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**PROPITIVANJE KLJUČNIH IZAZOVA U MJERENJU
ODRŽIVOG RAZVOJA TURIZMA**

**CHALLENGING THE KEY ISSUES
IN MEASURING SUSTAINABLE TOURISM DEVELOPMENT**

SAŽETAK: Suvremeno društvo mora preispitati način na koji se nosi s promjenama u proizvodnji, potrošnji, ljudskim odnosima, zaštitom okoliša i drugim društvenim i ekonomskim aktivnostima. U tom smislu čini se razumnim odrediti način na koji bi se promjene mogle sagledati iz prave perspektive i kako bi mogle utjecati na globalnu ravnotežu u okviru održivog razvoja. Proces mjerenja održivog razvoja turizma iznimno je kompleksan jer zahtijeva ne samo odabir različitih indikatora, već i upravljanje različitim područjima te moraju biti sastavni dio iste jednadžbe. Osnovna svrha ovog istraživanja je ispitati mogućnost mjerenja održivosti unutar destinacija i, ukoliko je taj proces moguć, odrediti najpodesniji model za to mjerenje. Odabrani model testiran je u destinaciji u Hrvatskoj, a rezultati upućuju na to da postoji mogućnost mjerenja razine održivog razvoja destinacije, ali je ključna komponenta tog procesa definiranje prikladnih indikatora.

Ključne riječi: održivi razvoj turizma, modeli, indikatori, stanje održivosti

SUMMARY: Contemporary society needs to consider the ways of dealing with changes in production, consumption, human interactions, environmental protection and other social and economic activities. Therefore, it seems reasonable to determine how these changes can be placed into the right perspective and how they could affect the global balance in terms of sustainable development. The process of measuring sustainable development is highly complex as it requires managing both different indicators and different fields and putting them all in the same equation. The main purpose of this research is to examine if the sustainability within a destination can be measured and if so, which model of measurement is best suited. The chosen model has been tested on a destination in Croatia and the results indicate that there is a possibility to measure the stage of sustainable development in a destination, but the crucial component of the process to define the appropriate indicators.

KEY WORDS: sustainable tourism development, models, indicators, stage of sustainability

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1. UVOD

Razvoj odražava željeno stanje koje se pokušava dostići u budućnosti (Wall u Jafari, 2001:567). Trebao bi se temeljiti na dobro strukturiranim, promišljenim planovima, analizi dostupnih resursa i prevenciji njihove potencijalne devastacije i/ili saturacije. Stoga razvoj mora biti održiv kako bi mogao osigurati pozitivnu promjenu u budućnosti, bez isključivanja mogućnosti budućih generacija za konzumacijom, korištenjem i očuvanjem tih resursa. „To se interpretira kao postizanje optimalne ravnoteže između zaštite okoliša, društvene jednakosti i ekonomskog blagostanja, uz zadovoljenje tradicionalnih zahtjeva proizvoda, npr. kvaliteta, tržište i pitanje troškova, itd.“ (Maxwell i van der Vorst, 2003:884). Ova ideja izvedena je iz opće teorije održivog razvoja, kao i ideja održivog razvoja turizma. Održivi razvoj kao koncept poznat je i prije negoli je postao krilatica suvremenog društva (<http://www.merriam-webster.com/dictionary/development>). Naime, inkorporiran je u svijest čovječanstva u smislu distribucije dobara i usluga između ljudi i naroda. Međutim, razvoj društva uzrokovao je narušavanje tih odnosa te je stoga pitanje održivosti postalo ključno u raspravi o budućem razvoju (Pulido Fernández, Cárdenas Garcíá i Sánchez Rivero, 2014; Auger i Bélanger, 2011; Choi i Sirakaya, 2006:1274; Hunter, 1997:851; ...).

Atkinson *et al.* (1997:16) tvrde da održivi razvoj znači nenazadovanje blagostanja ljudi tijekom vremena. Bilo koje društvo koje želi razvijati međugeneracijsku pravednost definiranu u tim okvirima mora se razvijati na način da minimizira aktivnosti čije troškove snose buduće generacije. To omogućava njegovu primjenu u širokom rasponu aktivnosti unutar različitih ekonomskih i društvenih aktivnosti. Međutim, problem se pojavio kada je postalo očito da se „politike održivog razvoja ne mogu osloniti na ideju optimalnih rješenja koja se temelje na jedinstvenoj mjeri,

1. INTRODUCTION

Development reflects a desired state which is tried to be reached in the future (Wall in Jafari, 2001:567). It should be based on well structured, thought through plans, the analysis of available resources and the prevention of their potential devastation and/or saturation. Therefore development needs to be sustainable in order for it to be able to ensure a positive change in the future, without eliminating the chance for future generations to consume, utilize and preserve those very resources. “This is interpreted as achieving an optimum balance between environmental protection, social equity and economic prosperity, while meeting traditional product requirements, e.g. quality, market, technical and cost issues, etc.” (Maxwell and van der Vorst, 2003:884). This idea is derived from the general sustainable development theory, as is the idea of sustainable tourism development (STD). Sustainable development as a concept was known long before it became a buzz word of today’s society (<http://www.merriam-webster.com/dictionary/development>). Namely, it has been incorporated into humankind’s consciousness in terms of distributing goods and services between people and nations. However, the development of humankind caused deterioration of these relations and therefore the sustainability issues became crucial when discussing future development (Pulido Fernández, Cárdenas Garcíá and Sánchez Rivero, 2014; Auger and Bélanger, 2011; Choi and Sirakaya, 2006:1274; Hunter, 1997:851; ...).

Atkinson *et al.* (1997:16) argue that sustainable development means non-declining human wellbeing over time. Any society wishing to pursue intergenerational justice defined in these terms must develop in such a way as to minimize those activities whose costs are borne by future generations. This allows its application to a very broad range of activities within various economic and social activities. However, the problem occurred when it became evident that “policies

a to će najvjerojatnije biti, naravno, ekonomska učinkovitost” (Rammel i van den Bergh, 2003:125). Iako je čovječanstvo vođeno idejom postizanja ekonomskih koristi prije svih drugih, stavljajući ih ispred bilo kojeg drugog pozitivnog učinka razvoja, ipak postaje jasno da takav način razmišljanja neće generirati dugoročne pozitivne učinke za društvo ili gospodarstvo u cjelini (npr., Pulido Fernández, Andrades Caldito i Sánchez Rivero, 2015).

Ukoliko ideja održivog razvoja nije ugrađena u svijest ljudi, ne može se očekivati da će oni osjećati potrebu integrirati ju u svoje životne navike, standarde proizvodnje ili sustav obrazovanja. Ideja održivog razvoja mora postati integralni dio života bilo kojeg društva jer je to jedini način osiguranja pozitivnih učinaka u globalnom okruženju, ali i u okviru cijelog gospodarstva. Atkinson *et al.* (1997:3) ističu da termin održivog razvoja nije otvoren za puno rasprava jer on znači održivo i trajno, odnosno održivi razvoj je razvoj koji traje. Međutim, javlja se velik broj izazova u procesu uključivanja te ideje u svijest ljudi. Usudimo li se propitivati globalno razumijevanje održivog razvoja? Je li trenutnom razvoju suđeno biti dugotrajan, oslobođen negativnih, neželjenih posljedica na globalno okruženje? Imamo li pravo ugroziti egzistenciju budućih generacija? Svi ovi problem već su bili naglašeni, a s nekima od njih se već suočavamo. No još uvijek nije otkriveno je li se društvo spremno nositi s odgovorima na ta pitanja.

2. TEORIJSKI OKVIR

Iako se koncept održivog razvoja turizma može smatrati logičnim slijedom modernog načina života ili razmišljanja, ako se želi spriječiti potpuno uništenje postojećih resursa, nužno je prihvatiti odgovornost za ono što je učinjeno okolišu, socio-kulturnim interakcijama i ekonomiji (na lokalnoj i globalnoj razini) te, posljedično, razviti strategiju za buduće postupke.

for sustainable development cannot rely on the notion of optimal solutions based on a single measurement, the most likely being of course economic efficiency” (Rammel and van den Bergh, 2003:125). Even though humankind is driven to achieve economic benefits above all other, putting them ahead of any other positive development effect, it is becoming evident that this way of thinking will not generate positive long-term benefits for the society or the economy in general (for instance, Pulido Fernández, Andrades Caldito and Sánchez Rivero, 2015).

If the idea of sustainable development is not incorporated into the consciousness of people, they cannot be expected to feel the need to integrate it into their living habits, production standards and education systems. The idea of sustainable development needs to become an integral part of any society’s life, as this is the only way of ensuring its positive effects in the global environment in the first place, as well as within the economy in general. Atkinson *et al.* (1997:3) stress that the term sustainable is not open to much dispute since it means enduring and lasting, i.e. sustainable development is development that lasts. It becomes, however, quite a challenge when incorporating this idea into the people’s set of mind. Do we dare to question the mainstream understanding of sustainable development? Is the current development meant to be long-lasting and free of negative, undesirable consequences on the overall environment? Do we have the right to threaten the existence of our future generations? All these challenges have already been addressed and some of them have been dealt with. But it is yet to be revealed if the society is ready to deal with the answers.

2. THEORETICAL BACKGROUND

As much as the concept of STD can be considered a logical sequence of modern ways of living or thinking, with the aim to prevent a complete devastation of the existing resources

“Na mnogim razinama poslovne i društvene organizacije pozvane su na preuzimanje odgovornosti za rastući broj problema, od globalnog zatopljenja i smanjenja ozona do pitanja održivog razvoja” (Wankler i Stoner, 2008:13). Održivi razvoj nije izolirani problem koji se odnosi samo na poslovni sektor; snažno je povezan s društvom u cjelini, a odražava sve nagomilane probleme povezane s onečišćenjem, degradacijom okoliša te društvenim interakcijama u lokalnim zajednicama. Ne čini se razumnim očekivati da će društvena zajednica ostati imuna na promjene u okolini jer među njima postoji interaktivna i trajna veza. Niti jedna zajednica, iako bi to možda htjela, ne može održati svoj opstanak unutar čvrstih granica svog teritorija i prizme unutarnjih društvenih interakcija, a razlog tome je proces razmjene dobara i usluga (trgovina) s drugim zajednicama. Stoga se problem sa svim ili barem većinom pitanja vezanih uz klimatske promjene, potrese, tsunamije, uragane, poplave, požare i bilo koje druge prirodne katastrofe treba vezati uz bilo koju zajednicu s ciljem suočavanja s negativnostima neodrživog razvoja globalno, ali posebice unutar zajednica (na primjer, Saenz-de-Miera i Rossello, 2014; Amelung i Nicholls, 2014; Schubert, Brida i Risso, 2011; Bujosa, Riera i Torres, 2015; Bandari, Cooper i Ruhanen, 2014).

O održivom razvoju značajno se raspravljalo tijekom posljednja tri desetljeća, posebice nakon Samita o Zemlji u Rio de Janeiru (lipanj 1992. godine). “Koncept održivog razvoja u obliku u kojem se danas koristi potječe iz ranih 1980-ih” (Palme i Tillman, 2008:1346). Postoje brojne inicijative i učinjeno je puno napora u kreiranju instrumenata koji bi omogućili implementaciju kriterija održivog razvoja u svakodnevni život ljudi. Međutim, osnovna ideja i kriteriji održivog razvoja javljaju se još ranije u povijesti. John M. Keynes još je 1926. godine izjavio da “politički problem čovječanstva izvire iz pomirenja tri stvari: ekonomske učinkovitosti, društvene pravednosti i individualne

it is necessary to adopt the responsibility for what has been done to the environment, socio-cultural interactions and to the economy (local and global) and consequently to develop a strategy for future actions.

“On many fronts, business and nonbusiness organizations are being called upon to take responsibility for a growing number of problems ranging from global warming and ozone depletion to issues of sustainable development” (Wankler and Stoner, 2008:13). Sustainable development is not an isolated problem related to business sectors alone; it is strongly interconnected with the society in general as it reflects all accumulated issues with pollution, environmental degradation and changes in social interactions within local communities. It does not seem reasonable to expect that the community will remain immune to the changes in the environment since there is an interactive and persistent relation between them. No community, as much as it desires so, can maintain its existence within the firm framework of its territory and prism of inner social interactions due to the process of exchanging goods and services (i.e. trade) with other communities. Therefore the problem with all or at least most of the issues related to climate change, earthquakes, tsunamis, hurricanes, floods, fires and any other environmental disasters is to be embraced by any community with the intention to cope with all downsides of potentially unsustainable development globally, but especially within the community itself (for example, Saenz-de-Miera and Rossello, 2014; Amelung and Nicholls, 2014; Schubert, Brida and Risso, 2011; Bujosa, Riera and Torres, 2015; Bandari, Cooper and Ruhanen, 2014).

Sustainable development has been significantly discussed during the last three decades, especially since the Earth Summit in Rio de Janeiro (June, 1992). “The concept of sustainable development as used today dated back to the early 1980s” (Palme and Tillman, 2008:1346). There have been many initiatives and efforts to create an instrument

slobode” (Kurihara, 1972:24). Tako precizna definicija fenomena koji će u budućnosti biti nazivan održivim razvojem ističe da ovaj koncept nije prepoznat nedavno. Naprotiv, njegovi glavni principi izazivali su umove znanstvenika dugo vremena, a njihov cilj bio je prevladati problem nejednake distribucije dobara, devastaciju okoliša i društvenu nepravdu.

Ekonomski rast bilo kojeg društva jedna je od glavnih pretpostavki njegovog ukupnog razvoja. Ukoliko je taj rast zabilježen, društvo će u cjelini biti zadovoljno. Međutim, to se ne može shvatiti kao isključiva istina i jedina varijabla u određivanju je li zemlja održiva ili nije. Dutt i Jameson (1992:179) tvrde da “rast, razvoj društva, potrošnja i uistinu svaka društvena i ekonomska politika treba se kreirati na način da osigurava apsolutni pad broja ljudi koji žive u siromaštvu”. Ekonomski rast jednog društva temeljen na simultanom padu drugog društva ne može se smatrati pravednim i održivim.

Održivi razvoj, također (idealno), podrazumijeva prijenos nejednakosti koje se trebaju podijeliti između zemalja. Međutim, to ponovno podrazumijeva napuštanje tradicionalnog poretka u društvu i prihvaćanju liberalnijeg, utopijskog ekonomskog okruženja u kojem bi se dugovi jednog društva podmirivali iz sredstava drugih zemalja. Iako se ovo neće lako dogoditi, moguće je ovaj koncept djelomično prepoznati u nekim destinacijama. „U borbi za izlaskom iz dužničke krize i velikih proračunskih deficita, mnoge razvijene zemlje nameću teške i stroge programe koji ne uzrokuju poteškoće samo njihovim građanima, već narušavaju i mogućnost razvoja društva milijuna drugih ljudi diljem svijeta“ (UNDP, 2013:21). Distribucija bogatstva se mijenja: nekoliko zemalja u razvoju dostiglo je zavidnu razinu ekonomskog bogatstva i sada se nalaze u poziciji pomoći zemljama koje su još uvijek teško pogođene ekonomskom krizom. Distribuciju dobara, usluga i bogatstva treba postaviti prema kriterijima održivog razvoja. No, svaka država

that would enable the implementation of its criteria into peoples’ everyday life. However, the main idea and principles of sustainable development go even further back in time. John M. Keynes stated in 1926 that “the political problem of mankind is to combine three things: economic efficiency, social justice and individual liberty” (Kurihara, 1972:24). Such a precise definition of a phenomenon which is to be called sustainable development in the future indicates that this concept was not recognized just recently. On the contrary, its main principles intrigued scientists’ minds for quite a long time, and their aim was to overcome the problem of inadequate distribution of goods, devastation of the environment and social injustice.

Economic growth of any society is one of the main presumptions of its overall development. If this growth is achieved, the society in general will be satisfied. However, this cannot be taken as the only truth and a single variable for determining whether a country is sustainable or not. Dutt and Jameson (1992:179) argue that “growth, human development expenditure and indeed all social and economic policy should be designed to ensure that the number of people in poverty declined absolutely”. The economic growth of one society based on simultaneous decline in another society cannot be considered rightful and sustainable.

Sustainable development also assumes (ideally) the transfer of inequalities that are to be divided among countries. However, this again assumes abandoning the traditional order in society and adopting a more liberal, utopian economic environment in which debts of one country would be overcome by other countries’ resources. Even though this cannot be taken at face value, without any other variables influencing the appearance of such development, it nevertheless can be partially recognized in some situations. “Struggling to emerge from a debt crisis and large budget deficits, many developed countries are imposing severe austerity programmes that are not only causing hardship for their own

trebala bi težiti postizanju pozitivnog okruženja za svoje građane i prenijeti im znanje o problemima održivosti kako bi ih se upoznalo s kriterijima održivosti i osposobilo da mogu samostalno odlučiti hoće li pomoći drugima.

Lako je složiti se s izjavom Udo i Janssona (2009:3701) kako se čini da većina literature o održivom razvoju podupire tezu da pravilan odnos prema ovom problemu zahtijeva obuhvaćanje društvenih, ekonomskih, energetske, tehnoloških problema, kao i problema okoliša. Evolucija ovog pojma podrazumijeva implementaciju triju glavnih kriterija – ekonomskog, ekološkog i socio-kulturnog. Međutim, nedavne promjene u suvremenom društvu, inducirane uglavnom tehnološkim postignućima, globalnim promjenama u političkom sustavu te prijenosom moći i promjenama u distribuciji bogatstva potaknule su pojavu novih kriterija vezanih uz tehnologiju, energiju i politiku. Te promjene nemaju toliki utjecaj na ukupnu ravnotežu održivosti jer su oduvijek i bile uključene u jednadžbe, ali nisu imale individualnu ulogu u ukupnom ekvilibriju. Definicije održivog razvoja mogu varirati, ali uglavnom uključuju ekološku, ekonomsku i socio-kulturnu dimenziju koncepta, naglašavajući da je napredak do sada bio postignut uz visoke troškove (Adshead, Thorpe i Rutter, 2006:1102).

Dimenzije održivog razvoja iznimno je teško precizno definirati. Mogu se postaviti brojna pitanja vezana uz praktičnu implementaciju koncepta, naglašavajući izazove upravljanja održivim razvojem u bilo kojem njegovom obliku, kako u javnom, tako i u privatnom sektoru. Između mnogih, neka od pitanja su (Sofield, 2003:5): Tko bi trebao mjeriti trenutnu potrošnju resursa i prosuditi koja je prikladna razina njihova iskorisćenja koja bi osigurala zadovoljenje potreba budućih generacija? Na koji se način može odrediti ta razina potrošnje? Na koji je način moguće nametnuti predložene restrikcije? Tko treba odrediti koje se vrijednosti trebaju

citizens, but are also undermining the human development prospects of millions of other people across the world” (UNDP, 2013:21). The distribution of wealth is changing; several developing countries have reached an enviable stage of economic fortune and are now in a position to offer relief to countries that are affected by economic crises more severely. The distribution of goods, services and wealth globally needs to be set upon the criteria of sustainable development. However, each nation should strive to ensure a positive environment for its citizens and supply them with the knowledge about the sustainability issues and principles, thus enabling them to make decisions on helping others.

One could not agree more with the statement of Udo and Jansson (2009:3701) that majority of the literature on sustainable development seems to acknowledge that an appropriate treatment of the issues requires covering social, economic, energy, technological and environmental issues. The evolution of the term assumed implementation of three main principles – economic, environmental, socio-cultural. However, recent changes in modern society induced mostly by technological achievements the changes in political order globally and the transfer of power, and in the distribution of wealth have initiated the introduction of new criteria, regarding technology, energy, and politics. These changes do not have as much influence on the overall balance of sustainability, as they were always included in the equations, but did not have an individual role in the overall equilibrium. Definitions of sustainable development may vary, but they mostly include the environmental, economic and social dimensions of the concept emphasizing that progress to date has been achieved at huge cost (Adshead, Thorpe and Rutter, 2006:1102).

The dimensions of sustainable development are extremely difficult to define precisely. Numerous questions can be raised regarding the practical implementation of the concept, emphasizing the challenges of managing sustainable development in any of

očuvati, zaštititi i održavati? Prema čijem stavu vrijednosti se trebaju kreirati takve odluke? S obzirom na nesumnjive kontinuirane tehnološke inovacije, tko može odrediti koju je konačnu razinu resursa zapravo potrebno zaštititi danas kako bi se omogućilo budućim generacijama jednaku razinu pristupa resursima koju trenutno uživamo?

Upitno je jesu li naponi vlada, predstavnika javnog i privatnog sektora i društva u cjelini generirali željenu situaciju u kontekstu održivosti. „U tom smislu trajnost glavnih uzroka globalne neodrživosti prepoznata je u znanstvenoj literaturi: a) ekonomski rast još je uvijek neosporan princip, neovisno o pravima ljudi i bogatstvu te o granicama cijene okoliša; b) koristi i ekonomski troškovi su eksternalizirani; c) siromašni su marginalizirani, a društvena nepravda se ignorira; d) postojeći modeli upravljanja su sada zamišljeni tako da internacionaliziraju okolišne faktore, suoče se s društvenom nepravdom ili da razviju ekonomske modele koji se temelje na održivom razvoju“ (Brass u Pulido Fernández i Sánchez Rivero, 2009:278-9).

Razvoj ne podrazumijeva nužno pozitivnu promjenu u politici i strategiji društva. On može odražavati neadekvatnu implementaciju koncepta, nesprijetnost na djelovanje sukladno njegovim principima ili nemogućnost pojačanja suradnje među svim dionicima koji trebaju biti uključeni u proces. Brojni faktori odnose se na ukupnu razinu održivosti u, primjerice, destinacije. Upravo suradnja između svih dionika koji sudjeluju u procesu implementacije kriterija održivog razvoja u destinaciji ima najznačajniji utjecaj na kvalitetu i uspješnost procesa.

Održivi razvoj turizma

Prošlo je dosta vremena do uključivanja koncepta održivog razvoja turizma u znanstveni i poslovni svijet (May, 1991; Hall, Gössling i Scott, 2015:3-4). Temeljen uglavnom na idejama teorije održivog ra-

its forms in both the public and private sectors. Among many, some of the questions are prominent (Sofield, 2003:5): Who is to measure the current consumption of a resource and make judgments about the appropriate level of exploitation to ensure that the needs of future generations are met? How is that level of consumption to be determined? How are any of the proposed restrictions to be enforced? Who is to determine just what is so valuable that needs to be preserved, protected, and conserved? According to whose value system are such pronouncements to be made? Given the undoubted continuing technological innovation, who can determine what finite level of resources is in fact necessary to preserve today to ensure that the future generations have the same level to access to resources as currently enjoyed?

It is questionable whether the efforts of governments, authorities of the public and the private sectors and the society have generated a desired situation regarding sustainability. “In this sense, the permanence of the main causes of unsustainability worldwide is also recognized in the scientific literature: a) economic growth is still an indisputable principle, regardless of peoples’ rights and welfare, and of the limits of environmental charge; b) benefits and environmental costs are externalized; c) the poor are marginalized and social injustice is ignored; d) present models of governance are now conceived to internalize environmental factors, to confront social injustice or to develop economic models that converge on sustainable development” (Brass in Pulido Fernández and Sánchez Rivero, 2009:278-9).

Development does not necessarily presume positive shifts in a society’s policy and strategy. It can reflect inadequate implementation of the concept, unwillingness to act according to its principles or inability to reinforce cooperation among all stakeholders that need to be included in the process. Numerous factors refer to the overall level of sustainability in a destination. It is the cooperation among all stakeholders that take part in the process of implementing the sustainable development

zvoja, održivi razvoj turizma bio je nužnost suvremenog društva jer je napredak razvoja turizma u tradicionalnom smislu postajao sve globalniji i destruktivniji prema okolišu i društvu, istovremeno težeći postizanju sve većih ekonomskih koristi. Porast broja ljudi koji putuju rezultat je brojnih fenomena, između ostalih pravo na slobodno vrijeme, porast osobnog dohotka, modernizacija sustava prijevoza, itd. (npr. Gartner i Lime, 2000:32; Dwyer, Forsyth i Dwyer, 2010:61; Gronau i Kagermeier, 2007). Ovo su samo neke od najvažnijih promjena u modernom društvu koje omogućavaju ljudima da putuju.

Održivi razvoj turizma kao koncept temelji se na svoja tri kriterija – ekonomsko, socio-kulturno i ekološko. Ta tri kriterija trebala bi osigurati ravnotežu u društvu te trebaju biti pažljivo implementirani kako bi generirali željenu kvalitetu života u lokalnoj zajednici. Brojna pitanja (Što to znači biti održiv? Kako postići održivost? Kako implementirati održive strategije? Tko bi trebao implementirati te strategije?) nameću se iz posljednje tvrdnje. Iako je održivost iznimno kompleksan i zahtjevan pojam za definiranje, ipak je njegova uloga u razvoju turizma nezamjenjiva. Razvoj turizma u bilo kojoj destinaciji ne može se promatrati kao isključivo pozitivan ili negativan proces. Ako bi ga se tako promatralo, to bi značilo da se taj proces ne može implementirati tijekom razvoja destinacije. Također, značilo bi to da bi bilo koja pogreška tijekom procesa razvoja turizma (u ovom kontekstu razvoj se definira kao proces) bila kobna, s nepopravljivim posljedicama za ravnotežu destinacije. Kada bi se ekološki kriterij analizirao isključivo na temelju vizualne degradacije ili isključivo na temelju onečišćenja vode ili isključivo na temelju bilo kojeg drugog kriterija, tada bi se razvoj turizma mogao promatrati kao isključivo pozitivan ili isključivo negativan fenomen. Međutim, to nije slučaj u realnim životnim situacijama jer se ekološki kriterij mora analizirati na temelju brojnih indikatora, a oni moraju biti u ravnoteži na kraju

criteria in a destination that in the end has the most important influence on the quality and success of the process.

Sustainable tourism development

It took some time for the STD concept to be introduced into academic and business worlds (May, 1991; Hall, Gössling and Scott, 2015:3-4). Based mostly upon the ideas of the sustainable development theory, STD was a necessity of contemporary society, as the progress of tourism in its traditional sense was becoming more global and more destructive towards the environment and society, at the same time striving to gain more economic benefits. An increase in the number of people travelling is the result of numerous phenomena, such as the right to leisure time, increased personal incomes, modernization of transport systems, etc. (for example Gartner and Lime, 2000:32; Dwyer, Forsyth and Dwyer, 2010:61; Gronau and Kagermeier, 2007), to name just some of the most important changes in the modern society.

STD as a concept arises from its three main criteria – economic, socio-cultural and environmental. Those three criteria should achieve balance in the overall society and they should be carefully implemented in order to generate the desired life quality for local communities. This poses numerous questions, e.g. What does it mean to be sustainable? How to achieve sustainability? How to implement sustainable strategies? Who is to implement those strategies? etc., Even though sustainability is an extremely complex and difficult term to define, its role in tourism development is nevertheless irreplaceable. Tourism development in any destination cannot be seen as a solely positive or negative process. If it were perceived as such, that would mean that this process cannot be implemented in the development phase of a destination. It would also mean that any mistake during the process of tourism development (in this context development is defined as a process) would be

jednadžbe. Isto se odnosi na preostala dva kriterija održivog razvoja turizma.

Silan obuhvat razvoja turizma tijekom posljednja tri desetljeća utjecao je na potrebu za promišljanjem i redefiniranjem razvoja turizma, stavljajući ga u kontekst održivosti. Prema tvrdnji Butlera (1999:7-8), promjene u sferi okoliša čine se kao da su temeljne i čak revolucionarne u pogledu njihovih učinaka na turizam, vjerojatno zbog njihovog polaganog pojavljivanja te se na njih može gledati kao da su zakašnjele. Rastući broj dolazaka turista diljem svijeta izravno je povezan s mogućnostima destinacija u kontekstu prihvaćanja povećanog broja turista koji ih žele posjetiti. Može se tvrditi da s porastom broja izgrađenih hotela s ciljem ugošćivanja rastuće potražnje, prirodni resursi postaju oskudni i, s obzirom da su očito ograničeni (nadležnost ima čvrste granice), limit rasta dosegnut će se u budućnosti (Rigall-I-Torrent, 2008:883). Održivost je postala velika sila u kreiranju novog načina razmišljanja čovječanstva te su provedena mnoga istraživanja s ciljem naglašavanja važnosti implementiranja kriterija održivog razvoja turizma te identificiranja potencijalnih problema u upravljanju održivog turizma na lokalnoj razini (Yasarata *et al.*, 2010; Kade Sutawa, 2012; Mokhtarshahi Sani i Mahasti, 2012; Samat i Harun, 2013; Behzat Ekinci, 2014; Kavaliauskė i Kočytė, 2014; Sesotyningtyas i Manaf, 2015; Fitri Amir *et al.*, 2015). Svaka zajednica je prilično specifična u smislu kreiranja održivog okruženja i očuvanja okoliša.

Tosun (2001:291) tvrdi da je turizam jedan od nekoliko glavnih drugih izvora stranih valuta, no on ne smije postati isključivo način prevladavanja ekonomskih dugova, neovisno o uništavanju resursa. Postavljanje ekonomskih koristi kao jedini cilj uvođenja turizma u ekonomski sustav zemalja (ili destinacija) moglo bi dovesti do potpunog suprotnih učinaka, s postupnim smanjenjem prihoda zbog pada interesa turista prema ekološki uništenim destinacijama. Stoga bi značaj ekološkog traga trebao biti u središtu

fatal with incorrigible consequences on the destination's balance. If the environmental criterion were analyzed through visual degradation alone or water pollution alone or any other criterion individually, tourism development could be considered as solely positive or negative phenomenon. However, this is not the case in the real world situations as the environmental criterion has to be analyzed through its numerous indicators that need to balance out. The same is true for the other two criteria of STD.

The enormous scope of tourism development during the last three decades has generated the need for rethinking and redefining tourism development, placing it in the context of sustainability. According to Butler's (1999:7-8) statement, changes in the environmental sphere, however, appear to be more fundamental and even revolutionary in terms of their effects upon tourism perhaps because they have been slower in coming to the fore and could be viewed as long overdue. The increasing number of tourist arrivals worldwide is directly related to the destinations' potentials to embrace the growing number of tourists eager to visit. It could be argued that as more hotels are built to accommodate the increasing demand, as natural and territorial resources become scarce and as these resources are clearly limited (a jurisdiction has fixed boundaries) a limit to growth will have to be reached sometime in the future (Rigall-I-Torrent, 2008:883). Sustainability has become a major force in creating a new mindset worldwide and much research has been conducted to emphasize the importance of implementing STD criteria and identify the potential issues in managing sustainable tourism locally (Yasarata *et al.*, 2010; Kade Sutawa, 2012; Mokhtarshahi Sani and Mahasti, 2012; Samat and Harun, 2013; Behzat Ekinci, 2014; Kavaliauskė and Kočytė, 2014; Sesotyningtyas and Manaf, 2015; Fitri Amir *et al.*, 2015). Each community is specific in creating sustainable environment and preserving the resources.

As Tosun (2001:291) claims that tourism seems to be one of the few main alternative

istraživanja i trebao bi se implementirati u strategije zemlje kako bi osigurao budućim generacijama generiranje prihoda od te iste zemlje i iz istog okoliša.

Mowford i Munt (2003:20) tvrde da je motor koji pokreće globalne ekonomske promjene potreba za rastom kapitalizma – nove prilike, nova tržišta i, za turizam, nove destinacije – odnosno imperativ ravnomyernog rasta i profitabilnosti. Ako s jedne strane postoji povećana želja za stjecanjem većeg profita uvođenjem novih proizvoda na tržište tada, s druge strane, održivost te destinacije dolazi u pitanje. Teško bi bilo postići optimalne rezultate bez žrtvovanja nečeg s druge strane – kvalitete proizvoda ili njihove količine. Ekonomska održivost je težak zadatak ukoliko je kapitalizam jedini ili barem vodeći instrument politika i strategija destinacije. Nije razumno očekivati da će destinacije napustiti ideje kapitalizma i jednostavno prihvatiti ideju da bi trebali zanemariti njegove pozitivne ekonomske rezultate. Međutim, učinkovito i ekonomski zdravo okruženje ne znači nužno ignoriranje cijele ideje generiranja što većeg profita.

Uključivanje politike u ovaj proces nužno je i neizbježno. „Intervencija vlade u razvoj je možda najvidljivije u ekonomijama u razvoju gdje planiranje i promociju turizma najčešće kontrolira izravno vlad“ (Yang, Wall i Smith, 2006:751). Intervencija vlade je posebice potrebna u slučajevima kada se turizam razvija brzo, bez konkretne strategije razvoja i regulacija koje se trebaju implementirati u osnovnu djelatnosti bilo kojeg dionika uključenog u proces. „Održivi razvoj turizma je razvoj turizma koji omogućava sustavu unutar kojeg je smješten održavanje zdravog okruženja koje je potrebno za opstanak više razine kvalitete“ (Ko, 2005:435). Svi dionici moraju biti uključeni u proces održivog razvoja turizma, posebice u trenutku kada postane nužno mjeriti utjecaj razvoja turizma na određenu destinaciju. Ukoliko dionici na lokalnoj razini dobiju na raspolaganje metodologiju za mjerenje održivog razvoja

sources of earning foreign currency, it must not become only the way of overcoming economic debts regardless of the destruction of resources. Setting economic benefits as the only objective of introducing tourism into the economic system of a country (or a destination) could lead to utterly opposite effects with eventually decreased earnings due to the tourists' loss of interest for the environmentally ruined destinations. Therefore the emphasis on the environmental footprint should be in the focus of research and implemented into the countries' strategies to ensure that future generations gain benefits from the same land and environment.

Mowford and Munt (2003:20) claim that the motor behind the global economic change is the need for the growth of capitalism – new opportunities, new markets and, for tourism, new destinations – in other words, the imperative for sustained growth and profitability. If, on the one hand, there is an increased need to gain more profit by introducing new products into a new market, then the sustainability of that destination comes into question. It is hardly possible to achieve optimal results without sacrificing either the quality of the products or their amount. Economic sustainability is hard to achieve if capitalism is the only or at least the leading prerogative of destinations' policies and strategies. It is not reasonable to expect destinations to abandon capitalist ideas and to simply embrace the idea that they should neglect capitalism's positive economic outcomes. Nonetheless, an efficient and economically healthy environment may not mean ignoring the idea of gaining as much profit as possible.

Political involvement in this process is both needed and inevitable. “Government intervention in development is perhaps most visible in developing economies where tourism planning and promotion tend to be controlled directly by governments” (Yang, Wall and Smith, 2006:751). Government intervention is desirable especially in cases when tourism develops quickly, without a concrete strategy of development and regulations

turizma, bilo bi im lakše upravljati razvojem turizma u dugom roku.

3. PROPITIVANJE PRIKADNOSTI POSTOJEĆIH MODELA ZA MJERENJE ODRŽIVOG RAZVOJA TURIZMA

Ukoliko se želi u potpunosti razumjeti značenje i važnost termina održivog razvoja turizma, nužno je najprije ga definirati, kao i njegovu važnost, potencijale i ograničenja. Edgell (2006:1) je istaknuo da održivi turizam, ako se njime pravilno upravlja, može postati značajan pokretač realizacije najvećih težnji čovječanstva u potrazi za ostvarivanjem ekonomskog blagostanja uz održavanje društvenog, kulturnog i ekološkog integriteta. Štoviše, održivi razvoj turizma je nužan koncept u poslovnom i znanstvenom vokabularu i strategiji. „On ima toliku globalnu važnost da će gotovo svatko rođen danas biti na neki način povezan s njim“ (Gartner, 1996:27). Razvojem ne samo turizma, već posebice napretkom društvenih interakcija, novi trendovi u putovanju usmjereni su prema ostvarivanju većeg osobnog kontakta s lokalnim zajednicama, a turisti traže sve duhovnija iskustva u destinacijama. Stoga će načini pružanja proizvoda održivog turizma morati doživjeti određene promjene u načinu prezentiranja. Holistički pristup mora biti baza procesa kreiranja konkurentnog turističkog proizvoda.

Nakon što turizam postigne svoj primarni cilj – generiranje ekonomskih koristi u destinaciji, moguće je očekivati da će okoliš pretrpjeti određene štete. Ta šteta nije pretpostavka razvoja turizma, već njegova neželjena, nepoželjna posljedica. Ukoliko je cilj postići više ekonomskih koristi, ili će veći broj turista morati posjetiti destinaciju i tamo potrošiti dio svojih sredstava ili će isti broj turista posjetiti destinaciju, ali će proizvod koji im se nudi morati biti ekskluzivniji i samim time skuplji. U svakom slučaju,

should be implemented into the core business of any stakeholder involved in the process. “Sustainable tourism development is tourism development that enables the system in which it is located to maintain a state of health that is necessary for survival at a higher level of quality” (Ko, 2005:435). All stakeholders must be involved in the process of STD, especially at the point when it becomes necessary to measure the impact of tourism development on a certain destination. If stakeholders at the local level were given a methodology for measuring STD, it would become easier for them to do so in the long run.

3. CHALLENGING THE APPROPRIATENESS OF THE EXISTING MODELS FOR MEASURING SUSTAINABLE TOURISM DEVELOPMENT

If one wants to completely understand the meaning and the importance of the term STD, it is also necessary to define first its potentials and limitations. Edgell (2006:1) pointed out that sustainable tourism, if properly managed, can become a major vehicle for the realization of the people's highest aspirations in the quest to achieve economic prosperity while maintaining social, cultural, and environmental integrity. Moreover, STD is a required concept in every business and academic vocabulary and strategy. “It is of such global importance that almost everyone born today will in some way be affected by it” (Gartner, 1996:27). With the development of not only tourism, but especially with the improvements in society and social interactions, new trends in the travel industry are moving towards establishing more personal contacts with local communities, and tourists seek for more spiritual experiences in destinations. Thus the ways of delivering sustainable tourism products will need to experience some changes in the ways they are presented to tourists. A holistic approach needs to be the basis of the process of creating competitive tourism products.

određene intervencije se moraju dogoditi u smislu povećanja turističkog prostora ili intervencijama u manje područje dodavanjem aktivnosti i infrastrukture koja će omogućiti dodatnim proizvodima ili razlikovnim obilježjima privlačenje većeg broja turista. Kako su „jedan od osnovnih atrakcija turizma prirodni resursi“ (Gartner, 1996:110), posebna pozornost mora se posvetiti njihovom očuvanju.

„Važnost učenja iz povezanih područja i disciplina se sve više prepoznaje u literaturi o održivom turizmu, kao način unaprjeđenja znanja i razumijevanja održivog razvoja, i kao način izbjegavanja ponovnog izmišljanja kotača u praksi održivog razvoja“ (Hunter i Shaw, 2007:46). Kako bi se mogli nositi s problemima održivog razvoja turizma, nužno je postati svjestan važnosti problema održivog razvoja s kojima su se nosile prethodne generacije i područja istraživanja. Na temelju tog znanja postalo je jasno da je održivi razvoj turizma nužno mjeriti, a pretpostavka tog procesa bilo je određivanje indikatora na temelju kojih se ta mjerenja mogu provesti.

„Tijekom posljednjih godina stalno rastuća potreba za indikatorima označila je područja ekologije i održivog razvoja“ (Ceron i Dubois, 2003:54). Izazovi u mjerenju održivog razvoja turizma proistječu iz njegove definicije, odnosno iz nedostatka jedinstvene definicije. Ukoliko proces kojeg treba mjeriti nema globalno prihvatljivu, jedinstvenu definiciju, problemi koji se vežu uz njegovo mjerenje postaju još veći. S druge strane, definicija održivog razvoja turizma vjerojatno se nikad neće ponuditi u globalno prihvatljivom obliku. Dakle, moguće je pronaći definiciju održivosti koja može ponuditi uvid u osnovne ciljeve koncepta, ali specifična primjena u području turizma mora se definirati na mikro razini. „Detaljna analiza podataka s dobrim i korisnim informacijama o indikatorima važna je kako bi javnost razumjela trenutno stanje okoliša, društvene dobrobiti i ekonomije te kako bi ocijenila uspjeh onih

After tourism achieves its primary objective, i.e. generates economic benefits for the destination, it can be expected that certain damage in the environment will be done. That damage is not a premise of tourism development, but is an unwanted and undesirable consequence. If more economic benefits are to be achieved, either more tourists need to visit a destination and leave their income, or the same amount of visiting tourists will have to be offered a more exclusive and expensive product. Either way, certain interventions in the environment need to be made, in terms of enlarging the tourism area or by intervening into a smaller area by adding activities and infrastructure allowing additional products or distinctive characteristics for attracting tourists. As “one of the primary tourism attractions are natural resources” (Gartner, 1996:110), special attention should be paid to their conservation.

“The importance of learning from related fields and disciplines is increasingly being recognized in the sustainable tourism literature, both as a means of advancing knowledge and understanding of sustainable development, and as a means of avoiding ‘re-inventing the wheel’ in sustainable development practice” (Hunter and Shaw, 2007:46). To be able to cope with the issue of STD, one must understand the importance of its problems which previous generations and researchers have dealt with. Based on that knowledge, it became evident that STD needed to be measured and that the assumption for that process was to determine upon which indicators those measures could be taken.

“In recent years, an ever-rising demand for indicators has hallmarked the field of environment and sustainable development” (Ceron and Dubois, 2003:54). The challenges of measuring STD arise from its very definition, or the lack of a unique one. If a process which needs to be measured does not have a globally acceptable unique definition, the issues related to its measurement become even greater. On the other hand, the definition of STD will probably never be provided in a globally ap-

koji donose odluke te ih unaprijedila“ (Hardi i DeSouza-Huletey, 2000:59).

U definiranju indikatora nužnih za mjerenje održivosti razvoja turizma u obzir treba uzeti brojne faktore, ali prije svega je ključno odobravanje lokalnih vlasti ili vlada. Naime, izmjereno stanje održivosti moglo bi osigurati ključne korake u njenom poboljšanju, ali ta poboljšanja mora poduprijeti javni sektor. Na taj bi način te aktivnosti mogle pružiti optimalne rezultate. Javili su se brojni pokušaji u kreiranju optimalne liste indikatora održivog razvoja turizam, ali postoji visoka svijest o nemogućnosti kreiranja univerzalne liste koja bi bila primjenjiva na sve destinacije diljem svijeta (United Nations, 1993; Bossel, 1999; UNWTO, 2004; Miller i Twining-Ward, 2005:114-115; Choi i Sirakaya, 2006; United Nations, 2007; Cernat i Gourdon, 2012; Buckley, 2012).

„Važno je napomenuti da se strategija održivog razvoja mora temeljiti na rezultatima analize lokalnih pokazatelja (ekološki, ekonomski i društveni faktori u odnosu na turizam) od strane stručnjaka, ali i rezultata konzultacija i planiranja s lokalnim dionicima“ (Castellani i Sala, 2010:872). Lokalne karakteristike destinacija izrazito su važne za osiguranje pravilnog mjerenja održivosti. Stoga destinacija kao cjelina mora biti dobro koordinirana i organizirana kako bi generirala najbolji mogući rezultat.

„Ekosustave diljem svijeta do određene su razine modificirale ljudske aktivnosti. Područja netaknute divljine i drugih malo modificiranih okruženja kontinuirano se smanjuju“ (Buckley, 2004:5). Međutim, to ne eliminira mogućnost stavljanja obaveze pred one industrije i aktivnosti koje sudjeluju u globalnim inicijativama i naporima u očuvanju okoliša. Doista, „povijesni pregled upućuje da nesreće i incidente moramo shvatiti kao neželjene, ali daleko od neuobičajenih, pratitelja pustolovnog turizma“ (Liggett *et al.*, 2011:358). U tom smislu turizam ne može biti jedina aktivnost koja preuzima krivnju za onečišćenje okoliša, ali ono značajno utje-

plicable form. Hence, it is possible to find a definition of sustainability which could provide an insight into the concept's main objectives, but the specific application in the field of tourism should be determined at the micro level. "Detailed data analysis with good and useful data on indicators are important for the public to gain an understanding of the state of the environment, social well-being and the economy, and to judge the success of decision makers in improving it" (Hardi and DeSouza-Huletey, 2000:59).

In terms of defining the indicators crucial for measuring sustainability of tourism development numerous factors need to be taken into account, but above all the approval of local authorities or governments is crucial. Namely, a measured state of sustainability could provide the key steps for its improvement, but optimal results require the support of the public sector. There have been numerous attempts in creating an optimal list of STD indicators although there is a high degree of awareness about the inability to create a universal list applicable to all destinations worldwide (United Nations, 1993; Bossel, 1999; UNWTO, 2004; Miller and Twining-Ward, 2005:114-115; Choi and Sirakaya, 2006; United Nations, 2007; Cernat and Gourdon, 2012; Buckley, 2012).

"It is important to note that the strategy for sustainable tourism must be based on both the results of analysis of local contexts (environmental, economic and social factors in relation to the tourism sector) performed by experts, and the results of the consultation and planning process conducted with local stakeholders" (Castellani and Sala, 2010:872). Local characteristics of destinations are extremely important for ensuring that sustainability is measured in a proper manner. Therefore a destination as a whole needs to be well coordinated and organized in order to generate the best possible outcome.

"Ecosystems worldwide have been modified by human activities to various degrees. Areas of near-pristine wilderness and other

če na turizam i stoga treba biti shvaćeno kao ozbiljan problem.

S druge strane, McIntosh, Goeldner i Ritchie (1995:315) tvrde da postoje barem tri velika cilja turizma: maksimizirati količinu psihološkog iskustva turista; maksimizirati profite poduzeća koja pružaju dobra i usluge turistima, maksimizirati izravne (primarne) i neizravne (sekundarne) učinke turističke potrošnje na zajednicu ili regiju. „Cilj održivog razvoja nije kreirati više ekonomskih koristi, nego kreirati bolje uvjete života članovima zajednice. Stoga opseg ekonomskog rasta nije toliko važan koliko je to distribucija rezultata“ (Grudney, Sarvutyte i Skirmantaite, 2008:23). Njegova uloga generatora novih radnih mjesta, novih ili dodatnih prihoda i poticanja razvoja komplementarnih djelatnosti može se shvatiti kao njegov osnovni cilj u bilo kojoj destinaciji. Međutim, koliko god važni ti ciljevi bili, oni svejedno nisu jedini razlog uključivanja destinacija na globalno turističko tržište. Preostala dva kriterija održivog razvoja turizam trebaju biti u ravnoteži s ekonomskim ciljevima te se u tom slučaju može očekivati postizanje sveukupnog blagostanja u destinaciji.

Problem sa socio-kulturnom razmjenom je taj što ona podrazumijeva visoku razinu uključenosti lokalne zajednice u procesu kreiranja turističkog proizvoda. „Stanovništvo mora biti uvjerenjeno u koristi od razvoja turizma prije nego što se može napraviti bilo kakav napredak prema održivijim stanjima“ (Miller, 2001:358). Ukoliko lokalna zajednica nije svjesna koristi koje se javljaju kada su uključeni u proces razvoja turizma, oni neće težiti razvoju turizma u njihovim destinacijama, kamoli sudjelovati u kreiranju održivog razvoja turizma i poduzimanju svih aktivnosti potrebnih za osiguranje njegovih kriterija u strategije i planove destinacije.

Svi problemi povezani s izazovima u destinaciji moraju se uzeti u obzir prilikom odlučivanja o prikladnom modelu za mjerenje održivog razvoja turizma. Uvijek je bila namjera znanstvenika odrediti maksimalnu

little-modified environments are continually reduced” (Buckley, 2004:5). However, this does not eliminate the possibility to place obligations on those industries and activities to take part in global initiatives and efforts to preserve the environment. Indeed, “historic records indicate that accidents and incidents have to be considered an undesired, but far from unusual, companion of adventure tourism operations and shipping” (Liggett *et al.*, 2011:358). In that sense tourism cannot be the only activity to blame for environmental pollution, but it affects the tourism industry significantly and therefore needs to be comprehended as a serious issue.

On the other hand, McIntosh, Goeldner and Ritchie (1995:315) state that there are at least three major goals in tourism: to maximize the amount of psychological experience for tourists; to maximize profits for firms providing goods and services to tourists; to maximize the direct (primary) and indirect (secondary) impacts of tourist expenditures on a community or region. “The aim of sustainable development is not to create more economic benefits but to create better living conditions for the members of the society. Thus, the amount of economic growth is not as important as the distribution of the results” (Grudney, Sarvutyte and Skirmantaite, 2008:23). Its role as a generator of new jobs and new or additional income, and a driver of complementary activities might be considered as its only objective in any tourism destination. However, as important those objectives might be, they are nevertheless not the only reason for tourism destinations to join the global tourism market. The other two principles of STD should be in balance with the economic objectives, and thus achieving the overall prosperity in a destination could be expected.

The problem with the sociocultural exchange is that it assumes extremely high involvement of the local community in creating tourism product. “Locals must be convinced therefore of the benefits from tourism before any progress can be made towards a more sustainable position” (Miller, 2001:358). If a

razinu iskorištenja bilo kojeg resursa. Današnja dobrobit i potrošnja ljudi trebaju biti u ravnoteži s očekivanim razmjerom dobrobiti i potrošnje budućih generacija. Stoga se buduća potrošnja može procijeniti sljedećom formulom (Atkinson *et al.*, 1997:4):

$$\int_{t=0}^{\infty} U(C_t)e^{-rt} dt$$

[U = korisnost (dobrobit), C = realna potrošnja per capita, r = diskontirana stopa korisnosti (stopa po kojoj je buduća dobrobit diskontirana, najčešće je veća od nule)].

Drugi potencijalni model mjerenja održivog razvoja u bilo kojoj destinaciji zahtijeva sljedeću jednadžbu (Collins, 1999:100):

$$\frac{\partial(\frac{K_{nj}}{N_j})}{\partial T} \geq 0$$

„Dakle, slijedeći razvoj turizma koji koristi/degradira K_n , efektivna K_n kompenzacija mora slijediti u obliku rekonstrukcije, transplantacije ili obnavljanja pogođenog prirodnog dobra u destinaciji j “ (Collins, 1999:100). Normalni rast domaće populacije (N_j) ima velik utjecaj na sveukupnu održivost destinacije, posebice u smislu turizma. Naime, ukoliko postoji određena granica u korištenju prirodnog kapitala, destinacija bi trebala biti svjesna gornje granice iznad koje postaje neodrživo razvijati turizam u budućnosti. Iako turizam treba smatrati dodatnim izvorom stranih valuta u destinacija, ne treba ga razvijati po svaku cijenu, kamoli riskirati buduću kvalitetu života lokalne zajednice.

Ukoliko se želi postići održivost, postoje drugi modeli i jednadžbe koje omogućavaju proces mjerenja. Jedna od njih je sljedeća (Pearce i Atkinson, 1993:104):

$$Z > 0 \quad \text{iff} \quad \frac{S}{Y} > \left[\frac{\delta_M}{Y} + \frac{\delta_N}{Y} \right]$$

local community is not aware of the benefits arising from their involvement in tourism, they will not be inclined towards tourism development in their destination, let alone take part in establishing STD and undertaking the necessary activities for ensuring its principles into the destination's strategies and plans.

All these issues reflecting the challenges in a destination must be taken into consideration when deciding on the proper model for measuring STD. It has always been an intention of scientists to determine the maximum utilization limit of any resource. Today's wellbeing and consumption of people should be in balance with the expected range of the future generations' wellbeing and consumption. Therefore the future consumption can be outlined by the formula (Atkinson *et al.*, 1997:4):

$$\int_{t=0}^{\infty} U(C_t)e^{-rt} dt$$

[U = utility (wellbeing), C = real consumption per capita, r = utility discount rate (the rate at which future wellbeing is discounted, most often assumed to be greater than zero)].

Another potential model for measuring sustainable development in any given destination assumes the following equation (Collins, 1999:100):

$$\frac{\partial(\frac{K_{nj}}{N_j})}{\partial T} \geq 0$$

“Hence, following tourism development which uses/degrades K_n , actual K_n compensation must follow in the form of either reconstruction, transplantation, or restoration of affected natural assets at destination j ” (Collins, 1999:100). Normal host population growth (N_j) has a major influence on the overall sustainability of the destination, especially in terms of tourism. Namely, if there is a certain limit to the usage of natural capital, a destination should be aware of

gdje je Z indeks održivosti, S je štednja, δ_M je vrijednost deprecijacije društvenog kapitala, δ_N je vrijednost deprecijacije prirodnog kapitala, a cijela jednadžba se dijeli s vrijednošću prihoda. Na taj način održivost se može postići samo ako cijela vrijednost štednje nadmašuje zbroj vrijednosti deprecijacije društvenog i prirodnog kapitala.

Uzimajući ovu jednadžbu u obzir, čini se razumnim upravljati kapitalom koji je čovječanstvu dan na raspolaganje. Bilo bi nerazumno pažnju poklanjati samo tom aspektu života ljudi. Kada bi se svi problemi svijeta i pitanja održivosti mogli riješiti brigom o prirodnom kapitalu, možda bi bilo lakše upravljati održivim razvojem. Kada bi drugi aspekti života ljudi bili stavljeni u istu perspektivu, ovu bi jednadžbu trebalo prilagoditi ili bi barem trebalo u istu perspektivu dodati neke druge odnose. Mnogo je pretpostavki održivog razvoja, ali sve one imaju jednu zajedničku karakteristiku – količina kapitala, prirodnog i/ili društvenog, mora biti veća od nule i ne smije nestati tijekom vremena. Kada bi gore navedene jednadžbe imale pozitivan rezultat, primarni zahtjev održivog razvoja bio bi zadovoljen. Nakon toga pozornost može biti usmjerena na postizanje ravnoteže potencijalno uništenih odnosa između socio-kulturnih skupina i interakcija, kao i na kombinaciju ravnoteže sva tri kriterija u jednu cjelinu. U kontekstu turizma potonje može biti i važnije.

Održivi razvoj turizma trebalo bi mjeriti i čini se iracionalnim tvrditi drugačije. „Očit način istraživanja kompleksnih i dugoročnih promjena je konstruiranje kvantitativnih modela održivog razvoja“ (Moffatt i Hanley, 2001:545). Koristi tih mjerenja brojne su i donose mnoge pozitivne rezultate u kontekstu razvoja turističkih destinacija te bi ih stoga trebalo naglasiti u odnosu na negativne koje bi trebalo minimizirati. Modeli za mjerenje održivog razvoja turizma trebaju pružiti točne podatke o trenutnom stanju održivosti u bilo kojoj destinaciji. Stoga na temelju do sada prikupljenog znanja postaje moguće

the upper limit above which it becomes unsustainable to develop tourism in the future. Even though tourism should be considered as an additional source of foreign exchange in a destination, it should not be developed at any cost, let alone risking the future quality of life of the local community.

There are other models and equations that enable measuring the achievement of sustainability. One of them is the following (Pearce and Atkinson, 1993:104):

$$Z > 0 \quad \text{iff} \quad \frac{S}{Y} > \left[\frac{\delta_M}{Y} + \frac{\delta_N}{Y} \right]$$

where Z is a sustainability index, S is savings, δ_M is the value of depreciation on man-made capital, δ_N is the value of depreciation on natural capital, while the entire equation is divided by the value of income. In that way the sustainability can be achieved only if the total amount of savings exceeds the sum of the values of depreciation of both man-made and natural capital.

Taking this equation into account, it seems reasonable to manage the usage of the capital at disposal to the humankind. It would be unreasonable to simply pay attention to only that aspect of peoples' lives. If all of the world's problems and issues with sustainability could be solved by taking care of saving the natural capital, maybe it would be easier to manage sustainable development. If other aspects of peoples' lives are put into the same perspective, this equation needs to be adjusted or at least it should include other relations in the same perspective. Sustainable development implies numerous assumptions, but they all share a common feature – the amount of the capital, natural and/or man-made, has to be greater than zero, and must not diminish over time. If the above mentioned equations have a positive outcome, the primary requirement of sustainable development is fulfilled. Afterwards, the attention can be focused on bringing balance into potentially ruined relations between socio-cultural groups and interactions, as well as combining the balance of

identificirati tri različita modela za mjerenje održivog razvoja turizma. To su (prema Turneru, Pearceu i Batemanu, 1993):

Vrlo jak model integracije:

$$Y = \Delta(x_1); Y = \Delta(x_2); \dots; Y = \Delta(x_n)$$

Jak model integracije:

$$Y_{(\text{ekonomska})} = \Delta(x_1) + \dots + \Delta(x_n)$$

$$Y_{(\text{ekološka})} = \Delta(y_1) + \dots + \Delta(y_n)$$

$$Y_{(\text{socio-kulturna})} = \Delta(z_1) + \dots + \Delta(z_n)$$

Slabi model integracije:

$$Y = \Delta(x_1) + \Delta(x_2) + \dots + \Delta(x_n)$$

Razlika među modelima iskazana je utjecajem koji promjene indikatora imaju na sveukupno okruženje. U *vrlo jakom* modelu integracije bilo koja negativna promjena bilo kojeg indikatora uzrokuje neodrživi razvoj. Vlade ne preferiraju implementaciju ovog modela jer je prilično rigorozan, ne dopušta nikakve poremećaje u ravnoteži i podrazumijeva visoke troškove osiguranja održivosti. Postoji potencijalna opasnost da bi neki od indikatora mogli imati kratkoročne negativne učinke na sveukupno okruženje. Stoga se ovaj model ne može smatrati prikladnim rješenjem za pitanje i probleme održivosti. Ovaj oblik integracije bio je prerigorozan i prestrog. Bilo je potrebno konzultirati i preispitati neke druge oblike integracije koji bi mogli postati rješenje problema.

U *slabom obliku* integracije promjene indikatora jednostavno se dodaju u jednadžbu, a ukupna ravnoteža ne ovisi ni o kojem pojedinačnom kriteriju, već o sposobnosti svih indikatora da postignu sveukupnu održivost primjenom jedne općenite jednadžbe. Ovaj oblik integracije vlade preferiraju jer pretpostavlja manje troškove i puno liberalniji pristup mjerenju održivosti turističkih destinacija. On također omogućava pozitivnim ekonomskim promjenama prevladavanje negativnih ekoloških i socio-kulturnih promjena. Ovaj pristup često nije održiv u dugom roku, a prilično je različit od prethodnog. Koliko god bi ovaj model mogao biti prihvat-

all three principles into one unit. In terms of tourism, the latter can be even more important.

STD should be measured and it seems irrational to argue differently. "One obvious way to explore complex and long-term changes is to construct quantitative models of sustainable development" (Moffatt and Hanley, 2001:545). The benefits of these measurements are numerous and bring various positive results in the context of developing tourism destinations, which is why they should be emphasized over the negative impacts that should be minimized. The models for measuring STD should provide accurate data about the current stage of sustainability in any given destination. Therefore it becomes possible to identify, based on the so far accumulated knowledge, three different models for measuring STD. These are (after Turner, Pearce and Bateman, 1993):

Very strong form of integration:

$$Y = \Delta(x_1); Y = \Delta(x_2); \dots; Y = \Delta(x_n)$$

Strong form of integration:

$$Y_{(\text{economic})} = \Delta(x_1) + \dots + \Delta(x_n)$$

$$Y_{(\text{environmental})} = \Delta(y_1) + \dots + \Delta(y_n)$$

$$Y_{(\text{socio-cultural})} = \Delta(z_1) + \dots + \Delta(z_n)$$

Weak form of integration:

$$Y = \Delta(x_1) + \Delta(x_2) + \dots + \Delta(x_n)$$

The difference among the models is expressed by the influence which indicator changes have on the overall sustainability. In the *very strong* form of integration any negative change in any of the indicators causes unsustainable development. Governments do not prefer the implementation of this model since it is quite rigorous, does not allow any distractions in the balance, and assumes high costs of ensuring the sustainability. There is a potential danger that some of the indicators will have short-term negative impacts on the overall environment. Thus this model cannot be considered as an appropriate solution of the sustainability issues and problems. This

ljiviji vladama od vrlo jakog modela, on ipak ne pruža informacije o točnom i realnom stanju održivog razvoja u bilo kojoj turističkoj destinaciji.

Jak oblik integracije pretpostavlja da se održivi razvoj turizma može postići samo ako sva tri kriterija zabilježe rast ili ne zabilježe gubitak. Naime, određeni broj indikatora unutar svakog kriterija mogu rezultirati gubitkom, ali u tom slučaju svi ostali indikatori unutar istog kriterija moraju postići rast koji će prevladati štetu prethodno zabilježenog gubitka. Međutim, svaki kriterij mora se uzeti u obzir zasebno kako bi ukupna ravnoteža bila postignuta. Stoga se ovaj model smatra prikladnim za mjerenje održivog razvoja turizma jer uzima u obzir svaki kriterij kao jedinstvenu jednadžbu.

4. TESTIRANJE PRIKLADNOSTI ODABRANOG MODELA ZA MJERENJE ODRŽIVOG RAZVOJA TURIZMA

Destinacija odabrana za istraživanje je grad Mali Lošinj smješten na otoku u sjevernom Jadranu u Hrvatskoj. Mali Lošinj izrazito je razvijen u kontekstu održivog turizma. Lokalni destinacijski menadžment prepoznao je potencijale prirodnih resursa, svoju jedinstvenost i vrijednost te je odlučio implementirati te resurse u konkurentan turistički proizvod. „Klima otoka Lošinja određena je njegovom lokacijom u sredini sjeverne hemisfere. Zbog toga je otok diljem svijeta poznat kao klimatsko lječilište“ (<http://www.mali-losinj.hr/o-otoku-losinju/>). Destinacija doživljava kvalitetu vode i zraka kao izrazito važne indikatore u očuvanju održivog okruženja i stoga se mjerenja vrše redovito. „Kvaliteta vode je od 2009. do 2012. godine na svim lokacijama mjerenja označena kao *izvrsna*, što znači da je more na Lošinju vrlo čisto i izvrsno za kupanje“ (Healing Island of Lošinj, 2013:26). Lokalna je zajednica vrlo svjesna važnosti zaštite resursa i svoj grad doživljava kao ekonomski stabilno okruže-

form of integration was simply far too rigorous and strict. Other forms of integration needed to be consulted and examined as possible solutions to the problem.

In the *weak form* of integration the changes of indicators are simply added into one equation and the overall balance does not depend on any particular principle, but on the capability of all indicators to achieve the overall sustainability by applying one general equation. This would be preferable by any government, as it assumes less costs and a more liberal approach towards assuring sustainability of tourism destinations. It also allows positive economic changes to overcome the negative environmental or socio-cultural changes. This approach is often unsustainable in the long run and quite different from the previous one. As much as it could be more acceptable to the governments this model does not provide accurate and realistic information on the stage of sustainable development in tourism destination.

Strong form of integration assumes that STD can be reached if and only if all three criteria achieve growth or no net loss. Namely, a certain number of indicators within any principle might result in a net loss, but in that case all other indicators within the same principle have to achieve growth which would indemnify the previously achieved loss. However, each principle has to be taken into consideration separately so that the overall balance can be reached. Thus this model was considered fit for measuring STD as it takes into account all principles as a unique equation.

4. TESTING THE APPROPRIATENESS OF THE CHOSEN MODEL FOR MEASURING SUSTAINABLE TOURISM DEVELOPMENT

The destination chosen for the research was the town of Mali Lošinj located on the northern Adriatic island in Croatia. Mali Lošinj is highly developed in the context of

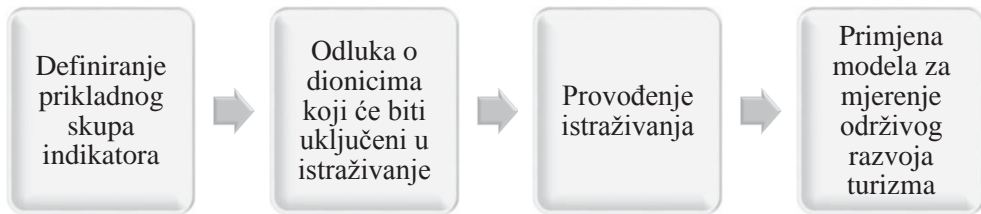
nje te stoga odlučuju da neće napustiti otok te svoj život provode tamo. Njihovi napori u postizanju održivog turističkog okruženja međunarodno su prepoznati te su 2013. godine osvojili nagradu organizacije Skäl International za održivi razvoj turizma (<http://www.croenergo.eu/Losinju-svjetska-nagrada-za-odrziv-razvoj-turizma-17076.aspx>). Međunarodno priznanje napora ove destinacije u postizanju održivog razvoja turizma iznimno je važan poticaj lokalnom destinaucijskom menadžmentu u budućem razvoju destinacije i održavanju kvalitete resursa kako bi ih buduće generacije mogle koristiti na jednak način kao i današnje.

Prije provođenja primarnog istraživanja bilo je ključno definirati metodologiju za provođenje istraživanja. Nakon toga istraživanje je provedeno na temelju tih koraka i na taj način će se rezultati analizirati.

sustainable tourism. Local destination management has recognized the potentials of natural resources, its uniqueness and value and decided to implement those resources into a competitive tourism product. "Climate of the island of Lošinj is determined by its location at the very middle of the north hemisphere. Because of that the island is worldwide known as climate spa" (<http://www.mali-losinj.hr/otoku-losinju/>). The destination perceives air and water quality as extremely important indicators in sustaining the environment and therefore measurements are taken regularly. "From 2009 to 2012, the seawater quality at all points of measurement was marked *excellent*, which means that the sea at Lošinj is very clean and great for swimming" (Healing Island of Lošinj, 2013:26). The local community is highly mindful about the importance of resource protection and perceive their town as an economically stable environment, hence decide to stay and live on the island. Their efforts in achieving sustainable tourism environment have been recognized internationally and they have won the Skäl International's award for STD in 2013 (<http://www.croenergo.eu/Losinju-svjetska-nagrada-za-odrziv-razvoj-turizma-17076.aspx>). This international acknowledgment STD is an extremely important encouragement to the local destination management to further develop and maintain the quality of the resources so that the future generations could make use of them to equal extent as today's generations.

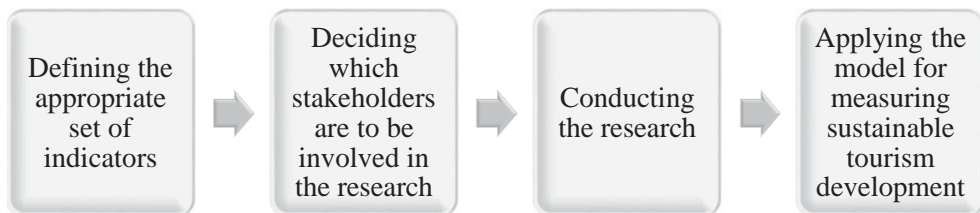
Prior to conducting the primary research it was crucial to define the methodology upon which the research would be based. Afterwards the research was conducted on those steps and will be analyzed as such.

Prikaz 1: Ključni koraci u definiranju procesa za mjerenje održivog razvoja turizma



Izvor: Budimski, V. (2014) *Definiranje i vrednovanje varijabli za mjerenje održivog razvoja turizma*. Doktorska disertacija. str. 233

Figure 1: Key steps for defining the process of measuring sustainable tourism development



Source: Budimski, V. (2014) *Measuring Sustainable Tourism Development: Variable Identification and Valuation*. Doctoral dissertation. pp. 233

Prvi korak je najvažniji jer predstavlja osnovu potencijalnog uspjeha kreiranja modela. *Definiranje prikladnog skupa indikatora* za model pokazalo se kao najvažniji i najosjetljiviji korak u njegovom razvoju. Aktivna uloga u definiranju ključnih indikatora održivog razvoja turizma u određenoj destinaciji dana je dionicima jer oni imaju presudnu ulogu u kreiranju proizvoda održivog turizma.

Za potrebe ovog istraživanja bilo je nužno definirati indikatore koji će biti predstavljeni dionicima kao ključni u provođenju temeljitog i objektivnog istraživanja. Indikatori su definirani za svaki pojedini kriterij, uz mogućnost da dionici dodaju neke druge indikatore ukoliko to bude nužno, kao i da isključe one koji nisu primjenjivi u njihovoj destinaciji. Ovaj skup indikatora kreiran je na temelju sekundarnog istraživanja literature (Choi i Sirakaya, 2006; Cernat i Gourdon, 2012), spoznaja o modernom razvoju turizma (i promjenama koje na njega utječu)

The first step is the most important one, as it represents the basis for the potential success of the created model. *Defining the appropriate set of indicators* for the model proved to be the most important and most delicate step in its development. Active role in defining the key indicators of STD in a particular destination was given to its stakeholders as they play the crucial role in creating a sustainable tourism product.

For the purpose of this research it was necessary to define which indicators are to be presented to the stakeholders as crucial for conducting thorough and objective research. The indicators were defined for each sustainability principle with the stakeholders' option to add new ones, if necessary, as well as to exclude those that do not apply for a certain destination. This set of indicators was based on the secondary literature research (Choi and Sirakaya, 2006; Cernat and Gourdon, 2012), knowledge about the modern tourism development (and the changes

*Tablica 1: Pregled početnog seta indikatora uključenog u primarno istraživanje /
Table 1: Overview of the initial set of indicators included in the primary research*

EKONOMSKA ODRŽIVOST / ECONOMIC SUSTAINABILITY	SOCIO-KULTURNA ODRŽIVOST / SOCIO-CULTURAL SUSTAINABILITY		EKOLOŠKA ODRŽIVOST / ECOLOGICAL SUSTAINABILITY
	y1	broj turista u odnosu na lokalno stanovništvo / number of tourists relative to local population	
x1 stopa poreza / tax rate			stopa recikliranja / recycling rate
x2 prosječna plaća u turizmu u odnosu na prosječnu plaću u gospodarstvu / average wage in tourism relative to average wage in economy	y2 broj turista po km ² (gustoća turista) / number of tourists per square km (tourism density)		korištenje obnovljivih izvora / renewable resources used
x3 rast zaposlenosti u okviru turizma / employment growth within tourism system	y3 stopa kriminaliteta / crime rate		indeks kvalitete zraka / air quality index
x4 udio stranog vlasništva u turističkim poduzećima / percent of foreign ownership of tourism establishment	y4 broj zaštićene kulturne baštine na km ² / number of protected cultural heritage units per square km		učestalost erozije na prirodnim lokalitetima / frequency of erosion at natural sites
x5 odljevi iz ekonomije / leakages out of economy	y5 udio kulturnog naslijeđa destinacije na nacionalnoj razini / share of destination's cultural heritage at national level		indeks kvalitete vode (prisutnost plavih zastava) / water quality index (presence of blue flags)
	y6 lokalna radna snaga u odnosu na uvezenu radnu snagu / local work force relative to imported work force		upotreba zelene tehnologije / usage of green technology
	y7 uloga društvenih mreža / role of social networks		prisutnost scenarija planiranja (u kontekstu održivosti) / presence of scenario planning (in the context of sustainability)
			briga za dobrobit životinja (u zatvorenom i otvorenom okruženju) / care of animal welfare (in captive and non-captive environment)
			z8

Izvor: Budimski, V. (2014) Definiranje i vrednovanje varijabli za mjerenje održivog razvoja turizma. Doktorska disertacija. str. 206 / Source: Budimski, V. (2014) Measuring Sustainable Tourism Development: Variable Identification and Valuation. Doctoral dissertation. pp. 206

te specifičnih problema koji se pojavljuju u poslovanju različitih poduzeća. Cilj je bio testirati važnost svakog indikatora unutar destinacije i kreirati model koji bi bio temeljen na njihovoj trenutnoj važnosti za održivi razvoj turizma.

Sljedeći korak uključuje odluku o *dionima koji bi trebali biti uključeni u istraživanje*. Ova faza procesa predviđa visoku razinu svijesti dionika o njihovoj važnosti u kreiranju održivog ekonomskog, socio-kulturnog i ekološkog okruženja unutar destinacije. Svaki dionik uključen u proces ima specifičnu ulogu u osiguranju očuvanja prirodnih resursa, kulturnog nasljeđa i ekonomske stabilnosti destinacije, proporcionalno njihovoj ulozi u procesu kreiranja proizvoda.

Osnovna svrha ovog istraživanja bila je razviti model za mjerenje održivog razvoja turizma koji bi bio primjenjiv u bilo kojoj turističkoj destinaciji. Istraživanje je podrazumijevalo uključivanje ključnih dionika u svakoj destinaciji kako iz javnog tako i iz privatnog sektora, no proces odabira dionika koji bi trebali biti uključeni u istraživanje bio je prilično osjetljiv.

U Malom Lošinjju je u istraživanju sudjelovao sveukupno 21 dionik. Oni su bili predstavnici različitih djelatnosti u destinaciji, iz privatnog i javnog sektora. Izravni dionici uključeni u istraživanje bili su predstavnici hotelskih poduzeća, privatnog smještaja, lučne kapetanije, malih poduzeća u turizmu, turističke zajednice, kulturnih institucija i restorana. Druga grupa uključivala je predstavnike gradskih vlasti, javnih institucija, trgovaca i konzervatora kulturne baštine, odnosno dionike neizravno uključene u proces turizma.

Treći korak podrazumijeva proces *provođenja istraživanja*. To uključuje proces pripreme istraživanja, provođenja istraživanja, intervjuiranja, analize podataka i omogućavanja nužne baze za razvoj modela za mjerenje održivosti u bilo kojoj destinaciji. Istraživanje je provedeno u listopadu 2013. godine dvije različite fokus grupe, ovisno o razini

influencing it), and the specific problems in the diverse business entities' performance. The aim was to test the importance of each indicator in a destination and to create a model based on their current impact on STD.

The next step involves the decision on the *stakeholders who should be involved in the research*. This phase assumes a high level of the stakeholders' awareness about their importance in creating sustainable economic, socio-cultural and ecological environment within the destination. Each stakeholder involved has a specific role in ensuring the preservation of the natural resources, cultural heritage and economic stability proportionally to their role in the product creation process.

The main intention of this research was to develop a model for measuring STD which could be applicable in any tourism destination. The research proposed involving the key stakeholders in each destination, both private and public sectors, but the process of choosing which stakeholders should be included in the research was a delicate one.

Overall, in Mali Lošinj there were 21 stakeholders involved in the research. They were the representatives from different branches in the destination from both the public and private sectors. The direct stakeholders were the representatives of hotel companies, private accommodation providers, port authorities, small-scale tourism enterprises, tourism board, cultural institutions, restaurants and catering. The group of stakeholders indirectly involved included the representatives of town authorities, public institutions, merchants/retailers and local heritage conservation officers.

The third step involves the process of *conducting the research*. This includes the process of preparing the research, doing the interviews, data analysis and providing the necessary basis for developing a model for measuring sustainability within a destination. The research was conducted in October of 2013 in two different focus groups, depending on the stakeholders' involvement

uključenosti dionika u kreiranje turističkih proizvoda. Podaci su analizirani korištenjem metoda deskriptivne statistike.

Rezultati istraživanja su sljedeći:

$$Y_{(\text{ekonomska})} = -0.32x_1 + 0.23x_2 + 0.21x_3 + 0.15x_4 - 0.08x_5 - 0.01x_7$$

$$Y_{(\text{socio-kulturna})} = 0.18y_1 + 0.08y_2 - 0.11y_3 + 0.1y_4 + 0.13y_5 + 0.19y_6 + 0.2y_7 + 0.02y_9 + 0.005y_{10}$$

$$Y_{(\text{ekološka})} = 0.18z_1 + 0.12z_2 + 0.26z_3 + 0.05z_4 + 0.18z_5 + 0.07z_6 + 0.11z_7 + 0.03z_8$$

Na temelju uspješnog poslovanja Malog Lošinja u okviru održivosti turizma, model kreiran za ovu destinaciju je pomalo očekivano održiv, čak i u okviru ekonomske održivosti. Svi kriteriji zabilježili su rast, što omogućava ravnotežu potrebnu za održivi razvoj turizma. Razina ekonomske održivosti je trenutno 0,18, socio-kulturne 0,79, a ekološke 1, što znači da trenutno ne postoje negativni utjecaji na posljednji kriterij u Malom Lošinj, a svaki indikator uključen u inicijalni set ključnih indikatora doživljava se kao važan. Uz to, u model su dodana još tri indikatora – prometna povezanost (x_7), očuvanje baštine (y_9) i broj kulturnih događanja (y_{10}). Ovi rezultati nisu iznenađujući jer ova destinacija polaže mnogo pozornosti na osiguranje održivosti resursa međunarodnom suradnjom s različitim organizacijama. Također, javni sektor svjestan je važnosti održivog razvoja turizma i pomaže u kreiranju snažnog modela za mjerenje održivog razvoja turizma. Suradnja između javnog i privatnog sektora rezultirala je kreiranjem održivog okruženja koji je prepoznat na međunarodnoj razini i shvaćen je kao primjer najbolje prakse održivog razvoja.

Kako su istaknuli dionici uključeni u istraživanje, Mali Lošinj poklanja mnogo pozornosti minimiziranju količine odljeva iz ekonomije. Javne vlasti smanjuju iznos najamnina za javne objekte koje plaćaju lokalni

in the creation of tourism products. The data was analyzed by using the methods of descriptive statistics.

The results are the following:

$$Y_{(\text{economic})} = -0.32x_1 + 0.23x_2 + 0.21x_3 + 0.15x_4 - 0.08x_5 - 0.01x_7$$

$$Y_{(\text{sociocultural})} = 0.18y_1 + 0.08y_2 - 0.11y_3 + 0.1y_4 + 0.13y_5 + 0.19y_6 + 0.2y_7 + 0.02y_9 + 0.005y_{10}$$

$$Y_{(\text{ecological})} = 0.18z_1 + 0.12z_2 + 0.26z_3 + 0.05z_4 + 0.18z_5 + 0.07z_6 + 0.11z_7 + 0.03z_8$$

Based on the successful performance of Mali Lošinj in terms of tourism sustainability, the model created for this destination is somewhat expectedly sustainable, even in terms of economic sustainability. Growth in all sets of indicators has been registered, ensuring the balance needed for STD. Economic sustainability is currently valued as 0.18, sociocultural as 0.79 and ecological as 1, which means that there are no negative influences perceived within this principle in Mali Lošinj and that each of the indicators included in the initial set of core indicators is perceived as important alongside three additional indicators: transport connections (x_7), conservations (y_9) and number of cultural events (y_{10}). These results are not surprising as a lot of attention in this destination is paid to ensuring the sustainability of its resources through international cooperation with various organizations. Additionally, the public sector is aware of the importance of STD and assists in creating a strong model for measuring it. The cooperation between the public and the private sectors has resulted in creating a sustainable environment recognized at the international level and perceived as an example of best practice.

As pointed out by the stakeholders involved in the research, Mali Lošinj pays a lot of attention to minimizing the leakages out of the economy. The public authorities decrease the rents on public properties to the local en-

poduzetnici, subvencioniraju proizvodnju lokalnih proizvoda te razvijaju strategiju ruralnog turizma u destinaciji i na cijelom otoku, itd. Nakon prepoznavanja važnosti zdravstvenog turizma za razvoj ove destinacije, puno je napora uloženo u izgradnju potrebne infrastrukture i kreiranje marke koja će privući turiste koji su uglavnom motivirani zdravljem. Motivacija je bilo produženje turističke sezone u ovoj destinaciji i osiguranje relativno konstantnog priljeva stranih valuta tijekom cijele godine.

Posljednji korak uključuje *primjenu modela za mjerenje održivog razvoja turizma*. Taj model mjeri trenutno stanje održivosti, odnosno jesu li svi kriteriji u ravnoteži prema načelima snažnog modela njihove integracije. Neovisno o dobivenim rezultatima, održivi razvoj turizma ne smije se shvatiti kao nemoguća opcija ukoliko rezultati trenutno nisu pozitivni. Iako se šteta napravljena resursima obično može prevladati samo u određenoj mjeri, destinacije koje trenutno nisu održive mogu poduzeti potrebne prilagodbe u svojim razvojnim modelima i djelovati sukladno tome, odnosno mogu unaprijediti kvalitetu aktivnosti u kojima se ti resursi koriste, smanjiti broj posjeta lokalitetima koji su potencijalno ugroženi od strane turističkih posjeta ili odlučiti bolje iskoristiti nedovoljno valorizirane resurse. Održivi razvoj turizma je do sada u određenoj mjeri bio prepušten slobodnoj interpretaciji. Međutim, trebao bi biti strogo definiran i ograničen kako bi postigao najbolje moguće rezultate za cjelokupnu okolinu. Održivost ne bi trebala biti samo pojam koji se koristi za podizanje kvalitete proizvoda, usluga i iskustava koji se nude turistima kada se nađu u destinaciji. Ona bi trebala biti odraz načina života lokalne zajednice i njihovog razumijevanja važnosti zaštite proizvoda. Održivi razvoj turizma trebao bi postati uobičajen koncept u sklopu bilo koje destinacije kako bi se osigurao njen dugoročni opstanak na turističkom tržištu.

Ograničenja ovog istraživanja izvire iz same prirode održivog razvoja turizma jer

trepreneurs, subsidizes the production of locally produced goods, are developing a strategy of rural tourism both in the destination and on the island, etc. Having recognized the importance of health tourism for the development of this destination, great efforts have been invested into building the necessary infrastructure and creating a brand which would attract mostly tourists motivated by health. The main motivation has been to extend the tourism season in this destination and the provision of a relatively constant inflow of foreign earnings through the year.

The last step includes *applying the model for measuring sustainable tourism development*. That model measures the current state of sustainability, i.e. whether all principles are in balance according to the strong model of integration. Regardless of the results gained, STD must not be comprehended as impossible if the results are not favorable at a given moment. Even though damage done to the resources can usually be redeemed only to a certain extent, the destinations which are currently unsustainable can make adjustments in their development models and act accordingly, i.e. they can improve the quality of the activities in which those resources are used, decrease the number of visitations to the sites that are potentially jeopardized by tourists or decide to make better use of the insufficiently evaluated resources. STD has been left to free interpretation to some extent so far. However, it should be strictly defined and limited in order to yield the best possible results for the overall environment. Sustainability should not only be the term used to improve the quality of the products, services and experiences offered to tourists once they find themselves in a tourism destination. It should be the reflection of the way local community lives and how it understands the importance of protecting its resources. STD should become the commonly used concept in any destination determined to ensure its long-term existence on tourism market.

The limitations of this research arise from the very nature of STD as it is a long-

je to dugoročan proces i kao takav trebao bi biti ponovno izmjeren u srednjem roku. Dakle, pitanje održivosti obično se analizira u dugom ili kratkom roku jer ima implikacije na cjelovitu okolinu. Uz to, istraživanje je provedeno u fokus grupama, što u određenoj mjeri smanjuje njegovu objektivnost. Cilj istraživanja bio je kreirati model za mjerenje održivog razvoja turizma i predložiti scenarij razvoja turizma u destinaciji u srednjem roku, na temelju kojeg bi destinacija mogla ili održati ili unaprijediti model razvoja turizma. Da je istraživanje provedeno korištenjem samo kvantitativnog istraživanja, ne bi bilo prikupljeno dovoljno informacija i rezultati bi bili upitni jer dionici ne bi bili u mogućnosti izraziti svoje stavove o određenim indikatorima niti bi im bila dana prilika da predlože dodatne indikatore koji potencijalno nedostaju na inicijalnom popisu.

5. ZAKLJUČAK

Održivi razvoj turizma mora osigurati optimalne rezultate u dugom roku, omogućavajući budućim generacijama postizanje jednakih rezultata i životnih uvjeta kao i današnje generacije. Da su sve generacije do sada upravljale resursima na taj način, problem održivog razvoja se možda ne bi ni razvio. Danas, međutim, on stavlja brojne izazove pred dionike turizma. Kako bi bili u mogućnosti nositi se na pravilan način s tim izazovima uvedene su određene mjere kako bi se omogućio proces mjerenja. Ovo je istraživanje bilo usmjereno na mjerenje trenutnog stanja održivosti u određenoj destinaciji.

Na temelju odabranog modela snažne održivosti u destinaciji bilo je moguće testirati njegovu primjenjivost u Malom Lošinj. Rezultati istraživanja sugeriraju da je proces mjerenja moguć ukoliko su svi relevantni indikatori uključeni u model. Kada bi svim indikatorima bio dan odgovarajući ponder, dobiveni rezultati bili bi puno točniji. Nadalje, odabrani model pruža mogućnost trenutne neodrživosti određenih indikatora unutar

term process and, as such, it should be measured again in the middle-term. Namely, sustainability issues are usually analyzed in the long or middle-term due to their implications on the overall environment. Additionally, the research was conducted in focus groups, which decreases the objectivity to a certain extent. The objective of the research was both to develop a model for measuring STD and to propose a middle term scenario tourism development plan for a destination based on which it could either maintain or improve the tourism development model. If the research had been conducted only by using quantitative research, insufficient amount of information could have been gained and the research results would have been questionable as the stakeholders would not have been able to express their stands on a certain indicator, nor would they have been in the position to propose additional indicators potentially missing on the initial list.

5. CONCLUSION

Sustainable tourism development must ensure optimal results in the long run, enabling the future generations to achieve at least the same results and living conditions as the present ones. If all generations had been managing resources in that way, the problem of sustainable development might not even need addressing. Today, however, it places a great deal of challenges before tourism stakeholders. In order for them to be able to deal with those challenges properly certain measurements have to be introduced. This research focused upon measuring the current state of sustainability in a particular destination.

Based on the chosen model of strong sustainability in a destination it was possible to test its appropriateness in Mali Lošinj. The research results suggest that the process of measurement is possible if the relevant indicators are included in the model. If all the indicators were given the appropriate weight

modela, ali istovremeno bi destinacija mogla biti održiva ukoliko rezultat drugih indikatora nadmaši taj negativni. Na taj način destinacija bi raspolagala alatom za unaprjeđenje svog poslovanja i osiguravanje održivog okruženja u dugom roku.

Stoga je uključenost dionika destinacije jedan od najvažnijih koraka u procesu mjerenja održivosti. Znanje prikupljeno tijekom ovog istraživanja orijentirano je na povećanje razine svijesti o problemima u okolišu, smanjivanju utjecaja na lokalnu zajednicu i povećanja ukupnog zadovoljstva razvojem turizma unutar društva. Nužno je da održivi razvoj turizma kreira okolinu koja će osigurati blagostanje, očuvanje resursa i dugoročan razvoj lokalne zajednice.

within the model, the results gained could be more accurate. Moreover, the chosen model provides the opportunity for certain indicators within the model to be currently unsustainable, but at the same time the destination could be sustainable if all other indicators outperform the negative one. In that way, destination would be given a tool for improving its performance and for enabling sustainable environment in the long run.

Therefore the involvement of the destination stakeholders proved to be an important step in the process of measuring sustainability. The knowledge gained through this research is oriented towards increasing the level of awareness about the problems in the environment, decreasing its impact on the local community, and increasing the overall satisfaction with tourism development in a society. It is imperative that sustainable tourism development creates an environment which will provide prosperity, preservation of resources and long term development for the local community.

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