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**RAZVOJ STRATEŠKE VIZIJE: INTEGRACIJA PRINCIPA ODRŽIVOG
RAZVOJA U PLANIRANJE TURISTIČKE DESTINACIJE**

**STRATEGIC VISIONING: INTEGRATING SUSTAINABLE DEVELOPMENT
PRINCIPLES IN TOURISM DESTINATION PLANNING**

SAŽETAK: Iako se briga za održivi razvoj redovito prikazuje kao temelj suvremenog planiranja i upravljanja turističkim destinacijama, stalno se propituju razmjeri legitimne primjene ovog pristupa u praksi. Stoga je predloženo da se tijekom razvoja strateške vizije (što je općeprihvaćeni pristup planiranju u kontekstu korporacija i društvenih zajednica) u proces planiranja turističke destinacije uključe višestruke perspektive dionika. Ovaj rad predstavlja rezultate intervjua s dionicima provedenih tijekom dvije vježbe razvoja strateške vizije u Australiji. Razvoj strateške vizije za turističke destinacije nedovoljno je empirijski istražen pa rad ispituje koliko ovaj pristup doprinosi praktičnoj primjeni principa održivog razvoja.

KLJUČNE RIJEČI: razvoj strateške vizije, održivi razvoj, planiranje, turističke destinacije

SUMMARY: While sustainable development is asserted to underpin contemporary approaches to tourism destination planning and management, the extent to which this legitimately occurs in practice has been repeatedly questioned. Therefore, strategic visioning, a well accepted planning approach in corporate and community contexts, has been proposed as a means of incorporating multiple stakeholder perspectives into the tourism destination planning process. This paper reports on the findings of interviews undertaken with stakeholder participants of two strategic visioning exercises in Australia. Little empirical research on strategic visioning in a tourism destination context has been undertaken and this paper examines the potential of this approach in addressing the principles of sustainable development in practice.

KEYWORDS: strategic visioning, sustainable development, planning, tourism destinations

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1. UVOD

Turistička aktivnost može pozitivno djelovati na cjelokupni razvoj određenog lokaliteta. Međutim, pokazalo se da nepostojanje adekvatnih planskih okvira za razvoj prikladnih oblika turizma dovodi do uništavanja niza destinacija diljem svijeta. Razvoj turizma stoga ne bi trebao počivati na *ad hoc* pristupu nego na sveobuhvatnom okvirnom planu i unaprijed utvrđenim razvojnim strategijama (Hall, 2000; World Tourism Organization [UNWTO], 2000). Ovakve su tvrdnje dobile na važnosti pojavom paradigme održivog razvoja i općim usvajanjem mišljenja da planiranje turističkih destinacija treba počivati na principu održivog razvoja (Hall, 1998; Jafari, 1990; Page i Thorn, 1997; Potts i Harrill, 1998; Sharpley, 2009). Pa ipak, unatoč činjenici da je logika održivog razvoja široko prihvaćena, svijest o povezanosti održivog razvoja s planiranjem turističke destinacije, uključivanje svih dimenzija održivog razvoja u planiranje turističkih destinacija, politika i programa, još uvijek predstavlja poteškoću (Jepson, 2004). Primjerice, uključivanje mnogobrojnih dionika u planiranje turističke destinacije i proces donošenja odluka stalno se u praksi pojavljuje kao problem (Caffyn i Jobbins, 2003; Hall, 2000; Simpson, 2001).

Akademске i nevladine organizacije poput Svjetske turističke organizacije Ujedinjenih naroda već godinama ukazuju na potrebu za uključivanjem široke baze dionika u planiranje destinacija i donošenje odluka. U praksi se ova retorika rijetko kad ostvarila. Dapače, stručna literatura prepuna je dokumentiranih prikaza planiranja turističkih destinacija koja nisu uključila sve dionike, ili je njihovo sudjelovanje bilo minimalno, odnosno simboličko, bez ikakve mogućnosti da ostvare smislen doprinos procesu (Blackstock, 2005; Brunt i Courtney, 1999; Faulkner, 2003; Hohl i Tisdell, 1995; Mitchell i Reid, 2001; Sharpley, 2009; Simmons, 1994;

1. INTRODUCTION

Tourism activity can create many positive impacts for host destinations, yet the absence of adequate planning frameworks to guide appropriate forms of tourism development has proven to be to the detriment of many destinations around the world. It is argued that tourism development should not be permitted to progress in an *ad hoc* manner without an overall guiding framework and predetermined strategies for development objectives (Hall, 2000; World Tourism Organization [UNWTO], 2000); arguments which have become increasingly relevant following the advent of the sustainable development paradigm and the widespread acceptance that tourism destination planning should be underpinned by such principles (Hall, 1998; Jafari, 1990; Page and Thorn, 1997; Potts and Harrill, 1998; Sharpley, 2009). Yet, despite the broadly accepted logic of sustainable development and its recognised relationship to tourism destination planning there still continues to be difficulty in incorporating the full range of its dimensions into destination planning, policies and programs (Jepson, 2004). In particular, engaging multiple stakeholder groups into tourism destination planning and decision-making is an ongoing challenge in practice (Caffyn and Jobbins, 2003; Hall, 2000; Simpson, 2001).

Academics and non-governmental organisations such as the UNWTO have lamented the need for, and importance of, broad-based stakeholder engagement in destination planning and decision-making activities for many years. However, in practice the rhetoric has not been a reality for many destinations. Indeed, the literature is awash with documented tourism destination planning cases where stakeholder groups are not involved in the process at all, or if they are, involvement is minimal or tokenistic which leaves little opportunity for meaningful input (Blackstock, 2005; Brunt and Courtney, 1999; Faulkner,

Simpson, 2001; Tosun i Timothy, 2003). Mnogi su istraživači primijetili da je iz procesa planiranja pomoću modela opunomoćenog zastupanja često isključena ili potisnuta lokalna zajednica. Mnogobrojni su i raznovrsni razlozi tome, a može se raditi o financijskim troškovima i nedostatku vremena, diobi ovlasti i strahu od gubitka kontrole nad stvarima o kojima je ranije odlučivala isključivo struka. Nadalje, tu je i bojazan da članovi lokalne zajednice ne mogu procijeniti i razumjeti potencijale turističkog razvoja ili su oni sami apatični prema aktualnom procesu participacije (Cole, 1997; Jackson i Morpeth, 1999; Jenkins, 1993; Madrigal, 1995; McIntyre, 1993; Trousdale, 1999; Weaver, 2006). Unatoč svemu tome, postizanje ciljeva održivog razvoja ovisi o usvajanju participativnog modela koji podrazumijeva stvarno uključivanje članova lokalne zajednice, dionika iz vladinih agencija i industrije same, a sve u svrhu postizanja određene razine slaganja o razvojnim ciljevima, smjernicama i konačnim ciljevima za destinaciju (Faulkner, 2003; Simpson, 2001).

Veći broj autora drži da razvoj strateške vizije omogućava istinsko sudjelovanje dionika u ostvarivanju cilja održivog razvoja turističke destinacije (Beatley, 1995; Berke, 2002; Jayawardena, 2003; Page i Thorn, 1997; Ritchie, 1993, 1999; Ritchie i Crouch, 2000). Razvoj strateške vizije, nastavak rasprostranjenije metode strateškog planiranja, stavlja poseban naglasak na prikupljanje i sučeljavanje stavova mnogobrojnih dionika, organizacija i pojedinaca, kako iz industrije tako i iz redova lokalne zajednice, a sve kako bi se suradničkim i participativnim metodom pokušalo razviti "zajedničku" viziju budućnosti destinacije (Ritchie, 1993). Cilj je uključiti sve dionike u definiranje prikladnih oblika razvoja javno vođenim procesom, a na temelju istaknutih vrijednosti i konsenzusa. Vjeruje se da dobro artikulirana vizija, razvijena tijekom konsenzualnog djelovanja relevantnih dionika, daje smjer i pruža osnovu tradicionalnijim aktivnostima

2003; Hohl and Tisdell, 1995; Mitchell and Reid, 2001; Sharpley, 2009; Simmons, 1994; Simpson, 2001; Tosun and Timothy, 2003). Many have noted that it is the resident community in particular that are often excluded or sidelined through proxy representation. The reasons for this are many and varied and can include the financial and time costs, dilution of power and loss of control over matters previously internal to the industry, residents not equipped to assess and understand tourism development potential, and apathy towards ongoing participation (Cole, 1997; Jackson and Morpeth, 1999; Jenkins, 1993; Madrigal, 1995; McIntyre, 1993; Trousdale, 1999; Weaver, 2006). However, sustainable development objectives hinge on the adoption of a participatory model, involving the meaningful engagement of the resident community, along with industry stakeholders and relevant government agencies to generate some level of agreement on development objectives, directions and goals for the destination (Faulkner, 2003; Simpson, 2001).

One tourism destination planning approach that has been purported to legitimately address the stakeholder engagement objectives of sustainable development is strategic visioning (Beatley, 1995; Berke, 2002; Jayawardena, 2003; Page and Thorn, 1997; Ritchie, 1993, 1999; Ritchie and Crouch, 2000). Strategic visioning, an extension of the more common process of strategic planning, has a particular emphasis on bringing together the views of the many organizations and individuals of both the industry and the destination community through collaborative and participative methods in an attempt to develop a 'shared' vision of the future of the destination (Ritchie, 1993). The objective of this approach is for all stakeholders to be involved in determining appropriate forms of development through a publicly driven process based on stakeholder values and consensus. A well articulated vision that has been developed through a consensual process between relevant stakeholders is said to provide the focus and basis for the more tra-

u planiranju turističke destinacije (Ritchie, 1993, 1999).

Do danas je u turističkoj literaturi objavljen vrlo mali broj radova na temu razvoja strateške vizije, a empirijska istraživanja primjene strateške vizije u planiranju turističke destinacije tek treba poduzeti. Stoga su provedeni dubinski intervjui s dionicima koji su sudjelovali u dvije vježbe razvoja strateške vizije za planiranje destinacije. Vježbe su provedene u Queenslandu, u Australiji. Cilj je bio ispitati kako sudionici percipiraju mogućnosti i izazove koje sa sobom nosi razvoj strateške vizije te utvrditi u kojoj mjeri primjena strateške vizije može olakšati integraciju ciljeva održivog razvoja u planiranje turističke destinacije, što sugerira znanstvena literatura (Faulkner, 2003; Ritchie, 1993, 1999; Ryan, 2002).

U radu se prvo razmatra pojam razvoja strateške vizije i njegova primjena na planiranje turističke destinacije. Slijedi prikaz metodologije, prikazi slučaja, rezultati i diskusija. Uzevši u obzir da Hall (2000) osporava postojanje optimalnog oblika turističkog planiranja te da tvrdi kako je produktivnije usmjeriti pažnju na razvoj općenitijih i fleksibilnijih okvira planiranja, rezultate istraživanja upotrijebljeni su kako bi se istaknulo nekoliko praktičnih naputaka za razvoj vizije destinacije u praksi, s posebnim naglaskom na ostvarivanje ciljeva održivog razvoja u planiranju turističke destinacije.

2. POJAM RAZVOJA STRATEŠKE VIZIJE

U organizacijskom kontekstu vizija se može definirati kao praktična i ostvariva slika ili opis prirode poslovanja neke organizacije u doglednom vremenu (Hussey, 1999; Korac-Kakabadse i Kakabadse, 1998) te se smatra važnim elementom strateškog planiranja (Mintzberg, 1994). Vizija se razvija s

ditional tourism destination planning activities (Ritchie, 1993, 1999).

While there is a small body of work in the tourism literature related to strategic visioning, empirical research has yet to be undertaken to investigate the application of the strategic visioning approach to tourism destination planning. Therefore, in-depth interviews were conducted with a sample of stakeholder participants of two tourism destination strategic visioning planning exercises undertaken in Queensland, Australia. The objective of the research was to explore, from the participant's perspective, the opportunities and challenges of strategic visioning and to draw conclusions as to the extent to which this approach can in fact facilitate the integration of sustainable development objectives into tourism destination planning as has been suggested by academics in the field (Faulkner, 2003; Ritchie 1993, 1999; Ryan, 2002).

A review of the strategic visioning concept and its applications to tourism destination planning are presented before the study methodology is outlined and the case studies over-viewed. Research results are presented and discussed. Given Hall's (2000) claims that the optimum form of tourism planning is a contested concept and that it is more productive to focus attention on developing more generic and flexible planning frameworks, this paper utilises the findings of the empirical research to highlight several practical lessons for destination visioning in practice, particularly in terms of addressing sustainable development objectives in tourism destination planning.

2. THE STRATEGIC VISIONING CONCEPT

In an organisational context, a vision can be defined as a practical and achievable picture or description of the nature of an organization's business as it is intended to be at some time in the future (Hussey, 1999; Korac-Kakabadse and Kakabadse, 1998) and is recognized as an important component of

ciljem okupljanja ljudi oko neke usuglašene svrhe te određivanja početne točke u razvoju strateških planova (Hunt i Buzan, 1999; Nanus, 1992; Wolf i Gering, 1998). Činjenica je da literatura o korporativnoj strategiji posvećuje mnogo pažnje viziji kao dijelu procesa strateškog planiranja. Proces razvoja vizije (eng. *visioning*) vrijedan je jer istovremeno pruža rješenja za prevladavanje nesigurnosti, nejasnoća i složenosti organizacijskih struktura te nudi fleksibilniji, integrativniji pristup razvoju strategije (Brache i Freedman, 1999; Vogel i Swanson, 1988; Westley i Mintzberg, 1989).

Na temelju Mintzbergovih radova Ritchie (1993) je prikazao razlike između strateškog planiranja i razvoja strateške vizije. Ritchie uočava da je na jednom kraju spektra tradicionalan preskriptivni model strateškog planiranja koji razumijeva planiranje kao mehanički, formalno visoko strukturiran, logički i kontroliran proces za koji je u konačnici odgovoran glavni izvršni direktor. U tom se slučaju razvoj vizije smatra odgovornošću organizacijskog vodstva te je u vezi s moći i kontrolom (Hunt i Buzan, 1999; Levin, 2000; Westley, 1992). Na suprotnoj se strani nalazi ideja o oblikovanju strategije zajedničkom strateškom vizijom. Tim se pristupom želi ostvariti dinamični evolutivni razvoj strategije u nekom vremenu, a uslijed stalnog i opetovanog procesa promišljanja i djelovanja. Za razliku od razvijanja vizije kao aktivnosti kojom se bavi organizacijsko vodstvo, razvoj strateške vizije počiva na premisi da uspješnost vizije ovisi o uključivanju mnoštva ljudi te da bi organizacijsko vodstvo trebalo tek olakšavati oblikovanje kolektivnih ideja članova organizacije (Covey, 1990; Kelley, 1992; Senge, 1990; Shipley i Newkirk, 1992; Westley, 1992). Zagovornici razvoja strateške vizije tvrde kako reprezentativna skupina dionika može bolje razviti viziju neke organizacije zbog svog većeg iskustva, raznorodnih znanja, različitih perspektiva i potpunijeg razumijevanja grupacija koje po-

strategic planning (Mintzberg, 1994). Developing a vision has the objective of bringing people together in an alignment of purpose and to provide a point from which strategic plans are developed (Hunt and Buzan 1999; Nanus, 1992; Wolf and Gering, 1998). Certainly the vision aspect of the strategic planning process has received considerable attention in the corporate strategy literature. Here the process of vision development, or 'visioning', is recognised as valuable in terms of responding to uncertainty, ambiguity and increasingly complex organisations while concomitantly offering a more flexible and integrative approach to strategy development (Brache and Freedman, 1999; Vogel and Swanson, 1988; Westley and Mintzberg, 1989).

Drawing on Mintzberg's body of work Ritchie (1993) illustrates the distinctions between strategic planning and strategic visioning. Ritchie notes that at one end of the spectrum is the traditional prescriptive model of strategic planning where planning is mechanical, formal, highly structured, logical, and controlled and an exercise for which the chief executive is ultimately responsible. Here, vision development is seen as a responsibility of organisational leaders and as such bound within power and control (Hunt and Buzan 1999; Levin, 2000; Westley, 1992). At the opposite end is the notion of crafting strategy through a shared strategic vision. The intention is that it is a dynamic and evolving exercise where strategies develop over a period of time as a result of an ongoing and iterative process of thinking and acting. In contrast with notions of vision development as an activity only within the realm of organisational leaders, the strategic visioning approach is based on the premise that a successful vision depends on the participation of many people and that leaders should only act as facilitators of the collective ideas of those in the organization (Covey, 1990; Kelley, 1992; Senge, 1990; Shipley and Newkirk, 1998; Westley, 1992). Advocates of the visioning approach argue that a representative group of stakeholders are better positioned to develop an organisational vision because of their wider experience, di-

stoje među dionicima (Christenson i Walker, 2004).

Zahvaljujući svom korporativnom podrijetlu, pojam razvoja strateške vizije naveli su se primjenjivao u području društvenog planiranja (Shipley i Newkirk, 1998; Walzer i Deller, 1996; Walze *et al.*, 1995). Zahvaljujući pokretima koji su tijekom šezdesetih i sedamdesetih godina prošlog stoljeća promovirali participativnost te zahtjevima da se građani osnaže za sudjelovanje u donošenju odluka koje će utjecati na njihove živote (Elder, 1975; Sewell i Phillips, 1979), strateški razvoj vizije prepoznat je kao izuzetno vrijedan pristup društvenom planiranju jer podrazumijeva uključivanje čitavog niza sudionika koji zastupaju različita mišljenja i moguća rješenja te olakšava postizanje društvenog konsenzusa o smjernicama za budućnost (Klein *et al.*, 1993; Walzer *et al.*, 1995).

Razvoj strateške vizije i planiranje turističke destinacije

Shvaćanje kako različite skupine dionika, uključujući i stanovnike određenog područja, trebaju sudjelovati u planiranju turističke destinacije vrlo je prisutno u stručnoj literaturi (Blackstock, 2005; Brunt i Courtney, 1999; Hohl i Tisdell, 1995; Mitchell i Reid, 2001; Simmons, 1994; Simpson, 2001; Tosun i Timothy, 2003). Primjena razvoja strateške vizije u kontekstu turističke destinacije po svom je cilju slična društvenom planiranju: približiti stavove mnogobrojnih organizacija i pojedinca, predstavnika industrije i lokalne zajednice, mehanizmom koji dionicima omogućuje sudjelovanje u izradi plana za svoju destinaciju (Mair, Reid i Taylor, 2000). Često se naziva razvojem vizije destinacije (eng. destination visioning), a Ritchie (1993) tvrdi da je to nova, ali važna ekstenzija rasprostranjenijeg procesa strateškog planiranja za turističke destinacije. Dok su u procesu strateškog planiranja smjernice za buduću

versity of knowledge and perspective and fuller appreciation of stakeholder constituencies (Christenson and Walker, 2004).

Stemming from its corporate origins, the strategic visioning concept has also been widely applied in the field of community planning (Shipley and Newkirk, 1998; Walzer and Deller, 1996; Walzer *et al.*, 1995). Based on the public participatory movements of the 1960s and 1970s and demands for citizen empowerment to participate in the decision making processes that will affect them (Elder, 1975; Sewell and Phillips, 1979), strategic visioning has been identified as a particularly valuable community planning approach as it is founded on incorporating a broad cross section of participants, seeking divergent opinions and options, and facilitating consensus amongst the community about future directions (Klein *et al.*, 1993; Walzer *et al.*, 1995).

Strategic Visioning and Tourism Destination Planning

The notion that multiple stakeholder groups, including the resident community, should participate in tourism destination planning activities is well supported in the literature (Blackstock, 2005; Brunt and Courtney, 1999; Hohl and Tisdell, 1995; Mitchell and Reid, 2001; Simmons, 1994; Simpson, 2001; Tosun and Timothy, 2003). Similar to the objectives of community planning, the application of the strategic visioning planning approach in a tourism destination context also has the goal of bringing together the views of the many organizations and individuals of both the industry and the destination community through a mechanism that allows stakeholders to become involved in setting the future agenda of their destination (Mair, Reid and Taylor, 2000). Often referred to as 'destination visioning', Ritchie (1993) claims that it is a new but important extension of the more common process of strategic planning utilised for tourism

razvoj turističke destinacije implicirane, temeljni smisao razvoja strateške vizije nalazimo u razvijanju određene razine konsenzusa o odgovarajućim oblicima razvoja (Ritchie i Crouch, 2000).

Iznimno je važna činjenica da dobro razrađena vizija destinacije do koje su konsenzualno došli dionici može usmjeriti proces strateškog planiranja te potaknuti suradnju unutar destinacije (Faulkner, 2003). Primjerice, razvoj strateške vizije zapravo oblikuje okvir koji pruža općenite smjernice za vrste glavnih objekata, događanja i programa koji su u skladu s vrijednostima za koje se zalažu dionici te s njihovim željama za dugoročni razvoj i dobrobit zajednice (Ritchie, 1993). Postojanje vizije omogućuje da dugoročne perspektive utječu na svakodnevne odluke (Faulkner, 2003). Tvoreći strukturan, strateški definiran participativni okvir u kojem djeluju pojedine poduzetničke tvrtke i organizacije, vizija omogućava donositeljima odluka na svim razinama da u svakodnevnom procesu odlučivanja uzmu u obzir i dugoročne ciljeve. Važno je da vizija za destinaciju točno definira prirodu dugoročnog, većinom ireverzibilnog razvoja glavnih elemenata destinacije. Kako će vizija dugi niz godina pokretati razvoj određene destinacije, odabir vizije od kritične je važnosti (Ritchie, 1993; Ryan, 2002).

Ritchie i Crouch (2000) priznaju da postizanje konsenzusa o "idealnom budućem stanju" neke destinacije nije uvijek lako u složenim, demokratskim društvima. Ipak, oni smatraju da je najvažnije da se dionici u određenoj destinaciji slože da konačna vizija treba pomiriti smislen i operativan "san" o budućnosti njihove destinacije (san koji odražava vrijednosti koje dionici zastupaju) s okolnostima i ograničenjima na tržištu. Iz toga slijedi da, osim predstavnika industrije i relevantnih agencija iz javnog sektora, u proces razvoja strateške vizije neizostavno treba uključiti i lokalnu zajednicu. To je nužno ako se želi da vizija točno odražava istinski zajednički stav svih zainteresiranih te da dje-

destinations. While the direction for future tourism destination development is implicit in strategic planning, the underlying philosophy of strategic visioning is to develop some level of consensus on appropriate forms of development (Ritchie and Crouch, 2000).

Importantly, a well-articulated destination vision that has been constructed in a manner so to ensure that it represents a consensus among stakeholders can provide the focus for the strategic planning process and importantly, can act as a vehicle for mobilising cooperative action within the destination (Faulkner, 2003). For instance, strategic visioning essentially formulates the framework which provides broad guidelines as to the kinds of major facilities, events, and programs that stakeholders find most consistent with their values and aspirations for the long term development and well being of the community (Ritchie, 1993). A vision also provides a means for ensuring that a longer-term perspective informs day-to-day decisions (Faulkner, 2003). By creating a more structured, strategically focused and participative framework for individual enterprises and organizations to operate within, a vision contributes to ensuring that decision-makers at all levels take longer-term considerations into account in their daily decisions. Importantly, the vision developed for a destination should define the nature of long term major developments, many of which are irreversible, so the choice of vision is absolutely critical, as it will set in motion the development of the destination for many years to come (Ritchie, 1993; Ryan, 2002).

Ritchie and Crouch (2000) acknowledge that developing consensus on a shared 'ideal future state' for a destination is not always easy within diverse, democratic societies. However they consider that what is important is that destination stakeholders agree that the final vision statement provides both a meaningful and operational 'dream' for the future of their destination - one that reflects the values of the destination stakeholders while not ignoring the realities and constraints of the marketplace. It follows that the meaningful engagement of the community, with industry

luje kao relativno stabilna referentna točka za sve buduće akcije (Faulkner, 2003).

Pojam razvoja vizije destinacije nalazimo i u kolaborativnom pristupu turističkom planiranju koji je ekstenzivno obrađen u literaturi (Bramwell i Lane 2000; Jamal i Getz, 1995; Roberts i Simpson 2000; Simpson, 2001) jer proces razvoja vizije može poslužiti kao katalizator za uspostavu suradnje među mnogobrojnim dionicima turističke destinacije (Faulkner, 2003; Getz i Jamal, 1994). Bramwell i Lane (2000) zapažaju da je jedan od primarnih ciljeva suradničkih aranžmana razviti stratešku viziju ili plan destinacije. Zaista, suradnja je proces u kojem suprotstavljene strane mogu konstruktivno istražiti svoja različita mišljenja i zajedno iznaći rješenja koja nadilaze pojedinačna ograničena poimanja mogućnosti (Gray, 1989). Nadalje, Ayers (1996) zapaža da je razvoj strateške vizije posebno vrijedan u kontekstu turističke destinacije jer niti jedna agencija ili organizacija nema sve ovlasti koje su nužne za pronalaženje rješenja pa je tako suradnja obavezna. Nadalje, Ruzanen i Cooper (2004) tvrde da razvoj strateške vizije može ublažiti fragmentaciju sustava turizma.

Razvoj strateške vizije i održivo planiranje turističke destinacije

Vjeruje se kako je planiranje turističke destinacije razvojem strateške vizije u bliskoj vezi s ciljevima i principima održivog turističkog razvoja (Beatley, 1995; Berke, 2002; Choi i Sirakaya, 2005; Choy, 1991; Faulkner, 2003; Getz i Jamal, 1994; Jayawardena, 2003; Page i Thorn, 1997; Ryan, 2002; Smith, 2003). Na primjer, Cooper (2002) tvrdi da postoji jasna sinergija između usvajanja principa održivog turizma i disciplinirane, dugoročne perspektive koju omogućuju strateško planiranje i razvoj vizije destinacije. Page i Thorn (1997), pak, dokazuju da nepostojanje nacionalne vizije za turizam predstavlja glavnu zapreku razvoju održivog

stakeholders and relevant public sector agencies, is an essential ingredient in the visioning process. Such engagement of stakeholders is essential if the vision that eventuates is to provide an accurate reflection of a truly shared position of all concerned and if it is to provide a relatively stable reference point for future action (Faulkner, 2003).

Notions of destination visioning also resonate with the collaborative approaches to tourism planning that have been extensively discussed in the literature (Bramwell and Lane 2000; Jamal and Getz, 1995; Roberts and Simpson 2000; Simpson, 2001) as the visioning process can provide a catalyst for establishing collaboration among the multiple stakeholders of a tourism destination (Faulkner, 2003; Getz and Jamal, 1994). Bramwell and Lane (2000) note that one of the primary objectives of collaborative arrangements is to develop a strategic vision or plan for a destination. Indeed, collaboration is a process through which parties who see different aspects of a problem can constructively explore their differences for solutions that go beyond their own limited vision of what is possible (Gray, 1989). Further, Ayers (1996) notes that strategic visioning is particularly valuable in a tourism destination context as no one agency or organisation has complete jurisdiction over the solution and thus collaboration is imperative, while Ruhanen and Cooper (2004) claim that it can help to overcome fragmentation within the tourism industry.

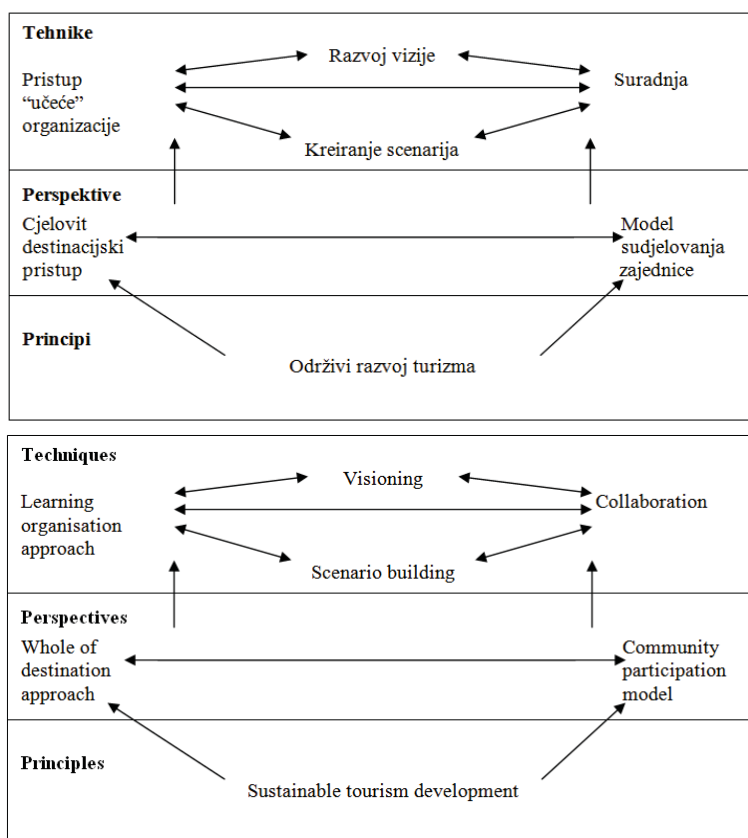
Strategic Visioning and Sustainable Tourism Destination Planning

The visioning approach to tourism destination planning is deemed to be closely linked with sustainable tourism development objectives and principles (Beatley, 1995; Berke, 2002; Choi and Sirakaya, 2005; Choy, 1991; Faulkner, 2003; Getz and Jamal, 1994; Jayawardena, 2003; Page and Thorn, 1997; Ryan, 2002; Smith, 2003). For instance, Cooper (2002) claims there is a clear synergy between the adoption of sustainable tourism principles

turizma. Slično tome, Faulkner (2003) smatra da je filozofska osnova razvoja strateške vizije sadržana u principima održivog razvoja turizma (prikaz 1). On taj zaključak izvodi prvenstveno iz međusobne povezanosti agende održivosti i razvoja strateške vizije koji iziskuje uključivanje članova lokalne zajednice i sudjelovanje predstavnika svih relevantnih grupa nositelja interesa.

and the disciplined, longer-term perspective provided by the strategic planning and visioning of tourism destinations, while Page and Thorn (1997) have argued that the absence of a national vision for tourism is a major constraint on achieving sustainable tourism. Similarly, Faulkner (2003) regards the philosophical foundations of the visioning approach to be encapsulated by sustainable tourism development principles (Figure 1). He primarily attributes this to the interrelationship between the sustainability agenda and strategic visioning which necessitates an inclusive, community participation approach involving representatives of all relevant stakeholder groups.

Prikaz 1. Okvir za strateško upravljanje i planiranje destinacije
Figure 1: A Framework for Destination Strategic Management and Planning



Izvor: Faulker, 2003

Source: Faulkner, 2003

Koncept održivog razvoja ponosno se predstavlja kao model planiranja za 21. stoljeće, a razvoj vizije za turističku destinaciju istovremeno uključuje nezaobilazni dugoročni pristup i snažno sudjelovanje zajednice koja pristaje uz buduće ciljeve za destinaciju (Cooper, 2002). Međutim, vrijednost ovog pristupa ograničena je (ne)spremnošću planera destinacije i tvoraca politika da prihvate istinski integrirani participativni model. Razvoj vizije zahtijeva usvajanje tehnika koje mijenjaju ulogu dionika u planiranju destinacije: umjesto čisto konzultativnog sudjelovanja u procesu, dionici bi trebali biti stvarno uključeni u zajedničko donošenje odluka. Pri tome je pravi izazov potaknuti autonomne dionike na suradnju u ostvarivanju međusobno prihvatljivog stava o budućim izazovima i preferiranim ciljevima za destinaciju.

Ako održivost predstavlja korak dalje od idealizma, kako bi se stvarno podržale razvojne smjernice turističkih destinacija, neophodni su nam pristupi planiranju koji istovremeno usvajaju stratešku perspektivu i uključuju mnogobrojne grupe dionika u planiranje turističke destinacije i donošenje odluka. Razvoj vizije predstavljen je kao metoda koja se bavi nedostacima planiranja turističke destinacije u pogledu održivog razvoja (Faulkner, 2003; Ritchie i Crouch, 2000). Ipak, tek treba provesti empirijska istraživanja primjene, mogućnosti i izazova koje pred nas stavlja metoda razvoja strateške vizije u planiranju turističke destinacije. Stoga je provedeno empirijsko istraživanje na uzorku koji se sastojao od sudionika dviju vježbi razvoja vizije turističke destinacije u Queenslandu, u Australiji. Svrha je bila istražiti kako sudionici percipiraju proces razvoja strateške vizije i odrediti olakšava li uistinu vizija destinacije integraciju ciljeva održivog razvoja u planiranje turističke destinacije u praksi, kao što to sugeriraju brojni autori (Beatley, 1995; Berke, 2002; Choi i Sirakaya, 2005; Choy, 1991; Faulkner, 2003; Getz i Jamal, 1994;

The sustainable development concept has been touted as the planning agenda for the 21st century and tourism destination visioning has the twin advantages of including both the required long-term approach whilst also engineering strong community involvement and 'buy in' for the future of the destination (Cooper, 2002). However, the value of the approach is limited to the extent to which destination planners and policy makers embrace a truly integrated participatory model. Visioning requires the adoption of techniques that shift stakeholder participation in destination planning from simply consulting to the meaningful engagement of stakeholders in joint decision-making. Certainly the challenge is to engender stakeholders, who normally act autonomously of each other, to work together towards a mutually acceptable position on emerging challenges and preferred futures for the destination.

If sustainability is to move beyond idealism and legitimately underpin the development directions of tourism destinations, planning approaches which adopt a strategic perspective while concomitantly engaging multiple stakeholder groups into tourism destination planning and decision-making are essential. Visioning has been offered as one method to address the deficiencies of tourism destination planning in terms of sustainable development (Faulkner, 2003; Ritchie and Crouch, 2000). However, empirical research has yet to be undertaken to investigate the application, opportunities and challenges of the strategic visioning approach to tourism destination planning. Therefore, empirical research was undertaken with a sample of participants from two tourism destination visioning exercises undertaken in Queensland, Australia. The purpose was to explore stakeholder's perceptions of the strategic visioning process and determine whether in practice destination visioning does in fact facilitate the integration of sustainable development objectives into tourism destination planning as has been suggested by a number of authors (Beatley, 1995; Berke, 2002; Choi and Sirakaya, 2005; Choy,

Jayawardena, 2003; Page i Thorn, 1997; Ryan, 2002; Smith, 2003).

1991; Faulkner, 2003; Getz and Jamal, 1994; Jayawardena, 2003; Page and Thorn, 1997; Ryan, 2002; Smith, 2003).

3. ISTRAŽIVAČKE METODE

Želeći utvrditi u kojoj mjeri razvoj strateške vizije pri planiranju turističke destinacije olakšava integraciju principa održivog razvoja, proveli smo dubinske, polustrukturirane intervjuve sa sudionicima (n=12) dviju vježbi razvoja strateške vizije za turizam: Gold Coast i Redland Shire (North Stradbroke Island). Intervju je uključio sve dionike koji su sudjelovali u vježbama razvoja strateške vizije. Uzorkovanje je bilo provedeno tehnikom „snježne grude“ (Jennings, 2001), a uzorak je uključivao predstavnike lokalnih vlasti destinacije (šifra=Govt), članove turističke industrije (turooperatore i pružatelje usluga) (šifra=Ind), konzultante (šifra=Consult), i stanovnike odabrane destinacije (šifra=Res).

Intervjui su osmišljeni kako bi se zaobilježila promišljanja sudionika i njihov doživljaj procesa razvoja strateške vizije. Kao i u slučaju studije turističkog planiranja koju su proveli Williams, Penrose i Hawkes (1998), cilj je bio prikupiti mišljenja ispitanika o potencijalima, slabostima i rezultatima procesa planiranja. Odgovori dionika predstavljeni su pomoću manifestnih i latentnih kodova (Babbie, 1998) proizišlih iz analize: koristi, izazovi, motivacija, principi održivosti, strateško planiranje, sudjelovanje dionika i primjenjivost. Višestruki odgovori kodirani su i prezentirani, a uključeni su i podaci o destinaciji (šifre GC za Gold Coast i RS za Redland Shire) te afilijaciji sudionika.

Prikazi slučaja za razvoj vizije destinacije

Gold Coast

Gold Coast je veliko primorsko središte u jugoistočnom Queenslandu i šesti po veličini

3. RESEARCH METHODS

To examine the potential of strategic visioning as a tourism destination planning approach that facilitates the integration of sustainable development principles, in-depth, semi-structured interviews were conducted with a sample of 12 participants from two Australian destinations that have undertaken a strategic visioning exercise for tourism: the Gold Coast and Redland Shire (North Stradbroke Island). Interview participants were all stakeholders who had participated in the visioning exercises and were identified via a snowball sampling strategy (Jennings, 2001) and included: the local government authority of the destination (code=Govt), members of the tourism industry (operators and service providers) (code=Ind), consultants (code=Consult), and destination residents (code=Res).

The interviews were designed to capture respondents' reflections and perceptions of the strategic visioning process and as with Williams, Penrose and Hawkes' (1998) study of tourism planning, gain stakeholder perspectives on the strengths and weaknesses and outcomes of the planning process. Stakeholder responses are presented according to the manifest and latent coding (Babbie, 1998) derived from the analysis: benefits, challenges, motivation, sustainability principles, strategic planning, stakeholder participation and applicability. Multiple responses have been coded and presented and respondent identifiers of destination (codes GC = Gold Coast and RS = Redland Shire) and stakeholder affiliation included.

The Destination Visioning Case Studies

Gold Coast

The Gold Coast is a large South-East Queensland coastal centre and is the sixth larg-

grad u Australiji s populacijom većom od 500 000 stanovnika (Gold Coast City Council, 2012) i oko 4 milijuna posjetitelja godišnje (za godinu dana do 31. ožujka 2012.) (Tourism Queensland, 2012). Gold Coast već se dugo smatra prvorazrednom turističkom destinacijom. Svoj položaj na vrhu zahvaljuje sretnoj kombinaciji prirodnih čimbenika (70 kilometara obale) i nizu poduzetnika s vizijom. Iako je Gold Coast doživio brz i uspješan rast do devedesetih godina prošlog stoljeća, niz pokazatelja ukazao je na činjenicu da je Gold Coast zrela destinacija s ranim znakovima stagnacije, usporedivim s iskustvima obalnih turističkih odmarališta u drugim krajevima svijeta.

Faulkner (2003:43) je stoga ustvrdio kako se „... pristup planiranju i upravljanju destinacijom treba iz temelja promijeniti ako želimo da se regija pomladi i ostane konkurentna u dužem razdoblju“. Projekt Gold Coast Tourism Visioning (GCTV) pokrenut je upravo da bi se otklonila opasnost od stagnacije, a s ciljem utvrđivanja grupe ključnih vrijednosti i principa koji bi podržali razvoj destinacije u smjeru održivog prosperiteta tijekom srednjoročnog i dugoročnog razdoblja (10 do 20 godina). GCTV projekt također je nastojao *ad hoc* pristup turizmu zamijeniti pristupom koji uključuje gospodarsku, društvenu i ekološku dimenziju. Novi pristup rezultirao bi novim modelima upravljanja te sustavnijim i dinamičnijim rastom turizma (Centre for Tourism and Hospitality Management Research, nd).

Vježba razvoja vizije za Gold Coast održala se tijekom radionice za vrijeme koje su dionici sudjelovali u donošenju odluka i postavljanju temelja za strateško planiranje destinacije. Opisujući rezultate radionice Faulkner i Noakes (2002: i) zabilježili su da

„Projekt Gold Coast za razvoj vizije u turizmu artikulira grupu ključnih vrijednosti i principa koji pridonose ostvarivanju željenog cilja održivog prosperiteta vodeće australske turističke destinacije tijekom srednjoročnog i dugoročnog razdoblja (10 do 20 godina). Radi se o svojevrsnom izazovu destinaciji Gold Coast da se odmakne

est city in Australia, with a resident population of over 500,000 (Gold Coast City Council, 2012) and annual visitation of some 4 million (year ended 31 March 2012) (Tourism Queensland, 2012). The Gold Coast has long been acknowledged as Australia's premier tourist destination, a position established as a consequence of a fortunate combination of natural coastal assets (70 kilometres of coastline) and a sequence of visionary entrepreneurs.

Although the Gold Coast experienced quite rapid and successful growth up until the 1990s, a range of indicators highlighted the fact that Gold Coast was a mature destination showing some early signs of stagnation, paralleling the experience of coastal tourist resorts elsewhere in the world.

For this reason Faulkner (2003:43) claimed, "...a fundamental shift in the approach to destination planning and management is necessary if the region is to rejuvenate and remain competitive in the longer term". To address such concerns the Gold Coast Tourism Visioning (GCTV) project was instigated with the objective of articulating a set of core values and principles that would underpin a preferred future for the sustainable prosperity of the destination in the medium to longer term (10 to 20 years). The GCTV project also sought to move from an *ad hoc* approach to tourism to one that integrates economic, social and environmental dimensions to evolve new patterns of managing and growing tourism in a more systematic and dynamic way (Centre for Tourism and Hospitality Management Research, nd).

The Gold Coast visioning exercise used the creation of a vision, in the format of a visioning workshop, as a means of engaging stakeholders in decision-making and setting the foundations for strategic planning in the destination. Reporting on the outcomes Faulkner and Noakes (2002: i) note that

"The Gold Coast Tourism Visioning Project articulates a set of core values and principles that underpin a preferred future for the sustainable prosperity of Australia's leading tour-

od svoje prošlosti ad hoc pristupa turizmu i zamijeniti ga pristupom koji uključuje gospodarsku, društvenu i ekološku dimenziju. Tako bi se izgradili novi modeli upravljanja, a rezultat bi bio sustavniji i dinamičniji rast turizma u novom stoljeću. Turizam je ključna komponenta neizbježne tranzicije prema strategijama održivog razvoja u razvijenim zapadnim demokracijama poput Australije.“

Kako bi se potaklo sudjelovanje svih dionika, olakšala suradnja i maksimalno povećalo sudjelovanje u procesu primijenjen je čitav niz metoda: intervjui s dionicima, fokus grupe, radionice, savjetodavni odbori i istraživački program koji se sastojao od trinaest središnjih istraživačkih projekata i pozadinskih studija (CRC za održivi turizam, nd).

North Stradbroke Island

Druga vježba za razvoj strateške vizije prikazana u ovom radu provedena je među pripadnicima zajednice s otoka North Stradbroke, Redland City, u Queenslandu, Australiji. Ova otočna destinacija znatno je manja od Gold Coast destinacije; otok se nalazi na obali zaljeva Moreton i dio je Redland Cityja, grada koji se nalazi istočno od Brisbanea, glavnog grada Queenslanda. Pokrajina uključuje nekoliko urbaniziranih predgrađa i poljoprivrednih područja na kopnu te nekoliko otoka. Redland City ima oko 125 000 stanovnika te se zajedno s drugim regijama u području Brisbanea nalazi među najbrže rastućim područjima u Australiji. Kako je Redland City nastao širenjem susjednog Brisbane Cityja on i nema jaku gospodarsku bazu. Gradsko vijeće ključnim djelatnostima drži malo poduzetništvo, turizam i poljoprivredu (Redland Shire Council, 2003; 2002). Ipak, tijekom 2009. godine Redland City ugostio je 166 000 uglavnom domaćih i posjetitelja iz iste države, od kojih su mnogi posjetili North Stradbroke Island. Ta se otočna destinacija nalazi na 24 kilometra od obale

ism destination in the medium to longer term (10 to 20 years). It challenges destination Gold Coast to move from a past ad hoc approach to tourism to one that integrates economic, social and environmental dimensions to evolve new patterns of managing and growing tourism in a more systematic and dynamic way in this new century. Tourism is a key component of the inevitable transition to sustainable development strategies in advanced western democracies such as Australia”.

The process involved a variety of methods to encourage stakeholder engagement, facilitate a collaborative approach and maximise involvement in the process. Specific methods included: stakeholder interviews; focus groups; workshops; advisory committees; and a research program that consisted of thirteen core research projects as well as additional background studies (CRC for Sustainable Tourism, nd).

North Stradbroke Island

The second strategic visioning exercise investigated in this study was conducted for the North Stradbroke Island community of Redland City, Queensland, Australia. This island destination is considerably smaller than the previous case study; the island just one part of the Redland City, located east of Queensland's capital city, Brisbane, on the coastline of Moreton Bay. The Shire includes a number of mainland urbanized suburbs and farming areas, as well as several islands including the popular tourist island of North Stradbroke. Redland City has a population of approximately 125,000 and along with other regions in the Brisbane area is considered one of the fastest growing areas in Australia. Due to the fact that the City is essentially a spill over of the neighbouring Brisbane City, it does not have a strong economic base, although the Council considers key industries in the shire to be small business, tourism and some farming (Redland Shire Council, 2003; 2002). Yet in the year ended December 2009 the City received 166,000 mostly domestic and intrastate

i vožnja čamcem do otoka traje 50 minuta (Redland City Council, 2010).

Iako se radi o vježbi puno skromnijih razmjera od vježbe provedene u destinaciji Gold Coast, u suradnji s lokalnim vlastima i državnim ministarstvom turizma za potrebe otoka razvijena je „vizija održivog turizma“ s ciljem identificiranja i utvrđivanja okvira i vrijednosti koji bi trebali voditi razvoj održivog turizma na otoku (Sustainable Tourism Services, 2002). Namjera nije bila izraditi preskriptivni plan nego tek ponuditi smjernice koje će upravljati uspostavljanjem strateških prioriteta za dugoročnu održivost turizma na otoku North Stradbroke. Važno je napomenuti kako je cilj procesa bio osigurati da se pri donošenju dnevnih odluka u turizmu uzme u obzir dugoročna perspektiva. Lokalne društvene vrijednosti ugrađene su u stratešku viziju kako bi se među dionicima postigao konsenzus po pitanju željenog smjera razvoja turizma na otoku (Sustainable Tourism Services, 2002).

Proces razvoja vizije sastojao se od niza sastanaka i radionica koje su se održavale na otoku kako bi se pripadnicima zajednice omogućilo da svojim komentarima pridonesu procesu. Osnovan je i koordinacijski odbor koji se sastojao od članova zajednice, a zadatak mu je bio nadgledati razvoj vizije. Vanjski konzultanti sudjelovali su na sastancima kao moderatori. Sudionici radionica za razvoj vizije dobili su na uvid i podatke iz više od trideset izvješća o planiranju i okolišu.

4. REZULTATI ISTRAŽIVANJA

Na samom početku s ispitanicima se raspravljalo o vrijednostima i koristi od razvoja strateške vizije kao metode u planiranju turističke destinacije. Ispitanici su prepoznali dvije ključne koristi: poboljšanje sposobnosti donošenja odluka (n=7) i snažnije uključivanje dionika u proces turističkog planiranja (n=6). Kao što je jedan ispitanik primijetio,

visitors, many of who visited North Stradbroke Island which is approximately 24 kilometres offshore or 50 minutes from the mainland by boat (Redland City Council, 2010).

Albeit on a much smaller scale than the Gold Coast exercise, a ‘Sustainable Tourism Vision’ for the island was developed in partnership with the local government and the State tourism authority to identify and determine a framework and set of values to guide the future development of sustainable tourism on the island (Sustainable Tourism Services, 2002). The intention was not to provide a prescriptive plan but a direction to guide the establishment of strategic priorities for ensuring the long-term sustainability of tourism on North Stradbroke Island. Importantly, a goal of the process was to ensure that a longer-term perspective informed day-to-day decisions regarding tourism. Community values underpinned the development of the strategic vision with the objective of bringing about a level of consensus amongst stakeholders regarding the preferred direction for tourism on the island (Sustainable Tourism Services, 2002).

The visioning process involved a series of meetings and workshops held on the island to allow the community to comment and provide input. A community steering committee was established to oversee the development of the vision and external consultants were engaged as facilitators of the meetings. The visioning workshops were supplemented by a review of over thirty planning and environmental reports.

4. RESEARCH RESULTS

To begin, the value and benefits of strategic visioning as a tourism destination planning method was discussed with respondents. Respondents identified two key benefits: improved decision-making capacity (n=7) and the opportunity to enhance stakeholder engagement in the tourism planning process (n=6). As one respondent noted,

„Važno je da su grupe koje su ranije mislile da se nalaze na suprotnim stranama zapravo увидjele da to baš i nije slučaj. Kako su stvari išle dalje, otkrili smo da se ljudi koji su s nama sjedili za stolom načelno slažu o mnogim stvarima, ali da zapravo upotrebljavaju različite riječi... no kad su jednom sjeli za stol i porazgovarali, shvatili su da zapravo govore vrlo slične stvari“ (RS/Govt).

Međutim, sudionici istraživanja primijetili su i da ovaj pristup uključuje određene poteškoće, ili izazove: teško je ostvariti predanost dionika nekoj ideji ili cilju (n=10); vođenje procesa može biti problem (n=3). Prema riječima sudionika,

„Vrlo je teško složiti se o zajedničkim ciljevima za budućnost, izgraditi zajedničku viziju, jer svatko ima neku drugu ideju, uzimimo na primjer pružatelje usluga smještaja i uzgajivače šećerne trske“ (RS/Govt),

„Kod ovakvih stvari... zapravo je pitanje tko je osoba koja je krajnji arbitar vizije, tko kaže: dobro, ovo je naša vizija. A ti javni sastanci, tko dođe na te sastanke, ti su onda oni koji kažu što bi vizija trebala biti, a to možda uopće nisu pravi ljudi, možda su to ljudi koji na dan sastanka nisu imali nikakvih drugih obaveza“ (GC/Govt).

Ispitanici su raspravljali i o razlozima zbog kojih njihova vježba planiranja turističke destinacije uključuje i razvoj strateške vizije. Dio ispitanika spomenuo je želju da se unaprijedi upravljanje destinacijom (n=6), dok su drugi ispitanici raspravljali o razvoju strateških smjernica (n=5) i njihovom prihvaćanju od strane dionika (n=2).

„Trebali smo u planiranje destinacije više uključiti strateški pristup. To nam je nedostajalo i zapravo je dovelo do niza problema s kojima se Gold Coast tada suočavao“ (GC/Consult).

Nadalje, s ispitanicima je provedena i rasprava o integraciji principa održivosti u proces planiranja turističke destinacije. Svih 12 ispitanika smatralo je da razvoj strateške vizije počiva na principima održivog razvoja,

“What was important was that groups who had once thought they were on opposite sides actually started to see that that was not the case. As it went along we found that the people around the table generally agreed on the same things it was just that they were using different words but once they sat and talked they realised that they were in fact saying very similar things” (RS/Govt),

However, perceived challenges of the approach included obtaining stakeholder buy-in (n=10) and process leadership (n=3). As respondents noted,

“It’s very difficult to get people to agree on a common vision because everyone has different ideas if you think say between accommodation operators and sugar cane farmers” (RS/Govt),

“With these sorts of things who is the person that is the final arbiter of the vision, who says OK this is our vision. And with the public meetings, who you get at these meetings, and they are the ones saying this is what the vision should be and they might not even be the right people, they could just be the ones who were free on the day the meeting was held” (GC/Govt).

Respondents also discussed the motivations for their respective destination to utilise a strategic visioning approach for their tourism destination planning exercise. A number cited the desire to enhance destination management (n=6), whereas other respondents discussed the generation of a strategic direction (n=5) and achieving stakeholder buy-in (n=2)

“There was a need for a more strategic approach to planning for the destination which had really being lacking and had really led to a lot of the issues that the Gold Coast was facing” (GC/Consult).

A further issue discussed with stakeholder respondents was the integration of sustainability principles into the tourism destination planning process. All 12 of the respondents considered the strategic visioning approach

a polovica dionika (n=6) konkretnim je primjerima potkrijepila tu tvrdnju,

“Na početku imaju strateške smjernice, razmišljaju dugoročno; dionici sudjeluju u procesu i tako se počinju ostvarivati principi održivosti (GC/Consult).

Ispitanici su smatrali da je sam proces doprinio jačanju svijesti o pojmu održivog razvoja među dionicima (n=6).

Sudionici intervjua također su izrazili vjerovanje da proces razvoja vizije potiče dionike da turizmu pristupe strateški (n=7). Dio ispitanika (n=6) ustvrdio je da se tijekom razvoja vizije uspostavio i strateški okvir smjernica za razvoj destinacije,

“To im je dalo strateški okvir koji su prepoznali kao svoj, zajedno s konkretnim smjernicama za buduće korake” (RS/Consult),

Što se tiče sudjelovanja dionika u procesu planiranja turističke destinacije, velika je većina ispitanika (n=9) ukazala na činjenicu da je primarni cilj vježbe razvoja strateške vizije potaknuti dionike da prihvate smjernice budućeg razvoja,

“Cilj nam je bio uključiti članove zajednice u postizanje vizije za održivi razvoj na otoku i takav je pristup dramatično unaprijedio odnose među dionicima... u konačnici smo postigli konsenzus i kada je finalni dokument bio gotov, s njime su bili zadovoljni svi koji su sudjelovali u njegovoj izradi, što je bilo sjajno.” (RS/Govt).

Ostali ispitanici (n=2), međutim, govorili su o činjenici da je prilikom razvoja strateške vizije najteže ostvariti sudjelovanje dionika jer oni obično imaju oprečne stavove.

Konačno, s ispitanicima se razgovaralo i o primjeni koncepta na druge destinacije. Svi su ispitanici (n=12) smatrali da bi metoda razvoja strateške vizije bila korisna i drugim turističkim destinacijama, “Bilo bi sjajno da to učine i druga mjesta. Definitivno je bilo sjajno okupiti sve zainteresirane i razgova-

to be underpinned by the principles of sustainable development, and half of the stakeholders (n=6) discussed examples of how the process contributed towards the achievement of sustainability principles in their destination,

“Just for starters they have a strategic direction, they’re thinking longer term; their stakeholders are involved, so they are starting to achieve the principles of sustainability” (GC/Consult).

Importantly, the process was considered to have raised awareness of the sustainable development concept amongst stakeholders (n=6).

Respondents also considered the visioning process to be a useful means of encouraging destination stakeholders to think more strategically about tourism in the destination (n=7). A number of stakeholders (n=6) also identified the development of a strategic framework to guide the destination,

“It gave them a strategic framework that they actually could take ownership of and within that framework some direction in terms of next steps” (RS/Consult),

In terms of stakeholder participation the vast majority of respondents (n=9) discussed the fact that one of the primary goals of the strategic visioning exercise was to seek stakeholder buy-in to the tourism destination planning process and future direction of the destination,

“The intention was to get community involvement for a vision for sustainable tourism on the island and it dramatically improved relationships between stakeholders...we did finish up with a consensus and when we put the final document together, every single person involved signed off on it which was great” (RS/Govt),

Although other respondents (n=2) discussed the fact that stakeholder participation was the key challenge in the strategic visioning process due to competing stakeholder attitudes.

The final issue discussed with stakeholder respondents related to the application of the concept to other destinations. All of the respondents (n=12) considered the stra-

rati o budućim koracima” (RS/Ind). Ipak, iako su ispitanici načelno podržavali primjenu metode, istaknuto je nekoliko primjedbi. Primjerice, dio ispitanika (n=4) vjerovao je da bi na uspjeh u primjeni ove metode mogla utjecati veličina destinacije. Pri tome su isticali da je slučaj otoka North Stradbroke bio uspješan upravo zbog svoje male geografske površine i prisutnosti turizma u životu svih članova zajednice. Raspravljalo se i o prikupljanju sredstava za financiranje procesa (n=2) te o upravljanju procesom (n=4) koji uključuje velik broj sudionika na način da se zadrži njihov interes. Nekoliko ispitanika (n=4) smatralo je kako bi za svaku pojedinu destinaciju trebalo primijeniti odgovarajuću metodologiju,

“Procesa može biti mnogo i oni se mogu razlikovati svojim dizajnom... Mislim kako bi proces trebao prilagoditi svakoj destinaciji. Ne mislim da postoji model koji bi odgovarao svima... iako destinacije imaju mnogo zajedničkih obilježja... svako mjesto ima i svoja jedinstvena obilježja” (GC/Consult).

Konačno, ispitanici (n=2) su upozorili na činjenicu da se proces može primijeniti na druge destinacije samo ako dionici pristaju na sudjelovanje i predani su ostvarenju ciljeva,

“Mora postojati namjera, vrijednosni cilj do kojeg nam je stalo i koji želimo postići. Ako ne osjećaju taj cilj kao svoj, ništa se neće dogoditi... ako im stvarno nije stalo do toga. Mislim da je najveći izazov upravo to: pitanje čija je to zapravo vizija?” (RS/Consult).

5. RASPRAVA

Nema sumnje da ugrađivanje dimenzija održivog razvoja u planiranje turističke destinacije još uvijek predstavlja izazov za turistički sektor (Jepson, 2004). Primjerice, neki autori tvrde da se previše pažnje poklanja definiranju koncepta te se stoga ne poklanja dovoljno pažnje stvarnoj primjeni

tegi visioning approach to be a beneficial approach for other tourism destinations to adopt, “It would be great for other places to use. It was definitely great in getting everyone together and talking about the way forward” (RS/Ind). Yet, while respondents supported the approach a range of caveats were highlighted. For instance, the scale or size of the destination was seen as a factor that could impact on the success of the strategic visioning approach (n=4), with respondents noting the North Stradbroke Island case was successful because it was a small geographical area where tourism is much more visible for residents. Other issues raised included process management (n=4) such as coordinating the numerous people that need to be involved and keeping the process simple to keep people’s interest in the exercise, as well as resourcing the process (n=2). Several respondents (n=4) identified the need to adapt the methodology to suit the nature of the destination,

“The processes can be many and varied in the way you design them...I think you need to customize a process for a destination. I don’t think there’s one model that fits all...while there are many characteristics across destinations... there are also unique components to particular places” (GC/Consult).

A final caveat identified by respondents (n=2) in considering the applicability of the concept to other destinations was the need to ensure stakeholder buy-in and commitment for the process,

“There’s got to be an intent, there has got to be a value proposition that what we care about and this is what we want to achieve. Because if they haven’t got ownership of it, it’s not going to happen, if they don’t really care about the things. I think the biggest challenge was whose vision is it?” (RS/Consult).

5. DISCUSSION

Arguably, incorporating the dimensions of sustainable development into tourism destination policy and planning continues to be

paradigme održivosti u praksi (Bramwell i Lane, 1993; Faulkner, 2003; Garrod i Fyall, 1998; Goodall i Stabler, 1997). Autori koji su objavili konceptualne radove u području razvoja strateške vizije destinacije (Faulkner, 2003; Ritchie, 1993, 1999; Ryan, 2002) tvrde da razvoj strateške vizije pruža brojne prednosti i može olakšati integraciju ciljeva održivog razvoja u proces planiranja turističke destinacije. Kako bi se ispitala te tvrdnje, provedeno je empirijsko istraživanje u kojem su sudjelovali dionici iz dvije destinacije u Australiji. Ispitanici iz prikazanih destinacija potvrdili su da mnoge anegdotalne tvrdnje u vezi razvoja strateške vizije vrijede i u praksi. Ispitanici u ovoj studiji uključivali su predstavnike javnog i privatnog sektora, a među dvjema skupinama nije bilo velikih razlika u percepciji prednosti i poteškoća koje uključuje razvoj strateške vizije. Međutim, ispitanici su potvrdili da razvoj strateške vizije može biti otežan okolnostima vezanim uz upravljanje procesom i resursima, a poseban izazov predstavlja usuglašavanje stavova dionika i prihvaćanje zajedničkih ciljeva. Detaljni prikaz rezultata empirijskog istraživanja koji slijedi ističe nekoliko u praksi primjenjivih savjeta za razvoj vizije destinacije, naročito u pogledu ostvarivanja ciljeva održivog razvoja u planiranju turističke destinacije.

Uključivanje dionika

Usprkos činjenici da se strategija održivog turizma ne može uspješno primijeniti bez izravne podrške i sudjelovanja svih relevantnih čimbenika (Marien i Pizam, 1997; Singh, 2003), uključivanje dionika u planiranje turističke destinacije u praksi trajan je izazov (Cole, 1997; Cooper i Hawtin, 1997; Din, 1993; Haywood, 1988; Jackson i Morpeth, 1999; Jenkins, 1993; Trousdale, 1999; Weaver, 2006). Premisa na kojoj počiva razvoj strateške vizije daje dionicima ključnu ulogu u procesu, a kako faza planiranja turističke

a challenge for the tourism sector (Jepson, 2004). For instance, there have been criticisms that too much attention is given to defining the concept and as a result has not given sufficient attention to how the sustainable paradigm is actually applied in practice (Bramwell and Lane, 1993; Faulkner, 2003; Garrod and Fyall, 1998; Goodall and Stabler, 1997). A number of authors who have published conceptual papers in the area of destination strategic visioning (Faulkner, 2003; Ritchie, 1993, 1999; Ryan, 2002) have claimed that strategic visioning offers many advantages and can facilitate the integration of sustainable development objectives in the tourism destination planning process. To investigate this, empirical research was undertaken with stakeholder participants of two strategic visioning cases from Australia. Respondents confirmed that, in practice, many of the anecdotal assertions made by authors regarding the strategic visioning process were identified in the case study destinations. The respondents in this study were a mix of representatives from the public and private sectors and there were no distinctive differences between these two groups in terms of their perceived opportunities and challenges of strategic visioning. Respondents did however reinforce many of the previously identified challenges including leadership, resources and securing stakeholder buy-in and participation. Therefore, the following sections explore in further detail the findings of the empirical research to highlight several practical lessons for destination visioning in practice, particularly in terms of addressing sustainable development objectives in tourism destination planning.

Stakeholder engagement

Despite the fact that sustainable tourism cannot be successfully implemented without the direct support and involvement of those who are affected by it (Marien and Pizam, 1997; Singh, 2003), stakeholder engagement and participation in tourism destination planning is an ongoing challenge in practice

destinacije u kojoj se razvija strateška vizija treba postaviti temelje za nastavak planiranja destinacije, potrebno je posvetiti mnogo pažnje prepoznavanju i razvoju prikladnih strategija za identificiranje i uključivanje vrednota koje zastupaju dionici u čitav proces. Stoga pri razvoju metodologije planiranja turističke destinacije prvi korak treba biti procjena interesnih skupina, svojevrsna "inventura" stavova prisutnih među dionicima, a treba ga poduzeti prije početka "tradicionalnijeg" pristupa procesu planiranja turističke destinacije.

Bez obzira na odabrani pristup, najvažnije je da svi pojedinci koji će osjetiti posljedice razvoja turizma, ili žele biti uključeni u proces, imaju priliku uključiti se u razvoj vizije za budućnost destinacije. Njihovo sudjelovanje je potrebno kako bi se postigao određen stupanj konsenzusa o poželjnim smjernicama budućeg razvoja i kako bi se mogli razviti postupci koji će dovesti do cilja (Faulkner, 2003). Kao što je poznato, razvoj strateške vizije temelji se na stvarnom sudjelovanju dionika u procesu, njihovom angažmanu i osnaženosti (Ritchie, 1993; Ritchie i Crouch, 2000), dok konačna učinkovitost procesa počiva na aktivnom sudjelovanju dionika pojedinih destinacija u utvrđivanju vrijednosti i postizanju konsenzusa (Mair *et al.*, 2000). Iskustva razvoja vizije u privatnom sektoru (Brache i Freedman, 1999; Mintzberg, 1994) također naglašavaju koliko je važno da u procesu razvoja vizije sudjeluje čitav niz dionika, a Nutt i Backoff (1997) navode kako su se najveći organizacijski uspjesi ostvarili kad su razvoju vizije doprinijele ideje većeg broja pojedinaca. U razmatranju primjenjivosti razvoja strateške vizije za turističke destinacije ne bi trebalo zanemariti znatno iskustvo privatnog sektora.

(Cole, 1997; Cooper and Hawtin, 1997; Din, 1997; Haywood, 1988; Jackson and Morpeth, 1999; Jenkins, 1993; Trousdale, 1999; Weaver, 2006). The underlying premise of strategic visioning dictates that stakeholder engagement is vital and given that the strategic visioning phase of a tourism destination planning process is intended to develop the foundations for the remainder of the tourism planning process, much attention needs to be given to identifying and developing appropriate strategies for addressing stakeholder values and incorporating their involvement in the process. As such an assessment of stakeholder groups, a stakeholder 'stocktake', should be the first task in the development of the tourism destination planning methodology, and should be undertaken before the more 'traditional' tourism destination planning process begins.

Despite the approach taken, what is important is that those who are affected by tourism development, or want to be included in the process, have the opportunity to be involved in developing the vision for the future of the destination. Such engagement is necessary so that some degree of consensus on the preferred directions of future development, and the actions necessary to achieve this, can be developed (Faulkner, 2003). As discussed, the strategic visioning approach is based on genuine stakeholder participation, engagement and empowerment (Ritchie, 1993; Ritchie and Crouch, 2000), and the ultimate effectiveness of the process relies on destination stakeholders being actively involved to identify values and generate consensus (Mair *et al.*, 2000). The private sector experience of visioning (Brache and Freedman, 1999; Mintzberg, 1994) also highlights the importance of involving a wide range of stakeholders in the development of the vision with Nutt and Backoff (1997) noting that the greatest organizational successes arise when the vision is developed with ideas drawn from many people. The considerable experience of the private sector should not be ignored when considering the applicability of strategic visioning for tourism destinations.

Naglasak na učenju

Poteškoće koje se javljaju prilikom primjene teorije održivosti u praksi dobro su dokumentirane u literaturi (Ruhanen, 2008; Weaver, 2006; Wheeler, 1997, 1994). Neki autori poteškoće dovode u vezu sa slabim razumijevanjem koncepta održivog razvoja. U ovom su istraživanju, što je zaista važno, ispitanici spoznali da tijekom razvoja strateške vizije dionici uče. Proces bi formalno trebao uključiti i procjenu znanja dionika o konceptu održivog razvoja. Kako bi osigurali da principi održivog razvoja budu ugrađeni u ostvarene ciljeve i zacrtane strategije, nužno je utvrditi što dionici ne znaju o održivosti, definirati pojam održivosti i razmotriti što bi on značio u kontekstu određene destinacije. Fyall i Garrod (1997) govore u prilog ovakvom pristupu jer su otkrili da razvoj istinski održivog turizma počinje definiranjem koncepta održivog razvoja i postavljanjem istog kao cilja turizma. Pristup se pokazao uspješnim i tijekom procesa razvoja strateške vizije provedene na otoku North Stradbroke. Tome u prilog govori sljedeći citat,

“U početku većina nas nije znala što taj termin znači, ali proveli smo dosta vremena pokušavajući shvatiti što je održivi turizam i sad smo zagovornici tog pristupa, stvarno razumijemo zašto je održivi turizam važan za budućnost otoka” (RS/Ind).

Nadalje, potrebno je poučiti dionike o procesu planiranja. Nekoliko ispitanika ukazalo je da problem predstavlja i apatičnost kojom stanovnici određene destinacije reagiraju na čitav proces planiranja turističke destinacije, a pritužbe na apatičnost članova lokalne zajednice česte su i u literaturi. Primjerice, Bahaire i Elliott-White (1999) primijetili su da se javnost uglavnom neće uključivati u proces planiranja sve dok situacija ne postane nepodnošljiva i turizam ne postane prijatna protiv koje se valja boriti. Ipak, ostvarivanje ciljeva održivog razvoja ovisi o promjeni ovakvog stava. Na

Emphasis on learning

The difficulties of translating sustainability theory into practice have been well documented in the literature (Ruhanen, 2008; Weaver, 2006; Wheeler, 1997, 1994), with some authors attributing the difficulties to a lack of understanding regarding the sustainable development concept. Importantly, the interview respondents identified the opportunities for stakeholder learning through a strategic visioning process. A formal step in the process should also include an assessment of stakeholders' understanding of the sustainable development concept. Identifying gaps in the knowledge base of stakeholders, setting sustainability terms of reference and considering what sustainability means for the particular destination are necessary to ensure the underlying principles of the concept are reflected in the resulting goals, objectives and strategies. Fyall and Garrod (1997) support such a notion as they found that defining the concept of sustainable development and establishing it as an objective of the tourism industry are the first steps in achieving genuinely sustainable tourism. This was proven to be successful in the strategic visioning process undertaken in Redland Shire's North Stradbroke Island, with one respondent discussing that,

“At first most of us did not know what the term meant but we spent quite a lot of time actually understanding what sustainable tourism was all about and we are now champions of that, can now appreciate why sustainable tourism is so important for the future of the island” (RS/Ind).

Secondly, there is a need to educate stakeholders on the planning process. The issue of apathy was raised by a number of respondents as a challenge in engaging the resident community in tourism planning and this issue is also a recurring complaint in the literature. For instance, Bahaire and Elliott-White (1999) have noted that the public are unlikely to be motivated to become involved in planning until the situation has become intolerable and tourism is perceived as a threat

primjer, problem bi se mogao prevladati provedbom obrazovne kampanje tijekom koje javnost može shvatiti važnost planiranja i određivanja budućeg izgleda destinacije. I ovaj je pristup bio uspješan u slučaju otoka North Stradbroke.

Razvoj zajedničke vizije

Nema sumnje da ne postoji jedan ispravan pristup razvoju vizije i da korake u provedbi procesa ne bi trebalo propisivati (Senge, 1990; Stewart, Liebert i Larkin, 2004). Međutim, literatura nam pruža određeni uvid u proces razvoja vizije. Senge (1990) predlaže razvojni pristup koji se sastoji od koherentnog procesa promišljanja i razgovora. Senge *et al.*, (1994) uočili su kako je najvažnije usredotočiti se na dijalog, a ne na samu viziju, jer je proces razvoja vizije važniji od njegovog produkta. Tomu je tako jer proces razvoja vizije predstavlja kontinuirani proces u stalnom razvoju tijekom kojeg pojedinci sa svih razina mogu progovoriti o temama koje su njima važne, a voditelji procesa i ostali sudionici trebaju ih čuti. Tako se ubrzava razmjena ideja, a vizija postaje sve jasnija (Senge *et al.*, 1994), što je bio slučaj i na otoku North Stradbroke,

“Tako je razvoj vizije započeo vrlo jednostavnom ceremonijom držanja za ruke tijekom koje su ljudi jednostavno jedni drugima rekli što im se čini važnim za njihov otok, i kao rezultat tog procesa, radionice koja je trajala samo pola dana, ljudi su odjednom držali do istih vrednota. Bile su to iste vrednote. Svi su se u osnovi nadali sličnom rezultatu dok su govorili, iz posve različitih perspektiva, a upotrebljavali su i različite riječi. Dakle, vizija je u određenoj mjeri bila vrlo jednostavna, ali radilo se više o galvanizaciji” (RS/Consult).

Walzer *et al.* (1995) navode da postoji nekoliko pristupa razvoju vizije, ali da većina uključuje niz sastanaka tijekom kojih se procjenjuje situacija u kojoj se zajednica

to be opposed. However, to address the objectives of sustainable development efforts must be put in place to change this. For example, an education campaign where the general public can see the relevance of planning activities and recognise the importance of determining what the destination will look like in the longer term may help to overcome this, something which was also successful in the North Stradbroke Island visioning process.

Developing a shared vision

Arguably, there is no one right way to develop a vision and it has been said that the technical details of ‘how to’ should not be prescribed (Senge, 1990; Stewart, Liebert and Larkin, 2004). That being said, authors have offered insights into how the development of the vision may occur. Senge (1990) suggests that it should be a developmental process and constructed from a coherent process of reflection and conversation. Senge *et al.* (1994) actually note that it is most important to focus on the dialogue, and not just the vision statement, as the process of visioning is more important than the product. This is because the process of developing a vision involves an evolving ongoing process in which people at every level can speak on what really matters to them, and should be heard by both leaders and one another. In doing so the communication of ideas gathers pace and the vision becomes increasingly clear (Senge *et al.*, 1994), as was the case in the Stradbroke Island visioning process,

“So the visioning started with a very simple hand holding ceremony on the Island where people just shared what they felt was important about their Island, and through that process it was quite amazing that on a half day workshop, by the end of it they actually appreciated the same values. It was the same values. They all fundamentally were hoping for a similar outcome that they were talking, taking completely different perspectives, and they were using different words. So to a cer-

nalazi te se razvijaju i rafiniraju alternativne vizije. Sastanci obično rezultiraju vizijom, ciljevima i zadacima za zajednicu, kao i prioritetnim ciljevima i akcijskim strategijama. Planeri moraju odrediti primjerenu veličinu i opseg procesa razvoja vizije destinacije uzevši u obzir veličinu destinacije, vrstu turizma unutar destinacije i potrebne resurse. Primjerice, vizija destinacije za Gold Coast razvijena je tijekom niza radionica-foruma. Forumi su poslužili kao način da se dionike uključi u donošenje odluka i postavljanje temelja za strateško planiranje destinacije. Ispitanici su naveli da ovaj pristup nije savršen, ali da omogućuje uključivanje velikog broja ljudi. Stoga se većina ispitanika složila da su radionice-forumi dobro rješenje za velike destinacije.

6. ZAKLJUČCI

Vizija se razvija s ciljem postavljanja glavnih crta ili smjernica neke strategije, a specifični se detalji razrađuju kasnije, tijekom procesa strateškog planiranja (Mintzberg, 1994). Unatoč tome što ovaj rad nudi neke praktične savjete, bilo bi naivno tvrditi da će se primjenom predstavljenih rješenja otkloniti svi problemi koji se mogu pojaviti tijekom procesa planiranja. Iako donosi određene koristi, proces razvoja vizije ne može biti jednostavna vježba. Kao što to priznaju Ritchie i Crouch (2000), u složenim, demokratskim društvima postizanje konsenzusa o "idealnom budućem stanju" za pojedinu destinaciju nije lako. Nadalje je uočeno da razvoj vizije može biti otežan dnevnim praksama i prevladavajućom organizacijskom kulturom i strukturom (Senge *et al.*, 1994). Osim toga, što je više ljudi uključeno u razvoj vizije, to je vjerojatnije da će se pojaviti raznorodni stavovi koji mogu zamutiti fokus i dovesti do sukoba (Flood, 1999). Iako možda neće biti moguće postići potpuni konsenzus o viziji koja odgovara destinaciji, važno je da se dionici slože da konačna formulacija vizije treba pomiriti smislen i operativan "san"

tain extent the vision was a very simple one but it was more galvanization" (RS/Consult).

Walzer *et al.* (1995) note that although there are a number of approaches that can be used in generating a vision a series of meetings are generally held during which the community's situation is assessed and alternative visions are developed and refined. Meetings generally result in a statement of vision, goals and tasks for the community to undertake as well as the identification of priority goals and action strategies. Planners must determine an appropriate scale and scope for developing the vision for their destination given that the size of the destination, the nature of tourism within the destination and the resource commitments required, will all be factors for consideration. For instance, the Gold Coast developed the destination vision via a series of workshop forums. Forums were used as a means of engaging stakeholders in decision-making and setting the foundations for strategic planning in the destination. Respondents discussed that while this approach was not perfect it did offer a way to involve large numbers of people and most considered it a valuable approach for large destinations.

6. CONCLUSIONS

The objective of visioning is to set out the broad outlines or direction of a strategy, while leaving the specific details to be worked out through the strategic planning process (Mintzberg, 1994). While some lessons for practice are noted above, it would be naive to try and claim that such actions alone will alleviate all the problems that might arise in the planning process. The process of vision development, while offering benefits, is not going to be a simple exercise. As Ritchie and Crouch (2000) acknowledge, developing consensus on a shared 'ideal future state' for a destination is not easy within diverse, democratic societies. It has further been noted that vision development can be obscured by day-to-day practices and the prevailing organizational culture and

o budućnosti njihove destinacije (san koji odražava vrijednosti koje dionici zastupaju) s okolnostima i ograničenjima na tržištu (Ritchie i Crouch, 2000).

Očigledno je da će fazu razvoja strateške vizije dodatno opteretiti troškovi i osiguravanje nužnih resursa, a ispitanici u našoj studiji primijetili su da bi pribavljanje sredstava mogao biti problem za neke destinacije. Međutim, uključivanje dionika u proces košta, neovisno o tome koja se metoda planiranja primjenjuje. Stoga razvoj strateške vizije treba rekonceptualizirati ne samo kao proširenje tradicionalnijeg procesa strateškog planiranja, nego i kao reorganizaciju istoga. Zaista, razvoj strateške vizije može se shvatiti kao način da se ojačaju zastarjeli i nedostatni modeli uključivanja dionika (Murphy i Murphy, 2004). Uslijed "reorganizacije" procesa strateškog planiranja i stvaranja preduvjeta za uključivanje dionika u oblikovanje vizije budućnosti određene destinacije, proces strateškog planiranja zapravo može biti olakšan i pojednostavljen.

Istina je da se u literaturi može pronaći mnoštvo tekstova koji se kritički odnose prema uključivanju široke baze dionika i čitavih zajednica u planiranje turizma. Drugi pak autori tvrde da se problemi koje sa sobom nosi rad s lokalnom zajednicom ne mogu stalno koristiti kao izgovor za autokratsko planiranje koje dionicima iz pojedine destinacije, pogotovo članovima lokalne zajednice, oduzima bilo kakvu mogućnost da sudjeluju u donošenju odluka koje će na njih utjecati. Ukopane pozicije suprotnih stavova i otpor promjeni neće mnogo doprinijeti ostvarivanju ciljeva održivog razvoja. Kao što i ova studija dokazuje, razvoj strateške vizije pruža znanja o ključnim idealima i vodećim principima koji se mogu prilagoditi potrebama pojedine destinacije kako bi se ostvarili ključni kriteriji održivog razvoja za njihovu vježbu planiranja turističke destinacije. Međutim, ovo je tek jedna od prvih empirijskih studija koja se bavi ispitivanjem razvoja strateške vizije u praksi. Istina je da

structure (Senge *et al.*, 1994). Additionally, the more people involved in the development of the vision, the greater the potential for a diversity of views to break out which can dissipate focus and may generate conflict (Flood, 1999). Although absolute consensus on the vision may not be reached it is important that destination stakeholders agree that the final vision statement provides both a meaningful and operational 'dream' for the future of their destination- one that reflects the values of the destination stakeholders, while not ignoring the realities and constraints of the marketplace (Ritchie and Crouch, 2000).

Obviously a challenge in undertaking the strategic visioning phase will be the associated costs and resources required and the respondents in this study noted that resources for such an exercise could be an issue for some destinations. However, engaging stakeholders will require a financial commitment despite the planning method used. As such, strategic visioning should be conceptualised as not only an extension of the more traditional strategic planning process, but instead a 'reorganization' of the strategic planning process. Indeed, it may be conceived as simply a means of reinvigorating outdated and lacking stakeholder engagement models (Murphy and Murphy, 2004). By 'reorganising' the strategic planning process and setting in place the foundations of stakeholder engagement and input into a vision of the future of the destination, the actual strategic planning process may in fact be streamlined and simplified.

Certainly the literature contains a raft of criticisms of broad based stakeholder and community participation in tourism planning; however, it is argued that these challenges cannot be continually used as an excuse for autocratic planning which leaves destination stakeholders, particularly the local community, with little or no input into the decisions that affect them. Such entrenched attitudes and resistance to legitimate change will make little contribution towards sustainable development objectives. Strategic visioning is one approach which, as the findings of this study support,

će se čvršće teze o potencijalu ovog procesa moći postaviti tek nakon ocjene i razmatranja većeg broja praktičnih primjera.

provides some core ideals and guiding principles which destinations can utilise and adapt to meet key sustainable development criteria in their tourism destination planning exercises. However, this paper reports on one of the first empirical studies investigating strategic visioning in practice. Certainly assessing and critiquing more practical examples is required to make firm assumptions regarding the potential of the process.

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