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**ODRŽIVI WELLNESS TURIZAM:  
UPRAVLJANJE I PROBLEMI PODUZETNIŠTVA**

**SUSTAINABLE WELLNESS TOURISM:  
GOVERNANCE AND ENTREPRENEURSHIP ISSUES**

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**SAŽETAK:** Ovaj rad bavi se izučavanjem upravljanja prostorom na kojem se odvija wellness iskustvo te analizira komponente održive wellness destinacije. U radu se istražuju strategije koje koriste razne destinacije te se raspravlja o prednostima i nedostacima razvoja tog sektora. Razmatraju se i načini na koje se ovo područje preklapa s konferencijskim temama upravljanja i poduzetništva. Wellness turizam može se temeljiti na mnogo različitih načina ponude i na iskustvima korisnika te se o njima raspravlja u radu. Razmatraju se resursi, prirodni i antropogeni te se razvija potreba za usmjerenjem prema autohtonim kulturama i jedinstvenim prirodnim resursima. Prezentiran je održivi model wellness turizma i dane su preporuke destinacijama koje namjeravaju ući na ovo tržište.

**KLJUČNE RIJEČI:** modaliteti ponude, strategija, konkurentno, destinacija, resursi, wellness turizam

**SUMMARY:** This paper examines the management of the space in which the wellness experience occurs, and analyzes the components of a sustainable wellness destination. It examines strategies used by various destinations and discusses the advantages and disadvantages of developing such a sector. The ways in which this field overlaps with the conference themes of governance and entrepreneurship are examined. Wellness tourism can be based on many different supply modalities and customer experiences and these are discussed in the paper. The resources, natural and human are discussed, and the need to focus on indigenous cultures and unique natural resources is developed. A sustainable model for wellness tourism is presented and recommendations are made for destinations planning to enter this market.

**KEYWORDS:** supply modalities, strategy, competitive, destination, resources, wellness tourism

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## 1. UVOD

Prostor na kojem se javlja wellness te upravljanje tim prostorom znatno utječe na kvalitetu iskustva. Kada se wellness turizam doda temeljnim destinacijskim iskustvima, potrebni su znatni pomoci u strategiji, marketingu, fokusu održivosti i osjećaju mjesta. Destinacije diljem svijeta teže privlačenju wellness turista uz pomoć razvoja potrebnih iskustava i infrastrukture. S obzirom na to da industrija wellnessa u Sjedinjenim Američkim Državama generira 200 milijardi \$ (Steiner i Reisinger 2006), a zdravstveni turizam globalno generira oko 7,7 milijardi \$ godišnje, za destinacije su moguće znatne ekonomske koristi (Tourism Queensland 2006). Ovaj rad proučava wellness turizam iz perspektive njegovog upravljanja unutar destinacije i njegovu ponudu onih iskustava koja se često u razvoju oslanjaju na poduzetnički sektor. Ovdje se uzimaju u obzir faktori koji su nužni uspješnoj i održivoj wellness destinaciji, kao i jedinstvene karakteristike tržišta. Prezentirane su i potencijalne prednosti i nedostaci za destinacije koje razvijaju ovaj sektor. Nadalje, usporedno s modelom razvoja, raspravlja se i o resursima wellnessa i politikama koje su potrebne za kreiranje održive destinacije.

Wellness destinacije postoje već stoljećima privlačeći turiste koji na različite načine traže poboljšanje zdravlja. Glavni privlačni faktori destinacija (Steiner i Reisinger 2006) često su jedinstvena prirodna svojstva, poput ljekovitih mineralnih voda, odmarališta i skijališta te svetih mjesta. Prije nekoliko stoljeća turističke destinacije razvile su se prirodno oko tih posebnih elemenata, uz nedostatak politike i planiranja u pozadini njihovog razvoja. Uz te posebne prirodne osobine te uz drugu turističku infrastrukturu koja je uslijedila, privlačnost je porasla. Obzirom na novije nadmetanje za wellness turiste, destinacije više ne mogu biti pasivne i dopuštati svojim destinacijama

## 1. INTRODUCTION

The place in which wellness tourism occurs, the governance of that place significantly influences the quality of experience. When wellness tourism is added to more mainstream destination experiences, significant shifts in strategy, marketing, sustainability focus, and sense of place are needed. Destinations all over the world are seeking to attract wellness tourists by developing the necessary experiences and infrastructure. Given that the wellness industry in the United States generates \$200 billion (Steiner and Reisinger 2006) and health tourism generates about \$7.7 billion per year globally, significant economic gains are possible for destinations (Tourism Queensland 2006). This paper examines wellness tourism from the perspective of its governance in the destination and its supply of such experiences which often rely on the entrepreneurial sector for development. It considers factors necessary for a successful and sustainable wellness destination as well as the unique market characteristics. Potential advantages and disadvantages for destinations developing this sector are also presented. Further, wellness resources and policies required to create a sustainable destination are discussed along with a development model.

Wellness destinations have been in existence for centuries, attracting tourists seeking increased health in various forms. Unique natural features such as mineral healing waters, beach and mountain resorts, and sacred sites are often the key attractors in the destinations (Steiner and Reisinger 2006). Centuries ago, tourism destinations developed quite naturally around such special features with little policy and planning behind their development. Amenities naturally arose close to these special natural features with other tourism infrastructure soon following. Due to more recent competition for wellness tourists, destinations can no longer be passive and allow their destina-

da se prirodno prilagođavaju, već moraju strateški planirati za to tržište i identificirati svoje konkurentske prednosti. Identifikacija resursa i wellness proizvoda te strateško pozicioniranje na tržištu ključni su za uspjeh.

Turistička potražnja, potaknuta baby-boom generacijom, snažna je u području aktivnosti koje pridonose wellnessu uma, tijela, emocija i duha. Ti turisti traže promjene u stilu života, pomlađivanja, predah od iscrpljujućih života, a imaju i gotovo najveće raspoložive prihode među svim demografskim segmentima (Garcia-Ates 2005). Također uočavaju pozitivan učinak koji prirodna i opustošena područja imaju na njihovo blagostanje (de la Barre, de la Barre i Taggart 2004). Pored toga, u SAD-u se vrijednosni sustav turista mijenja od složenosti u korist jednostavnosti, autentičnih iskustava, duhovne uključenosti, usluga volontiranja i brige o ekologiji (Jesawich 2004). Svi ti trendovi upućuju na povećanu potražnju za mnogim oblicima wellness iskustava i postavljaju osnovu za raspravu o wellness destinacijama.

## 2. PREDNOSTI I NEDOSTACI RAZVOJA

Destinacija ima mnogo prednosti pri razvijanju wellness turizma. Prvo, potiče se poduzetništvo i dolazi do povećanog zapošljavanja marginalno zaposlenih stručnjaka. Poduzetnički sektor, s malim i srednjim poduzećima, može pokrenuti razvoj wellness sektora. Ukoliko se on pravilno vodi, može povećati osjećaj za prostor u destinaciji i zdravlje lokalnog stanovništva. Kada su ponude wellness turizma jedinstveni spojevi prirodnih resursa i lokalnih kultura, one mogu lokalnom stanovništvu pružiti nove mogućnosti, čineći cijelu industriju održivijom. To zahtijeva procjenu i razvoj temeljnih sposobnosti resursa wellnessa koje "nije lako imitirati" (Pechlaner i Fischer 2006:69). Drugo, destinaciju se može osnažiti i učiniti održivijom uključivanjem zna-

tions to naturally adapt, but must strategically plan for this market and identify their competitive advantages. Identification of wellness resources and products, and strategic positioning in the market are critical to success.

Tourism demand, fuelled by the baby-boomer generation, is strong for activities contributing to the wellness of mind, body, emotions, and spirit. These tourists seek lifestyle changes, rejuvenation, respite from hectic lives, and have one of the highest disposable incomes of all demographic segments (Garcia-Altes 2005). They also realize the positive effect that natural and wilderness sites have on their well-being (de la Barre, de la Barre and Taggart 2004). In addition, in the United States, tourists' values are changing to favor simplicity over complexity, authentic experiences, spiritual engagement, volunteer service, and concern about ecology (Yesawich 2004). All of these trends point to an increasing demand for wellness experiences of many types, and set the stage for the discussion on wellness destinations.

## 2. DEVELOPMENT ADVANTAGES AND DISADVANTAGES

There are many advantages to destinations for developing wellness tourism. First, it can encourage entrepreneurship and bring upgraded employment to marginally employed practitioners. The entrepreneurial sector, with small and medium enterprises, can lead the development of the wellness sector. If done right, it can enhance the sense of place of a destination, and the health of the local residents. When wellness tourism offerings are unique blends of the natural resources and local cultures, they can pose new opportunities for host communities, making the whole industry more sustainable. This requires an assessment and development of the core competencies of wellness resources which "are not easy to imitate" (Pechlaner and Fischer 2006:69). Second, the destination can be strengthened and made more sustainable by engaging the local community's

nja, ljudi i vještina lokalne zajednice u dizajniranje wellness proizvoda. Iskustva koja se baziraju na destinacijskoj kulturi njegovat će i potencijalno ojačati lokalnu zajednicu. Treće, destinacija se može okoristiti i ekonomski. U pravilu, zdravstveni i wellness turisti nalaze se u višim socio-ekonomskim grupama i/ili su zaposleni na pozicijama gdje se javlja visoka razina stresa, a troše više nego drugi tipovi turista. To se posebno odnosi na one u potrazi za pomlađivanjem i iskustvima relaksacije. Četvrto, iskustva wellness turizma, koja uključuju prirodne resurse mogu pomoći u očuvanju okoliša uz volun-turiste i turiste-filantropce koji pomažu u očuvanju prirodnih postavki i njihovih flora i fauna. Peto, razvoj wellness turizma može biti pokretna sila za diversifikaciju i poboljšanje kvalitete proizvoda i tržišta destinacije, što je ključno za one koji se nalaze u zreloj fazi životnog ciklusa destinacije, a zahtijevaju renovaciju i modernizaciju infrastrukture, nadgradnje i drugih sadržaja. Destinacije također mogu izgraditi smještajne kapacitete različitih stilova, poput pažljivo dizajniranih utočišta u prirodi i ekološki prihvatljivijih građevina. Osoblje zaposleno u wellness centrima mora unaprijediti svoje vještine putem usavršavanja i certifikacijskih programa. Šesto, wellness turizam može biti učinkovita strategija za destinacije koje nastoje povećati broj ponovljenih posjeta, ispuniti razdoblje izvan glavne sezone novima proizvodima ili razviti nova turistička tržišta.

Uz brojne prednosti razvoja wellness turizma, javljaju se i određeni nedostaci. Prvo, može se dogoditi da wellness turizam ne uspije uspješno egzistirati uz hedonistički turizam, zahtijevajući napuštanje drugih oblika turizma. Drugo, može konkurirati za investicije i zemljište u destinaciji, ali i zahtijevati ulaganje znatnih sredstava za razvijanje novih standarda i certifikacija te za usavršavanje novih stručnjaka koji će voditi objekte. Bez toga bilo bi teško kontrolirati kvalitetu ponude, šteto bi se iskustvima turista, promociji od-usta-do-usta i, posljedi

knowledge, people and practices in the design of wellness products. Experiences focusing on the destination culture will nurture and potentially strengthen the host community. Third, the destination can also benefit economically. Typically, health and wellness tourists are in higher socioeconomic groups and/or high stress employment, and spend more than other types of tourists. This is particularly true for those seeking rejuvenation and relaxation experiences. Fourth, wellness tourism experiences involving natural resources can help to preserve the environment with volun-tourists and philanthropic tourists assisting with the preservation of natural settings and their flora and fauna. Fifth, the development of wellness tourism can be an impetus for diversifying and improving the quality of the destination's products and markets, which is critical for those in the mature phase of the destination lifecycle, requiring renovation and modernization of infrastructure, superstructure, and other facilities. The destination may also need to construct different accommodation styles including sensitively-designed retreat centers in nature, and more eco-friendly buildings. Personnel working in wellness centers need to upgrade their skills by training and certification. Sixth, wellness tourism can be an effective strategy for destinations trying to increase repeat visitation, to fill low seasons with a new product, or develop new tourist markets.

While there are various advantages to developing wellness tourism, disadvantages also exist. First, it is possible that wellness tourism may not successfully co-exist beside more hedonistic tourism, requiring the cessation of other types of tourism. Second, it can compete for investments and land in the destination, and also require the investment of significant funds to develop new standards and certifications, and in training new technicians to staff the facilities. Without this, it would be difficult to control the quality of offerings, damaging tourists' experiences, word-of-mouth promotion and subsequently, the reputation of the place. Further, problems associated with un-

čno, ugledu mjesta. Nadalje, također se mogu pojaviti i problemi poput parničenja, povezani s nekvalitetnom ponudom wellness turizma. Treće, u slučaju kada proizvodi i usluge nisu bazirani na lokanim proizvodima i resursima, a oni se ne mogu prestatu i lako obnavljati, mogu se očekivati značajni ekonomski gubici. Moguće je da ne postoji jaka konkurentna ili komparativna prednost za wellness iskustva destinacije. Četvrto, wellness turizam mogao bi biti samo hir kratkog životnog ciklusa koji ne može opravdati značajne investicije u objekte i ljudske resurse.

### 3. NAČINI PONUDE I ISKUSTVA KORISNIKA

Destinacije mogu razviti mnoge oblike wellnessa i iskustava. Kao što je ranije spomenuto, u idealnom slučaju iskustva bi proizlazila iz konkurentnih prednosti destinacije, poput lokalnog znanja o wellnessu, jedinstvenih prirodnih obilježja te autohtonih trava i biljaka. Nužne su inovacije u prilagođavanju tih obilježja i proizvoda kako bi se zadovoljile potrebe suvremenih wellness turista. Stimulacije poduzetničkog sektora važna su komponenta uspjeha.

Stoga, destinacija mora razviti svoja posebna wellness obilježja, sa svojom infrastrukturom, nadgradnjom (objekti i udobnosti stvoreni posebno za turiste), investicijama i ljudskim resursima koje tržište zahtijeva. U studiji određivanja položaja wellness turizma u Australiji, Bennett i drugi (2004) sugeriraju dvije dimenzije wellness proizvoda. Prva dimenzija proteže se od objekata s medicinskim tretmanima do onih sa širim turističkim fokusom. Druga se dimenzija proteže od objekata koji nude uobičajene aktivnosti do onih koje osiguravaju alternativne aktivnosti. Ustanovili su da se u Australiji najveća grupacija objekata nalazi unutar osnovnog/šireg turističkog fokusa, a očekuje se da će u budućnosti vodeći sektor biti grupacija alternativnog/šireg turističkog fokusa.

qualified wellness tourism offerings such as litigation can occur. Third, substantial economic leakages can be expected when products and services are not based on the local products and resources and these cannot be continuously and readily supplied. It is possible that no strong competitive or comparative advantage exists for a destination's wellness experiences. Fourth, wellness tourism could be just a fad with a short lifecycle, which cannot justify significant investments in facilities and human resources.

### 3. SUPPLY MODALITIES AND CUSTOMER EXPERIENCE

Destinations can develop many kinds of wellness modalities and experiences. As mentioned above, ideally experiences would be generated from competitive advantages of the destination such as cultural knowledge of wellness, unique natural features, and indigenous herbs and plants. Innovation in the adaptation of these features and products to meet the needs of current wellness tourists is necessary. Stimulation of the entrepreneurial sector is an important component of success.

The destination, therefore, must develop its special wellness features with its infrastructure, superstructure (facilities and amenities built specifically for tourists), investment, and human resources that the market is seeking. In a positioning study for wellness tourism in Australia, Bennett et al. (2004) suggest two dimensions of wellness products. The first dimension ranges from facilities with medical treatment to those with a wider tourism focus. The second dimension ranges from facilities that offer mainstream activities versus those providing alternative activities. They found that in Australia, the largest grouping of facilities was in the mainstream/wider tourism focus, and the leading sector in the future is expected to be the alternative/wider tourism focus grouping.

It is critical that the wellness features in the destination be integrated into its tourism distri-

Ključno je da objekti wellnessa unutar destinacije budu integrirani u njene turističke kanale distribucije, osiguravajući da su opskrbljivanje informacijama i mogućnosti za buking dostupni turistima i turističkim posrednicima. Već postoje primjeri te integracije sa lječilišnim turizmom gdje pacijent traži tretmane na drugim lokacijama, motiviran troškovima ili dostupnošću pregleda. Zemlje poput Indije i Malezije spojile su svoje bolnice s turističkim agencijama i turoperatorima kako bi bukirali putovanja za članove obitelji ili pacijenta koji se oporavlja. Također su surađivale s agencijama za pograničnu kontrolu kako bi olakšale ili ubrzale ulazak svojih klijenata u državu. Destinacije koje razvijaju svoje wellness tržište mogle bi od njih mnogo naučiti o strateškoj politici i poduzetničkim aktivnostima (iako su proizvod i motivacija za putovanje prilično različiti), dok razmišljaju koji će način ponude, od mnoštva ponuđenih, izabrati. Neki načini navedeni su dalje u tekstu, uz navođenje resursa destinacije koje svaka od njih zahtijeva.

*Fitness i sport.* Ova kategorija omogućava sudjelovanje u sportu u slobodno vrijeme ili u sklopu organiziranog natjecanja. Također uključuje mogućnosti određivanja i unaprjeđivanja razine kondicije uz specijalista za veće i više razine postignuća. To uključuje treninge u fitness centrima, sastanke s profesionalcima u golfu ili tenisu, savjetovanje s osobnim trenerom ili sudjelovanje u utrkama/triatlonima, biciklizam po utrim stazama, pješaćenje, putovanje s rukšacima i vodene sportove. Neki nužni resursi destinacije uključuju sportske objekte (tereni za tenis i golf, trkače staze, gimnastičke dvorane itd.) i sportske trenere.

*Komplementarni tretmani.* Ti tretmani uključuju alternativne ili komplementarne načine liječenja poput akupunkture, kiropraktike, kineziologije, naturopatije, rad na energiji, liječenje biljem, homeopatiju, tradicionalnu kinesku medicinu, ayuverde te

bučion channels, ensuring that information provision and booking facilities are available to tourists and travel intermediaries. There are already examples of this integration with medical tourism, in which the patient seeks treatment in other locations motivated by cost or availability of appointments. Countries such as India and Malaysia have connected their hospitals with tour companies and travel agents to book tours for family members or the recuperating patient. They have also worked with border control agencies to facilitate or fast-track the entry of their clients into the country. Destinations developing their wellness market could learn much from them about the strategic governance and entrepreneurial activities (even though the product and motivation for travel are quite different), while considering a vast array of supply modalities to choose from. Some of the modalities are listed below with a statement of the destination resources needed for each:

*Fitness and Sports.* This category provides for participation in sports at leisure or in an organized competitive setting. It also includes opportunities to assess and improve fitness levels with a specialist for greater or higher levels of achievement. This includes sessions at a fitness center, meeting with a golf or tennis pro, consulting with a personal coach, or participating in races/triathlons, trail biking, hiking, backpacking, and water sports. Some necessary destination resources include sports facilities (tennis courts, golf courses, running tracks, gymnasiums etc.) and sports coaches.

*Complementary Treatments.* These treatments involve alternative or complementary healing modalities such as acupuncture, chiropractic, kinesiology, naturopathy, energy work, herbal remedies, homeopathy, traditional Chinese medicine, Ayurveda, and intuitive healing sessions. Some necessary destination resources include licensed complementary practitioners and healing centers.

*Indigenous Cultures.* Many indigenous cultures and their land carry intrinsic spiritual

intuitivne sesije liječenja. Neki nužni resursi destinacije uključuju licencirane komplementarne praktičare i lječilišne centre.

*Autohtone kulture.* Mnoge autohtone kulture i njihovi prostori sadrže istinske duhovne i lječilišne kvalitete i mogu se kreirati wellness iskustva usmjerena promoviranju i prenošenju tog znanja i pogleda lokalne povijesti i kulture. One uključuju saune, Kahuna ili šaman vidare, cermenonije blagoslava ili godišnjica, tradicionalnu hranu, autohtone biljke te vožnje urođeničkim čamcima. Među potrebnim resursima destinacije su kultura znanja o liječenju, praktičari tih metoda te prikladno prirodno okruženje koje podržava te prakse.

*Lječilišni smještajni kapaciteti.* Neki smještajni kapaciteti pogodniji su za wellness iskustva od drugih. Lječilišni smještajni kapaciteti nude opcije zdrave hrane, ekološki osjetljiv okoliš i/ili lječilišnu atmosferu okruženja i atmosferu smještajnih kapaciteta. Njihovi destinacijski resursi uključuju hotele, gostinjske kuće, noćenja s doručkom, smještaj u prirodi, kao i privlačnost arhitektonskog dizajna za osjećaj mjesta te gostoljubivosti i upoznatost profesionalaca o zdravim opcijama jela i pića.

*Promjena stila života.* Promjena stila života usmjerava se na promjenjive navike i ponašanja prema onim zdravijima koje će se nastaviti kada se turisti vrate kući. Tražene informacije nude treneri življenja, praktičari holističkog zdravlja, dijagnostički sustavi ili nutricionisti. Resursi destinacije koji se traže uključuju praktičara s integriranim znanjem o dijagnozama i načinima kako bi usmjerili promjene stila života.

*Iskustvo prirode.* Ovaj tip wellness iskustva promovira svjesnost, relaksaciju i zadovoljstvo kroz susrete s delfinima, jahanje, posjete botaničkim vrtovima, meditacije u prirodi, eko ture i agrokulturne ture. Također, uključuje i upotrebu prirodnih i organskih materijala poput bilja, morskih trava, blata i cvijeća. Resursi koje destinacija mora

and healing qualities, and wellness experiences aimed at promoting and teaching this knowledge and aspects of local history and culture can be created. These include sweat lodges, Kahuna or shaman healers, blessings or anniversary ceremonies, traditional foods, native plants, activities in nature related to indigenous cultures such as outrigger canoe paddling. Among destination resources needed are a culture of healing knowledge, practitioners of those methods, and appropriate natural surroundings to support these practices.

*Healing Accommodations.* Some accommodations are more conducive to a wellness experience than others. Healing accommodations offer healthy food options, ecologically – sensitive environments, and/or the healing nature of the accommodation's surroundings and atmosphere. Destination resources for these include hotels, guest houses, eco-lodges, bed and breakfast, retreats in natural surroundings, as well as grasp of architectural design with sense of place, and hospitality and food and beverage professionals knowledgeable about healthy options.

*Lifestyle Modification.* Lifestyle modification focuses on changing habits and behaviors to healthier ones to be continued once the tourist returns home. Life coaches, holistic health practitioners, diagnostic systems, counselors, or nutritionists provide the information required. Destination resources needed include practitioners with integrated knowledge of diagnosis and modalities to address lifestyle changes.

*Nature Experience.* This type of wellness experience promotes awareness, relaxation, and pleasure through meaningful encounters with the natural environment. Examples include hiking in nature, swimming with dolphins, horseback riding, visits to botanical gardens, nature meditations, eco-tours, and agricultural tours. It also covers the use of natural and organic materials such as herbs, seaweed, mud, and flowers. Resources that destination need to have include unique natural sites open

imati uključuju jedinstvena prirodna mjesta dostupna turistima te infrastrukturu i sustave tumačenja kako bi se tim mjestima i resursima omogućio pristup.

*Relaksacija i pomlađivanje.* Relaksacija i pomlađivanje primarno se fokusiraju na njegovanje i odmaranje tijela. Mogućnosti se kreću od lakše joge, tai chija i pilatesa do masaže, brige o koži, refleksologije, terapije pozitivnom energijom, akupresure te reikija. Potrebni resursi destinacije su licencirani praktičari i centri liječenja unutar zajednice ili u hotelima.

*"Unutarnje hodočašće."* Česta motivacija za wellness odmora su unutarnje putovanje do samoostvarenja, traženje dubljeg značenja života te rad na osobnoj promjeni. Duhovna svijest pomaže u širenju svjesnosti i olakšava kontakt s najdubljom biti pojedinca. To uključuje vođene meditacije, duhovnu osamljenost, potragu za vizijom, posjete svetim mjestima, duhovna liječenja, povratak prošlog vremena, umjetnost i terapiju umjetnošću, samoodražavanje, sesije osobnog razvoja, čitanje astrologije, sesije s intuitivnim voditeljem, rad na disanju, terapiju plesom ili vođene sesije duhovnog rasta. Potrebni resursi destinacije uključuju sveta mjesta, duhovne voditelje, duhovne centre i prirodnu okolinu.

*Putovanje u svrhu pomaganja drugima.* Filantropija putnika i volon-turizma odgovaraju potrebama ljudi koji zahtijevaju da na neki način doprinesu destinaciji – istodobno pomaganje destinaciji i mogućnost da turisti dobiju osjećaj blagostanja kroz pomaganje. To može uključivati pomaganje u očuvanju prirodnih osobina ili rad s lokalnom zajednicom u vidu podrške. Resursi destinacije uključuju spremnost zajednice na rad s turistima i sposobnost definiranja suvislih projekata.

Ove tipologije wellness turizma nisu iscrpljene, a destinacije mogu izabrati definiranje dugih, temeljene na njihovim komparativnim prednostima. Zapravo, klasteri različitih iskustava, bilo u wellness

to tourists, and infrastructure and interpretive systems to give access to these sites and resources.

*Relaxation and Rejuvenation.* Relaxation and rejuvenation focus primarily on nurturing and relaxing the body. Opportunities range from facilitated Yoga, Tai Chi, and Pilates to massage, skincare, aesthetic procedures, and an array of body treatments. Some of these include cranio-sacral therapy, rolfing, zero balancing, reflexology, polarity, acupressure, and reiki. Destination resources needed are licensed practitioners and healing centers in the community or in hotels.

*Inner Pilgrimage.* The inner journey to self-actualize, find deeper meaning in life, and to work through times of transition is often a motivation for wellness vacations. Spiritual awareness helps expand consciousness and facilitate contact with one's innermost being. This includes guided meditations, spiritual retreats, vision quests, visits to sacred sites, sacred healing, past life regression, art and art therapy, self-reflection, personal development sessions, astrology readings, sessions with an intuitive guide, breath work, dance therapy or guided spiritual growth sessions. Destination resources needed include sacred sites, spiritual guides, retreat centers, and natural environments.

*Travel for the Purpose of Serving Others.* Traveler philanthropy and volun-tourism meet the needs of people seeking to contribute to the destination in some way—both to help the destination and for the tourist to gain a sense of wellbeing through giving. This could include helping to preserve its natural features or working with the local community in a supportive way. Destination resources needed include community willingness to work with tourists, and ability to define meaningful projects.

These typologies of wellness tourism are not exhaustive, and destinations may choose to design others based on their competitive advantages. In fact, clustering of different experiences, either in a wellness center or in a region



centru ili u regiji destinacije mogu biti učinkoviti u povećavanju njihove privlačnosti.

of the destination can be effective to increase its appeal.

#### 4. UPRAVLJANJE DESTINACIJOM ODRŽIVOG WELLNESSA

U ovom dijelu razmatrat će se modeli održive destinacije kako bi se omogućio uvid u način na koji destinacija može razviti konkurentni wellness turizam. Temeljem razmatranja tih modela, izdvaja se jedan model. Model se temelji na modelu Ritchija i Croucha, "Konkurentnost i održivost destinacije", uz neke modifikacije.

U tu svrhu "konkurentnost" se može definirati u okviru mjera učinkovitosti u usporedbi sa sličnim destinacijama, uključujući broj turista, njihovu potrošnju, tržišni udio i ukupne prihode. U posljednje se vrijeme, međutim, definira u kontekstu održivosti destinacije izvan perspektiva orijentiranih prema rezultatima ili onih reaktivnih. Ritchie i Crouch tvrde da je "konkurentnost bez održivosti (destinacije) iluzija" te kako "prava konkurentnost mora biti održiva" (2000:2,5). Slično, Hassan tvrdi da je "usmjeravanje komparativnih prednosti destinacije u konkurentnu tržišnu poziciju" ključ njenog dugoročnog uspjeha (2000:240).

Postojeće definicije konkurentnosti destinacije općenito naglašavaju sposobnost destinacije da razviju svoju snagu i upravljaju njome s dugoročnom perspektivom i suradnjom između inherentno međuzavisnim dionicima (Hassan 2000; Ritchie i Crouch 2000, 2002). Iako su neki istraživači točno odredili ekološke aspekte održivosti (Hassan 2000), tvrdi se da održivost obuhvaća sve aspekte dugovječnosti destinacije, uključujući ekonomske, političke, ekološke i socio-kulturne aspekte (Ritchie i Crouch 2000). Ritchie i Crouch tvrde da se konkurentnost destinacije može definirati kao "sposobnost (destinacije) da poveća turističku potrošnju, da privlači turiste u većoj

#### 4. GOVERNANCE OF A SUSTAINABLE WELLNESS DESTINATION

In this section, models of sustainable destination are reviewed to provide insight into how a destination can develop competitive wellness tourism. Based on a review of such models, a single model is introduced. This model is based on Ritchie and Crouch's (2002) "destination competitiveness and sustainability", with some modifications.

For this purpose, "competitiveness" can be defined in terms of performance measures in comparison to similar destinations including number of tourists, their expenditure, market share, and total receipts. More recently, however, it is defined within the context of sustainability of a destination beyond the outcome-oriented or reactive perspective. As argued by Ritchie and Crouch, "competitive is illusionary without sustainability [of a destination]" and "...true competitiveness must be sustainable" (2000:2,5). Similarly, Hassan argues that "turning the destination's comparative advantages into a competitive market position" is the key to its long-term success (2000:240).

Existing definitions of destination competitiveness commonly emphasize a destination's capability to develop and manage its strengths with a long-term perspective and collaboration among inherently interdependent stakeholders (Hassan 2000; Ritchie and Crouch 2000, 2002). While some researchers have specified the environmental aspect of sustainability (Hassan 2000), it has been argued that sustainability encompasses all aspects of a destination's longevity including economic, political, environmental, and social/cultural aspects (Ritchie and Crouch 2000). According to Ritchie and Crouch, competitiveness of a destination can be defined as "[a destination's] ability to increase tourism expenditure, to increasingly attract visitors while providing them

mjeri uz zadovoljenje nezaboravnog iskustva i da sve to čini na profitabilan način, uz obogaćivanje dobrobiti za buduće generacije" (2002:101).

Modeli se mogu kategorizirati na one koji su orijentirani na faktore koji određuju konkurentnost (npr. Dwyer, Mellor, Livaic, Edwards i Kim 2004; Hassan 2000) i na one koji sadrže elemente destinacijskog menadžmenta (npr. Ritchie i Crouch 2000, 2002). Na primjer, Hassanov model ilustrira 4 glavna elementa tržišne konkurentnosti unutar okvira ekološki održivog turizma. Ti elementi uključuju komparativnu prednost, orijentaciju na potražnju, strukturu industrije i dugoročnu ekološku skrb u destinaciji. Hassan nadalje naglašava važnost suradnje između javnog i privatnog sektora te sudjelovanje lokalnog stanovništva. Dok se neki modeli konkurentnosti destinacije (npr. Dwyer i drugi, 2004; Hassan 2000) usmjeravaju na glavne elemente "konkurentnosti" (konkretne faktore koji destinaciju čine konkurentnom), model Ritchija i Croucha (2000) je opsežniji, s obzirom da ilustrira elemente kao i sustavne faze konkurentnosti i održivosti u širim okvirima destinacijskog marketinga i menadžmenta, uključujući politiku i planiranje. To se čini najprimjerenijim za one destinacije koje se žele uključiti na turističko wellness tržište. Četiri faze i pomoćni faktori Ritchijevog i Crouchovog (2000) modela su:

Prva faza, "prateći faktori i resursi", predstavlja potrebne faktore poput infrastrukture, dostupnosti, sadržajnih resursa, gostoljubivosti lokalne zajednice i poduzeća. Kada su ti resursi dostupni, karakteristike destinacije su faktori koji privlače turiste, a koji su druga faza, "temeljnih resursa i atraktivnosti". Ti faktori uključuju klimu i geografiju, kulturu i povijesti, aktivnosti i događanja koji su dostupni turizmu i nadgradnji. U trećoj fazi, "destinacijskom menadžmentu", potrebno je razviti kolaborativne menadžerske funkcije kako bi se uspostavila i organizirala konkurentnost destinacije u

with satisfying memorable experiences and to do so in a profitable way, while enhancing the well-being for future generations" (2002:101).

Models can be categorized as those that are focused on the determining factors of competitiveness (e.g., Dwyer, Mellor, Livaic, Edwards and Kim 2004; Hassan 2000) and those that incorporate elements of destination management (e.g., Ritchie and Crouch 2000, 2002). For example, Hassan's model illustrates four major elements of market competitiveness within the framework of environmentally-sustainable tourism. Those elements include comparative advantage, demand orientation, industry structure and the destination's long-term environmental commitment. Hassan further emphasizes the importance of cooperation among and between the public and private sectors and involvement of local residents. While some models of destination competitiveness (e.g., Dwyer et al. 2004; Hassan 2000) focus on the major elements of "competitiveness" (specific factors that make a destination competitive), Ritchie and Crouch's (2000) model is more comprehensive, as it illustrates the elements as well as systematic stages of competitiveness and sustainability in a broader framework of destination marketing and management, including policy and planning. This seems to be most appropriate for destinations wishing to enter the wellness tourism market. The four stages and auxiliary factors of Ritchie and Crouch's (2000) model are:

The first stage, "supporting factors and resources" delineates the prerequisite factors such as infrastructure, accessibility, facilitating resources, hospitality of the local communities and enterprise. When these resources are in place, a destination's characteristics are the factors that appeal to tourists which is the second stage, "core resources and attractors". These factors include climate and geography, culture and history, activities and events available for tourism and superstructure. The third stage, "destination management", is where collaborated managerial functions are required to develop and organize destination's competi-

područjima marketinga, financija, ljudskih resursa, istraživanja, kvalitete usluga i turističkog menadžmenta. Četvrta faza je "politika, planiranje i razvoj destinacije" koja treba biti dinamična kako bi se odluke mogle prilagođavati na promjenjivu potražnju i razvoj, kao i na menadžment aktivnosti destinacije. Konačno, "označene i proširene odrednice" upućuju na napore destinacije da unaprijedi svoje snage iz perspektive turista u smislu lokacije, sigurnosti, vrijednosti i imidža u usporedbi s konkurentima.

Kao takvi, modeli konkurentnosti destinacije ili destinacijskog menadžmenta dijele nekoliko zajedničkih komponenti. Na primjer, ističu međuzavisnost sastavnica koje karakteriziraju jedinstvenost mjesta. Bez obzira na to jesu li resursi koji privlače turiste izdašni ili izgrađeni ili to nisu, potvrđuju kako bi destinacija trebala biti u stanju da ih održava i povećava za jedno duže vrijeme. Slično, naglašavaju kako bi suradnja unakrsno i između industrija, vlade i lokalnih zajednica trebala biti u suglasnosti s drugim planovima koji naizgled nisu izravno povezani s turizmom. Taj razvoj koji se temelji na samopromatranju trebao bi biti koordiniran, ne samo kako bi ojačao svoju održivost, već istovremeno i konkurentnost u vanjskom okruženju.

Kako je slučaj i s drugim oblicima turizma, razvoj destinacije wellnessa zahtijeva strateško i zajedničko planiranje te implementaciju i menadžment unutar okvira održivosti kako bi bila konkurentna. Stoga, model čiji su autori Ritchie i Crouch (2002) može se primijeniti na destinacije wellnessa, jer, gledano iz menadžerske perspektive, ilustrira međuovisnost mnogih komponenti i faza konkurentnosti i održivosti destinacije.

## 5. MODEL WELLNESS DESTINACIJE

Temeljeno na modelu konkurentnosti i održivosti destinacije Ritchija i Croucha

and sustainability in the areas of marketing, finance, human resource, research, service quality, and tourist management. The fourth stage is "destination policy, planning and development" which need to be dynamic in order that the decisions can be adaptable to the changing demand and development and management activities of a destination. Finally, "qualifying and amplifying determinants" indicate a destination's efforts to enhance its strengths from the perspective of tourists in terms of location, safety and security, value, and image in comparison to competitors.

As such, models of destination competitiveness or destination management share several common components. For instance, they highlight the interconnectivity among the components that characterize a place's uniqueness. Whether or not the resources that attract tourists are endowed or constructed, they recognize that those should be within a destination's capacity to maintain and enhance for a long time. Similarly, they emphasize that collaboration across and among the industries, government and local communities should be in harmony with other plans seemingly not directly related to tourism. This introspective development should be coordinated to not only strengthen its sustainability but concurrently, competitiveness in the external environment.

As with other forms of tourism, development of a wellness destination necessitates strategic and collaborative planning, implementation and management within a framework of sustainability in order to be competitive. Therefore, the model by Ritchie and Crouch (2002) can be applied to wellness destinations, as it illustrates the interdependence of the many components and the stages of destination competitiveness and sustainability from a managerial perspective.

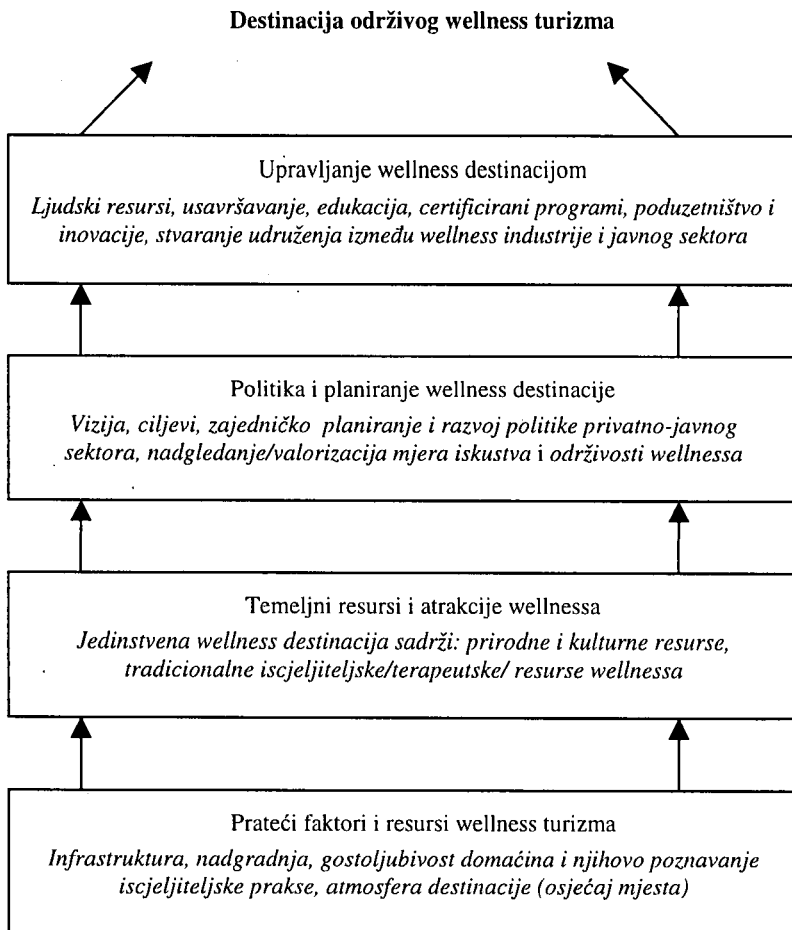
## 5. A WELLNESS DESTINATION MODEL

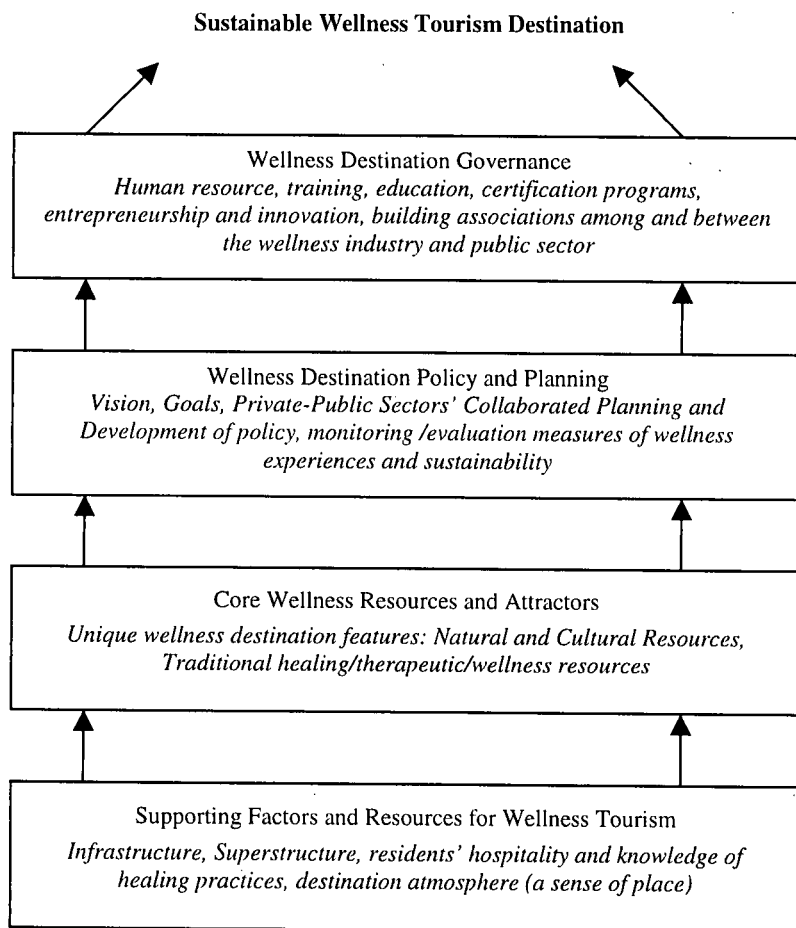
Based on Ritchie and Crouch's (2003) model of destination competitiveness and sus-

(2003), onaj za održivi wellness turizam može se formulirati uz neke modifikacije (Slika 1). Havaji su prikazani kao slučaj kako bi se ilustrirale faze modela, a za odgovarajuće faze kao primjeri se razmatraju i druge destinacije.

tainability, one for sustainable wellness tourism can be formulated with a few modifications (Figure 1). Hawai'i is presented as a case to illustrate the stages in the model and other destination examples are also discussed for corresponding stages.

**Slika 1: Model destinacije održivog wellnessa (prema Ritchie i Crouch, 2000)**



**Figure 1. A Model of Sustainable Wellness Destination***(Adapted from Ritchie and Crouch, 2002)*

U početku destinacije bi trebale identificirati prateće faktore i resurse wellness turizma, s obzirom na to da ne bi bilo ostvarivo razviti taj proizvod ukoliko se turistima ne može pružiti osnovna infrastruktura i prikladan pristup destinaciji. Ti faktori i resursi uključuju aerodrome, ceste, smještajne kapacitete, prostore za pružanje usluga hrane i pića te gostoljubivost lokalne zajednice prema turistima i cjelokupnu atmosferu koja promovira wellness. Na primjer, prateći faktori i resursi wellness proizvoda Havaja

Initially, destinations should identify the supporting factors and resources for wellness tourism, as it would not be feasible to develop this product if tourists cannot be provided with basic infrastructure and appropriate access to the destination to begin with. These factors and resources include airports, roads, accommodations, food and beverage establishments, and the host communities' hospitality toward tourists and the overall atmosphere that promotes wellness. For example, Hawai'i's supporting factors and resources for wellness product are

su izdašni, pošto turistička djelatnost obuhvaća gotovo četvrtinu BDP-a (Ministarstvo gospodarstva, ekonomskog razvoja i turizma 2004). Glasoviti "aloha duh" Havaja svjedoči o sentimentalnosti lokalne zajednice i općenitoj atmosferi destinacije pri dočeku turista.

Uz to, koncept wellnessa može se uklopiti u navedene prateće faktore. Na primjer, restorani koji su orijentirani na zdravlje ili aerodromi i smještajni kapaciteti koji uključuju wellness iskustvo (poput masaže ili tihih mjesta za relaksaciju ili meditaciju) mogu pridonijeti ukupnom wellness iskustvu. Kvalificirana i obučena radna snaga također je važna, a postoje i alternativni modeli edukacije i usavršavanja javnog i privatnog sektora. Edukaciju i usavršavanje često pružaju neprofitne organizacije poput American Spa Therapy Education and Certification Council (<http://www.asteccse.com/2007>) ili strukovna udruženja poput European Spa Association ili Australasian Spa Association (<http://www.australasianspaassociation.com/2007>).

Kada su ti preduvjeti osigurani, destinacija može identificirati temeljne resurse i atraktivnosti wellnessa koji ju čine jedinstvenom. Oni uključuju prirodne i kulturne resurse koji se mogu razviti za potrebe wellness turizma. Prirodne atraktivnosti mogu uključivati elemente prirodnog okoliša poput jezera, rijeka, oceana, planina, šuma i opustošenih područja gdje turisti mogu iskusiti iscjeljenje i wellness. Prirodne atraktivnosti mogu uključivati i autohtone biljke, blato, sol i druge prirodne proizvode koji se koriste u sklopu wellness tretmana. Kao primjer može se navesti Mrtvo more u Jordanu sa svojom bogatom okolinom jedinstvenih ljekovitih voda i atmosferom ([www.visitjordan.com](http://www.visitjordan.com) 2007). Pri identifikaciji tih temeljnih resursa potrebna su pomna istraživanja i planiranje ne samo unutar jedne destinacije već i cijele regije. Na primjer, četiri države (Njemačka, Švicarska, Italija i Austrija) uložile su znatne

abundant, as tourism is a major industry accounting for almost a quarter of gross state product (Department of Business, Economic Development and Tourism 2004). Hawai'i's renowned "aloha spirit" attests to the local communities' sentiment and the overall destination atmosphere for welcoming tourists.

In addition, the concept of wellness can even be infused into these supporting factors. For example, restaurants with a health focus, and airports and accommodations that include wellness experiences (such as massages or quiet places for reflection or meditation) can add to the wellness experience. Skilled and trained human resources are also important, and there are alternate models for public or private sector driven education and training. Education and training are often provided by non-profit organizations such as the American Spa Therapy Education and Certification Council (<http://www.asteccse.com/2007>) or industry associations such as European Spa Association, Australasian Spa Association (<http://www.australasianspaassociation.com/2007>).

Once those prerequisites are in place, the destination can identify its core wellness resources and attractors which make the destination unique. These include natural and cultural resources that can be developed for wellness tourism. Natural attractors may include environmental features such as lakes, rivers, oceans, mountains, forests, and wilderness areas where tourists can experience healing and wellness. Natural attractors would also include the native plants, mud, salt and other natural products used in wellness treatments. An example would be the Dead Sea in Jordan with its rich environment of unique healing waters and atmosphere ([www.visitjordan.com](http://www.visitjordan.com) 2007). Identification of these core resources may take careful research and planning not only within one destination but as a region. For example, significant efforts were made by the four countries (Germany, Switzerland, Italy and Austria) making up the Alpine Wellness Cluster to

napore pri izradi Klastera alpskog wellnessa kako bi se identificirale osnovne sposobnosti temeljene na resursima, a koje su pomogle pri izgradnji regionalne mreže udruženja kako bi se istaknula regija sa sličnim, ali jedinstvenim resursima (Pechlaner i Fischer 2006).

Kulturne atrakcije uključivale bi wellness iskustva, gdje bi se lokalno i autohtono znanje o ljudskom bitku i prirodi uklopilo u tretmane. Mnoge destinacije imaju povijest vezanu uz znanje o iscjeljenju – poput Kine (akupunktura i bilje), Indije (ayurveda) i Havaja (kahuna iscjeljenje). Nadalje, komponentu wellnessa u sebi sadrže i sveta mjesta, kulturni festivali i rituali. Za destinaciju i razvoj proizvoda dostupnih turistima temeljenih na tom znanju nužno je identificirati te prirodne i kulturne resurse i atraktivnosti. Na primjer, kultura, različiti običaji i tradicionalna terapija masažom temeljeni su privlačni turistički resursi Havaja (Crites i Crites 2003).

Ritchie i Crouch (2000) tvrde da su "svjesnost/imidž/marka" dodani posljednjoj fazi njihovog modela - "određivanje i povećavanje smjernica" - zbog popularnosti brandiranja destinacije unutar djelatnosti i akademske zajednice. Međutim, tvrdimo da bi se naponi oko brandiranja mogli (ili trebali) poduzeti u fazi gdje se identificiraju temeljni resursi i atrakcije wellness industrije. To je stoga što se resursi wellnessa lako mogu povezati s kulturom, nasljedem i običajima lokalne zajednice, a koja je, kao posljedica, identitet ili marka destinacije. Također, taj identitet ne bi trebao biti nešto "stvoreno" kako bi zadovoljio želje turista u kasnijim fazama razvoja, već bi trebao biti odraz karakteristika kojima se lokalna zajednica definira kako bi wellness turizam bio održiv.

Za razliku od modela Ritchija i Croucha, treća faza destinacije održivog wellness turizma je "politika i planiranje wellness destinacije". Vjerujemo kako wellness turizam ne može biti održiv bez jasne vizije, kon-

identify resource-based core competencies that helped build a regional alliance network to distinguish the region with similar but unique resources (Pechlaner and Fischer 2006).

Cultural attractors would include wellness experiences where local and indigenous knowledge of the human being and nature are incorporated into the treatments. Many destinations have a history of healing knowledge—such as China (acupuncture and herbs), India (Ayurveda), and Hawai'i (Kahuna healing). Further, sacred sites, cultural festivals, and rituals have wellness components. Identifying these natural and cultural resources and attractors for the destination and developing products accessible to tourists based on this knowledge is necessary. For instance, Hawai'i's distinctive natural resources (the beauty and energy of the land and environment), Hawai'ian culture, diverse customs, and traditional massage therapy are core resources that attract tourists (Crites and Crites 2003).

Ritchie and Crouch (2000) state that "awareness/image/brand" was added to their model's last stage—"qualifying and amplifying determinants"—due to the popularity of destination branding in the industry and academia. However, we argue branding efforts can be (or should be) made in this stage where core resources and attractors for wellness tourism are identified. This is because it is likely that wellness resources are connected with the host communities' culture, heritage, and customs, which in turn is the destination's identity or brand. This is also because this identity should not be something crafted to meet the tourist's wants in later stages of development, but should reflect characteristics that the host communities define themselves in order for wellness tourism to be sustainable.

Unlike Ritchie and Crouch's model, the third stage of a sustainable wellness tourism destination is "wellness destination policy and planning". We believe that wellness tourism cannot be sustainable without a clear vision, specific goals, and positioning in the market of

kretnih ciljeva i pozicioniranja na tržištu, čija potražnja se podudara s temeljnim re-sursima wellness destinacije. Odnosno, razvoj ovog proizvoda bez definiranja ciljeva, temeljnih resursa i ciljnih tržišta, samo zbog toga što je postao jedna od popularnih aktivnosti turista bio bi, gledajući iz perspektive strategije destinacije, kratkoročan. Primjer planiranja wellness turizma bila bi Viktorija u Australiji, gdje je Plan djelovanja spa i wellness turizma razvijen sa sljedećom vizijom:

- Do 2010. godine Viktorija će biti prepoznata kao destinacija izbora za posjetitelje koji traže spa i wellness iskustvo. Snage njenih prirodnih proizvoda i izvora mineralnih i geotermalnih voda i povezanih iskustava spa proizvoda upotpunit će potrebe korisnika za zdravljem i iskustvom blagostanja, a isporuka proizvoda bit će na razini svjetskih standarda (2005:2).

Plan djelovanja osigurao je status potrošačkog tržišta i strategije za razvoj marketinga, proizvoda i infrastrukture.

Politiku planiranja trebalo bi formulirati u suradnji s javnim turističkim uredima i privatnim pružateljima usluga wellnessa u lokalnom zajednicom. Klaster četiri lokacije wellnessa u središnjoj Europi (Slovenija, Mađarska i dvije pokrajine u Austriji – Gradišće i Štajerska) primjer su te suradnje. Klaster je bio uspješan u privlačenju fondova Europske Unije za kreiranje Europskog projekta wellnessa sa strateškim planom wellness turizma u toj prekograničnoj regiji (Lebe 2006). Klaster regiji dodaje više atraktivnosti nego što bi to bio slučaj kada bi jedna od lokacija promovirala taj proizvod. U Kanadi je osnovana radna skupina za wellness turizam. Na Havajima je 2001. godine osnovana Hawai'i Wellness Tourism asocijacija koja predstavlja suradnju između privatnog i javnog sektora u cilju razvoja wellness turizma. Vizija i ciljevi udruženja su u ovoj fazi predstavljeni na sljedeći način:

which demand matches a destination's core wellness resources. That is, developing this product without defining goals, core resources, and target markets, just because it became one of the tourist's popular activities would be myopic from the destination's strategic perspective. An example of planning for wellness tourism would be Victoria, Australia, where Spa and Wellness Tourism Action Plan was developed with this vision:

- By 2010, Victoria will be recognized as the destination of choice for visitors seeking a spa and wellness experience. Its natural product strengths and mineral springs and geothermal waters and associated spa product experiences will fulfill consumer needs for a health and wellbeing experience and the product delivery will be of a world class standard (2005: 2).

The action plan provided the status of consumer market and strategies for marketing, product and infrastructure development.

Policy and planning should also be collaboratively formulated between public tourism offices and private wellness service providers as well as the host communities. A cluster of four wellness locations in Central Europe (Slovenia, Hungary, and two areas in Austria—Burgenland and Styria) is an example of this collaboration. The cluster has been successful in attracting European Union funding to create a European Wellness Project with a strategic plan for wellness tourism in this cross-border region (Lebe 2006). The cluster adds more attractiveness to the region than if just one of the locations were promoting this product. In Canada, a taskforce for wellness tourism has been developed. In Hawai'i, the Hawai'i Wellness Tourism Association was inaugurated in 2001, representing collaboration between private and public sectors to develop wellness tourism. The association's vision and goals were delineated in this stage as follows:

*Vision.* Using progressive models of collaboration, our members share a common in-



*Vizija.* Koristeći progresivni model suradnje, naši članovi dijele zajedničke namjere: razviti i promovirati Havaje kao vodeću destinaciju wellness turizma, doprinoseći ekonomskom zdravlju našeg otoka, a u isto vrijeme isticati našu raznoliku kulturu, svetu zemlju i aloha duh.

#### *Ciljevi:*

- promovirati svijest o tome što wellness turizam jest, ali također i koristi koje on pruža turistima i lokalnim stanovnicima
- aktivno promovirati Havaje kao vodeću wellness destinaciju
- poslužiti kao izvor informacija o mogućnostima wellness turizma na Havajima
- osigurati popis visokokvalitetnih resursa i pružatelja usluga u području wellnessa za lokalno stanovništvo, turiste, turopeatore, menadžere resursa, planere, edukatore, vladine agencije i druge profesionalce
- promovirati turističku djelatnost koja je svjesna wellness turizma i inkorporira ga u svojstvu održive tržišne niše
- promovirati ekonomski održiv razvoj okrenut zajednici, a od kojeg lokalno stanovništvo ima koristi
- unaprijediti iskustva turista upućujući ih na mogućnosti wellnessa
- poticati i zastupati aktivno i rastuće članstvo koje će podupirati aktivnosti i ciljeve udruženja
- privlačiti darove, potpore i donacije koje će potpomoći projekte i aktivnosti u realizaciji spomenutih ciljeva organizacije
- savjetovanje po pitanjima politike i podupiranje promocije wellness turizma Havaja kroz razne lokalne i državne agencije.

Nakon faze planiranja, slijedi faza razvoja i menadžmenta wellness destinacije gdje se ulažu napor kako bi se pružili izvrsni proizvodi i usluge, uključujući razvoj ljudskih resursa kroz programe eduka-

cent: to develop and promote Hawai'i as a premier destination for wellness tourism, contributing to the economic health of our islands while emphasizing our diverse culture, sacred land and aloha spirit.

#### *Goals:*

- To promote awareness about what wellness tourism is and the benefits it offers tourists and residents alike.
- To actively market Hawai'i as a premier wellness destination.
- To serve as a resource for information about wellness tourism opportunities in Hawai'i.
- To provide a list of top quality wellness resources and providers for residents, tourists, tour operators, resource managers, planners, educators, government agencies and other professionals.
- To promote a tourism industry that is aware of and incorporates wellness tourism as a viable niche market.
- To promote community-based, sustainable economic development that benefits local residents.
- To enhance tourists experiences through guiding them to wellness opportunities
- To encourage and represent an active and expanding membership which will support the association's activities and purposes.
- To attract gifts, grants, and bequests of money to support projects and activities for accomplishing the foregoing purposes of the organization.
- To advise on matters of policy and support efforts to promote wellness tourism in Hawai'i by various local and state agencies.

After the planning stage, the stage for wellness destination development and management is ensued where efforts are made to provide excellent products and services, including development of human resource through training and educational programs and offering of certification systems for the service provider. In this

cije i usavršavanja i ponudu certificiranih sustava za pružatelje usluga. U ovoj fazi trebalo bi utvrditi marketinške aktivnosti kako bi se izgradila svijest i pozitivan imidž paralelno s brandiranjem napora uspostavljenih u ranijoj fazi (temeljni resursi i atrakcije wellnessa). Također osporavamo da u modelu Ritchija i Croucha nedostaje manifestacija suradničkih napora. Kako je Hawai'i Wellness Tourism Association i dokazalo, između pružatelja usluga i vladinih agencija u području turizma koje dijele viziju i ciljeve za destinaciju i lokalnu zajednicu mogu se osnovati razni oblici udruženja za suradnju. Nadalje, upravljanje wellness turizmom na razini destinacije bilo bi djelotvornije kada bi to partnerstvo ujedinilo resurse kako bi se razvila "wellness imovina" te postavili standardi kvalitete, valorizacije, nadzora i prilagođavanja.

S vizijom i konkretnim ciljevima, Havajsko udruženje wellness turizma je 2003. godine pokrenulo program članstva koji nalaže proces imenovanja kako bi se upravljalo kvalitetom i ugledom udruženja. Uspostavljen je i etički kodeks u svrhu održavanja, kontrole i unaprjeđenja kvalitete članova. Udruženje sada predstavlja preko 70 havajskih pružatelja usluga i resursa wellness turizma, nudi usavršavanja za djelatnike u putničkim agencijama i radionice na nacionalnim konferencijama. Ono opskrbljuje svoje članove adresarom svih pružatelja usluga na svojim web stranicama (<http://www.hwta.net>, 2007) i raznim pogodnostima za članove (poput popusta na programe usavršavanja, brošura, mogućnosti umrežavanja). U slučaju Alpine Wellness International, Inc., organizacija koja surađuje na regionalnoj razini, potencijalni partneri koji pružaju proizvode i usluge koji jedinstveno karakteriziraju resurse Alpa, valoriziraju se temeljem četiri kriterija (alpski karakter, relaksacija, fitness i zdravlje) (Alpine Wellness International 2004; Pechlaner i Fischer 2006).

stage, marketing activities should be established to build awareness and a positive image in line with branding endeavors instituted in the earlier stage (core wellness resources and attractors). We also contest that the specific manifestation of collaborative efforts is missing in Ritchie and Crouch's model. As exemplified by the Hawai'i Wellness Tourism Association, various types of associations for collaboration can be established between and among service providers and tourism governmental agencies with shared vision and goals for the destination and the host communities. Furthermore, managing wellness tourism at a destination level would be more effective, if this partnership pools resources together to develop wellness assets, set standards for quality, evaluation, monitoring, and adaptation.

With a vision and specific goals, the Hawai'i Wellness Tourism Association started a membership program in 2003 which requires a nomination process to manage the quality and reputation of the association. The code of ethics was also developed to maintain, control, and enhance quality of members. The association now represents over 70 of Hawai'i's wellness tourism service providers and resources, offers training for travel agents and workshops at national conferences. It supplies members with a directory of providers on its website (<http://www.hwta.net>, 2007) and various membership benefits (such as discounts on training programs, newsletters, networking opportunities). In the case of Alpine Wellness International, Inc., a regional cooperative organization, the prospective partners who provide products and services uniquely characterizing Alpine resources, are evaluated based on the four criteria (Alpine character, relaxation, fitness, and health) (Alpine Wellness International 2004; Pechlaner and Fischer 2006).

Developing sustainable wellness tourism begins with the destination defining its own vision, goals, and identity. It can be accomplished through cooperation among the industry, the public sector, and the host communities

Razvoj održivog wellness turizma započinje tako da destinacija definira svoju viziju, ciljeve i identitet. To se može postići suradnjom unutar industrije, javnog sektora i lokalne zajednice u smislu razvoja i upravljanja resursima wellness turizma. Uspjeh wellness turizma ovisit će o tome može li destinacija kreirati tržište potražnje koje cijeni njegove snage te o načinu na koji se postižu zajednički ciljevi zainteresiranih strana bez iscrpljivanja resursa koje su razlog dolaska turista.

## ZAKLJUČAK

Ovaj rad razmatrao je čimbenike koji su uključeni u upravljanje održivom i konkurentnom wellness destinacijom. Razmotrene su prednosti i nedostaci koje destinacije koje namjeravaju razviti ovaj sektor moraju uzeti u obzir. Prezentirani su različiti oblici wellness turizma i resursi destinacije koji su potrebni za svaki od njih. Nadalje, prezentiran je model destinacije wellness turizma temeljen na onome kojeg su razvili Ritchie i Crouch.

U razvoju wellness destinacije presudni su zadaci nacionalnih, državnih i lokalnih turističkih ureda. Oni uključuju kreiranje vizije te poticanje dijaloga između stručnjaka u području wellnessa i industrije kako bi mogli surađivati u stvaranju wellness usluga. Također je potrebno poticati inovacije u proizvodnji i identificirati najbolje proizvode i vještine. To bi moglo uključivati kreiranje certifikata za kvalitetu i/ili označavanje programa. Kako bi se pomoglo turistu u pronalaženju usluga, turistički ured također mora kreirati bazu podataka svih stručnjaka i proizvoda koji bi se mogli pretraživati putem Interneta. Razvoj wellness proizvoda također se mora potaknuti potporama i drugim poticajnim mjerama, paralelno s edukacijom, usavršavanjem i programima istraživanja. Razvoj wellness udruženja pomoći će turizmu i industriji wellnessa u stvaranju sinergije (Lebe 2006).

for developing and managing resources for wellness tourism. Success of wellness tourism will depend on whether or not a destination can create customer markets that value their strengths, and on how the shared goals of stakeholders are achieved without depleting the resources for which tourists come.

## CONCLUSION

This paper has examined the factors involved in governing a sustainable and competitive wellness destination. Advantages and disadvantages, that destinations planning to develop this sector should consider, have been discussed. Different modalities of wellness tourism and the destination resources needed for each have been presented. Further, a model for a wellness tourism destination has been presented, based on one developed by Ritchie and Crouch.

The tasks of the national, state, or local tourism office in developing a wellness destination are critical. They include building the vision, encouraging a dialog between wellness practitioners and the industry so that they can collaborate in creating the wellness services. It is also necessary to encourage innovation in production and to identify the best products and practices. This could include creating quality certification and/or labeling programs. To assist the tourist in finding services, the tourism office also needs to create a database of practitioners and products searchable on the Internet. Wellness product development should also be encouraged with grants, and other supportive measures, hand-in-hand with education, training, and research programs. The development of a wellness association will assist the tourism and wellness industries to act synergistically (Lebe 2006). The knowledge, skills, resources, traditions, and practices that are the key to a successful wellness destination must ideally be captured in an evolving knowledge base that can be accessed by providers, customers and planners alike.

Znanje, vještine, resursi, tradicije i praksa, koji su ključ uspješne wellness destinacije, moraju biti idealno spojeni u razvijajuću bazu znanja kojoj na isti način mogu pristupiti dobavljači, korisnici i planeri.

Idealno, suradničke i skupne napore pri razvoju sektora wellness turizma vode nacionalne turističke organizacije. Mnogo je primjera suradnje na čelu kojih se nalaze turistički uredi destinacije, uključujući Spa Health and Wellness Tourism Taskforce Kanadske turističke komisije, osnovane 2004. godine. Ova radna skupina, koja je svoj rad započela kao dio Povjerenstva za inovacije i poboljšanje proizvoda unutar komisije, ističe kako su resursi i privlačni čimbenici Kanade razvijeni kao dio novog turističkog proizvoda države. Potrebno je sudjelovanje i vodstvo turističkih ureda i drugih vladinih organizacija kako bi se proizvodi i usluge kroz klasifikaciju i certificirane sustave unutar destinacije standardizirali, kontrolirali i obogatili. To je posebno važno kod wellness turizma koji je orijentiran prema uslugama. Primjeri zemalja gdje se to već implementiralo uključuju Tajland, gdje Federacija tajlandskih spa centara

(<http://www.federationofthaispa.com> 2007) nudi akreditirane programe od strane Ministarstva javnog zdravstva te Malezija, gdje su se udružile tri organizacije: Ministarstvo zdravlja, Udruženje za razvoj malezijske vanjske trgovine te Tourism Malaysia (<http://www.virtualmalaysia.com/destination/health> 2007). U Austriji, Mađarskoj, Njemačkoj, Monaku i Indiji također se mogu naći primjeri uspješnog wellness turizma kojeg potiče javni sektor. Wellness destinacije zahtijevaju i metode valorizacije kako bi se nadzirale ne samo financijske učinkovitosti, već i stupanj održivosti njihovih postupaka. To je još jedan zadatak za kojeg bi trebali biti nadležni državni turistički uredi.

Ostaju, međutim, mnoga pitanja vezana uz wellness turizam, a koja se tiču destina-

Cooperative and collaborative efforts to develop the wellness tourism sector are ideally spearheaded by the national or state tourism organization. There are many examples of collaboration headed by destination tourism offices, including the Spa Health and Wellness Tourism Taskforce by the Canadian Tourism Commission, established in 2004. This taskforce being under the Product Innovation and Enhancement Committee within the commission indicates that Canada's resources and attractors for wellness experiences are developed as part of the country's new tourism products. Participation and leadership by tourism offices and other governmental agencies is needed to standardize, control, and enhance the quality of products and services through classification and certification systems within a destination. This is particularly important for service-oriented wellness tourism. Examples of countries where this has taken place include Thailand where the Federation of Thai Spas (<http://www.federationofthaispa.com> 2007) has accreditation programs by the Ministry of Public Health, and Malaysia where three organizations collaborated: the Ministry of Health, the Malaysia External Trade Development Corporation, and Tourism Malaysia (<http://www.virtualmalaysia.com/destination/health/> 2007). Other successful public-sector initiated wellness tourism examples exist in Austria, Hungary, Germany, Monaco, and India. Wellness destinations also need evaluation methods to monitor not only financial performance but also the degree of sustainability of their practices. This is again a task for which the government tourism office needs to be responsible.

There remain, however, many questions regarding wellness tourism from the destination's perspective. The most notable is the over-abundance of spas. Destinations would be wise to consider more comprehensive products and services that nurture both the tourists, the destination, and its residents, and it has been pointed out that innovation from the entrepreneurial sector will be important in this devel-

cije. Najistaknutije je ono o povećanoj izdašnosti spa centara. Destinacijama bi bilo mudro da razmotre proizvode i usluge koje su opsežnije te njeguju i turiste i destinaciju i njene stanovnike, a istaknuto je kako će inovacije poduzetničkog sektora biti važne u tom razvoju. Druga pitanja uključuju potrebu certifikacije stručnjaka, integracije kulture u iskustvo wellnessa i veće edukacije turista i stanovništva o proizvodima i uslugama. Još jedno pitanje vrijedno razmatranja budućih planiranja je integracija tehnologije u wellness proizvod. Poboljšanje ljudskog postojanja uz pomoć novih tehnologija u sljedećim će desetljećima postati svakodnevnica, a destinacije trebaju razmotriti kako će taj trend utjecati na njihove turiste koji će i dalje tražiti pomlađivanje, relaksaciju, duhovnu povezanost i najvišu moguću razinu wellnessa.

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oment. Other questions include the need for certification of practitioners, the integration of the culture into the wellness experience, and the need for more education of the tourists and residents about the products and services. An additional issue worthy of consideration in future planning is the integration of technology into wellness products. The enhancement of the human being through new technologies is likely to be commonplace in the decades ahead and destinations might consider how this trend will impact their tourists who continue to seek rejuvenation, relaxation, spiritual connectedness, and wellness to the highest degree possible.

*Note: This paper was presented at the 2008 Odyssey Conference organized by University of Zagreb Faculty of Economics, in Cavtat, Croatia in June 2008. Some of the content of the paper is also in the forthcoming book by R. Bushell, and P. Sheldon, "Wellness Tourism: Mind, Body, Spirit, Place"; 2008 Cognizant Communications.*

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