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**THE FINANCIAL AND REAL ECONOMY:
TOWARD SUSTAINABLE GROWTH**

**PLANNING MODELS OF SUSTAINABLE TOURISM
DEVELOPMENT DESTINATION**

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***Abstract:** The aim of this research is to develop a theoretical basis and practical models of sustainable tourism development, which will ensure the development of competing destinations, cost-effective growth of the tourism product and living standards. The development plan must provide specific answers to all these questions, which means that you should have a clear vision, which supports the principle of sustainable development, a realistic assessment of the assets and their economic effects. The research is based on the hypothesis formulated components that make up the proposed model of sustainable tourism development. The theoretical model of sustainable tourism development in the interconnectedness of the selected tourist destinations, which are a collection of authentic tourism product. The requirement is that a new, scientifically based knowledge and practical design of sustainable tourism development, to ensure that positions itself as a tourist destination recognizable and attractive. This study provides information that the model for planning the sustainable tourism development should be monitored and adjusted to the needs in the light of changed circumstances, and as a priority evaluation in relation to its objectives.*

***Keywords:** planning model, sustainable development of tourism, tourist destination, tourist product*

Introduction

Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems (WTO-World Tourism Organisation).

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Without proper planning and management of tourism can degrade the environment destination, cause social and cultural conflicts and to reject the local community to be welcoming. In simplest form, the process of planning models of sustainable tourism development consists of determining organizational activities and further steps in the future with a certain tactic or strategy to achieve a certain position. In other words, the planning process has to do with the end result and the means to achieve these results.

Perhaps best summed up the value of planning U.S. General Douglas MacArthur, who noted: 'No plan are just tourists'. MacArthur comments allude to the value of planning with an emphasis on the organization (such as an event), the specific objectives and the creation of specific pathways by which these objectives can be achieved. Basis for the establishment of an understanding of internal roads (for example: available resources) and external (for example: economic conditions) factors that influence the decisions that are made. Other benefits associated with strategic planning include its ability to: identify and solve problems, generate a range of potential alternative strategies for consideration, employees gain a better understanding of the organization and be more committed to the adoption of the strategy, and clarify roles and responsibilities in order to reduce uncertainty about the future, which may reduce resistance to change by (Hannagan, 2005).

In the past, planning has often largely been a reactive process in response to perceived problems. Today, planning has become more proactive process. Tourism planning specifically with ideas about the future of tourism. Modern western style of planning can be traced back at least 200 years of urban planning in the UK (Gunn, 1988; Williams, 1998). However, the spatial planning of urban areas dates from Greece (Gunn, 1988). Williams (1998) suggests that the goal of modern planning to seek optimal solutions to the identified problems and is designed to improve and, hopefully, develop and maximize benefits that will produce predictable results. Planning can be stimulated through different ideas and to present specific plans. Hall, P. (1992) suggested that there was a problem with the concept of planning occurs. As he said: *Although people understand that planning has a more general meaning, they tend to remember the ideas and plans as a physical presence, or design.*

Tourism planning should represent the opinions of all interested parties and stakeholders, it would be obvious that it will not automatically be unanimity and homogeneity in values and attitudes. However, Wilkinson (1997) argues that a lot of thinking and writing about planning tends to assume such a simple process, virtually free of the value of the scientific process. He noted with respect to the conventional definition of planning that 'emphasis on the simple approach that accepts the (positivist) the possibility of comprehensive rationality. Such a process involves several factors: consensus on objectives, a lack of uncertainty, known alternative, a high degree of centralized control, and enough time and money to prepare a plan ' (Wilkinson, 1997).

Planning of sustainable tourism development is discussed in detail increasing number of texts, including Allen (2000), Hall (1997), Getz (2005), Goldblatt (2005), Masterman (2004), Shone and Parry (2004), Silvers (2004b), Torkildsen (2005), Tum, Norton and Wright (2006), Van Der Wagen and Carlos (2005), Watt (1998) and Yeoman et al., (2004), which have formed the basis useful guidance for management.

Planning models of sustainable tourism development should be based on activities and issues identified situational analysis which provides considerable scope for the

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development of tourist destinations. Also, as North West Development Agency (NWD, 2006) points out, the planning model should be coordinated in order to contribute to the maximum benefit of the region, with significant development plan process, sustainability assessment process, relevant curriculum, the principal problem facing sustainability, as well as an appropriate model that includes sustainability objectives. In this respect tourism planning should specifically define the areas of development and present modes of cross-border cooperation in the field of planning and development. Tourism planning should include targets specific areas, the association of geographic, historical, cultural and economic resources. At the same time, tourism planning has to be based on a balanced development of complementary rural and urban areas and the use of physical resources, through cross-border cooperation and active participation of local stakeholders in the planning area.

1. Literature Review

In accordance with the accepted methodology of sustainable development models should be performed extensive empirical research of the tourist destinations, and organized a number of workshops and presentations for a particular tourist destination as a whole and for the immediate tourist destinations of tourist sites to the sub-region. In addition, you should also agree on a series of working meetings with members of local government and self-employed in the tourism organizations, local residents, and other interested parties.

One of the prerequisites for successful planning models for sustainable tourism development is the inclusion of monitoring and continuing education system, whose task is training people to implement it. This primarily refers to the creators tourism, tourism organizations, as well as all other direct and indirect participants in the development of tourism. Managers at all levels and profiles in tourism organizations have to reach a consensus on the profit-making or non-profit basis, and elect leaders who will govern according to the common conception of destination taking into account all relevant factors. This should include all the leading experts at the destination, but to give a chance to young and other creative personnel, ie. all that sustainable tourism destination development associated with providing good working conditions and standard of living.

One of the key elements of the planning process is to make decisions (Veal, 1994; Hall and Kearsley, 2001). How Veal (1994) states 'planning can be viewed as a process of decision-making'. Hall (2000a) suggests that this process is not simple, and that decisions are interdependent and related system, not just individual decisions. The planning process involves 'negotiation, compromise, coercion, values, choices and policies' (Hall, 2000a).

Finally, in order to develop planning models for sustainable development, it is important to understand the decision-making process. Decisions should be based on the adoption of optimal solutions for the development of certain geographical areas consisting of various urban and rural areas, which produce a predictable outcome designed, complementary to the present requirements of the tourism market. Basically to planning models for sustainable tourism development to be successful, you need financial planning and control. Managers have the role of planning cost estimates and revenue. Also, planning managers need to be aware that planning needs to adapt to changing circumstances and different (Hannagan, 2005, Thompson, Martin, 2005). In addition, they must be aware that the planning does not fall into the trap. These include:

- while becoming obsessed with the details of planning, as opposed to much-needed strategic thinking,
- plans showing as a single exercise, rather than as active documents, which should be regularly consulted and adjusted,
- seen as final plans, but more in the nature of directions available to them (Johnson, Scholes and Whittington 2005).

In order to participate productively in the process of planning, managers are planning to hold a series of questions in mind. Central among these issues is the need to monitor and evaluate the progress, coordinate decisions in all areas, so that the objectives of planning in advance communications, inspire and motivate those who are responsible for implementing the various elements of the plan. In other words, planning is the foundation of all successful models of sustainable tourism development. In order for planning to be successful managers must have a clear understanding of what you are planning. In this sense, managers planning to select multiple options depending on the assessment of the advantages and disadvantages of each. Plan is to be implemented through a series of processes developed in the context of the concept of model development.

Yet sustainability can be a helpful concept in that it posits the long-term planning goal of a socialenvironmental system in balance. It is a unifying concept, enormously appealing to the imagination, that brings together many different environmental concerns under one overarching value. It defines a set of social priorities and articulates how society values the economy, the environment, and equity (Paehlke 1994). In theory, it allows us not only to calculate whether we have attained sustainability, but also to determine how far away we are (actual measurement, though, is another, harder task). Clearly it can be argued that, though initially flawed and vague, the concept can be transformed and refined to be of use to planners.

2. Main Priorities and Objectives to Achieve Sustainable Tourism Development

The main priority for achieving sustainable tourism development tourism destination should relate to the protection and improvement of environment and rational use of natural resources. It involves the integration and harmonization of objectives and measures of sectoral policies, harmonization of national legislation with the legislation and its full implementation. Of paramount importance is the adoption and implementation of the national program of environmental protection with appropriate action plans, and to adopt and implement a national strategy for sustainable use of resources and goods. The adoption and implementation of national strategies for sustainable use of resources and goods would lower the pressure on natural resources. To make environmental policy has become an integral part of other sectoral policies, in particular in the spatial and urban planning, to strengthen the capacity to implement the strategic assessment of the environmental impact of policies, plans and programs, in accordance with the law. Adoption of the spatial development strategy specific tourist destinations is a priority. Further strengthening of the capacity of the ministry responsible for environmental protection, as well as other relevant institutions for environmental protection and natural resource use.

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Also, it is necessary to incorporate action plans in program documents of all economic sectors, especially agriculture, forestry, water, fisheries, mining and others, whose functioning and development is directly linked to the exploitation of natural resources. It is necessary to adopt specialized programs and measures that will enable the active role of individual ministries in sustainable economic development of the area for which they are responsible. Development of clean technologies, energy efficiency and use of renewable energy sources will certainly lead to the reduction of environmental pollution. Promotion of renewable energy requires the introduction of incentives, which may encourage private investment in the energy sector and to strengthen the competitiveness of the energy sector in general.

The goals of sustainable tourism development should include:

1. improve accommodation facilities, tourist development of quality systems and consumer protection system;
2. development of the tourist information system (information centers, brochures, image, positioning, etc.);
3. development of additional tourism to achieve economic viability and prosperity of the local (shops, pub, restaurants, activities, travel agencies, etc.), which will create new jobs, with the greatest possible preservation of the cultural richness and natural diversity;
4. identification and elimination of actual and potential conflicts between tourism and other activities related to the use of resources.

3. Research Methodology: Hypothesis Formulation

The significance of this chapter is closely connected with the idea of making and creating hypothetical model of sustainable tourism development of the hypotheses configured and established components selected resources. In this sense, geographical location can be considered as "the art of recognizing, describing and interpreting the personality of the region" and other areas (Gilbert, 1960).

Hypotheses are developed in accordance with the bibliography and current tourism benefits. The assumption is that these hypotheses are the components that make up the proposed model of sustainable development.

On this basis, the following hypotheses were formulated:

NH (null hypothesis): In creating a model of sustainable tourism development is a very important link between the requirements that govern the tourism market, the planned share of the tourism market, improve market performance and the capacity to achieve greater competitiveness in the tourism market, tourism in shaping the authentic products.

H1: It is an important link for requirements governing the tourism market segment are proposed model for sustainable tourism development.

H2: It is planned to link participation in the tourism market segment is the proposed model for sustainable tourism development.

H3: It is important that the relationship is improving market performance segment of the proposed model for sustainable tourism development.

H4: The most important link is the capacity to achieve competitiveness in the tourism market segment is the proposed model for sustainable tourism development.

The author of this paper defines a hypothetical model of sustainable tourism development as a connected set of value creating activities (evaluation) of natural and anthropogenic resources, tourist destinations, and then continue to a set of activities that add value, and ends when the goods and services found on the end user / tourists.

A hypothetical model is proposed based on the above formulated hypothesis and a sequence of key operations that create new value in the form of authentic tourism product.

Also, a hypothetical model of sustainable tourism development can be used for analytical purposes in determining the value of resources in tourism destinations related activities forming authentic tourism product.

4. Results: Theoretical Model of Sustainable Tourism Development

The theoretical model of sustainable tourism development is presented below and includes previously formulated hypotheses with components:

H1. The requirements in the tourism market:

1. Attractions designed for a large number of tourists (for example: theme park, resort complex, recreation center, etc.);
2. Cultural or historical sites on the base (for example: archaeological, monasteries, museums, historical sites, etc.);
3. Outdoor activities (for example: skiing, camping, hiking, etc.);
4. Events (for example: exhibitions, performances, sporting events, business/public events, etc.);
5. Development services (for example: hotels, travel agencies, restaurants, entertainment, etc.);
6. Shopping-mall tours.

H2. Planned participation in the tourism market:

1. Various promotional activities;
2. Evaluation of natural and anthropogenic resources;
3. Animation tourism operators.

H3. Improving market performance of tourism development:

1. Planning principles of marketing activities;
2. Creating marketing mix.

H4. Competitiveness of tourist services:

1. Business environment and infrastructure;
2. Human Resources.

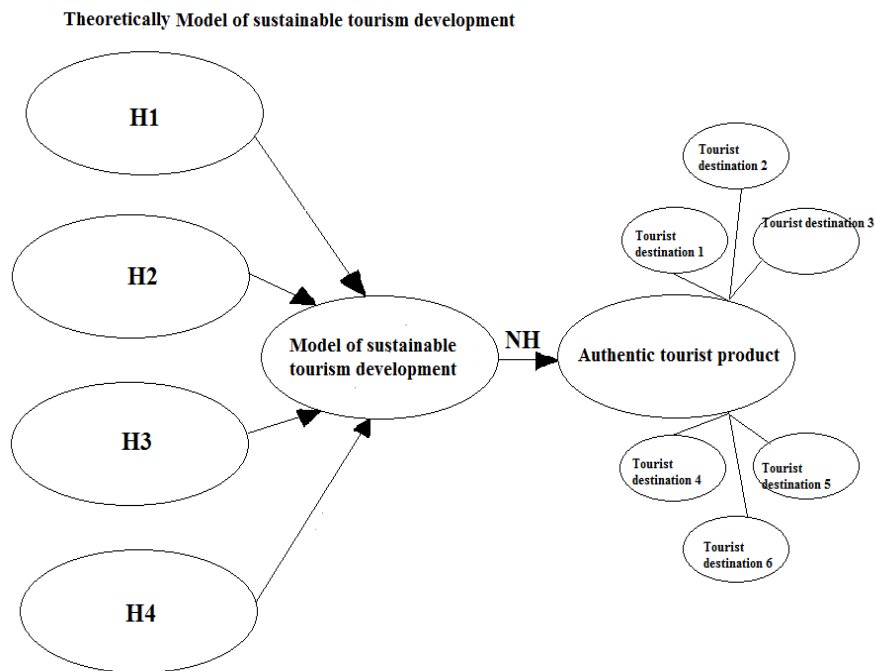
NH. Model of sustainable tourism development in interconnectivity with selected tourist destinations, which as a group are authentic tourism product. Previously formulated hypotheses presented in the form of defined components necessarily represent the initial framework for further elaboration of the model of sustainable tourism development.

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Components defined by the rapid activation of selected resources, the initial factors of success is to assume that the most seriously into account in establishing a pattern of sustainable tourism development (Mojić, 2012).

Figure 1 below shows a hypothetical model of sustainable tourism development. Each component of the model is chosen based on the literature review.

Figure 1. Theoretically Model of sustainable tourism development



Source: Authors' elaboration

The theoretically model of sustainable tourism development is presented as a type of network model. The analysis of the model can be separated into four segments, including the operation down and up. The first segment of the hypothesis model, which consist of: requirements in the tourism market, the planned share of the tourism market, improve market performance and market competitiveness of tourism services. The second segment is a model of sustainable tourism development that has significant impact on the third segment, which is an authentic tourism product. The fourth segment of the selected tourist destinations that are authentic tourism product.

For the first segment of the formulated hypotheses are necessary knowledge, skills and expertise. The second segment is the center of gravity and create a model of sustainable tourism development that is in mutual dependence with the third segment, which is designed authentic tourism product consists of the fourth segment of the selected destinations.

The author of this paper based on the analysis shown above theoretically model, comes to the conclusion that shaped an authentic tourism product can lead to changes in the model of sustainable tourism development in six key domains:

1. Changes the way a tourist destination actualize the primary activities in a model of sustainable tourism development;
2. Allows progress of secondary operations;
3. Allows examination of the structure model of sustainable tourism development;
4. Allows engagement of natural and anthropogenic resources for specific activities;
5. Impact on the scope and extent of planned operations and certain tourist destinations;
6. Affect the acquisition of the advantages of connecting new and different ways of providing services to the tourist market.

In addition to the previous analysis, the author of this paper examines other segments and marks them as primary and secondary segments, which affect the creation of a model of sustainable tourism development. Formulated hypotheses referred to as primary segments, since they are directly involved in creating and delivering new value to the user. Secondary segments or segments support means in the form of selected tourist destinations, because they indirectly contribute to adding value to support one or more primary segments and mainly associated with the proposed component model.

Conclusion

Sustainable planning is increasingly becoming a requirement in the tourism industry, including the management of sustainable tourism development. The presented model of sustainable tourism development can allow the practice to consider separately the primary domain and the particular tourist destination, while at the same time must take into consideration the consequences as holistic as possible, because every tourist destination has a range of impacts on sustainable development. It also presents a model of sustainable tourism development takes into account all the possible surprises that may arise, so that tourism development can be planned in a truly sustainable way. We hope that managers will use the model shown planning for sustainable tourism development as an initial step in creating its own model in the future, thus the sustainability of tourism development in a specific tourist destination will be built in part of their practice.

Finally, we come to the conclusion that the critical importance of research designed to model sustainable tourism can be used as a concept in the development of new models in the future investigation of the value of resources of various tourist destinations and designing their desired authentic tourism products.

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PLANIRANJE MODELA ODRŽIVOG TURISTIČKOG RAZVOJA DESTINACIJE

Rezime: Cilj ovog istraživanja je razviti teorijsku osnovu i praktične modele razvoja održivog turizma, koji će osigurati razvoj konkurentnih destinacija, ekonomičan rast turističkog proizvoda i životnog standarda. Plan razvoja mora osigurati konkretne odgovore na sva ova pitanja, što znači da bi trebali imati jasnu viziju, koja podržava princip održivog razvoja, realne procene imovine i njihovih ekonomskih efekata. Istraživanje se zasniva na hipotezi formulisanih komponenti koje čine predloženi model razvoja održivog turizma. Teorijski model održivog razvoja turizma je u međusobnoj povezanosti s odabranim turističkim destinacijama, koje su skup autentičnog turističkog proizvoda. Uslov je da novi, naučno zasnovan na znanju i praksi dizajn modela razvoja održivog turizma, obezbedi da se turistička destinacija pozicionira kao prepoznatljiva i atraktivna. Ova studija pruža informacije da model za planiranje održivog razvoja turizma treba pratiti i prilagoditi potrebama u svetlu izmenjenih okolnosti, a kao prioritet vrednovanje u odnosu na njegove ciljeve.

Ključne reči: planiranje modela; održivi razvoj turizma; turistička destinacija; turistički proizvod.