

## **EXECUTIVE SUMMARY**

Tourism is the essential development factor of the tourist destination KVARNER in the Primorsko-goranska County.

Following the request of the Primorsko-goranska County and the Kvarner County Tourism Office, the team of scientists and experts from the University of Rijeka initiated research and elaboration of the MASTER PLAN FOR THE DEVELOPMENT OF TOURISM AT PRIMORSKO-GORANSKA COUNTY.

This research is based on a general hypothesis that tourism significantly contributes to economic growth, raises the standard and quality of life of the people living in the Primorsko-goranska County. In order to achieve that, Kvarner needs to become a tourist destination with new developmental principles, based on the scientific research and built on the practice of developed countries. The argumentation of that hypothesis is based on the theoretical and practical knowledge of the actual possibilities of sustainable development.

The goal of this research is to create a tourism development model, based on the theory and workable in practice, which will ensure the development of Kvarner as a competitive destination, of a profitable tourist product as well as the growth of standard. The Master plan includes concrete answers on all County's questions (clear vision, sustainable development, investment potentials, economic effects, prosperity and better quality of life for all citizens, ...) and it demonstrates the recognizable specific interest of each destination with respect to the developmental model. At the same time, the Master plan inaugurates partnership in reaching the goals of all the developmental factors within the public and private sectors, as well as defines the action guidelines and activities in relation to the holders (who, when, how).

Orderers and performers of the Master plan have made the Master plan as a main strategic development document which intends to encourage the development of tourism in Primorsko-goranska County, which should also encourage the development of other services. The main goal of the Master plan is to increase competitiveness of the tourist offer in the tourist destination in question, assuring at the same time the welfare growth for all citizens, especially for those whose destiny is directly or indirectly related to tourism. The importance of the Master plan spreads onto the other areas, which determines the future and marks possible directions of the further development of the tourist economy of the recognizable destination Kvarner in the Primorsko-goranska County.

The following methods were used during research activities and while drafting the Master plan: history method, analysis and synthesis methods, methods of abstraction and concretisation, inductive and deductive methods, comparison method, sample method, classification method, generalisation and specialisation methods, Delphi method, brainstorming, portfolio and SWOT analysis. The standard methodological instrumentarium was used and desk-research was based on the available documentation while making the relevant concept of the Master plan content, and field-research was based on verified methods and techniques.

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The project team's decision to analyse (test) the degree of knowledge reached during the research and to discuss it broadly in public and after the harmonisation to systematically include it into the finished parts of the Master plan was significant. The model elements, which reflect the agreement results of all interested participants from private and public sectors, non-profit organisations and associations, employed personnel and domicile inhabitants, were defined according to these starting points.

The Master plan for the development of tourism in Primorsko-goranska County is comprised of eight chapters, including the introduction. The first chapter gives the theoretical starting points in determining the tourist destination Kvarner as well as the revision of trends on the world tourist market. In order to make the quality basis for drafting the Master plan, the second chapter explains the available tourism development factors in Kvarner (geographical and traffic position, landscape, climate and hydrography, natural and cultural-historical heritage, population and human potential, traffic). The third chapter brings up the characteristics of the value of the Kvarner tourist system. The fourth chapter of the Master plan elaborates the developmental model of the Kvarner destination; besides the model selection, the following factors are also elaborated: vision and the aims of the development of tourism in Kvarner, strategy of destination product, positioning, principles and strategies of the investment into development, as well as the project proposal. The issues brought up in the fifth chapter are as follows: characteristics of the tourist offer, vision and aims of the destinations Kvarner – Gorski kotar, Rijeka and its area, Crikvenica-Vinodol Riviera, the islands of Rab, Krk, Cres, Lošinj. Special chapters of the Master plan are dedicated to Kvarner destination marketing, and to measures and programmes of support (incentives, education, Kvarner Investment Support System, managing the destination). The procedure of acceptance, execution, control and adjustment of the Master plan are described in the Master plan's final part.

The research results and the Master plan's benefits are clearly recognizable. The implementation of the Master plan assumes strengthening of the reciprocally related subjects in the offer of the unique tourist product destination, faster repositioning, creates favourable investment climate for the investors, higher degree of capacity utilisation, increase of productivity and the return on investment rate, which should all lead to higher quality of life of the domicile population.

The Master plan includes, as the essential part, the implementation plan and the monitoring of its realization. The implementation plan aims at putting into disposal to all subjects included into the tourist system of the Primorsko-goranska County a well elaborated, clear and practical model for any further development activities. The Master plan clearly defines:

- *What* has to be done
- *Who* has to do it
- The required *resources*
- *When* does it have to be done
- The level of *priorities*
- The associated *risks*

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The Master plan will be extremely valuable if it comes into life on a broad base and in real time. That will be accomplished if all the levels expected to understand the Plan and bring it into life, accept it. Those are, first of all, the local self-government units, tourist subjects, local tourist associations, other economic subjects and overall professional public, because only such approach ensures a broad influence on the creation of the sustainable tourism development in all areas.

The Master plan needs to be the basis and the starting point for the formation of destination management as the leader that will lead the development of tourism in Kvarner on these new grounds.