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**VRIJEDNOST MARKE DESTINACIJE KOD LOKALNE ZAJEDNICE – MOGUĆI
IZVOR KONKURENTSKE PREDNOSTI ZA ORGANIZACIJE KOJE
UPRAVLJAJU DESTINACIJAMA: SLUČAJ BRISBANE, AUSTRALIJA****DESTINATION BRAND EQUITY AMONG THE HOST COMMUNITY - A
POTENTIAL SOURCE OF COMPETITIVE ADVANTAGE FOR DMOS: THE
CASE OF BRISBANE, AUSTRALIA**

SAŽETAK: Nakon prvog pojavljivanja literature o brendiranju destinacije 1998. godine slabo se istraživalo mjerenje uspješnosti kampanja za brending destinacije. Još uvijek postoji malo zanimanje za istraživanje do koje granice marka destinacije predstavlja i osjećaj o mjestu za lokalnu zajednicu. Kako je lokalno stanovništvo "ključni igrač" za onog tko upravlja destinacijom – destinacijske menadžmentske organizacije (u daljnjem tekstu DMO), potrebno je provesti istraživanje kako bi se ispitalo koliko su marketinške komunikacije uspješne u poboljšavaju povezivanja s markom te u poticanju imidža marke koji je usklađen s identitetom marke. Motivirani konceptualnim i praktičnim ciljevima ovaj rad izvještava o testiranju hijerarhije tržišne vrijednosti marke destinacije utemeljene na potrošaču (u daljnjem tekstu CBBE/customer based brand equity) iz perspektive stanovnika kao aktivnih sudionika u lokalnom turizmu. Sugerira se da snažna razina CBBE-a kod lokalne zajednice predstavlja izvor komparativne prednosti za destinaciju koju onda DMO može proaktivno razviti u konkurentsku prednost.

KLJUČNE RIJEČI: brendiranje destinacije, DMO, tržišna vrijednost marke, lokalna zajednica, imidž destinacije, upravljanje destinacijom

SUMMARY: Since the emergence of the destination branding literature in 1998, there have been few studies related to performance measurement of destination brand campaigns. There has also been little interest to date in researching the extent to which a destination brand represents the host community's sense of place. Given that local residents represent a key stakeholder group for the destination marketing organisation (DMO), research is required to examine the extent to which marketing communications have been effective in enhancing engagement with the brand, and inducing a brand image that is congruent with the brand identity. Motivated by conceptual and practical aims, this paper reports the trial of a hierarchy of consumer-based brand equity (CBBE) for a destination, from the perspective of residents as active participants of local tourism. It is proposed that a strong level of CBBE among the host community represents a source of comparative advantage for a destination which the DMO could proactively develop into a competitive advantage.

KEYWORDS: destination branding, DMO, brand equity, host community, destination image, destination management

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1. UVOD

Pojava koncepta tržišne vrijednosti marke tijekom 80-ih godina prošlog stoljeća, kao mjerila marketinške uspješnosti, dovela je do povećanog usredotočenja poduzeća na aktivnosti marketinškog istraživanja te do razvoja znanstvene literature (Keller, 2003). Istraživanja su potvrdila brojne prednosti kod visoke razine vrijednosti marke uključujući niže troškove (Keller, 1993), povećanje namjere za kupnjom (Cobb-Walgreen, Beal & Donthu, 1995), povećanje prodaje, cjenovne premije i lojalnost korisnika, (Aaker 1991, 1996), pojačanu poziciju kod kanala distribucije (Park & Srinivasan, 1994) i konkurentsku prednost (Adams, 1995). Unatoč istraživanju, postoji neslaganje o tome kako vrijednost marke konceptualizirati i operacionalizirati (Yoo&Donthu, 2001). Razabiru se dva široka pristupa: računovodstveni i marketinški. Vrijednost marke tradicionalno se vrednovala na razini poduzeća uporabom računovodstvenih mjera kao što su neto trenutna vrijednost budućeg protoka novca, vrijednost dionica ili životni ciklus korisnika kako bi se procijenila vrijednost marke u bilanci poduzeća. Iz marketinške perspektive, vrijednost marke je, međutim, koncept koji se temelji na marketinškim percepcijama, jer se konačno svaka procjena buduće financijske uspješnosti izvodi iz razmišljanja i ponašanja korisnika. Stoga Keller (1993) tvrdi da prednost marke leži u onome što "stanuje u glavama korisnika". Dok se vrijednost marke temeljem računovodstvene metode može izračunati iz financijskih podataka poduzeća bez potrebe kontakta s korisnikom, vrijednost marke zasnovana na korisniku procjenjuje se na temelju ponašanja i/ili mjerama ponašanja korisnika (Yoo&Donthu, 2001).

Zadnjih godina koncept vrijednosti marke temeljen na korisniku privukao je zanimanje marketinških istraživača kao most

1. INTRODUCTION

The emergence during the 1980s of the brand equity concept as a marketing performance metric has led to an increased focus on marketing research activity by firms and a developing academic literature (Keller, 2003). Research studies have identified a number of advantages of a high level of brand equity including lower costs (Keller, 1993), increased purchase intention (Cobb-Walgreen, Beal & Donthu, 1995), increased sales, price premiums and customer loyalty, (Aaker 1991, 1996), a strengthened position in distribution channels (Park & Srinivasan, 1994) and competitive advantage (Adams, 1995). Despite this research there is a lack of agreement on how brand equity should be conceptualised and operationalised (Yoo & Donthu 2001) and two broad approaches may be discerned; the accounting and marketing perspectives. Traditionally, brand equity has been analysed at the firm level using accounting measures such as net-present-value of future cash flow, share value, or lifetime customer value to estimate an asset value for the brand on the corporate balance sheet. From a marketing perspective however brand equity is a concept that is based on market perceptions. Since any assessment of future financial performance is ultimately derived from customers thinking and behaviour. Thus, Keller (1993) argues that a brand's advantage lies in what resides in customers' minds. While firm-based accounting measures of brand equity may be calculated from financial data without any need to contact customers, *consumer-based brand equity* is estimated from consumer attitude and/or behaviour measures (Yoo & Donthu, 2001).

In recent years the concept of consumer based brand equity (CBBE) has attracted the interest of marketing researchers as a bridge between assessing past marketing effectiveness and predicting future performance.

između procjenjivanja efikasnosti prethodnog marketinga i predviđanja buduće uspješnosti. Iako nema opće prihvaćenog modela CBBA, istraživači su uglavnom davali prednost četirima dimenzijama koje su predložili Aaker (1991, 1996) i Keller (1993, 2003): upadljivost marke, asocijacije na marku, kvaliteta marke i lojalnost marki.

CBBE koncept relativno je nov u turističkoj literaturi, jednako kao što je novo i mjerenje uspješnosti marke destinacije. Nedavno istraživanje o prvih deset godina literature o brendiranju destinacije, od 1998. do 2007., identificiralo je moguće jazove u odnosu na vrijednost marke destinacije, kao što je praćenje uspješnosti marke destinacije tijekom određenog vremena, procjena vrijednosti marke za sudionike (kao što su posrednici i lokalna turistička poduzeća), kao i do koje razine marka utjelovljuje osjećaj mjesta kod lokalne zajednice (Pike, 2009). Smatra se da visoke razine vrijednosti marke kod lokalne zajednice mogu poboljšati lojalnost prema lokalnim atrakcijama i sadržajima u kontekstu lokalnog stanovništva kao povremenih posjetitelja, ali i domaćina prijateljima i rođacima koji im dolaze u posjet.

Svrha ovoga rada je izvijestiti o testiranju CBBE hijerarhije iz perspektive lokalne zajednice, tj. Brisbanea, glavnog grada pokrajine Queensland u Australiji. Queensland je službeno podijeljen na 14 turističkih regija. Regionalna turistička organizacija (RTO), Brisbane Marketing, odgovorna je za zemljopisne granice koje uključuju lokalna administrativna područja: Boonah, Brisbane City, Esk, Gatton, Ipswich City, Kilcoy, Laidley, Caboolture, Logan City, Pine Rivers i Redlands. Regija je raznolika i uključuje obalne atrakcije kao što su subtropski otoci i promatranje kitova, ruralni i nacionalni parkovi u unutrašnjosti i glavni grad savezne države. Regija Brisbane pruža turističke mogućnosti kako lokalnom stanovništvu tako i posjetiteljima i drži se da RTO treba promatrati lokalno stanovništvo

While there is no universally accepted model of CBBE, researchers have generally favoured four dimensions proposed by Aaker (1991, 1996) and Keller (1993, 2003): brand salience, brand associations, brand quality and brand loyalty.

The CBBE concept is relatively new to the tourism literature, as is destination brand performance measurement. A recent review of the first ten years of destination branding literature, from 1998 to 2007, identified potential gaps in relation to destination brand equity, such as tracking a destination brand's performance over time, assessing the value of the brand to stakeholders such as intermediaries and local tourism businesses, as well as the extent to which the brand encapsulates the host community's sense of place (Pike, 2009). It is suggested that high levels of host community brand equity might enhance loyalty to local attractions and facilities, in the context of residents as occasional local tourists as well as hosts to visiting friends and relatives.

The purpose of this paper is to report the trial of a hierarchy of CBBE, from the perspective of the host community, for Brisbane, the capital of the state of Queensland, Australia. Queensland is divided into 14 official tourism regions. The regional tourism organisation (RTO), Brisbane Marketing, is responsible for a geographic boundary that includes the local government areas of: Boonah, Brisbane City, Esk, Gatton, Ipswich City, Kilcoy, Laidley, Caboolture, Logan City, Pine Rivers, and Redlands. The region is diverse and includes coastal attractions such as sub-tropical islands and whale watching, a rural and national park hinterland, and the metropolitan state capital. The Brisbane region provides tourism opportunities for residents as well as visitors, and so it is argued local residents should be regarded as an important stakeholder group by the RTO for at least four key reasons.

kao važnu skupinu sudionika zbog četiri ključna razloga.

Kao prvo, Brisbane Marketing financira se iz konsolidiranih fondova lokalne administracije kojoj je glavni prihod lokalni porez na nekretnine. Na temelju ovoga svi vlasnici nekretnina neizravno doprinose budžetu RTO-e. Kao drugo, lokalni stanovnici ugošćuju rodbinu i prijatelje koji dolaze iz drugih gradova te su im vrlo često i lokalni turistički vodiči. Scott i Clarke (2005:11) citiraju nalaze istraživanja navodeći da su "stanovnici grada odigrali važnu ulogu u komuniciranju usmenom predajom atrakcija i karakteristika grada potencijalnim posjetiteljima". Preko 90% posjetitelja Brisbanea, koji dolaze u kratku posjetu rodbini i prijateljima, odsjeda u privatnom smještaju (Tourism Queensland, 2006). U 2007. godini Tourism Queensland (2007) je procijenio da je segment potrošača koji posjećuje rodbinu i prijatelje najbrojniji segment turističkih posjetitelja te na njih otpada 35% svih turista. Postoje dokazi da ovi posjetitelji koriste iste sadržaje i atrakcije kao i "pravi" turisti (Morrison, Hsieh & O'Leary, 1995). Kao treće, lokalno stanovništvo je značajan segment posjetitelja za lokalne atrakcije i događaje. Jedan od glavnih prodajnih kataloga, Brisbane Visitors Guide, u prošlosti se distribuirao lokalnim kućanstvima. Misija Brisbane Marketinga izravno se obraća lokalnoj zajednici i kao ciljnom tržištu i kao onima koji imaju gospodarsku i društvenu korist:

Naša misija je promovirati Brisbane i njegovu okolinu lokalnoj, nacionalnoj i međunarodnoj publici s krajnjim ciljem ostvarivanja društvene i ekonomske koristi za lokalnu zajednicu, stanovništvo i poduzeća (Brisbane Marketing, 2007:4).

Kao četvrto, lokalni stanovnici odlaze na kratke odmore unutar svoje regije. Kratki odmori od jednog do tri noćenja, na koje lokalno stanovništvo odlazi u radijusu od 400 km od poslovnog centra Brisbanea, vrlo su

First, Brisbane Marketing is funded by local government consolidated funds, for which a major component of revenue is derived through a residential property tax. On this basis, all property owners are indirectly contributing to the RTO budget. Second, residents host friends and relatives from out of town, and often act as local guides. Scott and Clarke (2005:11) cited research findings indicating "residents of the city played an important role in communicating the attractions and features of the city to potential visitors often by word of mouth". Over 90% of Brisbane's 'visiting friends and relatives' (VFR) short break visitors stay in private residences (Tourism Queensland, 2006). For year ended June 2007, Tourism Queensland (2007) estimated that of all visitors to Brisbane, VFR is the largest sector in terms of reason for visit, accounting for 35% of all travellers. There is evidence that VFR travellers to Queensland use the same facilities and attractions as holiday travellers (Morrison, Hsieh & O'Leary, 1995). Third, residents are a sizable segment for local attractions and events, with one of the RTO's major sales brochures, the Brisbane Visitors Guide, distributed in the past to local households. Brisbane Marketing's mission statement explicitly refers to the local community, both as a target market, and as social and economic beneficiaries:

Our mission is to promote Brisbane and its surrounds to local, national and international audiences, with the ultimate goal of achieving optimum social and economic benefits for the local community, residents and businesses (Brisbane Marketing, 2007:4).

Fourth, residents do take short breaks within their own region. Short break holidays of one to three nights taken by the population within a 400 kilometre radius of Brisbane's central business district is an important market for Brisbane Marketing. The Brisbane region contains less than 1% of

važno tržište za Brisbane Marketing. Područje Brisbanea čini manje od 1% površine Queenslanda, ali u njemu živi više od polovice ukupnog stanovništva (Tourism Queensland, 2004). U 2005. godini Tourism Queensland (2006) je procijenio da je gotovo polovina posjetitelja na kratkom odmoru (unutar radijusa od 400 km) bila u kategoriji posjeta rođacima i prijateljima. Lokalno stanovništvo predstavljalo je najveći segment posjetitelja. Na njega je otpalo 27% svih posjetitelja koji su bili u kratkom posjetu unutar Brisbane RTO regije i koji su u prosjeku proveli 1,6 noćenja te su ostvarili ukupno 852.000 noćenja.

U vrijeme kada je istraživanje provedeno tema marke destinacije je bila "Brisbane - It's happening". Tema je osmišljena kako bi se Brisbane repositionirao i odmaknuo od percepcije "malog uspavanog grada" koju je imao na važnim domaćim tržištima Sydneya i Melbournea. Dva ključna problema Brisbanea na ova dva tržišta bila su i) nedostatak svijesti o turističkim atrakcijama regije Brisbanea, naročito kod segmenta koji nije posjećivao tu regiju, te ii) percepcije da je ono što nudi Brisbane slabo privlačno (Tourism Queensland, 2004). Ključni atributi koje je trebalo portretirati u novoj marki bili su: slikovit, živ, uzbudljiv, zabavan, britak, pomalo bezobrazan, mlad, gostoprимljiv, prijateljski, opušten, siguran, kulturološki raznovrstan, proaktivan (Tourism Queensland, 2004).

Jasno je da su percepcije lokalnog stanovništva o poželjnosti i privlačnosti njihove regije važan čimbenik uspješnosti turizma u Brisbaneu. Stoga je ovo istraživanje provedeno s ciljem da se procijeni razina sukladnosti između identiteta marke destinacije Brisbanea te imidža marke kod lokalnog stanovništva korištenjem hijerarhijskog CBBE modela.

Queensland's land area, but is home to around half of its population (Tourism Queensland, 2004). In the year ended December 2005, Tourism Queensland (2006) estimated that almost half of all short break visitors (from within a 400 kilometre radius) were in the VFR category. Local residents were the largest segment, with 27% of all short break visitors from within the Brisbane RTO region, staying an average of 1.6 nights, for an estimated 852,000 nights in total.

At the time that this research was conducted the destination brand theme was 'Brisbane - It's happening'. This was primarily designed to reposition Brisbane away from being perceived as a 'sleepy little town' in the important domestic interstate markets of Sydney and Melbourne. Two key problems for Brisbane in these markets have been i) a lack of awareness of the region's tourism attractions, particularly among non-visitors, and ii) perceptions that what Brisbane offered was of little appeal (Tourism Queensland, 2004). The key image attributes to be portrayed in the new brand were: colourful, vibrant, exciting, entertaining, savvy, slightly irreverent, youthful, fun, hospitable, casual, friendly, safe, culturally diverse, and 'can-do' attitude (Tourism Queensland, 2004).

Clearly, the perceptions of residents about the desirability and attraction of their region is an important factor for the success of tourism in Brisbane. As a result, this research was conducted with the aim of assessing the level of congruence between Brisbane's destination brand identity and the brand image held by the host community using a hierarchical CBBE model.

2. PREGLED LITERATURE

Literatura koja se odnosi na percepciju lokalnog stanovništva o marki njihove destinacije još uvijek je u povojima. Tijekom više od tri desetljeća stalno se provode istraživanja o mišljenjima lokalnog stanovništva o turizmu i turističkom razvoju (Doxy 1975, Pizam 1978, Davis, Allen & Cosenza 1988, Akis, Peristianis & Warner 1996, Williams & Lawson, 2001, Huh, Vogt & Huh 2008). Međutim, u središtu ovoga istraživanja uglavnom je mjerenje razina podrške za financiranje destinacijskog marketinga i prihvaćanja utjecaja koje turizam ima na lokalnu zajednicu. Prvu studiju o odnosu između mišljenja lokalne zajednice o turizmu te o njihovim percepcijama imidža o njihovoj regiji objavio je Schroeder (1996) koji je otkrio da je imidž stanovnika Dakote o njihovoj državi bio pozitivno povezan s njihovom podrškom turizmu. U literaturi o brendingu mjesta, Merrilees, Miller, Herington i Smith (2007) istraživali su odnose prema Cairnsu iz perspektive stanovnika kao povremenih turista. Phillips i Schofield (2007) ispitivali su percepcije stanovnika urbane destinacije kao tržišnog segmenta. Istraživali su i lokalne poglede o Stoke-on-Trent kao dnevnoj destinaciji za njegove stanovnike. Stoke-on-Trent je netradicionalna turistička destinacija koja pokušava razviti turizam kao dio strategije revitalizacije kako bi se premostili gubitci u grnčarskoj industriji i s time povezanim padom građanskog ponosa. U prvom istraživačkom tekstu o brendingu destinacije, Donald i Gammack (2007) dali su interdisciplinarnu teoretsku bazu za razumijevanje brendiranja gradova kao kulturnog i političkog fenomena. Njihova trogodišnja studija Šangaja, Sydneya i Hong Konga bio je pokušaj holističke interpretacije marke mjesta uključivanjem iskustava stanovnika o mjestu, utjecaju kulturnih predstava na iskustva posjetitelja te političkim dimenzijama. Istraživanje u Singapuru koje je načinio Henderson (2000) naglasilo je važnost razumijevanja

2. LITERATURE REVIEW

The literature relating to residents' perceptions of their destination brand is in its infancy. There has been a steady stream of research reported about community opinions of tourism and tourism development for over three decades (see Doxey 1975, Pizam 1978, Davis, Allen & Cosenza 1988, Akis, Peristianis & Warner 1996, Williams & Lawson 2001, Huh, Vogt & Huh 2008). However, the focus of this research has for the most part been concerned with gauging levels of support for destination marketing funding and acceptance of tourism impacts. The first study of the relationship between host community opinions about tourism and their perceived images of their region was published by Schroeder (1996), who found that a resident's image of the state of Dakota was positively associated with their support for tourism. In the place branding literature, Merrilees, Miller, Herington and Smith (2007) investigated attitudes towards Cairns from the perspective of residents as occasional tourists. Phillips and Schofield (2007) examined urban destination perceptions of residents as a market segment. They investigated locals' views of Stoke-on-Trent as a day trip destination for residents. Stoke-on-Trent is a non-traditional tourism destination attempting to develop tourism as part of a regeneration strategy to overcome the loss of the pottery manufacturing sector and resultant decline in civic pride. In the first research-based text on destination branding, Donald and Gammack (2007) provided an interdisciplinary theoretical basis for understanding city branding as a cultural and political phenomenon. Their three year study of Shanghai, Sydney and Hong Kong attempted a holistic interpretation of place brands by incorporating residents' experiences of place, the effect of cultural representations on visitors' experiences, and the political dimensions. Research in Singapore by Henderson (2000) highlighted the importance of understanding the views of the

pogleda lokalne zajednice kako bi se osiguralo da je ono što se komunicira u brendingu destinacije realno i prikladno. Henderssonova istraživačka studija lokalnih stanovnika navodi da postoje jazovi između percepcija stanovnika i identiteta marke koji namjerava plasirati DMO:

Kada se stanovnike poziva da žive vrijednosti marke radi ostvarivanja turističkih ciljeva, vjerojatno postoji opasnost da stručnjaci za marketing preuzmu previše utjecaja te se mora ponovno uspostaviti osjećaj ravnoteže. Ni društva ni mjesta ne mogu se izgraditi ili proizvesti za turističku potrošnju a da se ne izgubi autentičnosti. U konačnosti posjetitelji to prepoznaju i odlaze tražiti autentičnost na nekom drugom mjestu (str. 215).

Holcolmb (1999.) je otišao i dalje sugerirajući da unutar lokalne zajednice možda postoji pogled da je turistički branding mjesta neprikladan i pita se nije li prodaja grada turistima Faustovska nagodba:

Upakirati i promovirati grad turistima može uništiti njegovu dušu. Grad postaje roba, njegov oblik i duša iznova su načinjeni kako bi se prilagodili potrebama tržišta, a ne snovima stanovnika. Lokalna država i poslovne elite tajno kolaboriraju kako bi nanovo izgradili grad u kojem će njihovi posebni interesi biti od najveće važnosti; u međuvremenu sredstva za kvartove i socijalne usluge, gdje su potrebne, preusmjeravaju se drugdje (str. 69).

U početku se koncept turističkog brendiranja sporo prebacivao iz marketinške literature, ali je u posljednjih dvadeset godina ubrzano prihvaćen. Tema brandinga pojavila se u marketinškoj literaturi tijekom 40-ih godina prošlog stoljeća (vidi Guest, 1942), ali prvi znanstveni članci o brendingu destinacije nisu se pojavili do 1998. (vidi Došen, Vranšević & Prebežac 1998, Pritchard & Morgan 1998). Ali 5 godina kasnije, Keller (2003) je napisao da je funkcija brandinga toliko važna

host community to ensure what is being communicated in the destination branding is realistic and appropriate. Henderson's exploratory study of local residents suggested gaps between residents' perceptions and the brand identity intended by the destination marketing organisation (DMO):

When residents are called on to live the values of the brand in pursuit of tourism goals, it would seem that marketers are in danger of assuming too much influence and a sense of balance needs to be restored. Societies cannot be engineered or places manufactured for tourist consumption without a loss of authenticity which is ultimately recognised by the visitor who will move on to seek it elsewhere (p. 215).

Holcolmb (1999) went further to suggest there might be a view within a host community that tourism branding of place is not appropriate, and asked whether selling a city to tourists is a Faustian bargain:

Packaging and promoting the city to tourists can destroy its soul. The city is commodified, its form and spirit remade to conform to market demand, not residents' dreams. The local state and business elites collude to remake a city in which their special interests are paramount; meanwhile, resources are diverted away from needy neighbourhoods and social services (p. 69).

The concept of branding in tourism was initially slow to be transferred from the marketing literature but has been adopted rapidly over the past two decades. The topic of branding emerged in the marketing literature during the 1940s (see Guest, 1942), but the first journal articles relating to destination branding did not appear until 1998 (see Dosen, Vranšević & Prebežac 1998, Pritchard & Morgan 1998). Yet five years later, Keller (2003) wrote that the branding function was so important that that the focus of all marketing communications should be to reinforce the brand identity. As discussed

da bi fokus svih marketinških komunikacija trebao biti jačanje identiteta marke. Kao što smo prethodno raspravljali, nekih 71 radova o brendiranju destinacije publicirano je između 1998. i 2007. godine (vidi Pike, 2009) a razvoj identiteta marke destinacije je ključno područja istraživanja. Pregled ovih radova identificira mjerenje uspješnosti kampanja za marku destinacije kao područja gdje je potrebno dodatno istraživanje kako bi se istražilo do koje je granice marketinška komunikacija DMO-e bila efikasna u stimuliranju sukladnosti između željenog identiteta marke i stvarnog imidža marke kako ga doživljavaju sudionici na odabranim tržištima.

Koncept CBBA može se koristiti kako bi se promatrala efikasnost brendiranja, ali do danas je u turističkoj literaturi publicirano malo izvještaja o CBBE modeliranju. Primjeri korištenja CBBE uključuju mjerenje vrijednosti marke kod sudionika konferencije (Lee&Back,2008) i vrijednosti marke hotela (Cobb-Walhgren, Ruble&Donthu, 1995, Kim, Kim & An 2003, Kim, Jin-Sun & Kim, 2008). Prve CBBE destinacijske studije ispitale su vrijednost marke Slovenije u Hrvatskoj (Konečnik 2006, Konečnik & Gartner, 2007), te CBBE za Las Vegas i Atlantic City u kontekstu destinacija za ljubitelje kockarnica (Boo, Busser & Baloglu, 2009). Chi i Qu (2008) su testirali odnos između imidža destinacije, zadovoljstva i lojalnosti, ali nisu mogli pronaći niti jednu prethodnu studiju koja je istraživala CBBE hijerarhiju iz perspektive lokalnih stanovnika kao aktivnih sudionika lokalnog turizma.

Nakon Aakera (1991, 1996) i Kellera (1993, 2003) CBBE hijerarhija, kao što pokazuje Slika 1, konceptualizirana je tako da ima četiri konstrukta koji su hijerarhijski posloženi. U ovom modelu CBBE je egzogeni konstrukt, a ostala četiri su endogena kao što pokazuje smjer strelica. Peta dimenzija koju je predložio Aaker (1996) "vlasnička imovina marke" isključena je kao ne-relevantna za percepcije o destinaciji. U te-

above, some 71 destination branding papers were published between 1998 and 2007 (see Pike, 2009) with the development of a destination's brand identity as a key area of research. A review of these papers identified performance measurement of destination brand campaigns as a area where further research was needed in order to analyse the extent to which the DMO's marketing communications have been effective in stimulating congruence between the desired brand identity and actual brand image held by stakeholders in target markets.

The concept of CBBE can be used to monitor the effectiveness of branding however there has been little modelling of CBBE reported in the tourism literature to date. Examples of the use of CBBE include the measurement of conference attendee brand equity (Lee & Back, 2008), and hotel brand equity (Cobb-Walhgren, Ruble & Donthu 1995, Kim, Kim, & An 2003, Kim, Jin-Sun & Kim, 2008). The first destination CBBE studies examined Croatian-based brand equity for Slovenia (Konečnik 2006, Konečnik & Gartner 2007), short break destination brand equity for an emerging destination (Pike, 2007), and CBBE for Las Vegas and Atlantic City, in the context of gambling destinations (Boo, Busser & Baloglu, 2009). Chi and Qu (2008) tested the relationship between destination image, satisfaction and loyalty but were unable to find any previous study investigating the CBBE hierarchy from the perspective of residents as active participants of local tourism.

Following Aaker (1991, 1996) and Keller (1993, 2003) the CBBE hierarchy, as shown in Figure 1, is conceptualised as having four constructs arranged as a hierarchy. In this model, CBBE is an exogenous construct and the other four constructs are endogenous as indicated by the direction of the arrows. A fifth dimension proposed by Aaker (1996), 'proprietary brand assets', was excluded as not being relevant to destination perceptions. At the foundation of the

melju hijerarhije je *upadljivost marke* koja predstavlja snagu svijesti o marki. Opći pristup mjerenju upadljivosti je pomoću nepomognute svijesti o marki ili pomoću sjećanja o marki. Kod razvijanja upadljivosti cilj je menadžera da ga se pamti po razlozima kojih jedina namjera nije bilo ostvariti opću svijesti (Aaker, 1996). Premda svijest o destinaciji lokalnom stanovniku može izgledati kao očita stvar, upadljivost zahtijeva da se stanovnikov grad smatra relevantnim glede turističkih mogućnosti.

Druga razina u CBBE hijerarhiji su asocijacije marke pod koje spada sve što je povezano sa sjećanjem na marku (Aaker, 1991:109). Recentni pregled literature o strukturi pamćenja pokazuje da se najšire prihvaćena konceptualizacija ostvaruje širenjem djelovanja (Cai, 2002). Ovo podupire model mreže asocijativnog pamćenja (Anderson, 1983) u kojem se pamćenje sastoji od čvorova i spojeva. Čvor predstavlja uskladištenu informaciju o konceptu i dio je mreže veza s ostalim čvorovima. Veza između čvorova se aktivira prilikom obrade vanjskih informacija ili kada se informacije doziva u pamćenju. Kada se čvor koncept opozove, snaga asocijacije (a) određuje koji će se drugi čvorovi aktivirati iz pamćenja.

Marka destinacije može se onda konceptualizirati na način da predstavlja čvor koji ima brojne asocijacije s ostalim čvor konceptima. U studiji o destinacijskom imidžu asocijacije korisnika su uobičajeno područje proučavanja (za provjeru vidi Gallarza, Saura & Garcia 2002, Pike 2002, 2007b). Od posebnog interesa za ovu studiju je operacionalizacija destinacijskog imidža kao destinacijske privlačnosti što predlažu Mayo i Jarvis (1981:203). Slijedeći Goodrichovo (1978) istraživanje Mayo i Jarvis sugeriraju da destinacijska privlačnost "ima dosta veze sa specifičnim koristima koje putnik želi i sposobnošću destinacije da te želje ispuni". Ipak, u 30 godina istraživanja imidža destinacije nije se došlo do opće prihvaćenog indeksa stavki na skali. Razlog je

hierarchy is *brand salience*, which represents the strength of awareness of the brand. The general approach to measuring salience is by way of unaided brand awareness or brand recall. In developing salience, a managers' aim is to be remembered for the reasons intended not just to achieve general awareness (Aaker, 1996). Thus, while awareness of the destination to a resident might appear obvious, salience requires the residents' city to be considered relevant as an opportunity of tourism.

The second level in the CBBE hierarchy is the brand associations which are "anything 'linked' in memory to a brand" (Aaker, 1991, p. 109). A recent literature review on memory structure found the most commonly accepted conceptualisation has been by spreading action (Cai, 2002). This underpins the associative network memory model, in which memory consists of nodes and links (Anderson, 1983). A node represents stored information about a concept, and is part of a network of links to other nodes. Activation between nodes is thought to take place when processing external information or when information is retrieved from memory. When a node concept is recalled, the strength of association(s) determines what other nodes that will be activated from memory.

A destination brand may then be conceptualised as representing a node with a number of associations with other node concepts. In the study of destination image associations held by consumers are a common area of study (for reviews see Gallarza, Saura & Garcia 2002, Pike 2002, 2007b). Of particular interest to this study is the operationalisation of destination image as destination attractiveness proposed by Mayo and Jarvis (1981, 203). Following research by Goodrich (1978), Mayo and Jarvis suggested destination attractiveness "has a great deal to do with the specific benefits that are desired by travellers and the capability of the destination to deliver them". However, in 30 years of destination image

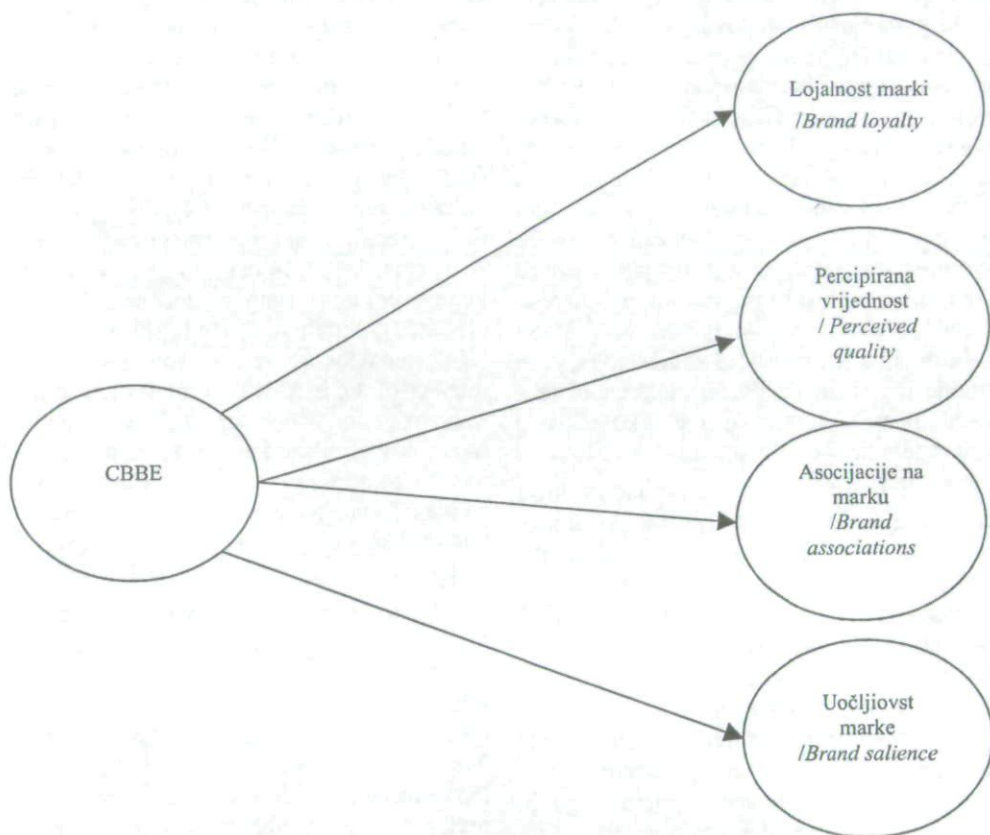
da važnost atributa vjerojatno varira između segmenta i situacija (vidi npr. Barich & Kotler, 1991, Crompton 1992) te je bilo jako malo ponavljanja istraživanja unatoč popularnosti teme. Potrebno je razviti skalu koja uključuje generičke destinacijske stavke kao i one koje su specifične danom turističkom kontekstu (Hu & Ritchie, 1993). Procjenjujući "odličnost" istraživanja na polju turističkog marketinga Ritchie (1996:62) podvlači deset manjkavosti: "Nažalost, kao što svi dobro znamo, postoje brojna područja koja radije ne bismo priznali ili koja uspijevamo prilično redovito odbacivati". Među nedostacima je i turistički kontekst, jer su se studije o imidžu destinacije uglavnom provodile bez eksplicitne definicije konteksta u kojem je putnik donio ocjenu.

Treći konstrukt je percipirana kvaliteta koja se definira kao "percepcija sveukupne kvalitete ili superiornosti proizvoda ili usluge u odnosu na relevantne alternative uzimajući u obzir namjeravanu svrhu" (Keller, 2003:238). Ova se procjena temelji na tome kako korisnik percipira uspješnost marke vezano za attribute kvalitete upadljivosti. Na primjer, kvaliteta ostalih destinacija koje su tijekom svojih putovanja posjetili stanovnici Brisbanea najvjerojatnije će utjecati na njihova očekivanja vezano za lokalni turistički proizvod. Lojalnost marki je konačna dimenzija na vrhu CBBE hijerarhije i definira se kao "navezanost korisnika u odnosu na marku" (Aaker, 1991:39). Lojalnost se manifestira kroz odnos u smislu namjere kupnje, kao i kroz ponašanje upućivanjem drugih putem usmene predaje i ponovnom kupnjom. Nedostaje publiciranih istraživanja vezanih za lojalnost destinaciji (Oppermann, 2000). Ovaj se rad bavi procjenom razine usklađenosti između imidža marke destinacije Brisbanea i imidža marke kod lokalnog stanovništva korištenjem predloženog CBBE modela.

research however, there has been no universally accepted index of scale items. The reason for this is that attribute importance is likely to vary between segments and situations (see for example Barich & Kotler 1991, Crompton 1992), and there has been very little replication research in spite of the topic's popularity. What is required therefore is the development of a scale that includes generic destination items as well as those specific to a given travel context (Hu & Ritchie, 1993). In assessing tourism marketing research 'state of the art', Ritchie (1996:62) highlighted ten shortcomings: "Unfortunately, as we all know, there are a number of areas which we prefer not to acknowledge, or which we manage to ignore on a fairly regular basis". Among these was travel context, since destination image studies have generally been undertaken without explicitly defining the context in which the traveller decision is being made.

The third construct is perceived quality and is defined as "perception of the overall quality or superiority of a product or service relative to relevant alternatives and with respect to its intended purpose" (Keller, 2003: 238). This assessment is on the basis of how the consumer perceives the brand to perform on salient quality attributes. For example, the quality of other destinations experienced by Brisbane residents during their travels is likely to impact on their expectations of the local tourism product. Brand loyalty is the final dimension at the peak of the CBBE hierarchy and has been defined as "the attachment that a customer has to a brand" (Aaker, 1991:39). Loyalty manifests attitudinally in terms of intent to purchase, as well as behaviourally through word of mouth referrals and repeat purchase. There has been a lack of published research related to destination loyalty (Oppermann, 2000). This paper is concerned with assessing the level of congruence between Brisbane's destination brand identity and the brand image held by the host community using the proposed CBBE model.

Slika 1: CBBE koncept / CBBE conceptualisation



3. METODA

Kako bi se operacionalizirao CBBE model prikazan na Slici 1, korišten je strukturirani upitnik na čije je atribute na ljestvici za svaki od četiri konstrukta teoretski utjecala literatura. Sudionici su pitani da ocjene uspješnost Brisbanea kao turističke destinacije za 21 atribut na ljestvici koristeći ljestvicu od sedam stupnjeva, pri čemu je (1) "snažno se protivim" a (7) "snažno se slažem". Tablica 1 prikazuje 21 atribut koji su u odsustvu opće prihvaćenih atributa usvojeni iz izvora literature koje smo ranije prikazali. Kategorički atributi korišteni su u identifikaciji jesu li i) ispitanici otišli na kratki odmor u svojoj

3. METHOD

To operationalise the CBBE model shown in Figure 1, a structured questionnaire was used, for which scale items for each of the four constructs were theoretically informed by the literature. Participants were asked to rate Brisbane's performance as a tourism destination across 21 scale items using a seven point scale, anchored at 'strongly disagree' (1) to 'strongly agree' (7). Table 1 lists the 21 items, which, in the absence of an accepted scale, were adapted from the literature sources shown. Categorical items were used to identify whether i) participants had taken a short break within

regiji, zatim ii) jesu li u proteklih 12 mjeseci primili u goste prijatelje i/ili rodbinu. Upitnik završava otvorenim pitanjem gdje se ispitanici pitaju imaju li opaske o tome kako bi se Brisbane kao destinaciju moglo poboljšati i, ako žele, mogu ih navesti.

the region, and ii) whether they had hosted visited friends and/or relatives hosting during the previous 12 months. The questionnaire concluded with an open-ended question asking participants if there were any comments they would care to make about how Brisbane could improve as a destination.

Tablica 1: CBBE stavke skale / CBBE scale items

| Atributi na ljestvici / <i>Scale items</i> | Izvor / <i>Source</i> |
|---|---|
| <p>Uočljivost marke / <i>Brand salience</i></p> <p>Brisbane je dobro poznata turistička destinacija / <i>Brisbane is a well known tourism destination</i></p> <p>Svjestan sam raspona turističkih atrakcija u Brisbaneu / <i>I am aware of Brisbane's range of tourism attractions</i></p> <p>Svjestan sam promotivnog slogana Brisbanea / <i>I am aware of the slogan used to promote Brisbane</i></p> <p>Vidio sam dosta poruka koje promoviraju Brisbane kao turističku destinaciju / <i>I have seen a lot of advertising promoting Brisbane as a tourism destination</i></p> | <p>Konečnik & Gartner (2007), Boo et al (2008)</p> <p>Konečnik & Gartner (2007), Boo et al (2008), Lee & Back (2008)</p> <p>Konečnik & Gartner (2007), Kim, Jin-Sun & Kim (2008), Washburn & Plank (2002), Yoo & Dontu (2001)</p> <p>Konečnik & Gartner (2007)</p> |
| <p>Asocijacije na marku / <i>Brand associations</i></p> <p>Dobra klima / <i>Good climate</i></p> <p>Prekrasan krajolik / <i>Beautiful scenery</i></p> <p>Opuštajući / <i>Relaxing</i></p> <p>Otvoreni ljudi / <i>Friendly people</i></p> <p>Dobro iskorišten novac / <i>Good value for money</i></p> <p>Dobri kafići i restorani / <i>Good cafes and restaurants</i></p> <p>Puno za vidjeti i napraviti / <i>Lots to see and do</i></p> <p>Uzbudljiv / <i>Exciting</i></p> | <p>Konečnik & Gartner (2007), Hu & Ritchie (1993)</p> <p>Konečnik & Gartner (2007), Hu & Ritchie (1993), Davis & Sternquist (1987)</p> <p>Konečnik & Gartner (2007), Davis & Sternquist (1987)</p> <p>Davis & Sternquist (1987)</p> <p>Konečnik & Gartner (2007)</p> <p>Konečnik & Gartner (2007), Boo et al (2008), Baloglu & Brinberg (1997)</p> <p>Konečnik & Gartner (2007)</p> <p>Konečnik & Gartner (2007), Baloglu & Brinberg (1997)</p> |

| | |
|---|---|
| <p>Percipirana kvaliteta / Perceived quality</p> <p>Smještaj visoke kvalitete / <i>High quality accommodation</i></p> <p>Infrastruktura visoke kvalitete / <i>High quality infrastructure</i></p> <p>Visoke razine čistoće / <i>High levels of cleanliness</i></p> <p>Visoke razine turističke usluge / <i>High levels of hospitality service</i></p> <p>Visoke razine osobne sigurnosti / <i>High levels of personal safety</i></p> | <p>Konečnik & Gartner (2007), Davis & Sternquist (1987)</p> <p>Konečnik & Gartner (2007)</p> <p>Konečnik & Gartner (2007)</p> <p>Konečnik & Gartner (2007)</p> <p>Konečnik & Gartner (2007)</p> |
| <p>Lojalnost marki / Brand loyalty</p> <p>Ponosan sam što živim u Brisbaneu / <i>I am proud to live in Brisbane</i></p> <p>Otići ću na kraći odmor od 1-2 noćenja u regiji Brisbane / <i>I will take a short break of 1-2 nights in the Brisbane region</i></p> <p>Preporučio bih Brisbane kao turističku destinaciju / <i>I would recommend Brisbane as a holiday destination</i></p> <p>Brisbane je ugodna destinacija / <i>Brisbane is a pleasant destination</i></p> | <p>Phillips & Schofield (2007)</p> <p>Konečnik & Gartner (2007)</p> <p>Konečnik & Gartner (2007), Boo et al (2008)</p> <p>Konečnik & Gartner (2007), Baloglu & Brinberg (1997), Walmsley & Young (1998)</p> |

Upitnik je prethodno testiralo 12 sveučilišnih stručnjaka koje se bave marketingom. Ovo je rezultiralo manjim promjenama u formulacijama dvaju pitanja. Zbog budžetskih ograničenja korištene su dvije metode uzorka. Prva grupa predstavljala je panel od 209 sudionika iz prethodne studije o turizmu u Brisbaneu, a koja je pokazala sklonost suradnje u budućim ispitivanjima. Tijekom srpnja 2008. godine sudionici su pozvani da putem e-mail-a ispune online upitnik koji se nalazio na serveru fakultetskog ureda za informatiku. Druga grupa je bio okvir prigodnog uzorka koji se sastojao od studenata s dva sveučilišta u Brisbaneu. U njega su bila uključena dva razreda preddiplomaca turizma i jedan razred poslijediplomaca marketinškog istraživanja. Iako se prihvaća da korištenje studentskog uzorka može utjecati na vanjsku vjerodostojnost nalaza, tvrdi se da su studenti prihvatljivi za testiranje odnosa među konstruktima (Cal-

The questionnaire was pretested among 12 marketing academics. This resulted in minor changes to the wording of two questions. Due to budgetary limitations two sampling methods were used. The first group was a panel of 209 participants from a previous Brisbane tourism study who had indicated a willingness to participate in future surveys. An email during July 2008 invited participants to complete the survey online, the URL for which was hosted by the Faculty's Information technology office. The second group was a convenience sample frame consisting of students from two Brisbane universities. These involved two undergraduate tourism classes and one post graduate marketing research class. While it is acknowledged that the use of a student sample can affect external validity of findings, it has been argued that students are acceptable for testing relationships between constructs (Calder, Philips & Tybout 1981,

der, Philips & Tybout 1981, Yoo i Donthu 2001), što je i bila svrha studije. Svaki je sudionik pozvan sudjelovati u nagradnoj igri u kojoj je glavna nagrada bio vaučer za putovanje u vrijednosti od \$ 250.

4. REZULTATI

Ukupno su zaprimljena 374 ispunjena upitnika. Međutim, neki su od studenata bili strani studenti koji su tek pristigli u Brisbane. Odlučeno je da se ne koriste upitnici ispitanika koji su u Brisbaneu boravili manje od šest mjeseci. Nakon toga ostao je upotrebljiv uzorak od 319 upitnika, što je dovoljno velik broj koji omogućuje modeliranje putem strukturne jednadžbe (vidi Kline, 2005:14-15). Tablica 2 naglašava karakteristike sudionika gdje, u usporedbi sa širom populacijom Brisbanea, prevladavaju neudane žene u dobi između 18-24 godine. Bez obzira na gornje, uzorak je generalno prikladan za temu istraživanja, jer je u prethodnih godinu dana 52% ispitanika bilo na kratkom putovanju (1-2 noćenja) unutar regije Brisbane, a 67% ih je u Brisbaneu ugoštilo prijatelje ili rodbinu. Prosječna dužina stanovanja u Brisbaneu bila je dvije godine. Ukupno je 149 sudionika (47%) dalo kvalitativne primjedbe.

Deskriptivne statistike za CBBE ljestvicu s 21 atributom nalaze se u Tablici 3. Srednje vrijednosti za dvije stavke vezano za *svijest o marki* bile su ispod središnje točke ljestvice, dok su srednje vrijednosti za druge dvije stavke bile tek umjereno pozitivne. Uz izuzetak "uzbudljiv", srednja vrijednost za preostalih 17 atributa bila je iznad središnje točke ljestvice. U svezi identiteta marke Brisbanea te teme o pozicioniranju, "*Brisbane ...its happening*", srednja vrijednost za dva atributa zabrinjava (Uzbudljiv = 3,97, Pun aktivnosti = 4,27) i ukazuje na slabu do umjerenu vezu između željene marke identiteta i stvarne marke imidža.

Yoo & Donthu 2001), which was the purpose of the study. All participants were invited to enter an incentive prize draw for a \$250 travel voucher.

4. RESULTS

A total of 374 completed questionnaires were received. However, some participants were international students who had only recently arrived in Brisbane. It was decided to filter out those participants who had resided in Brisbane less than six months. This left a useable sample of 319, which is sufficiently large enough to enable structural equation modelling (see Kline, 2005:14-15). Table 2 highlights the characteristics of participants, which, in comparison to the wider Brisbane population were dominated by single females aged 18-24 years. Nonetheless, the sample was generally suitable for the research topic, given that during the previous 12 months, 52% of participants had taken a short break of 1-2 nights within the Brisbane region, and 67% had hosted friends or relatives in Brisbane. The mean length of residence in Brisbane was two years. A total of 149 participants (47%) provided qualitative comments.

The descriptive statistics for the 21 CBBE scale items are listed in Table 3. The means for two of the *brand awareness* items were below the scale mid-point, while the means for the other two items were only moderately positive. With the exception of 'Exciting', the means for the remaining 17 items were at or higher than the scale mid-point. In relation to Brisbane's brand identity and positioning theme, *Brisbane...its happening*, the means for two attributes are of concern ('Exciting' = 3.97, 'Lots to do' = 4.27), indicating a weak to moderate connection between the desired brand identity and actual brand image.

Tablica 2: Karakteristike ispitanika / Characteristics of participants

| | | n | VALJANI % / VALID % |
|---|--|-----|------------------------|
| Spol / Gender | Muško / Male | 77 | 24.1% |
| | Žensko / Female | 242 | 75.9% |
| | Ukupno / Total | 319 | |
| Starost / Age | 18-24 | 188 | 58.9% |
| | 25-44 | 100 | 31.3% |
| | 45-64 | 28 | 8.9% |
| | 65+ | 3 | 0.9% |
| | Ukupno / Total | 319 | |
| Bračno stanje / Marital status | Neoženjen/Neudata / Single | 221 | 69.3% |
| | Oženjen-Udana/Stalni partner / Married/permanent partner | 87 | 27.3% |
| | Razdvojen(a), rastavljen(a), udovac/udovica / Separated, divorced, widowed | 11 | 3.4% |
| | Ukupno / Total | 319 | |
| Broj djece / Number of dependent children | 0 | 213 | 66.8% |
| | 1-2 | 84 | 26.3% |
| | 3+ | 22 | 6.9% |
| | Ukupno / Total | 319 | |
| Najviša razina završenog obrazovanja / Highest completed level of education | Srednja škola / High school | 133 | 4.7% |
| | TAFE | 32 | 10.0% |
| | Fakultet / University graduate | 139 | 43.6% |
| | Ostalo / Other | 15 | 4.7% |
| | Ukupno / Total | 319 | |
| Rođen(a) u Australiji / Born in Australia | Da / Yes | 186 | 58.3% |
| | Ne / No | 133 | 41.7% |
| | Ukupno / Total | 319 | |

Tablica 3: Deskriptivne statistike / Descriptive statistics

| | N | Srednja / Mean | | Std. dev. / Std. | | Koefficient asimetričnosti / Skewness | | Koefficient sploštenosti / Kurtosis | |
|--|-----|----------------------------|----------------------------|----------------------------|----------------------------|---|----------------------------|---|----------------------------|
| | | Statistika / Statistics | Statistika / Statistics | Statistika / Statistics | Statistika / Statistics | Statistika / Statistics | Statistika / Statistics | Statistika / Statistics | Statistika / Statistics |
| UOČLJIVOST MARKE / BRAND SALIENCE | | | | | | | | | |
| - Brisbane je dobro poznata turistička destinacija / <i>Brisbane is a well known tourism destination</i> | 319 | 4.28 | 1.382 | .084 | .137 | | | | .272 |
| - Svjestan sam raspona turističkih atrakcija i sadržaja u Brisbaneu / <i>I am aware of Brisbane's range of attractions and facilities</i> | 319 | 4.83 | 1.287 | -.313 | .137 | | | | .272 |
| - Svjestan sam slogana koji se koristi u promociji Brisbanea kao turističke destinacije / <i>I am aware of the slogan used to promote Brisbane as a tourism destination</i> | 319 | 3.15 | 1.682 | .472 | .137 | | | | .272 |
| - Vidio sam dosta poruka koje promoviraju Brisbane kao turističku destinaciju / <i>I have seen a lot of advertising promoting Brisbane as a tourism destination</i> | 319 | 3.61 | 1.467 | .243 | .137 | | | | .272 |
| PERCIPIRANA KVALITETA / PERCEIVED QUALITY | | | | | | | | | |
| - Smještaj visoke kvalitete / <i>High quality accommodation</i> | 319 | 4.99 | 1.322 | -.486 | .137 | | | | .272 |
| - Visoka kvaliteta infrastrukture / <i>High quality infrastructure</i> | 319 | 4.52 | 1.295 | -.458 | .137 | | | | .272 |
| - Visoke razine čistoće / <i>High levels of cleanliness</i> | 319 | 5.09 | 1.185 | -.599 | .137 | | | | .272 |
| - Visoke razine turističke usluge / <i>High levels of hospitality service</i> | 319 | 4.84 | 1.280 | -.558 | .137 | | | | .272 |
| - Visoke razine osobne sigurnosti / <i>High levels of personal safety</i> | 319 | 5.15 | 1.192 | -.648 | .137 | | | | .272 |

| | N | Srednja / Mean | Std. dev. / Std. deviation | Koeficijent asimetričnosti / Skewness | | Koeficijent spljoštenosti / Kurtosis | | |
|---|-----|-------------------|----------------------------------|---|--------------------------------|--|--------------------------------|--|
| | | | | Statistika / Statistics | Std. greška / Std. error | Statistika / Statistics | Std. greška / Std. error | |
| ASOCIJACIJE / ASSOCIATIONS | | | | | | | | |
| - Dobra klima / Good climate | 319 | 5.95 | 1.205 | -1.621 | .137 | 3.327 | .272 | |
| - Prekrasan krajolik / Beautiful scenery | 319 | 5.19 | 1.253 | -6.17 | .137 | .588 | .272 | |
| - Opuštajući / Relaxing | 319 | 5.39 | 1.251 | -7.45 | .137 | .766 | .272 | |
| - Susretljivi ljudi / Friendly people | 319 | 5.33 | 1.252 | -7.91 | .137 | .684 | .272 | |
| - Dobra odnos vrijednosti za novac / Good value for money | 319 | 4.67 | 1.206 | -2.87 | .137 | -.162 | .272 | |
| - Dobri kafići i restorani / Good cafes and restaurants | 319 | 4.88 | 1.414 | -6.01 | .137 | -.197 | .272 | |
| - Puno toga za vidjeti i raditi / Lots to see and do | 319 | 4.27 | 1.467 | -2.29 | .137 | -.448 | .272 | |
| - Uzbudljiv / Exciting | 319 | 3.97 | 1.474 | -0.82 | .137 | -.579 | .272 | |
| LOJALNOST DESTINACIJI / DESTINATION LOYALTY | | | | | | | | |
| - Ponosan sam što živim u Brisbaneu / I am proud to live in Brisbane | 319 | 5.39 | 1.452 | -8.17 | .137 | .002 | .272 | |
| - Otići ću na kratki odmor u okolici Brisbanea u idućih 12 mjeseci / I will take a SB in BNE region in next 12 months | 319 | 4.56 | 2.088 | -3.74 | .137 | -1.189 | .272 | |
| - Brisbane je ugodna destinacija / Brisbane is a pleasant destination | 319 | 5.18 | 1.277 | -.594 | .137 | .021 | .272 | |
| - Preporučio bih Brisbane kao turističku destinaciju prijateljima i rodbini / I would recommend BNE as a holiday destination to my friends and relatives | 319 | 4.82 | 1.631 | -.480 | .137 | -.686 | .272 | |

Istraživačka faktorska analiza koja se koristila ML izlučivanjem i kosokutnom rotacijom otkrila je rješenje s četiri čimbenika, što je adekvatno predstavljalo podatke. Na četiri čimbenika otpalo je 59% varijance. KMO za ovu analizu bio je 0.90, a Bartlettov test sfernosti bio je značajan, $p = .000$. Međutim, rješenje se nije moglo smatrati prihvatljivim jer se 11 od 21 stavki preklapalo s druga dva čimbenika. Dodatni dokazi da podaci nisu bili dobro uklopljeni nalazimo u reproduciranim korelacijama gdje je bilo 39 (18%) preostalih s apsolutnim vrijednostima većim od .05. Kao alternativa EFA, te kao prvi korak u analizi podataka, Joreskog (1993) je dao okvirni pristup za model generirajućih modela u analizi podataka gdje isključivo potvrđujući pristup možda nije najprikladniji model za novo polje istraživanja. Model koji generira model privremen je i promjene se rade u SEM dok se ne dođe do modela koji se statistički uklapa te ima i teoretski smisao. Istraživači specificiraju puni model u razmatranju koji se onda testira putem serije jednofaktorskih kongeneričkih modela za svaki konstrukt za koji postoji interes. Promjene koje imaju smisao mogu se napraviti za svaki konstrukt prije testiranja potpuno promijenjenog modela. Konstrukti s manje od četiri stavke mogu se testirati u parovima. Koristeći AMOS 16.0, najbolje prilagođen za UOČLJIVOST MARKE bio je s dva od četiri stavke, LOJALNOST DESTINACIJI s tri od četiri stavke, i PERCIPIRANA KVALITETA za četiri od pet stavki. Najproblematičniji konstrukt je ASOCIJACIJE NA MARKU kod kojega su se pojavile dvije dimenzije kod pet od devet izvornih stavki. Rezultat za svaki od ovih potencijalnih modela prikazan je u Tabeli 4. Model marginalno pristaje podacima: Chi-kvadrat=202.8, DF=67, $p=.000$, GFI=.918, CFI=.923, RMSEA=.080. Kako je Chi-kvadrat statistika osjetljiva na veličinu uzorka, Kline (2005) je predložio korisniju mjeru, podijeliti Chi-kvadrat po stupnjevima slobode. Omjer ispod 3, kao što je ovdje slučaj, sugerira da je model prikladan.

An exploratory factor analysis using ML extraction and oblique rotation revealed a four-factor solution that was an adequate representation of the data. The four factors accounted for 59% of variance. The KMO for this analysis was .90 and Bartlett's Test of Sphericity was significant at $p = .000$. However, the solution could not be regarded as clean, with 11 of the 21 items cross loading over two factors. Further evidence that the data was not a good fit was in the reproduced correlations, where there were 39 (18%) of residuals with absolute values greater than .05. As an alternative to the EFA as the first step in analysing the data, Joreskog (1993) outlined an approach to model generating models in the analysis of data, where a strictly confirmatory approach might not suit model testing a new field of research. A model generating model is one that is tentative and where changes are made in SEM until a model emerges that has a statistical fit as well as making theoretical sense. Researchers specify the full model under consideration, which is then tested in a series of one-factor congeneric models for each construct of interest. Changes that make substantive sense can be made to each construct before testing a full amended model. Constructs with less than four items can be tested in pairs. Using AMOS 16.0, the best fit for BRAND SALIENCE was with two of the four items, DESTINATION LOYALTY with three of the four items, and PERCEIVED QUALITY with four of the five items. The more problematic construct was BRAND ASSOCIATIONS, in which two dimensions emerged with five of the nine original items. The output for each of these initial models is shown in Table 4. The model marginally fits the data: Chi-square = 202.8, DF = 67, $p = .000$, GFI = .918, CFI = .923, RMSEA = .080. Since the Chi-square statistic is sensitive to sample size, Kline (2005) advised a more useful measure is to divide the Chi-square by the degrees of freedom. Ratios below 3, as is the case suggests a model fit.

Tablica 4: Početni modeli / Initial models

| UOČLJIVOST / SALIENCE | KVALITETA / QUALITY | ASOCIJACIJE / ASSOCIATIONS |
|---|--|--|
| 1. Svjestan sam slogana koji se koristi u promociji Brisbanea / <i>I am aware of the slogan used to promote Brisbane</i> 2. Vidio sam dosta poruka koje promoviraju Brisbane / <i>I have seen a lot of advertising promoting Brisbane</i> | 1. Visoka kvaliteta infrastrukture / <i>High quality infrastructure</i> 2. Visoke razine čistoće / <i>High levels of cleanliness</i> 3. Visoke razine turističke usluge / <i>High levels of hospitality service</i> 4. Visoke razine osobne sigurnosti / <i>High levels of safety</i> | 1. Puno toga za vidjeti i raditi / <i>Lots to see and do</i> 2. Uzbudljiv / <i>Exciting</i> 3. Susretljivi ljudi / <i>Friendly people</i> 4. Opuštajući / <i>Relaxing</i> 5. Dobra klima / <i>Good climate</i> |
| LOJALNOST / LOYALTY | | |
| 1. Ponosan sam što živim u Brisbaneu / <i>I am proud to live in Brisbane</i> 2. Otići ću na kratki odmor u okolici Brisbanea u sljedećih 12 mjeseci / <i>I will take a short break within the Brisbane region in the next 12 months</i> 3. Preporučio bih Brisbane kao turističku destinaciju prijateljima i rodbini / <i>I would recommend Brisbane as a holiday destination to my friends and relatives</i> | | |
| Chi-square = 5.2 df = 4 p = .265 | Chi-square = 11.2 df = 2 p = .003 | Chi-square = 10.3 df = 4 p = .036 |
| RMR = .087 GFI = .994 CFI = .996 RMSEA = .031 | RMR = .052 GFI = .982 CFI = .972 RMSEA = .124 | RMR = .035 GFI = .987 CFI = .990 RMSEA = .070 |

5. ZAKLJUČAK

Recentni pomak od imidža destinacije do vrijednosti marke važan je korak u turističkom istraživanju. Ono što bi u budućnosti moglo biti od pomoći je razvoj ljestvice koja bi primjereno izmjerila CBBE. U tom smislu sugerira se da ovaj rad predstavlja

5. CONCLUSION

The recent shift from destination image to brand equity has been an important step forward in tourism research. What will be helpful in future is the development of a scale that adequately measures destination CBBE. It is suggested this paper represents

korisnu istraživačku studiju. Cilj je bio ispitati CBBE hijerarhiju u kontekstu lokalne zajednice koja je aktivni sudionik u lokalnom turizmu. U slučaju Brisbane pristup testiranja s modelom strukturalne jednadžbe koji je preporučio Joreskog (1993) pokazao je podesnost između podataka i CBBE hijerarhije. Sugerira se da ovaj model testiranja rezultata ima teoretskog smisla i poboljšava razumijevanje prikladnosti CBBE hijerarhije za destinacije, nakon recentnog doprinosa Konecnik (2006) i Konecnik i Gartner (2007).

Glavna praktična implikacija istraživanja je prijedlog da jake razine CBBE među stanovnicima destinacije predstavljaju izvor komparativne prednosti za DMO, jer se lojalnost destinaciji manifestira u dva važna ponašanja. Kao prvo, stanovnici će vjerojatnije proširiti usmenu predaju na prijatelje i roditelje kao i ostale putnike koje susreću tijekom boravka u drugim mjestima. Kao drugo, stanovnici će se vjerojatnije uključiti u atrakcije i sadržaje destinacije i kao dobri domaćini prijateljima i rodbini i kao povremeni turisti. Ovakvo se ponašanje DMO može ili proaktivno usmjeriti i/ili prepustiti slučaju. Nakon Ritchie i Crouchevog (2000, 2000b) modela destinacijske konkurentnosti, izazov za DMO je raspored resursa kako bi se izvori komparativne prednosti razvili u konkurentsku prednost. Dascalu (1997) je ponudio praktičan primjer koji navodi na dva komentara bivšeg rumunjskog ministra turizma koji je bio zabrinut da njegova zemlja ima vrijedne turističke potencijale, ali je neuspješna kao destinacija. Stoga ovi potencijali predstavljaju izvore komparativne prednosti, ali se ne koriste za postizanje konkurentne prednosti.

Turistički potencijal se može promatrati kao bilo što što ima bitnu ulogu u privlačenju posjetitelja u destinaciju (Spotts, 1997). Ovaj rad upućuje na zaključak da je lokalno stanovništvo moguće vrijedan potencijal. Politički, međutim, bilo kakve marketinške aktivnosti koje ciljaju na lokalno stanovni-

a useful exploratory study in this regard. The aim was to trial the CBBE hierarchy in the context of the host community as active participants of local tourism.

In the case of Brisbane the structural equation model testing approach, as recommended by Joreskog (1993), indicated a fit between the data and the CBBE hierarchy. It is suggested this model testing output makes theoretical sense, and enhances understanding of the suitability of the CBBE hierarchy for destinations, following the recent contribution of Konecnik (2006) and Konecnik and Gartner (2007).

The main practical implication of the research is the proposition that strong levels of CBBE among the destination host community represents a source of comparative advantage for the DMO, since loyalty to the destination manifests in two important behaviours. Firstly, residents are more likely to extend word of mouth referrals, which could be to friends and relatives as well as other travellers encountered during sojourns in other places. Secondly, residents are more likely to engage with the destination's attractions and facilities, both as good hosts to the VFR segment and as occasional tourists. Such behaviour can either be proactively targeted by the DMO or left to chance. Following Ritchie and Crouch's (2000a, 2000b), model of destination competitiveness, the challenge for the DMO is resource deployment to develop sources of comparative advantage into a competitive advantage. A practical example was offered by Dascalu (1997), who cited comments from a former Romanian Minister of Tourism concerned that his country had valuable tourism resources but that the country was under-performing as a destination. Thus, these resources represent sources of comparative advantage but were not being used to achieve a competitive advantage.

A tourism resource may be viewed as anything that plays a major role in attracting visitors to a destination (Spotts, 1997), and it is the position of this paper that the host

štvo mogu se shvatiti kao problematične i kao metoda odvlačenja sredstava za druga domaća i/ili međunarodna tržišta koja su od interesa za lokalna turistička poduzeća i ključne posrednike. Prepoznaje se da se razina uključivanja u lokalnu zajednicu razlikuje od mjesta do mjesta. Na primjer, efikasno otvaranje mogu učinkovitije ostvariti DMO-ovi u manjim zajednicama i destinacijama nego u većim gradskim područjima.

U slučaju Brisbanea korištenje prevladavajućeg studentskog uzorka predstavlja ograničenje istraživanja i uopćavanja rezultata za širu lokalnu zajednicu. Ipak, rezultati pokazuju da je osjećaj za mjesto lokalne zajednice u Brisbaneu možda drukčiji od identiteta marke koje je razvio Brisbane Marketing. Ovo pojačava potrebu za ovakvom vrstom istraživanja koja ispituju efikasnost strategije marke i taktiku marketinške komunikacije. Prepoznaje se da je ova studija napravljena u destinaciji koja ima visoku razinu posjeta prijatelja i rodbine i visoku razinu sudjelovanja lokalnog stanovništva. Stoga uopćavanja o primjenljivosti rezultata na druge destinacije mora biti odmjereno. Takve destinacije, na primjer, uključuju turističke enklave gdje je lokalna zajednica fizički i ekonomski izolirana od industrije. Još jedno od ograničenja studije upućuje na potrebno dodatno istraživanje da bi se bolje razumjelo kako DMO može učinkovito iskoristiti snažne razine vrijednosti marke kod lokalnog stanovništva.

community is a potentially valuable resource. Politically however, any marketing communication activities targeting the host community could be seen as controversially diverting funds from other domestic and/or international markets of interest to local tourism businesses and key intermediaries. It is recognised then that the level of engagement with the host community will differ between places. For example, achieving effective exposure could be achieved more efficiently by DMOs in smaller communities and resort destinations than in large metropolitan areas.

In the case of Brisbane the use of a predominantly student sample limits the extent to which the results can be generalised to the wider host community. Nevertheless the results indicate the Brisbane host community's sense of place might be different to the brand identity developed by Brisbane Marketing. This reinforces the need for this type of research that examines the efficacy of the brand strategy and marketing communication tactics. It is acknowledged that this study was undertaken at a destination that enjoys high levels of VFR tourism and high levels of participation by local residents. Therefore generalisations in applicability of the results for other destinations should be tempered. Such destinations include, for example, tourism enclaves where the host community is physically and economically isolated from the industry. A further limitation of the study is that further research is required to better understand how DMOs can effectively take advantage of strong levels of host community brand equity.

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