



SUSTAINABLE INITIATIVES IN CULTURAL TOURISM - THE ROLES OF STAKEHOLDERS IN MINIMIZING EXTERNALITIES

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Abstract:

The main aim of this paper is to study sustainable tourism initiatives in order to minimize negative effects of mass tourism intensity, with an emphasis on initiatives in culture. Tourism trends are heavier and more prolonged in countries that are concentrated on tourism quantity rather than quality. Confining tourism to the counting of tourist arrivals and overnights (monitoring of the scope and structure of visits) cannot be long-term sustainable tourism, only short-term strategy oriented toward mass tourism and high dependence on import. This paper analyses the possibility of destination development through the added value of the cultural tourist product, the level of encouragement of cultural tourism initiatives, cross-border cooperation and financing sources for the needs of tourism, with the accent on European (Mediterranean) tourism development. New tourism initiatives are described based on tourist products and added values, dynamic and modular travels, development of attractions according to the types of visits, stakeholder partnerships and resource valorisation, expertise and market specialisations. The contribution of the paper lies in the proposal of a model of sustainable destination development through dual destination image. It includes distribution of funds for innovations and creativity in order to minimize externalities (high seasonality, pollution, crises etc.).

Keywords:

Tourism trends, cultural tourism initiatives, destination images, risks, sustainable development

INTRODUCTION

The modern tourism market is based on an increasing number of demands, i.e. *new* tourists. Challenges of the companies which operate in the sphere of tourism and hospitality industry are increasingly greater. The paper researches changes in tourism offer (tourism offer transformations) due to the changes in demand requirements and financing sources of entrepreneurial initiatives for the purposes of the "promotion" of sustainable tourism initiatives. Removal of negative externalities created through mass tourism development becomes a priority. In this case, cultural tourism appears to be a valid solution.

Tourism is a very dynamic process and it is influenced by many environmental factors. The source of modern tourism development/progress/sustainability is related to experience and only consequently to tourist expenditure, which suggests a change in trends

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(for example, current choice of destination due to the hotelier's recognised brand, green offers, destination smart specialisation and similar). Looking at tourism globally, the difference in inflow based on international tourism on national income in international regions elicits different effects on tourism-associated sectors. Looking at it locally, smaller companies will learn from large companies (sustainable development+economic development+quality of life standards) or enter the process of aggregation for easier placement of products in the market and realisation of profits based on tourism sustainable specialisations. In a larger measure, receptive markets have more benefits from tourist expenditure, while emissive markets have benefits only in the part of expenses related to tourist travel. The greater the participation in the distribution of tourist expenditure, the bigger the success is expected i.e. larger profitability of companies in a specific geographic area. The same process is imbued with numerous risks (externalities) which need to be managed.

NEW TOURIST APPROACH – THEORETICAL BACKGROUND

Mass tourism (overcrowding in tourism destinations) and the emergence of globalisation have encouraged international cooperation and creation of international organisations. These subjects are through numerous conferences and agreements associated with tourism development and closely related topics, consider the need for elimination of limitations in tourism, encouragement of sustainability and standardisation of specific principles and processes. For example, Spain as a top tourism destination has experienced an extreme externality in recent years (Mauldin and Tepper; 2011). According to that, the implementation of modern technologies has improved the paradigm of sustainable tourism and financial monitoring. The concept of responsible research and innovations was initiated by the European Commission horizontally in all the parts of *Horizon 2020* and includes an open approach, open science, gender issue topics, ethics, scientific education, management and participation of the public. This is a contribution to sustainable management (Horizon 2020).

“Cultural tourist arrivals are growing steadily compared to overall international arrivals. They are about 40% of international arrivals and travellers who participate in a cultural visit or activity as part of their stay” (UNWTO, 2015). Cohen (1972) divides visitors between mass tourists, individual mass tourists, drifters and explorers. The first two groups are the consequence of the development of offer of tourist packages that occurred with the development of tour operators. Mass tourists visit attractions, which are defined by advertised offers. Individual mass tourists wish to learn more about the destination outside standard offers (pre-arranged offer package). The group of explorers and drifters is ready for any challenge and represents transformative forms of tourism development; by personal transformation, they also change the destination and are not inclined towards hotel accommodation, but its alternatives. Richards (2005) emphasizes the need to differentiate cultural tourism from a conceptual and operational point of view regard to new tourism trends. Numerous authors suggested some other development forms according to their analysis of visitation effects of destinations (Šergo *et al.*, 2017, Poudyal *et al.*, 2013, Eugenio-Martin and Campos-Soria, 2014) and also importance of collaborative economy (Dredge, 2017) and quantitative and qualitative approaches in tourism (Dwyer *et al.*, 2017) as a priority for understanding new tourism issues and approaches.

EUROPEAN UNION TOURISM AND DEVELOPMENT TRENDS

Tourism scope

The European Union policy has as its goal the promotion of tourism in order to retain the European image of a leading tourism destination, increase the industrial contribution to growth and employment and affect the removal of negative externalities. Tourism has an important role in the EU due to its economic potential and potential for employment, as well as due to its influence on the society and environment. In 2018, European tourism is expected to grow by 3.4%, and the region is expected to attract 563,571,000 international tourist arrivals (WTTC, Travel & Tourism economic impact 2018). Certain destinations realise considerable progress in the innovation of their products, while others record poorer results due to safety issues or an overly mass character of their tourism, i.e. destination unsustainability. Northern Europe leads in growth in the region, with an increase of 6% in international arrivals, or 5 million more than in 2015.



Statistical data in the field of tourism is used for monitoring of the EU tourism policy and also for monitoring of its regional policy and the policy of sustainable development. In 2016, arrivals increased by 4% in Central and Southern Europe. Many destinations boasted exceptionally good results, including Georgia (+19%), Slovakia (+17%), Bulgaria (+16%), Romania and Lithuania (+11%). A growth is noted in expenditure related to business travel. This enables destinations to improve their offer, expanding it to out-of-season periods, i.e. to unburden destinations. Hungary and Ukraine record an increase in tourist arrivals of 7%, while Poland and the Czech Republic both reported an increase of 4%. The sub regional average was measured by a considerable fall in arrivals, which Turkey faced following different terrorist attacks.

The results in Western Europe (0%) were mixed in 2016 because certain destinations were affected by safety issues. The Netherlands and Austria reported an increase of 5% and Germany of 2%. The most important world tourism destination, France

(-2%), is facing the consequences of safety incidents, like Belgium (-10%) (UNWTO, 2017). In contrast, a drop of as much as 9% was recorded in the Russian Federation. The increase in Southern and Mediterranean Europe (+1%) was more modest, despite better results in the majority of countries, Portugal (+13%), Spain (+10%) and Croatia (+9%).

Table 1. The World Travel & Tourism Council's report (years 2016 and 2017)

European Union	2016 USD bn	2016 % of total	2017 Growth
Direct contribution to GDP	611.3	3.7	2.9
Total contribution to GDP	1,682.9	10.2	2.6
Direct contribution to employment	11,409	5.0	2.8
Total contribution to employment	26,585	11.6	2.2
Visitor exports	418.5	5.9	5.6
Domestic spending	938.2	5.7	1.7
Leisure spending	1,027.5	2.8	2.8
Business spending	329.2	0.9	3.4
Capital investment	159.6	4.9	3.5

Source: Prepared by the author according to: World Travel & Tourism Council: City Travel & Tourism Impact 2017 – Europe.

The importance of tourism will continue to grow, especially in regions which have remained undiscovered and which have a favourable price-quality ratio, are exposed to lesser risks and offer added values to the customers.

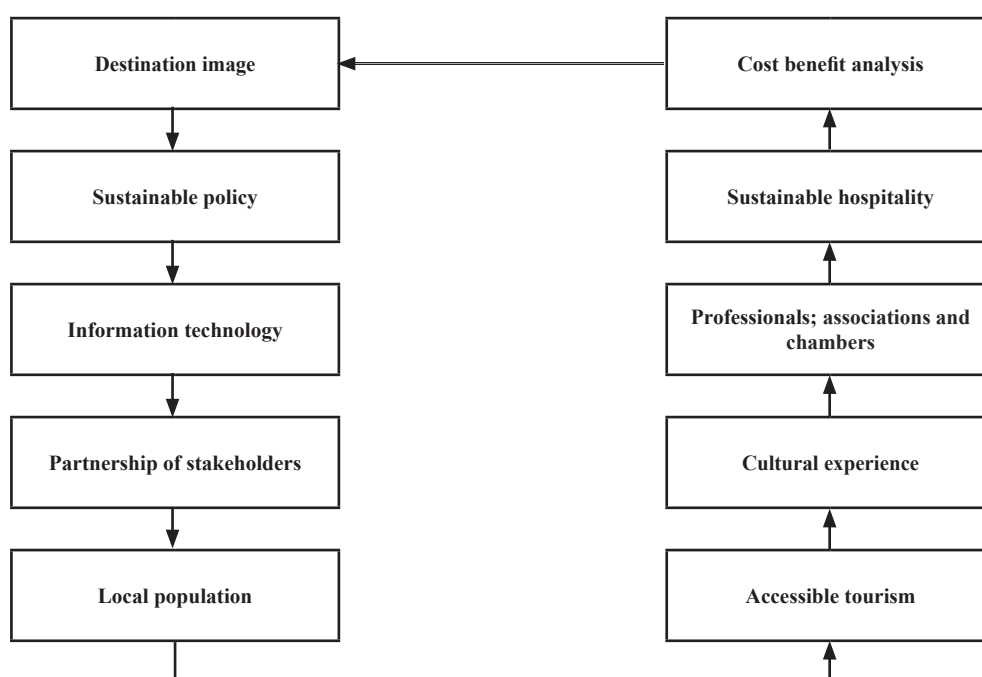
TOURISM PRODUCT

Below, a review of entrepreneurial initiatives is given, by which stakeholders' roles are realised. Further in the text, initiatives related to entrepreneurship and innovations are described for stakeholders to adapt as best they can to market demands. "Smart destinations". i.e. destinations which use ICT, have a developed technological infrastructure by which they process this data, often in real time, in order to create samples which will enable them to more easily respond to tourists' demands and to meet their needs. (Tussyadiah, 2016). Although it is possible to claim that the main part of a tourism offer is observed through products which are exclusively intended for tourists, it is more correct to state that an essential integrated tourist product makes the synergy of all the listed ones and that the total of such products in tourism destinations makes their tourism offer. To identify the main characteristics of tourism offer we need to start from the specific characteristics of tourist products in relation to physical products, as well as from the specificities of business in tourism in



comparison to other businesses (intangibility, dislocation from demand, unpredictability, seasonality etc.). The modern tourist product, which is adjusted to the needs of new tourists, is no longer perceived only as a partnership role of tourists, but also as individualisation and personification of the experience itself (Gržinić and Vitasović, 2013). Also, the orientation is on spiritual and emotional experiences. At the same time, the visitor wants to feel enriched and comfortable. An alternative to development is cultural tourism. The challenge for destinations is the typology of a cultural visit. It is necessary to determine whether a tourist is for culture or is an incidental factor of the visit, which is much more common, especially in the countries of Medieval Europe. In planning of destination development, it is necessary to adopt a holistic attitude in order to create a quality tourist product which can compete in the international tourism market. Tourism destination development includes harmonisation of the process of management of tourism and related activities (multiplicative tourism effects) and that in all the areas in a destination. Today, tourism attraction management is adapted to clients' requirements and is realised through multiple shareholder partnerships. Knowledge is then formed about primary and secondary destination attractions; visits are managed (distribution of visitations), attraction inventories are prepared, as well as catalogues of entrepreneurial ideas and decisions are made about financing. Transformative offers give tourism greater significance, even deeper emotional relationships, more essence and a stronger feeling of purpose of travelling for pleasure (figure 1.) Transformative tourists increase the socio-cultural effects of tourism on the destination (inclusion of the community, development of interpersonal relationships, improvement of standard of living, development of creative cities, etc.). The feeling for a place is expressed with emotions which create memorabilia.

Figure 1. Transformative power of tourism



Source: According to Arizmendi, A. *et al.* (2016), *Global Report on the Transformative Power of Tourism, a paradigm shift towards a more responsible traveller*, UNWTO and the Institute for Tourism, Zagreb, Croatia.

Future tour operators become accountable for the destination development in the sense of sustainability, authenticity, contribution to the local community and integration of policies of corporate responsibility into their business activities. The dual destination image (presentation of natural and cultural resources) implies the cooperation of stakeholders inside and outside the destination.



CULTURAL DEVELOPMENTAL INITIATIVES AND THE ROLES OF STAKEHOLDERS

Europe, i.e. certain European countries, could have had better results in international arrivals and income if it were not for safety incidents, i.e. terrorist attacks and similar challenges (*European Union Public consultations on Tourism Policy*, 2013). New consumer trends, political changes, new technologies, market fragmentation, globalisation, vertical, horizontal and diagonal integrations, environmental concerns, economic integration and many other important events contribute to the complexity of destination management in tourism. Changeable economic conditions, consumers' changed behaviour and new technologies will call for the creation of new markets. An ecological, long-term approach to tourism planning will be required.

Partnerships and cross-regional level of planning

Two or more countries which share borders and can be described as having similar characteristics (natural, historical, etc.) are involved in the cross-regional/international level of planning. Planning at international/cross-regional level includes planning of specific aspects and, most often, this concerns the planning of common marketing and promotional presentations, mutual creation of projects which are focused on ecologically-oriented use of natural resources for the benefit of tourism and planning of international transportation services (Petrić, 2011). Support for cross-country, transnational and cross-regional projects, which are mutually planned and implemented among different regions, i.e. the EU member countries, represents the key part of the EU cohesion and regional policy. Activities are conducted through the cohesion policy called European Territorial Cooperation and encompass the entire Union territory. The remotest countries in a cooperation programme have the possibility of combining measures within the framework of cross-country or transnational cooperation. The aim is to overcome administrative boundaries and plan common solutions, as well as mutual realisation of potentials of different areas (Croatian Ministry of Tourism, 2018). Project planning is carried out by means of mutual actors' action and projects are applied for through consortia which are mainly composed of non-profit organisations from the territories of bordering counties or regions. This includes involvement of units of the local and regional self-government, educational institutions, museums and other institutions from the sectors of culture and others. Scientific models, together with the professional opinion help the processes of service planning, management and distribution.

Encouragement of development of destination management companies and organisations

A destination management company is a company which uses its comprehensive knowledge of the local tourism resources, has professional staff and has at its disposal other resources needed for the creation and realisation of the services related to travel, stays and different activities in the tourism destination and the role of destination management companies is reduced to a conscientious management of its smaller segments in a sustainable way (e.g. *Homo Viator*, *Interpid*). Destination organisations are today's tourist boards which have the role of encouragement of development of new destination tourist products, while destination management companies assist in the creation of those products (e.g. *Visit Britain*).

Valorisation of cultural resources

Innovative valorisation of cultural resources with the aim of cultural heritage revitalisation has as its goal to integrate and revitalise specific cultural heritage in tourism destination areas (especially rural locations with local gastronomy and way of life) (Vana and Malaescu, 2016). Most frequently, authentic stories and legends are revived using storytelling and, through experiences and emotions, they are presented to visitors throughout the whole year (Wanhill, 2009). In the municipality of Svetvinčenat (Istria, Croatia), project documentation has been prepared for investment in the arrangement of the surrounding area of the *Morosini-Grimani Castle* and of the entire old town centre. Istrian town Buzet is well known for presentations of old trades and customs (*Old Buzet*). The same reputation has Poreč (history festival *Giostra*), as a successful example of dual image in



tourism (beautiful nature and famous cultural resource). The focus of the local tourism development lies in identifying and solving problems of a social, physical and political nature, which emerge in the community, using involvement of the community in changes and improvements. The main goals of the community development planning are self-assistance, capacity construction and integration (Reid and van Dreunen, 1996). Valorisation of tourism resources requires consideration of numerous internal and external influence factors; for example, access to the resource, the level of differentiation, emissive markets, etc.

Dynamic and modular travel

Dynamic packaging is one of the most significant business model innovations for online travel agencies. *Expedia* (online agency) was the first to use such a model and, today, it has been widely used throughout the world. This enables users to, through a single search, arrive at offers of several services, by which consumers are offered adequate prices for adequate quality, and search time is saved. Dynamic packaging does not offer advantages and benefits only to consumers, but it directly contributes also to distributors and other stakeholders. This contribution is reflected in cost reduction for the best possible offers for the clients. As opposed to classical tourist packages, which have static components, dynamic packaging is more flexible and adapts itself to tourist demand. Modular travel facilitates inclusion in specific modules, according to consumers' interests and available time (e.g. *Aromatic days Bale*, Istria, Croatia) is suitable for demanding clients in cultural tourism.

Sustainable entrepreneurial initiatives

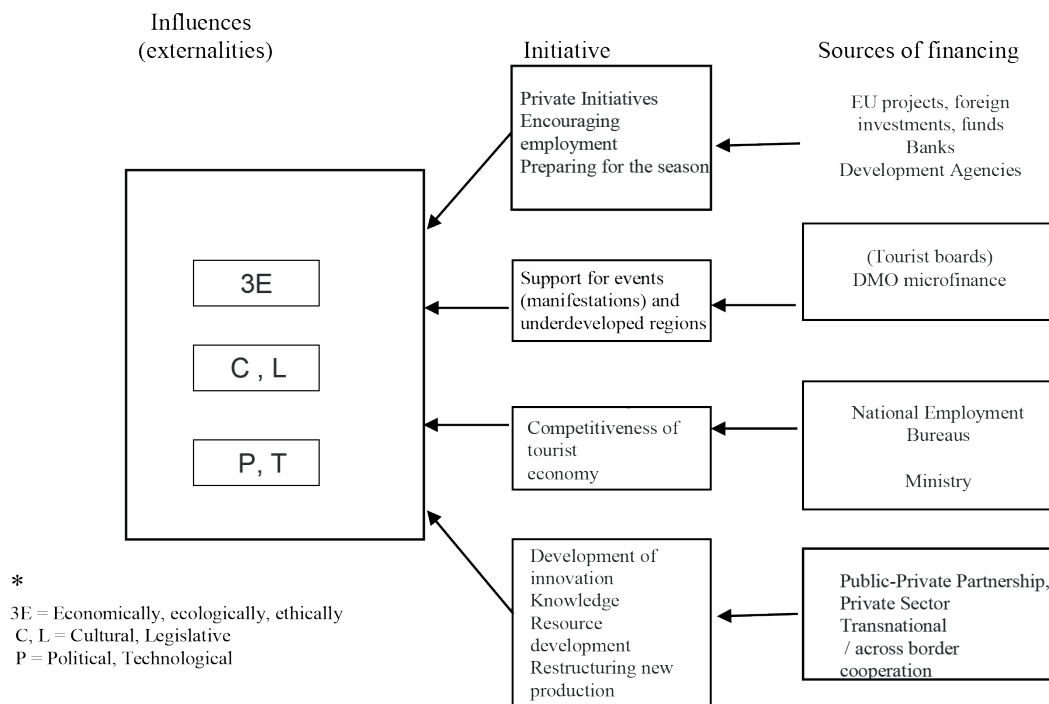
Of late, the term of sustainability is often mentioned in the context of tourism. Given the increasing pollution of the environment and raised awareness of the need to protect the environment, tourists themselves also became aware of the importance of preserving the environment. "Sustainable development is a project of the future, whose realisation presumes and seeks global social changes which will have the character of a societal social innovation." (Lay, 2007, p. 1031). For implementation of sustainable tourism in tourism destinations, all stakeholders in tourism need to be educated about the benefits which such tourism can bring them in a long-term plan. European Mediterranean countries need the integration of social, ecological and economic goals into the tourism plan and development, as well as adequate ecological management strategies which relate to long-term perspectives (Gržinić, 2017). "For example, in the rapid growth of mass tourism offer for Croatian tourism is the only possibility of future sustainable development through alternative and special interest tourism forms. Examples of sustainable tourist products in Croatia are: *The House of the Witch Mara*, *Cooking Croatia*, *Aquatika*, *Adria Bike Hostel*, *Tour of Croatia*, *Boat Hostel*, *Turist Grabovac*, *Bicikademija*, *Istra Inspirit*, *Rare Bird Sighting*, *The Grain Boat "Zora"*, *Cadmos Village*, *Sea and River Fishing Programme*, *Activities and Excursions in Omiš*, *Zipline Edison*, *Frankopans' Routes*, *The Eyes of Vinodol*, "Museum olei Histriae – The House of Istrian Olive Oil." (portal; Sustainable tourism Croatia). Although there are very few such tourist products, it is necessary to encourage workers in tourism to create such products as they not only contribute to the tourism destination sustainability, but also widen the tourism offer, which is essential due to the saturation with the usual tourist products. Without all the aforementioned developmental paradigms, it is impossible to adapt to challenges.

FINANCING OF TOURISM INITIATIVES

New identity of the "sun and sea" destination must be compatible with the original presentation (resource) but it cannot be confused (McKercher and Du Cros, 2002). Project financing, which is related to renewable energy sources, as well as partnership financing (project co-financing), is a support activity in the construction of modern tourism destination trends. Financing of tourism initiatives and levels of influence are presented in the Figure 2.



Figure 2. Financing of tourism initiatives and levels of influence

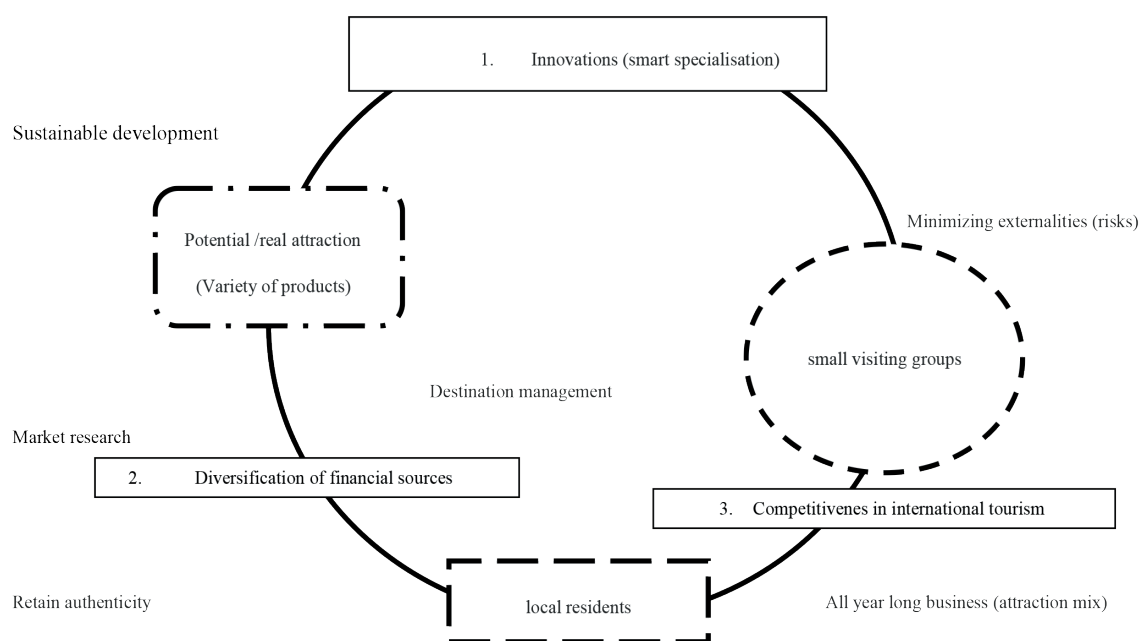


Source: Author's

Optimal financing is, therefore, achieved by adoption of developmental models (global tourism and economy, socio-cultural environment, consumer behaviour) within the framework of the national economy (at national, regional and local levels), with regard to the complexity of tourism as a phenomenon and to national development objectives (policies). Cooperation between the public and private sectors will improve knowledge transfer and encourage innovations (figure 3). Hindering investment may occur due to unfavourable investment climate, unreliability of tourism data, political instability, currency instability, business start-up difficulties, high tax burdens, protection (closed nature) of the domestic market, absence of regulatory and standard rules, undeveloped competitiveness, orientation towards mass tourism and inefficient public administration. Product development in tourism is needed to meet modern travellers' needs. Certain investment grows into partnerships and collective investment for the purposes of product development and stakeholder innovations within tourism routes and destinations. The role of the state is to adopt developmental strategies and regulations that will alleviate the mentioned processes. It is, therefore, necessary to monitor the levels of business, work and investment freedoms and to remove barriers. At a micro lever, markets and clients' payment capacity and preferences need to be analysed. For example, Mediterranean Istria will be always based on family vacation offer (sun and sea), but also intensively develop new products based on a long-standing tradition (recognised enogastronomy, olive oil and storytelling). However, it still can do more (for example aromatic herbs, old crafts, smart innovations). If the region recognizes this, it promotes the development of rural areas and opens up the possibility of developing broader cultural routes (figure 3). Destinations can contribute in cultural attractions development and contribute in attraction development from potential to real development forms. Tourism destination is a central part of tourism system and tourism attraction is a central part of tourism product. Coordination of stakeholders presents a tourist value of attractions (mix). Main goals of cultural tourism destinations are in following the trends of tourism (sustainability and transformative customer) and innovative approach to the real and potential visits. The proposal of a model of sustainable destination development through dual destination image includes distribution of funds for innovations and creativity in order to minimize externalities (high seasonality, pollution, crises etc.).



Figure 3. Sustainable destination development through dual destination image



Source: Author's according to Veal A.J. (2006), based on "An Inter-disciplinary framework" in *Research Methods for Leisure and Tourism*

A rapid tourism growth is predicted in some new European destinations. The composition of tourist population will be changed. The share of the elderly population will be increased in tourism trends; a greater accent will be placed on individual holidays and on educational holidays and active recreation. There will be demand for an ecological, long-term approach in tourism planning and ecological travel packages. Due to the lack of specialised knowledge and cooperation with International Centres of Excellence, numerous countries lag behind in improvement of tourism, showing a high level of tourism specialisation based on mass tourism and dependence on import. There is a need for stronger development of destination management through the partnerships of destination management companies (specialized agencies), destination management organizations (tourist boards) local population and service providers (hospitality business).

CONCLUSION

By researching and writing this paper author deeply examined the research questions of why some destinations are less able to skip over mass tourism image than others and whether product diversification in tourism sector development have some impacts on destinations. Hypotheses were developed to test these questions. This study has helped to answer the novel question, what leads a country to unsustainable development model and is it suitable to construct dual destination image after identifications of risks and in order to minimize externalities?

By showing new tourism trends in the form of alternative, this paper concludes that dominant tourism shapes (models) are to construct models that are compatible with the specificity of the destination, especially when it allows global comparisons. Model shows that tourism intensity at the time level, and especially at the country level, is partially linked to a destination international image and level of partnerships. This paper indicated modern trends in tourism and destination management. Future research into this problem area should be directed towards the monitoring of investment realisation through "new roles" in tourism and partnerships, especially those based on smart specialisations. Evaluation and monitoring will help establish feedback towards product development, as well as to point to the need of the destination repositioning/rebranding.



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