

STEJKHOLDERSKA SARADNJA U PLANIRANJU TURISTIČKIH DESTINACIJA – PRIMJER CRNE GORE

STAKEHOLDER COLABORATION IN TOURISM DESTINATION PLANNING – THE CASE OF MONTENEGRO

Ljiljana Pjerotić

Fakultet za Biznis i turizam Budva, Crna Gora
Faculty of Business and tourism Budva, Montenegro

Miško Rađenović

Fakultet za Biznis i turizam Budva, Crna Gora
Faculty of Business and tourism Budva, Montenegro

Ana Tripković-Marković

Fakultet za Biznis i turizam Budva, Crna Gora
Faculty of Business and tourism Budva, Montenegro

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REZIME

Značaj uključivanja različitih stejkholdera u planiranje turizma dobija sve veći značaj. Efektivno planiranje na nivou turističkih destinacija je kompleksan proces zbog postojanja brojnih stejkholdera sa različitim mišljenjima, vizijama problema i različitim interesima. Uprkos složenosti procesa planiranja, visok nivo saradnje i angažovanja stejkholdera smatra se značajnom odlikom uspješnog planiranja menadžmenta destinacije. Sprovedenje i uspjeh turističkog plana često se oslanja na podršku stejkholdera.

U radu se analizira pitanje efektivnog planiranja turističke destinacije iz perspektive usklađivanja interesa stejkholdera. Istraženo je planiranje turističke destinacije u turističkim destinacijama Crne Gore, nivo saradnje stejkholdera i korelacija između implementacije planova i stejkholderske saradnje. Empirijsko istraživanje je sprovedeno na populaciji od 19 lokalnih turističkih organizacija u Crnoj Gori. Zaključci i implikacije istraživanja su prikazani u radu. Rezultati su pokazali postojanje problema nedovoljne implementacije planova razvoja turizma i nizak nivo saradnje zainteresova-

SUMMARY

The importance of involving diverse stakeholders in tourism planning is receiving growing recognition. Effective tourism destination planning is a complex process, due to the existence of a wide variety of stakeholders with a wide range of opinions, multiple problem visions and different interests. Despite the complexity of the planning process one feature acknowledged for successful destination management planning is a high level of stakeholder engagement and cooperation. The implementation and success of a tourism plan often relies on the support of destination stakeholders.

The paper deals with the issue of effective tourism destination planning from the perspective of harmonizing stakeholders' interests. It explores tourism destination planning in the Montenegrin tourist destinations, the level of stakeholder cooperation and correlation between destination plans implementation and stakeholder cooperation. An empirical research was carried on the population of 19 local tourist organizations in Montenegro. Findings and implications of the research are given in the paper. The results revealed the problem of insufficient implementation of tourism development plans and low level of stakeholder cooperation. Also, there are implications based

nih strana. Isto tako, istraživanje ukazuje da postoji jaka pozitivna korelacija između nivoa saradnje stejkholdera i implementacije planova turističke destinacije.

Ključne riječi: turistička destinacija, planiranje razvoja turističke destinacije, stejkholderi, stejkholderska saradnje.

on recently conducted research reported in this paper; that there is a strong positive correlation between the level of stakeholder cooperation and implementation of a tourism destination plans.

Keywords: tourism destination, tourism destination development planning, stakeholder, stakeholder collaboration.

UVOD

Postalo je opšteprihvaćeno da je za uspješan razvoj turističke destinacije neophodno planiranje. S obzirom na to da je za turizam neophodna zaštita prirodnih i socio-kulturnih resursa koji su turističke atrakcije, planiranje je ključna aktivnost. Planiranje je veoma značajno u turizmu kako bi se povećale socijalne, ekonomske i ekološke koristi turističkog razvoja. Ipak, ukoliko se planiranje i upravljanje ne sprovode, turizam ima potencijal da ostvari svoje negativne efekte na samu destinaciju.

Potreba za planiranjem razvoja turističke destinacije postaje sve značajnije pitanje s obzirom na to da se mnoge destinacije, ne uvažavajući značaj planiranja, suočavaju sa ekološkim i socijalnim problemima, povećanim troškovima rješavanja konflikata i slabljenjem konkurentnosti destinacije (Yuksel, Bramwell i Yuksel, 1999, str. 351). Negativni uticaji masovnog turizma, koji su već doveli do pada interesovanja turista za mnoge, ranije veoma popularne destinacije, ali i negativnog stava lokalnih rezidenata, ukazali su na potrebu da se tradicionalni način planiranja razvoja turizma, zasnovan prije svega na interesima turističkog sektora, zamijeni novim pristupom planiranju u formi stejkholderske kolaboracije (kolaborativnim planiranjem), čime se smanjuje mogućnost nastajanja konflikta interesa lokalne zajednice i turističke industrije.

U literaturi iz oblasti turizma sve veći fokus se stavlja na turističko planiranje koje uključuje brojne stejkholdere na koje turizam utiče, uključujući građane, državu i privredu, zbog čega je neophodna njihova saradnja u kreiranju zajedničke vizije ra-

INTRODUCTION

It is becoming widely recognized that success of tourist destinations requires planning. Given that tourism activity relies on the protection of environmental and socio-cultural resources that attract tourists, planning is an essential activity. Planning in tourism is very important in order to increase the social, economic, and environmental benefits of tourism development. However, if not properly planned and managed, tourism can realise its negative impacts on host destinations.

The need for planning tourism destination development is becoming increasingly important issue that needs to be addressed, because many destinations that don't recognize the importance of planning face environmental and social problems, increased costs of conflict resolution, and declining destination competitiveness (Yuksel, Bramwell and Yuksel, 1999, p. 351). The negative impacts of mass tourism, which have already led to decline of tourists' interest for many formerly very popular destination, and negative attitude of local residents, emphasize the need for replacing traditional approach of planning tourism development, based primarily on the interests of the tourism sector, with a new approach based on stakeholder cooperation (collaborative planning), thereby reducing the possibility of conflict of interest between local communities and the tourist industry.

Tourism literature shows increasing focus on tourism planning that involves multiple stakeholders affected by tourism, including residents, public authorities and business, so their collaboration is becoming necessary in developing a shared "vision" for

zvoja turizma (Yuksel, Bramwell i Yuksel, 1999, str. 351).

Efektivno planiranje turističke destinacije je kompleksan i multidimenzionalni proces koji može biti komplikovan za implementaciju usljed postojanja različitih stejkholdera sa različitim mišljenjima, vizijama problema i interesima (Arenas 2010, str. 11). Iako postoji jaka argumentacija za potrebu planiranja turističkog razvoja, implementacija planova jednako je značajna kao i samo formulisanje. Stoga, u aktivnostima na izradi planova turističkog razvoja u destinaciji neophodan je stejkholderski pristup, odnosno uključenost i saradnja svih važnih destinacijskih stejkholdera, koji će omogućiti sinergetski efekat pri izradi i implementaciji planova, a što je od ključnog značaja za uspješnost implementacije.

U radu se analizira pitanje saradnje stejkholdera za efektivno planiranje turističke destinacije na primjeru Crne Gore. Glavno istraživačko pitanje je da li saradnja stejkholdera može biti način za poboljšanje implementacije planova turističke destinacije koji se uobičajeno odnose na njen razvoj.

PREGLED LITERATURE

Značaj uključivanja različitih stejkholdera u turističko planiranje postaje predmet sve većeg interesovanja. Stejkholderi u turizmu mogu biti "bilo koje grupe ili pojedinci koji mogu uticati ili su pod uticajem turističkom razvoja u određenom regionu" (Bird, 2007, str. 6). Oni mogu da uključuju lokalno stanovništvo, privatni sektor i državne ustanove koje mogu da sarađuju u razvijanju zajedničke vizije turističkog sektora (Yuksel, Bramwell i Yuksel 1999, str. 351). To je dovelo do povećanja pažnje usmjerene ka saradnji stejkholdera kojom se objedinjuju različiti interesi u cilju razvoja, a nekada i implementacije turističke politike. Saradnja stejkholdera progresivno postaje sve značajniji aspekt turističkog planiranja i razvoja, s obzirom na to da se brojni interesi, vizije i perspektive razvoja javljaju kao posljedica brojnosti stejkholdera. Jamal i Getz (1995, str. 188) opisuju saradnju

tourism development (Yuksel, Bramwell and Yuksel, 1999, p. 351).

Effective tourism destination planning is a complex and multi-dimensional process that can be difficult to implement due to the existence of a wide variety of stakeholders with a wide range of opinions, multiple visions of a problem and differing interests (Arenas 2010, p. 11). Although there is a strong argument for the need of planning in tourism development, it is not important only to design a development plan, but also to implement it. Therefore, stakeholder planning approach is necessary for tourism development, as well as involvement and cooperating among all destination stakeholders, which will enable synergy effect in plans implementations as a key for successful plan realization.

This paper examines the issue of stakeholder collaboration for the effective tourism destination planning taking the case of Montenegro. The main research question is whether a stakeholder collaboration approach can be a way to improve implementation of tourism destination plans, usually focusing on its further development.

LITERATURE REVIEW

The importance of involving diverse stakeholders in tourism planning is receiving growing recognition. Tourism stakeholders can be described as "any group or individual who can affect or is affected by tourism development in a certain region" (Byrd, 2007, p. 6). They can include local residents, private business or public authorities, who might cooperate and collaborate to develop a common "vision" for tourism (Yuksel, Bramwell and Yuksel 1999, p. 351). This has led to increasing attention being directed to the stakeholder collaboration that brings together a range of different interests in order to develop and sometimes also implement tourism policies. Stakeholder collaboration has progressively become an important aspect in tourism planning and development, as many interests, visions and perspectives might derive from the wide range of stakeholders. Jamal and Getz

u turističkom razvoju kao “zajedničko planiranje turizma bazirano na inter-organizacijom, domenu zajednice u cilju rješavanja problema planiranja i/ili rješavanja pitanja vezanih za njeno planiranje i razvoj. Cilj saradnje je balansiranje moći između svih grupa stejkholdera. Takođe, cilj saradnje je da se uspostavi ravnoteža moći između svih interesnih grupa, odnosno da se preraspodijeli moć od lokalnih vlasti ka zajednici (Tosun, 2000, str. 615). Ključni razlog za sve veće interesovanje za saradnju stejkholdera u turističkom razvoju je vjerovanje da turistička destinacija i organizacije mogu da postignu konkurentnu prednost spajanjem znanja, ekspertize, kapitala i ostalih resursa (Bramwell, 2000 Lane).

Prema Gray (1989; Bramvell i Lane, 2000, str. 273) kolaborativno planiranje se može definisati kao “kolektivni proces rješavanja konflikata i unapređenja zajedničke vizije koja uključuje niz različitih zainteresovanih strana”. Prema Jamal i Getz (1995, str.188) u turističkom kontekstu, zajedničko planiranje je proces koji podrazumijeva zajedničko odlučivanje između autonomnih, ključnih stejkholdera u rješavanju problema planiranja i upravljanja pitanjima u vezi sa turističkim planiranjem i razvojem. Saradnja stejkholdera ima potencijal da dovede do dijaloga, pregovora i izgradnje uzajamno prihvatljivih prijedloga o tome kako treba da se razvija turizam. Nedostatak saradnje stejkholdera u procesu planiranja dovodi do povećanja nivoa konflikta između njih, što utiče i na nivo konkurentnosti turističke destinacije (Yuksel, Bramwell i Yuksel, 1999, str.351).

Iako zajedničko planiranje može biti teško i oduzimati vrijeme (Bramwell i Lane, 2000, str. 9), ono je opravdano jer potencijalno može dovesti do izbjegavanja troškova rješavanja konflikata na dugi rok, politički je legitimno i može biti zasnovano na znanju i kapacitetima stejkholdera (Yuksel, Bramwell i Yuksel, 1999, str. 351). Uprkos složenosti procesa planiranja, visok nivo angažovanja stejkholdera, a posebno lokalne zajednice je prihvaćen kao značajan za planiranje i menadžment turističke destinacije (Tosun i Timothy 2003;

(1995, p. 188) described cooperation in tourism development as “collaborative tourism planning based on inter-organizational, community domain aiming to resolve problems of its planning and development”. The goal of cooperation is to balance the power between all stakeholder groups, namely to redistribute power from local authorities to the community (Tosun, 2000, p. 615). The key reason for the growing interest in stakeholder collaboration/cooperation in tourism development is the belief that tourist destination and organisations may be able to gain competitive advantage by bringing together the knowledge, expertise, capital and other resources of several stakeholders (Bramwell, Lane 2000).

Collaborative planning according to Gray (1989; Bramwell, Lane, 2000, p. 273) is defined as “a collective process of resolving conflicts and advancing shared visions involving diverse stakeholders”. According to Jamal and Getz (1995, p. 188) in a tourism context, collaborative planning is a process that involves joint decision making among autonomous, key stakeholders in order to resolve planning problems or to manage issues related to the tourism planning and development. Stakeholder collaboration has the potential to lead to dialogue, negotiation and the building of mutually acceptable proposals about how tourism should be developed. Lack of stakeholder collaboration in the planning process has also shown to increase the level of conflicts among the interested parties thus affecting the level of tourism destination competitiveness (Yuksel, Bramwell and Yuksel, 1999, p. 351).

While collaborative planning may be time consuming and difficult (Bramwell and Lane, 2000, p. 9), it is justified as it can potentially lead to avoiding the costs of resolving conflicts in the long term, it is politically legitimate, and it can be based on knowledge and capacities of stakeholders (Yuksel, Bramwell and Yuksel, 1999, p. 351). Despite the complexity of the planning process one factor acknowledged for successful destination management planning is a high level of stakeholder engagement, especially of local community (Tosun and Timothy

Tosun, 2006;). Sprovođenje i uspjeh plana turističke destinacije često se oslanja na podršku stejkholdera u zajednici (Byrd, 2007; Timur i Getz, 2008). Planiranje u turizmu će biti korisno samo kroz inpute širokog spektra učesnika uključujući i lokalno stanovništvo, privatna preduzeća i javni sektor, s obzirom na to da je izuzetno teško formulirati i implementirati turistički plan bez jake podrške i uključenosti svih ovih interesnih grupa.

Na osnovu prethodne teorijske diskusije, postavljena je sljedeća hipoteza:

Hipoteza 1 (H1): *Sprovođenje planova za razvoj turističkih destinacija zavisi od saradnje između destinacijskih stejkholdera.*

Ovom hipotezom želi se dokazati da je sprovođenje planova koji se uobičajeno donose za razvoj turizma u destinaciji bolje upravo u onim destinacijama u kojima postoji viši nivo saradnje između stejkholdera u turizmu, što je bitan preduslov za ukupan kvalitet upravljanja turističkom destinacijom.

METODOLOGIJA ISTRAŽIVANJA

Definisanje uzorka istraživanja

Da bismo testirali hipotezu da sprovođenje planova koji se uobičajeno donose za razvoj turizma u destinaciji zavisi od nivoa saradnje između destinacijskih stejkholdera, sprovedeno je istraživanje o stanju planiranja i stejkholderskoj saradnji, koje predstavlja dio istraživanja o stanju upravljanja razvojem turističkih destinacija u Crnoj Gori. Istraživanje o stanju planiranja je izvršeno na populaciji koju su činili direktori svih turističkih organizacija u Crnoj Gori, jer se smatralo da turističke organizacije imaju najcjelovitiji uvid u stanje planiranja razvoja turističkim destinacijama. Sistem turističkih organizacija u Crnoj Gori sastoji se od ukupno 19 turističkih organizacija. Prikupljeno je ukupno 17 upitnika, što predstavlja stopu povraćaja od 89,5%. Istraživanjem percepcije stejkholderske saradnje u oblasti planiranja

2003; Tosun, 2006). The implementation and success of a tourism destination plan often relies on the support of stakeholders in the community (Byrd, 2007; Timur and Getz, 2008). Tourism planning will benefit only through input from a wide range of participants including local residents, private business and public authorities, as it is extremely difficult to formulate and implement a tourism plan without the strong support and involvement of all these groups.

Based on the preceding theoretical discussion, the following hypothesis is proposed:

Hypothesis 1 (H1): *The implementation of plans for tourist destination development depends on cooperation between the destination stakeholders.*

This hypothesis aims to prove that the implementation of plans which are commonly adopted for the development of tourism destination is better in those destinations where there is a higher level of cooperation between stakeholders, which is an essential prerequisite for the overall quality of tourism destination management.

RESEARCH METHODOLOGY

Study sample

In order to test the hypothesis that the implementation of plans, that are commonly adopted for tourism destination development, depends on the level of cooperation among stakeholders, authors conducted the survey about planning and stakeholder cooperation, as a part of research of the state of management of tourist destination development in Montenegro. Research on the state of planning was conducted on population composed of directors of all tourism organizations in Montenegro, as it was considered that tourism organizations have complete insight into the state of tourist destination development planning. The tourist organization system in Montenegro consists of 19 tourism organizations. Authors collected 17 questionnaires, which means that 89.5% of respondents wanted to participate. Data on perception of stakeholder cooperation in the field

obuhvaćeni su predstavnici sljedećih grupa stejkholdera: turističke organizacije i opštine kao reprezentativni predstavnici javnog sektora, hotelijeri i turističke agencije kao predstavnici privatnog sektora, i lokalno stanovništvo. Od ukupno 130 poslatih upitnika prikupljeno je 110 upitnika, što predstavlja stopu povraćaja od 84,62%.

Metode istraživanja

Instrument istraživanja bio je strukturirani upitnik u kojem se od anketiranih tražilo da odgovore na pitanja o zastupljenosti i sprovođenju planova koji se uobičajeno donose za razvoj turizma u turističkoj destinaciji. Zatim, za svaki plan se od anketiranih tražio stav o ograničenjima za njegovo sprovođenje. Ograničenja su se odnosila na: nedostatak finansijskih sredstava, ograničenja u ljudskim resursima, pasivan odnos prema zahtjevima tržišta, nedovoljno poznavanje tržišnih trendova, lošu saradnju među destinacijskim stejkholderima i nepostojanje strategije razvoja proizvoda. Sva pitanja u upitniku bila su zatvorenog tipa, s tim da je dio pitanja imao nabrojene ponuđene odgovore i numeričku skalu. Za ocjenu stavova o stepenu sprovođenja destinacijskih planova korištena je numerička ljestvica sa pet mjesta (1-loše, 5-izvršno). Na dobijenim podacima primijenjena je deskriptivna analiza podataka. Izračunate su aritmetičke sredine dobijenih ocjena, njihova standardna devijacija, zatim medijane i kvartili. Za testiranje korelacije saradnje između destinacijskih stejkholdera i planiranja kao instrumenta upravljanja razvojem turističke destinacije korišten je Spearmanov koeficijent korelacije ranga (r_s) koji mjeri stepen i smjer korelacije između dvije pojave koje su predstavljene parovima rang-varijabli. Cilj analize korelacije je da se utvrdi jačina i smjer korelacije između stejkholderske saradnje i implementacije planova. Za obradu podataka korišćen je SPSS program za analizu podataka. Za testiranje razlike u zastupljenosti i sprovođenju planova između regiona korišćen je Kruskal-Wallis test, koji predstavlja nepa-

of planning were collected from representatives of the following groups of stakeholders: tourist organizations and municipalities as representatives of the public sector, hoteliers and travel agents as representatives of the private sector, and local population. Out of total 130 questionnaires sent, 110 questionnaires were received, which is the rate of return of 84.62%.

Research methods

As a research instrument, structured questionnaire was used in which respondents were asked to answer questions about representation and implementation of plans that are commonly adopted for tourist destination development. For each of those plans, respondents were asked to give their opinion about the limitations for their implementation. Limitations were related to: lack of financial resources, human resource limitations, passive attitude towards market demands, insufficient knowledge on market trends, poor cooperation among destination stockholders and the lack of product development strategy. Questions in the questionnaire were closed-ended, with some multiple choice questions and numerical scale. For assessment of attitudes about the degree of implementation of destination plans, Likert scale (1-poor, 5-excellent) was used. Descriptive data analysis was applied. Data were analyzed using the arithmetic mean, standard deviation, then the median and quartiles. For testing the correlation of cooperation among destination stakeholders and planning as an instrument of managing tourist destination development, Spearman's of rank correlation coefficient (r_s) was used, which measures the degree and direction of the correlation between two phenomena that are represented by the pairs ranking of variables. The aim of correlation analysis was to determine the magnitude and direction of the correlation between stakeholder cooperation and plans implementation. SPSS program was used for data processing. For testing differences in representation and the plans implementation between different regions, the Kruskal-Wallis test was used, as the

rametarsku analizu sredine rangova. Testirana je normalnost distribucije varijabli upotrebom Shapiro-Wilk testa, koji je pokazao da varijable nemaju normalnu distribuciju (p vrijednost manja od 0,05). Nivo značajnosti (p) za sve korištene statističke testove iznosi 0,05, tako da je vrijednost $p < 0,05$ smatrana pokazateljem statističke značajnosti.

REZULTATI ISTRAŽIVANJA

U nastavku predstavljamo pregled stanja planiranja turističke destinacije u Crnoj Gori. Najprije je predstavljena opšta slika stanja planiranja, a zatim rezultati po regionima. Dalje su prikazani rezultati stakeholderske saradnje u procesu planiranja. Za pitanja koja zahtevaju da/ne odgovore, odnosno analizu nominalnih promjenljivih, predstavljena je frekvencija pojedinih odgovora, dok su kod rangova, tj. ordinarnih podataka predstavljene aritmetička sredina i standardna devijacija. Rezultati dobijeni ovim istraživanjem su predstavljani u nastavku.

Planiranje u destinaciji

Instrument planiranja posmatran je kroz postojanje i sprovođenje tri vrste plana koji se najčešće donose na nivou turističke destinacije. To su: plan razvoja turizma, marketing plan i plan promotivnih aktivnosti. Imajući u vidu činjenicu da veliki broj turističkih organizacija ima planove promotivnih aktivnosti na godišnjem nivou koji nisu sadržani u marketing planu, plan promocije posmatran je nezavisno od marketing plana (naime, plan promocije može postojati iako ne postoji marketing plan). Analizirano je da li svaki od navedenih planova uopšte postoji u destinaciji. Ukoliko postoji, bilo je neophodno procijeniti u kojoj mjeri su oni implementirani koristeći Likertovu skalu (1-loše, 5-izvrsno). Zatim, od ispitanika se tražilo da daju svoje mišljenje o ograničenjima za njihovo sprovođenje.

Istraživanje pokazuje (Tabela 1) da većina turističkih destinacija ima plan promotivnih aktivnosti (94.1%) i strateški plan

nonparametric test of the middle ranks. Normal distribution of variables was tested using the Shapiro-Hi test, which showed that variables do not have a normal distribution (p value less than 0.05). The significance level (p) used for all statistical tests is 0.05, so that the value of $p < 0.05$ was considered as an indicator for statistical significance.

RESEARCH RESULTS

Below we present the review of the state of tourism destination planning in Montenegro. The general picture of the state of planning is presented first, followed by specific results for different regions. Further on, we give the research results on stakeholder collaboration in the planning process. For questions requiring a yes/no answer, i.e. in nominal variables analyses, we present the frequency of certain answers, while with ranks, i.e. ordinary data, we show the arithmetic mean and standard deviation. The results acquired through this research are presented below.

Destination planning

Three plans usually made for tourism destination development were analysed as planning instruments. These are: tourism development plan, tourism marketing plan, and promotional activity plan. Bearing in mind the fact that a large number of tourism organizations make annual promotional activity plans that are not contained in their marketing plans, promotional activity plan was observed independently of marketing plan (namely, a promotional plan may exist although there is no tourism marketing plan). Each of the listed plans was investigated to see if they even existed at the destination at all. If they did, it was necessary to evaluate how they were implemented on a 5-point Likert-type scale (1-poor, 5-excellent). Then, the participants were asked to give their opinions about the limits of the plans implementation.

The research shows (Table 1) that most of the tourism destinations have a promotional activity plan (94.1%) and a strategic development plan

razvoja (70.6%), dok su marketing planovi najmanje zastupljeni (41.2%). Iako su planovi pretpostavka koordinisanog razvoja, oni postaju efektivni tek po implementaciji. Prema mišljenju direktora turističkih organizacija, marketinški i promotivni planovi se bolje implementiraju od razvojnih planova i ocijenjeni su prosječnom ocjenom 3 (Tabela 1). Čak 91.7% ispitanika smatra da postoje ograničenja za implementaciju planova razvoja turizma. Kao razloge za sporu implementaciju, direktori turističkih organizacija naveli su nedostatak finansijskih sredstava (91.7%), ograničenja u ljudskim resursima (25%), nedostatak strategije razvoja proizvoda (25%), nedovoljno znanje o tržišnim trendovima (16,7%) i lošu saradnju stejkholdera (8,3%).

Prema ocjenama koje su dali direktori turističkih organizacija (Tabela 1), marketing planovi su najbolje sprovedeni, sa prosječnom ocjenom 3.71. Ovaj rezultat nije iznenađujući, jer brojni naučnici ističu da su marketing aktivnosti oblast u kojoj je najrazvijenija saradnja interesnih grupa, što je i preduslov njihove realizacije.

Tabela 1
Zastupljenost i sprovođenje destinacijskih planova

Plan	Destinacije koje imaju plan [Destinations having a plan]		Ocjena sprovođenja plana [Plan implementation rating]	
	N	%	Aritmetička sredina [Arithmetic mean]	Standardna devijacija [Standard deviation]
Plan razvoja turizma [Tourism development plan]	12	70.6	3.00	0.816
Marketing plan [Marketing plan]	7	41.2	3.71	0.700
Plan promotivnih [Promotional activities plan]	16	94.1	3.68	1.158

Kada govorimo o ograničenjima u implementaciji ove vrste planova, svi učesnici su imali pozitivno mišljenje o ovom problemu. Kada je u pitanju vrsta ograničenja (Grafikon 1), mišljenja su slična onima o razvojnim planovima. Naime, većina primjedaba vezana je za nedostatak finansijskih resursa (100%),

(70.6%), while marketing plans are the least present (41.2%). Although the plans are a presumption of a system-coordinated development, they are effective only when they get implemented. According to opinions of the tourism organizations directors, marketing and promotional activities plans are better implemented than those for tourism development, and they were evaluated with a score of 3 (Table 1). As much as 91.7% of the participants think there are limitations for implementing tourism development plans. As for reasons for the slow realization of tourism development plans, directors of tourism organizations listed (Graph 1) lack of financial resources (91.7%), human resources limitations (25%), lack of product development strategy (25%), insufficient knowledge on market trends (16.7%), and poor cooperation among stakeholders (8.3%).

According to the scores given by the directors of tourism organizations, marketing plans are best implemented, with an average score of 3.71 (Table 1). This result is not surprising because numerous scientists point out that marketing activity is actually the field where cooperation between interest groups is the most developed, which is the prerequisite for their realization.

Table 1
Destination planning

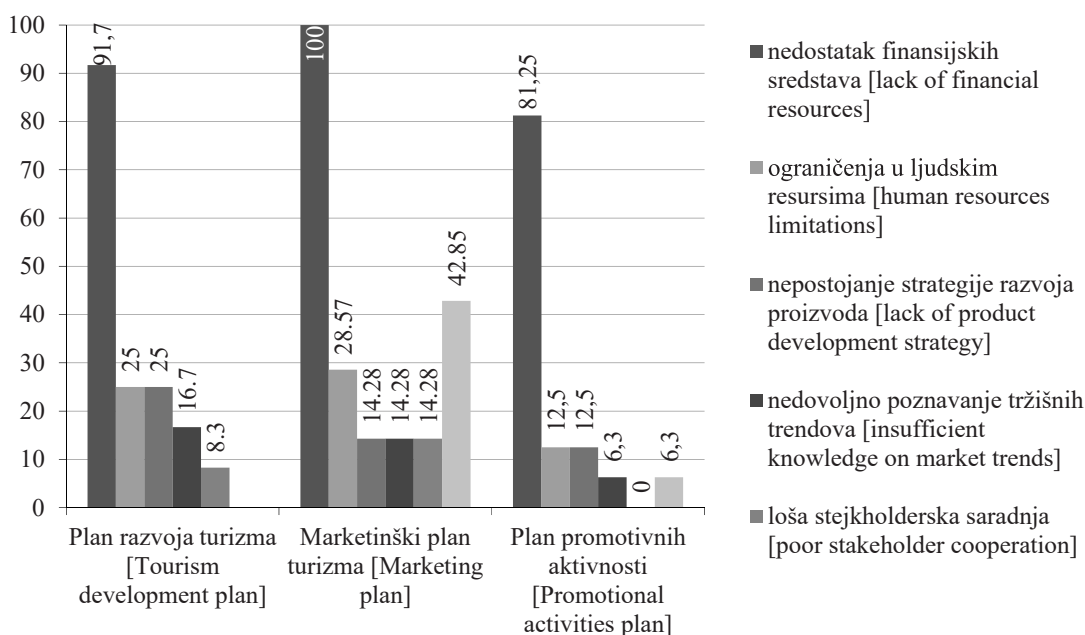
When speaking about limitations for implementing these plans, all participants had positive opinions about this problem. As for the type of limitations (Graph 1), the responses are similar to those about development plans. Namely, most objections are related to the lack of financial resources (100%), then a passive attitude

zatim pasivan stav prema zahtjevima tržišta (42.85%), kao i ograničenja u ljudskim resursima (28.57%). Nakon toga ističu se loša saradnja stejkholdera (14.28%), nedostatak strategije razvoja proizvoda (14.28%) i nedovoljno znanje o tržišnim trendovima (14.28%).

Kada je riječ o planovima promotivnih aktivnosti, njihovo ostvarivanje je ocijenjeno sa prosječnom ocjenom 3.68 (Tabela 1). Ovi planovi su kratkoročni, operativni (operativne aktivnosti koje predstavljaju dugu i dobro uvježbanu praksu turističkih organizacija) i brzo proizvode rezultate. Oni se uglavnom sprovode u saradnji sa privatnim sektorom koji dobro poznaje tržište. Čak i kod planova promotivnih aktivnosti većina ispitanika (80%) smatra da postoje ograničenja u implementaciji. Opet, najizraženija ograničenja su manjak novčanih sredstava (81.25%), ograničenja u ljudskim resursima (12.5%) i nepostojanje strategije razvoja proizvoda (12.5%). Dalje su istaknuti pasivan stav prema zahtjevima tržišta (6,3%), kao i nedovoljno znanje o tržišnim trendovima (6,3%). Za razliku od prethodno pomenutih planova, loša saradnja među stejkholderima nije navedena kao ograničenje (Grafikon 1).

towards market demands (42.85%), and limitations in human resources (28.57%). Following these are: poor collaboration among destination stakeholders (14.28%), lack of product development strategy (14.28%) and insufficient knowledge on market trends (14.28%).

When it comes to promotional activity plans, their implementation was evaluated with an average score of 3.68 (Table 1). These plans are short-term, operative (operational activities that represent a long and well-practiced part of tourism organizations' business) and produce results quickly. They are mostly carried out in collaboration with the private sector, which knows the market very well. However, even with implementation of promotional activity plans, most of the participants (80%) thought limitations existed. Again, the most emphasized limitations were lack of financial resources (81.25%), limitations in human resources (12.5%), and the lack of a product development strategy (12.5%). Next came a passive attitude towards market demands (6.3%), and insufficient knowledge on market trends (6.3%). In contrast to the previously mentioned plans, poor cooperation among stakeholders was not listed at all as a limitation (Graph 1).



Grafikon 1. Ograničenja u sprovođenju planova potrebnih za razvoj destinacije

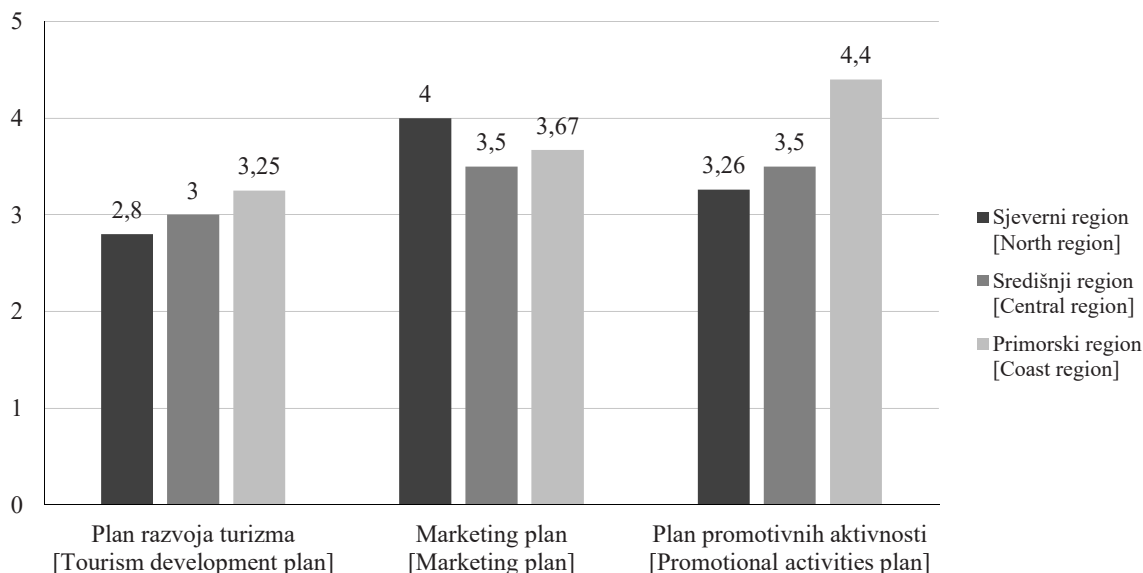
Graph 1. Limitations in implementation of destinations development plans

Na Grafikonu 1 jasno se vidi da među ograničenjima za sprovođenje sva tri plana dominiraju nedostatak finansijskih sredstava i ograničenja u ljudskim resursima. Saradnja destinacijskih stejkholdera je u teoriji prepoznata kao važan faktor za implementaciju planova. Međutim, istraživanje je pokazalo da je loša stejkholderska saradnja u crnogorskim turističkim destinacijama u sjenci ograničenja u finansijskim sredstvima i ljudskim resursima, tako da nije visoko rangirana u grupi ograničenja za sprovođenje planova, ali se navodi kada je u pitanju realizacija plana razvoja turizma.

Kada je riječ o zastupljenosti planova neophodnih za razvoj destinacija po regionima, istraživanje je pokazalo da plan razvoja turizma u najvećem broju imaju destinacije u Središnjem (75%), zatim Sjevernom regionu (71,43%), a najmanje u Primorskom regionu (66,67%). Marketinške planove turizma najviše imaju destinacije u Središnjem (50%) i Primorskom regionu (50%), najmanje u Sjevernom regionu (28,57%). Promotivne aktivnosti najviše se planiraju u Sjevernom (100%) i Središnjem regionu (100%), a najmanje u Primorskom regionu (83,33%).

Graph 1 clearly shows that among the limitations for implementation of all three kinds of plans lack of financial resources and limitations in human resources are dominant. Stakeholder cooperation is theoretically recognized as an important factor for plans implementation. However, research has shown that poor cooperation among stakeholders in Montenegrin tourist destinations is shadowed by limitations in funding and human resources, so it is not highly ranked as plans implementation limitation factor, but it is perceived as a limitation when it comes to implementation of tourism development plans.

When it comes to destination development plans frequency by regions, research showed that tourism development plan is mostly used in central region (75%), followed by northern region (71.43%) and the least in coastal region (66.67%). Marketing plans are mostly used in central and coastal region (50%), and the least in northern region (28.57%). Promotional activities plans are mostly used in northern (100%) and central region (100%), and the least in the coastal region (83,33%).



Grafikon 2. Srednje ocjene sprovođenja planova po regionima

Graph 2. Average scores of plans implementation by regions

Posmatrano po regionima u Crnoj Gori (Grafikon 2), sprovođenje plana razvoja tu-

If we analyze regions in Montenegro (Graph 2), the implementation of tourism develop-

rizma i plana promotivnih aktivnosti najbolje je ocijenjeno u Primorskom regionu (srednje ocjene 3,25 i 4,40 respektivno), dok je sprovođenje marketing plana najbolje ocijenjeno u Sjevernom regionu (prosječna ocjena 4,00).

ment and promotional activities plan is best rated in coastal region (average score 3.25 and 4.40 respectively) while the implementation of marketing plan is best rated in the northern region (average score 4.00).

Tabela 2

Razlika između regiona u sprovođenju planova (Kruskal-Wallis test)

Table 2

Difference among regions in plans implementation (Kruskal-Wallis test)

Plan [Plan]	K-W	p
Plan razvoja turizma [Tourism development plan]	0,072	0,965
Marketing plan [Marketing plan]	0,366	0,833
Plan promotivnih aktivnosti [Promotional activities plan]	0,874	0,646

Za testiranje razlike između regiona u sprovođenju planova korišten je Kruskal-Wallis test (Tabela 2). Kruskal-Wallis test pokazao je da između regiona ne postoji statistički značajna razlika u sprovođenju planova, tj. ne postoji razlika niti u sprovođenju planova razvoja turizma ($p=0,965$), niti marketinških planova ($p=0,833$), niti planova promotivnih aktivnosti ($p=0,646$).

For testing the differences in plan implementation by region we used the Kruskal-Wallis test (Table 2). Kruskal-Wallis test showed that there is no statically significant difference between regions in plans implementation: there is no difference between tourism development plans ($p=0.965$), marketing plans ($p=0.833$), nor promotional activities plans ($p=0.646$).

Planovi predstavljaju važan instrument upravljanja razvojem turizma, jer su pretpostavka za sistemski i koordiniran razvoj. Međutim, oni postaju efikasni tek kada se počnu implementirati. Prema mišljenju direktora turističkih organizacija, planovi koje posjeduju ne sprovode se u potpunosti. Anketirani generalno smatraju da postoje ograničenja za sprovođenje planova, odnosno, za ostvarenje njihove realizacije, a kao glavno ograničenje navode nedostatak finansijskih sredstava i ograničenja u ljudskim resursima.

Plans are an important instrument of tourism development management as they are the prerequisite for systemic and coordinated development. However, they become effective only upon implementation. According to the opinion of tourism development organizations, formulated plans were not fully implemented. Respondents generally considered that there are limitations to plans implementations and their realization, and lack of financial resources and limitations in human resources were identified as main constraints.

Stejkholderska saradnja i korelacija sa sprovođenjem planova

Stakeholder cooperation and correlation with plans implementation

Stejkholderska saradnja smatra se osnovnim preduslovom efikasnog upravljanja turističkom destinacijom (Buhalis, 2000; Dredge, 2006) i samim tim planiranja kao jednim od

Stakeholder cooperation is considered to be a basic prerequisite for efficient tourist destination management (Buhalis, 2000; Dredge, 2006) and therefore planning as one

instrumenata upravljanja razvojem destinacije. Istraživanje je pokazalo da je u turističkim destinacijama u Crnoj Gori ona nedovoljno razvijena. Naime, anketirani su generalno ocijenili nivo stejkholderske saradnje na području razvoja turizma u destinaciji prosječnom ocjenom 3.06, dok je saradnja u oblasti planiranja ocijenjena prosječnom ocjenom 2.88.

Za potrebe dokazivanja hipoteze da sprovođenje planova zavisi od nivoa saradnje između destinacijskih stejkholdera, na podacima dobijenim anketom sprovedena je dalja statistička analiza. Spearmanov koeficijent korelacije ranga pokazao je da postoji statistički značajna korelacija stejkholderske saradnje i sprovođenja planiranja. Saradnja u oblasti planiranja statistički značajno korelira sa ukupnim sprovođenjem planova (Tabela 3). Radi se o pozitivnoj, srednje jakoj korelaciji ($r_s=0,777$; $p=0,01$). Isti rezultat se dobija i kada je u pitanju saradnja na generalnom nivou, naime i ona statistički značajno korelira sa ukupnim sprovođenjem planova ($r_s=0,534$; $p=0,027$).

Tabela 3
Korelacija stejkholderske saradnje i sprovođenja planiranja

Saradnja [Cooperation]	Ukupno sprovođenje planova [Overall implementation]		Plan razvoja turizma [Tourism development plan]		Marketing plan [Marketing plan]		Plan promotivnih aktivnosti [Promotional activities plan]	
	r_s	p	r_s	p	r_s	P	r_s	P
Generalno [In general]	0,534	0,027	0,597	0,011	0,507	0,038	0,658	0,004
Oblast planiranja [Area of planning]	0,777	0,01	0,582	0,014	0,699	0,002	0,555	0,021

Analiza korelacije potvrdila je važnost komunikacije i saradnje između destinacijskih stejkholdera. Takođe, rezultati istraživanja potvrdili su hipotezu da nivo sprovođenja planova kao instrumenta upravljanja turističkom destinacijom zavisi od nivoa saradnje između destinacijskih stejkholdera, odnosno da je sprovođenje planova bolje u turističkim destinacijama u kojima destinacijski stejkholderi saraduju.

of the destination development management functions. Research has shown it is underdeveloped in tourist destinations in Montenegro. Specifically, respondents estimated the level of stakeholder cooperation in the field of tourism development with average grade 3.06, and the cooperation in the field of planning with 2.88.

For the purposes of proving the hypothesis that the implementation of plans depends on the level of cooperation between stakeholders, the obtained data were further statistically analysed. Spearman's rank correlation coefficient showed that there is a statistically significant correlation between stakeholder cooperation and planning implementation. Cooperation in the field of planning is significantly correlated with the overall general implementation (Table 3). It is a positive, medium strong correlation ($r_s=0.777$; $p=0.01$). The same result is obtained when it comes to cooperation at the general level, in fact it is significantly correlated with the overall plans implementation ($r_s=0.534$; $p=0.027$).

Table 3
Correlation between stakeholder cooperation and plans implementation

Correlation analysis confirmed the importance of communication and cooperation between destination stakeholders. Also, the survey results confirm the hypothesis that the level of plans implementation as an instrument for managing tourism destination depends on the level of cooperation between stakeholders, and that plans implementation is better in tourist destinations where stakeholders cooperate.

DISKUSIJA I ZAKLJUČCI

DISCUSSION AND CONCLUSIONS

Cilj empirijskog istraživanja bio je utvrditi stanje planiranja kao instrumenta upravljanja razvojem turističkih destinacija u Crnoj Gori, kao i stanje stejkholderske saradnje. S obzirom na to da se stejkholderska saradnja smatra osnovnim preduslovom efikasnog sprovođenja planova turističkih destinacija, drugi cilj bio je ispitati vezu između stejkholderske saradnje i implementacije planova kao instrumenata u upravljanju razvojem destinacije (strateško, marketinško, operativno planiranje). Na osnovu prethodno izloženih rezultata istraživanja moguće je izvesti određene zaključke koje ćemo u nastavku izložiti.

Planiranje turističkog razvoja je zastupljeno u crnogorskim turističkim destinacijama, odnosno većina turističkih organizacija ima planski pristup turističkom razvoju. Najveći dio njih ima plan promotivnih aktivnosti (94,1%), zatim plan razvoja turizma (70,6%), dok je marketinški plan najmanje zastupljen (41,2%). Većina crnogorskih turističkih destinacija nema marketinški plan, iako je planiranje marketing aktivnosti turističke destinacije izuzetno važno, jer upravo turistička destinacija najčešće utiče na privlačenje potencijalnog posjetioca. Takođe, marketinški planovi predstavljaju instrument optimizacije efekata turizma i ostvarenja strategijskih ciljeva usmjerenih ka zadovoljenju potreba i želja svih stejkholdera turističke destinacije.

Planovi predstavljaju važan instrument upravljanja razvojem turizma, jer su pretpostavka za sistemski i koordiniran razvoj. Međutim, oni postaju efikasni tek kada se počnu implementirati. Prema mišljenju direktora turističkih organizacija, planovi koje posjeduju ne sprovode se u potpunosti. Srednje ocjene njihovog sprovođenja kreću se u rasponu od 3 do 3,71. Marketinški planovi (prosječna ocjena 3,71) i planovi promotivnih aktivnosti (prosječna ocjena 3,68) sprovode se nešto bolje od planova razvoja turizma (prosječna ocjena 3,00). Planovi promocije su kratkoročni, operativni i vrlo brzo pokazuju rezultate. Osim toga, promotivne aktivnosti su već do-

The objective of this empirical research was to determine the state of planning as an instrument for managing the development of tourist destinations in Montenegro, as well as the state of stakeholder cooperation. Given that stakeholder cooperation is considered to be the basic prerequisite for effective tourist destination plans implementation, the second objective was to investigate the relationship between stakeholder cooperation and plans implementation as an instrument for managing the destination development (strategic, marketing and operational planning). Conclusions based on results are exposed are presented below.

Touristic development planning is common in Montenegrin tourist destinations and most of tourist organization use planning approach in tourism development. The majority of them have promotional activities plan (94.1%) and tourism development plan (70.6%), while marketing plan has less than a half of the respondents (41.2%). Many Montenegrin tourist destinations have no marketing plan, despite the fact that marketing activities planning is extremely important, as the tourist destination is usually the one that attracts potential visitors. Also, marketing plans are a tool for optimizing effects of tourism and the realization of strategic goals aimed at satisfying the needs and desires of all tourist destination stakeholders.

Plans are an important instrument for managing tourism development, as they are prerequisite for systemic and coordinated development. However, they become effective only after implementation. Directors of tourism organizations believe that plans they have, are not fully implemented. According to their assessment, average level of plan implementation range from 3 to 3.71. Marketing plans (average score 3.71) and promotional activities plans (average score 3.68) are better implemented than tourism development plans that have lowest average score of 3.00. Promotional plans are short term, operational and show result quickly. In addition, promotional activities are already

bro uhodan dio poslovanja turističkih organizacija i to može biti jedan od razloga njihove bolje implementacije.

Najveća ograničenja u sprovođenju istaknuta su kod planova razvoja turizma, što je i očekivano, jer se oni u osnovi teže sprovode. Radi se o dugoročnim planovima čija implementacija zahtijeva veći angažman javnog sektora i viši stepen stakeholderske saradnje i kapitalne investicione projekte. Uz to, rezultati implementacije strateških razvojnih planova nisu vidljivi u kratkom roku. Takođe, implementacija dugoročnog razvojnog plana često zahtijeva "lidera" ili ambasadora turističkog razvoja koji ima uticaj na procese turističkog razvoja i raspolaže finansijskim sredstvima kojima će taj razvoj podsticati i usmjeravati. S obzirom na to da je sprovođenje planova loše ocijenjeno, važno je spomenuti i posljedice koje takva situacija nosi za crnogorske turističke destinacije. Naime, u Crnoj Gori još uvijek postoje destinacije koje nemaju planove, pa je samim tim njihov razvoj prepušten "stihijskim" odlukama, što u sebi nosi veliku opasnost, posebno u pogledu održivosti razvoja. Ono što sliku stanja čini još poraznijom je da čak i destinacije koje imaju planove, zbog raznih ograničenja nisu u mogućnosti djelovati u smjeru njihove realizacije. Iz toga se nameće zaključak da ovim destinacijama prijeti realna opasnost da im se dogodi turistički razvoj za koji neće biti spremne, te da bi takva situacija dugoročno mogla donijeti brojne štetne posljedice u vezi sa pojedinim aspektima održivosti, posebno socio-ekonomske i ekološke.

Anketirani generalno smatraju da postoje ograničenja za sprovođenje planova, a kao glavna ograničenja za sprovođenje sva tri plana navode nedostatak finansijskih sredstava i ograničenja u ljudskim resursima. Osim navedenih glavnih ograničenja za sprovođenje planova, kod planova razvoja turizma i planova promotivnih aktivnosti anketirani su ukazali i na problem nepostojanja strategije razvoja proizvoda. To ukazuje na nedovoljnu brigu o turističkom proizvodu što može dovesti, između ostalog, do gubljenja imidža i vlastitog identiteta većine crnogorskih destinacija.

well-established part of tourism organization business and it can be considered one of the reasons for their better implementation.

The biggest limitations in plan implementation were, as expected, identified in tourism development planning, as those plans are harder to implement. Those plans are long term and their implementation requires greater involvement of the public sector, higher degree of stakeholder cooperation and capital investment projects. In addition, the results of strategic development plans implementation are not visible in the short term. Also, the implementation of long-term development plan often requires a "leader" or ambassador of tourism development that has an impact on the process of tourism development, and has the financial resources that will encourage and direct this process. Since the plan implementation has low scores, it is important to mention the consequences of such results for Montenegrin tourist destination. In Montenegro there are still destinations that do not have development plans, and thus their development is left to "uncontrolled" decisions, which carries a great danger, especially in terms of development sustainability. On the other hand, even destinations that have plans face major setbacks in their implementations. It can be concluded that these destinations face the threat that they will not be ready for tourism development which can result in a number of long-term adverse effects related to certain aspects of sustainability, especially socio-economic and environmental.

Respondents generally believe that there are limitations for plans implementation, and the major ones are the lack of financial resources and human resources limitations. In addition to the mentioned constraints to development and promotional implementation plans, respondent emphasized the lack of product development strategy. This indicates a lack of concern for touristic product which can cause, among other things, weakening the image and the identity of the majority of Montenegrin destination.

Veliki broj anketiranih (42,85%) navodi pasivan odnos prema zahtjevima tržišta, kao značajno ograničenje za sprovođenje marketinških planova. Ako se uzme u obzir da ostvarivanje ciljeva poslovanja turističke destinacije zavisi od njene sposobnosti da zadovolji potrebe i želje turista, što sa jedne strane zahtjeva dobro poznavanje tržišta, a sa druge strane dobru organizaciju i koordinaciju aktivnosti, kao i kolaboraciju svih subjekata koji u lancu vrijednosti učestvuju u formiranju i realizaciji turističkog proizvoda, onda je jasno da se bez uvažavanja zahtjeva tržišta ne može postići efikasno upravljanje razvojem turističke destinacije.

Loša saradnja među nosiocima aktivnosti ističe se kao ograničenje za sprovođenje planova razvoja turizma. To je očekivano, s obzirom na to da upravo realizacija ovakve vrste planova zahtijeva saradnju svih destinacijskih stakeholdera, ne samo onih koji su direktno vezani za razvoj turizma, a sa druge strane, zahtijeva obuhvatnije i dugoročnije sagledavanje cijele problematike budućeg razvoja turizma. Loša saradnja među nosiocima aktivnosti navodi se i kada je u pitanju realizacija marketinškog plana, iako, očekivano, nije visoko rangirana. To potvrđuju i mnoga istraživanja na ovu temu koja su ukazala da je saradnja najviše razvijena na području marketinga destinacije (WTO, 2000, str. 12). Kada je u pitanju plan promotivnih aktivnosti, nijedna turistička organizacija nije navela lošu saradnju kao ograničenje za realizaciju, što takođe ne iznenađuje s obzirom na to da se radi o više operativnim aktivnostima i ujedno aktivnostima gdje je saradnju između interesnih grupa jednostavnije organizovati i realizovati. Takođe, saradnja na aktivnostima promocije je vrlo konkretna i "opipljiva" (npr. zajednički nastupi na sajmovima, zajednička organizacija studijskih putovanja novinara i slično), odnosno koristi od saradnje su jasne i vidljive u kratkom roku, što pozitivno i podstičajno djeluje na saradnju.

Testiranje razlike između regiona u sprovođenju planova pokazalo je da između regiona ne postoji statistički značajna razlika u sprovođenju

A large number of respondents (42.85%) reported a passive attitude towards market demands as a significant limitation for implementation of marketing plans. If we take into account that the achievement of business objectives of tourist destination depends on its ability to meet the needs and desires of tourists, which on the one hand requires a good knowledge of the market and on the other hand, good organization and coordination of activities, as well as the collaboration of all entities in the value chain that participate in formulation and implementation of the touristic product, it is clear that without taking into account market demands, effective management of tourist destination development cannot be achieved.

Poor cooperation among the stakeholders is emphasized as a limitation for implementation of tourism development plans. This is expected, given realization of these kinds of plans requires the cooperation of all stakeholders, not just those that are directly related to the development of tourism, as well as comprehensive and long-term consideration of future tourism development. Poor cooperation among stakeholders is reported as a problem when it comes to marketing plans implementation, although, as expected, is not so highly rated. This is confirmed by many studies on this subject which indicated that cooperation is most developed in the field of destination marketing (WTO, 2000, p. 12). When it comes to promotional activities plan, no tourist organization reported poor cooperation as an implementation limitation, which is also not surprising given that it requires operational activities where cooperation between stakeholders is easier to organize and conduct. Also, cooperation on promotional activities is specific and "tangible" (e.g. joint appearances at fairs, joint organization of study visits of journalists, etc.), and the benefits of cooperation are clear and visible in the short term, which has a positive and stimulating effect on cooperation.

Analyzing differences between different regions in plan implementation showed no statistically significant difference. In

planova. U Crnoj Gori postoji izrazita koncentracija turističkog prometa u Primorskoj regiji, čak 95% ukupnog turističkog prometa ostvaruje se u ovom regionu. Rezultati istraživanja pokazali su da uspjeh koji ostvaruju primorske turističke destinacije nije uslovljen boljim performansama upravljanja njihovim razvojem, odnosno boljim stanjem u donošenju, implementiranju planova i boljom saradnjom destinacijskih stejkholdera.

Rezultati istraživanja potvrdili su hipotezu da sprovođenje planova kao instrumenta upravljanja turističkom destinacijom zavisi od nivoa saradnje između destinacijskih stejkholdera, odnosno da je sprovođenje planova bolje u turističkim destinacijama u kojima destinacijski stejkholderi iz javnog i privatnog sektora i lokalni rezidenti sarađuju u procesu planiranja.

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Montenegro, high concentration of tourist traffic exists in coastal region, even 95% of total tourist turnover. The research results showed that the success achieved by coastal tourist destination is not related to better performances management, better decision making and plan implementation or better cooperation among destination stakeholders.

The research results confirmed the hypothesis that the implementation of plans as an instrument for managing tourist destination depends on the level of the cooperation between stakeholders, and that the plans implementation is better in tourist destinations where the destination stakeholders from the public and private sector and local residents cooperate in the planning process.

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