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## ODREĐIVANJE OKOLIŠA VAŽNIH ZA RAZVOJ PLANINSKIH DESTINACIJA

### DETERMINING IMPORTANT ENVIRONMENTS FOR MOUNTAIN DESTINATION DEVELOPMENT

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**SAŽETAK:** Planinske destinacije sve više u turizmu vide mogućnosti za svoj razvoj. Kako bi se održao korak s neprestanim promjenama, neophodno je odrediti okoliše koji pridonose održivom razvoju turizma. Ovaj rad ima za cilj odrediti elemente i čimbenike destinacijskih okoliša važnih za razvoj planinskih destinacija. Popis mogućih elemenata pronađenih u literaturi poslan je turističkim menadžerima i znanstvenicima koji su ocijenili njihovu važnost za razvoj planinskih destinacija. Provedena je faktorska analiza u kojoj su korišteni samo važni elementi. Identificirani su sljedeći čimbenici: tehnološki okoliš, socio-kulturni okoliš, prirodni okoliš te politički i pravni okoliš. Među tim čimbenicima nije identificiran ekonomski okoliš te se u radu istražuje zašto je tomu tako. Ovo istraživanje pruža dodatna saznanja korisna sveučilišnoj zajednici i dionicima u planinskim destinacijama. Usto, menadžerima planinskih destinacija donosi informacije o tome koji čimbenici okoliša pridonose održivom razvoju destinacije.

**KLJUČNE RIJEČI:** okoliši, planinske destinacije, razvoj destinacija, održivost, mjerenje važnosti, faktorska analiza

**SUMMARY:** Mountain destinations are increasingly seeking their development opportunities in tourism. In order to keep pace with rapidly changing situations, it is necessary to determine the environments that contribute to sustainable tourism development. The purpose of this paper is to determine the elements and factors of destination environments that are important for mountain destination development. A literature-based list of possible elements was sent to tourism managers and researchers who evaluated their importance for mountain destination development. Factor analysis was then conducted, using only the important elements. The identified factors are: technological environment, socio-cultural environment, natural environment and political and legal environment. The economic environment was not identified among these factors, and the paper examines the reasons for its absence. This research provides more in-depth knowledge to both academics and stakeholders in mountain destinations. It provides information to mountain destination managers about which factors in environments help advance sustainable destination development.

**KEYWORDS:** environments, mountain destinations, destination development, sustainability, measuring importance, factor analysis

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## 1. UVOD

Planinski ekosustavi ključni su za održanje globalnog ekosustava. Oni su neophodan izvor vode, energije i biološke raznovrsnosti. Planine nam ne daju samo minerale, šumske i poljoprivredne proizvode, već predstavljaju i vrijedan izvor rekreacije. Tomu je pridonijela brza popularizacija planinskog turizma. Međutim, u posljednjih nekoliko desetljeća došlo je do značajnih promjena, poput ubrzanje erozije tla, pojave klizišta i brzog nestajanja staništa i smanjenja genetske raznovrsnosti. Uz te negativne posljedice, uočljivo je da su mnogi stanovnici planina sve siromašniji, a autohtona znanja se gube. Stoga planinske destinacije vane za kvalitetnim upravljanjem planinskim resursima, a razvoj turizma mnogima od njih pruža priliku za održivi razvoj (Alpska konvencija, 2009).

U svrhu ovoga istraživanja planinska destinacija definirana je kao zemljopisni, ekonomski i društveni entitet. On uključuje tvrtke, organizacije, aktivnosti, područja i infrastrukturu kojima je svrha zadovoljenje specifičnih potreba planinskih turista (prilagođeno iz Flagestad i Hope, 2001). Ono što planinski turizam čini tako privlačnim su velika visina i relativna izoliranost koji stvaraju specifične uvjete (Godde, 1999). Planinske destinacije su, prema Nepal i Chipeniuku (2005), međusobno različite i teško pristupačne, izložene negativnim utjecajima, rubne, predstavljaju niše i estetski su privlačne. Njihov razvoj trebao bi se bazirati na praksama održivog turizma i prepoznavanju važnosti ekonomskog te zaštiti prirodnog okoliša (Holden, 2000). Destinacije planinskog turizma izložene su pritiscima i neizvjesnosti uzrokovanim aktualnom gospodarskom krizom (Bourdeau, 2009). Uprkos bogatoj literaturi posvećenoj svakom od mnogobrojnih aspekata turističkih destinacija posljednjih godina, još uvijek nedostaju istraživanja destinacija koja bi obuhvatila različite čimbenike razvoja planinskog turizma. Sve

## 1. INTRODUCTION

Mountain ecosystems are essential for the survival of the global ecosystem. They are an indispensable source of water, energy and biological diversity. Mountains not only provide minerals, forest products and agricultural products, but represent a valuable source of recreation, which has contributed to the rapid popularization of mountain tourism. However, in recent decades, significant changes have taken place, including accelerated soil erosion, landslides and the rapid loss of habitat and genetic diversity. Besides these negative effects, many mountain inhabitants are experiencing poverty and a loss of indigenous knowledge. Therefore, mountain destinations are in dire need of proper management of mountain resources, and tourism development offers sustainable development opportunities for many of them (Alpine Convention, 2009).

For the purpose of this research, a mountain destination is defined as a geographical, economic and social entity. It incorporates companies, organizations, activities, areas and infrastructure to satisfy the specific needs of mountain tourists (adapted from Flagestad & Hope 2001). What makes mountain tourism so appealing is the high altitude and relative isolation that create specific conditions (Godde, 1999). Mountain destinations are, according to Nepal and Chipeniuk (2005), quite dissimilar and difficult to access, exposed to negative influences, marginal, niche and aesthetically pleasing. Their development should be based on sustainable tourism practices and recognition of importance of the economic and protection of the natural environment (Holden, 2000). Mountain tourism destinations are experiencing pressure and uncertainty due to the current economic crisis (Bourdeau 2009). Despite the comprehensive body of literature dedicated to each of the various aspects of tourism destinations in recent years, there is still a lack of destination research that

je očitija potreba za temeljitim pregledom okoliša važnih za razvoj planinskih destinacija. On može pružiti cjelovitu sliku koja bi omogućila djelotvorno upravljanje faktorima uspjeha destinacije (Ritchie i Crouch, 2003). Stoga je namjera ovoga rada teorijski i empirijski odrediti okoliše relevantne za razvoj planinskog turizma te njihove elemente.

U skladu s gore navedenim, ovaj se rad sastoji od pet dijelova. Nakon uvoda, drugi dio sadrži teorijski pregled predmeta istraživanja te predlaže model okoliša planinskih destinacija i njihovih elemenata. Treći dio ima dva cilja. Prvi je odrediti koji su od elemenata identificiranih u literaturi važni za razvoj planinskih destinacija. Drugi je cilj testirati naš model i odrediti čine li ti važni elementi predložene okoliše planinskih destinacija. Podaci su sakupljeni internetskom anketom; analizirani su upotrebom t-testa i faktorske analize. Četvrti dio sadrži raspravu o rezultatima. U petom dijelu rad nudi preporuke za daljnja istraživanja i zaključke.

## 2. OKOLIŠI PLANINSKIH DESTINACIJA

U svojem konceptualnom modelu, Murphy, Pritchard i Smith (2000) predstavili su okoliše destinacija kao temelj iskustva turističke destinacije i ustanovili da oni mogu proizvesti ključan učinak na posjetitelje. Koncept održivog razvoja turizma fokusira se na takozvane glavne stupove (UNWTO, 2004) koji predstavljaju okoliše destinacija: prirodni, socio-kulturni i gospodarski. Međutim, postoje i drugi okoliši koji mogu imati utjecaja na poziciju destinacije. U svojem temeljnom istraživanju konkurentnosti destinacija, Ritchie i Crouch (2003) rabe termin "dimenzija destinacije" kako bi se međusobno razlikovali okoliš (u značenju prirodnog okoliša), društveni, kulturni, gospodarski, tehnološki i politički okoliši. Proširili su koncept turističke održivosti okoliša destinacija tako što su mu dodali tehnološku i političku dimenziju. Takvu strukturu (koja

encompasses the different factors of mountain destination development. The need for a comprehensive overview of important environments for mountain destination development has become evident. Such a focus can provide an integrated perspective that enables the efficient management of the factors of a destination's success (Ritchie and Crouch, 2003). Therefore, the purpose of this study is to theoretically and empirically determine relevant environments for mountain destination development and their elements.

In the above context, this paper is divided into five sections. After the introduction, the second section presents a theoretical overview of the research topic and proposes a model of mountain destination environments and their elements. The aim of the third section is twofold. The first aim is to determine which of the theoretically identified elements are important for mountain destination development. The second aim is to test our model and determine if the important elements form suggested mountain destination environments. In order to gather the data, a web-based survey has been applied; the data have been analyzed using t-test and exploratory factor analysis. The fourth section discusses the results. The fifth section gives recommendations for further research and concludes the paper.

## 2. MOUNTAIN DESTINATION ENVIRONMENTS

In their conceptual model, Murphy, Pritchard and Smith (2000) presented destination environments as the foundation of the tourism destination experience and stated that these environments can have a fundamental effect on visitors. The sustainable tourism development concept focuses on the so-called main pillars (UNWTO, 2004), representing the destination environments: natural, socio-cultural and economic. However, there are more environments that might influence destination position. In their foundational destination competitiveness re-

politički okoliš dodatno proširuje na politički i pravni okoliš predložili su i Murphy, Pritchard i Smith (2000) te se njome mogu obuhvatiti svi elementi relevantni za razvoj destinacije.

U ovom istraživanju okoliši planinskih destinacija objedinjuju tri stupa održivosti, Ritchievo i Crouchovo (2003) shvaćanje šest destinacijskih dimenzija konkurentnosti i razvoja turističke destinacije te Murphyjeve, Pritchardove i Smithove (2000) okoliše turističkih destinacija. U radu se predlaže model pet mogućih okoliša: (1) politički i pravni, (2) gospodarski, (3) socio-kulturni, (4) prirodni i (5) tehnološki okoliš, prikazani na Slici 1. Kako su mnogi autori prepoznali da su ti okoliši određeni na raznim razinama koje su manje ili više udaljene od nadzora i utjecaja destinacije, Slika 1 prikazuje jednu takvu podjelu na razine i pokazuje u kakvom su odnosu okoliši i djelovanja na međunarodnoj, nacionalnoj, regionalnoj i razini lokalne zajednice (Choi i Sirakaya, 2006). Dionici destinacije, poput raznih privatnih i javnih institucija na destinaciji, mogu oblikovati elemente na razini destinacije. Ti elementi predstavljaju njihov operativni okoliš (Dwyer i Kim, 2003). Ostali predstavljaju takozvani udaljeni okoliš destinacije, koji utječe na destinaciju, ali nad kojime menadžeri nemaju kontrolu. To su primijetili i Ritchie i Crouch (2003) koji pišu o konkurentnom (mikro) okolišu i globalnom (makro) okolišu.

search, Ritchie and Crouch (2003), used the term 'destination's dimensions' to distinguish among environmental (meaning natural), social, cultural, economic, technological and political environments. Their understanding expands the tourism sustainability concept of destination environments by adding technological and political dimensions. Such a structure (with an expansion of the political environment to political and legal environment) was also proposed by Murphy, Pritchard and Smith (2000) and helps to capture all the elements relevant for destination development.

For the purpose of this research, mountain destination environments unite the three sustainability pillars, Ritchie and Crouch's (2003) understanding of six destination's dimensions of tourism destination competitiveness and development and Murphy, Pritchard and Smith's (2000) tourism destination environments. We propose a model of five potential environments: (1) political and legal, (2) economic (3) socio-cultural, (4) natural and (5) technological environment; this is illustrated in Figure 1. As many authors have recognized that these environments are determined at different levels that are more or less distant from the destination's control and impact, Figure 1 captures one such level division and shows how environments relate to actions at the international, national, regional or local community levels (Choi and Sirakaya, 2006). The destination's stakeholders, such as different private and public sector institutions at the destination, can shape the elements determined at the destination level. These elements represent their operating environment (Dwyer and Kim, 2003). The rest represent the so-called remote environment of the destination, which influences the destination, but managers have no control over it. The same was observed by Ritchie and Crouch (2003) who spoke about the competitive (micro) environment and the global (macro environment).

**Prikaz 1: Predloženi model okoliša planinskih destinacija / Figure 1: Proposed model of mountain destination environments**



Izvor: prilagođeno prema UNWTO, 2004; Ritchie i Crouch, 2003; Murphy et al., 2000 /  
Source: adapted from UNWTO, 2004; Ritchie and Crouch, 2003; Murphy et al., 2000

## 2.1. Politički i pravni okoliš

Mnogi se autori slažu da politički okoliš, zajedno s pravnim okolišem, utječe na razvoj planinskih destinacija (Alexandre *et al.*, 2006; Strandberg, 2007). Prema literaturi koja se bavi tom temom u turizmu, u Tablici 1 predstavljeno je osam elemenata koji oblikuju taj okoliš, poput elemenata donošenja odluka, državne potpore, organizacije tržišta rada i poreznog sustava. Kako bi se odluke mogle stručno donositi, regulatorni okvir turizma mora biti djelotvoran i promicati otvorenije i etičnije poslovne prakse (Robson i Robson, 1996a). U svrhu promicanja i provođenja održivog razvoja destinacija, vlade trebaju podržavati turističke politike koje su orijentirane na održivost (Bailey i Richardson, 2010). Djelotvoran regulativni okvir je onaj u kojemu se propisi provode

## 2.1. Political and legal environment

Many authors agree that the political environment, together with the legal environment, influences the development of mountain destinations (Alexandre *et al.*, 2006; Strandberg, 2007). Following the tourism literature on the topic, eight elements that shape this environment, such as elements of decision making, governmental support, organization of the labor market, and the tax regime, are presented in Table 1. In order to achieve proficient decision making, the regulatory framework of tourism has to be efficient and should promote more open and ethical business practices (Robson and Robson, 1996a). To promote and implement sustainable destination development, governments must support sustainability-oriented tourism policies (Bailey and Richardson, 2010). An

pri čemu javnost i percipira da se oni provode, što sve potiče turistički razvoj (Dodge, 2005). Djelotvornost i postojanje prikladnog broja političkih razina na kojima se donose odluke također može pozitivno utjecati na turistički razvoj (Pellinen, 2003). Za razvoj turizma važne su razine države, regije i općine (McCool, Moisey i Nickerson, 2001). Usto, ključna je podrška regionalnih vlasti te su stoga primjerice Švicarci svoje regionalne politike usmjerili ka povećanju konkurentnosti inovacijama i deregulacijom (Stucki *et al.*, 2004). Postojanje podrške i političkog vodstva na razini općina neophodno je za djelotvorni razvoj turizma (Selby, Petäjistö i Huhtala, 2011). Nadalje, adekvatna organizacija tržišta rada (Kannianen i Vesala, 2005) i prikladan porezni režim (Blake, 2000) mogu pozitivno utjecati na dugoročni razvoj destinacije (Rey-Maqueira, Lozano i Gómez, 2009).

## 2.2. Ekonomski okoliš

Prema znanstvenicima koji se bave turizmom, elementi ekonomskog okoliša uključuju sve što je vezano uz ekonomski ishod, djelotvornost i gospodarsku konkurentnost destinacije. Kako pokazuje Tablica 2, istraživanjem literature ustanovljeno je postojanje 16 elemenata gospodarskog okoliša. Oni se odnose na veličinu gospodarstva destinacije (Bailey i Richardson, 2010), poslovnu suradnju kroz poslovna povezivanja i umrežavanje (Tinsley i Lynch, 2001) te poslovne veze (Crouch i Ritchie, 1999). Turistički razvoj također ovisi o potpori vezanih industrija (Tang i Jang, 2009) te o postojanju lokalnih tvrtki koje promoviraju lokalnu kulturu i nasljeđe (Okumus, Okumus i McKercher, 2007). Usto, gospodarski okoliš destinacije oblikuje i brza internacionalizacija, što je dovelo do povećanja prisustva međunarodnih tvrtki u destinacijama (Mastny, 2001) i konkurencije među lokalnim i međunarodnim tvrtkama (Hong, 2008; Schubert, Brida i Risso, 2011).

efficient regulatory framework occurs when the rules are enforced and are also perceived to be enforced, which increases efficiency of tourism development (Dodge, 2005). Efficiency and selecting an appropriate number of political levels of decision making can also positively influence tourism development (Pellinen, 2003). In tourism development, state, regional and municipality levels are relevant (McCool, Moisey and Nickerson, 2001). More specifically, regional governmental support for tourism development is crucial, which is why the Swiss have focused their regional policies towards enhancing competitiveness through innovation and deregulation (Stucki *et al.*, 2004). Support and political leadership at the municipal level are necessary for the effective development of tourism (Selby, Petäjistö and Huhtala, 2011). Furthermore, adequate labor market organization (Kannianen and Vesala, 2005) and a suitable tax regime (Blake, 2000) can positively affect long-term destination development (Rey-Maqueira, Lozano and Gómez, 2009).

## 2.2. Economic environment

According to tourism researchers, elements of the economic environment include all those that relate to the economic outcome, performance and economic competitiveness of the destination. As illustrated in the Table 1, the literature research identified 16 elements of the economic environment. They refer to the size of the destination's economy (Bailey and Richardson, 2010), business cooperation in terms of business alliances and network relationships (Tinsley and Lynch, 2001) and business ties (Crouch and Ritchie, 1999). Tourism development also depends on support from related industries (Tang and Jang, 2009) and the presence of local businesses that can highlight local culture and heritage (Okumus, Okumus and McKercher, 2007). Furthermore, a destination's economic environment is shaped by rapid internationalization, which has increased the presence of international businesses at destinations (Mas-

Troškovi su ključni element i odnose se na kapital, imovinu i zaposlenike (Baum, 2007; Palmer i Mathel, 2010; Murphy, 1985). Troškovi kapitala mogu se smanjiti investicijskim poticajima, osobito važnima za povećanje razvoja infrastrukture ski-liftova (Church i Coles, 2007). Pored investicijskih poticaja (Blanco, Rey-Maqueira i Lozano, 2009), ostali elementi koji mogu doprinijeti poboljšanju ekonomskih rezultata destinacija planinskog turizma su potencijali domaćeg, susjednih i udaljenih tržišta (Europska komisija, 2002; Belland i Boss, 1994), tečaj valute (Lee i Jang, 2011; Chadeeand i Mieczkowski, 1987) i konkurentne cijene (Dwyer, Forsyth i Rao, 2000).

### 2.3. Socio-kulturni okoliš

Turistički razvoj i socio-kulturni okoliš neraskidivo su povezani (Crouch i Ritchie, 1999). U literaturi se navodi 14 elemenata vezanih sa socio-kulturnim okolišem destinacija (Tablica 1). Zapošljavanje u turizmu najizravnije i najblagotvornije utječe na zajednice koje žive u planinama (Rosen, 2000); stopa nezaposlenosti u turističkim područjima obično je ispod nacionalnog prosjeka (Demunter, 2008). Visoka stopa zaposlenosti lokalnog stanovništva u turističkom sektoru u planinskim područjima potiče lokalnu zajednicu na pružanje podrške turističkom razvoju (Brida, Osti i Barquet, 2010). Odljev mozгова predstavlja ozbiljnu prijetnju razvoju planinskih područja (Miller, 1994). Drugi socijalni element koji utječe na razvoj destinacije je broj lokalnog stanovništva (Rigall-I-Torrent i Fluvia, 2011) i njihova dob. Stoga starenje populacije u Europskoj uniji predstavlja ozbiljan izazov (Kurek i Rachwał, 2011; Długosz, 2011).

Za dobar razvoj turizma neophodno je postojanje lokalnih institucija (Tao i Fuying, 2010), kao i podrška lokalnog stanovništva (Yoon, Gursoy i Chen, 2001); bilo kakvo nezadovoljstvo može se prenijeti na turiste, a oni nerado posjećuju destinacije na koji-

tny, 2001) and increased competition among local and international firms (Hong, 2008; Schubert, Brida and Risso, 2011).

Costs are an essential element and may relate to capital, property or staff (Baum, 2007; Palmer and Mathel, 2010; Murphy, 1985). Capital costs might be reduced by investment incentives, especially relevant to boost the development of ski-lift infrastructure (Church and Coles, 2007). Other elements that can contribute to the improvement of the economic results of mountain tourism destinations besides investment incentives (Blanco, Rey-Maqueira and Lozano, 2009) are domestic, nearby and long-haul market potentials (European Commission, 2002; Belland and Boss, 1994), exchange rates (Lee and Jang, 2011; Chadeeand and Mieczkowski, 1987) and last but not least, price competitiveness (Dwyer, Forsyth and Rao, 2000).

### 2.3. Socio-cultural environment

Tourism development and the socio-cultural environment are inextricably connected (Crouch and Ritchie, 1999). The literature suggests 14 elements that relate to socio-cultural environment at destinations (Table 1). Employment in tourism has the most direct and beneficial impact on mountain communities (Rosen, 2000); unemployment rates in tourist regions are usually below the national average (Demunter, 2008). High employment of local population in tourism sector in mountain regions induces support for tourism development by the local community (Brida, Osti and Barquet, 2010). Brain drain represents a serious threat to the development of mountain areas (Miller, 1994). Another social element that affects destination development is the number of local inhabitants (Rigall-I-Torrent and Fluvia, 2011) and their age. For example, in the EU, the ageing population represents a serious challenge (Kurek and Rachwał, 2011; Długosz, 2011).

The presence of community institutions is necessary for proper tourism development

ma se ne osjećaju dobrodošlima; stoga je gostoprimstvo lokalnog stanovništva ključno (Bornhorst, Ritchie i Sheehan, 2010). Turistima je potrebno osigurati sigurnost (Prashyanusorn, Kaviya i Yupapin, 2010), a treba dobro upravljati i kulturološkim razlikama između domaćina i posjetitelja (Lee *et al.*, 2008). Etničke veze mogu potaknuti jedan od najstabilnijih priliva turista na neku destinaciju (Crouch i Ritchie, 1999). Nadalje, izuzetno vrijednim pokazalo se postojanje povijesnih ili kulturnih resursa u planinskoj regiji (Price, Wachs i Byers, 1999). Usto, važno je ponuditi i višejezična pisana uputstva, poput karata, znakova i jelovnika (Kurihara i Okamoto, 2010), te znati dobro usmeno komunicirati na engleskom i na drugim jezicima jer to znatno utječe na iskustvo klijenata (Leslie i Russell, 2006). Menadžerske vještine i vještine lokalnih zaposlenika stoga su ključne za turistički razvoj, a veće znanje rezultira poboljšanjem razine usluge u destinaciji (Pyo, 2005).

#### 2.4. Prirodni okoliš

Prirodni okoliš ključan je čimbenik za uspjeh turističke destinacije bazirane na prirodnim ljepotama (Huybers i Bennett, 2003). On utječe na turistički razvoj, njegov oblik i lokaciju te može i sam po sebi predstavljati atrakciju (Gómez Martín, 2005). Prirodni okoliš sastoji se od bioloških i fizičkih elemenata poput flore, faune, klime, vizualno privlačnih krajolika, geologije, fiziografije itd. (Ritchie i Crouch, 2003; Gómez Martín, 2005). Pregledom literature ustanovljeno je postojanje osam takvih elemenata (Tablica 1). Kako je raznovrsnost flore i faune važna za privlačenje turista, treba poduzeti mjere za njihovu zaštitu (Edwards i Abivardi, 1998). Pogodna klima može predstavljati komparativnu prednost i odrediti koji će se tip rekreacijskih aktivnosti razvijati u destinaciji (Ritchie i Crouch, 2003). Međutim, klimatske promjene mogu predstavljati ozbiljnu prijetnju za zimski planinski turizam

(Tao and Fuying, 2010), as is the support of the local population (Yoon, Gursoy and Chen, 2001); any dissatisfaction can be conveyed to tourists, and tourists are reluctant to visit destinations where they feel unwelcome; the hospitality of the local population is therefore crucial (Bornhorst, Ritchie and Sheehan, 2010). The safety of tourists has to be ensured (Prashyanusorn, Kaviya and Yupapin, 2010) and cultural differences between host communities and visitors managed (Lee *et al.*, 2008). Ethnic ties can induce one of the most steady flows of visitors to a destination (Crouch and Ritchie, 1999). Additionally, the presence of historical and cultural resources in a mountain region can prove to be extremely valuable (Price, Wachs and Byers, 1999). Nevertheless, multilingual written instructions, such as maps, signs and menus (Kurihara and Okamoto, 2010) and ease of oral communication in English and other languages are needed since they significantly impact the customer experience (Leslie and Russell, 2006). Local managerial and staff skills are therefore crucial for tourism development, and increased knowledge helps to improve the service level of the destination (Pyo, 2005).

#### 2.4. Natural environment

The natural environment is the most vital factor for a destination's success in nature-based tourism destinations (Huybers and Bennett, 2003). It influences tourism development, its form, its location, and can act as an attraction of its own (Gómez Martín, 2005). The natural environment consists of biological and physical elements such as flora, fauna, climate, visually appealing scenery, geology and physiography, etc. (Ritchie and Crouch, 2003; Gómez Martín, 2005). Eight such elements have been identified with a literature review (Table 1). Diversity of flora and fauna is a significant attractor; measures for its conservation should be taken (Edwards and Abivardi, 1998). A favorable climate can provide a competitive advantage and determine what type of recreation activities will be developed



(Falk, 2013). Visina destinacije (destinacija na velikim visinama smatraju se one na visini većoj od 2.500 metara nadmorske visine (Hall i Boyd, 2005)) može predstavljati pozitivan čimbenik zahvaljujući većem rasponu mogućnosti adaptacije na klimatske promjene (UNWTO i UNEP, 2008). S druge strane, destinacije na nižim visinama obično imaju atraktivne krajolike, bogato kulturno nasljeđe i mnogobrojne opcije za razvoj raznih aktivnosti na otvorenome (Tuppen, 2000). Prirodna i vizualna privlačnost destinacije (Whitlock, Van Romer i Becker, 1991) kao i raznovrsnost terena za različite sportove izuzetno su važni (Papadimitriou i Gibson, 2008; Standeven i De Knop, 1999). Većina sportova u prirodi ovisi o posebnom izgledu terena i zahtijeva odgovarajući krajolik (Hinch i Higham, 2004). Također u obzir treba uzeti i prikladnost geografske lokacije (Bornhorst, Ritchie i Sheehan, 2010), poput blizine većih gradova. Usto, dolazak turista treba se adekvatno nadzirati (Gill i Williams, 1994), ovisno o nosivom kapacitetu (Schianetz, Kavanagh i Lockington, 2007) te veličini destinacije; odgovarajuća veličina pridonosi boljem upravljanju destinacijom i turisti će je doživjeti kao posebni entitet (Lee, 2001).

## 2.5. Tehnološki okoliš

S obzirom na tehnološki okoliš, identificirano je osam elemenata (Tablica 1). Promjene u tehnološkom okolišu traže njihovo brzo prilagođavanje i inkorporiranje u poslovne prakse destinacije (Dwyer *et al.*, 2009; Beedie i Hudson, 2003). Pristup tehnologijama i resursima tehnoloških znanja povećava dotok informacija (Shanker, 2008), pomaže da se ostvari više strateških koristi i pozitivno utječe na razvoj destinacije (Lovely i Popp, 2011). Kurihara i Okamoto (2010) smatraju da bi se općenito svugdje trebalo omogućiti plaćanje kreditnim karticama i da bi trebalo biti dovoljno raspoloživih bankomata. U destinacijama bi se trebala povećati mogućnost

at the destination (Ritchie and Crouch, 2003). However, climate change can represent a serious threat for winter mountain tourism (Falk, 2013). A destination's altitude (high altitude destinations are more than 2500 meters above sea level (Hall and Boyd, 2005)) can be a positive factor due to the wider range of climate change adaptation options (UNWTO and UNEP, 2008). On the other hand, lower altitude destinations usually have attractive scenery, rich cultural heritage and many options for development of different outdoor activities (Tuppen, 2000). The natural and visual appeal of the destination (Whitlock, Van Romer and Becker, 1991) and variety and diversity of terrains for different sports are both extremely important (Papadimitriou and Gibson, 2008; Standeven and De Knop, 1999). The majority of nature-based sports tend to be dependent on specific terrain features and require appropriate landscape (Hinch and Higham, 2004). One should also consider a favorable geographical location (Bornhorst, Ritchie and Sheehan, 2010), for instance the vicinity of large cities. Moreover, tourist arrivals have to be adequately controlled (Gill and Williams, 1994), depending on the destination's carrying capacity (Schianetz, Kavanagh and Lockington, 2007) and the size of the destination; an appropriate size contributes to better management of the destination and helps tourists to view it as an entity (Lee, 2001).

## 2.5. Technological environment

In regard to the technological environment, eight elements have been identified (Table 1). The changes in the technological environment call for quickly adapting and incorporating them into the destination's business practices (Dwyer *et al.*, 2009; Beedie and Hudson, 2003). Access to technologies and technological knowledge resources increases the supply of information (Shanker, 2008), helps achieve several strategic benefits and positively affects destination development (Lovely and Popp, 2011).

za korištenje mobitela (Kurihara i Okamoto, 2010), kao i pokrivenost bežičnom lokalnom mrežom (WLAN) (Buhalis i Law, 2008).

Kao što je prikazano u Tablici 1, tehnologija se ne spominje samo u vezi s mobitelima i pristupom internetu, nego i u smislu efikasnije električne infrastrukture, vodoopskrbe i ustanova zdravstvene skrbi. Obnovljive energetske tehnologije, s niskom emisijom ugljika, mogu riješiti problem opskrbe energijom i pridonijeti održivom razvoju seoskog turizma (Chaoqun, 2011). Kako bi se smanjili troškovi i pozitivno se utjecalo na turizam u regiji, treba implementirati upravljanje zaštitom voda te održive tehnologije (Gössling *et al.*, 2012). Djelotvorne zdravstvene ustanove, kao dio tehnološkog okoliša, također su ključne za razvoj turizma (Briassoulis, 2002).

Kurihara and Okamoto (2010) suggested that credit cards should generally be accepted and ATMs easily accessible. The usability of mobile phones at a destination should be increased (Kurihara and Okamoto, 2010), together with Wireless Local Area Network (WLAN) coverage (Buhalis and Law, 2008).

As evident from the list in Table 1, technology is not only noted with mobile phones and Internet access, but also in terms of efficient electrical infrastructure, water supply and health facilities. Renewable, low carbon energy technologies can solve the problem of energy supply and lead to sustainable rural tourism development (Chaoqun, 2011). To reduce costs and positively affect tourism in the region, water conservation management and sustainable technologies must be implemented (Gössling *et al.*, 2012). As a part of technological environment, efficient health facilities are also crucial for tourism development (Briassoulis, 2002).

**Tablica 1: Predloženi elementi okoliša planinskih destinacija temeljenih na literaturi / Table 1: Proposed literature-based elements of mountain destination environments**

Elementi u političkom i zakonskom okolišu / <i>Elements in political and legal environment</i>	Literatura / <i>Reference</i>
Učinkovitost regulatornog okvira* / <i>Efficiency of regulatory framework*</i>	Robson and Robson (1996b)
Učinkovitost donošenja odluka* / <i>Efficiency of decision making*</i>	
Broj razina donošenja odluka / <i>Number of levels of decision making</i>	Pellinen (2003) Pellinen (2003)
Podrška vlade na državnoj razini / <i>Support of government at the state level</i>	McCool, Moisey and Nickerson (2001)
Podrška vlade na regionalnoj razini* / <i>Support of government at the regional level*</i>	Stucki, Roque, Schuler and Perlik (2004)
Podrška vlade na razini lokalne zajednice* / <i>Support of government at the municipality level*</i>	Selby, Petäjistö and Huhtala (2011)
Prikladnost organizacije tržišta rada / <i>Adequacy of labour market organisation</i>	Kanniainen and Vesala (2005)
Prikladnost poreznog sustava / <i>Adequacy of tax regime</i>	Blake (2000)
Elementi ekonomskog okoliša / <i>Elements in economic environment</i>	Literatura / <i>Reference</i>
Veličina gospodarstva na razini destinacije / <i>Size of the economy at the destination level</i>	Bailey and Richardson (2010)

Poslovna suradnja / (poslovna održavanje i odnosi umrežavanja)* / <i>Business cooperation (business alliances and network relationships)*</i>	Tinsley and Lynch (2001)
Poslovne veze / <i>Business ties</i>	Tinsley and Lynch (2001)
Podrška povezanih industrija / <i>Support from related industries</i>	Tang and Jang (2009)
Prisutnost lokalnih tvrtki* / <i>Presence of local businesses*</i>	Okumus, Okumus and McKercher (2007)
Prisutnost međunarodnih poslova / <i>Presence of international businesses</i>	Mastny (2001)
Lokalna konkurencija / <i>Local competition</i>	Hong (2008)
Međunarodna konkurencija / <i>International competition</i>	Schubert, Brida and Risso (2011)
Troškovi i dostupnost kapitala* / <i>Costs and accessibility of capital*</i>	Murphy (1985)
Troškovi osoblja / <i>Staff costs</i>	Baum (2007)
Troškovi vezani uz zemljište / <i>Property-related costs</i>	Palmer and Mathel (2010)
Poticaži za investicije / <i>Investment incentives</i>	Church and Coles (2007)
Tržini potencijal (domaći i u blizini)* / <i>Market potential (domestic and nearby)*</i>	Belland and Boss (1994)
Potencijali tržišta (dugoročno)* / <i>Market potential (long-haul)*</i>	European Commission (2002)
Povoljni valutni tečaj / <i>Favourable exchange rate</i>	Chadecand and Mieczkowski (1987)
Cjenovna konkurentnost / <i>Price competitiveness</i>	Dwyer, Forsyth and Rao (2000)
Elementi socio-kulturnog okoliša / <i>Elements in socio-cultural environment</i>	Reference
Udio zaposlenih u turizmu u ukupno zaposlenima / <i>Share of employed in tourism sector in total employment</i>	Demunter (2008)
Problem odljeva mozгова / <i>Problem of brain drain</i>	Miller (1994)
Broj stanovnika / <i>Number of inhabitants</i>	Rigall-I-Torrent and Fluvia (2011)
Problem starenja populacije / <i>Problem of ageing population</i>	Długosz (2011)
Prisutnost institucija zajednice / <i>Presence of community institutions</i>	Tao and Fuying (2010)
Podrška lokalne zajednice razvoju turizma* / <i>Support for tourism development by local population*</i>	Yoon, Gursoy and Chen (2001)B
Gostoljubivost lokalne zajednice* / <i>Hospitality of local population*</i>	Bornhorst, Ritchie and Sheehan (2010)
Sigurnost turista u destinaciji* / <i>Safety of tourists at the destination*</i>	Prashyanusorn, Kaviya and Yupapin (2010)
Kulturne razlike između lokalnih zajednica (lokalni način života) i posjetitelja / <i>Cultural differences between host communities (local way of life) and visitors</i>	S.-H. Lee, Chang, Hou and Lin (2008)
Etnička povezanost (posjete prijateljima i rodbini) / <i>Ethnic ties (visiting friends and relatives)</i>	Crouch and Ritchie (1999)
Prisutnost povijesnih i kulturnih resursa* / <i>Presence of historical and cultural resources*</i>	Price, Wachs and Byers (1999)

Prisutnost višejezičnih uputa/vodiča (prometni znakovi, mape i jelovnici)* / <i>Presence of multilingual written instructions/guides (traffic signs, maps and restaurant menus)*</i>	Kurihara and Okamoto (2010)
Lakoća komuniciranja (na engleskom i drugim jezicima)* / <i>Ease of oral communication (in English or other languages)*</i>	Leslie and Russell (2006)
Lokalni menadžment i vještine osoblja* / <i>Local managerial and staff skills*</i>	Pyo (2005)
Elementi prirodnog okoliša / <i>Elements in natural environment</i>	Literatura / Reference
Raznolikost flore i faune* / <i>Diversity of flora and fauna*</i>	Edwards and Abivardi (1998)
Povoljni klimatski uvjeti* / <i>Favourable climate conditions*</i>	Ritchie and Crouch (2003)
Nadmorska visina destinacije / <i>Destination's altitude</i>	UNWTO and UNEP (2008)
Vizualni dojam* / <i>Visual appeal*</i>	Whitlock, Van Romer and Becker (1991)
Različitost i raznolikost terena za različite sportove* / <i>Variety and diversity of terrains for different sports*</i>	Papadimitriou and Gibson (2008)
Povoljan geografski položaj (blizina velikih gradova)* / <i>Favourable geographical location (vicinity of big cities)</i>	Bornhorst et al. (2010)
Opteretni kapacitet* / <i>Carrying capacity*</i>	Schianetz, Kavanagh and Lockington (2007)
Veličina destinacije (područja) / <i>Size of the destination (area)</i>	K. F. Lee (2001)
Elementi tehnološkog okoliša / <i>Elements in technological environment</i>	Literatura / Reference
Faza tehnološkog razvoja / <i>Stage of technological development</i>	Beedie and Hudson (2003)
Prisutp tehnologijama i resursima tehnološkog znanja / <i>Access to technologies and technological knowledge resources</i>	Shanker (2008)
Prihvaćanje kreditnih kartica i prisutnost bankomata* / <i>Acceptance of credit cards and presence of ATMs*</i>	
Pokrivenost signala mobilnih telefona* / <i>Mobile phone signal coverage*</i>	Kurihara and Okamoto (2010)
Prisutnost internetskih veza i pokrivenost Internetom* / <i>Presence of Internet connection facilities and Internet coverage*</i>	Buhalis and Law (2008)
Učinkovitost električne infrastrukture* / <i>Efficient electricity infrastructure*</i>	Chaoqun (2011)
Učinkovita infrastruktura vodoopskrbe* / <i>Efficient water supply infrastructure*</i>	Gössling et al. (2012)
Učinkovite zdravstvene/medicinske institucije* / <i>Efficient health/medical facilities*</i>	Briassoulis (2002)

\*Elementi u okolišima planinskih destinacija koje ispitanici smatraju važnima u razvoju destinacije / Elements in mountain destination environments that the respondents consider important for mountain destination development

### 3. ODREĐIVANJE VAŽNIH OKOLIŠA PLANINSKIH DESTINACIJA

Kako je navedeno u prethodnom poglavlju, svaki okoliš ima mnogo elemenata koji su potencijalno važni za razvoj planinske destinacije. Prema istraženju literaturi, predložena su 54 elementa (Tablica 1).

#### 3.1. Podaci i uzorak ankete

Anketa je provedena na uzorku sastavljenom od predavača, znanstvenika, konzultanata i menadžera u području planinskog turizma. U početku je kontaktirano 200 znanstvenika i 400 menadžera s područja planinskih destinacija iz više od 40 zemalja. Većina menadžera planinskih destinacija i znanstvenika je iz Europe i sjeverne Amerike, pošto se većina razvijenih planinskih destinacija nalazi upravo u njima. Uzorak je stoga odabran prema broju razvijenih planinskih destinacija u pojedinom području. Anketa se sastojala od 54 elementa koje su ispitanici ocijenili. U Tablici 2 prikazana je struktura uzorka prema zemljama iz kojih ispitanici dolaze.

### 3. DETERMINING IMPORTANT MOUNTAIN DESTINATION ENVIRONMENTS

As presented in the previous chapter, each environment has many elements that are potentially important for mountain destination development. Based on the literature research, 54 elements are proposed (Table 1).

#### 3.1. Survey data and sample

A survey sample consisting of lecturers, researchers, consultants, and managers in the field of mountain tourism has been used. Initially, 200 researchers and 400 managers in mountain destinations from more than 40 countries were contacted. The majority of mountain destination managers, as well as researchers, originated from Europe and Northern America, since the majority of developed mountain destinations are situated there. Survey sample was therefore selected based on the number of developed mountain destinations in the region. The survey consisted of 54 elements that were graded by the respondents. In Table 2, the structure of the sample is presented, based on the country of origin of the respondents.

*Tablica 2: Zemlja porijekla / Table 2: Country of origin*

Zemlja* / Country*	SI	IT	AT	CA	FR	CH	US	GB	DE	ES	NO	AU	FI	BG	IN	JP	Ostalo / Other**	Zbroj / Sum
Broj slučajeva / Number of cases	33	24	20	17	13	11	9	9	7	6	4	4	4	4	3	3	23	194
Udio / Share	17.0	12.4	10.3	8.8	6.7	5.7	4.6	4.6	3.6	3.1	2.1	2.1	2.1	2.1	1.5	1.5	11.9	100

\*Dvoslojni kodovi zemalja definirani su prema ISO-u / Two-letter country codes supplied by the ISO; \*\*TW, SE, NL, CZ, RU, PT, NZ, HR, ZR, BE, HK, MV, BD, CN, DK, IE

Crouch (2011) je ustvrdio da kolektivno iskustvo i znanje menadžera u organizacijama koje se bave upravljanjem destinacijama (nacionalne turističke uprave, državni ili

Crouch (2011) stated that the collective experience and knowledge of managers from destination management organizations (national tourism administrations, state or provincial

regionalni turistički uredi, regionalne turističke organizacije, konvencije i informacijski uredi te slična tijela) i znanstvenika iz područja turizma, stručnjaka u upravljanju destinacijama, predstavljaju vrijedan izvor informacija. Za potrebe ovog istraživanja dodani su i drugi menadžeri na planinskim destinacijama (poput hotelskih menadžera) i znanstvenici u području planinskog turizma jer se održivost planinskih destinacija treba zasnivati na sudjelovanju svih dionika (Nepal i Chipeniuk, 2005). Za ovo istraživanje uobičajeno je da su svi ispitanici menadžeri i drugi ljudi iz prakse iz javnog i privatnog turističkog sektora jer ta populacija najviše zna o elementima destinacija (Enright i Newton, 2004). U Tablici 3 prikazana je struktura uzorka prema tipu sektora i području rada. Anketa je sastavljena tako da omogućava višestruke odgovore na postavljena pitanja kako bi odrazila pravu prirodu rada ispitanika.

tourism offices, regional tourism organizations, convention and visitor bureaus and similar types of bodies) and tourism researchers with expertise in destination management provide a valuable source of information. For the purpose of this research, other managers (such as hotel managers) in mountain destinations and researchers from the field of mountain tourism have also been added, since the sustainability of mountain destinations should be based on the participation of all stakeholders (Nepal and Chipeniuk, 2005). For such research, it is common that the respondents are managers and other practitioners from public and private tourism sectors as this is the population that is the most knowledgeable about the destination elements (Enright and Newton, 2004). The structure of the sample based on the sector type and line of work is presented in Table 3. The survey was designed to enable multiple responses to the given questions so that the true nature of the work of respondents could be shown.

**Tablica 3: Tip sektora i područje rada / Table 3: Sector type and line of work**

Sektor / Sector	Odgovori / Responses	
	N	Postotak / Percent
Javni sector / <i>Public sector</i>	140	69.7%
Privatni sector / <i>Private sector</i>	61	30.3%
Ukupno / <i>Total</i>	201	100.0%
Područje rada / <i>Line of work</i>	N	Postotak / Percent
Destinacijski menadžment, lokalna organizacija turizma / <i>Destination management, local tourism organization</i>	55	21.3%
Obrazovanje / <i>Education</i>	54	20.9%
Istraživanje / <i>Research</i>	52	20.2%
Konzalting / <i>Consultancy</i>	21	8.1%
Voditelj skijališta / <i>Ski area operator</i>	16	6.2%
Menadžment događanja / <i>Event management</i>	15	5.8%
Lokalna uprava / <i>Local government</i>	10	3.9%
Hotelski menadžment / <i>Hotel management</i>	8	3.1%
Nevladine organizacije / <i>Non-governmental organization</i>	8	3.1%
Receptivna agencija / <i>Incoming agency</i>	4	1.6%
Menadžment atrakcija / <i>Attraction management</i>	4	1.6%
Međunarodna organizacija / <i>International organization</i>	3	1.2%
Drugo* / <i>Other*</i>	8	3.1%
Ukupno / <i>Total</i>	258	100.0%

\*Prijevoz, gospodarska komora, menadžment kongresnog centra, catering i druge organizacija / Transport, chamber of commerce, convention center management, catering, and other organizations

Ispitanici su svaki element ocijenili prema njegovoj važnosti. Važnost je mjerena Linkertovom skalom od sedam stupnjeva (1=Veoma nevažno, 2=Nevažno, 3=Malo nevažno, 4=Ni nevažno ni važno, 5=Djelomično važno, 6=Važno, 7=Veoma važno), što je uobičajena praksa u literaturi o turizmu (Barquet, Osti i Brida, 2010; Borchgrevink i Knutson, 1997; Peters, 1993). Istraživanje je provedeno pomoću internetske ankete. Dobile su i potom analizirane 194 ispunjene ankete i njihov broj zadovoljava uvjete Hutchesona i Sofronioua (1999), koji smatraju da je za faktorsku analizu potrebno imati 150-300 slučajeva.

Eksploratorna faktorska analiza ne objašnjava sve varijance unutar modela zajedničkih faktora; ne može se izbjeći određena razina pogreške (Norris i Lecavalier, 2010). Kako bi se dobili relevantni rezultati, prilikom izvođenja faktorske analize treba osigurati kvalitetu unešenih podataka. Kako bi se postigla valjanost sadržaja, provedena je dubinska analiza literature. Tri profesora i tri menadžera destinacija pregledala su anketna pitanja kako bi se provjerila njihova valjanost, cjelovitost i čitljivost te smanjila mogućnost ne slučajnih pogrešaka (Liu i Arnett, 2000). Kako bi se pročistili podaci i smanjile sustavne pogreške, ispitana je distribucija svih mjerenih varijabli, kao i vrijednosti koje nedostaju te netipične vrijednosti (Yoon i Uysal, 2005). Nije otkriveno da među vrijednostima koje nedostaju ima onih važnijih, a pronađeni nedostaci uklonjeni su metodom maksimizacije očekivanja koja daje najbolji prikaz originalne distribucije vrijednosti, s najmanje pristranosti (Hair *et al.*, 2010).

### 3.2. Definiranje važnih elemenata

Ukupno se testirala važnost 54 elementa; zadržano je 27 elemenata čija je srednja vrijednost statistički značajno veća od 5.25. Elementi okoliša planinskih destinacija koje ispitanici smatraju važnima za razvoj planinskih destinacija označeni su zvjezdicom (\*) u

Each element has been evaluated by respondents according to its importance. Importance has been measured with seven-point Likert items (1=Very unimportant, 2=Unimportant, 3=Slightly unimportant 4=Neither unimportant nor important, 5=Slightly important, 6=Important, 7=Very important), which is a common practice in tourism literature (Barquet, Osti and Brida, 2010; Borchgrevink and Knutson, 1997; Peters, 1993). The research has been carried out with a web-based survey. The number of completed surveys meets the requirements of Hutcheson and Sofroniou (1999), who suggested from 150 to 300 cases for factor analysis since the survey generated 194 completed responses that have been used for analysis.

Exploratory factor analysis does not explain all the variance within the common factor model; a certain amount of error cannot be avoided (Norris and Lecavalier, 2010). To produce relevant results, the quality of input data submitted to the analysis should be ensured when performing factor analysis. To ensure content validity, an in-depth literature review has been conducted. The survey questions have been reviewed for validity, completeness and readability by three professors and three destination managers to reduce the possibility of non-random errors (Liu and Arnett, 2000). The distribution of all measured variables has been examined, as well as missing values and outliers, in order to purify the data and reduce systematic errors (Yoon and Uysal, 2005). Serious missing values have not been discovered, and the existing missing observations have been handled with the expectation-maximization method, which generates the finest representation of the original distribution of values with the least bias (Hair *et al.*, 2010).

### 3.2. Defining important elements

Altogether, 54 elements have been tested for their importance; 27 elements with means statistically significantly higher than 5.25 have been retained. Elements in moun-

Tablici 1. Upotrebljen je prag od 5.25 kako bi se zadržalo najviših 25% Likertove skale, što ukazuje na to da ispitanici vjeruju da su ti elementi važni za razvoj planininskih destinacija (Matthews, Moore i Wright, 2008).

### 3.3. Grupiranje važnih elemenata u faktore

Kako bi se 27 važnih elemenata okoliša planinskih destinacija grupiralo u faktore, upotrijebljena je eksploratorna faktorska analiza. Kaiser-Meyer-Olkin mjera adekvatnosti uzorka (MSA) veoma je visoka (0.921) i ukazuje na prikladnost faktorske analize. Usto, značajnost pokazana Bartlettovim testom sfernosti ( $p=0.000$ ) ukazuje na to da je postojanje korelacije između elemenata dovoljno da bi se nastavilo s analizom (Hair *et al.*, 2010).

Primijenjena je analiza glavnih komponentenata s promax rotacijom faktora. Kako se pretpostavlja da su temeljne varijable u međusobnoj korelaciji, odabrana je prikladnija metoda kosokutne rotacije faktora. Kosokutna rotacija daje preciznije rješenje kad među faktorima postoje korelacije (Costello i Osborne, 2005).

Predloženo je i testirano rješenje sa četiri faktora kojima su vlastite vrijednosti veće od 1,0. U skladu s Hair *et al.* (2010), uklonjene su jedinice s faktorskim koeficijentom manjim od 0,5 i faktorskim opterećenjem između faktora višim od 0,4. Odabrano je rješenje sa četiri faktora i 19 elemenata, što predstavlja otprilike 67,5% ukupne varijance (Tablica 4), što se u društvenim znanostima smatra prihvatljivim (Hair *et al.*, 2010). Istovjetnosti 19 elemenata su u rasponu od 0,421 do 0,802, što ukazuje na to da su varijance svakog izvornog elementa adekvatno objašnjene rješenjem od četiri faktora. Cronbachov alfa koeficijent za četiri faktora je u rasponu od 0,844 do 0,929, što ukazuje na visoku unutarnju konzistentnost (Hair *et al.*, 2010). Svaki predloženi faktor sadrži najmanje četiri

tain destination environments that the respondents consider important for mountain destination development are marked with an asterisk (\*) in Table 1. The threshold 5.25 has been used in order to retain the highest 25% of the Likert scale, which suggests that the respondents believe that these elements are important for mountain destination development (Matthews, Moore and Wright, 2008).

### 3.3. Grouping important elements into factors

To group the 27 important elements of mountain destination environments into factors, the exploratory factor analysis has been applied. The Kaiser-Meyer-Olkin measure of sampling adequacy (MSA) is very high (0.921), indicating the appropriateness of factor analysis. Additionally, the significance of Bartlett's Test of Sphericity ( $p=0.000$ ) indicates that sufficient correlations are present among the elements to continue with the analysis (Hair *et al.*, 2010).

The principal axis factoring extraction method with promax rotation has been applied; since the underlying dimensions are assumed to be correlated, oblique rotation has been found to be more appropriate. Oblique rotation produces a more precise solution when there are correlations among factors (Costello and Osborne, 2005).

The solution with four factors with eigenvalues greater than 1.0 was proposed and tested. Following Hair *et al.* (2010), items with factor loadings lower than 0.5 and cross-loadings greater than 0.4 have been removed. A four-factor solution with 19 elements has been formed, which represents approximately 67.5% of the total variance (Table 4), which is regarded as acceptable in social sciences (Hair *et al.*, 2010). The communalities of the 19 elements range from 0.421 to 0.802, indicating that the variances of each original element have been adequately explained by the four-factor solution. Cronbach's alpha for the four factors ranges



elementa, što je više od predloženog minimuma od tri elementa po faktoru (Velicer i Fava, 1998). Ta četiri faktora nazvana su prema elementima od kojih se sastoje (Tablica 4). Identificirani su sljedeći faktori okoliša planinskih destinacija: (1) tehnološki okoliš, (2) socio-kulturni okoliš, (3) prirodni okoliš te (4) politički i pravni okoliš.

from 0.844 to 0.929, suggesting high internal consistency (Hair *et al.*, 2010). Every suggested factor comprises at least four elements, which surpasses the advised minimum of three elements per factor (Velicer and Fava, 1998). The four factors have been labeled based on the elements that constituted them (Table 4). The factors of mountain destination environments that have been identified are (1) technological environment, (2) socio-cultural environment, (3) natural environment and (4) political and legal environment.

**Tablica 4: Rotirani faktorski koeficijenti, istovjetnost elemenata, udio varijance objašnjene modelom i testovi pouzdanosti / Table 4: Rotated factor loadings, communalities of elements, share of explained variance and reliability tests**

Element	Tehnološki okoliš / <i>Technological environment</i>	Socio-kulturni okoliš / <i>Socio-cultural environment</i>	Prirodni okoliš / <i>Natural environment</i>	Politički i pravni okoliš / <i>Political and legal environment</i>	Istovjetnost / <i>Communality</i>
Pokrivenost signala mobilnog telefona / <i>Mobile phone signal coverage</i>	<b>.851</b>	.065	-.220	.095	.682
Prisutnost internetskih veza i pokrivenost Internetom / <i>Presence of internet connection facilities and internet coverage</i>	<b>.834</b>	.089	-.307	.214	.748
Prihvatanje kreditnih kartica i prisutnost bankomata / <i>Acceptance of credit cards and presence of ATMs</i>	<b>.817</b>	.025	-.046	.058	.712
Učinkovite zdravstvene/ medicinske institucije / <i>Efficient health/medical facilities</i>	<b>.699</b>	-.003	.274	-.160	.644
Učinkovita električna infrastruktura / <i>Efficient electricity infrastructure</i>	<b>.694</b>	-.001	.287	-.028	.800
Učinkovita vodoopskrbna infrastruktura / <i>Efficient water supply infrastructure</i>	<b>.687</b>	-.031	.347	-.052	.802
Prisutnost višezječnih uputa/ vodiča (prometni znakovi, mape i jelovnici) / <i>Presence of multilingual written instructions/ guides (traffic signs, maps and restaurant menus)</i>	-.028	<b>.949</b>	-.211	.055	.712

Element	Tehnološki okoliš / <i>Technological environment</i>	Socio-kulturni okoliš / <i>Socio- cultural environment</i>	Prirodni okoliš / <i>Natural environment</i>	Politički i pravni okoliš / <i>Political and legal environment</i>	Istovjet- nost / <i>Communi- tarity</i>
Lakoća lokalnog komuniciranja (na engleskom i drugim jezicima) / <i>Ease of oral communication (in English or other languages)</i>	.050	<b>.835</b>	-.067	.087	.794
Lokalne menadžerske vještine i vještine osoblja / <i>Local managerial and staff skills</i>	.140	<b>.671</b>	.113	-.232	.508
Gostoljubivost lokalne zajednice / <i>Hospitality of local population</i>	.126	<b>.619</b>	.184	.007	.738
Podrška lokalne zajednice razvoju turizma / <i>Support for tourism development by local population</i>	.001	<b>.578</b>	.279	.072	.712
Opteretni kapacitet / <i>Carrying capacity</i>	-.147	-.132	<b>.877</b>	.054	.522
Raznolikost i različitost terena za sportove / <i>Variety and diversity of terrains for different sports</i>	-.050	.037	<b>.776</b>	.055	.643
Povoljni klimatski uvjeti / <i>Favorable climate conditions</i>	.105	.089	<b>.580</b>	.160	.704
Vizualni dojam / <i>Visual appeal</i>	.074	.092	<b>.568</b>	.194	.691
Podrška vlade na regionalnoj razini / <i>Support of government at the regional level</i>	.148	-.107	.002	<b>.810</b>	.707
Podrška vlade na razini zajednice / <i>Support of government at the municipality level</i>	.055	.051	.107	<b>.638</b>	.620
Učinkovitost donošenja odluka / <i>Efficiency of decision making</i>	-.098	.208	.102	<b>.627</b>	.618
Učinkovitost regulatornog okvira / <i>Efficiency of regulatory framework</i>	.025	-.117	.236	<b>.540</b>	.421
Udio objašenjenih varijanci / <i>Share of variance explained (%)</i>	54.599	5.389	4.050	3.411	
<i>Cronbach's alpha</i>	.929	.904	.879	.844	

Extraction method: principal axis factoring; Rotation method: promax with Kaiser normalization

#### 4. VAŽNI OKOLIŠI I ODSUSTVO EKONOMSKOG OKOLIŠA

U ovom istraživanju potvrđena su četiri od pet očekivanih faktora ili okoliša, kako je i prikazano modelom na Slici 1: tehnološki okoliš, socio-kulturni okoliš, prirodni okoliš te politički i pravni okoliš (Tablica 4).

#### 4. IMPORTANT ENVIRONMENTS AND THE MISSING ECONOMIC ENVIRONMENT

In this research, four out of five expected factors or environments, as proposed in the model in Figure 1, have materialized: technological environment, socio-cultural envi-

Prvi identificirani faktor je tehnološki okoliš, kojega oblikuju moderne informacijske i komunikacijske tehnologije te nove mobilne tehnologije, potom struja, voda i zdravstvena infrastruktura. Drugi identificirani faktor, socio-kulturni okoliš, obuhvaća lakoću komuniciranja, gostoprimstvo i vještine zaposlenika te podršku koju turističkom razvoju daje lokalno stanovništvo. Važni elementi trećeg identificiranog faktora, prirodnog okoliša, su nosivi kapacitet destinacije, brojnost i raznovrsnost terena za razne sportove, klima i vizualna privlačnost. Posljednji okoliš planinske destinacije, politički i pravni okoliš, sadrži elemente kao što su podrška razvoju na raznim razinama donošenja odluka, efikasnost u donošenju odluka i regulatorni okviri.

Iznenadujuće, ekonomski okoliš, kao peti predloženi okoliš, nije identificiran. Točnije, ispitanici smatraju da je samo pet elemenata ovog faktora (od njih 16, Tablica 1) važno za razvoj planinskih destinacija: tržišni potencijal (domaćeg, susjednih i udaljenih tržišta), poslovna suradnja (poslovni savezi i umrežavanje), prisustvo lokalnih tvrtki te trošak i raspoloživost kapitala.

U svjetlu suvremenog globalnog ekonomskog liberalizma, koji snažno utječe na turistički razvoj, iznenaduje relativna beznačajnost ekonomskog okoliša. Međutim, ne treba zaboraviti da se ova analiza destinacija nije provodila na razini tvrtki, gdje je ekonomski stup ili profitabilnost tvrtke i osobito njezini vlasnici pažljivo prate. U skladu s održivim razvojem, menadžeri planinskih destinacija možda smatraju da su slabiji u postizanju ciljeva koji se odnose na socio-kulturne i prirodne aspekte te su stoga važnost tih elemenata ocijenjivali relativno višim ocjenjama u usporedbi s tradicionalnijim i priznatijim ekonomskim elementima. Usto, destinacija se može smatrati javnim, a ne privatnim entitetom; može se očekivati da kod ocjenjivanja važnosti elemenata ekonomskog okoliša u javnom i u privat-

ronment, natural environment, and political and legal environment (Table 4). The first identified factor is the technological environment, which is shaped by modern information and communication technologies and new mobile technologies, electricity, water and health infrastructures. The second identified factor is the socio-cultural environment, which encompasses ease of communication, employee hospitality and skills and support for tourism development of the local population. Important elements of the third identified factor, the natural environment, are carrying capacity, variety and diversity of terrains for different sports, climate and visual appeal. The last of the mountain destination environments, the political and legal environment, encompasses elements such as support for development at different decision levels, efficiency of decision making and regulatory frameworks.

Surprisingly, the fifth proposed environment, the economic environment, has not converged. The respondents consider only five elements (out of 16, Table 1) from the economic environment to be important for mountain destination development: market potential (domestic and nearby, and long haul), business cooperation (business alliances and network relationships), the presence of local businesses, and the costs and accessibility of capital.

In the light of the contemporary global economic liberalism that also strongly leads tourism development, the relative unimportance of the economic environment is surprising. However, one should not forget that this analysis has been conducted at the destination, not at the firm level, where the economic pillar or firm's profitability is an important measure of success, closely observed by the firm's managers and especially its owners. In line with sustainable development, mountain destination managers might find that they are weaker in pursuing socio-cultural and natural goals, and thus they have evaluated the importance of

nom sektoru postoje razlike. Preciznije, neki istraživači smatraju da se motivacije kod menadžera u javnom i privatnom sektoru međusobno razlikuju (Perry i Porter, 1982; Jurkiewicz, Massey i Brown, 1998) te da su oni u privatnom sektoru manje usredotočeni na ekonomsku dimenziju (Wong, 1998). Međutim, u ovom slučaju nije bilo moguće potvrditi značajne razlike u ocjeni važnosti elemenata ekonomskih okoliša između javog i privatnog sektora. Nezavisni t-test uzoraka pokazuje značajne razlike samo u pogledu dva elementa: podrške koju pružaju srodne industrije vezane uz turizam (koju je javni sektor ocijenio višom ocjenom) i troškova zaposlenika (koje je privatni sektor ocijenio višom ocjenom).

Neki znanstvenici ustanovili su da turizam na razini tvrtke pridodaje relativno veću važnost ekonomskim elementima u usporedbi s elementima u socio-kulturnom ili prirodnom okolišu (Mihalič, Žabkar i Knežević Cvelbar, 2011). Međutim, destinacija nije entitet na isti način kao tvrtka te se stoga tako ni ne ponaša (Ritchie i Crouch, 2003). Na razini destinacija priroda posla je drugačija i one imaju druge imperitive pošto razvoj destinacija ne bi trebao biti zasnovan isključivo na ekonomskim temeljima (Crouch i Ritchie, 1999). Točnije, u turističkim destinacijama koje su više bazirane na prirodnim ljepotama, prirodni okoliš je najvažniji faktor za uspjeh destinacije (Huybers i Bennett, 2003). Stoga je za očekivati da njihovi dionici elemente prirodnog okoliša smatraju veoma važnima za razvoj planinskih destinacija jer one pripadaju kategoriji destinacija baziranih na prirodnim ljepotama. Međutim, jača orijentacija prema elementima prirodnog okoliša ne prenosi se automatski na razinu poduzeća te je malo vjerojatno da će tvrtke koje se bave turizmom štiti okoliš ako im država ne nameće propise za zaštitu okoliša (Huybers i Bennett, 2003). Stoga se može zaključiti da se u pogledu okoliša perspektive tvrtke i destinacije u određenoj mjeri razlikuju.

such elements relatively higher, compared to already more traditional and established economic elements. In addition, a destination can be seen as a public, not a private entity; differences regarding the evaluation of importance of elements in the economic environment between the public and private sectors might be expected. More specifically, the theories of some researchers suggest that managers in the public sector have different motivations than managers in the private sector do (Perry and Porter, 1982; Jurkiewicz, Massey and Brown, 1998), and that they are less focused on the economic dimension (Wong, 1998). However, in this case, we have been unable to confirm that there are considerable differences between the evaluations of the importance of elements in the economic environment between the public and private sectors. An independent samples t-test shows significant differences only in regard to two elements: support from related industries (which was evaluated higher by the public sector) and staff costs (which was evaluated higher by the private sector).

Some researchers have shown that tourism at the firm level will put relatively higher importance on the economic elements, compared to elements in the socio-cultural or natural environments (Mihalič, Žabkar and Knežević Cvelbar, 2011). However, a destination does not exist as an entity in the same way a company does, and hence, it does not behave as one (Ritchie and Crouch, 2003). At the destination level, the nature of work is quite different, and other imperatives might be important since destination development should not be based solely on economic foundations (Crouch and Ritchie, 1999). More specifically, in more nature-based tourism destinations, the natural environment is the most important factor for destination success (Huybers and Bennett, 2003) and it is logical to expect that stakeholders consider the elements of the natural environment as highly important for a mountain destination's development since they belong to the category of nature-based destinations. How-

## 5. ZAKLJUČCI, OGRANIČENJA I PREPORUKE ZA DALJNJA ISTRAŽIVANJA

Ovaj je rad razvio teorijski model okoliša planinskih destinacija i njihovih elemenata. Taj se model zasniva na konceptu održivog razvoja koji naglašava tri razvojna stupa, a proširen je i na tehnološki te politički i pravni okoliš koji čine važan dio razvoja destinacija, a predložili su ih znanstvenici iz područja turizma. Glavna namjera razvijanja ovakvog modela je proučiti važnost i relevantnost turističkih okoliša za razvoj planinskih destinacija. Kako je ovaj rad samo utvrdio važne okoliše za razvoj planinskih destinacija, daljnja istraživanja trebala bi izmjeriti utjecaj turističkih okoliša na razvoj destinacija u raznim planinskim destinacijama.

Empirijski dio istraživanja otkrio je da se planinske destinacije usredotočuju na razvojni potencijal elemenata u tehnološkom, socio-kulturnom, prirodnom te političkom i pravnom okolišu. Ekonomski okoliš nije ustanovljen kao poseban faktor. Smatramo da su ekonomska pitanja manje važna kad se razvojnim ciljevima upravlja na razini destinacije.

Istraživanje je provedeno samo na razini destinacije, dok bi istraživanje na razini poduzeća vjerojatno pokazalo različite percepcije važnosti ekonomskih ciljeva. U tom kontekstu, perspektive na razini poduzeća i destinacija mogle bi se razlikovati, a te bi različitosti zahtijevale daljnja istraživanja. Identificirani okoliši mogli bi imati različitu važnost za cjelokupnu destinaciju i za pojedinu tvrtku. Drugo ograničenje je da je istraživanje provedeno u vrijeme globalne ekonomske i financijske krize te bi stoga bilo veoma zanimljivo ponoviti ga u drugo vrijeme i istražiti moguće promjene u važnosti turističkih okoliša.

Daljnja istraživanja također bi trebala istražiti razlike u mišljenju između javnog i privatnog sektora te raznih područja rada. Buduća istraživanja mogla bi se odnositi i

ever, stronger orientation towards the environmental elements does not automatically translate to the firm level and not all tourism businesses would act in an environmentally friendly way without environmental regulations imposed by governments (Huybers and Bennett, 2003). One can therefore conclude that, in terms of environments, the firm level and destination level perspectives differ to some extent.

## 5. CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

This paper has developed a theoretically based model of mountain destination environments and their elements. The model is based on a sustainable development concept that emphasizes three developmental pillars and expands this concept with technological, and political and legal environments, which are proposed by tourism researchers and form an important part of destination development. The main purpose of the development of such a model is to study the importance and relevance of tourism environments for a mountain destination's development. The paper has only determined the important environments for mountain destination development; further research should measure the influence of tourism environments on destination development in different mountain destinations.

The empirical part of the research revealed that mountain destinations are concentrating on the developmental potential of the elements in the technological, socio-cultural, natural and political and legal environments. The economic environment has not converged as a distinct factor. We argue that economic issues are less important when developmental goals are managed on a destination level.

The research was conducted only at the destination level; research on the firm level would probably reveal different perceptions

na istraživanje mišljenja na strani ponude i potražnje. Nadalje, dodavanjem mišljenja iz drugih segmenata turizma povećala bi se točnost podataka (Formica i Uysal, 2006; Dwyer i Kim, 2003; Enright i Newton, 2005).

Pregledana literatura ukazuje na potrebu za mjerenjem važnosti turističkih okoliša i njihovih elemenata za razvoj destinacija planinskog turizma. Ovo istraživanje i predloženi model omogućuju destinacijama da se usredotoče na ključne elemente okoliša koji promiču turistički razvoj. Oni koji donose odluke moći će ustanoviti, modificirati i prihvatiti prioritetne akcije kako bi poboljšali okoliše planinskih destinacija koji će destinacijama omogućiti da se razviju na konkurentan i održiv način.

of the importance of the economic goals. In this context, firm level and destination level perspectives might differ; such dissimilarities should be further researched. The identified environments might be of different levels of importance for the destination as a whole and for a single firm. Another limitation is that the research was conducted during the global economic and financial crisis; it would be very interesting to replicate the research in another time period and explore the differences in importance of tourism environments.

Further research should also explore the differences in opinions between public and private sector and different lines of work. Another aspect of further research could be to study opinions from both the supply side and the demand side. Adding opinions from different types of tourist segments would increase the accuracy of information (Formica and Uysal, 2006; Dwyer and Kim, 2003; Enright and Newton, 2005).

The literature review has indicated the need for measuring the importance of tourism environments and their elements for mountain tourism destination development. This research and the proposed model enable destinations to focus on key elements in environments that promote tourism development. Decision makers will be able to prioritize, modify and adopt actions to improve mountain destination environments that will enable destinations to develop in a competitive and sustainable way.

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