right guidelines for the development of tourist destinations. It is necessary to constantly monitor and analyze the trends in order to position a specific destination on the global tourism market. Furthermore, in order to successfully implement the positioning process, it is necessary to design an appropriate strategy. In terms of permanent changes on the market of goods and services, as well as on the market of tourism services, a very complex problems are adaption to changes and gaining competitiveness. There are a lot of destinations on a tourism market that are easily replaceable and are difficult to distinguish. Because of this, the diversity of content, activities and services in a specific destination should be increased. In order to position a destination brand in the minds of tourists, it is necessary to establish a competitive advantage which makes one destination different from others, and thus, build a strong and recognizable destination brand. The tourist destination management has a responsibility to implement all these elements into one tourist product with the aim of moving the destination from current into more competitive position. On the specific case of the island of Brač, it is possible to see previously described complexity of the process of creating the appropriate positioning strategy. Based on the analysis of available secondary and primary data obtained by research, it is possible to speak about certain strategic resources and factors for long-term success of tourism on the island of Brač. Clean and crystal clear blue sea, and a mix of historical culture and architectural heritage are certainly one of those factors. Furthermore, sport, recreation and adventure are indispensable factors of a brand of this island. Due to the results of the research, it is recommendable to brand this island destination as 'an island of culture and adventure', as well as creating an appropriate logo within. There are still a lot of not enough used or completely unused sport resources of this island that can boost the number of tourist visits as well as the tourism income. The fact is that there is a lot of room for improvement, especially in terms of using valuable sport resources that this island has to offer.

Key words: island, sport, brand, positioning, destination

1. UVOD

Otočne turističke destinacije teže pozicionirati turističku ponudu u sve zahtjevnijem i kompleksnijem globalnom okruženju. Razvoju globalnog turističkog tržišta doprinosi i jačanje konkurencije. Slijedom tih trendova otočne turističke destinacije su svakodnevno suočene s novim izazovima kojima se trebaju prilagođavati. U uvjetima stalnih promjena na tržištu turističkih usluga, kompleksan problem pored prilagođavanja predstavljaju diferencijacija i vidljivost ponude. Isto se učinkovito realizira kreiranjem i pozicioniranjem marke receptivne turističke destinacije. Da bi se destinacija uspješno i konkurentno pozicionirala na globalnom turističkom tržištu, potrebno je kreirati prepoznatljivu turističku marku. U tom smislu *brendiranje* ima reperkusije na jačanje emocionalnih faktora neke destinacije koji su rezultat asocijacija turista na ponudi i marku destinacije (Anholt, 2003). Dinamično konkurentsko okruženje zahtijeva kreiranje jasnog identiteta i marke temeljenih na osobnosti destinacije i na njenim jedinstvenim vrijednostima koje je diferenciraju od konkurentnih. Procesi kreiranja i pozicioniranja marke turističke destinacije na globalnom turističkom tržištu sve više postaju strateško pitanje marketinga i poslovanja (Huzak, 2009). Dakle, dinamičnost globalnog emitivnog turističkog tržišta potiče receptivne turističke subjekte na kontinuirano prilagođavanje promjenama u širem okruženju (Blažević i Alkier, 2006). Kreiranje marke destinacije je primjereno polazište za strateško planiranje turističke ponude destinacije, što je logičan pristup i u upravljanju imidžom destinacije (Kavaratzis, 2005). Svaka otočna destinacija je jedinstvena, te ne postoji univerzalna strategija pozicioniranja marke primjenjiva na sve. U radu je predstavljen prijedlog modela brendiranja i pozicioniranja otočne destinacije temeljen na sinergiji ukupnih resursa. Istraživanje je provedeno je na primjeru otoka Brača. Na temelju nalaza je ponuđen prijedlog kreiranja marke otočne destinacije i strategije pozicioniranja iste na globalnom turističkom tržištu. Analizom znanstvene literature i povezivanjem s nalazima istraživanja provedenom na relevantnom uzorku, spoznale su se iskoristive smjernice koje se može i generalizirati u pozicioniranju marke otočne turističke destinacije. Koncept je iskoristiv i za pozicioniranje specijalizirane turističke marke temeljene na sportskim sadržajima.

2. OTOČNA TURISTIČKA DESTINACIJA I SPORTSKI TURIZAM

Marka otoka je pretpostavka efektivnom pozicioniranju cjelogodišnje turističke ponude, te ju treba kreirati na svim raspoloživim resursima, jer takva predstavlja esenciju svih specifičnosti identiteta destinacije. U dosadašnjem razvoju otočnog turizma u priobalju Jadrana pokušavalo se parcijalnim pristupima kreirati marke pojedinih otoka, međutim, rezultat je učestalo bio gubitak dijela sastavnica otočnog identiteta (Šerić, 2012). Otočne turističke destinacije imaju posebnu specifičnost samim time što je riječ o otocima, i to je upravo ono što ih diferencira od ostalih mnogobrojnih turističkih destinacija. Također, otočna turistička destinacija je specifična zbog teže dostupnosti i složenijih transfera. Ova problematika je vrijedna razmatranja jer upravo otočne destinacije zbog kompleksnijih transfera imaju više problema s produljenjem turističke sezone u usporedbi s destinacijama na kopnu. Zbog toga je za ove destinacije potreban i kompleksniji pristup u cilju pozicioniranja njihove marke na turističko tržište.

U skladu s time, aktivnosti se usmjeravaju na pažljivo osmišljenim marketinškim strategijama, te se inicira prijeko potrebno tržišno pozicioniranje otočne turističke destinacije u cilju stvaranja prepoznatljivog i dugoročno održivog konkurentskog imidža i marke. Globalizacija i konstantne promjene na turističkom tržištu učinile su turizam vrlo zahtjevnim u sferi upravljanja razvojem novih proizvoda (Reiser, 2003). Danas je turistima odabir otočnih destinacija omogućen u vrlo širokom rasponu, a mnoge od tih ponuda je čak i teško razlikovati. S obzirom da *brendiranje* u turizmu predstavlja proces koji izdvaja određenu destinaciju po svojim karakteristikama, najveći uspjeh moguće je postići isticanjem autentičnosti. U marku otočne turističke destinacije treba implementirati sve raspoložive resurse i vrijednosti koje mogu utjecati na odluku potencijalnog posjetitelja da ju posjeti. Poticanje rasta turističke posjete, posebice otočnoj destinaciji, podrazumijeva jasno komuniciranje identiteta i turističke marke. Isto je praktično temeljiti na temeljnim resursima destinacije. Identitet ponude otočnog turizma je preporučljivo jačati na

održivom modelu, vodeći računa da se odabranim strateškim pristupom ne ugrožava okoliš i ključne resurse (Morgan, 1996: 112). Očuvanost resursa otočnih destinacija čini ih pogodnima za razvoj sportske turističke ponude.

Sportski turistički proizvodi su u trendu, te je važno pored razvoja ovog segmenta destinacijske ponude isti jasno komunicirati markom. Sportski turizam u otočnoj ponudi važan je u jačanju konkurentnosti i privlačnosti, no prije razvoja specijaliziranih sportskih turističkih sadržaja potrebno je kreirati i primjereno pozicionirati marku otočne destinacije. U tom cilju provedeno je konkretno istraživanje na primjeru otoka Brača, te su predstavljeni nalazi tog istraživanja i smjernice sukladno postavljenim ciljevima istraživanja. Također, istaknuta je važnost manifestacija kao sastavnica imidža i identiteta otočne destinacije, u čemu upravo sportske manifestacije mogu imati iznimno značajnu ulogu. Razvoj sportske turističke ponude je imperativ, no koliki će biti doprinos ove sastavnice otočnoj turističkoj ponudi ovisiti će o učinkovitosti strategije globalnog pozicioniranja marke otočne destinacije.

2.1. Sportsko rekreativni resursi otoka Brača

Otok Brač je najviši otok na Jadranu (Vidova Gora 778 m nadmorske visine), a dužinom od 40 km i širinom od 13 km, odnosno površinom od 395 km², treći je po veličini između 1200 otoka i otočića na hrvatskoj obali Jadrana i najveći u srednjoj Dalmaciji. Prometno je s gradom Splitom povezan trajektnom vezom. Od kopna je Bračkim kanalom (najveće dubine 78m) udaljen 6 do 13 kilometara. Prema zapadu je od otoka Šolte odvojen Splitskim vratima, a prema jugu od otoka Hvara Hvarskim kanalom dubine 91 m (Anon, 2016.).

Otok Brač raspolaže različitim resursima za razvoj sportsko rekreativnih proizvoda iskoristivima za kreiranje turističke marke. Najzastupljeniji sport je nogomet. Gotovo svako mjesto na otoku ima svoj nogometni klub, a najpoznatiji su NK Jadran iz Supetra i NK Postira Sardi iz Postira. U Bolu i Supetru postoje teniski tereni koji pružaju mogućnosti rekreacije, treniranja i organiziranja sportskih natjecanja u tenisu. Na borskim terenima su u periodu 1991.-2003. godine, u sklopu „Bol Ladies Open“, igrale i poznate svjetske teniske zvijezde. 2015. godine se u Bol vraća međunarodni tenis, *futures turnirima*, a od 2016. godine tu se održavaju i WTA turniri. Takvi sadržaji doprinose globalnoj turističkoj promociji (Anon, 2015). Na otoku je se održavaju i avanturistička sportska natjecanja (biciklizam i penjanje) u Sutivanu u sklopu tradicionalne manifestacije „Vanka regule“ (ekstremni sportovi – biciklizam, skokovi biciklom u more, slobodno penjanje na umjetnim i pravim stijenama, slobodno ronjenje, ronjenje na dah, utrke kajacima, ...) (Anon, 2016). U Supetru se održava tradicionalni borilački turnir *SvPetrus Fight Night*. Otočni resursi pružaju mogućnosti bavljenja mnogim atraktivnim sportovima na moru i pod morem. Uz to, tijekom ljetnih mjeseci ronilački klubovi nude i tečajeve ronjenja u cilju upoznavanja turista s ljepotama podmorja. Na otoku Braču postoje različite mogućnosti za razvoj sportske turističke ponude, resursi i dionici.

3. ANALIZA NALAZA ISTRAŽIVANJA

Svrha provedenog istraživanja je bila ukazati na potencijale i značaj kreiranja otočne turističke marke prilagođenom strategijom marketinga u cilju konkurentnog pozicioniranja otočne destinacije na globalnom turističkom tržištu. Ciljevi istraživanja su bili utvrditi koliko je otok Brač kao otočna destinacija prepoznat na globalnom turističkom tržištu; sagledati potencijal razvoja sportske turističke ponude na otoku Braču; steći uvid u postojeću razinu valorizacije raspoloživih sportskih resursa otoka Brača, te ukazati na značaj sportskog i drugih oblika specijalizirane turističke ponude u jačanju konkurentnosti otočne destinacije na globalnom turističkom tržištu. U tu svrhu postavljene su sljedeće istraživačke hipoteze:

H1: Otok Brač raspolaže relevantnim resursima za kreiranje i pozicioniranje prepoznatljive marke na globalnom turističkom tržištu.

H1a: Resursi otoka Brača nedovoljno su iskorišteni u turističkoj promociji, slijedom čega se destinacija ne percipira kao *turistička marka* te ju nije moguće prepoznatljivo pozicionirati na globalnom turističkom tržištu.

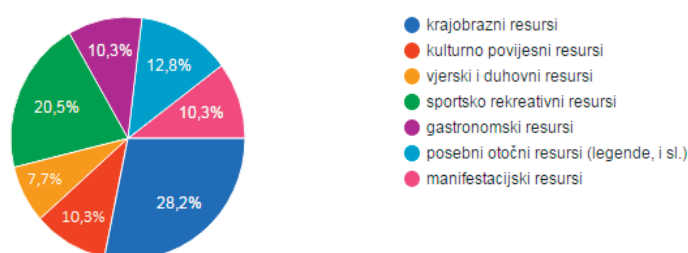
H2: Specifičnosti resursa otočne destinacije su pretpostavka za kreiranje prilagođene strategije pozicioniranja marke na globalnom turističkom tržištu.

H2a: Nedovoljna valorizacija svih raspoloživih resursa otočne destinacije rezultira skromnom diferencijacijom imidža otočne turističke ponude.

Provedenim pretestom na širem uzorku odabrano je 78 jedinki kompetentnih za istraživanje (59% žene i 41% muškarci) u kontekstu problema istraživanja. U najvećoj mjeri radilo se o predstavnicima obitelji s djecom i pojedincima koji putuju sami. Nadalje, 41% ispitanika ima završenu visoku školu ili fakultet, 28,2% ispitanika magisterij ili doktorat znanosti, 23,1% srednjoškolsko obrazovanje, a 7,7% samo osnovnu školu. 43,6% ispitanika je odgovorilo da prvi put borave na otoku Braču, a 35,9% njih je otok Brač posjećivalo i ranije, te je kod njih utvrđena emocionalna povezanost s destinacijom. Ova činjenica je iskoristiva za održavanje i rast broja lojalnih gostiju obzirom na njihove aktivnosti preko društvenim mreža. Nalazi istraživanja ukazuju da je temelj rasta turističke posjete u predsezoni i posezoni širenje turističkih sadržaja i kreiranje prepoznatljive marke otočne destinacije. Preostalih 20,5% ispitanika iz uzorka stalno boravi na otoku Braču.

Nalazi istraživanja pokazuju da otočni resursi, posebice oni iskoristivi za razvoj sportske turističke ponude nisu u potpunosti iskorišteni, ali nisu ni ugroženi, a pogodni su za osmišljavanje različitih sportskih manifestacija za kojima postoji potražnja. Organizacija sportskih manifestacija i razvoj sportskog turizma u vansezonskom periodu doprinio bi produljenju turističke sezone, prepoznatljivosti marke otočne turističke ponude i konkurentnom pozicioniranju destinacije. Rezultati ukazuju da 35,9% ispitanika putuje s obitelji ili rodbinom, 20,5% putuje s prijateljima, 15,4% putuju sami, 7,7% putuje s kolegama s posla, a 7,7% ispitanika putuje s turističkom grupom. Ovi rezultati pokazuju da prevladavajući turistički segmenti predstavljaju potencijal za vanpansionsku ponudu sportskih sadržaja i sportskih manifestacija. Nadalje, 35,9% ispitanika posjetilo je otok Brač po preporuci rodbine, prijatelja ili kolega, 17,9% potaknuto je informacijama o destinaciji putem Interneta, 7,7% informacijama koje su dobili putem promotivnih materijala (brošure, oglasi, TV reklame, ...), a 10,3% ispitanika predstavljaju posjetitelje koji se stalno vraćaju u destinaciju. Nalazi istraživanja koji ukazuju da je najveći broj ispitanika posjetio otok Brač na temelju preporuke, predstavlja potencijal za promociju. Slijedom te spoznaje može se konstatirati da bi se o svim novim turističkim sadržajima (i sportskim) informacije brzo širile. Potrebno je ojačati Internet marketinške aktivnosti koje su iskoristive posebice za multimedijalnu promociju sportskih turističkih proizvoda. Nadalje, 10,3% ispitanika smatra kako turistička ponuda zadovoljava potražnju u svim segmentima, a 17,9% ispitanika smatra da turistička ponuda uopće ne zadovoljava turističku potražnju. Najveći broj ispitanika, njih 71,8% smatra da ponuda zadovoljava potražnju, ali ne u svim segmentima i to posebice u ponudi manifestacija za što sport predstavlja iskoristiv resurs. Također, 28,2% ispitanika smatra da su krajobrazni resursi temeljne atrakcije za privlačenje novih gostiju, a 20,5% smatra da su to sportsko rekreativni resursi, te smatraju da bi razvoj novih turističkih proizvoda trebalo temeljiti upravo na tim resursima (Grafikon 1.).

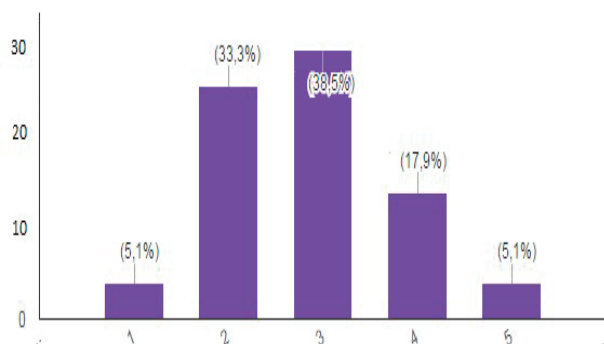
Grafikon 1.: Temeljne atrakcije za nove turiste



Izvor: Izrada autorice 2016

Prepoznatljivost otoka Brača na globalnom turističkom tržištu nije zavidna (Grafikon 2.). Iz rezultata je vidljivo da trebaju biti poduzete odgovarajuće aktivnosti u tom kontekstu radi jačanja prepoznatljivosti njegove ponude. Samo 5,1% ispitanika smatra da je otok Brač izuzetno prepoznatljiv na globalnom turističkom tržištu. Sport i sportske manifestacije predstavljaju iskoristiv potencijal za isto.

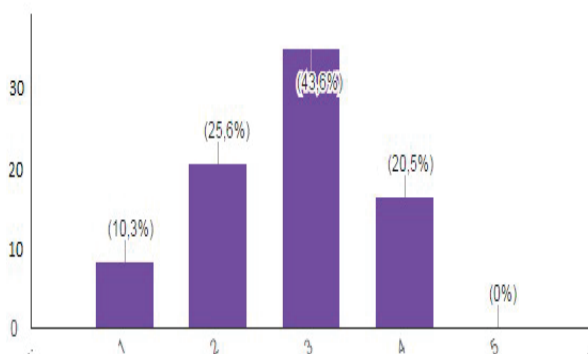
Grafikon 2.: Prepoznatljivost otoka Brača na globalnom turističkom tržištu



Izvor: Izrada autorice 2016

Nadalje, nalazi istraživanja ukazuju da potencijal trenutne iskorištenosti i valorizacije resursa otoka Brača u turističkoj promociji nije dostatno iskorišten (Grafikon 3.). Nalazi potvrđuju hipotezu H2a kojom se dokazuje da nedovoljna valorizacija raspoloživih resursa otočne destinacije rezultira skromnom diferencijacijom imidža otočne turističke ponude. Tu se nalazi potencijal razvoja sportskih turističkih proizvoda otočne destinacije.

Grafikon 3.: Iskorištenost i valoriziranost resursa otoka Brača u turističkoj promociji

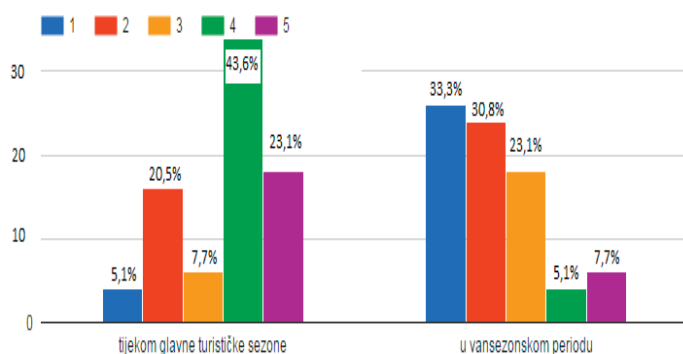


Izvor: Izrada autorice 2016

Plaža Zlatni rat u Bolu ima najbolje ocijenjenu prepoznatljivost na globalnom turističkom tržištu (ocjena 5 / 61,5%; ocjena 4 / 10,3%; ocjena 3 / 23,1%; ocjena 2 / 2,6%; ocjena 1 / 2,6%), zbog čega je preporučljivo korištenje tog simbola u razvoju novih sportskih turističkih proizvoda ove otočne destinacije. Iz ovih spoznaja istraživanja može se zaključiti kako resursi kojima Brač raspolaže predstavljaju neiskorištene turističke potencijale otočne ponude, čime je potvrđena hipoteza H1a. Ovu hipotezu potvrđuje i činjenica da je čak 38,5% ispitanika ocijenilo prepoznatljivost otoka Brača kao destinacije na turističkom tržištu ocjenom 3. Pored spomenutog, nalazi istraživanja ukazuju na izraženu razliku zadovoljstva ponudom manifestacija u sezoni i

vansezonskom periodu (Grafikon 4.). Otočne turističke zajednice trebale bi poticati razvoj sportskih i drugih manifestacija izvan glavne turističke sezone.

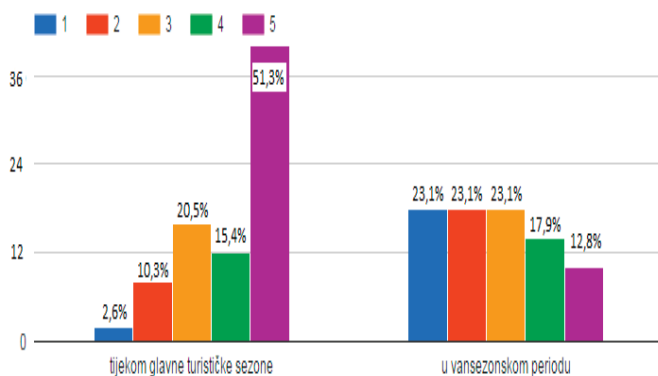
Grafikon 4.: Zadovoljstvo ponudom kulturnih manifestacija na otoku Braču



Izvor: Izrada autorice 2016

Paralelno je potrebno unaprijediti i prometnu povezanost otočne destinacije s kopnom. Iz Grafikona 5. vidljivo je da je 51,3% ispitanika izuzetno zadovoljno prometnom povezanošću otoka s kopnom tijekom glavne turističke sezone, međutim, to nije slučaj za vansezonski period. Spomenuto posebno vrijedi za povezanost zračnim putem, te prometnu povezanost mjesta na otoku javnim prijevozom.

Grafikon 5.: Zadovoljstvo prometnom povezanošću otoka Brača s kopnom



Izvor: Izrada autorice 2016

Nalazi istraživanja ukazuju da turiste najviše na otoku Braču privlače: gastronomija, kultura, sportske aktivnosti, podmorje, zabava i manifestacije, te na ovim spoznajama treba razvijati nove specijalizirane turističke proizvode otočne destinacije. Kao temeljne asocijacije na otok Brač ispitanici su učestalo navodili: kulturu, kamen, sportske aktivnosti (ronjenje, tenis, biciklizam, manifestacija „Vanka regule“, ribolov), maslinarstvo, gastronomiju, prirodne ljepote, Bol (Zlatni rat) i

Vidovu Goru, te mentalitet lokalnog stanovništva. Dakle, nalazi istraživanja ukazuju da otok Brač raspolaže relevantnim resursima za kreiranje i pozicioniranje prepoznatljive marke na globalnom turističkom tržištu, čime se potvrđuje hipoteza H1. Ono što je potrebno jest na pravi način iskoristiti i valorizirati spomenute resurse. Specifičnosti koje bi ispitanici posebno istakli u marci i sloganu otoka Brača su sljedeće: kultura, kamen, avanturizam, sport, priroda, gastronomija, „svijet za sebe“, ... Spoznaje dobivene istraživanjem ukazuju na potencijal resursa otočne destinacije na kojima se može temeljiti konkurentnost marke i ponude, čime je hipoteza H2 potvrđena.

3.1. Prijedlog strategije globalnog pozicioniranja i sastavnica marke otoka brača

U cilju jačanja prepoznatljivosti turističke ponude otočne destinacije, potrebno je primijeniti strategiju diferencijacije. Razvoj specijaliziranih sportskih turističkih proizvoda je iskoristivo strateško opredjeljenje. Očuvanost resursa važnih za razvoj ovakve specijalizirane turističke ponude predstavlja potencijal za rast turističke posjete u predsezoni i posezoni. Otok Brač neformalno je započeo proces *brendiranja* kao „Brač – otok kulture i avanture“, no aktivnosti se provode nesustavno i neplanski. Premda nalazi istraživanja ukazuju na primjerenost slogana, to samo po sebi nije dovoljno za rast turističke posjete i produljenje turističke sezone. Nalazi istraživanja, posebice u sferi kulturnog, sportsko rekreativnog, te agroturizma iskoristivi su i kao smjernice za kreiranje prepoznatljive marke otoka Brača.

4. ZAKLJUČAK

Praćenjem trendova na globalnom turističkom tržištu stječu se spoznaje kako konkurentno pozicionirati marku otočne destinacije kroz koju je moguće razvijati i specijalizirane turističke proizvode i imidž sportskog turizma. Otok Brač raspolaže relevantnim resursima za kreiranje i pozicioniranje prepoznatljive marke na globalnom turističkom tržištu. Nalazi istraživanja dokazuju da su resursi otoka Brača nedovoljno iskorišteni u turističkoj promociji, slijedom čega se destinacija ne percipira kao *turistička marka*. Nadalje, nedovoljna valorizacija svih raspoloživih resursa rezultirala je skromnom diferencijacijom imidža turističke ponude. Potencijali za razvoj specijalizirane sportske turističke ponude na otoku su tek parcijalno i skromno iskorišteni. Nema poveznica među otočnim destinacijama koje razvijaju parcijalne sportske turističke proizvode. Sport, rekreacija i avanturizam su iskoristivi čimbenici za kreiranje prepoznatljive marke otoka Brača, te je preporučljivo na tim resursima nastaviti razvijati budući turistički imidž. Turistička marka otoka Brača bi se tako mogla komunicirati kao 'destinacija kulture i avanture'. Organizacija sportskih manifestacija i razvoj sportskog turizma u vansezonskom periodu doprinio bi produljenju turističke sezone, prepoznatljivosti marke otočne turističke ponude i konkurentnom pozicioniranju otoka. Specifične resurse, posebno one iskoristive za razvoj sportske turističke ponude, treba koristiti sukladno standardima odgovornog i održivog turizma.

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TRAIL RUNNING AND TREKKING ACTIVITIES WITH POTENTIAL FOR DEVELOPMENT OF SPORTS TOURISM

Anamaria Marović, Dražen Čular, Igor Jelaska, Anita Čavka

ABSTRACT

The aim of this study was to identify and explain the reasons of growing popularity of trail running and trekking as recreational activities and to explain increasing interest for these sports. The primary aim was to identify the motivation for participation in trail running and trekking, benefits of those activities, participants' personal experiences and to determine differences in listed parameters between men and women trail runners and trekker and analyse whether trail running and trekking population has interest in other sports. This study included 246 participants, 96 of which were women and 150 were men. They filled out an anonymous 21-item questionnaire during a period of 3 months. The results indicate that the primary motives for practicing trail running and trekking are entertainment and socializing. Differences between men and women were most prominent in their competitive interests; there were more men than women who participated in these sports from competitive initiative. After being exposed to stressful situations at work, existential issues and unhealthy environment, going to nature and being there in a physically active way provides recovery for modern man. Along with physical recovery, socializing with people who are in the same quest for recovery brings multiple benefits. The numbers show growth and popularization of trail running and trekking in Croatia and in the world. Croatia with its geographical position, natural resources and diversity has the ambition and the possibility to become an important destination for outdoor tourism, and the tourist season can be expanded from three months to almost all year round. Investing in this type of recreation promotes the destination and can help to reach the target population.

Key words: trail running, trekking, recreation

1. INTRODUCTION

In the vortex of modern living and exposure to stressful life circumstances, being in nature brings many health benefits (Calogiuri and Elliott, 2017, Haluza et al., 2014, Ray and Jakubec, 2014, van den Bosch et al., 2015). After being exposed to stressful situations at work, existential issues and unhealthy environment, going to nature and being there in a physically active way provides recovery for modern man (Marttila et al., 1998). Along with physical activity with people who share the same

interest, this also satisfies one of the basic human needs and that is the need for movement and socialization (De Vries et al., 2015).

Trail running and trekking are new forms of kinesiological recreation with an increasing number of followers.

2. HISTORY OF TRAIL RUNNING

The terms trail running and trekking, today very popular forms of recreation and competitive sport, until a couple of years ago were completely unknown and at first

contact with trail running and trekking people tend to confuse it with hiking (Borghini et al., 2015, Scheer and Murray, 2011). Man has been climbing and staying in the mountains for as long as the mountains and people coexist, the only thing that has changed over time is his motive to climb. In the early days, going to the mountain was motivated by reasons that had nothing to do with recreation and sport (Conti, 2015). Our ancestors went to the mountains simply for practical reasons such as hunting or trading as primary motivation, whereas in later periods we find evident traces of early cultures.

Hiking, in the sense of walking, does not pose a great challenge to a part of the population today, so there are more and more people who are getting involved in the growingly popular form of recreation, i.e., trail running and trekking races (Bauer, 2003).

In the case of trail running and trekking, the mountain is merely a location, and followers of trail running and trekking actually find their true role models on the other side of the world, in the Mexican Copper Canyon (Barranca del Cobre), among members of the Tarahumara tribe, or Raramuri as they call themselves, meaning „Those Who Run Fast“.

They were named Tarahumara by the conquistadors who did not understand their tribal language (Mull and Mull, 1985). The members of this tribe are natural born

runners. Running is their way of life and communication between the villages, playing, hunting. Even though there are other areas in which running is used as a way of crossing distances, Raramuri are specific in one aspect.

Figure 1. Group of Tarahumararunners



Retrieved from: <http://www.mdzol.com>

For them, running is the cornerstone of their life philosophy and spirituality, and considering they run over 100 km per day, it is not surprising that the whole trail running and trekking movement leans on the story of the running tribe.

What is interesting is that the Raramuri do not possess a competitive component, so all attempts of „white“ managers to make them into running stars have failed.

Although the Tarahumara were the role models for the whole movement, the real beginning of this sport in its competitive form brings us back to 1974, at the Western States Trail Ride horse race, when, just before the race, the mare of one of the participants in the race, Gordy Ainsleigh, started to limp. Nevertheless, Gordy decided to race. He appeared at the start line in his sneakers, without his horse, and set off to run the whole hundred miles across the Sierra Nevada on foot. He finished within the time limit, and from then on there have been more runners and less horses every year, until 1977, when horses were outnumbered and the Western States race became the first race of this type in the world. In 1977 there were 14 runners at the start, 3 of which finished the race, and from that year on the number of runners increased every year, while the number of horses declined, until the race became definitively known as a prestige running race.

Figure 2. The results of the Western State Trail

July 30, 1977 WESTERN STATES 100 MILE ENDURANCE RUN Dr. Lind Medical Doc

PL	RUNNER	NO.	WT.	Age	Sex	Time	R.	T.	P.	Robinson Flat	Michigan Bluff	White Oak Flat	Ardito
1	ANDY GONZALES	4	137	35	M	11:04	156	120	120	120	120	120	120
	PETER NATTEI	13	138	35	M	11:04	156	120	120	120	120	120	120
	JOHN ELLIOTT	14	150	35	M	11:04	156	120	120	120	120	120	120
	JOHN ELLIOTT	11	152	35	M	11:04	156	120	120	120	120	120	120
	MIKE LATTIN	12	142	35	M	11:04	156	120	120	120	120	120	120
	BEN CHAMBERLAIN	7	204	35	M	11:04	156	120	120	120	120	120	120
	R.A. (BIG) HENDERSON	9	176	35	M	11:04	156	120	120	120	120	120	120
	ROBERT WOODLUFF	8	176	35	M	11:04	156	120	120	120	120	120	120
	CARL TWIFLER	12	174	35	M	11:04	156	120	120	120	120	120	120
	ROGER NIVERS	5	180	35	M	11:04	156	120	120	120	120	120	120
	FRANK FICER	3	184	35	M	11:04	156	120	120	120	120	120	120
	DANIEL NIEDERHAUS	6	158	35	M	11:04	156	120	120	120	120	120	120
	ERIC	1	184	35	M	11:04	156	120	120	120	120	120	120

Retrieved from: <http://www.wser.org>

3. DEFINITION AND DIFFERENCES OF RACE FORMATS

Trail and trekking races take place in specific terrain, with the basic difference being that the trail in the trail race is marked with flags, arrows and other signs and does not require orientation skills, as opposed to trekking. Difficulty of the race is determined by the length of the trail as well as altitude difference and technical difficulty of terrain.

The lengths of the trail in both race formats are various. Although prestige races cover hundreds of miles, the number of professional athletes in the races is negligible, and as impossible as it seems to run these distances, mostly recreational athletes participate in races (Ardigo et al., 2011, Kang, 2014, Law and Rodway, 2008). However, to bring the race closer to as large a number of recreational athletes as possible, races under 20 km are also

very common. Whole families participate in these races and they are a real incubator for new followers of this sport.

Figure 3. A family in a race



Source: Anamaria Marović's archive

For those more hardened and hungry for adrenaline, trail races now include the form of race with great elevation gain in the shortest distance possible.

4. TRAIL RUNNING AND TREKKING IN CROATIA

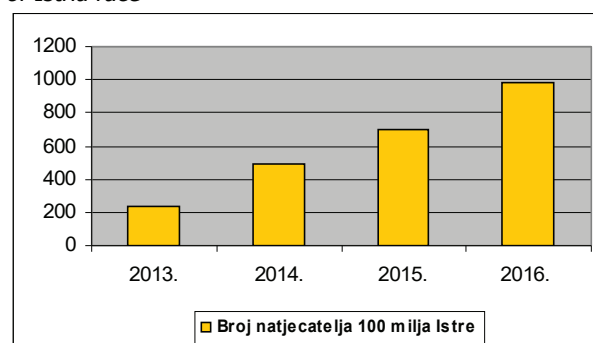
In Croatia, the race that could be considered a pioneer of this running movement is the Mosor marathon, a traditional expedition that has been taking place since 1990. The marathon trail follows the Mosor reef from Klis to Omiš, 40 km in length.

However, trail running and trekking have experienced real expansion in Croatia with organisation of new races, starting with Mosor Grebbling, Velebit trekking, Škraping, Jesenice trekking, to the biggest

Croatian trail race today, well known outside Croatian borders – 100 miles of Istria.

To demonstrate the growth and popularization of races and the whole movement in Croatia, we will compare the number of participants in races in Croatia. In 2013, 237 participants started the 100 miles of Istria race, the most important race in Croatia, and in 2016, the number multiplied - there were 979 participants at the start (Table 1).

Table 1. – Number of participants in the 100 miles of Istria race



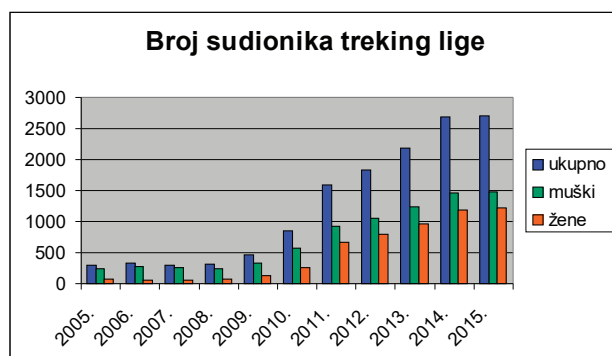
The first edition of the Trekking league, the oldest Croatian league of trekking and trail races, included 6 races and the total of 305 participants in 2005 (Table 2.).

Ten years later, in 2015, the Trekking league included 12 races and the total of 2702 participants.

There is another interesting fact related to the races of the Trekking league: the first edition included 234 men and only 71 women. The 3:1 ratio in favour of men stagnated until 2010 when the number of

women started to grow and in 2015 the number was almost the same: 1478 men and 1224 women, i.e., 1.2:1.

Table 2. – Number of participants of the Trekking league 2005-2015



The aim of the study was to determine the reasons for the growing popularity of trail running and trekking as forms of kinesiological recreation. More precisely, the aim was to identify and explain the motives for participation, benefits, personal experience, but also to determine the difference in these parameters between male and female population of trail and trekking runners.

The survey was conducted among 249 participants of trail and trekking races, 96 of which were women and 150 were men. The oldest respondent in the survey was born in 1950, whereas the youngest was born in 2006, which indicates a variety of age structure of the population.

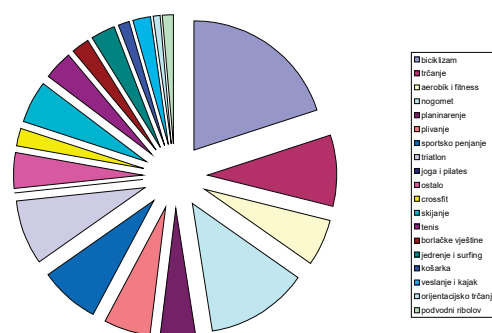
A somewhat higher percentage of the reason *Entertainment and socializing* was

expressed by women (87.8%), in comparison to men (66%).

The biggest difference between male and female population was found in choosing - *interest in competition*; 5% of women expressed it, as opposed to 22% men.

The total of 59.8% of participants were engaged in another sport besides trail running and trekking. The most common sport was cycling, followed by jogging and fitness/aerobics.

Table 3. –sports in which participants of trail running and trekking are engaged



For all race organisers it is important to find out what the participants consider to be most important in a race. The answers were offered as follows: trail, additional features (in the case of trail and trekking races this question refers to: t-shirts, refreshments, lunch after the race) and socializing during and after the race. The results were as follows: 48.4% women and 56.6% men chose the trail, 44.4% women and 38% men chose socializing during and after the race, whereas only 6% of women and men chose additional features.

There were some interesting and expected answers to the question – Does your participation in the race depend on racing with company or would you enter the race alone? A high percentage of 52.5% women and 34% men would not enter the race alone (without company).

The latter response confirms this form of kinesiological recreation as having extreme potential for development of sports tourism. After being exposed to stressful situations at work, existential issues and unhealthy environment, going to nature and being there in a physically active way provides recovery for modern man. Along with physical recovery, socializing with people who are in the same quest for recovery brings multiple benefits.

Examples of well used potentials can be found in the greatest world trail races:

- Leadville 100, whose motto is - „You are better than you think you are, and you can do more than you believe you can”,
- Tor de Geants, a 330-km long race, with a 24,000-meter elevation gain,
- Lavaredo Ultra trail, in the famous tourist centre Cortina d' Ampezzo – Dolomites,
- Ultra-Trail du Mont Blanc, the unofficial world championship, which has 2553 participants only in the “main” race.

When a community is investing in development and organisation of these

types of trail and trekking races, they are directly investing in development of the destination, trail maintenance and presentation of the area on world hiking, trail running and trekking maps.

Relevant examples of such organisation of activities during preseason and season in Croatia include projects 100 miles of Istria and, since 2016, Dalmatia Ultra Trail which in its first year already demonstrated the benefits of the project.

For the purposes of the race over 200 km of long forgotten and neglected trails have been cleared and tidied in the area where the Dalmatia Ultra Trail took place. A promotional film which was filmed at the locations of the race trail, and which had a minor budget, has had over 31,000 views on YouTube. The film has won awards at several film festivals and was also presented at the Trail Running Magazine, which is followed by 270,00 people who are the target audience for launching these types of products. On the day of the race, the organiser's Facebook page counted 17,665 different activities. The race included 350 participants from 30 countries, and 80% of them did not come alone. After the race, photographs of the participants taken during the race and in the finish line had been uploaded on social networks for days and have been viewed 71,000 times.

There were also 280 volunteers engaged in the race. By engaging so many

volunteers, the contribution of the race is two-way. In addition to the volunteers giving support to contestants and representing the destination in the best light, the passing of the trail through the settlements and contact of the runners, volunteers and the audience with the local population raises awareness on the need and possibilities of sports activities.

5. CONCLUSION

Croatia with its geographical position, natural resources and diversity has the ambition and the possibility to become an important destination for outdoor tourism, and the tourist season can be expanded from three months to almost all year round. Investing in this type of recreation promotes the destination and can help to reach the target population – people who spend active holidays.

6. SCIENTIFIC CONTRIBUTION AND LIMITATIONS OF THE STUDY

This study provides insight into unknown informations about population of people that uses trail and trekking as a crucial segment of their healthy style of life. Trail running and trekking are for the first time observed as kinesiological activities with great and underestimated potential for development of sports tourism. Limitations of the study arise from the fact that data presented in this research are obtained only

from people from Croatia. In future researches of this kind, sample should be extended on several countries and even continents if possible.

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PERSPECTIVES OF CYCLE TOURISM IN THE CASE OF SPLIT-DALMATIA COUNTY

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Marko Jelić

ABSTRACT

Cycle tourism as an alternative form of tourism is a growing trend in the world. Tourism significance of cycle tourism has been recognized in Split-Dalmatia County as well. The prerequisites for the growth of the cycle tourism in regards to other counties in the Republic of Croatia are not the same due to some differences in the specific geographic position. There are also particularities of attractiveness of tourism resources and different levels of development of the cycling infrastructure. By developing cycle tourism, the competitiveness of the destination and the recognition of the destination on the global market grows stronger. In order to adequately develop cycle tourism, tourist destination should enable the construction of bicycle paths, offer cycling-friendly accommodation capacities, preserve area, and include additional services in the tourist offer, which will contribute to the seasonality and other socio-economic impacts on the destination. The potential of cycle tourism, which has not been sufficiently used so far, encourages the need to act proactively in the promotion of this selective tourist offer. The trend of tourist demand for cycle tourists sets new criteria for the tourist offer. This paper analyses the current state of cycle tourism in Split-Dalmatia County, as well as possible perspectives of innovations in the segment of cycle tourism. Next, some suggestions were given to improve the development of cycle tourism in Split-Dalmatia County, and all the attractions of the county were shown. This county is a potential tourist destination that follows the standards of European countries and works on the improvement of tourist offer with the corresponding modern marketing and management.

Key words: selective tourism, cycle tourism, destination, tourist marketing

1. INTRODUCTION

New, generating countries are appearing on the tourist market. Some tourist destinations and regions in Croatia have recognized cycle tourism as a globally growing trend in the

world. Tourist region represents a geographic area in which there are some mutual characteristics and synergy between tourist products and services in the tourist offer, and the term is also related to political-administrative borders where tourism planning and politics take place. Tourist region can be seen as a spatial unit inside certain borders, in which tourism system works and develops (Bartoluci, 2013:157). In order to have tourism development, one must have adequate area that is also attractive and well preserved. The efficient usage of tourism resources, and not only mere existence of it, is the main ingredient to create a tourist offer. Tourism resources are the prerequisite for tourism development in the destination or region. Tourist attractions make tourist offers. Every tourist attraction is a tourism resource, whereas tourism resource is not necessarily an attraction (Geić, 2011). Cycle tourism as one of the growing trends in the last decade, is an important part of the tourist offer. The destination offer, based on global tourist trends, ensures the continuity of growth of tourist visitations (Šerić i Jurišić, 2015). The increase of tourist offer in the sphere of cycle tourism in Split-Dalmatia County is evident. The increased number of visitors is achieved by proactive actions, plan approach and synergy of participants in creating specialized tourist offers. The direction towards the sustainable development is crucial. This paper presents the state of cycle tourism in Split-Dalmatia

County and offers suggestions for county development.

local self-government, tourist board and representatives of the cycling federation.

1.1. RESEARCH TOPIC AND PROBLEM

The title of this paper defines and describes the topic and problem of this research. The research topic is the analysis of the state of cycle tourism in Split-Dalmatia County. The research problem is to point to possible tendencies towards the county development. The aim of the research is to study and present basic valuable resources in Split-Dalmatia County. For this purpose, we wish to recommend possible guidelines for further development of the destination tourist offer, as well as to point to possible drawbacks and restrictions of the region through swot analysis. Monitoring the destination offer enables development of other tourist facilities as well.

1.2. METHODOLOGY

Methodology starts from desk research, which includes the analysis of relevant domestic and foreign, expert and scientific literature, to determine and point to improved tourist offers in the target market of cycle tourists. Methods used in this paper are: historic method, analysis, synthesis and compilation. Descriptions and comparative method are also used in the above mentioned analysis. In the primary research, the interview method was used, with relevant representatives of the county development:

2. THEORETICAL APPROACH

Bicycle as a means of transportation is more and more encountered in all parts of the world. The beginning of cycle tourism dates back to the 19th century Great Britain, whereas today's most prominent destinations are France, Great Britain, Austria, Germany and the Benelux countries. Cycling is first mentioned in Croatia when the first cycling federation was established. In 1985 the "First Croatian Cycling Society" was established "(Hrvatski biciklistički savez, 1948:9). Cycling does not only include riding the bicycles, but also hiking, walking, fishing and other similar active sports. Cycle tourism is only one of the sub-segments of adventurism, i.e. a selective form of tourism in which riding a bike represents a specialized form of tourism in which tourists visit some destinations by bikes – their own or rented ones.

There are different types of cycle tourism, depending on the duration of the holiday (Klarić, 2015):

- Single-day cycle tourism – the most common type of cycle tourism, characteristic of domestic tourists, i.e. daily hikers
- Holiday cycle tourism – a type of cycle tourism in which cycling is one of the activities of tourists during holidays

- Active cycle tourism–cycling is the main motivation for the trip.

A relationship between cycling and tourism has been observed since the 1890s, however, this relationship has only recently attracted scholarly interest (Lamont, 2009:31). Lumsdon (1996:27) described bicycle tourism as a spectrum of cycling activities, with an emphasis on cycling as a fundamental component of a journey outside the usual home area. The main ingredient is that cycling is perceived visitors as part of a trip or vacation, that is a positive way to improve leisure.

There are a range of bicycle tourism definitions used by industry and academics, including Sustrans (1999: 1 according to Faulks, 2008), who describe bicycle tourism as "recreational visits, either overnight or day visits away from home, which involve leisure cycling as a fundamental and significant part of the visit". Bicycle tourism is generally considered to also include the watching of cycling events, such as South Australia's Tour Down Under, or France's Tour de France (Faulks, 2008).

Ritchie (1998:569) notes that definition of „a bicycle tourist excludes recreational excursionists who are away from home for less than 24 h. Definition of bicycle tourism should not include excursionists or recreational cyclists who travel for less

than 24 h. Bicycle tourism should be defined as any activities, whether cycling or non-cycling, that are undertaken by those who are on vacation for longer than 24 h or one night, and for whom the bicycle is an integral part of this trip".

Simonsen and Jorgenson (in the paper of Ritchie 1998) believe a cycle tourist can be defined as 'a person of any nationality, who at some stage or other during his or her holiday uses the bicycle as a mode of transportation, and whom cycling is an important part of this holiday.'

Cycle tourism has also been defined by Lumsdon (according to the Ritchie 1998) as „recreational cycling activities ranging from a day or part-day casual outing to a long distance touring holiday. The fundamental ingredient is that cycling is perceived by the visitor as an integral part of an excursion or holiday, i.e. a positive way of enhancing leisure time."

Most literature agrees that a traveller must be away from their home destination for at least 24 h or one night to be considered a tourist. (Geić, 2011)

Ritchie (1998) in his paper suggests that a cycle tourist should therefore be defined as a person who is away from their home town or country for a period not less than 24 h or one night, for the purpose of a vacation or holiday, and for

whom using a bicycle as a mode of transport during this time away is an integral part of their holiday or vacation. This vacation may be independently organized or part of a commercial tour and may include the use of transport support services and any type of formal and/or informal accommodation. While a recreational cyclist should be defined as (Ritchie, 1998): „ A person involved in any recreational cycling activity or excursion, which is undertaken within a time period not longer than 24 h or one night from their home destination, and for whom cycling is seen as a positive way of using leisure time“.

The preference for cyclists to visit a particular destination depends on (Gantar et al., 2012:12):

- The quality of cycling infrastructure: cyclist-friendly roads and paths, adequate signs, access to picturesque paths and natural areas, cultural and historic sights;
- The quality of food and accommodation service as well as additional services available;
- Additional provisions of high quality: relevant and interesting thematic paths available, a wide choice of other sport programmes, various festivals, historical and cultural sights;
- Promotional and presentational materials of high quality: information

available online, relevant cycle maps;

- Excellent and diverse natural environment: clean environment, panoramic views, a sense of top organisation and safety.
- Organised guides available.

Development cycling as a product requires good organisation, incentive, carefully planned marketing and monitoring of results. Here are some advantages of cycling as a tourist product (Gantar et al., 2012:15):

- By offering attractive services, cycling as an additional activity can attract much demand in a short time span, thus enabling additional industries to develop: food service, accommodation facilities, service and information industry;
- Cycle tourism is an ecological form of tourism with minimum impact on the environment and the local community;
- Cycling and cycle tourism promotion and development can take advantage of the existing, but mostly unused infrastructure, such as side and country roads, and unused railroads (e.g. Parenzana in Istria);
- Development of cycle tourism stimulates new investment into diverse infrastructure, including cycling infrastructure, thus bringing major benefits to local communities;
- Cycle tourism also encourages daily

cycling;

- Cycle tourism has seen a remarkable growth, thus representing a valuable market – a cycle tourist is ranked in the category of above-average consumer.

2.1. CYCLE TOURIST'S PROFILE

The appeal of recreational cycling or cycle tourism lies in providing a tourism-experience which visitors desire, such as offering a challenge or an overall feeling of relaxation and well-being (Lumsdon, 2000:372). Cycle tourist is a person whose motivation is rest and relaxation, healthy life and staying outdoors. For that, they require physical fitness, equipment, availability of cycling maps, accommodation information, helmet, GPS navigation, cycling route maps etc. Cycletourists look for a variety of tourist facilities, beautiful scenery, low traffic on the roads, marked routes, and they are willing to pay extra in relation to other visitors. Research shows that most cycletourists spend more money in comparison to other visitors of a tourist destination, i.e. their purchasing power is higher, with higher standards and they wish to enjoy all segments offered by the destination. Most cyclists find important and look for the cycling-friendly accommodation, the so-called "Bike & Bed" accommodation. When checking in they also ask for a special storage with a lock where they can safely leave their bike for free

during the night, dry their clothes and travel equipment, and a possibility to use tools to repair the bike in case of damage, or information on the available mechanic. Some specialized accommodation units should provide bike-renting, recommendation for another renter or the possibility to move from one accommodation object to another.

The standards to satisfy the desires and needs of cycle tourists accommodation services are as follows (Gantar et al., 2012:14):

- Specialized cyclist accommodation (cyclist hotels, camps, tourist farms...);
- Internet access available to visitors;
- Safe overnight bicycle storage;
- A bicycle stand in front of the facility;
- Storage space for luggage and equipment;
- The possibility to dry clothes and equipment;
- Bicycle repair tools;
- Abundant breakfast;
- Packed lunch;
- Well-marked cycling routes and paths;
- Maps of cycling routes and paths;
- Bike Information Point;
- Schedules for various means of transport (train, bus...).

According to the UNWTO estimates (Klarić, 2015), there are currently more than 60 million active cyclists in Europe, 60% of

whom are male and 40% female, of different age groups. Circa 90% cycle tourist trips are organized individually and 10% via tourist agencies. Cycle tourists belong to a group of middle to highly educated tourists. They mostly travel in pairs (50%), circa 30% of cycle tourists travel in groups of three to five people, and the remaining 20% are individual travellers. Almost 60% of cycle tourists change their accommodation several times during the trip, whereas 40% stay in one destination. Most cycle tourists are between 35 to 60 years old, are in good physical shape and are interested in the complete tourist offer. Cycle tourists usually use local shopping and restaurant facilities, therefore they consider their availability and quality of great importance.

3. BUSINESS CASE RESEARCH

Cycle tourism is recognized in Croatia as a form of tourism with the highest development rate. The Ministry of Tourism has proposed the tourism development strategy by the year 2020, and cycle tourism is one of the main tourist products in it. It is envisioned that Croatia becomes a competitive global destination in the world due to its remarkable tourism resources and its ability to provide services to cycle tourists almost all year round due to its geographical position and Mediterranean climate.

3.1. CYCLING INFRASTRUCTURE

Croatia has recognized the growing trend of cycle tourists and it is successfully developing as a cycle tourism destination. There are circa 420 cycling routes in Croatia with a total of 13000 km. Although Croatia is connected well via cycling paths, some of which are parts of international cycling routes, the paths are not maintained and marked well enough in some areas. New investments were planned to build and equip a large number of cycling paths and bike parks in all parts of the country, in main tourist areas in particular, areas surrounding big cities and in the areas where cycling takes place on the roads with high intensity of traffic. The problem of cycling infrastructure, which is not developed in all parts equally is particularly emphasized in the expert literature. Cycling infrastructure is in most parts neglected or underdeveloped when compared to most developed cycling areas in Europe. In Split-Dalmatia County there are 58 cycling paths that are 1000km long, 5 road cycling paths that are 300km long, and 24 MTB cycling paths that are 700km long (Biciklistički savez SDŽ, 2016).

Not all counties are equally developed. Although a giant first step in cycle tourism was made in Istria, Split-Dalmatia County is taking great steps in developing cycle tourism which results in a rapid growth of cycle tourists. Synergy of tourist board and cycling federation produced evident results. This project

also plans to complete the last infrastructure and cycling paths. The county investment in the cycle tourism has resulted in a greater number of cycle touristvisitors. Split-Dalmatia Countyhas a significant advantage due to its beautiful scenery. A permanent investment in the development is a must, and it is also one of the prerequisites of the county to ensure the cycling infrastructure of highquality. Cycling signalization must be clear, standardized and properly marked. The requirement to develop cycle tourism is not only the signalization, but it also requires the development of other service and tourist elements. A potential cycle tourist does not only demand good infrastructure and cycling-friendly accommodation, but also wishes to see cultural sights, taste wine, healthy food and other tourist additional services. According to the Bloy research (2001), the motivations to undertake cycling holidays vary, but can be summarised as follows:

□The idea of challenge is a major driving force.

□The quality of the scenery is of primarily importance to cycle tourists, with a preference for wild and unpopulated areas.

□In contrast to their active nature, cycling holidays are seen as mentally relaxing.

□Cycle tourists enjoy getting away from crowds but enjoy the company of others whilst cycling.

□Cycling holidays are generally not used as a way of getting fit.

□Exploration is important, but the pressure of reaching daily destinations means few visit specific tourist attractions.

□Cycling holidays allow nature to be experienced in a unique way that is different to when walking or driving.

□Cycling holidays are often a chance to have a break from family responsibilities, with trips taken with friends rather than family.

□Cycle tourists do not consider taking cycling holidays for environmental reasons.

IMAGE 1. Cycle tourist market

Segment	Demographic characteristics	Frequency of travel	Distance	Motivation	Location
Occasional cycle tourists	-young people -families with children -55+	-a few times a year	-short paths (30-40 km a day) -one-to-two hour ride	-fun and recreation -family bonding	-routes near the place of residence

Cycle tourists who prefer short paths	-mature age -families with children	-weekly rides -monthly rides	-30-40 km a day	-fun and recreation -family bonding	-routes near the place of residence -organized trips
Cycle tourists who prefer long paths	-mature age -families with grown-up children -singles	-weekly rides -monthly rides	-65-100 km a day	-fun and recreation -getting to know new paths	-well maintained routes -long organized trips
Professional cycle tourists	-youth and middle-aged -groups or singles	-regular trainings and rides	-100-160 km a day	-fun and recreation -competitive challenge	-well maintained routes -long organized trips -challenging routes

Source: Ministry of Tourism of the Republic of Croatia, 2016

Cycle tourists are divided into four groups (Klarić, 2015:27). Occasional cycle tourists prefer short paths close to their place of residence. They travel a few times a year on attractive short routes with not much traffic. Cycle tourists who prefer shorter paths also prefer attractive routes on which they can find quality catering services and bike repair facilities. These cycle tourists do not always take paths in their place of residence, but in some other locations to which they transfer the bike on their vehicle or rent one on the spot. Cycle tourists who prefer long paths ride their bikes for fun and recreation. They prefer well-maintained paths and attractive routes. They look for cycling-friendly accommodation and catering services and bike repair facilities. This group consists of

adults and retirees who prefer rides with grown-up children, as compared to occasional cycle tourists who mostly team up with young adults, families with children, and mature adults who take short routes with friends, family and children. Professional cycle tourists are young and middle-aged people who train every day to keep fit. They find the favourable weather conditions, especially after the summer season, quality of accommodation and intensity of traffic very important.

According to all of the above, the SWOT analysis of the Split-Dalmatia County was made.

Table 1: SWOT analysis of the Split-Dalmatia Country

STRENGTHS ▶ Attractive natural resources ▶ Favourable climate ▶ Tourism and sport-recreational resources ▶ Autochthonous products ▶ Increase in tourist offer ▶ Ecologically preserved countryside ▶ Possibility of building cycling paths ▶ Development of all forms of adventure sports ▶ Stronger cooperation between tourist boards of cities and municipalities ▶ Precisely defined strategy and vision	WEAKNESSES ▶ Lack of quality promoting ▶ Lack of tourist destination brand ▶ Poor offer of extra facilities ▶ Insufficient gastronomy offer ▶ Insufficiently built cycling infrastructure ▶ Lack of education
OPPORTUNITIES ▶ Development of accommodation capacities ▶ New work places ▶ Growth of investment into receptive factors ▶ Growth of tourist demand of cycle tourists ▶ Infrastructure improvement ▶ Development of other selective forms of tourism ▶ The expansion of tourist offer ▶ Human resources (education and hiring of bike guides) ▶ Seasonality	THREATS ▶ Inefficient management of natural resources ▶ Uncontrolled development ▶ Competitive destinations ▶ Inefficient space management ▶ Domestic population is unwilling to cooperate ▶ Insufficient level of health care ▶ Bad weather conditions

Source: by authors 2016

SWOT analysis help us to uncover opportunities and understand the weaknesses. Strategy helps us to distinguish this region from our competitors.

4. CONCLUSION

Split-Dalmatia County, regarding its geographical position, has the potential to develop in other selective forms of tourism, apart from cycle tourism. Although this form

of tourism shows higher growth rate, it is possible to integrate it into higher segments of tourist offer, such as wine tourism, gastronomy, healthy diet, historical-cultural heritage, attractive scenery. The county has set new standards of cycle tourism and high quality is becoming an imperative. Tourist demand requires more complex tourist offer. Uncontrolled growth can lead to uncontrolled space management. The changes in Split-Dalmatia County are conditioned by positive changes due to mutual cooperation between tourist board and cycling federation on the

county level. The predispositions of the counties are different, but Split-Dalmatia County has recognized and harmonized the new trends on the tourist market. They can achieve the comparative tourist advantage by differentiating the tourist offer by developing bike parks, accommodation offer, additional equipment and better infrastructure. In order to improve and enrich tourist offer, it is necessary to ask cycle tourists what motivates them to take extra activities and which facilities they prefer, in the future research. A specialized tourist offer leads to targeted segments of consumers, i.e. cycle tourists, even more clearly.

The potential of the cycle tourism development is seen in the increase of the number of employees. However, to implement it successfully, it is important to provide education and licences to guides.

Mutual actions of the people responsible for cycle tourism is recognized in the plans and strategies of the county. However, there is room for a marketing tool by promoting the destinations, as well as tourist agencies.

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THE LAW ON SPORT AS A PLATFORM FOR THE DEVELOPMENT OF SPORT TOURISM

Srđan Gjurković

EXTENDED ABSTRACT

1. Introduction

Legislation in sport is globally in practice introduced to prepare the grounds and set the institutional frame for systematic implementation, improvement and further development. According to international experiences, the same regulations have a significant influence on encouragement and development of sport tourism. The topic of this paper focuses on the guidelines of the existing Law on sport which may have repercussions on the development of sport tourist industry in the domain of synchronization and improvement of the necessary educational and professional structure. Sport and tourism are closely intertwined activities which have existed for thousands of years (ancient Olympics). Due to tourism, many sports became widely popular in the past, and sport is responsible for the improvement of the tourist offer (Shonk and Chelladurai, 2008). Sport tourism has been defined as 'tourism where sport is the main reason for travelling and staying at a certain tourist destination'. (Bartoluci and Škorić, 2007). Mass tourist migrations happen during the Olympic Games, world championships and other international sport events. The trend of actively spending leisure time encourages the implementation and expansion of sports in tourist offer. There are many sport tourist activities and they can be categorised as recreational or adventure; competitive, winter, summer, sport animation; active sport tourism (involvement in sport activities), manifestation (big sport events), historic sport tourism (halls of fame, sport museums, grand sport buildings) (Kesar O. 2013). The existing institutional sport system in the Republic of Croatia intended for tourism is not in accordance with the needs of tourist industry and receptive tourist subjects and neither is the necessary logistics infrastructure. Previous sport and recreation development in the Republic of Croatia has been elastic with the purpose of improving top sport, but sport in tourism is something completely different. Although according to the efficiency in certain sports we may draw a conclusion that in the Republic of Croatia we have an integral institutional education system in sport and contemporary

educational methods, the existing Law on sport contains certain flaws which limit the future development of sport tourism. The problem of the research is focused primarily on the disadvantages of the existing Law on sport, and in the context of developing sport tourism.

2. Theoretical review

Treaty of Lisbon introduced sport regulations in section 165 of the Treaty on the Functioning of the European Union. In other words, the EU cannot synchronize sport regulations across Europe, which also means that the national self-regulations have this advantage. The Sport Unit is in charge of implementation and coordination of the European policy in the domain of sport in the EU as the part of the Directorate General for Education and Culture of the EC. In 2007 the European Commission developed and adopted White Paper on Sport – the most extensive and most integral document on sport, whose aim is to define the role of sport in the EU by acknowledging its importance in social and economic development. The Republic of Croatia has a developed normative framework which establishes the implementation of the sport system, but it is not sufficient for time in which sport is performed, particularly for tourism in which these two domains intertwine economically and socially (Schwark, 2004). Apart from the Law on associations and the Law on sport, whose regulations relevant for constitutional framework and the organization of sport in the Republic of Croatia have already been discussed, the normative framework for the organization and financing of sport is also set by regulations based on the Law on sport, but also a list of other regulations which directly or indirectly manage the financing in sport. Among other thing, sport is the fastest developing tourist branch. Considering the importance and widespread of sport tourism which has been discussed in the previous part of the paper, we need adequate legislation. Sport has been defined by general rules (Law on association, Law on institutions, Law on trusts and foundations, Law on public companies) and by a

special regulation (Law on sport) followed by sub-acts based on the Law on sport and the Law on sport inspection. The normative framework of organizing and financing sport was formed by the rules based on the Law on sport, but also by a set of other rules which directly or indirectly regulate financing in sport (Law on games of chance, tax and accountant rules etc.). Thus it is not far-fetched to say that current situation is unsustainable and that by mutually connecting all the record files where sport associations have to be registered, sport organizations should achieve transparency in their work and rational management of the significant resources enabled by sport system in the Republic of Croatia, and thus enable global rather than partial planning and closer and more organized connection to tourism. With regard to the level of sport activity, tourism involves all the levels, from the beginners' courses at a certain sport to preparations for top athletes (Weed, 2009). This requires professional staff specialized for operating at all levels. To create and implement professional programmes which affect the participants' medical condition, we need exclusively expert kinesiologists. Professional jobs in sport may be clearly distinguished considering the complexity and necessary competences or knowledge a professional must have to do the job properly. In developed countries (Italy, Australia...) this problem has been solved through the system of licenses and certificates. The system of licences and certificates can guarantee certain standards and norms as a precondition for the development of sport tourism. Just how complex this issue is reveals the fact that it requires synergy of all the national sport associations and a number of ministries for the system of certificates and licences in sport tourism to function. At the same time, this system must be detailed and concise, but also simple for implementation in the practice of all the receptive subjects interested to get involved in sport tourism. The future economic impact studies consider a multi-activity analysis (Drakakis and Papadaskalopoulos, 2014).

3. Research findings

European experiences reveal that in the best interest of developing education and sport we should determine minimum terms and conditions for performing a sport activity which should be followed by sport clubs, particularly considering the staff, individuals working as coaches and performing professional tasks which is a precondition for setting a special regulation on education degree, i.e. on

professional skills required to perform professional tasks in sport in accordance with their type and complexity. A great number of units do not have the value estimate of their sport facilities, and a number of these do not have proprietary data. Solving proprietary issues and sport infrastructure estimate should definitely be a priority, since without clear authority and responsibility, there can be no quality infrastructure, and without quality and available infrastructure, there is neither quality in sport nor the possibility to involve a larger number of children and teenagers or other age groups in sport and leisure programmes and no quality offer to develop sport tourism. Investments in the maintenance of sport infrastructure and in building new capacities will not be efficient unless there are record files of the available sport infrastructure with proprietary insight (the property of state, local community, associations or private persons) and with a proper way of using and managing those. The implementation would be much simpler with a unique sport information system. There is an evident necessity for a law which would clearly determine facilities terms, standards and sport buildings normative which are included in the network of sport facilities as well as special terms for planning, programming, designing, building, maintaining and security of sport facilities users. Designing and building sport centres from the functional point of view should optimally satisfy the needs of athletes and recreationists as well. From the economic point of view, such centres should enable the financing of all the expenses. In Croatia there is a small number of examples which justify the planned development conceptions in economy, sport and tourism. To perform the protection of immovable and movable sport heritage by the law, we should precisely establish the ways to manage the protection of sport heritage, collecting, identifying, documenting, studying, storing and assessing immovable and movable sport heritage. The register of sport activities and the infrastructure register must be organized as a unique electronic, publicly available data base. All of the above mentioned, leads us to the necessity to create a unique information system in sport. By available and unique record files we may ensure transparency and availability, and further on they enable lifting consciousness on bringing actual programmes for public needs in sport. Sport tourism would be given the base to ensure the overview of resources and quality planning and development of the activities. Using sport to teach people and acquire new skills is a part of sport tourism. We should create lists of athletes to teach and make professional athletes or education centres ready to teach tourists or to help

them improve a certain sport skill. In this way tourism would get a professional team as a partner. Tourists want to be fully informed about their destination. Sport system has potential to contribute to the destination offer. This means we should regulate even minimum standards for offering services in sport. The system of services in sport (different sport schools, leisure activities) should define minimum standards to offer services in sport considering professional staff, employing, facilities, equipment and prices.

4. Conclusion

The influence of sport on society and economy reveals that sport industry is a major factor in any society without any statistical indicators and analyses showing that sport is an integral part of people's lives as a sport recreation, being a professional or just a passive activity. Planning a tourist journey involves recognizing quality infrastructure and professional staff. From the tourist point of view, sport activities being passive or active or the combination of the two, require a precise legislation framework. Sport tourism presents a larger part of the receptive tourist offer and is the fast growing aspect of tourism bringing profit and employing a significant number of professional (sport) staff. The strategy of tourism development up to 2020 in the Republic of Croatia does not include changes in legislation referring to sport tourism, and the law on sport does not even closely deal with tourism. The law on sport should involve sport tourism and determine who, how, when and where can perform a sport activity in tourism. The strategic acts in the documents of the Republic of Croatia need to recognize the importance and contribution of sport to the social and economic development and to the local community. The law on sport must precisely define the existing record files. The law must focus on making new record files and information system which will be publicly available and constantly

updated. It is necessary to create unique record files involving classifications of corporate bodies and individuals in sport, including volunteers, sport property record files and property used in sport, regardless of propriety. Transparent system of giving away EU financial resources does not involve the harmonization of sport regulations in EU. It involves the adjustment of every regulation to national available activities, terms and in accordance with strategic guidelines. This is the way to encourage the development of sport and sport tourism according to necessary regulations. Nowadays sport has a major role in promoting a destination and is not simply one of the offered contents, but more frequently the main purpose for visiting a certain city or a country. Sport should not be treated as a merely voluntary activity, as it is stated in the current law on sport. Sport has stopped being only a social-welfare segment of the society a long time ago, and it has become an industry mostly connected to tourism. There can be no quality sport on national and local level without certain quality legislation, and no advanced sport tourism on the whole. If we are selling something, we should first decide upon the target group, follow their wishes and needs. We should focus on the expectations of the target group considering terms, infrastructure and other segments of the offer. The same is offered in accordance with legislation, and thus we can round up the whole sport-tourist story. An important aspect of intervention within this framework is shaping the coordination principle between the Ministry of Tourism, local authorities and the new Central state sport department which is the holder of the government's sport programme.

Key words: *sport, law, tourism, managing, development.*

ZAKON O SPORTU KAO PLATFORMA RAZVOJA SPORTSKOG TURIZMA

1. Uvod

Zakonske regulative u sportu se u globalnoj praksi donose radi sređivanja stanja i postavljanja institucionalnog okvira za sustavnu provedbu, unapređenje i daljnji razvoj. Iste regulative prema međunarodnim iskustvima imaju značajan utjecaj na poticanje i razvoj sportskog turizma. Predmet rada su odrednice postojećeg Zakona o sportu koje mogu imati reperkusije na razvoj sportske turističke industrije u sferi usklađivanja i unaprjeđenja potrebne obrazovne i stručne strukture. Sport i turizam su usko isprepletene aktivnosti koje postoje već tisućama godina (antičke OI). Turizam je zaslužan za širenje popularnosti mnogih sportova u prošlosti, a sport je zaslužan za unaprjeđenje turističke ponude (Shonk and Chelladurai, 2008). Sportski turizam se definira kao „turizam u kojem je sport glavni motiv putovanja i boravka turista u turističkom odredištu.“ (Bartoluci i Škorić, 2007.). Masovne turističke migracije događaju se u periodu održavanja Olimpijskih igara, svjetskih prvenstava i drugih međunarodnih sportskih

manifestacija. Trend aktivnog provođenja slobodnog vremena potiče implementaciju i širenje ponude sportova u turističkoj ponudi. Sportsko turističkih sadržaja je mnoštvo, pa se kategoriziraju na rekreacijski ili pustolovni; natjecateljski, zimski, ljetni, sportska animacija; aktivni sportski turizam u (uključenost u sportske aktivnosti)/ manifestacijski (velika sportska događanja), povijesni sportski turizam (kuće slavnih, muzeji sporta, velebna sportska zdanja) (Kesar O. 2013.). Postojeći institucionalni sustav sporta u Republici Hrvatskoj namijenjen turizmu nije prilagođen potrebama turističke industrije i receptivnih turističkih subjekata i potrebne logističke infrastrukture. Dosadašnji razvoj sporta i rekreacije u Republici Hrvatskoj je bio elastičan u cilju unapređenja vrhunskog sporta, no sport u turizmu je nešto sasvim drugo. Iako se prema uspješnosti pojedinih sportova može zaključiti da je u Republici Hrvatskoj uspostavljen cjelovit institucionalni obrazovni sustav u sportu i metode suvremenog obrazovanja, postojeći Zakon o sportu ima određene manjkavosti koje

ograničavaju budući razvoj sportskog turizma. Problem istraživanja je fokusiran upravo na te slabosti postojećeg Zakona o sportu, a u kontekstu razvoja sportskog turizma.

2. Rasprava

2.1. Resursi za sportski turizam

Lisabonski ugovor je unio odredbe o sportu u čl. 165 Ugovora o funkcioniranju Europske unije. Drugim riječima, EU ne može harmonizirati sportske propise širom Europe, što istovremeno znači i da je prednost na strani nacionalne samo-regulacije. Za pitanja primjene i koordinacije europske politike na području sporta unutar EU nadležan je Odjel za sport (The Sport Unit) kao dio Opće uprave za obrazovanje i kulturu (Directorate General for Education and Culture) EK. Europska je komisija 2007. godine izradila i usvojila Bijelu knjigu o sportu (White Paper on Sport) – najopsežniji i najcjelovitiji dokument o sportu, čiji je cilj definirati ulogu sporta u EU priznajući njegovu važnost za društveni i gospodarski razvoj. Republika Hrvatska ima razvijen normativni okvir kojim se uređuje djelovanje sustava sporta, ali ne dovoljan za vrijeme u kojem se sport danas odvija, a posebno za turizam u

kojem se ove dvije djelatnosti gospodarski i društvene isprepleću (Schwark, 2004). Osim Zakona o udrugama i Zakona o sportu, o čijim je odredbama relevantnima za ustroj i organizaciju sporta u RH već bilo riječi, normativni okvir organiziranja i financiranja sporta čine i propisi doneseni na temelju Zakona o sportu, ali i niz drugih propisa kojima se na izravan ili neizravan način uređuje financiranje sporta. Sportski turizam je između ostalog i najbrže rastuća turistička grana. S obzirom na važnost i raširenost sportskog turizma o čemu je pisano u prethodnom dijelu rada, potrebna odgovarajuća zakonska regulativa. Sport se regulira putem općih propisa (Zakon o udrugama, Zakon o ustanovama, Zakon o zakladama i fundacijama, Zakon o trgovačkim društvima) i posebnog propisa (Zakon o sportu) i podzakonski akti doneseni na temelju Zakona o sportu, te Zakon o sportskoj inspekciji). Normativni okvir organiziranja i financiranja sporta čine i propisi doneseni na temelju Zakona o sportu, ali i niz drugih propisa kojima se na izravan ili neizravan način uređuje financiranje sporta (Zakon o igrama na sreću, porezni i računovodstveni propisi i dr.). Nije pretjerano reći da je opisana situacija neodrživa i da se međusobnim povezivanjem svih registara u koje se zasad trebaju upisivati sportske organizacije treba postići transparentnost u radu i racionalno raspolaganje znatnim

resursima kojima raspolaže sustav sporta u RH, a time i osigurati mogućnost sveobuhvatnog, a ne parcijalnog planiranja i čvršće i organiziranije povezanosti s turizmom. S obzirom na razinu sportske aktivnosti u turizmu se susrećemo sa svim razinama od tečaja za početnike u nekom sportu do priprema vrhunskih sportaša (Weed, 2009). To uvjetuje i stručni kadar osposobljen za rad svim razinama. Za kreiranje i provođenje stručnih programa koji utječu na zdravlje sudionika potrebni su isključivo stručnjaci kineziolozi. Stručni poslovi u sportu mogu se jasno razlikovati s obzirom na složenost i potrebne kompetencije odnosno znanja kojima stručna osoba treba imati kako bi uspješno obavljala svoj posao. U praksi razvijenih zemalja (Italija, Australija...) ovaj problem je riješen kroz sustav dozvola i certifikata. Sustav dozvola i certifikata može garantirati određene standarde i norme koje su preduvjet razvoju sportskog turizma. O složenosti ove problematike dovoljno govori činjenica da je potrebna sinergija svih nacionalnih sportskih saveza i niza ministarstava kako bi sustav certifikata i dozvola u sportskom turizmu funkcionirao. Ovaj sustav istovremeno treba biti detaljan i koncizan, ali i jednostavan za implementaciju u praksi svih receptivnih subjekata koji imaju interesa da se bave sportskim turizmom. Današnja očekivanja turista i potencijalnih posjetitelja turističkih destinacija veća su

nego u prijašnjim razdobljima. U potrebama suvremenih turista prevladavaju različitost, kontrast, bogatstvo sadržaja i oblika, noviteti i inovativni proizvodi s naglaskom na kvaliteti (Pirija, 2003:35).

2.2. Aktualna praksa

Europska iskustva ukazuju da bi u interesu razvoja obrazovanja i sporta trebalo propisati minimalne uvjete za obavljanje sportske djelatnosti koje trebaju ispunjavati sportski klubovi, posebno u smislu zaposlenih, ponajprije osoba koje obavljaju trenerske i stručne poslove za što je preduvjet donošenje posebnog pravilnika o stručnoj spremi, odnosno o stručnoj osposobljenosti potrebnoj za obavljanje stručnih poslova u sportu prema njihovoj vrsti i složenosti. Velik broj jedinica ne posjeduju procjenu vrijednosti svojih sportskih objekata, a znatan broj njih ne raspolaže ni podacima o vlasništvu. Rješavanje problema vlasništva i procjena vrijednosti sportske infrastrukture svakako trebaju biti prioriteti, jer bez jasne nadležnosti i odgovornosti nema kvalitetne infrastrukture, a bez kvalitetne i dostupne infrastrukture nema ni kvalitetnog sporta ni mogućnosti uključivanja većeg broja djece i mladih te ostalih dobnih skupina u sportsko- rekreativne programe, niti kvalitetne ponude za razvoj sportskog turizma. O kvaliteti usluge ovisi vjernost gostiju (Cristobal i sur., 2007; Cronin i

sur., 2000; Imrie i sur., 2000), sa sportske strane gledano to se odnosi na kvalitetu i dostupnost sportske infrastrukture te na kvalitetu stručnih kadrova. Ulaganja u održavanje sportske infrastrukture i izgradnju novih kapaciteta neće biti učinkoviti ako ne postoji evidencija raspoložive sportske infrastrukture, s pregledom vlasništva (državno, lokalno, vlasništvo sportskih udruga ili privatno) i uređenim načinom njihova korištenja i upravljanja njima. Sve bi to bilo jednostavnije provesti pomoću jedinstvenog informacijskog sustava sporta. Razvidna je i potreba zakonom donijeti jasne prostorne uvjete, standarde i normative sportskih građevina obuhvaćenih mrežom sportskih građevina i o posebnim uvjetima za planiranje, programiranje, projektiranje, gradnju, održavanje i sigurnost korisnika sportskih građevina. Projektiranje i izgradnja sportsko-rekreacijskih centara s funkcionalnog stajališta treba optimalno zadovoljiti potreba korisnika sportaša ali i rekreativaca. S ekonomskog stajališta takvi centri trebaju omogućiti financiranje svih troškova. U Hrvatskoj postoji tek skroman broj primjera koji potvrđuju opravdanost zamišljene koncepcije razvoja kako gospodarstva, tako i sporta i turizma (Strategija razvoja turizma RH do 2020). Za realizaciju zaštite pokretnog i nepokretnog sportskog naslijeđa zakonom treba precizno propisati načine na kojima

se uređuje zaštita sportske baštine, prikupljanje, identificiranje, dokumentiranje, studiranje, skladištenje i vrednovanje pokretnog i nepokretnog naslijeđa u sportu. Registar sportskih djelatnosti i registar infrastrukture ustrojiti kao jedinstvenu elektroničku, javno dostupnu bazu podataka. Iz već navedenog proizlazi i potreba za izgradnjom jedinstvenog informacijskog sustava u sportu. Dostupnim i jedinstvenim evidencijama osigurava se transparentnost i dostupnost, a zatim omogućava podizanje svijesti o donošenju realnih programa javnih potreba u sportu. Sportski turizam dobio bi bazu sa kojom bi se osiguralo pregled resursa i kvalitetno planiranje i razvoj aktivnosti. Koristiti sport kao sredstvo za učenje ljudi i stjecanje novih vještina dio je sportskog turizma. Razvijati liste sportaša, za edukaciju i formiranje profesionalnih sportaša ili obrazovne centre koji mogu biti spremni prihvatiti turiste u svrhu učeći ih, ili pomažući im poboljšati određenu sportsku vještinu. Tako bi sportski turizam dobio partnera sa stručnom ekipiranošću. Turisti žele potpunu informaciju o destinaciji. Sustav sporta ima potencijala da doprinese ponudi destinacije. U tom smislu trebalo bi regulirati i minimalne standarde za pružanje usluga u sportu. Sustav usluga u sportu (različite sportske škole, sportska rekreacija) treba urediti definiranjem minimalnih standarda za pružanje usluga u

sportu u smislu stručnog kadra, zapošljavanja, prostora, opreme te cijena. Sugerira se da buduća istraživanja objedine analizu više aktivnosti (Drakakis and Papadaskalopoulos, 2014).

3. Zaključak

Utjecaj sporta na društvo i gospodarske tijekove ukazuje da je sportska industrija utjecajan faktor u svakom društvu bez statističkih pokazatelja i analiza koje ukazuju da je sport sastavni dio života građana bilo kao sportsko rekreacijska, profesionalna ili samo pasivna aktivnost. Planiranje turističkog putovanja uključuje i prepoznavanje kvalitete infrastrukture i stručnog kadra. Iz turističke perspektive, sportske aktivnosti bilo pasivne bilo aktivne ili kombinirane traže precizan regulativni okvir. Sportski turizam predstavlja sve veći dio receptivne turističke ponude te je najbrže rastući vid turizma koji donosi profit i može uposliti značajan broj stručnih (sportskih) kadrova. U Strategiji razvoja turizma RH do 2020. godine nisu predviđene promjene zakonske regulative vezane za sportski turizam, a zakon o sportu ni jednom riječju ne spominje turizam (Narodne novine, 2006). Zakonom o sportu treba obuhvatiti i sportski turizam te odrediti tko, kako, kada i gdje se može baviti nekom sportskom aktivnošću u turizmu. U strateškim aktima

dokumentima RH nužno je prepoznati važnost i doprinos sporta društvenome i gospodarskom razvoju i lokalne zajednice. Zakonom o sportu nužno je precizno definirati postojeće Registre i obavezati izradu novih Registara i Informacijskog sustava sa javno dostupnim jedinstvenim evidencijama i klasifikacije pravnih i fizičkih osoba u sportu, uključujući i volontere, registar sportske imovine i imovine u funkciji sporta, bez obzira na vlasništvo. Potreban je transparentan sustav dodjele financijskih sredstava, EU ne harmonizira sportske propise u Europi, što istovremeno znači da mogućnost regulacije treba prilagoditi nacionalnim mogućnostima, uvjetima i strateškim odrednicama te tako potaknuti razvoj sporta i sportskog turizma sukladno potrebnim regulativama. Sport danas ima sve veću ulogu u promociji destinacije i više nije samo jedan od sadržaja boravka nego sve češće i glavni motiv za putovanje u određeni grad ili državu. Sport se ne smije tretirati samo kao dobrovoljnu aktivnost, kako to piše u sadašnjem Zakonu sportu. Odavno sport nije samo društveno - socijalni segment društva, sport je postao industrija najviše povezana sa turizmom. Nema kvalitetnog sporta na nacionalnoj i lokalnoj razini bez kvalitetne zakonske regulative, a time i naprednog sportskog turizma u cijelosti. Ako se nešto prodaje onda treba prvo odabrati ciljnu skupinu, sukladno njihovim željama i

potrebama. Treba spoznati što ta ciljna skupina očekuje od uvjeta, infrastrukture, i ostalih sastavnica ponude. Isto se nudi sukladno regulativama, te se prati provođenje zaokružene priče o sportsko-turističkom proizvodu. Važan aspekt intervencije u okviru ovog cilja je također oblikovanje načela suradnje između Ministarstva turizma, lokalne samouprave i novog Središnjeg državnog ureda za šport koji je preuzeo biti nositelj Vladinog programa za sport.

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BRANDING IN SPORT AS A DETERMINANT OF TOURISM DEVELOPMENT

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SUMMARY

The concept of branding in sports attracts increasing attention, both in the scientific literature as well as in business practice and according to this it is going to be the subject of research in this paper. Branding efforts of market participants need to be focused on brands in the sport, with the primary objective of delivering value, which will meet the demands of stakeholders. Therefore, in condition of high competition, sport brand might be a dominant figure of attracting tourists in the area of sport tourism.

During the history, sports brand was treated as most important entertainment producer. However, sport doesn't represent only the category of entertainments character, but for many people it took the status of professional character. Sport brands, as Olympics or Football worldcup are monitored in all countries, regardless of social regulation, religious or national affiliation, race, colour or economic status of the population. Presentation of the public attitudes regarding the certain topic, from the side of sports brand like Leo Messi or Novak Djokovic, becomes very important factor, whether the political or social effects are the part of objection. That is why the sport brand for some people has become a very lucrative business.

The role of sports brand in tourism can be defined in different categories, primarily as a personal brand, than brand of sports events and competitions and geographical destination as a sports brand. Effects of influence from the brand of sports events in tourism are multiple and measurable by benefits, which are caused by all active and passive event participants (Klaus and Stan, 2011). Given that sports brand can bring a competitive advantage in the regional "fight" for a large number of tourist visits, treatment of this theme aims to highlight the necessity of continuous investment in sport for growth in the number of tourist visits.

Building the brand in sports, without doubt, is a complex procedure, guided, first of all, by harmonization of the perceived user desires and requirements of the resources, within which offer can be created. In sports, too, there are a number of products that are intangible and their complexity makes problems for presentation to the users. External factors, such as public infrastructure, the degree of social and cultural development, further hampering the potential of making brand of sports events. According to that, in the sports industry it must be created a balance of investment in promotion and after-sales stage, if the goal is to achieve long-term and effective result of the impact, that the brand delivers.

Features of brand in sports are: individualisation of the product or service that sport provides to users, associativity and perception in the minds of the audience, continuous differentiation and brand loyalty. The role of the brand in the stage of preparation and organization of sports events are dynamically changing, both for fans and visitors, as well as for all sports workers.

All successful brands have a strong and recognizable identity. The elements of brand identity include: name, logo, slogan, color, packaging and labeling. Their combination creates identity, which, depending on how it is perceived by the users, translates the brand image. The brand image is an indicator of its competitiveness and can be positive or negative. Positive image provides customer loyalty. The elements of the brand are, therefore, tangible indicators of quality of the brand of sports event, which reduce uncertainty among potential participants, when making decisions about the visit.

Depending on the carrier of the brand, branding strategy has been variously defined. Although the product is a traditional holder of the brand, in modern business is increasingly the role and the company, services and even business units. In sports, as holders of the brand can occur (Bartoluci, 2003): people, events, services, companies, ie. sponsors, locations, etc. Most often in the sport as carriers of brand occur people and events.

Recognizing the importance of customer loyalty to the brand, many of organization began to develop customer loyalty programs. Loyalty programs are very important, because they allow the collection of data about customers, increase profits, prevent possible lost of users and further bind the user to the brand. Loyalty programs are complex organizational activity that involves many participants: sponsoring company, the management program, external partners, financial partners and members. It is very important that top managers are aware that loyalty programs do not provide quick results and that they should be seen as a powerful tool for building long-term relationships with customers.

In order to provide more effective realization of economic effects of branding in sports, it is necessary to make the appropriate analysis and give an assessment of the impact in tourism. There must be considered the specifics of researching, which are caused by sport-tourist facilities as well as differences in customer behavior. That is the reason why it is important to make analysis for each stakeholder part. The authors start from the hypothesis that the branding in the field of sports is in direct correlation with the positive economic effects that are generated in the tourism industry.

Once upon a time the poor played football on the field, and the rich were watching from the stands, "it has become a famous phrase from a relatively new, but the cult film" Montevideo, Bog te video. "Today, when everything in the sport is spinning around the direct participants in sporting events, is completely the opposite. There is a very good example how a person can be important for the sports event show and that is the tennis tournament ATP Tour 250 series, Belgrade open. Although the very short history of the tournament, as well as history of organizational and sporting success, which might give the added value of the brand, tennis star, Novak Djokovic brings the tournament exceptional attendance and reputation with the fans. Although there is a question: "What will happen when Novak ends his tennis career?", organizers have enough time to create at least the part of the brand which means the name of Novak Djokovic.

To have the strenght of the brand, in addition to attractive content for the audience, for the event it is necessary to have a long tradition of success and continuity. Such events are usually organized once a year, and about such events is spoken throughout the year, from the time it is completed, until such time as a new start. One such event is the Super Bowl, the central event of the year in the field of rugby, the second in importance and popularity sport in the United States. How significant this event is, it shows a lot of facts: The Organising Committee use serial number for the announcement of events, not a calendar year, because they assume that everyone knows when the first Super Bowl was, so it is sufficient information to be calculated, which year is in question. The day when there is a match, The Super Bowl Sunday, the second day of the year, by the amount of food that was collected, and the first after the national holiday, Thanksgiving day. Meanwhile, the Super Bowl has become the most watched annual sporting event in the United States and the second most in the world, with an average viewing rate of 114.4 million people. Some of the music stars who performed in the framework of this event were Michael Jackson, Madonna, The Rolling Stones, Whitney Houston and so on.

Branding in sports is in direct positive correlation with the economic effects that are generated in the tourism industry. Quality sports infrastructure and facilities shape the touristic offer of the country and affect the increase in the number of tourists visit. Therefore, the branding of the sport is treated as one of the key factors for the country's economy, with tourism in the focus.

The subject like branding in sport requests holistic approach in processing actual sports brand. Thus, the subject of the research will be focused on creating brand in the field of sport, with a strong impact on the local economy and regional tourist facilities. The authors of the paper used qualitative economic research methods, with the main objective to identify the key principles, activities and marketing tools that are relevant to the concept of brand in the field of sports tourism. Examples and the conclusion to which the authors are coming can be confirmation that the brand has to be built in the area of sports tourism and sports facilities because of the fact that branding has significant implications for the development of tourism, and overall economy.

The effects of branding in sports dominantly depend on the type, scope and frequency of promotional resources, which are used in advertising and communication with the audience. The way of media advertising of sporting events determines the development of tourism, and on that basis, it can be concluded that the media have a very important role in the field of event branding in sports. Therefore, it is necessary to opt for effective forms of media in order to have more efficient to attract tourists.

Branding of recreational facilities, without a doubt, has significant implications for tourism of a countries like Croatia and Montenegro and represents the one of the future orientation of the sports and event tourism. Montenegro's economy relies heavily on tourism, so it must be committed to a strategy of branding of tourism infrastructure and facilities. A successful outcome of the tourism sector requires full dedication to creating brand of sporting events.

Keywords: brand, sport, tourism ...

1. INTRODUCTION

End of XX and beginning of XXI century is characterized by a variety of changes, which particularly affected the services sector. New circumstances faced by sports clubs, but also the organizational committees of sports events, require a new concept of branding. The practice of sports associations, recognized for its top sports and economic performances, shows that traditional branding mechanisms do not ensure success in motivating the audience.

During the history, sports brand was treated as most important entertainment producer. However, sport doesn't represent only the category of entertainments character, but for many people it took the status of professional character. Sport brands, as Olympics or Football worldcup are monitored in all countries, regardless of social regulation, religious or national affiliation, race, colour or economic status of the population. Presentation of the public attitudes regarding the certain topic, from the side of sports brand like Leo Messi or Novak Djokovic, becomes very important factor, whether the political or social effects are the part of objection. That is why the sport brand for some people has become a very lucrative business.

The role of sports brand in tourism can be defined in different categories, primarily as a personal brand, than brand of sports events and competitions and geographical destination as a sports brand. Effects of influence from the brand of sports events in tourism are multiple and measurable by benefits, which are caused by all active and passive event participants (Klaus and Stan, 2011). Given that sports brand can bring a competitive advantage in the regional "fight" for a large number of tourist visits, treatment of this theme aims to highlight the necessity of continuous investment in sport for growth in the number of tourist visits.

There are many of those who plans their vacation in accordance with the calendar of sporting events. Moreover, for those who are indifferent, when speak about making decisions, they choose a destination with competitive content. Therefore, for each country, it is very important to have continuous monitoring of trends in sports branding, because it stimulates the growth of tourist visit. Otherwise,

competition implement appropriate measures and take profit (Kurtzman, 2005).

Services such as tourism and sport, are one of the key directions for development of the Montenegrin economy (and most countries in the region, such as. Croatian), and that is the reason why branding in sport have great importance for the further development of the service sector, especially tourism, as well as the overall economy. The concept of the brand in the sports world implies creating traditions, sports 'spirit' and, above all, to create added value for all stakeholders. Additional values can be functional and emotional.

Features of brand in sports are: individualization of the product or service that provides users with sport, associative perception in the minds of the audience, continuous differentiation and brand loyalty. The role of the brand in the stage of preparation and organization of sporting events changes dynamic, both for fans and visitors, as well as for all sports workers.

Building the brand in sports, without doubt, is a complex procedure, guided, first of all, by harmonization of the perceived user desires and requirements of the resources, within which offer can be created. In sports, too, there are a number of products that are intangible and their complexity makes problems for presentation to the users. External factors, such as public infrastructure, the degree of social and cultural development, further hampering the potential of making brand of sports events. According to that, in the sports industry it must be created a balance of investment in promotion and after-sales stage, if the goal is to achieve long-term and effective result of the impact, that the brand delivers.

2. FEATURES OF BRAND IN SPORTS – RELEVANCE TO TOURISM

Features of the brand in sport are the following (Rakita and Mitrovic, 2007):

- The individualization of products or services offered by a sports organization. Branding is the process by which a company identifies and individualizes its offer compared to the offer of the competition.

- Perception and associativity in the minds of the audience is the process by which the company is trying to create the desired

perception and associativity of their products or services in the mind of the user.

- Continued differentiation means constantly seeking new sources of distinctiveness of its own brand in order to gain and maintain the attention of users.

- Audience loyalty to the brand. Branding largely may be detrimental to the postulate of brand substitution.

First, mentioned function of the brand in sports tourism represents separation from the crowd of similar products. Only a product that is personalized, that has its own identity, has a chance of being noticed. Of course, most companies have already realized that the products can not be successfully sold as anonymous, but also that it is not enough in the generic description of the product to add just the name of the company.

The second function involves the creation of the desired perception in the mind of customers, ie all direct and indirect participants. When it comes to the field of sport, given function is mainly focused on the creation of associations, relating to hedonism and personal satisfaction.

Due to the fact that many of the brands within the same category of sport or sports services, according to their functional characteristics, are similar, continuous differentiation, as a function of the brand in sports tourism, has a special role in getting emotional audience. The loyalty of all stakeholders, represents not only the function of a sports brand, but the ultimate goal and also measure its value.

3. ELEMENTS OF THE IDENTITY OF EVENTS BRAND IN SPORT

All successful brands have a strong and recognizable identity. The elements of brand identity include: name, logo, slogan, color, packaging and labeling. Their combination creates identity, which, depending on how it is perceived by the users, translates the brand image. The brand image is an indicator of its competitiveness and can be positive or negative. Positive image provides customer loyalty. The elements of the brand are, therefore, tangible indicators of quality of the brand of sports event, which reduce uncertainty among potential

participants, when making decisions about the visit.

The main criteria for the selection of individual elements of the brand of sport tourism are (Kotler and Keller, 2008: 282):

- memorability - how easy can be remembered and recognized;
- Meaning - the extent to which they are credible and suggestive;
- appeal - how attractive are to the sports tourists;
- Portability - the extent to which they increased brand value of other market segments and different geographical areas;
- Flexibility - whether they can adapt to the new times;
- Legal protection - the extent to which they can be legally protected against copying.

In the following part there is explanation of the elements of brand identity in sport.

1. Name of the brand represents the verbal element of his identity, who can verbally be used, visually or in written expression. The brand name should be short, evocative, memorable, unique and with good communicative potential. The brand name is often the only mark by which a sports product apart from others. (Jobber and Fahy, 2006: 183)

Successful brand name has the following characteristics (Jobber and Fahy, 2006: 183):

- Distinctiveness - immediately be identified and differentiated from the competition;
- Relevance - demonstrates the benefits of the services;
- A distinctive trait - it is easy to recognize, remember and pronounce;
- Flexibility - it is suitable for the introduction of new content in the program of the organization of sports events.

For example, the name of competition in the racing season Formula 1 are examples of good brand names to sporting events, as well as of the promotion of geographical location in which the event is organized. Monaco Grand Prix represents the luxury, prestige and grandiosity that a sports competition can offer.

2. Logo represents a long-term, standardized, creative solution of the basic identity elements of the brand. Its role is to symbolize the spirit of presenting sports events, as well as to highlight certain attributes of the brand. Unlike brand name, which is an element of the brand, which is positioned in the minds of the audience, the logo is an element of a brand that customers visually noticed and remembered on the basis of its symbolic characteristics. (Rakita and Mitrovic, 2007: 32)

Most of the organizational committee of sports associations and events use the logo, which symbolizes strength, determination, desire, but also the peace, freedom and respect for opponents. Such is shown in the example which follows.

Picture 1 - Chicago Bulls Logos - National Basketball Association (NBA)



Source: <http://www.pagecovers.com/>, accessed 15.10.2016.

As can be seen in the figure above, the Chicago Bulls, a team from the eponymous town, which is competing in the NBA, opted for the head of a bull in the foreground. The view shows the determination, willpower and a great motivation to win the opponent and aims to enhance the charge, which carries every competitive event, with the participation of "bulls".

The role of the logo in sports is increasingly coming to the fore, as shown by the following example.

Picture 2 – Olympics logo 2020 – Tokyo



Source: <http://seijaku.co.uk/>, accessed 15.10.2016.

A candidate for the organization of the biggest sporting events, the Olympic Games, in 2020, the Japanese capital, Tokyo, opted for the logo solution that metaphorically represents the value represented by the people in Japan, namely: style indicated by the perfect arrangement of flowers, then, respect diversity, which indicates selection of different colors, which are associated with certain nations, as well as the form, which is a comprehensive whole, assuming perfect functioning.

3. The slogan represents the associative short sentence or phrase that reflects the essence and mission of the brand. (Melovic, 2009: 129) The slogan is usually continuously placed with the brand name and aims to create associations, referring to the sport, as well as a program that offers a sporting event. One example of the slogan is shown in the following figure.

Picture 3 – Slogan National Basketball Association (NBA)



Source: <http://www.anisb.wordpress.com/>, accessed 15.10.2016.

It can be considered that not only for the fans of competition, which symbolizes the famous sentence, but also for people who superficially following sports, it is enough to mention the phrase "I love this game" and everyone would know that talking about the

strongest basketball league in the world, NBA league. In such examples can be reflected the value and role of the slogans of the sport and the organization of sporting events.

4. Color, as an element of brand identity contributes to consistency and recognition of the sports brand. It is a "visual, aesthetic and identification element, which has a different symbolic meanings in different cultures". (Veljkovic and Djordjevic, 2010: 37) In the area of sports tourism, the fight is often linked to the country or geographical area of the events.
5. Packaging and labeling. In sports, because it is a service industry, we can not talk about packaging in the classic sense, but as a possibility for the marking of certain products / services. (Mihailovic, 2010: 225) As an example, we can list tickets for sporting events, where, in addition to the logo are company sponsors and other different images and symbols that convey the meaning of a sports brand.
6. Design observed in the broadest sense, is a visual, functional and qualitative view of the overall living conditions of the human community. (Jobber and Fahy, 2006: 185) Although there is usually a peripheral role, the design of certain elements in the organization of major sporting events, can easily become the symbol of the event. An example for that is the design of sports equipment at the London Grand Slam Wimbledon.

4. HOLDERS IN SPORTS BRAND

Depending on the brand holder, branding strategy has been variously defined. Although the product is a traditional holder of the brand, in modern business concepts is increasingly the role of the companies, services and even business units. In sports, as holders of the brand can occur (Bartoluci, 2003):

- People;
- Events;
- Services;
- Companies, ie. The sponsors;

- Locations etc.

Most often in the sport as holders of the brand occur people and events, as will be explained in details below.

1. People as a brand holders. Once upon a time the poor played football on the field, and the rich were watching from the stands, "it has become a famous phrase from a relatively new, but the cult film" Montevideo, Bog te video. "Today, when everything in the sport is spinning around the direct participants in sporting events, is completely the opposite. There is a very good example how a person can be important for the sports event show and that is the tennis tournament ATP Tour 250 series, Belgrade open. Although the very short history of the tournament, as well as history of organizational and sporting success, which might give the added value of the brand, tennis star, Novak Djokovic brings the tournament exceptional attendance and reputation with the fans. Although there is a question: "What will happen when Novak ends his tennis career?", organizers have enough time to create at least the part of the brand which means the name of Novak Djokovic.
2. Events as brand holders. To have the strenght of the brand, in addition to attractive content for the audience, for the event it is necessary to have a long tradition of success and continuity. Such events are usually organized once a year, and about such events is spoken throughout the year, from the time it is completed, until such time as a new start. One such event is the Super Bowl, the central event of the year in the field of rugby, the second in importance and popularity sport in the United States. How significant this event is, it shows a lot of facts: The Organising Committee use serial number for the announcement of events, not a calendar year, because they assume that everyone knows when the first Super Bowl was, so it is sufficient information to be calculated, which year is in question. The day when there is a match, The Super Bowl Sunday, the second day of the year, by the amount of

food that was collected, and the first after the national holiday, Thanksgiving day. Meanwhile, the Super Bowl has become the most watched annual sporting event in the United States and the second most in the world, with an average viewing rate of 114.4 million people. Some of the music stars who performed in the framework of this event were Michael Jackson, Madonna, The Rolling Stones, Whitney Houston and so on.

5. IMAGE AND MOTIVATING FORCE OF SPORTS BRAND - RELEVANCE TO TOURISM

Brand image represents the image or idea, which forms in the public about the sport, sporting event, or a specific product or service in the field. For the sports association or organization, brand image is not the ultimate goal, but indirect link, which leads to achieving long-term goals. Specifically, the goal should be to imagine the creation of brand value and manual for the organizers (in the form of profit, market reputation, etc.).

The image is a multidimensional concept. It is formed in two ways, whose effects can be manifested at the same time (Kaplanidou and Vogt, 2007):

☐ Direct method - based on his own experience, namely, the contact with the brand and / or;

☐ indirect way - on the basis of indirect impressions, attitudes and beliefs about the brand.

Thus, the conclusion is that the image is made with the whole set of associations, that respectively image represents the perception of the brand, which consists of a set of associations that associate consumers with the name of a certain brand.

Picture 4 – UEFA – Logo Champions league



Source: <http://www.costabravasd.com/> accessed 22.10.2016.

When in 1991 the name changed, but also the system of the strongest European football competition, many experts were skeptical regarding the long-term success of the project named League (formerly the Champions Cup). About today's effective brand image and its presence in all European countries, there is the fact that in 2013, UEFA, under whose patronage the event was, made decision on the geographical separation of the teams in the qualifying cycle, after which the football clubs from Eastern Europe provides more chance to access "the biggest stage."

7. CUSTOMER LOYALTY AS A MEASURE OF BRAND VALUE OF SPORTS EVENTS

Recognizing the importance of customer loyalty to the brand, many of organization began developing the programs loyalty. Loyalty programs are very important, because they allow the collection of data about customers, increase profits, preventing the possible lost of user by competitors and the additionally connect user with the brand. Loyalty programs are complex organizational activity that involves many participants, sponsoring companies, the management of the program, external partners, financial partners and shoppers. It is very important that top managers are aware that loyalty programs do not provide quick results and that they should be seen as a powerful tool for building long-term relationships with customers.

In the field of sports management in particular there is a strong need for high-quality program of benefits for loyal customers, concerning the emotional connection between sports organizations and supporters are more subtle than traditional relations in the economy. There are a number of examples which suggest that the results of the collective sports have positive correlation with the attitude of supporters of the club.

Thus, for example, the top management of BC Red Star, after great season 2014/2015, in which they won the National league, ABA league and played top 16 phase of the Euroleague, as gratitude for the support of their fans, decided

to come up with a program of benefits for their fans, to show the price of their loyalty. Agreement with Lyonesse, allowed its loyal audience cashback when buying in over 50,000 companies in more than 200,000 locations worldwide, by using the card of your favorite club.

Picture 5 – KK Crvena Zvezda Loyalty program



Source: <http://www.mozzartsport.com>, accessed 22.10.2016.

For the motivation of fans possession and use of the card, helped the company Lyonesse information system, which allowed fans to help club with 1% each of their purchase, helping to continue with the tradition of good results.

Based on the previous content, especially in cases of specific acquisition of additional trust with your customer service, it can be concluded that achieving customer loyalty, whether through loyalty programs or through the creation of added value, represents the importance of every organization in the fight for market share.

Depend on the supplied value and quality of service, degree of customer satisfaction and loyalty will increase, and loyalty is the consequence of the overall customer satisfaction with the service provided.

8. CONCLUSION

Branding in sports is in direct positive correlation with the economic effects that are generated in the tourism industry. Quality sports infrastructure and facilities shape the touristic offer of the country and affect the increase in the number of tourists visit. Therefore, the branding of the sport is treated as one of the key factors for the country's economy, with tourism in the focus.

Sports tourism requires the application of specific strategies and forms of branding, in order to realize the value of the consumer. Explored needs and desires of consumers in the field of sport tourism indicate a differentiated design value, which is supplied. Therefore, it is

necessary to use a different approach in the field of branding sports events.

The effects of branding in sports dominantly depend on the type, scope and frequency of promotional resources, which are used in advertising and communication with the audience. The way of media advertising of sporting events determines the development of tourism, and on that basis, it can be concluded that the media have a very important role in the field of event branding in sports. Therefore, it is necessary to opt for effective forms of media in order to have more efficient to attract tourists.

Possibilities of implementing branding strategies depend on the type of sport and the size of sports event. Different kinds of sports, as well as the size of the sports event, determine differences in consumer behavior. Therefore, in setting the strategy of branding, it is important to start from researched needs and desires of the audience, in order to arrive at the desired socio-economic purpose and objective of branding.

Branding of recreational facilities, without a doubt, has significant implications for tourism of a countries like Croatia and Montenegro and represents the one of the future orientation of the sports and event tourism. Montenegro's economy relies heavily on tourism, so it must be committed to a strategy of branding of tourism infrastructure and facilities. A successful outcome of the tourism sector requires full dedication to creating brand of sporting events.

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CYCLOTURISM DEVELOPMENT MODEL IN CROATIA ON EXAMPLE OF SPLIT-DALMATIA COUNTY

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EXTENDED ABSTRACT

1. Introduction

Prior to October 21, 2013, the state of cycling tourism in Splitsko-Dalmatinska County (SDC hereinafter) consisted of attempts by praise-worthy individuals, not organized either at county or regional level, which meant that the quality of cycling tourism was random and non-standardized. Consequently, the effects of such development were haphazard and the income minimum. A research was then conducted and the results showed that such type of cycling tourism, based on failures experienced in other destinations, should not be developed. It was wrong to assume that things would be different in our county if the exact stages that these failures have been through were followed. That is why the Cycling Union and The Board of Tourism of SDC have decided to set up their own model for the development of cycling tourism in totality in the SDC: the one which will raise the standards of both organisation and quality, the model which takes into consideration novel methods of planning and the one which does so with a new pyramid of people involved. We have formed a multi-disciplinary team comprised of experts from various fields including tourism, cycling, transport, kinesiology and public services and embarked on the development of cycling tourism in the SDC. Simultaneously, global trends in the cycling tourism industry have proved to be extremely positive (ATTA, 2012), (ATTA, 2013), (UNWTO, 2014), (Kuster and Blondel, 2013), (Institute for Tourism, 2011), (BoT SDC, 2013), (Zovko, 2013), with the result of Europe being the place where 20 million cycling tourists a year generate a turnover of 44 billion Euros – the turnover larger than the one generated by cruise ships industry (European parliament, 2013). Those are some of the reasons why cycling tourism was identified by Croatia and the SDC and given the top priority in their development strategies (Horwat consulting Zagreb, 2007), (Horwat consulting Zagreb, 2009), (The Croatian Ministry of Tourism, 2012). Encouraged by all the favourable trends, our goal was clear: we knew what type of cycling tourism we wanted to develop and the ancillary services we wanted to offer in the SDC. To begin with, we sought to model our methods on already developed cycling tourism areas of Europe, such as Carinthia, north of Italy and Trentino-Alto Adige, but also Istria – the only region in Croatia with an already sound cycling tourism industry. We have not only incorporated experiences and best practices but also weaknesses and deficiencies the afore-mentioned areas experienced. We have undertaken several study tours where we witnessed firsthand how the cycling tourism was developed in these destinations and only then embarked on the development of cycling tourism in the SDC, but using our own model for development.

2. Theoretical review

If any destination, county or state wants to develop cycling tourism properly and fully, "The Strategy for the development of cycling tourism" (the Strategy hereinafter) needs to be adopted. The Strategy is a multi-sector strategic set of guidelines, used to plan the development of cycling tourism as an entity within a 4 year period. A standard set of methodological procedures was applied and followed during the drafting of guidelines for the development and planning in order to produce the Strategy, with an array of research, analytical and critical procedures. What needs to be analysed in detail and defined is the following: priorities, measures, expected outcomes and a system of indicators that monitor the implementation of the strategy. Due to the fact that joint planning involves all the participants of the cycling tourism development within the SDC, who might have different interests in it, cooperation between all of them is to be secured only by involving all the relevant participants (TB of SDC, the Cycling union of SDC, Traffic board of SDC, County police administration, hotels and agencies). It would be ideal to involve all the participants, but in order to keep things simpler we suggest including only those at the county level, who will serve as representatives and communicate opinions and ideas of their group from the local level (e.g County police administration represents all the police stations within the county). This type of involvement is to be crucial both for strategy adoption and its subsequent implementation and it is radical in a sense that it has taken the previous models of participant involvement and turned it upside down. We have removed unnecessary participants from the decision making process, such as hunters, hikers, unions and some Ministries. It proved to be an excellent decision, as we have thus managed to speed up the decision making process at all levels and we have made communication among the remaining participants faster and more

manageable. An important part of the Strategy development were the due diligence and SWOT analysis, the bases for the development of the Strategy, put forward as sets of goals and concrete measures for the Strategy's implementation. Once the strategy is finalised, "The Standard procedures and guidelines for the development of cycling tourism" (the Standard hereinafter) needs to be drafted as well. It is an essential operational document for the development of cycling tourism and introduces a novel approach to the development of cycling tourism in Croatia. The standards to which all of the relevant participants have agreed and signed on, enable the Strategy to become operational, which means that its implementation is standardized, fast, simple and straightforward.

3. Research findings

Implementation of the strategy has been entrusted to participants at the top of the pyramid, i.e. the Cycling union of SDC, TB of SDC and SDC itself, presided over by a coordinator implementing all the decisions agreed on by the three participants in question. This proved to be an excellent solution as all three participants yield a great operative power in all the areas relevant to the development of cycling tourism. The implementation is quite easy and what was surprising was the fact that money wasn't a problem, as certain funds had already been ploughed into the development of cycling tourism. However, they were misdirected and did not show any tangible results. The application of the Standard led to standardization of all the relevant parameters in the cycling tourism development, starting with the image of sign posts, information boards, cycling maps, www.dalmatia-bike.com website, mobile app, Bike&Bed objects, QR codes, erudition of guides and bike repairers. The positive effects of the Strategy and the Standard implementation are as follows: facilitated procedure when it comes to agreeing on anything, shared marketing activities, centralized promotional activities on social networks and search engines, coordination of all the participants when applying for various projects, shared – and consequently cheaper procurement at all levels, easier communication and synergy of all the participants with the common goal being the development of cycling tourism in the SDC.

Results of the Strategy and the Standard implementation after three years are as follows:

- 100 cycling routes 3500 km long, fully sign-posted
- 50 Bike&Bed objects of the highest category
- 45 authorised cycling guides
- 10 cycling tour agencies and 30 others dealing with cycling services (service ,shops)
- 5 cycling maps (Dalmatian hinterland, the island of Hvar, the island of Brač, the Riviera of Makarska, the Riviera of Split-south)
- The central website for cycling tourism of the county, www.dalmatia-bike.com, translated into 4 languages, with all the relevant information
- A mobile QR app, mapping all the routes, gpx data, mobile phone maps and forecast
- 10 bicycle races of the highest category and 20 regional or recreational races 70

Rent-a-bike businesses of the highest category (e-bike, road carbon bikes, downhill bikes, MTB race)

- 100 people employed in the cycling industry in the SDC
- 1 million Euro profit in SDC from cycling tourism in 2016
- SDC has already topped the list of cycling tourism leaders at national level in all areas except the total income from cycling tourism – Istria is still the leader in this area – but only because this segment of cycling tourism development of the SDC is still to be realised next year (during the fourth year of the Strategy implementation)

- Our model for cycling tourism development is unconditionally successful and with minimum investment, applicable to any destination or county in Croatia

4. Conclusion

SDC has created a successful model for cycling tourism development, applicable to any county in Croatia. This model states that with an investment 5 to 10 times lower than has been usual in Croatia so far, any county can become a cycling tourism destination, employing a considerable number of people in the industry, making a substantial profit of 5 to 10 million Euros a year and most importantly, bringing in a remarkable number of tourists off season, even during the months when it was customary for the objects to be closed due to very few tourists visiting the area. The potential Croatia has for cycling tourism development and for attracting a significant number of 25 million European cycling tourists is enormous. The body in charge of cycling tourism development in the SDC is Cycling union of the county. We are currently planning, in cooperation with several other counties, to form a Croatian cycling union, which would be the leading body for the development of cycling tourism within the country. We succeeded in bringing the whole process about because we have planned and drafted the Strategy – the document which clearly states who does what, when and how. The results obtained were both forecasted and expected although the approach and methods were completely new and untested. The only thing we did not expect was to accomplish all the goals within the timeframe predicted. Our model for cycling tourism development clearly has shown that this type of tourism can be developed only in those destinations which invest into the development of complete cycling infrastructure: sign-posted paths and routes, information boards, digital and paper maps, web and mobile apps, QR codes and integrated social networks. Should any of the segments mentioned lack, a substantial proportion of the potential market is lost. Cycling tourism needs to offer the whole spectrum of ancillary cycling services and products: Bike&Bed, bike repair, transport, shops, rent-a-bike, guides and bike science. They are all essential in bringing profit to the destination in question and to those who offer them. It is also of high importance to continually track the results of the strategy implementation, as this enables us to quickly improve on any discrepancies that might occur at any stage. We must also constantly check feedback on the number of arrivals and types of services that the cycling tourists require at different destinations in order to react swiftly and tweak the services offered along the way.

Key words: cyclotourism, bike&bed, bike guides, bike trails, sport tourism

1. UVOD

Stanje u cikloturizmu u Splitsko-dalmatinskoj županiji (u daljnjem tekstu SDŽ) prije 21.10.2013. se svodilo na pojedinačne pokušaje vrijednih turističkih djelatnika koji nisu bili organizirani na razini županije ili regije te su imali neujednačenu, nestandardiziranu i različitu razinu kvalitete. Efekt takvog razvoja cikloturizma bio je točkasti a prihodi minimalni u odnosu na današnje prihode od cikloturizma u SDŽ. Analizom se utvrdilo da ne možemo razviti cikloturizam ako se radi na načine koji su se pokazali neuspješnima u drugim destinacijama, jer je pogrešno očekivanje da će u SDŽ rezultat biti drugačiji ako se radilo sve isto kao i kod drugih. Zato su Biciklistički savez SDŽ i TZ SDŽ odlučili razviti svoj model potpunog razvoja cikloturizma u SDŽ koji će sve parametre dignuti na višu razinu organizacije i kvalitete. Istovremeno su svjetski trendovi u cikloturizmu izuzetno pozitivni (ATTA,2012.), (ATTA,2013.), (UNWTO,2014.), (Kuster i Blondel,2013.), (Institut za turizam,2011.), (TZ SDŽ,2013.), (Zovko,2013.) pa je tako u Europi 20.000.000 cikloturista koji ostvare godišnji promet od 44.000.000.000 EUR što je promet veći nego što ga u Europi ostvari cruising turizam (European parlament,2013.). Zbog svega toga cikloturizam su prepoznali i Hrvatska i SDŽ pa su ga u svojim razvojnim strategijama stavili na vrlo visoko mjesto (*Horwath consulting Zagreb,2007.*), (*Horwath consulting Zagreb,2009.*), (Ministarstvo turizma RH, 2012.)

2. TEORIJSKI OSVRT

2.1. Strategija razvoja cikloturizma SDŽ

Da bi se cikloturizam u nekoj destinaciji, županiji ili državi ispravno i potpuno razvijao potrebno je na početku toga procesa donijeti „Strategiju razvoja cikloturizma“ (*Biciklistički savez SDŽ, 2013.*). SDŽ je u taj proces krenula i zbog zakonske sportske regulative u Republici Hrvatskoj koja propisuje obvezu izrade vlastitog strateškog dokumenta u cilju poticanja i razvoja sporta na razini jedinica lokalne samouprave a cikloturizam je usko povezan uz sport i sportski turizam. Strategija razvoja cikloturizma SDŽ (u daljnjem tekst Strategija) je prvenstveno multi-sektorski strateški okvir kojim se planira razvoj

cikloturizma kao cjeline unutar jasno definiranog razdoblja, tj. za četverogodišnje razdoblje u skladu s višegodišnjim financijskim okvirom dionika i kohezijske politike Europske unije. Budući da je Strategija temeljni strateški dokument, mora se temeljiti na uvjerljivom logičkom slijedu, međusobno dosljednih i logički povezanih dijelova. Za izradu Strategije koristio se standardni metodološki postupak za izradu razvojnih i planskih dokumenata s područja turizma, koji uključuje cijeli niz istraživačkih, analitičkih i interpretacijskih postupaka. Konkretno, Strategija mora: biti utemeljena na detaljnoj analizi stanja baziranoj na opsežnim, relevantnim i ažuriranim podacima, koji ukazuju na gospodarske, ekološke, klimatske, demografske i socijalne izazove s kojima se cikloturizam u nekoj županiji suočava; strateški prikazati pristup razvoju cikloturizma unutar jasno određenog razdoblja, utvrđujući hijerarhiju ciljeva, razvojnih prioriteta i mjera koji moraju biti mjerljivi za suočavanje s unaprijed navedenim izazovima; predložiti međusektorski integrirani pristup razvoju cikloturizma, ciljajući putem definiranih prioriteta, mjera, na rješavanje niza međusobno povezanih problema u cikloturizmu u različitim sektorima; definirati očekivane rezultate i uključiti sustav relevantnih pokazatelja koje je potrebno koristiti za praćenje provedbe Strategije. U nastavku se nalazi okvirni prikaz strukture Strategije s prijedlogom metodoloških segmenata:

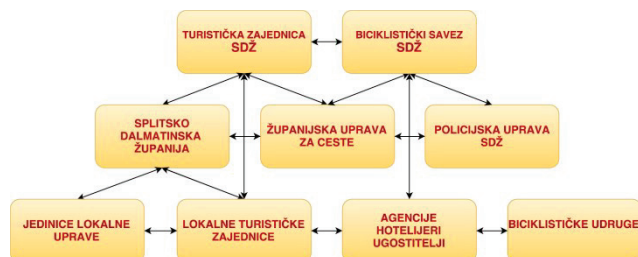
- Uvod
- Analiza stanja – sažetak
- Prepoznavanje razvojnih potreba i potencijala
- Strateški okvir
- Provedba
- Fokus grupe
- Horizontalna načela
- Izvješće o provedenom postupku prethodnog vrednovanja – sažetak
- Izvješće o strateškoj procjeni - sažetak

Strategija treba obuhvatiti sljedeće dodatke:

- Odluka o osnivanju fokus grupa, imenovanja članova te izvještaji o provedenom konzultacijskom postupku
- Cjelovitu analizu stanja
- Izvještaj o provedenom postupku prethodnog vrednovanja
- Izvješće o strateškoj procjeni (ako je primjenjivo)

S obzirom na to da zajedničko planiranje uključuje sve dionike cikloturizma u SDŽ s različitim karakteristikama i interesima, suradnja u postupku izrade Strategije može se osigurati samo kroz učinkovito uključivanje svih relevantnih dionika (TZ SDŽ, Biciklistički savez SDŽ, SDŽ, Županijska uprava za ceste, PU SD, županijska uprava HŠ, predstavnici agencija i hotelijera) koji po potrebi uključuju dionike s lokalnih nivoa. Zato Strategija mora biti rezultat partnerskih konzultacija koje uključuju sve dionike zainteresirane za izradu Strategije važnih za razvoj cikloturizma tijekom cijelog postupka strateškog planiranja, tražeći njihove doprinose i uključujući ih prema potrebi. Pri uključivanju dionika pokazalo se kao idealno uključiti sve dionike ali zbog jednostavnosti preporučuje se uključivanje samo dionika sa županijskog nivoa koji će kao predstavnici prenositi mišljenja svoje baze s lokalnog nivoa (npr. Biciklistički savez SDŽ zastupa biciklističke klubove i prenosi stavove svih 30 klubova koje zastupa, TZ SDŽ zastupa svih 50 lokalnih TZ i prenosi njihove stavove, SDŽ zastupa sve gradove i općine s područja SDŽ, PU SD zastupa sve policijske postaje SDŽ). Ovaj način uključivanja dionika je jedna vrlo važna novost a koja će se pokazati kao ključna kako kod donošenja strategije tako i kod kasnijeg operativnog provođenja razvoja cikloturizma. Ovaj način uključivanja dionika je potpuno obrnuta piramida dosadašnjih modela uključivanja dionika. Iz procesa odlučivanja se izbacilo nepotrebne dionike kao npr. lovce, planinare, sindikate te neka Ministarstva. To se pokazalo kao dobar potez jer se time dobilo na konkretnosti čitavoga sustava, na brzini donošenja svih odluka i brzini komunikacije među dionicima.

Sl. 1. Nova piramida dionika razvoja cikloturizma



Izvor: (Špadina, D., 2013.)

Sl. 2. Struktura postupka strateškog planiranja razvoja cikloturizma



Izvor: (Čular, D., 2013.)

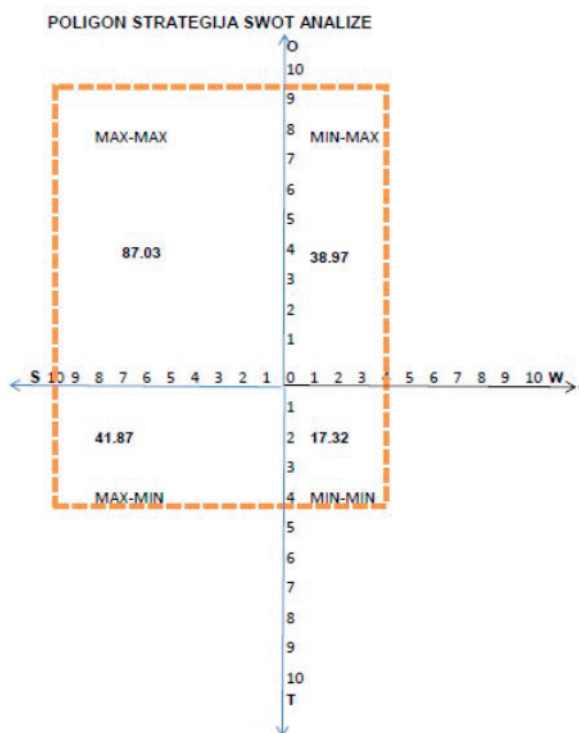
Važan dio izrade Strategije je analiza stanja i SWOT analiza koje predstavlja osnovu za izradu Strategije koja treba biti strukturirana kao skup ciljeva te niz konkretnih mjera za njihovu realizaciju.

Sl. 3. SWOT analiza cikloturizma SDŽ



Izvor: (Špadina, D., 2013.)

Sl. 4. Poligon strategija cikloturizma SDŽ



Izvor: (Špadina, D., 2013.)

Iz ovakvog poligona vidljivo je da cikloturizam u SDŽ raspolaže jakim snagama i nalazi se u poticajnom okruženju.

Izrada Strategije jako je važna jer omogućava lakšu prijavu na razne domaće ili EU natječeaje za projekte vezane za cikloturizam a omogućava i uvrštavanje cikloturizma u razne druge strategije npr. sporta, turizma, gradova ili županija. Tako je u „Strategiju urbane aglomeracije Split“ uvršten veliki broj projekata cikloturizma jer je cikloturizam u SDŽ bio jedno od rijetkih područja koji su imali gotovu Strategiju i projekte.

2.1. Standardi i pravilnici za razvoj cikloturizma SDŽ

Nakon završetka Strategije mora se pristupiti izradi „Standarda i pravilnika za razvoj cikloturizma“ u daljnjem tekstu Standardi koja je ključni operativni dokument za razvoju cikloturizma i jedna od novih stvari u razvoju cikloturizma u Hrvatskoj. Standardi koje su u SDŽ potpisali svi važni dionici omogućavaju da se Strategija operacionalizira i da se sve napisano u njoj može na standardizirani način brzo, jednostavno i nedvosmisleno provesti u djelo.

3. REZULTATI ISTRAŽIVANJA

Provedba Strategije povjerena je dionicima na vrhu piramide tj. Biciklističkom savezu SDŽ, TZ SDŽ i SDŽ na čijem je čelu koordinator koji operativno provodi sve odluke koje ova tri dionika donesu. To se pokazalo kao odlično operativno rješenje jer ova tri dionika imaju jako veliku operativnu moć na svim područjima koja su važna za razvoj cikloturizma i operativna provedba je vrlo lagana a čak i novčana sredstva nisu veliki problem jer su se i do sada trošila sredstva za razvoj cikloturizma ali nisu bila pravilno usmjerena i taj način nije davao vidljive rezultate. Provedba Standarda je dovela do toga da su se standardizirali svi bitni parametri u razvoju cikloturizma od izgleda signalizacije, info tabli, bike karata, centralne cikloturistički web www.dalmatia-bike.com, mobilne aplikacije, Bike&Bed objekte, QR kodova, znanja Bike vodiča i Bike servisera. Pozitivni učinci provedbe Strategije i Standarda su: maksimalno pojednostavljeni postupci kod postupaka izdavanja svih potrebnih suglasnosti, zajedničke marketinške aktivnosti, centralizirane promotivne aktivnosti na društvenim mrežama i internet pretraživačima, koordiniranost svih dionika u prijavama na razne natječeaje, višestruko jeftinija provedba svih nabava, zajedničke nabave svih dionika, komunikacija i sinergija svih dionika u razvoju cikloturizma SDŽ.

Rezultati trogodišnje primjene Strategije i Standarda su sljedeći (*Biciklistički savez SDŽ, 2016.*) :

- 100 biciklističkih ruta duljine 3500 km kompletno označenih signalizacijom
- 50 Bike&Bed objekata najveće kategorije
- 45 certificiranih Bike vodiča
- 10 Bike agencija i 30 ostalih Bike usluga (servisi, transport i bike dućani)
- 5 biciklističkih karata (Dalmatinska zagora, otok Hvar, otok Brač, Makarska rivijera, Splitska rivijera-istok)
- centralna cikloturistička web stranica SDŽ www.dalmatia-bike.com na četiri jezika koja sadrži sve informacije
- mobilna QR aplikacija sa svim staza, gpx zapisima, kartama za mobilne uređaje i vremenskim uvjetima na stazi
- 10 biciklističkih utrka najviše kategorije i 20 regionalnih ili rekreativnih utrka

- 70 Rent a bike iznajmljivača bicikli najviše klase (e-bike, cestovne karbonske bicikle, downhill bicikle, MTB race)
- 100 zaposlenih u cikloturizmu u SDŽ
- 1.000.000 EUR-a dobiti od cikloturizma u 2016.
- SDŽ je već 2016. preuzela vodeću poziciju u hrvatskom cikloturizmu u svim parametrima cikloturizma osim u ukupnom prihodu od cikloturizma gdje je Istra još uvijek vodeća ali samo zato što je taj segment nadogradnje cikloturizma SDŽ u planu tek iduće godine (u četvrtoj godini provedbe Strategije)
- Može se zaključiti da se napravio maksimalno uspješan, provjereni model razvoja cikloturizma uz minimalna ulaganja koji se može primijeniti na bilo koju destinaciju ili županiju u Hrvatskoj

4. ZAKLJUČAK

SDŽ je stvorila uspješan model razvoja cikloturizma koji se može primijeniti i na sve ostale hrvatske županije. Po ovom se modelu za 5 do 10 puta manje sredstava nego što je to do sada u Hrvatskoj bilo uobičajeno za 4 godine može se od bilo koje županije stvoriti cikloturistička destinacija koja će zapošljavati značajan broj radnika u cikloturizmu, ostvarivati značajnu dobit od 5-10.000.000 EUR-a i što je najvažnije dovesti značajan broj turista van dosadašnje glavne turističke sezone pa čak i u one mjesece kada je bilo uobičajeno da su objekti zatvoreni zbog jako malog broja turista (*Biciklistički savez SDŽ, 2016.*). Hrvatska ima izuzetne potencijale za razvoj cikloturizma i za privlačenje značajnog broja od 25.000.000 europskih cikloturista. U SDŽ se pokrenulo osnivanje Cikloturističkog saveza SDŽ koji će preuzeti lidersku ulogu u razvoju cikloturizma a s još nekim županijama je dogovoreno osnivanje Hrvatskog saveza cikloturizma koji bi bio krovna organizacija hrvatskog cikloturizma koji bi razvio cikloturizam u cijeloj zemlji. Sve ovo SDŽ je ostvarila zato što je sve isplanirano strateškim dokumentima i točno se zna tko, što i kad u cikloturizmu SDŽ radi. Svi dobiveni rezultati su

očekivani i predviđeni u planovima strategije iako je pristup i metode bio potpuno novi i nitko ih nigdje do sada nije primijenio. Jedini neočekivani rezultat ovog Modela razvoja cikloturizma je to što se s apsolutnom točnošću predvidjelo vremensko ostvarivanje svih ciljeva. Model razvoja cikloturizma koji se napravio je pokazao da se cikloturizam može razviti samo u onim destinacijama koje razvijaju kompletnu ponudu infrastrukture za cikloturiste: uređene staze, označene staze, info table, karte, digitalne karte, web aplikaciju, mobilnu aplikaciju, QR kodove i integrirane društvene mreže. U slučaju nedostatka bilo kojeg od ovih segmenata infrastrukture dolazi do značajnog gubitka potencijalnog tržišta. Cikloturistička ponuda mora uključivati sve dodatne cikloturističke usluge i proizvode: bike&bed, bike servis, bike transport, bike dućane, rent a bike, bike vodiče i bike znanost. Ove su usluge i proizvodi neophodni jer donose zaradu destinaciji i onima koji ih pružaju. Vrlo je važno i kontinuirano praćenje rezultata provedbe Strategije jer nam ono omogućava brzi ispravak u slučaju značajnijeg odstupanja od planiranih rezultata. Također se mora imati i konstantne povratne informacije o broju dolazaka i vrsti usluga koje cikloturisti traže na pojedinim lokacijama cikloturističke destinacije bi se moglo odmah reagirati s pojačanim uslugama kako se ne bi postigao kontraefekt da cikloturisti dođu u destinaciju koja se reklamira kao cikloturistička a zbog prevelikog broja gostiju destinacija im ne može pružiti sve promovirane usluge . Povratne informacije su jako bitne dionicima na vrhu piramide cikloturizma u nekoj županiji jer im one omogućavaju pravovremenu prilagodbu i povećanje kapaciteta cikloturističke infrastrukture i broja stručnjaka u cikloturizmu.

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THE ROLE OF THE STATE IN DEVELOPMENT OF TOURISM OFFER IN EXPERIENCES OF BALKANS COUNTRIES

Marko Đogo, Nemanja Pandurević

Extended abstract

1. Introduction

There are opposite opinions in terms of the extent to which state should be engaged in development of touristic offer. Should be allowed to state to be owner of touristic companies or that role should be restricted at the level of providing adequate infrastructure, promotion, providing rule of law and positive business and investment environment? The aim of this paper is to thru comp ration of different paths to sustainable tourism development of Republic of Turkey and Republic of Croatia, and thru comp ration of different outcomes which comes from investment of Republic of Serbia in Ski Resort of Serbia, comparing to outcomes which comes from investment of BH entity, Republic of Srpska in Olimpic center Jahorina, find well-founded conclusion about sense of direct state engagement in development of tourism.

2. Theoretical review

Failure of some countries in transition, like Bosnia and Herzegovina and Serbia, to achieve satisfactory economic performance, including pale development of tourist sector, brings to reminiscence of idea of government intervention. So, we decided to conduct short research on this issue. We started with desk research looking for international papers which could provide us with insight into this problem from international point of view. This paper from all around the world help us to set up hypothesis which is: *Government should not be provider of those services which could be provided by private sector while government support through infrastructure and promotion should be taken consistently and according to plan.*

Then we conducted analysis on examples from (our) Southeast Europe region.

3. Research findings

First of all, we found long history of governmental intervention in tourism sector. Republic of Turkey and many others are examples of this. But our desk research also shows that opinions about effects of those interventions are deeply divided. While some authors like Duman and Melovic believe that government intervention accelerated development of tourism sector in this country's dominant majority of authors found this intervention destructive to development of this sector. Our findings are in line with this second group of authors. We concluded that government ownership over touristic sector in Turkey and Republic of Croatia bounded tourism potentials of these countries for decades and that privatization and liberation made this countries "serious player" on global tourism market.

4. Conclusion

Aim of this work was to examine is there alternative to private ownership if we attend to achieve dynamic development of tourism sector. Literature we used in preliminary research suggests us that there is no alternative even if government ownership played positive role in the past. So our hypothesis was set up like this – as promotion of private ownership in tourism sector. After considering experience of Balkan's countries with governmental intervention in tourism, we have found that our hypothesis is confirmed. Our research of experience of Republic of Turkey and Republic of Croatia show us that government should not be, under any circumstance, owner of accommodation facilities. Concrete, Turkey did not become tourism power at global market thanks to 67 years of direct government intervention. Turkey become power only after it conducted privatization and liberation of this business sector. The same could be said for Croatia. For tourism in Croatia last decade of XX century is lost one. Until privatization and liberation tourism in Croatia stagnated. Only after privatization and liberation started dynamic grow and development which bring Croatia in position of absolute leader in the field of tourism among Balkan countries.

Still, while answer about ownership of accommodation facilities is quite clear, we could not say the same in the issue of building infrastructure necessary for further development of a tourism destination. Last experiences of Republic of Serbia and BiH on this issue are quite different. While investment of Serbia in Ski resort of Serbia in this moment looks like a story about success, investment in Olympic center Jahorina is real disaster. This could be explained with much seriously approach of Serbia to this investment. Conclusion is that the governments should not star investments if they don't have money enough to finish it. Even if they have so much money, they should consider conferring management over those facilities to private sector in long term.

Key words: tourism, state interventionism, effects

1. Uvod

Trendovi u turizmu su neraskidivo povezani sa stremljenjima svakog društva, odnosno, sa globalnim procesima. Procesi globalizacije sa liberalizacijom svjetskih tokova roba, usluga i kapitala, privatizacijom i deregulacijom, te proces diferenciranja ponude roba i usluga determinirali su razvoj turizma tijekom posljednja tri desetljeća u jednakoj mjeri kao što su determinirali i robne tokove. Stanje *kraja povijesti* kako ga je opisivao Fukujama krajem XX i početkom XXI stoljeća, argumentirano uvjerenjem kako nema alternative (TINA argument) kako je to tvrdila Margaret Thatcher, su odredili i okvire turističkog razvoja tijekom tri posljednje desetljeća. Taj okvir je bio poticajan za razvoj turizma. U tom periodu se činilo da se jedini ostatci socijalizma nalaze u socijal-demokraciji koja je isključivala državu iz privrede, a socijalna stremljenja usmjeravala isključivo sekundarnoj raspodjeli dohotka. Tek krajem 2000-ih uočljive su aktivnosti koje se mogu kvalificirati *državnim kapitalizmom*, kao posebnim oblikom društvenog uređenja temeljenome na slobodnom tržištu kombiniranome sa vlasništvom države nad važnim privrednim subjektima. Je li time dan odgovor na pitanje o ulozi države u razvoju turizma tranzicijskih zemalja?

Problemi u razvoju pojedinih zemalja u periodu tranzicije, kao na primjer Bosne i Hercegovine u nastojanju podizanja ekonomskih performansi uključujući i skroman razvoj turizma kao privredne grane, doveli su do reminiscencije ideje o potrebi državne intervencije. Tako se često postavlja pitanje

koliko je model razvoja turističkog gospodarstva temeljen isključivo na privatnom kapitalu ekonomski i društveno optimalan. Zagovornici intervencionizma u gospodarstvu zagovaraju industrijalizaciju, ali na turizam gledaju kao na sporednu djelatnost. U nemogućnosti da se industrijalizacija realizira željenom dinamikom, a posebno zbog poteškoća u provedbi (supstitucija uvoza) intervencionisti sve veću pažnju posvećuju argumentaciji državnih intervencija u usložnom sektoru. Tako se postavlja pitanje je li u državama koje tijekom dosadašnjeg razvoja nisu valorizirale turističke potencijale treba konkretnije djelovati, uključujući i osnivanje turističkih poduzeća u državnom vlasništvu?

Hipoteza rada je da država ne treba biti nosilac djelatnosti koje može uspješno provesti privatni sektor, ali da promotivna funkcija države, kao i razvoj infrastrukture podrazumijeva dosljedan i planski pristup.

2. Pregled relevantne literature

Turizmu se često ne pridaje jednak značaj kao nekim drugim gospodarskim granama, zbog čega su istraživanja i literatura koja se bave analizom državnog intervencionizma i/ili privatizacije na turistički sektor skromna.

Od značajnijih radova treba istaknuti istraživanje objavljeno u izdanju Sveučilišta Harvard, grupe autora Caroline Ashley, Petera De Brine, Amy Lehr i Hannah Wilde pod nazivom *The Role of the Tourism Sector in Expanding Economic Opportunity*. U ovom radu se zastupa stav kako država treba imati aktivnu ulogu u podršci razvoju turizma, mada se ne potiče intervencionizam kakav je postojao u komunističkim i socijalističkim zemljama u prošlosti. Tako se Ashley i dr. (2007:24) u dijelu rada pod nazivom *Lekcije za vladu*, zalažu za postizanje inkluzivnosti turizma kroz porezne i neporezne poticaje, za javno-privatno partnerstvo u obuci kadra, za snažniju podršku države turističkim organizacijama, a kako bi iste mogle implementirati suvremene modele poslovanja koji doprinose zadovoljstvu turista i stvaranju poželjnog okruženja za turistički razvoj i privlačenje investicija.

Drugi rad koji se bavi reperkusijama privatizacije na razvoj turističke ponude je *The Potential influence of Privatisation on Quality Tourism*, autora Rebecca Riedl-a i Hans Vogelsonga u izdanju Nacionalnog biroa za ekonomska istraživanja (NBER-a) SAD-a. Rad objavljen početkom 2000-ih godina kada je neoliberalizam bio na vrhuncu, pa se u SAD-u raspravljalo o prijedlogu da se upravljanje nacionalnim parkovima i šumama povjeri privatnim poduzećima. Zaključak toga istraživanja je bio da bi takva privatizacija osigurala pozitivne efekte pod uvjetom da bude regulirana od strane države.

Koliko je turizam u gospodarskim analizama podcijenjen ukazuje i činjenica da internetska pretraga ključnih riječi *tourism* i *privatization* tijekom studenoga 2016. godine ukazuje tek na 11 radnih papira (*working papers* u datoteci s više od 15.000 radova raspoloživih na stranici MMF-a) iz ovoga područja. Od tih 11 radova, čak 9 se odnosi na Karipske zemlje. Jedini od navedenih radova relevantan za ovo istraživanje je rad *Determinants of International Tourism* autora Alexsander

Culiuc-a. Ovaj rad se temelji na gravitacijskom modelu procjene mogućeg broja turista po zemljama. Empirijski utvrđen manji broj turista od procijenjenog prema ovome modelu se može protumačiti kao zaostajanje u razvoju turističke ponude, što je praktična poruka tim zemljama za poduzimanje određenih aktivnosti u toj gospodarskoj grani. U području radova koji se bave posljedicama privatizacije turističkog sektora u zemljama u tranziciji treba istaknuti dva rada. Prvi, *Tourism patterns and problems in East Central Europe* (Russell Ivy i Charles Copp) je nastao u ranoj fazi tranzicije gospodarstva (1999. godine), te se tek sporadično dotiče privatizacije turističkog sektora. Nalazi u ovome radu ukazuju da usprkos privatizaciji većine hotela visoke kategorije (izgrađenim u većim gradovima) u zemljama istočne i centralne Europe nema značajnijih reperkusija od rasta turizma na prihod stanovništva izvan gradskih aglomeracija. Drugi rad, *Privatization and the development of tourism in the Czech Republic and Slovakia: property rights, firm performance, and recombinant property* (Allan Williams i Vladimira Balaža), također nastao početkom 2000-ih, ističe spoznaje kako je samo privatizacija malih turističkih poduzeća (restorana i sl.) izvršena transparentno. Nalazi istraživanja ukazuju da su upravo ova poduzeća s najboljim performansama u turističkom sektoru Republike Češke i Republike Slovačke. Prema njihovom mišljenju, privatizacija većih turističkih subjekata je izvršena netransparentno, te je bila podložna korupciji što se negativno odrazilo na njihove poslovne performanse. U zaključcima rada je evidentno da se autori zalažu za potpunu privatizaciju kao model efikasnog restrukturiranja turističkoga sektora. Treći rad, *Privatization and Investment Activity in the Tourism of the Republic of Serbia* (Živorad Gligorijević i Predrag Ubavić) predstavlja zanimljive i kontradiktorne zaključke o negativnim učincima privatizacije na turističku ponudu Srbije. Nalazi njihovog istraživanja ukazuju kako privatizirana poduzeća nisu usvojila potrebnu reorganizaciju menadžmenta, tehnoloških rješenja i dr. No ni u ovome radu autori nisu protiv privatizacije u turističkom sektoru, premda primarno ukazuju na propuste u procesu privatizacije.

3. Empirijsko istraživanje na primjerima zemalja Balkana

Na temelju pregleda relevantne literature provedeno je istraživanje *za stolom* o utjecaju države na razvoj turizma na primjerima zemalja Balkana. Konkretno, provedena je komparativna analiza iskustava Turske i Republike Hrvatske u privatizaciji i liberalizaciji uvjeta poslovanja u turističkom sektoru, te za analiza aktualnih iskustva Republike Srbije i BiH vezanih uz investicije u turističkoj infrastrukturi.

3.1. Iskustva Turske u razvoju turizma

Turska ima dugu povijest intervencionizma u gospodarstvu, pa tako i u razvoju turizma. Prema Dumanu (2014: 16) razvoj turizma u Turskoj je prošao kroz sljedeće faze:

1. Svijest o značaju turizma i razvoj prvih institucija (1923-1963);
2. Institucionalizacija i centralizacija (1963-1981);
3. Nova zakonska regulativa i privatizacija (1982-1987);

4. Unapređenje turističke ponude (1987-1995);
5. Turska postaje regionalni konkurent na Mediteranu (1995-2005);
6. Turska postaje globalni konkurent (od 2005) .

Iz prethodnog se može zaključiti da period u trajanju od 64 godine (1923-1987) odlikuje direktna državna intervencija. Ipak, ta intervencija po sadržaju i obujmu nije bila homogena. Zapravo, Duman naglašava da do *buđenja* turizma u Turskoj dolazi tek sredinom 1950-ih nakon donošenja Zakona o razvoju turizma 1950. i 1953. godine, te osnivanja Turske razvojne banke (TURBAN) 1954. godine. O tome svjedoče i podaci iz tablice broj 1.

Tablica br. 1 – Osnovni ekonomski pokazatelji performansi turističke ponude Turske						
	1961.	1970.	1980.	1990.	2000.	2010.
Broj poduzeća	258	292	292	1.260	1.820	2.650
Broj kreveta (000)	15,7	25	28	173	325	630
Broj turista (u mil.)	0,129	0,724	1,3	5,4	10,4	29
Prihod od turizma (u mil. \$)	7,5	5,2	326	2.700	7.600	20.800

Izvor: Duman (2014: 15)

Iako Duman, kao i drugi autori (Melović i Mitrović, 2016:11), izjašnjavaju pozitivno o ulozi Turske države u razvoju turizma, prethodna tablica ukazuje na značajniji porast broja turista i prihoda od turizma tek krajem 80-ih godina, nakon što je provedena djelomična privatizacija turističkog sektora, nakon što su liberalizirani uvjeti ulaganja privatnog kapitala u ovu privrednu granu. Prema statistici UNWTO-a, Turska se kao velika zemlja prvi put pojavljuje na listi top 10 svjetskih turističkih destinacija prema broju posjetilaca tek polovinom prvog desetljeća XXI stoljeća, a svoj vrhunac dostiže 2014. godine kada je ovu zemlju posjetilo 39,8¹ milijuna turista. Danas Turska nije u *top 10* turističkih zemalja i zbog političkih prilika u njoj i njenom okruženju. U tom kontekstu sumnja u isključivu učinkovitost državnih intervencija u turističkom gospodarstvu je opravdana.

3.2. Iskustva Republike Hrvatske u razvoju turizma kao privredne grane

Iako se danas Republika Hrvatska globalno smatra primjerom uspješnog turističkog razvoja, treba istaknuti da je razvoj turizma imao svoje uspone i padove. Tako je hrvatski turizma svoj prvi veći uspon ostvario tokom 1980-ih kada je u pojedinim godinama registrirano više od 10 milijuna turista i više od 67 milijuna noćenja (tablica br. 2).

¹<http://www.e-unwto.org/doi/abs/10.5555/unwtotfb0792010020112015201611> (datum pristupa: 23.10.2016.)

Tablica br. 2 – Osnovni ekonomski pokazatelji performansi turističke ponude Republike Hrvatske

	1980.	1985.	1990.	1995.	2000.	2005.	2010.	2015.
Broj postelja (u 000)	692	820	863	609	710	909	910	1.029
Broj turista (u 000)	7.929	10.125	8.498	2.438	7.136	9.995	10.604	14.343
Broj noćenja (u 000)	53.600	67.665	52.523	12.885	39.183	51.421	56.416	71.605
Prosječni broj noćenja po postelji	77	83	61	21	55	57	62	70
Prosječni broj noćenja po dolasku turista	6,8	6,7	6,2	5,3	5,5	5,1	5,3	5,0

Izvor: Turizam u brojkama 2015, Ministarstvo turizma Republike Hrvatske, str. 12.

Ipak, tadašnja turistička ponuda Republike Hrvatske je bila determinirana socijalističkim privrednim sistemom i usmjerenjem na domaće turiste niske platežne moći. Slijedom te orijentacije krajem 1980-ih je evidentan pad broja turista i ostvarenih noćenja.

Nakon osamostaljenja Republike Hrvatske (8. listopada 1991. godine), stekli su se uvjeti kvalitativne transformacije turističkog gospodarstva. Donesena su određena zakonska rješenja koja su trebala omogućiti provedbu transformacije:

1. Zakon o pretvorbi iz 1991.godine,
2. Zakon o privatizaciji iz 1996. godine,
3. Zakon o PIF-ima iz 1998. godine (prodaja dionica turističkih tvrtki u vlasništvu PIF-ova bila naročito aktualna početkom 2000-ih)
4. Zakon o reviziji privatizacije iz 2001.godine,
5. Lex Specialis (HT 1999, INA 2002, HEP 2002)

Ipak, prema tvrdnjama Pamela-e Ballingera u radu *Selling Croatia or Selling out Croatia?* zbog posljedica rata i na prostoru Republike Hrvatske, te političkih prilika do 2000. godine nije došlo do značajnije vlasničke transformacije u turističkom sektoru zemlje.

Međutim, nakon što je proces privatizacije turističkih poduzeća uglavnom okončan početkom prvog desetljeća XXI stoljeća hrvatski turizam počinje bilježiti značajne stope rasta, a evidentan je i rast kvalitete ponude. Udjel gostiju koji odsjedaju u hotelima sa 5 zvjezdica se utrostručio u periodu 2001-2011, dok je udio obiteljkog smještaja porastao sa 1/3 iz 1989. godine na 1/2 ukupnih smještajnih kapaciteta 2011. godine.

Tablica br. 3 – Kvaliteta turističke ponude Republike Hrvatske

	Ukupno		Hoteli				Kampo- vi	Ostali kolektivni kapaciteti	Kućanstva (obiteljski smještaj)
	Broj stalnih ležajeva	Ukupno	5*	4*	3*	2* i 1*			
	Struktura u %								
1989.	861.216	15	3	19	74	5	35	19	32
2001.	682.721	14	3	2	45	49	28	17	42
2005.	784.600	13	5	9	54	32	26	13	48
2011.	852.433	13	9	32	44	15	25	13	49
Stopa promjene u %									
2011./2005. u %	9	10	94	292	-11	-48	5	5	11
2011./2001. u %	25	19	220	1.472	16	-63	12	-3	46
2011./1989. u %	-1	-13	175	49	-48	190	-28	-32	53

* Struktura prema glavnim vrstama smještaja: ukupan broj stalnih ležajeva = 100; struktura prema kategorijama hotela: ukupan broj stalnih ležajeva u hotelima = 100.

Izvor: Online informacijski sustav Instituta za turizam (BIST), izvorni podaci DZS.

Napomene: Kategorije hotela u 1989. godini prilagođene su postojećoj kategorizaciji na sljedeći način: L=5*, A=4*, B=3*, C i D = 2* i 1*. Stope promjena izračunate su na apsolutnim vrijednostima raspoloživog kapaciteta (ležajeva).

Izvor: Staregija razvoja turizma Republike Hrvatske do 2020. godine, str. 6.

Strategija razvoja turizma Republike Hrvatske do 2020. godine argumentira da još uvijek postoji manji broj poduzeća koja iz različitih razloga (primarno neriješenih imovinsko-pravih odnosa) nisu privatizirana. Međutim, jasan stav vlasti Republike Hrvatske je da nema smisla da država zadržava vlasništvo nad tvrtkama u ovom sektoru gospodarstva. Iskustva Republike Hrvatske nedvojbeno argumentiraju prednosti privatizacije turističkog sektora i liberalizacije uvjeta investiranja.

3.3. Državna intervencija bez poštivanja plana – primjer OC Jahorina

Godine 2007. se činilo da je pred OC Jahorina svijetla turistička budućnost. Svi preduvjeti su postojali. Olimpijski centar Jahorina je predstavljala vrijedan destinacijski brend² proizašao iz manifestacijske marke (Olimpijskih igara). Stručne konzultantske tvrtke (Kohl&Partner i Horwath Consulting Zagreb) su za potrebe Vlade Republike Srpske sastavile kredibilan master plan. Država (entitet Republika Srpska) i banka sa tada najvećom aktivom u zemlji (Hypo Alpe Adria bank a.d. Banja Luka) izrazile su spremnost da investiraju u OC Jahorina do 100 milijuna €. Zapravo, master plan je predvidio da u roku od 10 godina (do 2016. godine), u tri faze, država i Hypo banka investiraju ukupno 92,3 milijuna €.

²Čak i danas se Zimske olimpijske igre održane 1984. godine u Sarajevu navode u popularnoj literaturi na globalnoj razini. Primjer je i knjiga *YUGO – uspon i pad najgoreg automobila u povijesti* američkog autora Džejson Vujića (2010., New York).

Tablica br. 4—Planirane investicije u infrastrukturu OC Jahorina do 2016. godine

	Postojeće područje	Zona proširivanja 1	Zona proširivanja 2	Ukupno
Žičare	18.487.500	14.184.375	11.368.750	44.040.625
Staze	595.000	2.082.500	2.380.000	5.057.500
Objekti za proizvodnju vještačkog snijega	12.569.800	8.627.500	10.255.250	31.452.550
Ratraci, kontrola pristupa, zaštita od lavina, nepredviđene situacije, ...	850.000	1.275.000	1.275.000	3.400.000
Troškovi planiranja i projektovanja	3.250.230	2.616.938	2.527.900	8.395.068
Ukupno (€)	35.752.530	28.786.313	27.806.900	92.345.743

Izvor: Master plan OC Jahorina (2007)

Ipak, godine 2008. u BiH su se počele osjećati posljedice svjetske financijske krize, a prva se na udaru našla upravo Hypo banka koja je dospjela u financijske probleme zbog prakse odobravanja kredita indeksiranih na švicarski franak³. Zbog toga Vlada Republike Srpske ostaje sama u projektu investiranja u OC Jahorina. Vlada Republike Srpske, ipak, nije u potpunosti odustala od ovoga projekta, već je u dva navrata u OC Jahorina investirala ukupno 21 milijun €. Tako je 2008/2009. godine investirala 13,3 milijuna € u obliku dokapitalizacije, a zatim još 7,7 milijuna € 2011. godine u obliku otkupa konvertibilnih obveznica koje je emitirao OC Jahorina, a kupila ih je Investiciono razvojna banka Republike Srpske. Ipak, umjesto da nakon ove investicije od 21 milijun € poslovanje OC Jahorina krene uzlaznom putanjom, ono je obilježeno gubicima što se može vidjeti iz tablice br. 5.

Tabela br. 5 – Struktura ukupnih prihoda i rashoda (u KM³)

Pozicija:	2007.	2008.	2009.	2010.	2011.	2012.	2013.	2014.
1. Poslovni prihodi	4.583.978	4.461.304	4.131.666	3.267.254	2.831.253	3.909.132	4.177.909	1.475.109
2. Finansijski prihodi	574	32.664	684.751	222.114	603.512	521.659	45.075	6.989
3. Ostali prihodi	7.061	72.055	29.323	202.523	1.681.571	2.282.994	27.116	474.087
4. Ukupni prihodi (1 do 4)	4.591.613	4.566.023	4.845.740	3.691.891	5.116.336	6.713.785	4.250.100	1.944.860
5. Poslovni rashodi	4.502.794	4.981.611	4.940.707	4.686.189	5.053.054	5.850.234	6.494.803	5.517.027
6. Finansijski rashodi	23.902	59.955	73.194	5.758	18.133	1.030.962	1.451.142	1.105.396
7. Ostali rashodi	16.580	41.821	98.451	82.705	215.433	102.227	82.985	121.975

³https://www.addiko-rs.ba/sites/addiko.rs.ba/files/content/file/file_download/godisnji_izvjestaj_2010.pdf (datum pristupa: 19.10.2016.)

⁴Devizni kurs KM/€ je fiksiran od 1999. godine i iznosi 1,95 KM za 1 €.

8. Ukupni rashodi	4.543.276	5.083.387	5.112.352	4.774.652	5.286.620	6.983.423	8.028.930	6.744.398
9. Rezultati redovnog poslovanja	81.184	- 520.307	- 809.041	- 1.418.935	- 2.221.801	- 1.941.102	- 2.316.894	- 4.041.918
10. Rezultati transakcija finansiranja	-23.328	-27.291	611.557	216.359	585.379	- 509.303	- 1.406.067	- 1.098.406
11. Rezultati ostalih transakcija	-9.519	30.234	-69.128	-67.682	1.466.138	2.180.767	-55.869	352.112
12. Bruto dobitak ili gubitak perioda	48.337	- 517.364	- 266.612	- 1.082.761	- 170.284	- 269.638	- 3.778.830	- 4.788.211
13. Porezi dobitka	7.632	0	0	0	0	0	0	0
14. Netodobitak i gubitak	40.705	- 517.364	- 266.612	- 1.082.761	- 170.284	- 269.638	- 3.778.830	- 4.788.211

Izvor: FI OC Jahorina za 2007, 2008, 2009, 2010, 2011, 2012, 2013 i 2014. Godinu.

Postavlja se pitanje zašto je u ovome slučaju državna intervencija od 21 milijun € polučila tako loše rezultate. Menadžment OC Jahorina smatra da se odgovor nalazi u nezavršenosti investicijskog ciklusa⁵. Naime, investicijska ulaganja u OC Jahorina su opteretila ovo poduzeće dodatnim rashodima od oko 1,5 milijuna € godišnje (rast troškova amortizacije je npr. u 2014. godini iznosio 754.766 €, a rast troškova financiranja 731.917 €) dok istovremeno nije došlo do porasta poslovnih prihoda. Do porasta poslovnih prihoda nije moglo doći, jer ova investicija nije bila dovoljna da se prošire staze kako bi tri kupljena lifta šestosjeda ostvarila rast prihoda, nije izvršeno osnježavanje kompletnih staza kako je bilo planirano, zbog čega je OC Jahorina i dalje osjetljiva na tzv. *zelene zime* (zime bez snijega). Izostale su i investicije u obnavljanje najvećeg smještajnog objekta na Jahorini, hotela Bistrica koji sa 600 ležajeva predstavlja zamašnjak racionalnog upravljanja smještajnim kapacitetima. Na žalost nivo kvalitete je ostao na razini 1984. godine. Ukratko, samo u prvoj fazi master plana je bilo predviđao investiranje 35,7 milijuna €, a investirano je 21 milijun što nije bilo dovoljno za cjelovitost investicijskog ciklusa.

Danas OC Jahorina raspolaže sa ukupno 20 kilometara ski-staza. Skijaše prevozi 9 liftova (3 šestosjeda, 2 dvosjeda i 4 „tanjirače“). Ukupni kapacite liftova je 10.000 skijaša na sat. Pokrivenost umjetnost osnježavanjem je svega 15%. Akumulirani gubitak je krajem 2014. godine iznosio 6,4 milijuna €, a država traži ulagače spremne na preuzimanje ovoga poduzeća.

3.4. Državna intervencija uz poštivanje plana – primjer Skijališta Srbije

⁵<http://oc-jahorina.com/wp-content/uploads/2014/06/9.1.-Analiza-stanja-u-AD-OC-Jahorina-Pale-na-dan-31.03.2014.-godine-sa-prijedlogom-mjera-za-izlazak-iz-krize.pdf>

U istom periodu kada je Vlada Republike Srpske odlučila investirati u zimski turizam, isto se događa i u Srbiji. Tako je nastao Master plan za ski centar Kopaonik koji je donesen tek par godina kasnije, 2009. godine, a na njegovoj izradi je radila ista konzultantska tvrtka kao i kod OC Jahorina (Horwath consulting Zagreb). Ako se usporede planirani nivo investicija u ski-infrastrukturu i one su bile na približno sličnoj razini (96 milijuna € Kopaonik, 92 milijuna € Jahorina). U oba slučaja je ukupna planirana investicija podijeljena u tri faze. Planirana vrijednost prve faze investiranja u infrastrukturu na Kopaoniku je bila 33 milijuna € (vs 35,7 milijuna € kod OC Jahorine).

Tablica br. 6 - Planirane investicije u infrastrukturu ski-centar Kopaonik do 2016. godine

PREGLED KLJUČNIH INVESTICIJA							
Investicijski projekt	Iznos investicije (EUR)	Vrsta investicije			Vremenski prioritet		
		Javna	Privatna	Javno - privatna	FAZA 1	FAZA 2	FAZA 3
SMEŠTAJ							
SUVO RUDIŠTE	188.978.610				87.211.650	101.766.960	
RENDARA / SREBRNAC / JARAM	316.240.460				59.727.300	147.028.260	109.484.900
UKUPNO NOVI SMEŠTAJ	505.219.070	0	0	0	146.938.950	248.795.220	109.484.900
UKUPNO POSTOJEĆI SMEŠTAJ	0						
SADRŽAJI REKREACIJE							
Ski liftovi/staze/oprema	40.570.160				14.000.000	17.570.160	9.000.000
Sistem biciklističkih staza	500.000				500.000		
UKUPNO REKREACIJA	41.070.160	0	0	0	14.500.000	17.570.160	9.000.000
INFRASTRUKTURA							
Priprema zemljišta	5.000.000				2.000.000	2.000.000	1.000.000
Izgradnja saobraćajnica	10.000.000				5.000.000	3.000.000	2.000.000
Struja, gas, telekomunikacije	5.000.000				1.500.000	2.000.000	1.500.000
Vodovod i kanalizacija	35.000.000				10.000.000	15.000.000	10.000.000
UKUPNO INFRASTRUKTURA	55.000.000				18.500.000	22.000.000	14.500.000
UKUPNO INVESTICIJE	601.289.230				179.938.950	288.365.380	132.984.900

Izvor: Master plan Kopaonik (2009.)

Ipak, poslovanje ski-centra Kopaonik i poduzeća Skijališta Srbije krenulo je u sasvim drugom, pozitivnom, smjeru. Prema finansijskim izvještajima Skijališta Srbije ovo poduzeće ostvaruje dobit koja se kreće od 0,5 do 1 milijun € godišnje, a u kapitalu se redovno bilježi neraspoređena dobit koja doduše nije velika (vs akumuliranog gubitka OC Jahorina koji je na kraju 2014. godine iznosio 6,4 milijuna €). Kako je moguće da su rezultati tako različiti u dva geografski bliska ski-centra, oba u državnom vlasništvu i sa master planovima koji su predviđali približno iste investicije u istom periodu?

Razlike u poslovanju su posljedica strožeg pridržavanja smjernica master plana u Srbiji. Dok je Vlada Republike Srpske investirala 21 milijun € (58,8% prve faze investiranja ili svega 22,8% ukupne investicije), Vlada Srbije je investirala 68,25⁶ milijuna € (100% zaokružena prva faze investiranja u ski-centar Kopaonik, a ostatak sredstava potrošen na druga skijališta istog poslovnog sustava u Srbiji).

Tablica br. 7 – Struktura pasive Skijalista Srbije 2006. i 2015. (u €)

Pozicija:	2006.	2015.
1. Osnovni kapital	24.797.316	1.891.447
2. Revalorizirane rezerve	0	18.234.687
3. Neraspoređena dobit	170.430	1.026.504
4. Gubitak do visine kapitala	0	0

⁶<http://www.kopaonik.travel/novosti/intervju-direktora-skijalista-srbije>

5. KAPITAL	24.967.746	21.205.287
9. DUGOROČNE OBAVEZE	6.920.582	205.962
11. KRATKOROČNE OBAVEZE	3.380.341	62.618.520
12. OBAVEZE	10.300.923	62.824.482
12. UKUPNA PASIVA	30.622.506	84.554.596

Izvor: FI Skijališta Srbije 2006. i 2015.

Razlika je i u strukturi investiranja. Vlada Srbije je novac posudila Skijalištima Srbije, a nije ga *poklonila*. Zbog toga je menadžment Skijališta Srbije poslovanje vodio vrlo oprezno, jer bi ih gubitak u visini OC Jahorina doveo u probleme s likvidnošću. Dakle, u slučaju investicije u Skijališta Srbije Vlada Srbije je osigurala veća finansijska sredstva, ali je i menadžment Skijališta Srbije bio pod većim pritiskom Vlade da ostvari pozitivne finansijske rezultate.

Zahvaljujući odgovornom upravljanju investicijama skijaški centar Kopaonik danas raspolaže sa oko 62 km staza i ski putova uređenih za alpsko i nordijsko skijanje. Za ljubitelje noćnog skijanja je uređena osvijetljena staza *Malo Jezero*. Sistem vertikalnog transporta se sastoji od tri šestosjedne žičare, 4 isklopive četvorosjedne, tri fiksne četvorosjedne žičare sa pokretnom trakom za ukrcavanje skijaša, dvije dvosjedne žičare, dva vučna ski lifta *sidro* i osam ski liftova *tanjur*, kao i tri vezna ski lifta. Kapacitet liftova je oko 34.000 skijaša na sat. Sistemom za vještačko osnježavanje pokriveno je 97% skijališta. Usprkos dobrim poslovnim rezultatima Vlada Srbije razmišlja o privatizaciji ovog poduzeća.

4. Zaključak

Cilj istraživanja je bio ispitati alternativu privatnom vlasništvu u upravljanju receptivnim turističkim kapacitetima u cilju dinamičnoga razvoja turističkog sektora. Analizirana literatura u preliminarnom istraživanju je sugerirala da alternative nema, pa je i temeljna hipoteza postavljena kao afirmativan stav prema privatnom vlasništvu receptivnih kapaciteta u funkciji turističkog razvoja. Nakon provedene analize iskustava zemalja Balkana u kojima je evidentna i uloga države u razvoju turističke ponude postavljena se hipoteza potvrdila. Iskustva Turske i Republike Hrvatske ukazuju da država ne bi trebala imati vlasničke udjele u receptivnim turističkim kapacitetima. Turska usprkos 67 godina direktnih državnih intervencija u turističkom sektoru nije postala turistička sila, a turističke potencijale je počela učinkovito valorizirati tek nakon privatizacije i liberalizacije turističkog sektora. Slična su iskustva i Republike Hrvatske. Za Hrvatski turizam je posljednje desetljeće XX stoljeća praktično u turističkom smislu bilo izgubljeno. Sve do privatizacije i liberalizacije hrvatski turizam je stagnirao. Nakon privatizacije u turističkom sektoru javlja se dinamičan rast slijedom kojega je Republika Hrvatska danas turistički lider među zemljama Zapadnog Balkana.

Premda je kod vlasništva nad smještajnim kapacitetima odgovor jasan, isto se ne može ustvrditi u sferi izgradnje infrastrukture, koja je preduvjet turističkom razvoju zemlje. Iskustva

Republike Srbije i BiH su po ovome pitanju kontradiktorna. Dok su dosadašnji efekti od investicija Republike Srbije u Skijališta Srbije izuzeno pozitivni, rezultati investiranja Vlade Republike Srpske u OC Jahorina su negativni. U ovom slučaju izgleda da je osnovni faktor uspješnosti/neuspješnosti ozbiljnost pristupa države. Država ne bi trebala pokretati investicijski ciklus ako ga nije u stanju i dovršiti sukladno definiranom planu. No sva analizirana iskustva predstavljaju i preporuku Srbiji da upravljanje Skijalištima Srbije privatizacijom prenese na neko privatno poduzeće.

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INTERNET MARKETING ACTIVITIES OF SELECTED SPORTS HOTELS IN THE REPUBLIC OF CROATIA

Ivana Jadrić; Martina Petrović

EXTENDED ABSTRACT

Introduction

During the last decades, tourism has been positioned as one of the most important economic tools of the Croatian economy. In modern tourism, sport activities play an important role in attracting tourists to a particular destination. Meeting the interests, needs and desires of tourists through sports and recreational facilities is often one of the basic prerequisites for ensuring a successful business model of a particular destination. This has also been recognised by the leading hotel affiliations in Croatia. In parallel with this, one of the major goals of the Croatian tourism is an extension of the peak season through a greater offer of activities. For the realization of this objective, it is necessary to develop new forms of tourism-related products. Sports tourism could be implemented as one of directions for this, and could help development of tourism and promotion of different destinations. Tourism is without doubt the biggest industry in the world today, and many consider it to be a solution for the great problem of unemployment. Sports tourism plays a prominent role among the specific forms of tourism, which are based on the individual's motivation to travel. In modern tourism, sports and sporting competitions are an important part of the guests' stay in a tourist destination and tourists are increasingly becoming 'active' participants in various sports and in different modes of recreation. It can be concluded that the strategic development of Croatian tourism is based, among others, on active vacations. One of the main development components of "Hrvatska 365", a project created by the Croatian Tourist Board, is the initialisation of several activities and services that will also enrich the tourism offer outside the standard tourist season, during the preseason and the postseason. One of the main components of development is a promotion of cycling and active vacations, as well as of culture, spa & wellness, food and wine, and business trips. It is clear that the strategic goal is to focus on sports and to create a variety of activities, which would enrich the offer standardly provided by tourist destinations. This could hence attract guests during the less popular periods of the year. The aim of this paper is to point out the potential of sports tourism and to analyse how "sports hotels" are represented in Croatia. In addition, we will analyse how they are presented on the Internet and which different promotional Internet marketing activities are undertaken. This work provides primarily a theoretical insight into the sport and tourism, explains their functions and interconnection, and highlights factors that influence their development. Furthermore, we will present the existing sports and recreational facilities in five different sports hotels in Croatia and analyse the Internet marketing promotional activities they have launched.

Theoretical review

The complementarity of sports and tourism is gaining more importance today as we are becoming aware of the economic and social interconnectedness of the two concepts. Modern tourists are active participants in various sports, and sport is often also a reason for their travel to a particular tourist destination. We can therefore conclude that a tourist destination that does not offer sports activities does not fully utilize its potential. While on vacations, guests do not want to stop with the activities that have become a part of their everyday lives, and even their life-style choice. They will often look for facilities they require in order to continue with these. Furthermore, another current trend in tourism is addressing a desire for 'feeling well', i.e. for taking care of one's physical and mental health. Sport today makes between 1-2% of GDP in the industrialized countries, while tourism makes an average of 4-6% of their GDP (Reza Taleghani and Ghafary 2014:230).

Numerous studies have shown that sport and recreation are not only factors essential for improving the tourist offer but that they are also generators of additional economic effects (Bartoluci et al. 2007). Due to the increase in the significance of sports and tourism globally, as well as to the fact that the overall number of sports tourists is increasing each year, a need is arising for a change in the marketing communication strategies. In the future, hotels will increasingly focus on a new target segment: people who are actively and passively involved in sports. The Internet is, in a way, a window to the world through which we can reach the modern consumer. With regard to tourism, Internet marketing is a fundamental strategic basis for the activities of companies in this sector. According to the author Ruzic et al. (2014: 36), one can distinguish between the e-marketing in a narrow sense and a in a broader sense. The former involves the process of creating offers, pricing, distribution and promotion with a view to profitably meet the needs of customers exclusively on the electronic market, while the latter represents online updates of the traditional offline marketing activities, products and services. All Internet marketing activities are based on the websites, which should be designed so to contain precisely the information that the users/visitors would require and would be interested in. According to analyses created by the experts in Internet marketing, there are more business entities with published websites in tourism than in any other sector, and Internet marketing is most frequently used by tourism organisations. Galičić and Šimunović (2010:169) state that a website used for tourism is successful if it manages to capture the attention of its visitors, if the advertised information evokes 'desire' in the visitors, the service is advertised truthfully and its quality is guaranteed, and if it is proven that the buyers tend to receive sufficient value for their money from that organisation.

Research findings

The goals of the research created for the purposes of this paper were to (i) analyse similar research performed previously, (ii) create a general descriptive analysis of the websites of five selected Croatian hotels, (iii) and provide a descriptive analysis of the sports offer from the selected hotels using the specific information available on their websites. This was further extended with the analysis of Internet marketing activities, for which the Woorank tool was applied, and, finally, comparison of the results in order to evaluate various Internet marketing activities of the selected hotels was performed. The research was conducted from the 1st to the 10th of November 2016. The five different hotels, which were analysed a representative sample, were selected through a Google search with the keywords 'sport hotels'. These are either independent hotels or hotels that are a part of the hotel groups, which in their marketing communication define catering to the sports segment as an important part of their targeted marketing. Individual hotels from the groups that identify themselves as sports hotels were chosen for the further evaluation. All of the hotels are of the same category and all of them have four stars. The selected hotels are: the Aminess Lume hotel 4*, the BlueSun hotel Elaphusa 4*, the Hotel Laguna Parentium 4* the Island hotel Istra-Maistra 4*, and Valamar Diamant hotel 4*. Previous research into the importance of a website content for making vacation decisions showed that when selecting a destination, tourists considered information about the offer at the destination, description of the destination and booking options as being important to them, while the website functionality was not of a great importance at the early stages of a trip planning. Some authors also state that a website used for tourism is successful if it manages to capture the attention of its visitors, if the advertised information evokes 'desire' in the visitors, if the service is advertised truthfully and its quality is guaranteed, and if it is proven that the buyers received sufficient value for their money from that organisation. Therefore, for the purposes of this paper, an analysis of the quality of websites was conducted in the first order to get a clear image of the basis of Internet marketing activities of tourism organisations. The authors used a subjective descriptive analysis to assess the content of these websites with regard to the presented offer of sports activities. Next, the authors used the Woorank analysis to evaluate the use of Internet marketing activities. The websites that were analysed were entered into the Woorank tool and an analysis was generated, giving a total grade of the website's quality according to the above-mentioned categories, as well as improvement recommendations relating to the listed activities.

Conclusion

Here presented analyses of the listed marketing activities shows that sports tourism is an exceptionally promising field, which has many opportunities for development both on the international and on the Croatian tourism market. Although an increasing number of tourists are turning to the active tourism, these figures still do not seem to be attractive enough for the hotel industry to change the target group it addresses in its communications. The authors therefore believe that it will take time for the sport hotel industry to gain importance in Croatia. The activities stated in this paper indicate that there is a lot of room for the development of sports tourism and, despite the fact that hotels have high-quality websites and that they are undertaking many Internet marketing activities, if they wish to address the sports tourism segment in their marketing communication they need to work more on the content of these websites so that they could achieve their plans. Concerning the research itself, the authors were not completely satisfied with the loading speeds of any of the websites of the selected sports hotels. All of the analysed hotels were graded with 4 out of 5. With regard to simplicity and browsing, some hotels could introduce improvements and simplifications so that the users could find browsing of the content easier. The authors found some websites of the selected hotels to be better designed than others, with differences also evident in the amount of information available on the websites. When authors analysed the sports facilities in different segment of chosen sports hotels, they noticed the big differences between the selected hotel brands after what it is clear how it is necessary to make the effort if they want to be positioned as a sports hotel in customer's heads. Also, by using Woorank analysis the authors immediately recommend finishing that sport hotels can do if they want to make better optimization of its internet marketing promotional activities. The exact hotels will be listed in more detail in the study itself. It is clear that an increasing number of destinations, both in Croatia and internationally, are including these specific forms of tourism in their development plans in order to improve the diversity and the quality of their offers. An entire additional market is created with the inclusion of sports into tourism. For a destination to optimally use all of its resources for the development of sports and recreational activities it offers, it has to be well acquainted with the characteristics of the tourist demands in the future in order to appropriately focus its efforts on the right target segments.

KEYWORDS: sports tourism, Croatian sports hotels, Internet marketing promotion

I. UVOD

Turizam je društveni fenomen koji neprestano raste, okupljajući sve veći broj dionika u stvaranju raznovrsnih „doživljaja za pamćenje“. Turizam je najveća svjetska industrija u kojoj mnogi zapravo vide i rješenje velikog problema nezaposlenosti. Brojne djelatnosti u ovom sektoru pridonose rastu zaposlenosti na globalnoj razini, generirajući tako direktne i indirektne pozitivne efekte na nacionalno i međunarodno

gospodarstvo. Prije desetak godina, prema podacima World Travel and Tourism Councila (WTTC), putovanja i turizam postali su vodeći gospodarski sektor u svjetskoj međunarodnoj razmjeni ostvarivši gotovo 12-postotni udio u ukupnome svjetskom društvenom bruto – proizvodu i sudjelujući sa 11,4 % u investicijama (Bartoluci i sur. 2007).

Sportski turizam se svrstava u takozvane specifične oblike turizma koji se temelje na specifičnoj motivaciji za putovanjem. Bartoluci

(2004:21) sportski turizam definira kao turizam u kojem je sport glavni motiv putovanja i boravka turista u turističkom odredištu. Sport i sportska natjecanja su u suvremenom turizmu važan sadržaj boravka u turističkoj destinaciji a turisti su sve češće „aktivni“ sudionici različitih sportova i oblika rekreacije.

Kao odgovor na potrebe sve intenzivnijeg ulaganja u razvoj turističke ponude resorno ministarstvo Republike Hrvatske je donijelo Strategiju razvoja turizma do 2020. U ovom se dokumentu navodi i slijedeće: „Nastavak ubrzanog rasta cikloturizma, pustolovno-sportskog turizma, očekuje se i u budućnosti, što je trend podržan sve izraženijim potrebama potrošača za aktivnim i zdravim te okolišno odgovornim odmorom. U skladu s vrijednostima i interesima 'novih' turista očekuje se daljnja diverzifikacija proizvoda te će se razvijati 'kombinirani' proizvodi koji povezuju, primjerice, pustolovno-sportski turizam s gastronomijom, kulturom ili nekom društveno korisnom aktivnošću u sklopu 'putovanja sa značenjem'. Naročit se rast očekuje u domeni adrenalinskih sportova u neturističkim destinacijama.“¹ Za zaključiti je da se strateški razvoj hrvatskog turizma, između ostaloga, temelji na aktivnom odmoru.

Kao jedna od glavnih komponenti razvoja Hrvatska 365, projekta kreiranog od strane Hrvatske turističke zajednice, navodi se

pokretanje čitavog niza aktivnosti i sadržaja koje obogaćuju turističke sadržaje izvan glavne turističke sezone, dakle u pred sezoni i post sezoni. Jedna od glavnih komponenti razvoja je poticanje biciklizma, aktivnog odmora i kulture sporta u cijelosti, kao i spa & wellness ponude, te gastro ponuda usklađenih sa trendovima zdravog življenja.² Iz ovoga dokumenta je evidentno da je fokus na sportskim turističkim sadržajima i kreiranju niza aktivnosti koje će takvim specijaliziranim turističkim proizvodima obogatiti destinacijske ponude primarno radi poticanja izvansezonske posjete.

II. MEĐUSOBNA POVEZANOST SPORTA I TURIZMA

Komplementarnost sporta i turizma danas sve više dobiva na značaju. Evidentna je ekonomska i društvena isprepletenost ova dva pojma u praksi. Suvremeni turisti su aktivni praktikanti različitih sportova. Sport je nerijetko i razlog njihovog odabira određene turističke destinacije, stoga se može zaključiti kako je turistička destinacija bez sportskih sadržaja – nepotpuna i konkurentno inferiorna. Analize Eurobarometra ukazuju da više od 40% stanovnika zemalja članica Europske unije prakticira neku sportsku aktivnost barem rekreativnog karaktera. Sport tako postaje sastavnicom svakodnevnice

1 <http://www.mint.hr/UserDocsImages/Strategija-turizam-2020-editfinal.pdf>

2 <http://croatia.hr/hr-HR/Sezone/Jesen>

suvremenog čovjeka³. Odlaskom na odmor turisti ne žele zapustiti sportske aktivnosti kojima se inače bave. Tako se često pri odabiru destinacije u kojoj će boraviti odlučuju za one koje omogućuju prakticiranje sportskih i rekreativnih aktivnosti kojima se redovito bave. Jedan od aktualnih turističkih trendova je i težnja da se čovjek „osjeća dobro“, slijedom čega se sve više vodi računa o fizičkom i psihičkom zdravlju. Sport je učinkovita aktivnost upravo za takvo stanje ljudskog organizma. Tako sve aktivnosti i destinacijski resursi koje podupiru fizički osjećaj dobrog zdravlja dobivaju na značaju. Kako navode Reza Taleghani i Ghafary (2014:230), sport danas čini 1-2% BDP-a u industrijski razvijenim zemljama, dok turizam u prosjeku čini 4-6%. Njihov međusobni učinak rezultira i indirektnim pozitivnim učincima na nacionalna gospodarstva. Pri tome treba napomenuti da se obje ove aktivnosti, odnosno fenomena, treba promatrati komplementarno.

III. SPORTSKI TURISTI

Kako navodi Sindik (2013:2) u svome radu, različiti autori na različiti način analiziraju segment sportskih turista. Na primjer autor Hall predlaže podjelu na dvije vrste sportskog turizma: aktivni sudionici smatraju sudjelovanje u sportu kao sredstvo

samoizražavanja, dok pasivni konzumenti sporta prisustvuju velikim sportskim događajima i praćenjem sportskih vijesti. Sindik pritom navodi kako drugi autori poput Gammon i Robinson, razlikuju dva pojavna oblika sportskog turizma: u jednome (sport tourism) je sport glavni razlog putovanja, dok je u drugome (tourism sport) sudjelovanje u sportskoj aktivnosti sekundarna aktivnost uz druge koje se prakticiraju.

Kada se analizira potražnja za sportskim turističkim proizvodom, kao interesni segmenti se pojavljuju (Bartolucci i Škorić 2009:4) vrhunski sportaši, masovni sport, povremeni sportaši i pasivni sportski turisti. Svaki od tih segmenata ima specifične potrebe i potražuje različite sadržaje u destinaciji. Navedeno se može analizirati u sljedećem tabličnom prikazu.

³http://ceppe.ba/bos/index.php?option=com_content&view=article&catid=38%3AAktuelnosti&id=2633%3Aeurobarometar-velike-razlike-u-stavovima-o-sportu-i-vjebanju&Itemid=37

TABLICA 1. POTRAŽNJA ZA SPORTSKIM TURIZMOM I ZAHTEJEVI ZA SADRŽAJIMA

Vrhunski sportaši	Efikasnost je glavni cilj u roku odmora. Za ove putnike prioritet su pristup natjecanju te adekvatni uvjeti i objekti za trening. U zadovoljavanju potreba ove grupe putnika turoperateri i menadžeri destinacije posebnu pažnju moraju dati specifičnom smještaju te prehrani (primjerice, zahtjevi posebnog režima prehrane), kao i raspoloživosti liječnika, sadržaja za rehabilitaciju te ostale usluge.
Masovni sport	Očuvanje zdravlja i održavanje kondicije primarni je cilj ove skupine. Ciljani rezultati su individualno određeni. Ključni zahtjevi ovog ciljnog segmenta su pristupačnost regije za odmor te kvaliteta sportskih sadržaja.
Povremeni sportaši	Kompenzacija i prestiž igraju veću ulogu nego sportske ambicije kod povremenih sportaša. Ovaj segment potražnje preferira manje zahtjevne sportove poput rekreativnog skijanja i kuglanja. Sportske aktivnosti nemaju veći prioritet nego što to imaju kulturne znamenitosti i ostali interesi unutar ove tržišne grupe.
Pasivi sportski turisti	Ne sudjeluje se u individualnim sportskim aktivnostima. Fokus ove grupe je u mega sportskim događanjima i različitim sportskim mjestima. Uključuje trenere te ostale pratitelje vrhunskih sportaša, kao i predstavnike medija. Zahtjeva velik broj infrastrukture koji će zadovoljiti potrebe velikog broja gledatelja sportskih događaja.

Izvor: Bartolucci, M., Škorić, S.: 19. Ljetna škola kineziologa Republike Hrvatske; preuzeto iz Maier i Weber, citirano u Hinch, T. i Higham, J. (2004.). *Sport tourism development*. Channel View Publications, str. 35

Autori navode kako su u razgovoru sa predstavnicima turističkih agencija zaključili kako bi glavne karakteristike sportskih turista bile sljedeće: sportski turisti žele aktivni odmor, uglavnom su mlađe i srednje životne dobi, skloni su većoj potrošnji i putuju prije i nakon glavne turističke sezone. Za zaključiti jest kako je riječ o privlačnom segmentu za turističke destinacije.

Ako se analiziraju razlozi dolazaka turista u određenu destinaciju poput Republike Hrvatske prije desetak godina, Novak (2006:54), može se utvrditi kako je bavljenje sportom i rekreacijom na predzadnjem ponuđenom mjestu i čini tek 8,8 % sveukupnih motiva dolazaka, od čega je pasivni odmor 66,7%.

TABLICA 2. MOTIVI DOLASKA U HRVATSKU

RANG	MOTIVI DOLASKA U HRVATSKU	%
1.	Pasivni odmor i opuštanje	66,7
2.	Zabava	42,5
3.	Nova iskustva i doživljaji	24,6
4.	Upoznavanje prirodnih ljepota	24,4
5.	Gastronomija	19,4
6.	Bavljenje sportom i rekreacijom	8,8
7.	Povoljne cijene	7,9

Izvor: Novak, I.: *Sportski marketing i industrija sporta*; Maling d.o.o., Zagreb 2006.

IV. EKONOMSKE FUNKCIJE SPORTA I REKREACIJE U TURIZMU

U kreiranju turističkog proizvoda ili usluge neophodno je sudjelovanje ugostiteljstva ali i brojnih drugih pratećih gospodarskih djelatnosti, od prometa, prehrambene

industrije, poljoprivrede i sl. Sve to turističku privredu čini kompleksnom. Brojna istraživanja dokazuju kako danas sport i rekreacija u turizmu nisu samo faktori unapređenja destitnacijske ponude već su i generator dodatnih ekonomskih učinaka (Bartoluci i sur. 2007). Oni imaju i određene ekonomske funkcije koje se ostvaruju potrošnjom različitih sportskih dobara na turističkom tržištu.

TABLICA 3. EKONOMSKE FUNKCIJE SPORTA I REKREACIJE U TURIZMU

Devizna funkcija	Manifestira se visokim deviznim učinkom turizma
Funkcija turizma u zapošljavanju	Turizam je radno intenzivna djelatnost, što znači da zapošljava velik broj radnika
Funkcija turizma u razvoju nerazvijenih krajeva	Turizam je pokretač razvoja nerazvijenih krajeva i područja
Multiplikativna funkcija turizma	Turizam je multiplikator, tj. faktor razvoja svih srodnih djelatnosti na turističkom tržištu, primjerice, poljoprivrede, prometa, ugostiteljstva, trgovine i dr.
Konverzijska funkcija turizma	Ostvaruje se komparativnim prednostima turizma putem kojega se mogu realizirati turistički resursi koji nemaju karakter robe (sunce, more, voda, zrak, kulturno-povijesna baština i dr.)

Nedvojbeno je kako turizam ima iznimno značenje za razvoj nacionalne ekonomije. Turizam pridonosi ukupnom razvoju iste i kao takav zadire u sve konvencionalne sektore gospodarstva. Obzirom na složenost stanja većine nacionalnih gospodarstava nameće se potreba intenzivnijeg korištenja turističkih resursa i potencijala.

V. POJAM SPORTSKIH HOTELA

Jačanjem sportskog turizma u globalu i činjenicom koja svjedoči o rastu broja sportskih turista svake godine, događa se i restrukturiranje u upravljanju receptivnim kapacitetima u turizmu. Pojava novog

turističkog segmenta je evidentna –aktivni i pasivni sportaši. Bilo da je riječ o profesionalnim sportašima ili rekreativcima receptivni subjekti reorganiziraju svoju ponudu nudeći sve više sportskih sadržaja, wellness & spa i različite ponude zdravstvenih usluga u nekim hotelima postaju standard. Sadržaji se više ili manje prilagođavaju profesionalnim sportašima ili rekreativcima. Danas se hotelske kuće sve više okreću ovom ciljnom segmentu za kojeg se predviđa da će u budućnosti kontinuirano rasti. Stoga autori ovdje uvode termin sportskih hotela, dakle hotela ponudom usmjerenih sportskom tržištu kao ciljnom. Zahtjevima toga tržišta nastoje prilagoditi svoje resurse i takvim pristupom jačati konkurentske prednosti. Sportskim hotelima se smatraju hotelske kuće usmjerene sportskom segmentu gostiju, uz uvjet da raspolažu ponudom sportskih aktivnosti i sportskim sadržajima.

VI. INTERNET MARKETING

Danas kada se govori o tri milijarde korisnika Interneta, prema Međunarodnoj telekomunikacijskoj uniji (ITU)⁴, značajan dio poslova se odvija virtualnom svijetu. Prema Ružiću i sur. (2014:36) razlikuje se e-marketing u užem smislu koje podrazumijevaju proces kreiranja ponude, određivanja cijena, distribucije i promocije s ciljem profitabilnog zadovoljenja potreba kupaca isključivo na elektroničkom tržištu, te

4 <http://www.bug.hr/vijesti/3-milijarde-korisnika-interneta-svijetu/132510.aspx>

e-marketing u širem smislu koji podrazumijeva on-line nadopune standardnih off-line marketinških aktivnost u trženju tradicionalnih proizvoda i usluga.

VI.I. INTERNET MARKETING U TURIZMU

Internet marketing u turizmu predstavlja jednu od važnijih strateških odrednica u poslovanju zbog dostupnosti ciljane klijentele. Glavni alat za internetskog poslovanje u turizmu su web, facebook i druge stranice koje pružaju informacije o ponudi i predstavljaju tuđa iskustva. Prema recentnim analizama i istraživanjima turizam je gospodarski sektor u kome najveći postotak dionika ponude posjeduje web sjedište.

Razlozi za kreiranje marketinški privlačnog web sjedišta turističkog subjekta su kako slijedi:

- 96% turista preko interneta traži informacije o tome gdje putovati;
- 85% turista internet navodi kao temeljni izvor informacija
- 94% posjetitelja turističkih web stranica se dulje zadržava na stranicama s atraktivnim on-line sadržajem
- 70% turista koristi isključivo mobilne uređaje pri informiranju o putovanjima, pa je važno da su web stranice prilagođene pregledu na svim uređajima

- 70% marketinških eksperata tvrdi kako je *content marketing* značajno doprinio osviještenosti turista o turističkim markama
- 60% marketinških stručnjaka tvrdi da Internet korisnička podrška značajno doprinosi rastu prodaje smještajnih kapaciteta.

VII. ISTRAŽIVANJE - SVRHA I METODOLOGIJA

Cilj istraživanja kreiranog za potrebe ovog rada je bio kompilirati i analizirati nalaze recentnih istraživanja iz ovoga područja, deskriptivno analizirati web sjedišta odabranih hotelskih kuća, deskriptivno analizirati sportske sadržaje odabranih 5 hrvatskih hotela koristeći informacije dostupne na web sjedištima, potom, analizirati Internet marketing aktivnosti pomoću alata Woorank i na koncu usporediti dobivene rezultate kako bi se vrednovale različite Internet marketing aktivnosti odabranih hotelskih kuća. Istraživanje je provedeno tijekom jeseni 2016. Godine. Korištene su ključne riječi na Google tražilici: sport i hoteli. Odabralo se pet hotelskih kuća za koje se smatralo da predstavljaju relevantne primjere za problem istraživanja. Riječ je o samostalnim hotelima i hotelima unutar hotelskih grupacija fokusiranih na sportski orijentirane turističke segmente. Iz grupacija su odabrani hoteli koji se ponudom mogu svrstati u *sportske hotele*.

Svi u uzorak odabrani hoteli su iste kategorizacije (četiri zvjezdice). Riječ je o sljedećim hotelima: Aminess Lume hotel 4*, BlueSun hotel Elaphusa 4*, Hotel Laguna Parentium 4*, Island hotel Istra-Maistra 4* te Valamar Diamant hotel 4*.

VII.I. WEB STRANICA TURISTIČKE ORGANIZACIJE KAO OGLEDALO INTERNET MARKETING AKTIVNOSTI

Kako navodi Lončarić i sur (2013:373) web stranice turističkih organizacija trebaju biti kreirane da budu praktične za korisnike. Istraživanja drugih autora o sadržajima turističkih web stranica analizirana u preliminarnoj fazi ukazuju da su turistima pri odabiru destinacije posebno važne informacije o ponudi destinacije, opis destinacije i mogućnosti rezervacija, dok sama funkcionalnost web stranice u ovoj fazi promišljanja o putovanju nije od velike važnosti. Galičić i Šimunović (2010:169) navode kako će turističko web sjedište biti učinkovit marketinški alata ako može dulje zadržati posjetitelja na stranici, ako informacije na stranici potiču „želju“ posjetitelja, ako je ponuda realno i istinito

predstavljena te je zajamčena kvaliteta usluga, te ako posjetitelj stranice smatra da mu je ponuđena realna vrijednost za oglašenu cijenu. Kvalitativno istraživanje za potrebe ovoga rada je provedeno analizom prema navedenim odrednicama za ocjenjivanje.

VII.II. REZULTATI ISTRAŽIVANJA

Rezultati istraživanja se prikazuju u tabličnom prikazu na temelju faktora definiranih prema Perdue (2001), koji je kao ključne elemente evaluacije web sjedišta hotela naveo slijedeće:

1. *Brzinu i kvalitetu učitavanja web stranice*
2. *Jednostavnost pretraživanja*
3. *Vizualnu privlačnost/dizajn*
4. *Sadržaj informacija*

Na odabranim hotelima je provedeno subjektivno kvalitativno istraživanje. Nalazi su predstavljeni u nastavku.

TABLICA 4. SUBJEKTIVNA ANALIZA AUTORA USPOREDBE ODABRANIH SPORTSKIH HOTELA

ODABRANA WEB SJEDIŠTA/KATEGORIJE	Brzina i kvaliteta učitavanja	Jednostavnost pretraživanja	Dizajn/vizualna privlačnost	Sadržaj informacija
Aminess Lume Hotel 4*	4	4	5	4
BlueSun hotel Elaphusa 4*	4	4	4	5
Hotel Laguna Parentium 4*	4	5	5	5
Maistra-Island hotel Istra 4*	4	5	4	4
Valamar Diamant hotel 4*	4	5	4	5

Konstatira se da se niti jedno od analiziranih web sjedišta ne učitava brzinom koja bi bila primjerena suvremenim standardima. Što se tiče jednostavnosti pretraživanja, Aminess i BlueSun imaju još prostora za unapređenje i pojednostavljivanje kako bi korisnicima ove aktivnosti bile još jednostavnije. Što se tiče dizajna web sjedišta odabranih sportskih hotela lošiji dizajn u odnosu na 2 ocjenjena najvišom ocjenom imaju hoteli Valamar Diamant, Maistra Island hotel, te BlueSun hotel Elaphusa. Po količini sadržaja informacija

VII.III. ANALIZA PONUDE SADRŽAJA ODABRANIH SPORTSKIH HOTELA

Deskriptivna analiza atraktivnosti predstavljenih sadržaja uspoređenih sportskih hotela je dala rezultate prikazane u slijedećoj tablici. Fokus je bio primarno na sportskim sadržajima u ponudi.

dostupnih na web sjedištima, prema autorima, prostora za unapređenje sadržaja na web sjedištima imaju Aminess hotel Lume te Maistra Island hotel Istra.

ODABRANI SPORTSKI HOTELI	BROJ SPORTOVA KOJE IMAJU U PONUDI	BOGATSTVO PONUDE
Aminess Lume Hotel 4*	10 sportova	animacija (istezanje/pilates/wake-up gym), glazba uživo na otvorenoj terasi, Mirami midi klub (10-12 godina), 1 bike tura tjedno, 1 kajak tura tjedno, škola jedrenja i surfanja (uz doplatu), najam bicikala, najam čamaca, sandolina, dasaka za jedrenje, mogućnost organizacije izleta
BlueSun hotel Elaphusa 4*	18 sportova	fitness, indoor golf-simulator, kuglanje, biljar, stolni tenis Outdoor: teniski centar (26 zemljanih terena), mali nogomet, košarka, rukomet, boćanje, odbojka na pijesku, najam bicikla, tečajevi ronjenja, surfanja i jedrenja, trekking, free climbing Bazeni-Vanjski i unutrašnji bazen s morskom vodom, dječji bazen
Hotel Laguna Parentium 4*	18 sportova	Nogomet, kuglanje, tenis, biciklizam, dvoranski sportovi, ronjenje, skijanje na vodi, golf, strelčarstvo, razne sportske igre, Hokej na travi, jahanje, atletika, šah, pikado, potezanje konopa, boćanje, mini golf, odbojka na pijesku...
Maistra-Island hotel Istra 4*	21 sport	Teretana, Teren za odbojku na pijesku, Strelčarstvo ,Trim staza , Dva zemljana teniska terena i jedan s umjetnom travom ,Sati tenisa s trenerom ,Košarkaško igralište ,Boćalište ,Stolni tenis , bicikle, pedaline, Kajak , Iznajmljivanje čamaca (uz dozvolu) , nordijsko hodanje , Iznajmljivanje glisera sa skiperom ,Vožnje na banana, Iznajmljivanje nogometnih, košarkaških i odbojkaških terena. Škola ronjenja, Škola daskanja na vjetru, Streljaštvo, Ronjenje
Valamar Diamant hotel 4*	6 sportova	Sportski centar Fitness / Gym ; Indoor Pool, Outdoor Pool Teniski teren Sadržaji za ronjenje Biciklistički sadržaji

TABLICA 5. SUBJEKTIVNA ANALIZA AUTORA SADRŽAJA ODABRANIH SPORTSKIH HOTELA

VII.IV. REZULTATI ANALIZE INTERNET MARKETING AKTIVNOSTI

Pri analizi Internet marketing aktivnosti, korištena je Woorank analiza koja rangira sljedeće parametre tih aktivnosti:

- SEO,
- Postoji li mobilna verzija web sjedišta,
- pristupačnost web sjedišta
- Pogreške
- Povezani linkovi
- Korištenje društvenih mreža
- Geografska analiza posjetitelja web sjedišta i
- korištenje suvremenih tehnologija.⁵

Web stranice koje se žele usporediti se upišu u Woo rank analizu, slijedom koje se web sjedištu u odnosu na navedene parametre dodjeljuje ocjena kvalitete sjedišta, kao i preporuke za poboljšanja koje se odnose na navedene aktivnosti.

⁵ <https://www.woorank.com/>

ABLICA 6. INTERNET MARKETING ANALIZA WEB SJEDIŠTA ODABRANIH SPORTSKIH HOTELA

NAZIV WEB SJEDIŠTA	UKUPNA OCJENA	KOMENTARI NA REZULTATE
http://www.aminess.com/hr/amine-ss-lume-hotel/plaze-i-bazeni	61,7 %	• Optimize images for your website Top Priority • Optimize your site speed performance • Engage and promote within your Facebook presence • There's no Google+ account •
https://www.bluesunhotels.com/brac-sport-hotel-elaphusa.aspx	84,4%	• Upgrade to connect your Facebook Page and get in-depth insights about: • Views • Activity • Demographics and more! • ...
http://hr.lagunaporec.com/hotel-laguna-parentium-porec/aktivnosti?bs=1317	53,2%	• Create and configure your "robots.txt" file Top Priority • Use keywords for internal site links • Optimize your site internal navigation and links •
http://www.maistra.com/hr/island-hotel-istra-rovinj/sport-zabava#top	67,5%	• Optimize images for your website Top Priority • Optimize your URLs • Develop frequent shareworthy content in your site blog •
http://www.valamar.com/hr/aktivan-odmor-hrvatska	68,8%	• Optimize images for your website Top Priority • Optimize your URLs • Develop frequent shareworthy content in your site blog • ...

odmora postaje sve češće kriterij pri određivanju

VIII. ZAKLJUČAK

Generalizacijom svih nalaza može se konstatirati kako je sportski turizam perspektivno područje, koje pruža mnoštvo mogućnosti za unapređenja i rast, kako na globalnom, tako i na hrvatskom turističkom tržištu. Naime, iako sve više na važnosti danas dobivaju selektivni oblici turizma i pozicioniranje turističke ponude u užim tržišnim nišama, zdrav i aktivan način života i

načina kako će se koristiti slobodno vrijeme. Iako se danas sve više turističkih segmenata interesira za aktivan odmor još uvijek prihod od sportskog turizma nije na razini na kojoj bi mogao biti. Premda receptivni turistički dionici mijenjaju politike poslovanja i unapređuju ponudu sinergija u upravljanju svim elementima marketinškog spleta u tim

procesima kasni. Posebice to treba istaknuti u sferi Internet marketinga obzirom da je dokazan značaj ovog vida potpore turističkom poslovanju. Evidentno je i u provedenom istraživanju autora na hotelima koji su u ovome segmentu ponude tržišni lideri na receptivnom tržištu Republike Hrvatske koliko još ima prostora za unapređenje. Autori vjeruju da će se stvari mijenjati kako menadžment svih receptivnih subjekata, pa tako i sportskih hotela postane svjestan potencijala ovih marketinških alata za rast turističke posjete u periodima izvan glavne turističke sezone. Naravno, i rast konkurencije među receptivnim subjektima će imati reperkusije na promjene u marketinškom upravljanju poslovanjem u turizmu, posebice u sportskim hotelima. Za očekivati je sukladno globalnim trendovima da će svi receptivni subjekti proširivati ponudu sportskih i rekreativnih sadržaja, što će također imati pozitivne reperkusije na unapređenje Internet

marketinga, obzirom na relativno niske troškove u usporedbi s konzervativnim oblicima tržišne komunikacije u promoviranju turističke ponude.

Nalazi istraživanja predstavljeni u radu, kao i njihova usporedba s recentnim istraživanjima drugih autora koji su analizirali Internet marketing u turizmu ukazuju da ima poprilično mogućnosti za razvoj marketinške podrške sportskom turizmu. Premda većina hotelskih subjekata ima informacijama i standardima privlačnosti atraktivna potrebno je razviti diferenciranu marketinšku komunikaciju preko tih medija. Ovo posebice važi za sportske turiste, jer oni su interesom i očekivanjima ipak drugačiji od tipičnih turista koji posjećuju sezonske destinacije. Kod svih turističkih segmenata koji su specifični treba više pažnje obratiti na promociju sekundarnih i tercijarnih turističkih sadržaja, ali i načine kako se isti komuniciraju na globalnom turističkom tržištu.

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ON LINE EDUCATIONAL PROGRAMMES (DISTANCE LEARNING) AND SCIENTIFIC RESOURCES AS POTENTIAL FOR PROMOTION AND DEVELOPMENT OF SPORT TOURISM

Dražen Čular, Goran Munivrana, Mario Tomljanović

ABSTRACT

In accordance with today's accelerated lifestyle we are left with less time for individual education by adopting the *classic knowledge transfer model* including the *face to face* method which has been used in our lifetime for acquiring new knowledge and skills or for improving the existing ones. Therefore, developed countries have started delivering education to learners by providing distance learning method over the Internet. Legal regulations of the Republic of Croatia are gradually conforming to the worldwide trend of not making any differences in qualifications and competencies following the *classic knowledge transfer model* or *distance learning methods (online)*. Development of new technologies provides contacts between the learner and the teacher on a rather advanced level. Kinesiology and sports education programmes are specific regarding the demands put before the learners, including a necessity for implementation of simple or even more complex motor movements, or technical elements, implemented under changeable conditions (*fitness centres, ships, pools, sports fields, etc.*). Considering demands in the area of kinesiology and sport and the willingness to improve the quality level of the existing educational programmes, the Faculty of Kinesiology, University of Split, has developed a blended learning method (*classic + online*). This method combined with scientific resources of the Institute of Kinesiology and Sport, climate conditions favourable for year-long sports and recreational outdoor activities as well as advantageous geostrategic position, offers a product with great prospective for the field of sports tourism in the market. Considering clients have expressed increased interest to invest in individual education, combining pleasure (*favourable climate, more than 300 sunny days per year, convenient for sports and recreational activities*) with business (*education + certificates*), it can lead to a conclusion that it is worth investing knowledge, energy and resources in development of an innovative product such as this one.

Key words: online learning, distance learning, e-learning, knowledge as a product

Introduction

In recent years, issues associated with knowledge and intellectual property, as well as their management, have become the focus of public interest in business, as well as academic and research circles. Sinković et al. (2006) state that development and application of information and communications technology (ICT) in the last fifty years have affected great social changes. In accordance with today's accelerated lifestyle we are left with less time for individual education by adopting the classic knowledge transfer model including the face to face method which has been used in our lifetime for acquiring new knowledge and skills or for improving the existing ones. Therefore, developed countries have started delivering education to learners by providing distance learning method over the Internet. Development of new technologies provides contacts between the learner and the teacher on a rather advanced level. According to Milosavljević (2008), during the mid-18th century in England, so called correspondence schools were organized. In the United States of America, parallel to the development of radio and TV technologies, in 1912, the University of Iowa offered radio courses. In 1940, there were educational courses organized via TV programmes. Distance learning was institutionalized for the first time in 1859 when the University of London started with training for distance learning. In 1946, a University in the Republic of South Africa introduced distance learning courses via postal system. The „Open University“, aimed primarily at distance learning, was founded in 1969. The Fern Universität was founded in Hagen, Germany, in 1974. By numerous documents (The Maastricht Treaty, 1992, Action Plans eEuropa 2002, eEurope 2005, etc.) the members of the European Union have, a long time ago, declared the development of distance learning is one of the most important tasks of improvements in the field of education. In 2001, the Council of the European Union signed a resolution on e-learning by which it calls on all Member States to, among other things, continue the efforts for integrating information and communications technologies in educational systems. Several programmes supporting education have been launched at EU level. The European e-Learning portal has also been developed, which continuously promotes e-learning and provides information on best practice in this area, and can be accessed at: <http://elearningeuropa.info/en/home>. EU Member States also have their individual action plans with the aim of promoting the use of ICT in education. Based on the aforementioned, it can be concluded that all the EU Member States are highly interested in development of e-learning. At the end of 2003, the Croatian government, within activities for joining the EU, adopted the “Programme e-Croatia 2007”, and Croatian

legislation is gradually conforming to the worldwide trend of not making any differences in qualifications and competencies following the classic knowledge transfer model or distance learning methods (*online, distance learning, e-learning, etc.*). Tot (2010) states that school is not yet ready to abandon the traditional educational paradigm, to transform and hand over the responsibility for learning to the students, and there is still a gap between contemporary theoretical approaches, reform tendencies and teaching practice. Besides having certain fundamental skills to successfully perform some concrete task, modern society requires more flexible, generic and transferable competences which will equip an individual with a series of digital skills, knowledge and attitudes appropriate for the modern age, or in our case, the specificities of the area of kinesiology, sport and sport tourism. Accordingly, it is necessary to improve the existing theoretical models and to develop new ones, to conduct further research with the aim of obtaining new findings about the efficacy and implications that the use of technology for educational purposes has on society.

Theoretical review

According to Milosavljević (2008) and Čamilović (2013), *Distance learning* puts emphasis on the physical distance between the deliverer and the receiver of educational contents, without precisely defining the means and technology for establishing communication, whereas *e-Learning* refers to any form of use of information and/or digital technologies in learning, e.g., multimedia presentation on CD or via the Internet, without any obligation in terms of established communication (interaction) and connection of potentially distant participants. Due to the exclusive use of Internet technologies in communication between distant participants and organization of the distance learning process, as well as distribution of e-learning mostly via the Internet, these terms almost become synonymous. By comparing traditional (*face to face*) and distance (*online*) learning method, Čamilović et al. (2012) concluded that the differences between these two types of education arise from the very nature of organization of teaching, which in the case of distance learning, as already stated, are realised through the use of modern information and communications technologies. Thus, the authors point out that distance learning has certain advantages as compared to the classic method, and these are presented in Table 1.

Table 1. Comparison of traditional and distance learning model

characteristics	Distance learning	Traditional education
Time flexibility	+	-
Space flexibility	+	-
Availability of handbooks and other literature	+	+
Availability of multimedia contents	+	-
Availability of interactive contents	+	-
Availability of competent experts worldwide a	+	-
Availability of education in developing countries	+	-
Possibility of exchange of opinions with other students	+	+
Possibility of teacher consultation	+	+
Project tasks and seminar papers	+	+
Knowledge testing	+	+
Certificate in acquired education	+	+
Expenses	<	>

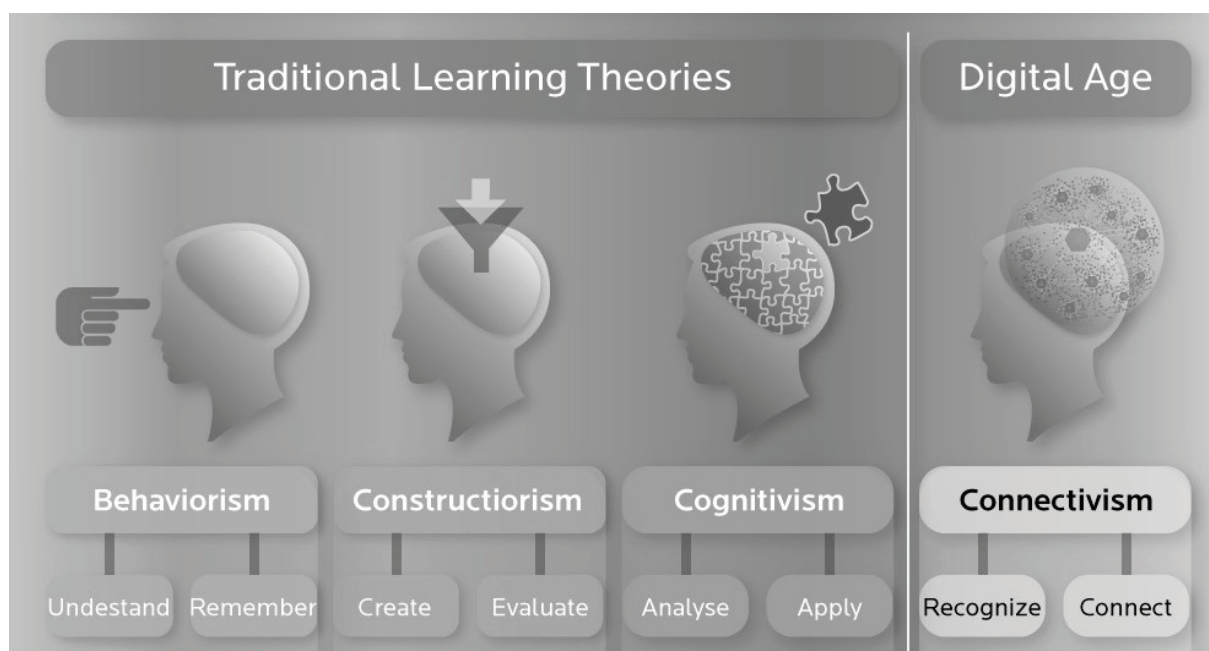
Source: modified according to Čamilović, 2012

Panian, (2002) presents distance learning as a model which is also acceptable for poor areas as it reduces the necessity for investment of capital into educational infrastructure, whereas on the other hand, it allows fulfillment of one of the basic human rights – right to education. According to Sinković et al. (2006), distance learning is one of the elements of e-learning which opens up possibilities for entering new markets. E-learning allows a great portion of the process to be carried out without direct contact, which represents competitive advantage in the market. Trstenjak et al. (2010) concluded that there is an increasing number of educational systems which, in attempt to be concurrent in the market, on a daily basis boost development of

new ways of education, one of which is distance learning. Parallel to the development of educational technologies, new learning theories have also developed, among which the theory of Connectivism is being mentioned more and more lately. Bulatović (2012) says that connectivism, which was developed by Siemens (2005), represents a theory of „network awareness“ in learning and education, which in turn developed under the strong influence of theories on social constructivism (Vygotsky, 1978), network theory (Barabási, 2002) and chaos theory (Gleick, 2002). Connectivism stresses the significance of digital appliances and network connectivity in the learning process. The theory emphasizes the development and importance of “metaskills” for developing and managing information and network connections, and underlines the importance of recognition of the learning model as a learning strategy. Connectivists recognize the impact that modern technologies have on human cognition and claim that technology is reshaping the ways in which people create, store and distribute knowledge. The most important principles of connectivism, based on the social constructivist paradigm, which today have an increasing effect on designing open programmes and programmes for distance learning (e-learning) are as follows:

- Learning and knowledge rests in diversity.
- Dynamic learning is a process of connecting with people or groups, ideas, information and digital interfaces.
- Capacity to know “more” is more critical than what is “currently known”.
- Fostering and maintaining connections is critical to knowledge generation.
- A multidisciplinary, multi-literacy approach to knowledge generation represents the very core of human learning.
- Decision-making is both action and learning: According to Siemens (2005), choosing what to learn and the meaning of incoming information is seen through the lens of understanding and shifting reality.

Figure 1. Representation of the learning theories (*traditional theories – digital age*).



Source: <http://science-junkie.tumblr.com/post/43019878520/a-simple-guide-to-4-complex-learning-theories-do>

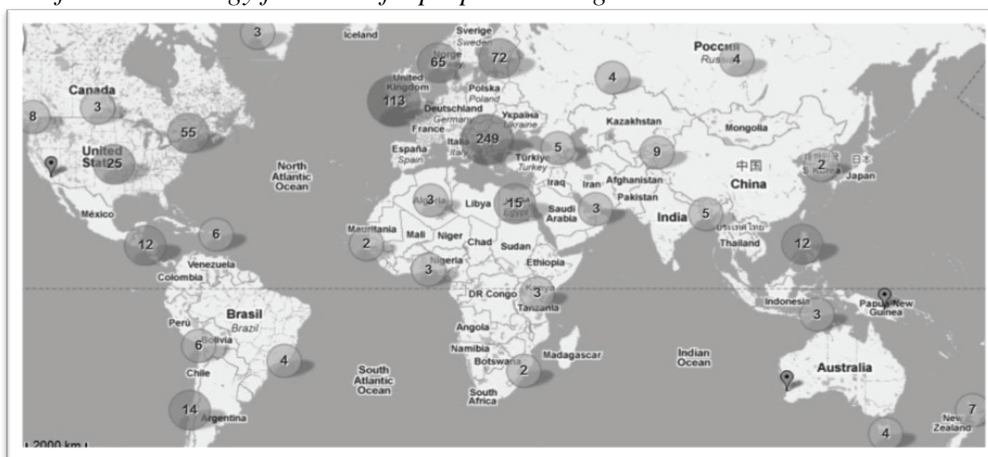
A connectivist approach to educational programmes design and implementation acknowledges the complexities of learning in the digital age. The theory offers insight into how learning can be managed through the better understanding of new technologies and their relationship to knowledge networks. Every day many initiatives are being launched and different questions are being asked, which are viewed today through the Internet paradigm. Connectivists believe that the exchange of documents and files arises from the fact that information is actually an object whose purpose is to be shared and exchanged. This idea is visible in the fact that every day the initiative for creating an open source software which is free and available to all and to allow free access to scientific papers is becoming stronger. The advocates of this

theory believe that sharing socially useful contents should not be considered unethical, but rather they declare blocking or withholding information to be *unacceptable behaviour*. Creating conditions for making the socially useful contents available and allowing their exchange is being accepted more and more as the essence of creativity in the sense of creating “self-learning” networks. In the context of kinesiology, and sport as its constituent part, connectivism has been existing in the daily practice for a long time, even though it has not been called that. This approach allows reaching new scientific findings on a global level, which was unthinkable or very hard before the use of Internet. In the following text, we will present an example of development of an innovative product in the area of kinesiology and sport, which is based on a blended educational method (*traditional and distance learning*), which, aside from the educational benefits, also has its value in the development of a recognizable image of the Faculty of Kinesiology, University of Split, and the City of Split itself as recognizable sports tourism destination.

Example: Project Export of knowledge in kinesiology and sport - international Bachelor's Degree Programme in Sports Coaching for table tennis coaches

The idea of the project: Export of knowledge in kinesiology and sport and international Bachelor's Degree Programme in Sports Coaching for table tennis coaches is based on the doctoral dissertation (Čular, 2011) „*Factors of success in taekwondo*” which was based on the experiment conducted on a sample of 730 subjects from 69 world countries (Figure 1.), and which, for the first time in the Republic of Croatia, in the field of kinesiology, applied advanced information and communications technologies for collecting data in 6 world languages and from subjects at remote locations from all 6 continents.

Figure 2. Doctoral dissertation (Čular, 2011) *Factors of success in taekwondo – attitudes of elite coaches – example of use of ICT technology for scientific purposes on a global level*

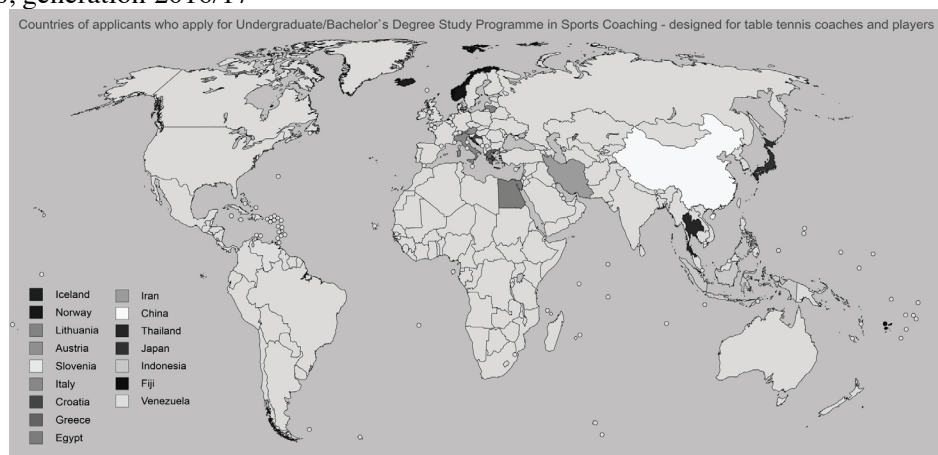


Reprinted from: Čular (2013) – *subjects' location according to IP address*

Study programmes and curricula were created following the labour market needs and the guidelines given in Chapter 2.3.2 of the European Association for Quality Assurance in Higher Education, which, among other things, gives guidelines about the necessity of adapting the study and availability of studies through methods of distance learning. The international Bachelor's Degree Study has been carried out by blended and distance learning method in English since 2016. The Faculty of Kinesiology, University of Split, realises the study in partnership with the International Table Tennis Federation (ITTF) and the European Table Tennis Union (ETU). The study is taught by teachers from 13 countries (Qatar, China, Netherlands, France, Austria, Philippines, Chinese Taipei, Spain, Serbia, Slovenia, Germany, Japan and Croatia), who come from 17 partner institutions. Tuition fees for most students are paid by international companies which, by doing this, showed interest in supporting this innovative product. Foreign citizens have the right to enrol at a course of study under equal conditions as citizens of the Republic of Croatia, given the condition that their prior qualifications are recognized by the Agency for Vocational Education and Training and Adult Education. In total, 20 students from 16 countries and 5 continents were enrolled in the first generation (2016/2017).

Figure 3. Enrolled students of the international Bachelor's Degree Programme in Sports Coaching for table

tennis coaches, generation 2016/17



Following a successful completion of the Bachelor's degree study programme, students acquire 180 ECTS points and a professional title Bachelor of kinesiology - sports coaching (Professional bachelor of Table tennis). Students can choose between: blended (*classic + distance learning*) and *full online* method via the Internet. Once in a semester, students attend the practical part of the course which takes place in Split and lasts for 10 days. Online lessons are delivered via the "Moodle" long distance learning system, i.e., a software solution for creation and realisation of online courses via the Internet used in many countries. The Moodle system is also a database which permanently records both teachers' and students' activities. To be able to perform practical exercises or take exams which require performance of certain motor activities, it is necessary for students to possess a „smartphone“ whose features include audio/video recording and Internet access so that the teacher can, in the full sense of the word, „participate“ in the learning process, at time slots chosen by the student.

Discussion with a critical review

Čular (2015) states that the area of kinesiology has its specificity and demands, particularly regarding organization of practical lessons. Online method calls for a relatively high level of participants' technical literacy, material-technical conditions, software and other tools that allow quality of knowledge and skill transfer and acquisition of competencies and qualifications identical to those in the classic learning method. Objectively, there are some situations in which, by innovative approach of distance learning with the use of modern technologies, the quality level of learning outcomes can be increased, which can be presented in the following examples: 1) at study programmes for coaches in certain sports branches, when, by the classic method of study, the number of students is enrolled in the study is smaller than the number of players in the field set by the rules of the sport, it is very hard, and sometimes even impossible, to present and practice certain technical-tactical features, as opposed to e-learning which enables the use of sophisticated software applications in presenting and practicing all situational possibilities, regardless of the number of participants involved; 2) on the example of realisation of practical lessons by classic method in e.g. water sports – sailing, which, as most kinesiological activities, is realised in motion so the students are in a boat together with their teacher at certain distance from a sailboat where a demonstrator presents certain techniques and, considering weather conditions (wind, waves) and a relatively restricted sight line, can have difficulties in perceiving and adopting important details. Demonstration of certain technique can be recorded from different positions (masthead, ship's side, nearby sailboat) to the finest detail and in digital form (audio-video) uploaded to the distance learning system so students and teachers can see it and comment on it an unlimited number of times. In a situation when online students are expected to give a practical presentation, practice and demonstrate adopted knowledge and skills, the presentation is delivered via distance learning system in digital form as an audio-video recording of the activity performance, recorded in a prescribed way. The material must contain student's personal identification so that the teacher, regardless of the number of students, space and time limitations, can examine the methodology of realisation in detail (synthetically and analytically), evaluate it and point out possible mistakes and the ways to correct them, as opposed to the classic method in which the teacher is forced to evaluate certain activity in a larger number of students in real, often short time interval, without the possibility of archiving and repeating the presented activity. "Moodle" learning system is also a database which permanently records and stores all activities, including

communication between students and teachers, as opposed to the classic study model which, when it comes to oral exams, offers neither proof that the exam actually took place, except for the filled-out application and grade, nor the possibility for grade appeal if the student believes the grade is not objective. Aside from the aforementioned advantages of the online distance learning method as innovative product in the area of kinesiology, sport and sports tourism, there are also certain limiting factors, as follows:

- 1 The necessity for teachers to develop new skills and permanently improve on a daily basis
- 2 The necessity of redesigning classic teaching lessons and “translating” them to digital form
- 3 The lack of direct social contact
- 4 The necessity for students’ self-discipline in meeting their student obligations

Conclusion

Every day the progress and development of ICT technology presents solutions which, until recently, seemed unthinkable and are applied today in different areas of life and work. Investments in the area of sports industry are increased on a daily basis. For the accelerated development of sport, sports management and sports tourism which we encounter every day, it is essential to ensure systems which will have the ability to educate professional staff on a global level. Educational programmes in the area of kinesiology and sport which are realised by distance learning method have their specificities regarding demands that are put before students, and which include the necessity of performing simple or more complex motor movements, i.e., technical elements performed in variable conditions (*fitness centres, ships, pools, sports fields, etc.*). The online learning method of study is characterized by reduced expenses of realisation of the study, the use of distance learning system, possibility of “online” engagement of top experts, with minimal expenses which exclude financing travel expenses, availability of the study to the persons with special needs, as well as elite athletes (*dual career*) who, through distance study model, are given the opportunity to get education while pursuing their sports career, “Online” teaching is available in digital form. The educational model by distance learning (*classic+online*) developed by the Faculty of Kinesiology, University of Split, in accordance with the demanding nature of the area of kinesiology and sport, combined with scientific resources of the Institute of Kinesiology and Sport, climate conditions favourable for year-long sports and recreational outdoor activities, as well as advantageous geostrategic position, offers a product with great prospective for the field of sports tourism in the market. Considering that tourists as clients have shown increased interest to invest in individual education, combining pleasure (*favourable climate, more than 300 sunny days per year, convenient for sports and recreational activities*) with business (*education + certificates*), this leads to the conclusion that investing knowledge, energy and resources in development of an innovative product such as this one has potential to become a globally recognizable “brand” of the Faculty of Kinesiology, University of Split. Innovativeness and global availability, quality and enterprising human and other resources, advertising potentials for partners, advantageous geostrategic position and climate conditions, congruence with European Qualifications Framework and other standards, requirement of occasional stay in Croatia, represent an undisputable potential for connecting the areas of education and sport in function of development of sports tourism. The concept and the example of the on-line study presented in the paper depicts a model which can be called “*student-oriented education*”, in which the management of the learning process is being handed over to the learner. The characteristic of such learning is not only increased autonomy of the students but also giving much greater importance to active learning through creation and communication, and reduced differences between the professor’s role and the student’s role. Considering that interest and potential evidently exist in the mentioned forms of “digital” approach to learning, it is necessary to improve the existing and to develop new theoretical models, and to conduct further research to obtain findings about efficacy and long-term implications that the use of technology in education has on society, in the areas of kinesiology and sports management and the area of sport tourism alike.

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CURRENT THEORETICAL APPROACHES TO THE MANAGEMENT OF SPORTS TOURISM PRODUCT DEVELOPMENT

Petra Odak

EXTENDED ABSTRACT

1. Introduction

The complexity of the competitive relationships in the global tourism market implies the need to review the management of destinations. The situation in the tourism practice is even more complex when the supply is based on specialized tourism products. Specialized tourist products are the foundation of strengthening the competitiveness of the tourist offer of each destination. Experiences in Republic of Croatia point out that the development and management of specialized tourist products are mostly based on improvisation. Having sports tourism resources is not enough to attract tourists anymore, they want an upgraded active vacation. The purpose of this study is to present the guidelines for systematic development and management of a specialized tourist offer in Croatia in a defined manner. Regardless of the specialized product category, theoretical principles that should be followed when designing and developing specialized tourist products are identical. Considering that sports tourism has many supporters among tourists and among creators of specific receptive tourism, this study will present the theoretical guidelines valuable for tourism stakeholders who create and design sports tourism products. They have the responsibility to optimize all product development activities and put more value in their product in order to boost the number of tourists, which will boost the profit and raise the market share. Competition in the global tourism market is setting new standards in the field of development and management of specialized tourist products (quality standards, innovation, ways of product development and management) daily. Sports tourism product managers are also exposed to the challenge of maintaining the market position, following the trends and indirectly to the challenge of achieving tourist traffic. Therefore, it is important to develop and manage specialized tourist products systematically. Continuous innovation and improvements of sports tourist products are no longer an option, they are the standard that should be followed in all destinations that seek to preserve and strengthen their competitiveness. In this purpose it is necessary to know the basic theoretical concepts that are practiced in the development and management of specialized tourist products. By following these concepts together with overlooking new trends, current improvisation in Croatia sports tourism offer can be successfully converted to defined processes which are necessary for destination development.

2. Theoretical review

Analyzing the global tourist market, it can be noticed that competitiveness depends on specialized touristic products within the destination. Furthermore, there are high standards in the development of such products, so the innovations and usage of new technologies in the development are the necessity (Buntak et al.), that is why it is important to present the phases of product development, since they are the foundation for efficient creation and positioning of the specific product (Kotler and Armstrong, 2016). Stages of development of new sport tourist products are preceded by external analysis (market analysis and analysis of current trends and competitors) and internal analysis (analysis of tourist destination, its resources and capabilities of personnel within the destination). During the analysis of competition in the process of development of sports tourism product it is necessary to determine the level of competition, since it defines the strategy of managing the tourist product. The chosen strategy should be flexible in order to adapt to the new trends. There are different goals in the commercialization of new sports tourism products, but in most cases, it is about the growth of market share or profit growth (Lehmann and Winer, 2005). Depending on the selected priority, product managers develop the strategy. Such

products can be positioned with product differentiation based on price and product differentiation on the basis of benefits for the customer (Lehmann and Winer, 2005). Moreover, it is necessary to manage the brand - brand includes all opinions and feelings that customer has for certain sports tourism product and product features (Šerić, 2016), and differentiates the product from competitor's products (Kotler et al. 2006). Through product and brand management consumers should be persuaded that exactly this specific sports product will meet the expected value in the best way (Rocco, 2015). Taking into consideration all of these theoretical concepts and marketing tools, destination shapes their marketing mix and examines the validity of its strategy through test marketing - setting sports tourism product in a real environment in order to analyze the reactions of consumers. (Harvard Business Review, 2016). Promotion, as a tool of communication with the target market (Previšić and Ozretić Dosen, 2004) also needs improvement - classic promotion based on a monologue no longer brings good results, it is necessary to establish a dialogue with the consumer, which provides immediate feedback. In communication, customer no longer has a passive role, he actively expresses his impressions of sports tourism products (Vlašić, 2016). In that way marketing department of tourism destination can gain insights into the desires and interests of targeted tourist segment, and based on this information react in time and improve their marketing strategy.

3. Research findings

After the detailed desk research, it was observed that product managers need to follow the phases of development of new sports tourism products in order to create a successful introduction of the new product to the market. Since product development is a very long process which requires lots of resources, it is important to have a focused approach to each phase, in order to achieve the successful introduction of the product to the market. The complexity of the process of developing a sports tourism product is visible in the fact that skipping certain phases or shortening phases so that the tourism product is launched earlier on the market can lead to rapid deterioration of the product on the market. In practice, the selection of the concept of managing the development of sports tourism product precedes the selection of target markets (known market or new; local, national or international) and the selection of the level of competition (competition based on product/product category/generic competition/competition based on the budget of the customer). For the purpose of better orientation in the development it is desirable to make a marketing plan of sports tourism product. It benefits the coordination of development and marketing functions, which greatly affects the quality of the final sports tourism product. With commercialization as a last phase of product development, a new sports tourism product begins its life cycle, and all the elements of the marketing mix fully take over their role, including promotion. All kinds of tourism, including sports tourism, record a large increase in the use of digital marketing and the awareness of the importance of interactive and integrated marketing communications is growing rapidly. Using the integrated interactive marketing communications managers of sports tourism products have direct access to customer's opinions, and with two-way communication they can achieve a major impact on their purchasing decisions. In addition, they can learn a lot from the customers - all current trends, preferences and attitudes about products in the field of sports tourism. With that feedback destinations should adapt their marketing strategies and create a unique positive experience for their customers. Good experiences and positive story about sports tourism product will lead to repeated purchases, and that will provide long-term profit for the destination and long-term customer satisfaction.

4. Conclusion

Managing the development of new products is a complex process, so it is important to follow the new theoretical concepts in order to optimize all necessary activities for development of new sports tourism product. This study presents and explains the current theoretical concepts that can be used for the development and management of sports tourism products, creating marketing strategies for such products, brand management of sports products, and creating effective communication with the target audience. Massive global competition reduces the effectiveness of improvisation in the field of development and management of new sports tourism products. In previous decades, it was enough to recognize a usable resource within the destination and offer it for the sports activities. The resources themselves are not enough

anymore to attract new tourists, especially those who prefer concrete sports tourism products. They can not be offered with a *semi-product*. This tourist population requires a complete, attractive sports tourism product because modern tourists want active holidays. To ensure the long-term attractiveness of a new tourism product, it is necessary to design activities which will be an added value to the original product, by bringing innovation and improvements, and that can be done with the prior knowledge of theoretical concepts. At the same time, destinations should take care of changes in trends in the global tourism market, but also monitor actual experiences of competitors in the field of sports tourism. On such platform destinations can develop a competitive, flexible strategy which will attract and convert customers to buyers of sports tourism products. The significance of digital marketing can greatly improve the perception of the sports tourism product by sharing high quality content together with gathering insights of customer opinions and interests. Product managers can easily gather information about the market through digital marketing and interactive communication with the audience. Later they can adapt the marketing strategy to wishes and expectations of target tourists. Furthermore, it is necessary for sports tourism product managers to work on strengthening the perception of the quality of products (promotion of the quality of reception capacities, and of all the sports facilities), with viral marketing and continuous dialogue with consumers.

Key words: *management, sports, product, development, concept*

1. UVOD

Složenost konkurentnih odnosa na globalnom turističkom tržištu podrazumijeva potrebu preispitivanja upravljanja turističkom ponudom destinacije. Situacija u turističkoj praksi je utoliko kompleksnija kada se ponuda temelji na specijaliziranim turističkim proizvodima. Tržišna praksa hrvatskih destinacija, s druge strane, ukazuje kako se razvoj i upravljanje specijaliziranim turističkim proizvodima najčešće temelji na improvizacijama. Cilj ovog rada je predstaviti smjernice za sustavan razvoj i upravljanje specijaliziranom turističkom ponudom u Hrvatskoj. Neovisno o kojoj se kategoriji specijaliziranog turističkog proizvoda radi, teorijski postulati kojih bi se trebalo pridržavati pri osmišljavanju, kreiranju i razvoju specijaliziranog turističkog proizvoda su identični. Obzirom da sportski turizam ima sve više pobornika i među turistima i među kreatorima konkretne receptivne turističke ponude u radu će se predstaviti iskoristive teorijske smjernice za kreiranje i osmišljavanje sportskih turističkih proizvoda. Konkurencija na globalnom

turističkom tržištu postavlja nove standarde zbog čega je važno sustavno razvijati i upravljati specijaliziranim turističkim proizvodima. Kontinuitet inoviranja te unaprjeđenje sportskih turističkih proizvoda više nisu opcija, već standard koji treba implementirati u praksi destinacija koje teže očuvanju i jačanju konkurentnosti ponude. Uz kvalitetno upravljanje razvojem sportskih turističkih proizvoda te upravljanje odnosima s ciljanim segmentima potrebno je postojeće improvizacije transformirati u sustavne procese na kojima će se temeljiti razvoj tog dijela destinacijske ponude.

2. RAZVOJ SPORTSKOG TURISTIČKOG PROIZVODA

Analizirajući globalno turističko tržište uočava se da konkurentnost destinacije sve više ovisi o specijaliziranim turističkim proizvodima (Bartoluci, 2007). Štoviše, postoje visoki standardi u procesu razvoja takvih proizvoda, a inovacije i implementacija

novih tehnologija u razvoju i komercijalizaciji su važan preduvjet (Buntak i sur. 2015). Zbog toga je važno u procesu razvoja sportskog turističkog proizvoda implementirati sve razvojne faze na koje teorija upućuje (Šerić, 2016; Kotler i Armstrong, 2016). Fazama razvoja novog specijaliziranog sportskog turističkog proizvoda prethode eksterne analize (analiza tržišta i aktualnih trendova te analiza konkurencije) i interna analiza (analiza turističke destinacije, raspoloživih resursa te podobnosti raspoloživih kadrova). Odluci o koncepciji upravljanja razvojem sportskog turističkog proizvoda prethodi odabir tržišta. (Lehmann i Winer, 2005; Šerić, 2016).

FAZE RAZVOJA NOVOG SPECIJALIZIRANOG TURISTIČKOG PROIZVODA

Budući se radi o kompleksnom proizvodu koji povezuje ideju s resursima destinacije sugerira se fokusiran pristup svakoj fazi. Kompleksnost procesa razvoja sportskog turističkog proizvoda dokazuje i praksa. Skraćivanje, ili preskakanje pojedine faze u razvoju novoga proizvoda može dovesti do lošijeg interesa turističke potražnje, odnosno skraćivanja životnog vijeka proizvoda (Mage, 2005). Faze kroz koje se razvija su prikazane na slici 1.

Sl. 1: Faze razvoja novog proizvoda



Izvor: prema Kotler, P., Armstrong, G. (2016): *Principles of Marketing* 16/e; Šerić, N., (2016): *Upravljanje proizvodom*

Generiranje ideja je prva faza u kojoj je potrebno ponuditi što više raznovrsnih ideja temeljenih na raspoloživim destinacijskim resursima. Odabir najboljih ideja je faza u kojoj se vrši odabir prema simulacijama pojedinih ideja. Pri ocjenjivanju se koriste alati *drop error* i *go error* kojima se ocjenjuje usklađenost pojedine ideje s raspoloživim destinacijskim prirodnim i kadrovskim resursima. Ideje koje se kvalificiraju kao *drop error* se trajno odbacuju. Razlozi za to su nedostatni krajobrazni resursi, nemogućnost njihovog korištenja za specijalizirani turistički proizvod, nepostojanje djelatnog (kvalificiranog potrebnog) kadra u procesima pružanja konkretnog sportskog turističkog proizvoda i sl. (prilagođeno prema Šerić, 2016). Praktičan alat je i odlučivanje temeljem koncepta R-W-W (engl. „real-win-worth doing“). Primjenom ovoga koncepta se svaka ideja razmatra kroz tri pitanja: „Je li realno moguće kreirati turistički proizvod prema konkretnoj ideji? Doprinosi li takav specijalizirani turistički proizvod konkurentnosti destinacije? Je li financijski isplativo razviti i nuditi taj turistički proizvod? Uz to je potrebno i ocijeniti njegovu sukladnost strategiji turističkog razvoja destinacije (Day, 2007). Razvoj i testiranje koncepta ideje novog specijaliziranog sportskog turističkog proizvoda je treća faza i odnosi se na razradu

sastavnica svake pojedinačne ideje novoga sportskog turističkog proizvoda. Koncepti se mogu testirati kroz fokus grupe (Šerić, Jurišić, 2014). Ocjenjuju se temeljem svojih sastavnica (karakteristika) te se ponovno neki odbacuju, a neki nastavljaju razvijati. Do četvrte faze (razvoj marketing strategije kojom će proizvod komercijalizirati), raščističavaju se dileme vezane uz ciljane emitivna tržišta i konkurentne specijalizirane proizvode koji već postoje u destinacijskoj ponudi. Slijedi definiranje aktivnosti i načina pozicioniranja novog turističkog proizvoda, definiranje ciljanih turističkih segmenata, plan upravljanja prodajom i detaljno definirane marketinškog spleta (prilagođeno prema Šerić, 2016 i Šerić, Jurišić, 2014).

Peta faza, poslovna analiza, podrazumijeva detaljnije simulacije prihoda i troškova za prijedloge sportskih turističkih proizvoda koji se dalje razvijaju. Kreiraju se financijski planovi vezano uz komercijalizaciju istih. Faza razvoja novoga proizvoda podrazumijeva konkretizaciju svih ranijih analiza i njeno prevođenje u vrlo konkretan i sadržajem *opipljiv* novi sportski turistički proizvod. Nakon provjera i sastavnica budućeg proizvoda spreman je za testiranje. Testiranje se provodi na odabranim turističkim segmentima. U praksi se to provodi kroz akcijske ponude i sa turistima koji su lojalni destinaciji. Na temelju tih iskustava se rade posljednje modifikacije pred posljednju fazu u razvoju novoga sportskog turističkog proizvoda (Kotler i Armstrong, 2016). Njegovom komercijalizacijom započinje tržišni životni ciklus.

3. OBLIKOVANJE STRATEGIJE MARKETINGA ZA SPORTSKI TURISTIČKI PROIZVOD

Pored privlačne i detaljno razrađene ideje novog sportskog proizvoda posebno je važno kreirati

prilagođenu strategiju marketinga za novi sportski turistički proizvod. Strategija marketinga se osmišljava nakon definiranja jasnih ciljeva komercijalizacije novog sportskog turističkog proizvoda. Strategijom se određuju i načini ostvarenje postavljenih ciljeva komercijalizacije novih sportskih turističkih proizvoda. Učinkovita strategija bi trebala rezultirati:

1. Poboljšanjem percepcije integriranog destinacijskog proizvoda.
2. Racionalnom valorizacijom i alokacijom korištenih resursa.
3. Smjernicama za pozicioniranje u ciljanoj tržišnoj niši.

Kod novih sportskih turističkih proizvoda, od posebne je važnosti ispravno procijeniti potencijal budućeg tržišnog udjela na razini destinacije. Simulirani rezultati se mogu u praksi unaprijediti strategijama razvoja tržišta ili tržišne penetracije. Strategija razvoja turističkog tržišta se provodi na 2 temeljna načina:

- Ulazak na novi segment tržišta koje je dosad bilo zanemareno od svih proizvođača te kategorije proizvoda
- Pretvaranje potrošača iz ciljane skupine koji ne koriste proizvod u kupce tj. korisnike proizvoda (iskorištavanje postojećeg ciljanog tržišta)

Penetracija tržišta također ima dvije potkategorije:

- Poticanjem rasta prodaje sportskog turističkog proizvoda turistima koji odabiru srodne ponude (kroz različite akcije i dodatne poticaje za probnu kupnju)
- Privlačenje turista iz okolnih destinacija (što podrazumijeva dodatne promotivne troškove.

Za ovu svrhu se može koristiti i Ansoffova matrica (Lehman, Winer, 2005), prema kojoj se oblikuju konkretne smjernice za upravljanje novim sportskim turističkim proizvodom ovisno o segmentima koje se cilja.

Odabrana, temeljna strategija marketinga definira kako će se sportski turistički proizvod pozicionirati. Pozicioniranje, odnosno isticanje kompetitivnih prednosti se implementira na jedan od dva načina:

1. Diferencijacija proizvoda temeljem cijene
2. Diferencijacija temeljem karakteristika tj. određenih posebnih prednosti sportskog turističkog proizvoda.

Za osiguranje rasta prodaje može se vremenom smanjivati cijenu ili poboljšavati kvalitetu pojedinih sastavnica sportskog turističkog proizvoda (što turisti prepoznaju kao posebne privlačnosti). Strategija diferencijacije prema prednostima sportskog turističkog proizvoda je u praksi kompleksnija od diferencijacije prema cijeni i zahtjeva kontinuirano unapređivanje proizvoda radi održavanja konkurentskih prednosti (prilagođeno prema Lehmann, Winer, 2005). Treba ocijeniti ima li sportski turistički proizvod potencijala da ga se *brendira* jer marka ima dodatni utjecaj na stavove i osjećaje turista potrošača prema sportskom turističkom proizvodu (Šerić, 2016). Konačno, marka doprinosi i njegovoj diferencijaciji od sličnih (Kotler i sur. 2006). Aktivnostima upravljanja sportskim turističkim proizvodom potiče se ciljane turističke segmente na prvu i ponovljene kupnje (Rocco, 2015). Sagledavajući sve navedene teorijske koncepte i raspoložive marketinške alate prilagođava se marketinški splet i analizira prilagođenost strategije marketinga proizvodu kroz test marketing – nuđenjem sportskog turističkog proizvoda u realnom okruženju radi praćenja reakcija turista. (Harvard Business Review, 2016).

4. PROMOCIJA NOVOG SPORTSKOG TURISTIČKOG PROIZVODA

Promocija kao alat komunikacije s ciljanim turističkim tržištem (Previšić i Ozretić Došen, 2004) podupire novi sportski turistički proizvod. Aktivnosti promocije treba prilagoditi onome što se nudi, a medije putem kojih će se komunicirati birati sukladno ciljanim turističkim segmentima (Dvorski i sur. 2004). Posebice komunikacija putem društvenih mreža danas daje dobre rezultate u komercijalizaciji novog sportskog turističkog proizvoda (prilagođeno prema Vlašić, 2016). Potrebno je steći uvide u želje i interese ciljanog turističkog segmenta, te na temelju tih informacija pravovremeno komunicirati i unapređivati strategiju marketinga (Kotler, 2010). Iskustva i afirmativne reakcije turista doprinose ponovljenim kupnjama, što doprinosi rastu turističkog prihoda na razini destinacije. Premda se u praksi još uvijek nailazi na primjere Razlike tradicionalne komunikacije istu je potrebno unapređivati (vidjeti u tablici 1).

TABLICA 1: USPOREDBA TRADICIONALNE I INTERAKTIVNE MARKETINŠKE KOMUNIKACIJE

Tradicionalna komunikacija	Interaktivna komunikacija
Monolog	Dijalog
Kruti scenarij	Fleksibilni oblik komunikacije
Pasivna uloga potrošača	Aktivni potrošač
Povratna informacija dolazi sporo	Trenutna povratna informacija
Najveća uloga čovjeka	Najveća uloga heurističkih sustava
Destinacija potiče i održava komunikaciju	Potrošač potiče i održava komunikaciju

Izvor: Vlašić, G. (2016): Interaktivna marketinška komunikacija, nastavni materijali EFZG

5. ZAKLJUČAK

Upravljanje razvojem novog sportskog turističkog proizvoda je kompleksan proces, stoga je važno povezivati aktualnu praksu i recentne teorijske spoznaje radi optimizacije svih aktivnosti. U radu su argumentirane najvažnije smjernice vezane uz ovu problematiku. Jačanje globalne konkurencije na turističkom tržištu smanjuje učinkovitost improvizacija u ovoj sferi marketinških djelovanja. Ranijih desetljeća je bilo dovoljno prepoznati iskoristive resurs u destinaciji i komercijalizirati ih uz odabrane ideje o rekreativnoj ponudi. Resursi su i danas važni, ali je od njih važnija marketinški razrađena ideja temeljem koje se komunicira jasan identitet sportskog turističkog proizvoda. Više nije dovoljno nuditi sportske turističke poluproizvode. Suvremeni turisti traže sadržajno potpune i privlačne sportske turističke proizvode. Kako bi se osigurala dugoročna privlačnost novog sportskog turističkog proizvoda potrebno je osmisliti i konkretne promotivne aktivnosti, te aktivnosti kojima će se upravljati njegovim razvojem u cilju racionalnog životnog vijeka. Paralelno treba pratiti trendove i uvoditi inovacije. Na takvoj platformi moguće je razvijati konkurentnu specijaliziranu ponudu sportskih turističkih proizvoda destinacije koja će osigurati aktivan odmor prilagođen željama i interesima ciljane klijentele.

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MARKETING ROLE IN SPORT'S CLUB IMAGE

Josip Bauk; Mihaela Batalić

EXTENDED ABSTRACT

INTRODUCTION

The problem of marketing management is evident in the most of sport clubs in the Republic of Croatia regardless of the kind of sport. Both competition and a growing interest of all age categories advance the need of marketing activities. There is a wide range of marketing implementation in sport clubs. The sports sector has identified the importance of marketing planning, however the changes are being slowly implemented. In order to be successful, a sport club needs to face the problems and difficulties and discover the means to eliminate them. Marketing management includes expertise so the education of sports employers is of high priority. That is, unfortunately, not the case in Croatia. The implementation of innovative marketing knowledge in clubs needs to be encouraged by sharing positive experience. Sports organization management is supposed to be in compliance with the marketing plan. A plan of a sports club needs to contain recommended marketing tools which are image boosters. A club's image is its personal identity which is the main decision maker on all levels. An amateur sports club's image is based on sport events, work, education and the social activities of its members and representatives. In developed countries a wide implementation of marketing tools is used for interest growth in public, of both investors and sponsors. These marketing tools give a sports organization a distinguishing feature in its environment. A positive image of a sports organisation is based on an affirmative attitude of the environment, sponsors, members and audience. Amateur sports clubs should adjust their marketing activities to their social environment. The club management is the most responsible authority for the development of marketing activities in amateur sports clubs. Therefore it is of the essence to choose wisely the educated personnel to manage the club, willing to enhance the new marketing knowledge. The result depends on their creativity and suitable problem solving in a sports club activity. In order to sustain the differentiation and financial stability, marketing needs to be implemented in sports club image management. To prove this thesis a research on a specific sports club has been done. Based on the results of the conducted research, this paper will present useful guidelines for marketing implementation primarily in function of strengthening amateur sports club image.

THEORETICAL REVIEW

Sport marketing is a social process used by individuals and society in general, who, with a specific approach and by applying marketing concept in all sport areas, gain what they need and want with the help of the set of activities used for exchanging sports products and services (Bartoluci, 1997.). Sports products are suitable both for promoting the industrial and other various products. Therefore the sport marketing concept appliance can be divided into three areas (Parks;Zanger, 1990.):

1. Sport marketing appliance on sport as a product
2. Sport marketing appliance on sport products
3. Sport marketing appliance on all kinds of products and services in sport

In order to create sport recreation programmes of a sport club, one needs to evaluate its market potential. Although both interview and survey research are both practical methods, a suitable segmentation is necessary. The entire sport market is divided into:

1. Absolute nonuser market
2. Relative user market
3. Competition market
4. Real user market

Sponsorship became a standard method of financing different sport professionals and it could be defined as a part of sport marketing whose aim is to achieve certain sport and business goals. Yet, there is a mutual economic interest between the sponsors and sport organisations- sponsors are sport promoters, and sportspeople need to be product and sponsor service promoters. Sport club accomplishes certain rights, so the sponsor too has certain rights according to the agreement with the club.

The differences between financing professional and amateur sports are becoming less evident. Amateur sport clubs are non-profit organisations that are financed from sponsorships and state budget revenue, that is, local government. They are also turning to self-financing and to market as the source. The most common self- financing methods are: various fees, charges, tickets, different product sales, space rental etc.

Sports club needs to create a marketing – plan, that is, a dynamic marketing strategy development which includes (Meller, 2003):

1. The type of the offered marketing mix, the target market and the time period needed
2. The financing sources and their dynamics
3. The expected results

The research concept that saves time, money and other resources in innovating and improvement of sport club activities is benchmarking. The approach aim is to find individuals and organisations that are the best in their field of interest, and adapting their knowledge and experience to strategy of the club. There are no limits in choosing activities, experience, organisations or individuals. It depends on the people doing the research and their creativity.

The experience has proven that applying this concept is a useful source of new ideas, thus improving the club's activities in all areas

RESEARCH FINDINGS

An investigative research has been made on professional sports club FC Rijeka. The research includes knowledge about the sources of funding, the training camp, the football academy, and a separate analysis of the marketing tools that club has practiced in the work. The training camp represents the basis for the possibility of conducting the training process and the functioning of the club in general. Insufficient financial support of the city's leadership has turned the focus of the club management to attracting the attention of interested subjects, thus finding one of financing solutions in the foundation "Social Sport Foundation". Football Academy enables the fulfillment of the primary goal- reproduction of talented players and creation of the preconditions to connect followers, fans and club members. It has introduced the new organizational scheme of activities that is focused on the quality of the final product, high standard maintenance in the work with the plausible population. It also includes the creation of a wider base for the primary selection and for the future sympathizers and potential fans. This example is a demonstration of the successful image building and positioning the club in the public awareness with the proper use of marketing tools. Organizing international youth tournaments ensured the international promotion of both the club and the city as a destination. Sales and promotion are organized in a way that encourages wider involvement of the local population in various club activities. An example of this is the campaign "Rijeka support Rijeka" organized in order to strengthen the link of the sports club with the local population. Such actions strengthen fan support. Games and other activities of the club are used for different marketing goals. Because of this, programme of each match begins an hour earlier, continues throughout the halftime, and the event is entirely broadcasted live on the local television. The activity of the club includes various city associations (majorettes, traditional music, charity organizations and others). The work of the membership is monitored, and the growth of interest in the website, events, and all media activities is evident.

CONCLUSION

Special attention in managing amateur sports clubs needs to be drawn to marketing as the primary image booster. This attracts new membership, fans and media. Proactive marketing activities in amateur sports clubs require educated and willing personnel usually found amongst young people. Sharing and using the experience of others can help develop ideas, but continuous research of the members' and followers' mode of thinking is also important. The efficiency of the club will depend on creativity of ideas, their implementation, and sharing of knowledge and experience in solving specific problems. It is necessary to monitor the attitude of the targeted segments in the same way it is done by professional sports organization.

This approach enables attracting and getting sponsors. Although an amateur sports club can hardly function without any financial support of the local government budget, a continuous search for alternative sources of income is important. Therefore it is useful to follow the experience of professional clubs. The activity and events they organize in order to keep their sponsors and provide additional assets are often feasible on the amateur club level too, but in a more modest manner. Considering that, it is advisable to use a variety of marketing tools according to good practice of other sports clubs. They need to learn how to draw the attention of the media, successfully use the internet marketing and organize different events that contribute to strengthening the image of the sports club. Special emphasis should be put on the improvement of the Internet marketing because of its efficiency in communicating with specific market segments. Promoting volunteering, young talents and humanitarian work every amateur sports club makes first steps in attracting potential sponsors. Socially attractive image of an amateur club can improve the market image of its sponsors, and the research findings on professional football club confirm that. It is necessary to learn how to draw the attention of the media and strengthen the interest of the club's followers. Neglecting the marketing potential of the local media and Internet portals is a huge mistake. They raise the potential of attracting sponsors from a wider area. Amateur sports clubs would rarely be interesting to potential sponsors whose business interests are outside the city in which they are registered. The work programme, vision and mission of the club need to be clearly communicated. Benchmarking is highly efficient since the funds for marketing activities in amateur sports club are very limited or are not planned in the budget whatsoever. In order to understand the reactions of the environment towards the actions of a sports club better, one can learn from the example of professional clubs. Some of them will be opened for such cooperation especially because of recruiting young talents. However, in order to apply benchmarking efficiently, special knowledge and young educated people are needed.

It is, therefore, high time for amateur sports clubs in the Republic of Croatia to promote their elderly, weary members without marketing knowledge to honorary membership. Marketing management of amateur sports clubs needs to be passed to those who find it a challenge and have determination and knowledge to apply marketing tools, regardless whether they just copy other people's experience. That, too, requires certain knowledge in sports marketing.

KEY WORDS: Marketing, Sport, Amateur club, Benchmarking

1.UVOD

Problem upravljanja marketingom evidentan je u većini sportskih klubova u Republici Hrvatskoj, bez obzira o kojem se sportu radi. Konkurencija, ali i rastući interes svih dobnih skupina za sport nameće potrebu za unapređenjem marketinških aktivnosti. Mogućnosti primjene marketinga u sportskim klubovima su široke. Sportski sektor je prepoznao značaj marketinškog planiranja, no promjene se sporo uvode, i u nedovoljnoj mjeri. Da bi sportski klub bio uspješan treba se suočiti s problemima i poteškoćama, te na temelju tih spoznaja odrediti smjernice za otklanjanje istih. Upravljanje marketingom pretpostavlja stručna znanja, pa bi trebalo voditi računa o educiranosti sportskih djelatnika u klubovima. U Republici Hrvatskoj to nije slučaj. Primjenu inovativnih marketinških znanja u klubovima treba poticati i prenošenjem pozitivnih iskustava. Upravljanje marketingom sportskog subjekta treba uskladiti s godišnjim planom djelovanja. Planu treba prilagoditi marketinške alate koji doprinose jačanju imidža sportskog kluba. Imidž sportskog kluba je njegova *osobna iskaznica*, prema kojoj se donose odluke na svim razinama djelovanja. Imidž amaterskog sportskog kluba se temelji na sportskim događanjima, radu i edukacijama članova i društveno aktivnom djelovanju predstavnika i svih članova kluba. Interes okruženja se potiče (posebice potencijalnih sponzora) se potiče marketinškim aktivnostima. Marketinške alate treba koristiti na način da doprinose prepoznatljivosti u okruženju. Pozitivan imidž sportskog subjekta je pretpostavka afirmativnom stavu okruženja, sponzora, članstva i publike. Amaterski sportski klubovi naglasak marketinških aktivnosti trebaju prilagođavati društvenom okruženju. Odgovornost za razvoj marketinških aktivnosti u amaterskim sportskim klubovima je na čelništvu. Zbog toga bi čelnici amaterskih klubova trebali biti marketinški educirani. Rezultat njihova rada ovisiti će i o njihovoj kreativnosti i umješnosti rješavanja konkretnih problema u djelovanju sportskog kluba. No, implementacija marketinga u upravljanju imidžom sportskog kluba je imperativ njegove diferencijacije i djelovanja, jer su namjenska sredstva društvene zajednice za tu namjenu sve manja i sve se rigoroznije dodjeljuju. U kontekstu predmeta istraživanja provedeno je istraživanje na konkretnom primjeru sportskog kluba u kome je primjena marketinga i marketinških alata evidentna i daje

konkretno rezultate. Na temelju nalaza iz provedenog istraživanja ponuditi će se iskoristive smjernice za implementaciju marketinga u funkciji jačanja imidža sportskih klubova.

2.MARKETING U SPORTU

Marketing u sportu je društveni proces kojim pojedinci i društvo u cjelini, osebujnim pristupom i primjenom koncepcije marketinga u svim područjima sporta osiguravaju ono što im je potrebno i što žele, a uz pomoć aktivnosti kojima se putem tržišta razmjenjuju sportski proizvodi i usluge (Bartoluci, 1997).

Implementaciju koncepcije sportskog marketinga Parks i Zanger (1990) sugeriraju kroz tri područja:

- ✓ primjenu sportskog marketinga na sport kao proizvod
- ✓ primjenu sportskog marketinga na sportske proizvode
- ✓ primjenu sportskog marketinga na sve vrste proizvoda i usluga u sportu

Bez obzira na područje primjene recentna istraživanja ukazuju da sportske aktivnosti podrazumijevaju stalna unapređenja i inovacije u sferi marketinške podrške (Kriemadis i Terzoudis, 2007). Takav pristup upravljanju marketingom u sportu potiče kontinuitet razvoja komercijalnih ideja uz širenje svih aktivnosti sportskog kluba koje pružaju mogućnosti zabave i rekreacije populaciji u okruženju u kome sportski subjekt djeluje.

2.1.ISTRAŽIVANJE TRŽIŠTA POTRAŽNJE

U analizi okruženja, odnosno tržišta kome je sportski klub usmjeren polazi se od činjenice da sportsko rekreacijski i drugi programi namijenjeni okruženju nisu unaprijed kreirani, već ih treba osmisliti temeljem trendova i želja populacije u kojoj se djeluje. Za ovu svrhu praktično je koristiti različite metode istraživanja (intervjui, ankete). Prije provedbe istraživanja tržište okruženja sportskog subjekta se segmentira na:

- ✓ tržište apsolutnih nekorisnika
- ✓ tržište relativnih nekorisnika
- ✓ tržište konkurencije

✓ tržište stvarnih korisnika

Tržište *apsolutnih nekorisnika* čini onaj dio populacije koji se iz objektivnih razloga ne mogu prakticirati većinu aktivnosti koje sportski subjekt razvija. Djeca ili građani starije životne dobi koji se ne mogu baviti rekreativnim aktivnostima koje sportski subjekt nudi i nisu zainteresirani za posjetu manifestacijama koje organizira.

Tržište *relativnih nekorisnika* čini onaj segment populacije koji sportske proizvode i usluge subjekta ne koristi zbog nedovoljne informiranosti, nepoznavanja sporta, nepostojanja prilagođene im marketinške komunikacije i dr. Na ovaj segment potencijalnog tržišta moguće je utjecati efikasnijom primjenom marketinške komunikacije s okruženjem.

Tržište *korisnika proizvoda i usluga konkurencije* čini populacija kojima je konkretan sport i njegove usluge i proizvodi privlačan, ali su sljedbenici i članovi konkurentnih klubova istog sporta. Dio ove populacije je moguće privući određenim aktivnostima koje sportski subjekt razvija pod uvjetom da ih se učini konkurentnijima obzirom na sastavnice (cijena, kvaliteta, marketinška komunikacija, prilagođeni načini prodaje).

Tržište *stvarnih korisnika* je dio populacije lojalan sportskom klubu. O ovoj populaciji treba voditi računa kroz kvalitetu, cijene usluga i proizvoda kako bi se očuvala njihova lojalnost. To su navijačke skupine, članovi sa iskaznicom, članovi rekreativnih sekcija, kupci suvenira i druge opreme obilježene znakovljem sportskog kluba.

2.2. SPONZORSTVO U SPORTU

Sponzorstvo u sportu se definira kao interesno povezivanje sportskog subjekta s gospodarskim i društvenim subjektima koji mu pružaju materijalnu i svekoliku drugu potporu u zamjenu za koristi publiciteta te potpore (vlastito prema Šerić, Ljubica, Jerkunica, 2017). Zajednički interesi ovakvog povezivanja su rezultirali činjenicom da je ovo danas prevladavajući način financiranja profesionalnog sporta, ali je iskoristivo i u sferi amaterskog sporta. Sportski klub ostvaruje određena prava od sponzora, a sponzor stječe određena prava sukladno potpisanom ugovoru s klubom, sportašem

pojedincem ili organizatorom neke sportske priredbe. Prava sponzora koja se u praksi definiraju su različita, kao na primjer:

- ✓ prava na promociju proizvoda i usluga sponzora na stadionima, u sportskim dvoranama, na opremi i dr.
- ✓ promocija usluga sponzora u sklopu svih aktivnosti i djelovanja sportskog subjekta u javnosti
- ✓ upravljačka prava u sportskom subjektu
- ✓ ostala prava regulirana ugovorom o sponzorstvu.

Prava sportskog subjekta po sponzorstvu mogu biti različita, a temelje se na ugovoru sa sponzorom:

- ✓ novčana sredstva za sve oblike djelovanja sportskog subjekta
- ✓ materijalni primici
- ✓ stjecanje različitih usluga sponzora bez naknade, ili po posebnim uvjetima
- ✓ korištenje ugovorom definiranih usluga medija i medijskog oglašavanja.

2.3. FINANCIRANJE SPORTSKIH KLUBOVA

I ovaj segment aktivnosti sportskih klubova danas treba marketinški razvijati jer se razlike u financiranju amaterskog i profesionalnog sporta smanjuju. Stoga je pred amaterskim sportom veliki izazov osiguranja sredstava dostatnih za planirane aktivnosti i djelovanje. Amaterski sportski klubovi trebaju *učiti* od profesionalnih koji bez razvijenih marketinških alata u ovoj sferi ne bi opstali u skupim sustavima natjecanja. Pored tipiziranih oblika financiranja putem sponzorstava i pripadajućih prihoda iz državnog proračuna, odnosno iz proračuna jedinica lokalne samouprave, potrebno je promišljati i sve druge oblike financiranja i materijalne podrške aktivnostima sportskog subjekta. To je primarno marketinška sfera. U okruženju je mnoštvo sportskih subjekata koji se natječu u privlačenju pažnje sponzora i donatora. Učinkovito uključivanje u to *natjecanje* podrazumijeva efektivno upravljanje marketinškim aktivnostima sportskog subjekta. Treba znati privući pažnju okruženja i medija, slijedom čega se skreće i pozornost potencijalnih ulagača, sponzora, donatora i drugih potencijalno zainteresiranih dionika (Bord, 2011). Amaterski sportski subjekti, kao i sve ostale neprofitne organizacije trebaju biti tržišno usmjerene, a takva koncepcija podrazumijeva

marketinšku platformu. Samofinanciranje se učinkovito provodi ukoliko se svim prihodima marketinški upravlja (članarine, pristojbe, ulaznice, kotizacije, prodaja različitih proizvoda, iznajmljivanje resursa kojima se subjekt koristi i dr.).

2.4. MARKETINŠKI PLAN SPORTSKOG SUBJEKTA

U marketingu proces strateškog planiranja rezultira strategijom marketinga koja je okvir marketinškog plana. Marketinški plan podrazumijeva definiranje marketinških aktivnosti koje će se poduzimati. To je pisani dokument na temelju koga se primjenjuju i nadziru aktivnosti marketinga subjekta. Plan predstavlja dinamičku razradu marketinške strategije subjekta. Sastavnice marketinškog plana su prema Kotleru (1994):

1. Razrađeni marketinški splot prilagođen tržištu i vremenu u kome će se prakticirati,
2. Definirani izvori prihoda sukladno planu financijskih potreba (vremenski i u iznosima po aktivnostima),
3. Definirani rezultati (prihodi za djelovanje i društvene dobrobiti vremenski, kvantitativno i kvalitativno).

Konkretizacija marketinških ciljeva sportskog subjekta koju predlaže Meller (2003) se očituje kroz postizanje boljih sportskih uspjeha u zemlji i inozemstvu, jačanje imidža kluba, financijska uspješnost, poboljšanje odnosa s javnošću, stvaranje novih sportaša, osiguravanje normalnog rada kluba i rast broja članova, donatora i sponzora i dr.

Marketinški plan sportskog subjekta specificira ciljno tržište, misiju, viziju, ciljeve i strategiju. Marketing se implementira sukladno već spomenutoj segmentaciji populacije u okruženju (Renko, 2005). Kroz ovaj dokument se osmišljavaju i odnosi s javnošću koje Jović (2010) konkretizira kroz:

1. Rast prihoda
2. Jačanje kolektivnog imidža subjekta
3. Komuniciranje istinitim i stvarnim informacijama uz obostrano razumijevanje s ciljanim segmentima.

2.5. BENCHMARKING U SPORTU

I benchmarking je koristan u upravljanju sportskim subjektom. Benchmarking je potraga za pojedincima i organizacijama koje su najbolje u onome čime se bave i korištenje njihova znanja i iskustva, prilagođenog i poboljšanog sa svrhom vlastitog uspješnijeg djelovanja. Prakticira se kao polazište u strateškom planiranju djelovanja. Da bi benchmarking kao proces bio implementiran u sportskom subjektu te da bi bio iskoristiva platforma za donošenje strateških, taktičkih i operativnih odluka (Šerić, Luetić, 2016), nije dovoljno da se uprava sportskog subjekta odluči na njegovo uvođenje, već i svi članovi trebaju biti spremni na prihvaćanje novih korisnih spoznaja. Ukoliko postoji otpor u strukturi članstva za implementaciju benchmarkinga koristi od ove aktivnosti će izostati. Zbog toga je članstvo potrebno educirati o koristima ove metode za usavršavanje modela upravljanja sportskim subjektom.

3. AMATERSKI SPORTSKI KLUBOVI KAO NEPROFITNE ORGANIZACIJE

Marketing danas zbog sve težeg osiguranja sponzorske podrške ima posebnu važnost u neprofitnom sportu. Konceptcija sportskog marketinga je način mišljenja - filozofija upravljanja koja usmjerava sve aktivnosti sportskih organizacija, ne samo marketinške, ka zadovoljavanju potreba i želja ciljane populacije (prilagođeno prema Šerić, Ljubica, Jerkunica, 2017). Sljedbenici sportskog kluba trebaju predstavljati polaznu i završnu točku svih marketinških aktivnosti subjekta. Konceptcija marketinga u sportu je koordiniran marketinški napor fokusiran na tržište i orijentiran sljedbenicima, usmjeren na stvaranje njihovog zadovoljstva nastavno na organizacijske ciljeve subjekta (vlastito prema Kotler, 1988). Izravne koristi od primjene marketinga u sportu značajno ovise o specifičnostima pojedinog subjekta i sporta koji predstavlja (prilagođeno prema Pavičić 2001).

Primjena marketinga u svim neprofitnim organizacijama, pa tako i u sportskim subjektima nosi višestruke koristi i njima i okruženju. U teoriji se ističe nekoliko temeljnih argumenata za implementaciju marketinga u ovoj sferi (Previšić, Ozretić-Došen, 2004):

1. Preciznije identificiranje sudionika/ciljnih grupa i utvrđivanje konkretnih potreba okruženja (tko

su korisnici, dob, spol, obrazovanje, potrebe za zabavom, potrebe za rekreacijom, potrebe za terapijskim sportskim uslugama i dr.)

2. Učinkovitije zadovoljavanje utvrđenih potreba sudionika/ciljnih grupa,

3. Kvalitetnije osiguravanje resursa za djelovanje i osiguravanje financijske stabilnosti subjekta

4. Snižavanje troškova provedbe svih aktivnosti u upravljanju subjektom

Da bi neprofitna organizacija mogla djelovati treba pored ispunjenja misije raspolagati potrebnim financijskim i drugim resursima. U tom cilju Meller, (2003) ukazuje na značaj:

1. Osiguravanja sredstava iz raspoloživih fondova, regrutiranje volontera, privlačenje novih članova i dr. Sredstva potrebna za provođenje planiranih aktivnosti se mogu osigurati putem uplata pristojbi, donacija i iz namjenskih fondova.

2. Potrebu učinkovite alokacije sredstava kroz njihovo korištenje sukladno ciljevima postavljene misije subjekta.

Za razliku od profitnog sektora u kojemu su rezultati aktivnosti transparentni, u neprofitnom sektoru su rezultati djelovanja vezani uz ostvarivanje misije i ciljeva subjekta. Iako koristi od primjene marketinga u neprofitnim subjektima značajno ovise o specifičnostima aktivnosti, iste Pavičić (2001) sažima na:

1. Poboljšanje mogućnosti istraživanja tržišnih segmenata i njihovih potreba

2. Unapređenje načina osiguravanja financijskih, ljudskih i drugih resursa za djelovanje

3. Učinkovitije planiranje, organiziranje, provođenje i kontrolu svih aktivnosti subjekta usmjerenih ciljnim grupama

4. Unapređivanje razumijevanja među članstvom, zaposlenicima, volonterima i drugim interesnim grupama

5. Pozitivne reperkusije na inoviranje aktivnosti subjekta, te promociju tih aktivnosti u okruženju

Polazeći od navedenih postulata teorije marketinga neprofitnih organizacija proširuju se uvidi temeljeni na razvoju novih ideja u primjeni marketinga u sportu.

4. ISTRAŽIVANJE – PRIMJENA MARKETINGA U NOGOMETNOM KLUBU RIJEKA

Nogometni klub Rijeka ima dugu tradiciju, a danas i postavljen definiran način upravljanja. Inovacije u sferi marketinških aktivnosti ovoga kluba doprinijele su rastu članstva, prihoda i boljim sportskim rezultatima, slijedom čega predstavlja koristan primjer iz kojega mogu učiti posebice amaterski sportski klubovi. Zbog toga je ovaj klub odabran za istraživanje. Klub tako organizira jedan od najstarijih međunarodnih omladinskih nogometnih turnira tzv. *Kvarnerska Rivijera*. Svake godine se nadmeće 16 stranih i domaćih timova širom Kvarnera i Istre. Mnogo je godina ovaj turnir važan test spremnosti za mlađi uzrast. Mnogi od današnjih nogometnih legendi su prve zapažene utakmice odigrali na ovome turniru (Zoff, Muller, Štimac, Asanović, Boban, Šuker, Prosinečki, Modrić, Bokšić, Bilić i drugi). Njihova imena se marketinški učinkovito koriste u promociji ovoga turnira.

Što se tiče prve momčadi kluba, njihovim rezultatima je sve podređeno. Obzirom da isti ovise i o posjeti publike i tu je NK Rijeka uveo neke inovacije. Prakticiraju prodaju karata za prvenstvene i druge utakmice tjedan prije održavanja iste putem iNovine, na više od 20 prodajnih mjesta na području Rijeke i u kioscima Novog lista. Tako se izbjegavaju gužve i doprinosi boljoj posjećenosti. U koordinaciji s komentatorom utakmica iste se uživo prenose na programu STADION TV pomoću dvije kamere. Program na stadionu započinje sat vremena prije utakmice, a nastavlja se i tijekom poluvremena. U program manifestacije su uključene mnogi neprofitni subjekti (riječke mažoretkinje, Lovranska glazba i dr.) čime se povezuju aktivnosti niza neprofitnih subjekata. Isto u javnosti doprinosi dojmu poželjnog društvenog djelovanja sportskog subjekta. Program prije utakmice uključuje i humanitarne aktivnosti. Organizira se u posjeta osnovnoškolaca utakmici uz besplatan ulaz za njih i roditelje u pratnji. Ovime se čini odmak od mnogih klubova na čijim su tribinama učestali huliganski ispadi samo jednog segmenta navijača. Nova kampanja pod nazivom „Rijeka supports Rijeka“ je pokrenuta od strane igrača iz prvog tima. Ovaj pothvat je primjer kako svi akteri u klubu imaju ulogu u promociji. Cilj kampanje je iskazati posvećenost gradu i lokalnom stanovništvu, jer oni su temelj podrške klubu.

Po nalogu nove uprave marketinški odjel je proveo SWOT analizu prikazanu na sl.1. kako bi modificirali svoje djelovanje u okruženju.

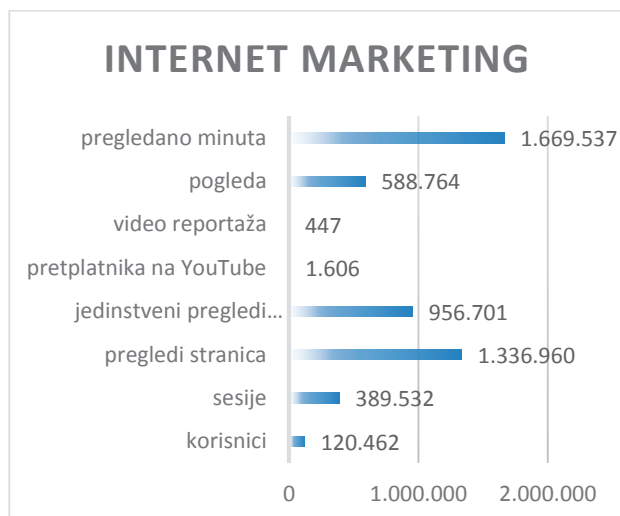
Slika 1. SWOT analiza NK Rijeka

Snage	Slabosti
Omladinski pogon	Zatečeno financijsko stanje
Stručnost osoblja	Infrastruktura
Tradicija kluba	Nedostatak sredstava
Podrška navijača	Potencijalni sponzori
Novi stadion	
Prilike	Prijetnje
Nestabilna natjecateljska liga	Nezainteresiranost nacionalnih kompanija prema lokalnim klubovima
Suradnja sa renomiranim Europskim klubovima	

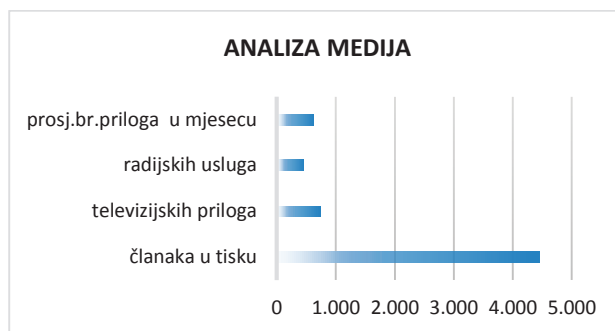
Izvor: Odjel marketinga NK Rijeka, 2016

Slike 2. i 3. pružaju uvid u rezultate marketinškog djelovanja NK Rijeka u cilju jačanja pozitivnog imidža kluba. Evidentan je rast interesa u praćenju djelovanja svih aktivnosti kluba. Informacije o klubu su prisutne u svim medijima.

Slika 2. Posjećenost web stranice i praćenje klupskih kanala



Slika 3. Medijska popraćenost



Izvor: Odjel marketinga NK Rijeka 2016

Još je mnoštvo primjera učinkovite primjene marketinških alata u NK Rijeka, no primarna svrha ovog poglavlja je uputiti predstavnike sportskih klubova na praćenje ovog primjera i implementaciju određenih aktivnosti koje mogu prilagoditi svom djelovanju.

5.SMJERNICE ZA POBOLJŠANJE IMIDŽA AMATERSKOG SPORTSKOG KLUBA

Preduvjet učinkovitom jačanju imidža amaterskog sportskog kluba je marketinški informacijski sustav. Putem ovog sustava se prikupljaju i obrađuju iskoristive informacije. Uvidi vezani uz lokalnu zajednicu, navijačke skupine i druge sljedbenike se praktično marketinški razrađuju i implementiraju u marketinšku komunikaciju sportskog subjekta. Kroz marketinški informacijski sustav amaterskog sportskog kluba se provode i izviđajna istraživanja, te se osmišljavaju i primarna istraživanja radi stjecanja uvida o stvarnom imidžu sportskog kluba u javnosti. Sve ono što nije u skladu s željenim imidžom se nastoji promijeniti marketinškom komunikacijom. U tom smislu se definiraju opći i specifični ciljevi za poboljšanje imidža sportskog kluba. U ovim procesima se istražuju problemi u komunikaciji kluba s okruženjem, ocjenjuje potencijal upravljačkog kadra, unapređuju svi oblici prodaje i marketinških aktivnosti i potiče se sponzore i donatore na potporu klubu. Nalazi provedenog istraživanja na primjeru NK Rijeka ukazuju da se imidž kluba jača uključivanjem šire populacije i subjekata iz neprofitnog sektora u aktivnosti kluba, da je nužno djelovanje kroz publicitet u medijima, da je važno nalaženje načina kako privući najmlađi uzrast koji gubi interes za sport, da treba unapređivati djelovanje svih aktera preko kojih klub komunicira s okruženjem, te da trošenje prikupljenih i ostvarenih sredstava treba biti

transparentno (vlastito temeljem benchmarking analize autora na primjeru NK Rijeka). Važno je spoznati stvarne kompetencije zaposlenika, odnosno volontera koji upravljaju sportskim subjektom, testirati njihove kompetencije pojedinačno i u kontekstu aktivnosti za koje su zaduženi, te učinkovito koristiti sredstva dobivena od sponzora - ulaganje u stvaranje novih vrijednosti, rad s djecom predškolske i školske dobi, povezivanje sporta s turističkom ponudom destinacije i dr.

8. ZAKLJUČAK

Posebna pažnju u implementaciji marketinga u upravljanju sportskim klubom treba posvetiti aktivnostima koje direktno doprinose jačanju imidža. Takve aktivnosti imaju pozitivne reperkusije na privlačenje novih članova, rast broja sljedbenika, i interesa medija. Za proaktivno marketinško djelovanje u amaterskim sportskim klubovima potrebni su educirani i voljni kadrovi, kakvi se najčešće nalaze među mlađim osobama. Uspješno se može razvijati ideje na iskustvima drugih, ali su važna i kontinuirana istraživanja mišljenja i stavova članstva i sljedbenika klubova o tome što se radi dobro, a što bi trebalo unaprijediti i na koje načine. Uspješnost djelovanja amaterskog sportskog kluba će ovisiti o kreativnosti ideja, njihovoj implementaciji i prenošenju postojećih znanja i iskustava u rješavanju konkretnih problema u svakodnevnim aktivnostima. Potrebno je kontinuirano praćenje stavova ciljanih segmenata, na način kako takve aktivnosti provode i profesionalni sportski subjekti. Takvim pristupom moguće je pridobiti i nove sponzore. Premda amaterski sportski klub teško može funkcionirati bez financijske podrške iz proračuna lokalnih uprava, treba kontinuirano tražiti i druge izvore prihoda. U tom cilju su korisna iskustva profesionalnih sportskih klubova. Aktivnosti i manifestacije koje oni provode u cilju zadržavanja sponzora i osiguravanja dodatnih primjera često su provediva i na razini amaterskih klubova, ali skromnije. Zbog toga je preporučljivo prakticirati različite marketinške alate sukladno dobroj praksi drugih sportskih klubova. Treba naučiti privlačiti pažnju medija, učinkovito koristiti internetski marketing i organizirati različite manifestacije koje doprinose jačanju imidža

sportskog kluba. Posebno treba unapređivati internet marketing zbog njegove učinkovitosti u komunikaciji s određenim tržišnim segmentima. Promoviranjem voluntarizma, mladih talenata i humanitarnim djelovanjem svaki amaterski sportski klub radi i prve korake u privlačenju potencijalnih sponzora. Društveno poželjan imidž amaterskog sportskog kluba može unaprijediti i tržišni imidž njegovih sponzora. Nalazi provedenoga istraživanja na profesionalnom nogometnom klubu to potvrđuju. Potrebno je naučiti privlačiti pažnju medija i jačati interes sljedbenika kluba. Zanemarivanje marketinškog potencijala lokalnih medija i internetskih portala je velika pogreška. Potencijale lokalne sredine treba iskoristiti u potpunosti, pa tek potom pokušati s aktivnostima u cilju privlačenja potencijalnih sponzora iz šireg okruženja. Amaterski sportski klub rijetko će biti zanimljiv potencijalnim sponzorima čiji su poslovni interesi širi od grada u kome subjekt djeluje. Program djelovanja, vizija i misija kluba trebaju biti jasno predočeni. Treba prakticirati benchmarking jer je to praktičan i jeftin marketinški alat. Potpunije razumijevanje ponašanja okruženja prema djelovanju sportskog kluba se može učiti na primjerima profesionalnih klubova. Neki od njih će i zbog mogućnosti pridobivanja mladih talenata biti i vrlo otvoreni za takvu suradnju. Međutim za sve ovo su potrebne mlade educirane osobe na koje treba prenijeti ovlasti i odgovornosti u upravljanju amaterskim sportskim klubovima. Zbog toga je vrijeme da se isluženi članovi, bez dostatnih marketinških znanja prevedu u počasno članstvo. Marketinško upravljanje amaterskim sportskim klubovima treba prepustiti onima kojima je to izazov, koji imaju volje i znanja za primjenu marketinških alata. Neovisno hoće li tek kopirati tuđa iskustva. I za to je potrebno razumjeti sportski marketing.

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MARKETING MANAGEMENT IN IMPLEMENTATION OF SPORT TOURISM IN INTEGRATED HOTEL PRODUCT

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EXTENDED ABSTRACT

1. Introduction

The main purpose of marketing is to find effective and successful ways, methods and means by which company, organization or institution, regardless of the activity and the level at which it is applied, meet the interests of consumers, rather than to manipulate them (Kotler, 2010.). Therefore, the definition of marketing would be the process of planning and implementation of created ideas, products and services, determination of their price, promotion and distribution, in order to achieve the exchange which meets the needs and desires of individuals who buy these articles and organizations that produce and sell these items. Marketing can be viewed as a concept, process and scientific discipline. Today, when there is a great competition at the tourism market which imposes the need to design a different tourism development, it is impossible to imagine further progress without a well thought out marketing and continuous improvement of the quality of deals to meet the increasingly demanding requests in the level of tourist destination (Magaš, 1997.). Consequently, modern marketing contributes to the more proper orientation to meet the needs, but it also determines the target markets in which destinations can best compete. Marketing contributes to the success of the company that is managed, but it also greatly assists in the development of the one's career that manages marketing team. Therefore, if it is properly managed, both sides will progress. Hotel product comprises a number of elements that can affect not only its occupancy but also the duration of season. Although the basic hotel products are accommodation and catering, it is possible to develop a wide range of accompanying products in accordance with the available amenities within the hotel or the resources offered by the tourist destination in which it operates. Taking into account the present trends in tourism all the amenities that can be associated with sports and recreation are becoming increasingly attractive. When choosing their accommodation tourists tend to pay special attention to the hotel amenities that enable them to engage in sport and recreational activities. To make the hotel product integrated all the elements of its offer have to be interconnected. That means that if recreation and sport facilities are offered, the image of the hotel has to be harmonized with them (Bartoluci, 2007.) Moreover, all the elements of the hotel offer have to be interconnected in such a way as to create the effect of a unique product. This paper deals primarily with such a vision.

2. Theoretical review

In the hotel industry it is generally accepted that marketing and sales are identical so it is no wonder that the sales department is among the most prominent departments in the hotel (Galičić, 2012.). Marketing is as important that it cannot be considered as a separate function. The whole business is seen from the viewpoint of the final result, and from the viewpoint of the customer. As well as, business success is not determined by the manufacturer, but by the client. In the hospitality industry marketing is often confused with advertising and sales promotion (Dragičević, 2014.). Furthermore, if there are problems with advertising, people tend to blame marketing while the problem lies only in the bad effects of advertising and not marketing in general. Moreover, sales and advertising are but two functions of marketing which may not be pivotal. Sales and advertising are the components of the promotional element of the marketing mix, while some other elements of the marketing mix are product, price, distribution, and promotion. On the quality of the integrated hotel

product and its desired market positioning significantly influences the quality of accommodation and food, as well as accessibility, and the state of reception factors within the hotel (Karlovac, 2008.). Over the past few centuries tourism and sports have proven that they are complementary parts of spare time. Only the one who has gained sufficient knowledge in the field of sport, can adequately understand the growing demands in the field of sport and convert them into marketing strategies (Novak, 2006.). Nevertheless, marketing is a complex function, and the sport marketing is even more complex because the sport has certain characteristics that make the sport product unique. Sports marketing consists of all activities focused on the satisfying the needs and desires of sports consumers through the exchange process. Therefore, sports tourism includes:

1. Travel during the holidays with the goal of practicing sport,
2. Travel to destinations in order to observe a sporting event,
3. Travel with the goal of visiting sporting attraction

The high quality formation of the tourist offer, particularly of destination tourism product (the level of tourist centre / place or wider area) as a functional combination of different benefits (goods and services), which are used to satisfy the various needs of tourism, assumes that are woven in its content, among other things also, numerous elements in the field of sport opportunities or recreation.

3. Research findings

The growth of global demand for original and new products in tourism is parallel to the widening global offer in the tourist industry. Such a scenario requires not only differentiated hotel offer but also its integration (Cеровić, 2003.). Sport and recreational amenities are increasingly becoming an element of the hotel offer, but it is to be noted that, similarly to other amenities, they are not adequately integrated in the hotel product. Due to this the customers' perception of the hotel offer is frequently below the expectations of the hotel management. Therefore, when developing such elements of the hotel offer as sport and recreational amenities, the management has to learn how to run the hotel offer as an integrated product. In this context, this paper proposes some concrete directions and suggestions. An integrated hotel product comprises everything that is offered to the guest inclusive in accommodation and beyond it. Marketing and marketing activities have to be used for clear positioning and differentiation of the integrated hotel product (Berc-Radišić, 2004.). Everything that is included in the hotel product has to be presented to the guest in order to make them choose precisely that particular hotel. Marketing strategy is nowadays one of the basic platforms of survival in the hotel industry market. To make the attractiveness of its offer prominent, any hotel has not only to adequately present but also to interconnect its amenities. When managing an integrated hotel product it is necessary to produce a genuine experience generating definite memories of the sojourn in that hotel (Medlik, 2002.). The satisfaction with this experience is both the starting point and the essence of the marketing strategy in the hotel industry. Sport and recreational activities are practically included in this platform. It is not at all necessary to insist on the development of any concrete sport amenities but they have to be based on the existing resources and carefully selected to become a part of an integrated hotel product. Thus in some examples we can see a very practical implementation of spa and wellness that are also perceived as a form of recreation.

4. Conclusion

Satisfaction with the experience of sojourn in some hotel is the starting point and the essence of the marketing strategy in the hotel industry, while an integrated hotel product is a guarantee that the sojourn will really be meaningful and impressive. Sales activities are not an instrument of enhancing hotel operation only when the business is slack. Their role is even more important at good times to follow up the successful operation and improve it. Health tourism intended for elderly people including the use of natural therapeutic resources can significantly contribute to the economic development

of Croatia and enhance the health benefits obtained by them. Sales depend mostly on the human resources available to a hotel. Both in direct and indirect communication with the guests the front line employees play a vital part because they affect their feelings and impressions of the hotel. By its marketing activities the hotel secures its place in the market. The hotel marketing plan defines the role of management in sales organisation and promotion of the hotel product. Promotion is a public presentation of the hotel product to the wide audience of potential tourists. In the hotel industry the opinion of guests is of vital importance. To attain this goal it is important to manage the hotel marketing to make it effectively implement all the amenities, including sport and recreation, into an integrated hotel product. Traditional team sports such as basketball, football, volleyball, handball and futsal have not lost its importance, as also beach volleyball becomes an increasingly common content of tourist destination station, but however, the development of specific sports activities in the hotel should not be necessarily forced, but rather the selection of what will be included in the integrated hotel product should be based on existing resources. Thus, in some instances wellness and spa offers are very practically implemented because guests also perceive them as a sort of recreational activities.

Key words: *hotel, offer, integrated product, sport*

1. UVOD

Osnovna zadaća marketinga je pronaći učinkovite i uspješne načine, metode i sredstva kako da poduzeće, organizacija ili institucija, bez obzira na djelatnost i razinu na kojoj se primjenjuje, mogu udovoljiti interesima ciljanih potrošača na etički korektan način, bez manipulacija. U tom smislu definicija marketinga u funkciji implementacije sportskog turizma u integrirani hotelski proizvod bi obuhvatila sve procese i aktivnosti planiranja i provođenja stvaranja ideja, proizvoda i usluga, određivanja njihovih cijena, promocije i distribucije, kako bi se optimalno zadovoljile potrebe i želje ciljane turističke klijentele (vlastito prema Dragičević, 2014). Marketing u hotelijerstvu treba promatrati kao koncepciju, proces i znanstvenu disciplinu. Danas, kada na globalnom turističkom tržištu vlada velika konkurencija koja nameće potrebu osmišljavanja novih taktika i

strategija upravljanja turističkim razvojem parcijalnog subjekta i destinacije u cjelini teško je zamisliti budućnost bez značajne modifikacije prevladavajuće marketinške koncepcije u hotelijerstvu. Turizam je društvena pojava i fenomen, slijedom čega nije preporučljivo generalizirati marketinške postulate koji se uvažavaju u trženju opipljivih proizvoda (vlastito prema Kotler, 2010). Shodno tome, suvremeni marketing hotelskog proizvoda treba omogućiti konkretniju usmjerenost komunikacije s ciljanim turističkim segmentima. Tome treba prethoditi strateško opredjeljenje o poželjnim emitivnim tržištima s kojih se želi privlačiti klijentelu. Marketing hotelskog poduzeća treba prerasti u platformu na kojoj će se jednostavno i privlačno povezivati parcijalni hotelski turistički proizvodi. Učinkovit marketing hotela doprinosi rastu godišnje popunjenosti, ali i rastu zadovoljstva i lojalnosti gostiju. Integrirani hotelski proizvod sačinjava niz parcijalnih proizvoda

od kojih su neki temeljnog karaktera i namijenjeni svim segmentima gostiju (vezani uz smještaj u sobama, apartmanima, usluge prehrane i sl.). No postoje i hotelski proizvodi namijenjeni posebnim prohtjevima užih segmenata gostiju. Ovakvi gosti prema nalazima recentnih istraživanja (Šerić, Jurišić, 2014) više troše na vanpansionsku ponudu i temeljem ovih sekundarnih i tercijarnih sastavnica hotelske ponude sve češće i vrše odabir hotela u kome će boraviti. Učinkovit marketing hotela u komuniciranju sekundarnih i tercijarnih sastavnica ponude značajno doprinosi rastu posjete izvan glavne turističke sezone (Galičić, 2012.). Pored temeljnih hotelskih proizvoda (smještaj i prehrana) danas je potrebno razvijati sekundarne i tercijarne hotelske proizvode jer o njima u konačnici ovisi i konkurentnost integriranog hotelskog proizvoda. U ovom segmentu ponude sastavnice ponude namijenjene sportskim turistima sve više dobivaju na važnosti (Bartolucci, 2007). Pored razvoja sportske turističke ponude važno je osmisliti i kreativne i učinkovite načine njihove promocije u sklopu integrirane ponude hotela. Uvažavajući aktualne turističke trendove (Šerić, Jurišić, 2014) sve sastavnice tipične hotelske ponude je moguće direktno ili indirektno povezati sa sportskim i rekreativnim sadržajima. Ove sastavnice hotelske ponude sve više privlače turiste koji teže rekreativnim i sportskim aktivnostima tijekom boravka u odabranom hotelu (Novak, 2006.). Da bi se hotelski proizvod

doista integrirao u marketinškom smislu sastavnice se sadržajno trebaju dopunjavati (Berc-Radišić, 2004.). U konkretnom slučaju razvoja rekreativne i sportske ponude hotela potrebno je uskladiti i imidž hotela s novim sadržajima u ponudi. Integrirani hotelski proizvod treba sve sadržaje povezati na način da se stvori dojam jedinstva koji potiče na vanpansionsku potrošnju. I predmet i problem istraživanja u ovome radu su fokusirani na tu težnju.

2. ZNAČENJE MARKETINGA U IMPLEMENTACIJI SPORTSKIH SADRŽAJA U INTEGRIRANI HOTELSKI PROIZVOD

Obzirom da marketing značajno doprinosi razvoj u hotelske ponude, upravljanje ovim aktivnostima treba prilagoditi postavljenom cilju (Kotler, 2010.). U ovom slučaju to je stvaranju dojma integriranog hotelskog proizvoda u kome će biti vidljivi sportski i rekreativni sadržaji. Nastavno na to u Marketing planu hotela je važno detaljno elaborirati sastavnice sportske turističke ponude hotela, te predstaviti taktike i strategije kojima će se iste komunicirati, pružati i pratiti. Trebaju jasno biti definirani kratkoročni i dugoročni ciljevi u kontekstu ovoga dijela ponude. Time se sadržajima sportskog turizma osigurava argumentacija za sva potrebna ulaganja u kvalitetno održavanje i proširenje ponude u cilju kontinuiranog rasta zarade (prilagođeno prema Alikier, 2005). Marketinške aktivnosti hotela se uvijek trebaju analizirati iz rakursa

korisnika jer su primarno u funkciji zadovoljavanja njegovih potreba tijekom boravka u hotelu. Iz ove konstatacije je razvidno da prethodno treba utvrditi što su konkretne želje i očekivanja gostiju privučenih sportskim sadržajima hotela (prilagođeno prema Pirjevac, 1998).

3. SPORTSKI TURIZAM I SPORTSKI MARKETING

Obzirom da sport podrazumijeva različite aktivnosti kojima se zadovoljavaju ljudske potrebe za kretanjem, igrom i natjecanjem, te se pozitivno utječe na fizičke sposobnosti pojedinca, jačanje njegovih karakternih osobina i zdravlja (Bartoluci, 2007) jasno je da se u tom kontekstu treba prilagoditi i marketing. Može li se u tom smislu govoriti o *sportskom marketingu*? Premda se sportski marketing načelno prakticira u sportu i sportskoj industriji činjenica je da turisti privučeni određenom sportskom ponudom hotela razmišljaju vrlo slično dionicima u sportu (Šerić, Ljubica, Jerkunica, 2017). Suvremeni sport se značajno razlikuje od sporta kakav je bio nekada. Uzrok tome je razvoj tehnologije, ali i promjene trendova praktikanata i korisnika sportske industrije. Razvoj tehnologije i inovacija u sportu doprinosi napretku sporta i rekreacije (Bartolucci, 2007), ali podrazumijeva i od sportskih subjekata da budu aktivni dionik svih inovacija (Šerić, Ljubica, Jerkunica, 2017). Nastavno na tu činjenicu i hotelski subjekti koji teže implementirati sportske i

rekreativne sadržaje u svoju ponudu trebaju primjenjivati prilagođeni sportski marketing. Obzirom da sportski turizam podrazumijeva putovanje u cilju bavljenja sportom, posjetu odabranim sportskim manifestacijama i sportskim atrakcijama, važno je da i marketinški ciljevi spomenutog Marketing plana hotela budu jasno definirani sukladno prevladavajućim ciljevima zbog kojih sportski turisti dolaze u hotel. I tome sve treba biti podređeno. Marketing je sam po sebi kompleksan, a sportski marketing je još kompleksniji jer sport ima određene karakteristike koje sportski proizvod čine posebnim i jedinstvenim (Šerić, Ljubica, Jerkunica, 2017). Sportski marketing hotela podrazumijeva aktivnosti usmjerene zadovoljavanju potreba i želja segmenta sportskih turista. Geneza specifičnosti o kojima treba voditi računa tijekom razrade sastavnica marketinškog spleta hotela za ovu namjenu ima dugu povijest i tradiciju (Novak, 2006.). Nastavno na to sportski marketing hotela treba temeljiti na poimanju sporta kao dijela rekreacije i na potrebi da se u cilju jačanja konkurentnosti hotelskog proizvoda razvijaju komplementarne hotelske usluge. Tako promatrano i sport i primarne hotelske usluge se trebaju nuditi na način da svojim atributima doprinose privlačnosti i razvoju svih hotelskih sadržaja.

4. INTEGRIRANI HOTELSKI PROIZVOD

Potrebe hotelskih gostiju su različite, a receptivni subjekt i destinaciju odabiru

temeljem procjene gdje će njihova očekivanja biti zadovoljena na najvišoj razini (Šerić, Jurišić, 2014). Upravljanje hotelom danas treba temeljiti na integraciji sadržaja kako bi se mogao promovirati integrirani hotelski proizvod. Tako se šalje jasna poruka da gosti mogu u sklopu hotela zadovoljiti većinu svojih potreba (Berc-Radišić, 2004.). Marketinško upravljanje hotelskom ponudom podrazumijeva integraciju sadržaja u svim oblicima promocije i prodaje. Tako se gostima omogućuje da procijene razinu mogućnosti ukupnog zadovoljenja svih svojih potreba i očekivanja kroz ponuđeni integrirani hotelski proizvod (Galičić, 2012). Promocijom integriranog hotelskog proizvoda gosti mogu procijeniti koliko je cijena opravdana sukladno svim ponuđenim sadržajima. Obzirom da je turistički proizvod vrlo specifičan i procjena njegove vrijednosti ovisi o parcijalnim percepcijama povezivanjem hotelskih sadržaja pruža se mogućnost svakom gostu da na temelju pojedine sastavnice u ponudi koja za njega ima posebnu vrijednost percipira i ukupno višu vrijednost integriranog hotelskog proizvoda. Obzirom na već istaknutu privlačnost sportskih i rekreativnih sadržaja u hotelskim ponudama konkurentnost integriranih hotelskih proizvoda koji sadržavaju i te oblike ponude će biti viša. Zbog ovih činjenica odgovornost hotelskog menadžmenta je danas utoliko značajnija (Mage, 2005).

5. IMPLEMENTACIJA SPORTSKOG TURIZMA U INTEGRIRANI HOTELSKI PROIZVOD

U konačnici potrebno je znanje i iskustvo da bi se sportski i rekreativni sadržaji hotela učinkovito implementirali u integrirani hotelski proizvod. Ukoliko se ovo provede na primjeren način moguće je multiplicirati percepciju kvalitete i raznovrsnosti integriranog hotelskog proizvoda (Kotler, 2010). Turizam i sport su kroz ranija desetljeća dokazali da su komplementarni (Bartolucci, 2007). Nastavno na tu činjenicu uz primjeno iskustvo korištenja marketinških alata menadžer ne bi trebao imati problema u procesima implementacije sportskih i rekreativnih sadržaja u integrirani hotelski proizvod (Novak, 2006.).

Ovi sadržaji u hotelu formalno spadaju u sekundarne i tercijarne sastavnice ponude. No to na znači da im u marketinškom smislu treba dati manje prostora u komunikaciji integriranog hotelskog proizvoda. Štoviše, recentna istraživanja u turizmu upozoravaju da se sve više i sve češće odabir hotela vrši upravo na temelju sekundarnih i tercijarnih sastavnica integriranog hotelskog proizvoda (Šerić, Jurišić, 2014). U konačnici ovi sadržaji nadopunjavaju osnovne i služe da bi se gost osjećao ugodnije (Medlik, 2002). Sportski turizam se u integrirani hotelski proizvod implementira kroz sadržaje (dvorane i sportski tereni), zdravstvenu opremu (saune, turske kupelji...) i dr. Svim ovim sadržajima treba osigurati dostatan *marketinški prostor* u prezentaciji asortimana ponude hotela

(prilagođeno prema Šerić, 2016). Integrirani hotelski proizvod treba predstavljati sportsko-rekreacijsku ponudu raznovrsnih sadržaja (Bartoluci, 2007). Takav integrirani hotelski proizvod sa sportskim sadržajima privlačan je zbog sadržaja rekreativcima i profesionalnim sportašima. Značaj zdravstvenih sadržaja hotela, koji se također vezuju uz sportski turizam u hotelijerstvu također doprinosi rastu interesa i popunjenosti hotela. Sve to treba postojati u ponudi, ali i treba biti jasno komunicirano kroz promociju hotela.

6. ZAKLJUČAK

Zadovoljstvo doživljajem boravka u hotelu predstavlja polazište i suštinu strategije marketinga u hotelskom poslovanju. Promocija integriranog hotelskog proizvoda koji sadrži različite sadržaje, a posebice sportske i rekreativne koji su danas u trendu omogućuje percepciju više vrijednosti ukupne ponude. To menadžeri u mnogim hotelima na prostoru Republike Hrvatske očito još nisu shvatili. To se može konstatirati jer su u promociji ovi sadržaji još uvijek nude zasebno i ponekad vrlo *sramežljivo*. Hotelska prodaja je operativni sustav, no marketing je platforma na kojoj treba oblikovati hotelski proizvod koji se tržištu nudi. Rast potražnje za sportskim i rekreativnim sadržajima nameće potrebu implementacije istih u hotelski proizvod. Neovisno radi li se o direktnoj ili indirektnoj komunikaciji s ciljanim turističkim

segmentima potrebno je ponudu uobličiti na način da ostavlja dojam potpunosti i jedinstva. To je moguće samo kada se ista percipira kao integrirani hotelski proizvod. Sportski i rekreativni sadržaji integriranom hotelskom proizvodu osiguravaju višu razinu konkurentnosti i to treba znati iskoristiti u marketinškom smislu. Kada se takva promišljanja implementiraju Marketing plan hotela definiran je održivi smjer rasta poslovanja i popunjenosti hotela. Da bi se takvi ciljevi ostvarili potrebno je naučiti upravljati marketingom hotela na način da se učinkovito implementiraju svi sadržaji ponude u kojima sportski i rekreativni imaju posebnu ulogu. U hotelsku ponudu je uz potrebnu infrastrukturu moguće implementirati i tradicionalne sportove (košarka, nogomet, odbojka, rukomet, mali nogomet i dr.), ali ih treba naučiti promovirati kao sadržaje, a ne kao sportske terene na kojima se isti mogu prakticirati. Kada se tome pridodaju suvremeni sportovi koji su se razvili iz rekreacije (odbojka na pijesku npr.) širi se mogući obuhvat turističkih segmenata koje se može privući u hotel kao goste koji traže aktivni odmor ili sportaše koji traže utočište za sportske pripreme. Integracija različitih sadržaja sportsko zdravstvenog turizam privući će i generacije treće dobi. Uz već standardizirane sadržaje (fitness sale, bazene, jacuzzijske i saune) svaki hotel može značajno ojačati konkurentnost vlastite ponude. Naravno ako se promovira kroz integrirani hotelski proizvod. A to je ono što još uvijek u

hotelskoj praksi u Republici Hrvatskoj predstavlja problem.

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