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## EXPLORING THE 'CULTURAL TOURISM-SUSTAINABLE DEVELOPMENT' NEXUS: THE CASE OF CROATIA

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### Abstract

*Modern environment in which operate tourism-economic factors is characterized by a high level of instability and the dynamics of change. Changes with its influences determine external operating conditions, over which micro organizational units have no control. In order to successfully survive it is necessary to identify and adapt to them. Marketing strategy of cultural heritage tourist valorisation, in this context, appears as an adequate approach. Strategic management enables planning on an analysis of past events, and in a special way takes into account estimates and projections of future conditions of the environment. Also, it should take into account that the coexistence of cultural heritage with the achievements of modern life is defined with sustainable development syntax.*

*This paper in which research, formulation and presentation of the results were used the methods of analysis and synthesis, comparative, descriptive and historical methods outlines the development and analyzes the current state of cultural tourism in Croatia, and discusses approach to effective strategic marketing management of cultural heritage tourist valorisation, focusing on the sustainable development of tourism.*

**Keywords:** Croatia, cultural heritage, sustainable development, marketing, strategy

**JEL classification:** Z13

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### 1. INTRODUCTION

Sustainable, long-term tourism development of the Republic of Croatia should be based on the active protection of natural and cultural-historical heritage. In Croatia, there are real but insufficiently explored possibilities of cultural heritage application and content development in the function of tourism development (Gredičak, 2011a). The Republic of Croatia is on the way out from period in which it is lagging behind the developed world in all areas of economic and social life and daily attempts to reform the entire socio-economic system according to the criteria and achievements of highly developed countries. It is

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impossible to ignore their achievements in the field of tourism. The transition to a market economy involves a thorough restructuring of the overall macroeconomic environment.

Tourism development should enable the revitalization and improvement of long-term competitive advantages of the particular area. The fact is that the resource attributes and characteristics meet tourist needs. In this regard, certain resource will attract and tie to itself only those segments of tourist demand that will, due to its features, be able to meet certain needs (Gredičak, 2011b, p.17).

The factors from surroundings/environment should be adopted in the implementation of marketing approach of cultural heritage tourist valorization in terms of sustainable development. In this way it is possible to achieve tourism competitiveness. This provides better long-term strategic position in the tourist market. The aim of the overall strategic development is to achieve critical mass of well presented, well interpreted and professionally, effectively promoted cultural heritage tourism products. Here it is of crucial importance to assist to cultural heritage tourism products in appearances in the target markets. Also, cultural heritage products need to be done easily accessible to foreign and domestic visitors during their stay. This means that marketing approach of cultural heritage tourist valorization includes the systematic presentation of cultural heritage to all factors in the distribution system. Distribution system factors are, for example, travel agencies and tour operators in the domestic and foreign markets.

Recently, the term "cultural tourism" is in the use. This term describes the potential and the actual tourist offer users whose main aspiration is to experience the authenticity of the recognized historical ambience (Gredičak, 2009, p.199). The aim of cultural tourism should not be making a fashionable trend. Cultural tourism is a permanent and specific source for the exploitation of the cultural and social heritage in the function of sustainable development of tourism. With the term cultural tourism is necessary to avoid contents that could be characterized as elitist. This could be understood as the destruction of tourism development efforts. Cultural tourism represents travels/traveling that include a visit to cultural resources, regardless whether they are tangible or intangible cultural resources, and primary motivation is not important. Richness of Croatia tangible and intangible cultural heritage is a resource for the development of Croatian cultural tourism in all its forms. Cultural tourism is a generator of sustainable development. Also, cultural tourism enables that places that are not solely tourist places become an interesting to tourists and local residents. This can be achieved by designed strategies that are based on local cultural and artistic resources. Cultural-tourism products are key components of cultural tourism. They contribute to the enrichment of the image of the destination, increase consumption, length of stay and tourist satisfaction. This ultimately contributes to the sustainable development of the place or region in which these products are consumed. Cultural tourism gives long-term competitive advantage of tourism as one of the most important economic sector/activity in the Republic of Croatia.

## **2. METHODS**

In the research, formulation and presentation of the results in this paper were used the methods of analysis and synthesis, comparative, descriptive and historical methods.

In order to realize the research objectives, the methods for the collection of secondary data are used. Secondary data were collected by the historical method. By applying these method relevant bibliographic materials, scientific texts/articles, publications and websites

are analyzed. In the analysis of data and facts relating to the research in this paper, method of analysis and synthesis is important. Using method of analysis, as one of the basic methods, complex data are broken down into simpler, and some units are separated into sections. The terms are explained by separation on their individual parts. After the process of analysis were obtained certain knowledge about the subject, i.e. topic of this research/study as well as the components from which this paper is composed. Thereafter, using method of synthesis this process is returned back and with the use of method of synthesis re-connects the elements that have been reached in the process of analysis, which made it possible to draw up a new entity. With the method of comparison, the data and the occurrence of the same kind are compared to each other with the aim of drawing conclusions. Using method of description were registered and described facts, i.e. tourist market, consumer behavior, target groups, features of consumers or non-consumers, who are consumers, typology and profile of tourists.

### 3. LITERATURE REVIEW

In this Literature Review we selected mainly domestic, Croatian scientific literature that was the starting point for research and discussion on cultural tourism and tourist valorization of cultural heritage in terms of sustainable development, which is the theme of this paper. Drawing attention primarily on relevant and recent selected Croatian scientific literature, we wanted to introduce potential readers with the thinking and views/attitudes of Croatian scientists/experts, with whom probably are not familiar, those involved in research of various issues related to cultural tourism and valorization of cultural heritage for tourism purposes in terms of sustainable development.

Cultural tourism as a theme in Croatian scientific literature is not treated as much as it deserves and very rarely is presented as a separate topic. As will show this brief overview of Croatian literature on cultural tourism, few texts individually deal with the topic of cultural tourism, and it is studied within the framework of some other types of tourism. Often the interest of researchers focused on the treatment of certain segments of cultural tourism such as historical towns, architectural heritage, sites and urban centers in the function of cultural tourism (Tourism 50(3), 2002). Or researchers were focused on the analysis of development opportunities for heritage in the tourism sector, as well as for the entire community, and in what ways they can encourage the coordinated development of cultural tourism and revitalize the historic core of cities out of season (Čaušević and Tomljenović, 2003). One text, concisely, in English language, interpreted the terms of cultural tourism, cultural-tourism product and "cultural" tourists, listed and explained the reasons why it is necessary strategically develop cultural tourism, based on which is designed Croatian Development Strategy of Cultural Tourism, and what are their strategic priorities, measures and actions (Tomljenović *et al.*, 2004). The issue of cultural tourism in Croatia and countries of the European Union, the institutional network of cultural tourism in Croatia, the various phenomena associated with cultural tourism in Croatia and in some European countries, some of the projects that came to life in the Croatian cultural tourism offer, culture in the new market relations, festivalization of culture, the role of the festivals in cultural tourism, for example the Lace Festival, were also analyzed in several professional and scientific publications such as in conference proceedings "Ethnology and cultural tourism" (2006) and "The Lace Festivals and cultural tourism" (2006).

First book whose topic is cultural tourism in Croatia is that by Daniela Angelina Jelinčić „ABC of Cultural Tourism“ (Jelinčić, 2008). Book presents the development of tourism in last decades of 20th century, and growing trend of cultural tourism development was separate analyzed. Author defined concept of cultural tourism, explained all fundamental notions and synthesized results of previous research. Structure, way of functioning and work of large international organizations in cultural tourism was analyzed as a starting point for a detailed treatment of state role in creating conditions for its development. Research part of the book focuses on analysis of cultural and tourist sectors in five European countries, results are compared with the situation in Croatia, and recommendations for creating cultural and tourism policy were outlined. It is the first example of an academic treatment of cultural tourism in Croatia, which is detected the optimal ways of potential evaluation of Croatian culture in tourism and theoretically analyzed the problems that exist in creating programs/projects of cultural tourism.

Synthesis of the existing research and results of cultural tourism in Croatia, compared with those of some European countries, with recommendations for its implementation in practice, in article named “Cultural Tourism in Croatia and Some European Countries”, treated researchers Damir Demonja and Daniela Angelina Jelinčić (Demonja and Jelinčić, 2008). It is a contribution to the scientific research of cultural tourism, which represents a quality base that can serve as a starting point for future research of the respective theme.

Relevant texts of cultural tourism in Croatia are those of Damir Demonja in which author critically discuss the concept of cultural tourism, available Croatian literature which deals with it, present Croatian strategies of tourism development, especially the cultural one, achieved results of strategic priorities of Development Strategy of Cultural Tourism, key state organizations which are dealing with cultural tourism in Croatia, as well as their results in implementation of the Strategy (Demonja, 2013; Demonja, 2011; Demonja, 2008). It should be also mentioned that Jelinčić analyses burning issues in cultural tourism in Croatia and some European countries and offers recommendations for its implementation in practice (Jelinčić, 2008a, pp.11-15).

To Croatian public is available the first comprehensive research of tourist attitudes and consumption of cultural attractions and events in Croatia, which was conducted in 2008 (Tomljenović and Marušić, 2009). The aim of this research was to describe the segment of the demand for cultural tourism in Croatia, which is based on the profile of visitors of cultural attractions and events, their motivation and satisfaction with the visit, and establish a methodology of continuous research of visitors with the tendency that the cultural sector independently conducts research of its visitors. The research included 37 cultural attractions and events equally allocated in coastal and inland Croatian counties and sample of 2500 respondents/visitors of attractions and events. Research results revealed profile of cultural tourists, their attitudes about visited cultural attraction/event, as well as on Croatian cultural-tourism offer, then the characteristics of cultural tourists travel, and their consumption, which should serve as an adequate basis for making quality decisions regarding the development of Croatian cultural-tourism products and their promotion. Although the research conducted for the Croatian Ministry of Tourism, the most important institution at the state level that takes care of tourism, it is not known whether the obtained results are helpful in further development and application of the existing Strategy of cultural tourism in Croatia.

Regarding tourist valorization of cultural heritage in terms of sustainable development, it is a new area of scientific interest in Croatia that systematically explores/studies in the

Croatian scientific literature in the last few years. At this point several key recent articles covering specific problems of the aforementioned area is presented, and these works were used as a starting point for research in this paper.

In paper "Marketing in Rural Tourism: the Croatian Example" (Demonja and Gredičak, 2013) is treated the importance of effective marketing management as an essential factor in the evaluation of the content of natural and cultural heritage in rural areas in terms of sustainable tourism development. The resources on the territory of Croatia are identified and the holders of tourist development projects are defined. This paper shows the importance of implementing marketing approach evaluation of the rural resources potentials in the function of rural tourism development as a powerful tool for achieving competitive advantages in the global economy and the continuing effort of improving tourism. Consequently, the experiences of effective implementation the marketing management of tourism resources in rural areas of the Republic of Croatia were presented and critically evaluated. In this way is shown marketing management of tourism from an economic point of view that may affect the sustainable development of tourism in general, and the economy as a whole, regardless of where it is being applied and enforced.

Paper "Culture tourism and market segmentation" (Gredičak, 2012) shows the importance of market segmentation process in the function of cultural tourism development. It was analyzed the contribution of market segmentation of cultural heritage as a specific tourism product in terms of sustainable tourism development, which ensures the creation of competitive advantages in both domestic and foreign markets, and has found that the effective marketing management of cultural heritage tourist valorization affects the overall tourism development.

In Croatia there are real but insufficiently explored possibilities of implementation and development of cultural heritage content in terms of sustainable tourism development. It is therefore necessary to determine the elements that influence the possibility of inclusion of cultural heritage in tourism flows in order that effective marketing management of cultural heritage influence the overall tourism development in certain tourist destinations. The application of this concept insists on emphasizing to satisfy the needs of the target market and society as a whole. This means that introduction, exploitation and development of each product, including the tourism product, which is based on the use of cultural heritage value, should take into account the necessity of preserving all the characteristics of the environment of tourism determinants in social, cultural and environmental terms (Gredičak, 2011a).

Tourism in many countries, as well as in the Republic of Croatia, can contribute to sustainable economic development. In such continuous efforts, the primary task should be to use a source of cultural heritage that have emerged over the centuries on the territory of today's Croatia. At the same time, the development of quality tourism contributes to the strengthening of national cultural identity, without which it is almost impossible to estimate the potential of cultural heritage for tourism purposes. Valorization of cultural heritage in the function of the national tourism insists on acceptance of history as a national contribution to general cultural values, which is discussed in T. Gredičak paper "Cultural heritage and economic development of the Republic of Croatia" (Gredičak, 2009).

Based on research conducted by T. Gredičak (2008) can be predicted that the marketing approach valorization of cultural heritage in the coming time will realize intensive development, expanding its influence in all areas of human activities, including tourism. The conclusion is that effective marketing management of cultural heritage in the Republic of Croatia needs to develop a state of awareness about the need for evaluation of

the potentials of cultural heritage in the function of tourism development as a powerful tool for achieving competitive advantages in a globalized economy.

Among other papers of Croatian scientists who have researched sustainable tourism, and whose experiences are incorporated in this manuscript/paper, stands out an article in which the group of authors discusses on sustainable development and its connection to tourism, and how to utilize sustainable development as one of the key advantages of the Republic of Croatia (Sunara *et al.*, 2013). Then, some authors have tried to answer the question about how reliable can be argued that the establishment of a sustainable condition/state to be of benefit to everyone involved in this process (Vukonić, 2010), while other researchers have studied initiatives and rules of conduct in tourism and analyzed their impact on the participants behavior in the tourist movements (Bučar *et al.*, 2010).

Based on the presented key recent Croatian scientific literature on cultural tourism and tourist valorization of cultural heritage in terms of sustainable development, through which permeate the experiences of foreign experts in the subject (mentioned) areas, we have tried to critically analyze the development of cultural tourism in Croatia, from its beginnings to the future perspectives, as comprehensive as possible to process the targeted market of cultural heritage and to demonstrate the necessity/importance of the connection between cultural tourism and sustainable development.

## **4. DISCUSSION**

### **4.1. Cultural tourism development in Croatia**

Croatia is among the few countries in Europe that has individual documents, i.e. Development Strategy of Cultural Tourism. The intention is not to analyze respective Strategy in details, but to draw attention to the key points proposed in the Strategy.

Basis for a different understanding and systematic research of cultural tourism in Croatia are triggered two strategies, designed and in implementation before and/or simultaneously with this on cultural tourism, and they are Strategy of Cultural Development in Croatia and Development Strategy of Croatian Tourism until 2010 (Demonja, 2008, pp.2-4; Demonja, 2011, pp.183-189; Demonja, 2013, pp.6-10). In these strategies the Croatian cultural diversity and national and local cultural resources are recognized as a key selling points in tourism, and then as a very important tourism resources for achieving the long-term sustainability of tourism development. As one of the strategic objectives of Development Strategy of Croatian Tourism until 2010 is listed a comprehensive development of tourist destinations, including the development of cultural resources and the measures for its achievement are proposed (Development Strategy of Croatian Tourism until 2010, 2003, p.32). The goal of this Strategy is that Croatia should base its tourism development on preservation of exceptional diversity of natural and cultural heritage and principles of sustainable development in planning a quality tourist offer. Strategy, also, clearly stated the importance of cultural tourism for creation of future tourism development in Croatia. Significance of this document is in its clear attitude towards the importance of cultural tourism in Croatia, stressing that culture is a priority in all regions in determining the most important topics/themes of tourism products, as well as the document emphasizes that culture is undoubted potential of Croatian tourism and a great tourism resource.

Development Strategy of Cultural Tourism is designed by the Institute for Tourism from Zagreb in 2003 (Development Strategy of Cultural Tourism: From tourism and culture

to cultural tourism, 2003). The Strategy is based on the principles of consultations at national and regional levels, and on the organization and partnership of culture and tourism, which together must contribute to the development of Croatian cultural-tourism products in cooperation with relevant ministries and local communities. The aim of the Strategy was that Croatia, a rich with cultural heritage, which is a prerequisite for the development of cultural tourism, become recognized as a destination rich in culture, and to make recommendations for the implementation of projects that would be part of a work program of the Croatian National Tourist Board, an umbrella marketing organization for the promotion of all Croatian tourist offer. The Strategy is based on a partnership of culture and tourism, which would allow marketing positioning of the Croatian cultural offers on domestic and foreign tourist market through travel arrangements based on the cultural attractions of individual destinations. This would allow financial profit to culture and tourism, increase the income of local communities and ultimately achieve greater tourist traffic at the state level.

Strategy defined the concept of cultural tourism and “cultural” tourists, analyzed domestic and foreign demand, Croatian cultural resources, institutions and events, marketing, human resources, finance and legislation, and sets goals, strategic priorities and actions important for the development of Croatian cultural and tourism product (Development Strategy of Cultural Tourism: From tourism and culture to cultural tourism, 2003, p.16). In this regard, Strategy has identified five strategic priorities: 1. creating a positive environment for the development of cultural-tourism products, 2. establishing organization system and intersectoral partnerships/collaboration, 3. raising the education quality for development of cultural-tourism products, 4. raising the standards for development of cultural-tourism products (interpretation, equipment, quality), and 5. improving the flow of information, promotion and distribution of cultural-tourism products (Development Strategy of Cultural Tourism: From tourism and culture to cultural tourism, 2003, pp.18-34).

This Strategy was primarily aimed to create preconditions of systematic development of Croatian cultural tourism as a development priority of Croatian tourism, environments and infrastructure that effectively encourage the development of cultural-tourism initiatives and their promotion, and through systematic education form Croatia as a destination of high quality cultural-tourism image. Strategy covered a period of four years, and at the end of 2008 realization of following goals is expected: 1. cultural tourism became a priority strategic orientation, 2. there is a critical mass of human resources with knowledge and skills to develop modern cultural-tourism product, 3. established culture of partnership, strong organizational structure and a good flow of information, 4. secured stable sources of financing the development of cultural-tourism projects, and 5. created cultural-tourism products at local, regional and national level (Development Strategy of Cultural Tourism: From tourism and culture to cultural tourism, 2003, p.35).

Analysis of the implementation of the foregoing objectives shows that the greatest success was achieved with goals 1 and 4. Cultural tourism has become a priority strategic commitment thanks to implementation of the Strategy. Also a significant contributing factor has been satisfactory realization of organization/partnership and identification of ways of financing the development of cultural-tourism products. Goal 3 was slightly less accomplished. Although there is organizational structure for carrying out of the Strategy, which has proven to be effective in implementation of government incentives and supports for initiatives/programs/projects of cultural tourism, as well as a relatively adequate flow of

information, still there is a lack of satisfactory culture of partnership. There is only declarative inter and intra sectoral cooperation among sectors, with only a minor number of known, in actual practice witnessed examples of cultural-tourism products, and a lack of cooperation between state and private sector supported with real life examples. The realization of goals 2 and 5 has proven to be inadequate. There is still a lack of human resources with knowledge and skills necessary for development of modern cultural-tourism product, due to an inadequate number of those with expertise in cultural management, and because the realization of this goal should be considered to be a constant, continuous process. As for the fifth goal, there are inadequate numbers of examples in the public known, established cultural-tourism products on local, regional and national level, which are derived based on the realization of the action plan of Development Strategy of Cultural Tourism.

#### **4.2. Key state institutions in cultural tourism development in Croatia**

Development Strategy of Cultural Tourism in Croatia defined the role of government in the sectors of culture and tourism, which should be actively involved in both sectors. Key state institutions for the development of cultural tourism in Croatia were the Ministry of Culture of Republic of Croatia, the Ministry of Tourism of Republic of Croatia and the Croatian National Tourist Board (Demonja, 2006a, pp.11-15; Demonja, 2006b, pp.69-80; Demonja, 2008, pp.4-6; Demonja, 2011, pp.189-197; Demonja, 2013, pp.10-13). At this point, attention will focus primarily on the Croatian National Tourist Board and its Office for Cultural Tourism, considering his operational importance that it had for the development of cultural tourism in Croatia.

In the Ministry of Culture of Republic of Croatia did not exist directorate or department for cultural tourism, as well as form/way of direct funding from the Ministry for cultural tourism initiatives/programs/projects. Usually cultural tourism initiatives are adjusted to the activities of particular directorate, as this is the only way to compete in public tenders/annual competitions for allocation of the Ministry of Culture funds. While some of Ministry's directorates or departments could take part in cultural tourism, this was not the case because in each directorate or department works/tasks are performed solely within their purview, and the problem was the lack of experts to carry out activities in the scope of cultural tourism. The Ministry of Culture was mainly financed restoration and protection of facilities/buildings/constructions or historical sites which are also tourist destinations, outside Croatia organized and promoted specific exhibitions, while there are no public tenders/annual competitions dedicated exclusively to cultural tourism (Demonja, 2008, p.4; Demonja, 2011, pp.190-191; Demonja, 2013, p.10).

In the Ministry of Tourism of Republic of Croatia cultural tourism has been under the competence of one of the directorate or department where they perform tasks/actions related to this type of tourism. Even before the implementation of Development Strategy of Cultural Tourism, Ministry of Tourism was independently active in the implementation of projects that involved cultural-tourism products, and in cooperation with the Ministry of Culture of Republic of Croatia has developed certain projects (Demonja, 2011, p.190; Demonja, 2013, p.10). The Ministry of Tourism has financed three programs: "Heritage in tourism" (encouraging protection, renovation and inclusion of heritage in tourism in underdeveloped tourist areas) from 2005 to 2011, "Thematic routes" (encouraging development of thematic tourist routes) from 2007 until 2009, and "Original souvenir" (encouraging improvements of homemade production and market distribution of original souvenirs) from 2007 to 2011



(Demonja, 2008, p.5; Demonja, 2011, pp.192-193; Demonja, 2013, pp.11-12). After 2009 were no longer been announced tenders/competitions for the program “Thematic routes”, while the last tenders/competitions for the programs “Heritage in tourism” and “Original souvenir” were in 2011. According to latest data, published on the website of the Ministry of Tourism of Republic of Croatia, the Ministry’s Department for Cultural Tourism was abolished in February 2012. Since then, there is no longer particular directorate/ department/ section of the Ministry of Tourism which is exclusively engaged in cultural tourism in Croatia.

Croatian National Tourist Board is the national tourist organization founded for creation and promotion of Croatian tourist identity, its promotion at home and abroad, as well as raising the overall quality of Croatian tourist offer (<<http://business.croatia.hr/hr-HR/Hrvatska-turisticka-zajednica>>). Based on Development Strategy of Cultural Tourism, Croatian National Tourist Board, in 2003, founded the Office for Cultural Tourism, with the intention of presenting Croatian cultural heritage to tourists in an acceptable and interesting way, and of creating cultural-tourism products. The Office for Cultural Tourism main tasks were systematic encouragement, development and coordination of development initiatives of cultural-tourism products and its basic goals are to: 1. create image of the destination rich in meaningful and substantial cultural-tourism offer, 2. enrich satisfaction of existing visitors, 3. stimulate consumption, 4. extend the season and encourage off-season demand, 5. attract new market segments, and 6. stimulate domestic demand (Sršen, 2006, p.17).

Establishment of the Office for Cultural Tourism in the Croatian National Tourist Board showed particular state involvement in understanding the importance of cultural tourism. Role/function of the Office for Cultural Tourism should be managerial; it should coordinate all Croatian cultural-tourism projects and their joint promotion, and should cooperate with the Ministry of Culture of Republic of Croatia and the Ministry of Tourism of Republic of Croatia, as well as with other offices in Croatian National Tourist Board. However, its most important task supposed to be foster the creation of cultural-tourism products. For this purpose, from 2004 to 2011, the Office targeted financed manifestations/ events and cultural-tourism initiatives in the amount of about 339,000 Euro (2,6 million HRK) (<<http://business.croatia.hr/hr-HR/Hrvatska-turisticka-zajednica/Potpore-HTZ>>). It should also be set aside monthly publication of *e-mail newsletter for cultural tourism* which each issue distributed from October 2011 until November 2012, when it was released last issue, to about 1,500 addresses, to the subjects of interest involved in and responsible for the development of cultural tourism in Croatia, as well as to the targeted consumers – cultural visitors/tourists (<http://croatia.hr/hr-HR/Linkovi/Newsletter-kulturnog-turizma>).

However, the Office is not sufficiently exploited its opportunities. First of all, cooperation with the above-mentioned ministries should be stronger, especially in the development of non-existent and necessary legislation in the field of cultural tourism. This was particularly important because existing laws did not regulate common cultural tourism sector, but each of them separately, while the situation on the field showed the necessity of linking the cultural and tourism sectors.

According to the present organizational scheme of the Croatian National Tourist Board, the Office for Cultural Tourism no longer exists. Based on information available on the website of the Croatian National Tourist Board, the Office for Cultural Tourism was abolished/ discontinued in July 2013.

### **4.3. The future of cultural tourism in Croatia**

According to the foregoing, the framework of cultural tourism in Croatia is relatively good set with Development Strategy of Cultural Tourism, and attention is focused on the implementation of coordination of the tourism sector with other sectors, i.e. departments that are associated with it, especially with those cultural. Development Strategy of Cultural Tourism, which clearly defines the role of the state in cultural tourism, guided by the wish for better organization of the cultural tourism according to World Tourism Organization (WTO) trends and opportunities on the tourist market in Croatia. It particularly supports the need for improved coordination of culture and tourism departments, not only at the state level, but also at the local levels, that is, for now, is still inadequate. Also, legislation is necessary to define certain aspects of cultural tourism, such as, for example, those physical, then the standards, monitoring, revision system, and more.

Despite the existence and implementation of Development Strategy of Cultural Tourism, cultural tourism in Croatia is still burdened with a certain number of problems, and the most obvious are: lack of recognizable cultural-tourism products, lack of cooperation between the sectors of culture and tourism, and inadequate promotion.

However, the current situation concerning cultural tourism in Croatia, which is strategically defined, is not promising. First of all, in the Ministry of Tourism of Republic of Croatia does not exist anymore directorate/department/section which would deal with cultural tourism nor any program aimed to further systematic development of cultural tourism. Croatian National Tourist Board abolished the Office for Cultural Tourism, as well as funds/grants for targeted funding of events/manifestations and cultural tourism initiatives, while the Ministry of Culture of Republic of Croatia from the beginning of implementation of Development Strategy of Cultural Tourism has played no active role in the development of Croatian cultural tourism.

However, regardless of the current attitude of the state towards cultural tourism, further development of cultural tourism in Croatia should be viewed in the context of cultural tourism as a phenomenon which goal is motivating people to travel and to meet with local cultural values, which enables them to better meet different cultures. The basis for this development is the existence of articulated and applicable strategies for sustainable development; therefore it is necessary further long-term planning and designed management, which must define the long-term goals and short-term development priorities. Croatian cultural potentials are numerous, but so far the development results are modest in relation to opportunities, because of the lack of comprehensive planning and clearly defined objectives and priorities for development, particularly on regional and local levels. Therefore, the local levels or communities should necessarily have an even greater role in the further development of cultural tourism in Croatia, because local authorities have the most direct interest in the development of cultural tourism. In this context, it is very important an effective and concrete inter sectoral connection and cooperation between the ministries, that is, for now, mainly declarative. Sectors are still working for themselves, hardly communicate and do not have a permanent and well-coordinated relationship which is a result of years of separate sectoral development. Therefore, in the field of cultural tourism it is necessary further insistence on cooperation between the sectors, which is one of the preconditions for the development of regional and local communities in ways that will enable the development of local initiatives.

#### 4.4. Determining the target market of cultural heritage

The concept of development of tourist destinations, regions, towns and sites are determined by a number of endogenous factors that destination owns. These are: resources, location, roadways and transport links, demographic and economic conditions, the reached level of tourism, and general socio-economic development, and cultural and civilizational environment. Also, the concept of tourist destination development is determined by a number of exogenous factors that include: market demand, position of the market, correlation with the market, impact of competitive destinations, global economic, development and tourism policy of the country, and the conditions arising from the tourism policy (Gredičak, 2010, p.111).

The process of market segmentation begins with an analysis of its external elements which are trying to get relevant information about the business environment (Gredičak, 2012, p.9). This environment is usually composed of the scope and structure of the technological potentials, demographic characteristics, grade and structure of the economy, the rule of law and democracy, geographical dispersion and characteristics of the cultural heritage and contemporary creativity, such as, for example, music, cookery, painting and construction (Gredičak, 2008, p.214). After completion of market segmentation, selection of a single segment is performed, which thus becomes a target market to whom will be direct marketing program, or to whom is creating an appropriate marketing mix.

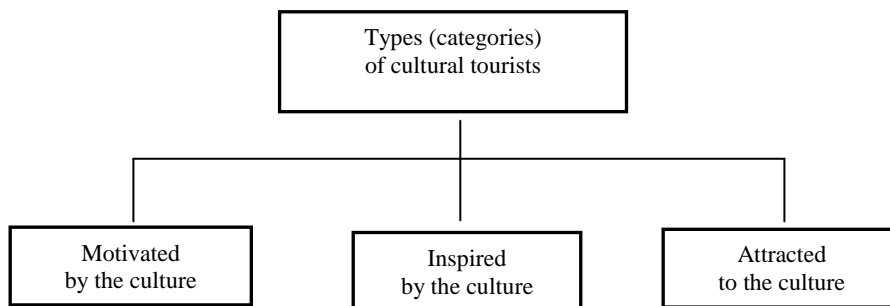
Tourist market can be defined as a set of supply and demand within the scope of services and goods that serve to meet tourist needs in a certain area, or as a set of supply and demand that occurs under the influence of tourist movements (Senečić, 1998, p.13). The offer is very heterogeneous due to the number and type of products and services that are offered to tourists, as well as with regard to the number of carriers offer. Tourists from bidders seeking complex services, i.e. number of different interconnected services. Tourist demand is unevenly distributed and of variable intensity. It can be defined as the amount of tourist goods, services and products that tourists are inclined to obtain with a certain amount of cost, or at a certain exchange rate, if demand is foreign. On the form and direction of tourist demand influencing economic opportunities of tourists, but also non-economic factors. This means the influence of the environment and everything that affects the direction of desire to create the needs of tourists, and is not related to their will or purchasing power. There are several characteristics of tourist demand: the natural diversity of demand with regard to gender, age, social, cultural, ethnic composition of demand; the structure toward an orientation on the modes of transportation; the structure toward the requirements for specific types and categories of accommodation facilities; travel organization; economic structure of tourist demand determined by the purchasing power and consumer desires, the spatial and temporal distribution and demand (Marković, 2003, pp.76-96).

Four main factors influence on consumers: 1) cultural factors which most affects consumer behavior; culture is the basic determinant of person's desires and behavior, subculture, and social class, 2) social factors, such as the reference groups, family, social role and status, 3) personal factors, primarily age and stage of life cycle, occupation, economic circumstances, lifestyle, consumer's personality and his self-image, and 4) psychological factors with major ones: motivation, perception, learning, beliefs and attitudes (Krippendorff, 1986, p.79).

Analysis of consumers focuses on tourist itself that develops from the “*tourist that is managed and manipulated by others through informed and experienced to the emancipated and mature tourist who knows how to be a reasonable consumer, not only at home but also on a journey – a new tourist who clearly expresses his needs and behave according to that*” (Kotler, 2008, pp.203-209).

The complexity of the concept of cultural heritage tourism reflects on the complexity of understanding cultural tourists, and therefore the target cultural heritage market. In the seventies of the last century it was believed that cultural tourists are few, better-educated and affluent individuals with a strong preferences towards culture and art, attracted mostly by elite cultural attractions and events. General research confirms that cultural tourists really have above-average income and education, they are middle-aged and elderly, and among them there are slightly more women. Cultural tourists are, at the same time, experienced travelers who visit the above-average number of cultural attractions while traveling. In everyday life those tourists frequently visit cultural attractions, and their profession is often associated with culture and arts. By their socio-demographic characteristics, structure and travel behavior they are almost ideal tourists.

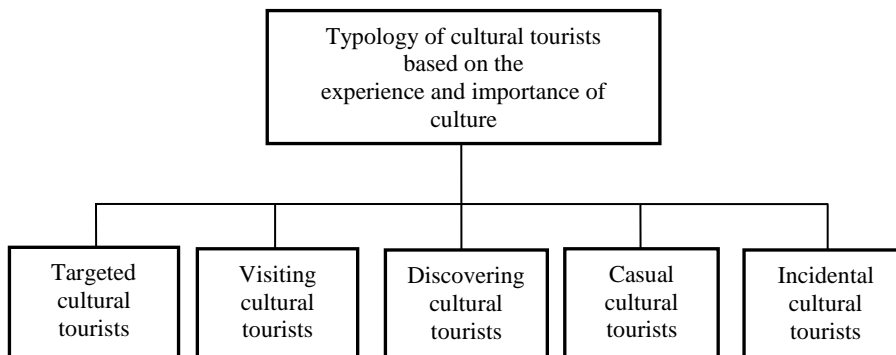
Despite the unique socio-demographic characteristics, cultural tourists are not a homogeneous market. They differ in the role that culture plays in their decision to travel and visit specific destinations. Cultural tourists can be grouped into three categories, depending on the centrality of culture in choosing a destination, and typology that follows includes local residents. The categories of cultural tourist are: 1. tourists motivated by the culture, 2. tourists inspired by the culture, and 3. tourists attracted to the culture.



**Figure no. 1 – Types (categories) of cultural tourists**

The first group of tourists is *motivated* by attractive, elite cultural events and travel arrangements. They like to be treated as special, VIP guests. The largest group of tourists is *inspired* by the culture in the sense that they are attracted by well-known cultural sites, attractions and events, well-advertised and popular plays, concerts and exhibitions, with little interest in local culture and customs. Tourists *attracted* to the culture do not plan in advance their visit to cultural attractions, and will visit them if the ones are offered to them during their stay. For this group of tourists local cultural resources can be attractive if they are informed about them in timely manner and if cultural attractions are easily accessible.

It was also developed a typology of cultural tourists based on the experiences what these tourists, visitors are looking for during cultural tourist activities, and the importance of culture in their decision to visit a particular destination. Typology of these tourists, empirically tested, consists of five types of cultural tourists. First, few in number, are “*targeted*” cultural tourists. For them, culture is the main motive and they want a powerful experience of the local culture. Then are the ones who *visit* the cultural attractions that are the main reason for their travel, but they do not tend to powerful/strong cultural experience. They are drawn to the inevitable attractions; enjoy the atmosphere of a street, but all experience superficial. The third type is those tourists who like to *discover* the cultural attractions. They travel for culture and after visiting cultural attraction or attending cultural event acquire a strong cultural experience. The last two types are *casual* and *incidental* cultural tourists. Both of these types of cultural tourists perceive cultural experiences superficially. Although for those who belong to the type of casual cultural tourists, culture is somewhat important in choosing a travel destination.

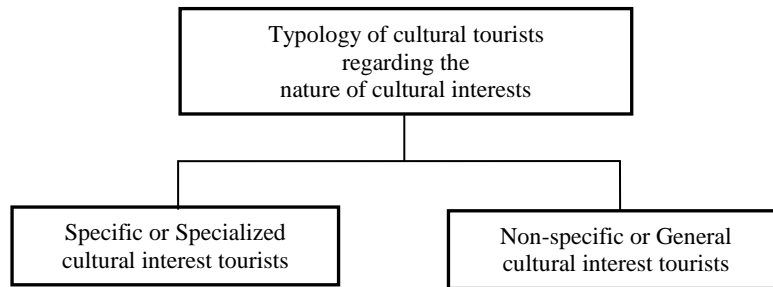


**Figure no. 2 – Typology of cultural tourists based on the experience and importance of culture**

This is especially important for those employed in the cultural sector responsible for organizing the visit, presentation and interpretation. Presentation of cultural resources must provide a range of activities and experiences adapted to every individual type of visitors. Also, the heterogeneity of market conditions the way of promotion of cultural tourism products. Thus, for example, for the tourists attracted to the culture is significant local and regional promotion, therefore, providing information when visitors arrive at the destination. For tourists motivated by the culture it is important to create a high quality package of products, which will, besides cultural products, include transportation, lodging, restaurants and compatible high-quality content.

Considering the nature of cultural interest, typology distinguishes between: 1. tourist of a specific cultural interest, and 2. tourist of non-specific cultural interest. Tourist of a *specific* cultural interest knows exactly the kind of culture/cultural event wants to participate (e.g. exhibitions related to the naive art) (Hughes, 1996, p.708). *Non-specific* cultural tourist is not interested in a particular form of culture, but he is interested in a wider area depending on his own interests.

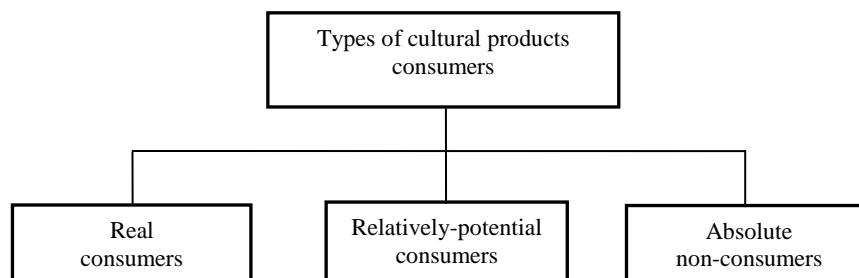
However, some researchers, considering the nature of the cultural interests, differs *general* cultural tourist and *specialized* cultural tourist (Stebbins, 1996, p.949).



**Figure no. 3 – Typology of cultural tourists regarding the nature of cultural interests**

*General* cultural tourist visits different countries, regions, cities, participating in some of the aforementioned cultural forms. His “career” is being developed in accordance with the accumulated knowledge and experience that is incorporated into assembly of personal generalizations about foreign cultures. This growing cultural knowledge is increasing in accordance with the increase of practical knowledge. This also includes learning about how to interact with local people and how to participate in daily activities in an unknown environment. Cultural and practical knowledge inventory of that tourist consists of ideas he has about local art, folk life, lifestyles, history, and it expands due to the number of sites he visited previously. *Specialized* cultural tourist concentrates on one or a small number of sites or cultural entities. Such tourist continuously visits a particular city, region or country in search of a broad cultural understanding of that particular place, or visits different cities, regions or countries in search of examples of certain types of art, history, festivals and museums.

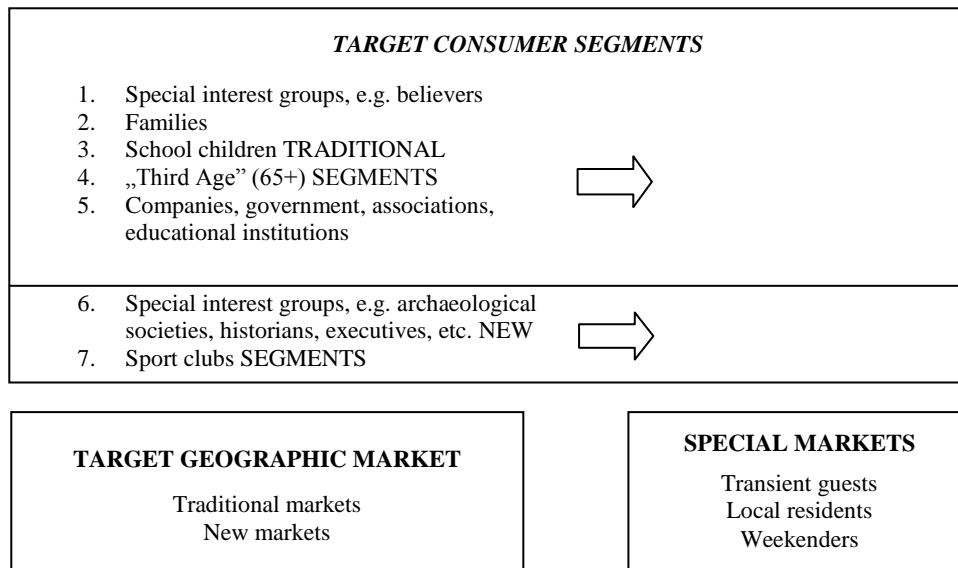
Furthermore, consumers of cultural products can be classified into three basic groups: 1. the real consumers of cultural products, 2. a relatively-potential consumers of cultural products, who refrain from the consumption of cultural products because of certain subjective or objective reasons, and 3. absolute non-consumers of cultural products, which due to some physical or psychological reasons, under no circumstances, cannot become consumers of cultural products. At potential consumers of cultural products should determine the reasons for refraining from intensive consumption within cultural tourism. Some of these reasons could be: lack of information on cultural products, opposition to the use of cultural products due to certain prejudices, lack of funding, lack of interest for purchase, dissatisfaction with existing cultural products, inadequate offer of cultural products in quantitative and qualitative terms, and inadequate distribution of cultural contents and products.



**Figure no. 4 – Types of cultural product consumers**

Based on aforementioned it can be concluded that in order to acquire new tourists, guests and visitors should be processed existing traditional markets. Also, efforts should be made to process some of the new market segments. Accordingly, the activities should continue and be directed to traditional tourist segments, primarily the domestic market, and then the market in neighboring countries. Additional new market segments to which should be oriented is the “special interest groups”. In terms of market approach more attention should be paid to transient guests, local population and weekenders. Local population should be seen as potential consumers, and cannot be neglected a large number of weekenders. In this way, along with a wide range of trips/excursions should achieve noticeable effects among large unregistered demand. In addition to these target tourist groups, in the targeted segments of cultural heritage market can also be counted pilgrims, families, students, third age, companies, associations and educational institutions. To all of them, within the marketing approach of cultural heritage valorization is possible to offer the following products: stay, sightseeing of certain region, pilgrimages, circular and thematic excursions, events and manifestations, and educational programs.

**Table no. 1 – Target tourist markets of the Republic of Croatia**



*Source: Authors research*

These reasons should be analyzed in order to undertake certain measures and activities that can achieve growth in the intensity of use of cultural heritage products and/or services in the segment of real users, and the transformation of relative non consumers in the real consumers. These potential consumers can be transformed, and this requires a coherent/meaningful strategy which should include: designing appropriate cultural heritage products and/or services, promotional activities which would be based on the use of various media and on sales promotion activities, differentiating visiting prices according to the diversity of visitors of cultural heritage facilities and improving distribution sales channels.

## 5. CONCLUSIONS

Croatia has set a good base for the development of cultural tourism because has a strategic documents related to tourism, culture and cultural tourism, defined ministries that it should deal with, and it was established the Office for Cultural Tourism in the Croatian National Tourist Board. However, although Development Strategy of Cultural Tourism set the basis and recommendations to begin the systematic functioning of cultural tourism, which are in the eight-year period of its implementation, have been applied, a further quality development of cultural tourism in Croatia is uncertain. Specifically, in the Strategy defined ministries that should deal with cultural tourism are abolished the directorates/departments/sections for cultural tourism, Croatian National Tourist Board “extinguished” the Office for Cultural Tourism, and allocation of funds/grants for financing the programs/projects/initiatives for the development of cultural tourism by state institutions is reduced to minimum or completely abolished. But, nonetheless, by overcoming the identified problems and weaknesses, and on the past experiences based insights applying Development Strategy of Cultural Tourism, Croatian cultural tourism has prospects, especially in the international tourist market.

The Republic of Croatia as a tourist destination is focused on the development of tourism based on the valorization of cultural heritage. However the overall offer of cultural tourism products in Croatia still does not follow appropriately modern trends in demand. On one hand, tourism potentials of cultural goods are beginning to recognize, on the other hand there is an expressed demand for cultural tourism among current foreign and domestic tourists. Despite the tourist demand and the wealth of cultural resources, cultural tourism products and services in the Republic of Croatia has so far not been sufficiently developed. Such a development in the future must revolve the marketing, and to such development should be approached strategically, systematically and deliberately.

Marketing approach to valorization of cultural heritage implies the need to create certain preconditions. It is necessary to create an environment and infrastructure that promotes and directs long-term sustainable development of cultural tourism initiatives in Croatia. It is important to establish a system for the organization of intersectoral collaboration at national and regional level. It should improve the system of information flow, promotion and distribution of cultural tourism products and to raise the level of knowledge and skills necessary for the development of high-quality cultural tourism products and/or services.

It is necessary to systematically promote, develop and coordinate initiatives for sustainable development of cultural tourism products in the Republic of Croatia. In this way, stakeholders help to develop cultural tourism products and/or services within a specific/particular region. Relevant factors through the organization of seminars should seek to raise the level of knowledge and skills necessary for the development of tourism. By organizing seminars raises the level of cooperation and organization between the representatives of the cultural sector, the tourism sector and local government. Specifically, better connections, good cooperation and organization between those sectors contribute to creating a positive environment and the necessary prerequisites for sustainable development.

Tourist valorization of cultural heritage is one of the selective forms of tourism that Croatian economy already provides long-term competitive advantage. And competitive advantage is based precisely on sustainability. In the tourism sector the systematic development of cultural-tourism offer brings many advantages: raises the quality of the



overall tourism product, attracts tourists with higher purchase power, extends the season and geographically expands the demand outside the main tourist flows. This stimulates the regional economy of the destination as well as demand and consumption. Tourists are offered a larger, longer and more qualitative range of activities and events in the destination of residence. In addition, the application of the marketing philosophy on the national cultural heritage enhances the image of the region and the overall country. All this facilitates and enriches the promotional activities in foreign markets.

Sustainable development of cultural tourism also brings many benefits to the cultural sector. Tourist valorization of cultural heritage increases the number of visitors to cultural institutions, creates new revenue sources and alternative sources of funding. Financing sources open opportunities to find new partners for the implementation of marketing activities. In this way the whole society has benefited. With the implementation of cultural resources in tourism activities and events, destination enriches their local culture and creates its own additional economic gains.

Implementation of the marketing concept of valorization of cultural heritage in terms of sustainable tourism development involves the delivery of tourism products and cultural heritage services, with appropriate price and market communication which achieves satisfying the needs of the tourist market. To achieve this goal, first of all should be done an analysis of the environment with the aim of determination the impact of the marketing environment. As marketing can affect the cultural heritage with the aim of meeting the needs of consumers, cultural heritage can be a force that stimulates or restricts marketing development. Purchasing power and standard of living, the guidelines of the European Union, and in particular the changes in communications technology, the strength of new products, changes in consumer tastes, changes in attitude towards work and vacation, and education have an impact on the selection and implementation of effective marketing approach valorization of cultural heritage in the function of tourism development. Micro marketing factors in the environment that determine the development of tourism related mostly to the influences of technological and socio-cultural environment, but also factors from the economic and political and legal environment affecting the competitiveness and development of tourism. Therefore marketing factors in the environment as complex categories affecting the competitiveness and sustainable development of tourism.

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