

STRATEGIC MANAGEMENT OF TOURISM AND CULTURAL RESOURCES IN THE DEVELOPMENT OF LOCAL ENTREPRENEURSHIP WITH GOOD PRACTICE EXAMPLES IN KOPRIVNICA-KRIŽEVCI COUNTY

STRATEŠKO UPRAVLJANJE TURISTIČKIM I KULTURNIM RESURSIMA ZA RAZVOJ LOKALNOG PODUZETNIŠTVA S PRIMJERIMA DOBRE PRAKSE U KOPRIVNIČKO-KRIŽEVAČKOJ ŽUPANIJU

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ABSTRACT

Tourism and cultural heritage are very complex in their content. Considering that tourism contributes to the overall economic development, tourism valorization of cultural heritage is in the function of entrepreneurship development. Protection and improvement of cultural and historical values, especially those architectural, in terms of market democracy as one of the primary tasks in which tourist destination should build its identity. The focus of the concept of economic development is not only the needs of a particular segment of consumers, but also the needs of the whole society. To create a concept of local tourism development it is essential to determine the possibility of tourist characteristics/features and values as well as the receptive possibilities of all those resources, natural and social, that will meet tourists' needs. This paper discusses the role and importance of cultural heritage, analyzes research results of visitors' attitudes and consumption of cultural attractions and events in the Republic of Croatia, and presents the examples of entrepreneurial projects based on tourism and cultural heritage in Koprivnica-Križevci County that influence local economic development.

Key words: Management, tourism, cultural heritage, resources, entrepreneurship, Koprivnica-Križevci County

Ključne riječi: menadžment, turizam, kulturna baština, resursi, poduzetništvo, Koprivničko-križevačka županija

1. INTRODUCTION

The orientation to a market economy implies overall and thorough restructuring of the total macro-economic environment. It affects the area of tourism as well. Application of a proper strategy can increase the competitive ability, accelerate economic growth, enhance economic development, increase the propulsion of exports and imports, raise living standards, achieve a satisfactory level of well-being and effective engage in international economic relations and processes.¹

Global trends in the tourism market and the competitiveness of certain tourist destinations are strongly connected with the dominant trends in the market. Tourist is now focused on the experiences and stories, he is active. Tourist wants to be a participant and seek for journeys that will contribute to his personal development. Croatian tourism has a distinctive characteristic of seasonality and concentration of tourist traffic on the narrow coastal strip. Such reliance on the product »sun and sea« in the long run cannot contribute to the substantial improvement of the competitive position of the Republic of Croatia as a tourist destination. Also the product »sun and sea« cannot increase tourism consumption, and even better use the total development potentials. Therefore, it is necessary to develop tourism products that will enable the use of available capacities beyond the summer months and activate tourism potentials of the continental Croatia.² The basic premise that tourism becomes successful is well thought-out strategy for valorization of tourism resources. Acceptable strategy for tourism valorization of cultural heritage should enable the revitalization and long-term improvement and development of competitive advantages of the certain region. It is necessary to introduce and adopt a strategy which achieves a certain level of efficiency, realize set goals and proactively direct future development.³

Long-term development of Croatian tourism should be based on the active protection of natural and cultural heritage. In the Republic of Croatia there are possibilities of application and development of culture content in the function of tourism development, but they are not enough explored.⁴ Therefore, the aim of this paper is to show the specific impact of tourism and cultural heritage in the development of local entrepreneurship through good practice examples in the Koprivnica-Križevci County.

2. METHODOLOGY

In the research, formulation and presentation of the results in this paper are used method of analysis, descriptive and historical methods. In order to realize research objectives were used methods for the collection of secondary information. Secondary information was collected by historical method. Applying this method the relevant bibliographic material, papers, publications and websites are analyzed. In the analysis of information and facts relating to the research, method of analysis was used. Descriptive method was recorded and described the facts relating to the development of tourism based on the valorization of cultural heritage in the Koprivnica-Križevci County, as well as in the Republic of Croatia.

¹ GREDIČAK Tatjana, Kulturna baština u funkciji turizma (Cultural heritage in the function of tourism), *Acta Turistica Nova*, 2(2), Utilus visoka poslovna škola, Zagreb, 2008., 151-280.

² DEMONJA Damir, GREDIČAK Tatjana, Contribution to the Research on Rural Resorts in the Function of Tourism Products and Services Distribution: the Example of the Republic of Croatia, *Eastern European Countryside*, 21, 2015., 137-151.

³ GREDIČAK Tatjana, Kulturna baština u funkciji turizma (Cultural heritage in the function of tourism), op. cit., 153.

⁴ DEMONJA Damir, GREDIČAK Tatjana, Tourism and culture in the function of local economic development, *Podravina – časopis za multidisciplinarna istraživanja*, Meridijani, Samobor, 14(27), 2015., 190-204.

3. DISCUSSION

3.1. The role and importance of cultural heritage and its tourism valorization

Cultural heritage as an expression of human's creation over a long period of time implies a set of material and spiritual values. They are caused by the material and spiritual human intervention in nature, society and thought. Cultural heritage includes all forms of human expression through which man/person presents his experience, ideas and vision.⁵ Cultural heritage involves buildings, locations, people and activities that have the characteristics to enrich the human personality, wider horizons, raise the general cultural level and develop communication. To understand the cultural heritage in the function of tourism development, in the interrelationship should be put terms of cultural heritage and tourism. For example, from tourism can be distinguished by human labor created value, and ignore those natural. Then remain common spaces and phenomena that man created and creates, and which are a reflection of human creativity. What is different in culture and tourism is the place where something happens. Culture, in relation to participants, happens everywhere, in various spaces and times, tourism, however, do not. Tourism, in relation to the tourists, only happens outside the place of permanent residence.⁶

Most developing countries don't have lots of opportunities for participation in the global economy except through tourism. Even then it applies the receptive aspect. Cultural heritage determines and respects the development of tourism, giving him a special social value and impact on increasing its economic effects. Tourism plays a significant role in the evaluation of all elements of cultural heritage. Cultural motives in tourism sometimes are so dominant that shape the specific types and forms of tourism. Tourism of all those that in any way participate in him actively requires a lot of cultural awareness and special knowledge. Tourism so much culturally enriches them that assumes and creates a special culture. Including a growing number of cultural heritage, factors in tourism are expanding his spatial and quantitative dimensions. In some cases, the relationships between cultural heritage and tourism, as well as their mutual influences, are much intertwined. So intense that cultural heritage and tourism on the objectives, functions, effects and external manifestations merge into a single phenomenon. The fact that cultural heritage is executed or may execute significant tourist functions, resulting with possibility and necessity of close cooperation between culture and tourism.⁷

With regard to the quantitative (growth) and qualitative changes (development), modern tourism today is largely determined by the overall social changes and reflects the value system that brings such changes.⁸ Cultural heritage is sufficient and significant resource base for the development of cultural tourism in order to meet the needs of tourists. Cultural heritage makes the passive part of the cultural tourism offer, and contemporary tourism seeking activities, events and excitement, so cultural heritage must be revived by cultural activities. Cultural heritage is one of the main factors of expansion of the tourist phenomenon and makes an important foundation on which tourism began to develop, and still evolving. It is in the sphere of cultural heritage created the first motives for tourist travels and constantly appearing new incentives.⁹ Those elements of cultural heritage, which are attractive because of their

⁵ MAROEVIĆ Ivo, Sadašnjost baštine (The present of the heritage), Društvo povjesničara umjetnosti SR Hrvatske (The Association of Art Historians of the Socialist Republic of Croatia), Zagreb, 1986., 30.

⁶ GREDIČAK Tatjana, Kulturna baština u funkciji turizma (Cultural heritage in the function of tourism), op. cit., 155.

⁷ DEMONJA Damir, GREDIČAK Tatjana, Kulturni dječičtvi a cestovni ruch: chorvatské zkušenosti (Cultural Heritage and Tourism: Croatian Experiences), *Narodopisna Revue (Journal of Ethnology)*, 3, 2015., 307-317.

⁸ GREDIČAK Tatjana, Kulturni turizam i segmentacija tržišta (Cultural tourism and market segmentation), in: ZMAIĆ Krunoslav, GRGIĆ Ivo, SUDARIĆ Tihana (eds), *Zbornik radova sa znanstveno-stručnog skupa »Tradicijom usprkos krizi«, Vinkovci, 06.-07. rujna 2012. (Conference Proceedings from the scientific-professional meeting »Tradition despite the crisis«, Vinkovci, September 6-7, 2012)*, Sveučilište Josipa Jurja Strossmayera, Poljoprivredni fakultet u Osijeku (Josip Juraj Strossmayer University, Faculty of Agriculture in Osijek), 2012., 13.

⁹ GREDIČAK Tatjana, Kulturna baština u funkciji turizma (Cultural heritage in the function of tourism), op. cit., 160.

particular historical significance and great cultural, artistic or scientific value always determine the goals, directions, spatial concentration and temporal frequency of the greater number of total tourism trends in the world.

The main characteristic of cultural heritage is that it is tied to a specific area. National cultural heritage is associated with the area of the current/actual state. In this context, taking into account previous historical conditions and events, it is difficult to imagine possible changes already adopted national slant of famous cultural heritage. In determining the cultural heritage must be considered possible fact that cultural heritage on the territory of a country/state or region can be enriched with traces and testimonies of some previous cultures and other nations who have lived in a particular area in the course of historical events and thus influenced on the creation of current cultural environment.¹⁰

The basic strategy that emphasizes possible use of cultural heritage resources includes promotional, tourism and scientific exploitation of cultural heritage. That meant a kind of strategy is a system where there is clearly defined concept designed to attract people. Tourists, guests and visitors encouraged with the values of cultural heritage decide on the destination of their journey. Thus, the use of cultural heritage is ranging from encouraging the interest in various forms of promotion to stimulating that promotion which shows the most efficient in their efforts to create pleasure by visiting the destination. This concrete satisfaction is reflected in imagining the attractive pictures before visiting a particular destination, and especially after the visit.¹¹ Or, the level of satisfaction in concrete form manifests itself through interpretation of seen and experienced. After time spent in the tourist destination it is reflected in the specific behavior of tourists in the area in which they live and work.

Orientation on tourism based on the valorization of cultural heritage is a result of saturation of using only natural sources such as, for example, sea, air, forests, land and mountains. Tourism based on the valorization of the potentials of cultural heritage is also the result of the inclusion of an increasing number of people in tourism which can be viewed as a kind of social and economic phenomenon. This is especially noticeable between the two world wars and after the Second World War. The source of tourism can be linked to the characteristics of people to willingly leave their permanent place of residence in order to stay in other places where they devote to other activities, something different than those practiced at home.¹²

Following the experiences of many countries in the field of tourism economy, decades ago could be seen that the tourist offer focuses on two elements: natural and cultural. Both elements require long and intensive preparations, and later maintenance. That means it takes to create the infrastructure requirements relating to the construction of adequate transport and accommodation infrastructure. It is particularly important relevant promotion that highlights the specifics, understandable and acceptable reasons for selecting exactly one of the many tourist destinations.¹³

The coexistence of cultural heritage and tourism offer proper fit in the phrase sustainable development. The cultural heritage is sensitive to improper use and maintenance as the natural heritage. At the same time, the local population accepts objects/facilities of cultural heritage as objects/facilities from a

¹⁰ GREDIČAK Tatjana, Kulturna baština i gospodarski razvitak Republike Hrvatske (Cultural heritage and economic development of the Republic of Croatia), *Ekonomski pregled (Economic Review)*, 60(3-4), Hrvatsko društvo ekonomista (Croatian Economic Association (CEA)), Zagreb, 2009., 199.

¹¹ DEMONJA Damir, GREDIČAK Tatjana, Kulturni dedictivi a cestovni ruch: chorvatské zkušnosti (Cultural Heritage and Tourism: Croatian Experiences), op. cit., 307-317.

¹² GREDIČAK Tatjana, Upravljanje lokalnim ekonomskim razvojem – Turistička valorizacija kulturne baštine u funkciji ekonomskog razvoja (Management of local economic development – Tourism valorization of cultural heritage in a function of economic development), in: BOŽIĆ Nikša and DUMBOVIĆ BILUŠIĆ Biserka (eds), *Zbornik radova s međunarodnog skupa »Modeli upravljanja procesima obnove i razvoja povijesnih gradova«, Ivanić Grad, 11. studenog 2011. (Proceedings from the international conference »Models for management of historical towns revitalization and development processes«, Ivanić Grad, November 11, 2011)*, Hrvatska sekcija ECOVAST, Zagreb (ECOVAST Croatian Section, Zagreb), 2011., 1-11, Internet, http://www.ecovast.hr/dokumenti/publikacije/Ivanic2009/12_Gredicak.pdf, 12/10/2016.

¹³ GREDIČAK Tatjana, Kulturna baština i gospodarski razvitak Republike Hrvatske (Cultural heritage and economic development of the Republic of Croatia), op. cit., 197.

neighboring yard. So, they find it is quite natural and logical that the object/facility is located exactly where it was conceived and built by previous generations.¹⁴ Over time, changes in the lifestyle of the host are inevitable, especially in the area of agricultural production that bring changes in all the traditional components of life.¹⁵ Therefore, the sensitivity of the maintenance and use of cultural heritage objects/facilities refers to the level of national wealth and everyday life of the local population. Hence the need for rational use of cultural heritage is totally acceptable. From this derive common misunderstandings about the valorization of cultural heritage objects/facilities. Therefore, it must be stressed the needed seriousness or responsibility for creating marketing strategies. The strategy seeks to protect objects/facilities of cultural heritage and at the same time use them as a source of tourism and general economic development.

3.2. Tourism valorization of cultural heritage in the Republic of Croatia: the research results of visitors' attitudes and consumption of cultural attractions and events in the Republic of Croatia

Despite the fact that tourism valorization of cultural heritage in the Republic of Croatia has not been systematically developed, culture has always been an integral part of tourism. One of strategic objectives of Croatian tourism development should be development of tourist destination product offer. This includes the development of cultural resources potentials. The strategic objective is that Republic of Croatia its tourism development base on the preservation of diverse natural and cultural resources, as well as on the principles of sustainable development in planning a quality tourist offer, and was clearly indicated the importance of cultural tourism for the design of future Croatian tourism development. Also, it is necessary to have a clear view to the importance of cultural tourism in Croatia. In all Croatian regions in determining the most important topics of tourism products an important role belongs to the culture.

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 Croatia¹⁶ and Development Strategy of Croatian Tourism until 2010.¹⁷ 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. Those two strategies were basis for Development Strategy of Cultural Tourism, designed by the Institute for tourism from Zagreb in 2003.¹⁸ 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

¹⁴ Ibid., 214.

¹⁵ GREDIČAK Tatjana, Ruralni turizam u funkciji očuvanja tradicionalnog identiteta (Rural tourism in the function of preserving the traditional identity), in: ZMAIĆ Krunoslav, GRGIĆ Ivo, SUDARIĆ Tihana (eds), *Zbornik radova sa znanstveno-stručnog skupa »Tradicijom usprkos krizi«, Vinkovci, 08.-09. rujna 2011. (Conference Proceedings from the scientific-professional meeting »Tradition despite the crisis«, Vinkovci, September 8-9, 2012)*, Sveučilište Josipa Jurja Strossmayera, Poljoprivredni fakultet u Osijeku (Josip Juraj Strossmayer University, Faculty of Agriculture in Osijek), 2011., 22.

¹⁶ Hrvatska u 21. stoljeću, Strategija kulturnog razvitka, Dokument (Croatia in the 21st Century, Strategy of cultural development, Document), Ministarstvo kulture Republike Hrvatske, Zagreb (Ministry of culture of the Republic of Croatia, Zagreb), 2003., Internet, <http://www.culturelink.org/news/publics/2009/strategy.pdf>, 12/10/2016.

¹⁷ Strategija razvoja hrvatskog turizma do 2010. godine (Development Strategy of Croatian Tourism until 2010), Ministarstvo turizma Republike Hrvatske, Zagreb (Ministry of Tourism of the Republic of Croatia, Zagreb), 2003., Internet, <http://www.mint.hr/UserDocsImages/Strategija%20hrvatskog%20turizma%20-%20finalna%20verzija.pdf>, 12/10/2016.

¹⁸ Strategija razvoja kulturnog turizma: Od turizma i kulture do kulturnog turizma (Development Strategy of Cultural Tourism: From tourism and culture to cultural tourism), Institut za turizam (Institute for Tourism), Zagreb, 2003.

through systematic education form Croatia as a destination of high quality cultural-tourism image. That Strategy, its objectives, role of the key state institutions involved in its implementation in the Republic of Croatia and results of the Strategy implementation are detailed analyzed by the authors of this article.¹⁹

The first comprehensive research of visitor's attitudes and consumption of cultural attractions and events in Croatia was conducted in 2008 by the Institute for Tourism, Zagreb, for the purposes of the Ministry of Tourism of the Republic of Croatia in collaboration with the Council for Cultural Tourism of the Croatian National Tourist Board.²⁰ The aim of this research was to collect data on the characteristics of tourism demand and consumption of cultural visitors to cultural attractions and events in Croatia, for which was chosen 37 cultural attractions: 16 cultural-historical sights, 9 museums and galleries, and 12 events, equally allocated in coastal and continental counties in Croatia. This research also bridge the lack of quality statistical data/indicators on the activities related to tourist visits to cultural events and attractions in Croatia. The Croatian Bureau of Statistics monitors only the total number of visitors of selected tourist attractions.²¹ In these attractions are included cultural ones whose attendances are monitored by the number of sold tickets or it is about the number of visitors estimated by the manager of these attractions. However, a number of attractions involved in this kind of statistical monitoring are limited and indicators alone do not reveal anything about the visitor's structure, and such research are incomplete and not authentic.

Indicators obtained from the research of visitor's attitudes and consumption of cultural attractions and events in Croatia reveal that visitors are middle (47%) and younger (30%) age, with a slightly higher share of men (53%). Cultural tourists are mostly university educated (38%) or have completed high school (24%). Most (55%) have total monthly household income in the range of 1000 to 3000 euros. Among the cultural tourists dominate foreign visitors (62%), and individually significant group consists of visitors from Italy (15%), Germany (14%), France (9%) and the UK (9%). Among domestic visitors dominated those from their own county (44%). Cultural tourists mostly spend the night in a place where cultural attraction is located or event is held (43%), or they are excursionists, i.e. arrived from a place of permanent residence (26%). Among foreign cultural tourists increasing share are of those in the first visit to Croatia (30%) compared to summer tourists stationed in Croatian coastal regions (19%).²²

¹⁹ DEMONJA Damir, Institucijska mreža kulturnog turizma (Institutional Network of Cultural Tourism), in: PETROVIĆ LEŠ Tihana i PLETENAC Tomislav (eds), *Etnologija i kulturni turizam (Ethnology and Cultural Tourism)*, Filozofski fakultet Sveučilišta u Zagrebu, Odsjek za etnologiju i kulturnu antropologiju (Faculty of Humanities and Social Sciences University of Zagreb, Department of Ethnology and Cultural Anthropology), Zagreb, 2006., 11-15; DEMONJA Damir, Cultural tourism in Croatia and some European countries: Croatian cultural strategies, scientific texts and institutional framework, *Croatian International Relations Review – CIRR*, 14(50/51), Institute for Development and International Relations (IRMO), Zagreb, 2008., 3-6; DEMONJA Damir, Cultural tourism in Croatia after the implementation of the Strategy of development of cultural tourism, *International Scientific Journal – Turizam*, 17(1), Department of Geography, Tourism and Hotel Management, Faculty of Science, University of Novi Sad, Novi Sad, Serbia, 2013., 8-13; DEMONJA Damir, GREDIČAK Tatjana, Kulturni dječiví a cestovný ruch: chorvatské zkušenosti (Cultural Heritage and Tourism: Croatian Experiences), op. cit., 309-311; DEMONJA Damir, GREDIČAK Tatjana, Exploring the cultural tourism-sustainable development nexus: the case of Croatia, *Scientific Annals of the »Alexandru Ioan Cuza« University of Iași Economic Sciences*, 61(2), 2014., 166-169; DEMONJA Damir, Kulturni turizam: hrvatska iskustva (Cultural tourism: Croatian experiences), *Antropologija*, 11(1), 2011., 183-197.

²⁰ TOMLJENović Renata, MARUŠIĆ Zrinka, Stavovi i potrošnja posjetitelja kulturnih atrakcija i događanja u Hrvatskoj: TOMAS Kulturni turizam 2008 (Attitudes and Consumption of Cultural Attractions and Events in Croatia: TOMAS Cultural Tourism 2008), Institut za turizam (Institute for Tourism), Zagreb, 2009., Internet, http://www.iztg.hr/UserFiles/File/novosti/2009_TOMAS_Kulturni_turizam_2008_Sazetak_i_Prezentacija.pdf, 12/10/2016. Analysis and comments of performed research see in: DEMONJA Damir, Cultural tourism in Croatia after the implementation of the Strategy of development of cultural tourism, op. cit., 13-14.

²¹ Statistički ljetopis Republike Hrvatske 2013. (Statistical Yearbook of the Republic of Croatia 2013), Državni zavod za statistiku Republike Hrvatske (Croatian Bureau of Statistics), Zagreb, 2013., 409-426.

²² TOMLJENović Renata, MARUŠIĆ Zrinka, Stavovi i potrošnja posjetitelja kulturnih atrakcija i događanja u Hrvatskoj: TOMAS Kulturni turizam 2008 (Attitudes and Consumption of Cultural Attractions and Events in Croatia: TOMAS Cultural Tourism 2008), op. cit., IV, Internet, http://www.iztg.hr/UserFiles/File/novosti/2009_TOMAS_Kulturni_turizam_2008_Sazetak_i_Prezentacija.pdf, 12/10/2016.

Most visitors of cultural attractions and events are motivated by desire to learn (26%), combined with the image or reputation of attractions/events (18%), curiosity (18%) and the desire to get together with the accompanying persons (17%). Cultural tourists gather information on cultural attraction or event more than a year in advance (46%), or upon arrival at the destination (26%). In doing so, they usually rely on the recommendations of friends, relatives or local residents. From formal channels, they mostly use the internet (21%), printed promotional materials (18%), radio/TV (16%), printed tourist guides (14%) and newspapers/magazines (14%).

Most visitors (59%) are in the first visit to a cultural attraction/event, and 22% in the second visit. Cultural events have the highest proportion of those visitors who are in re-visit (52%). The vast majority of visitors are satisfied with the visit. For the 48% of them visit has surpassed their expectations, while for the 47% is in accordance with expectations. The visitors were satisfied with the quality of settings/programs, opportunities to learn something new, professional staff, and the cleanliness and neatness. Visitors were particularly dissatisfied with signalization on roads, availability of information before travel and upon arrival at the destination.²³

Most visitors have already visited or plan to visit secular (65%) and religious (64%) sites, museums and galleries (59%) and cultural events (42%). Approximately 1/3 of visitors show interest in music and stage performances and themed trails/paths. A large proportion of visitors (60%) expressed interest in participating in creative workshops, among which are the most popular culinary courses (24%), participation in harvests (23%) and archaeological excavations (21%). Most foreign cultural tourists identify Croatia with a rich cultural and historical heritage (84%), hospitality (82%), relaxed way of life (75%), unique customs, traditions and gastronomy (72%), the richness of museums and galleries (71%) and lively atmosphere (70%). Approximately 50% to 60% of visitors identified Croatia with festivals and events, rich cultural and artistic life and a destination suitable for culture motivated travel/trips.²⁴

One third of visitors may be considered targeted, culture motivated tourists that travel specifically to visit cultural attraction/event or they are on culture motivated vacation. Events attract the largest proportion of culture motivated visitors (46%), followed by cultural heritage (34%) and museums/galleries (30%). Also, cultural attractions and events in continental counties of Croatia attract a significantly higher proportion of culture motivated visitors (49%) compared to those in coastal counties (27%). About 70% of cultural tourists are on a multi-day/several day's journey on which achieved an average of eight nights. Basically they are staying in private accommodation (32%), at friends/relatives (25%) and in hotels (22%). The vast majority of visitors (85%) travels organize independently. Of those who use services of travel agencies, they are mostly book/reserve accommodation (76%) and transportation (74%).²⁵

The average daily consumption of visitors of cultural attractions and events in several days' trips is on average 45 euros. Visitors who have stayed in paid (commercial) forms of accommodation spend per day on average 57 euros (4 euros, or 7% of total daily consumption of culture and entertainment). Those who stay in their own cottage, house or apartment, or with relatives or friends and therefore do not have the cost of accommodation, daily consume significantly less – an average 20 euros (2.5 euros per day or 13% of total daily expenses for culture and entertainment). From a total of 28 euros, as on average spend day visitors of cultural attractions and events, on culture stands 3.5 euros, or 13% of total daily expenses. Considering the type of visited attraction/event, the best consumers are visitors of museums and galleries. On several daily trips they spend an average of 57 euros and 35 euros on one day trips. Considering the location, visitors of cultural attractions and sites on the continent are spending average more on several daily trips with paid overnight stays (on average 65 euros per day compared to 55 euros that spend visitors in coastal areas and islands), and half less of visitors on one day visit/trip in coastal areas and islands (23 euros compared to 47 euros).²⁶

²³ Ibid.

²⁴ Ibid., IV-V.

²⁵ Ibid., V.

²⁶ Ibid.

3.3. The importance of the inclusion of cultural heritage in the tourist offer of the Republic of Croatia

Cultural heritage should be systematically included in the tourist offer of the Republic of Croatia. The existence of cultural heritage in the tourist offer is the result of raising awareness that the whole Adriatic or Blue Croatia is located on almost inexhaustible source of historical events. This claim relates to the continental and to the maritime part of Croatia, because Adriatic Sea for millennia is irreplaceable maritime route of the former, in today's terms, small countries/states. These countries/states in the past centuries created content that can still be intensively used for tourism purposes.²⁷ Therefore, the cultural heritage is excellent source of cultural tourism particularly in Croatia. Cultural tourism complemented by natural conditions must create prestigious, competitive tourist destinations. Despite these historical facts and those about the importance of tourism economy for the development of the Republic of Croatia, the existence of cultural heritage and cultural tourism in the overall tourism offer in Croatia is still not enough and properly used. Tourist trends are basically directed towards areas that have the natural and cultural resources, and other conditions that allow satisfying tourist needs. This means that the creation of effective marketing management in the function of tourism development in tourist destinations and lower spatial units must be based and arise from the attributes, characteristics, tourist values and reception capabilities of these resources. It should also take into account other conditions such as, for example, need, demand and size of the market demand.²⁸

The richness of tangible and intangible cultural heritage of the Republic of Croatia is a resource for the development of Croatian cultural tourism in all its forms. Cultural tourism is a generator of sustainable development, it allows the places that are not solely tourist become interesting for tourists, but also to the local population, with well-thought strategies based on local cultural and artistic potentials. Cultural tourism products as key components of cultural tourism, contribute to enriching the image of the destination, increase consumption, length of stay and tourist satisfaction, which ultimately contributes to sustainable development of the place or region in which those products are consumed.²⁹ The concept of development of tourist destinations, regions, places and sites, is determined by the number of endogenous and exogenous factors which owns the destination itself. Endogenous factors are: resources, location, roads and transport links, demographic and economic conditions, the achieved level of tourism development, the achieved level of general socio-economic development, cultural and civilizational surroundings.³⁰ Exogenous factors are: market demand, position in relation to the market, the connection with the market, the impact of competitive destinations, global economic, developmental and tourism policy of the country and the conditions resulting from those policies.³¹

In the chapter that follows, the good practice examples of entrepreneurial projects based on cultural heritage and tourism in the Koprivnica-Križevci County are presented.

²⁷ GREDIČAK Tatjana, *Kulturna baština i gospodarski razvitak Republike Hrvatske (Cultural heritage and economic development of the Republic of Croatia)*, op. cit., 202.

²⁸ GREDIČAK Tatjana, *Marketing strategija ruralnog turizma (Marketing strategy of rural tourism)*, in: KATICA Dijana (ed.), *Zbornik radova Drugog hrvatskog kongresa o ruralnom turizmu »Konceptija dugoročnog razvoja ruralnog turizma«, 21.-25. travanj 2010., Mali Lošinj (Conference Proceedings from Second Croatian Congress of Rural Tourism »The concept of long-term development of rural tourism«, April 21-25, 2010)*, Hrvatski farmer d.d., Zagreb, 2010., 114.

²⁹ DEMONJA Damir, GREDIČAK Tatjana, *Uloga marketinga u razvoju kulturnog turizma u Hrvatskoj (The role of marketing in the development of cultural tourism in Croatia)*, *Podravina*, 13(25), Meridijani, Samobor, 2014., 112-128.

³⁰ DEMONJA Damir, GREDIČAK Tatjana, *Exploring the cultural tourism-sustainable development nexus: the case of Croatia*, op. cit., 161-179.

³¹ GREDIČAK Tatjana, *Marketing strategija ruralnog turizma (Marketing strategy of rural tourism)*, op. cit., 111.

3.4. Examples of entrepreneurial projects based on cultural heritage and tourism in Koprivnica-Križevci County

Koprivnica-Križevci County is situated in northwest part of the Republic of Croatia. It is located in a group of Counties of Central Croatia, together with Zagreb County, Krapina-Zagorje County, Varaždin County, Međimurje County, Bjelovar-Bilogora County, Sisak-Moslavina County and Karlovac County. From the northeast side it borders with the Republic of Hungary. Inside the Republic of Croatia, Koprivnica-Križevci County borders with the following counties: Međimurje County, Varaždin County, Zagreb County, Bjelovar-Bilogora County and Virovitica-Podravina County. With the area of 1.748 km² is the seventeenth county by size in Croatia, while by the number of 115.582 inhabitants is sixteenth by size.

According to natural-geographical regionalization of the Republic of Croatia, Koprivnica-Križevci County belongs to Panonia megaregion, and inside it basin of northwest Croatia.

The area of Koprivnica-Križevci County is extremely diverse, and includes few whole areas which mutually distinguish not only by natural-geographical but as well by economic, demographic, traffic and other characteristics.

Northeast part of the County makes Drava river valley. At that part of the County dominates agricultural activity with significant oil fields and natural gas. This part of the space is populated with slightly higher and concentrated settlements, which partially, due to good traffic connections with Koprivnica, adopt certain elements of urbanization. As central settlements of this area stand out in the first instance Koprivnica, traditional center created at the contact of plains and mountain part of the County, and smaller Đurđevac in east part of the ledge.

Mountain part of the County makes area of Kalnik hills and Bilogora, area of the hilly relief. Whole hills is separated with the Valley of Koprivnica River in two parts. Bilogora part (maximum height 307 m s.l.) situated on northwest part, while the other part makes the area of Kalnik hills, with the highest peak of Kalnik (642 m s.l.). In this area dominate small rural settlements (except town Križevci), with highly negative demographic characteristics.

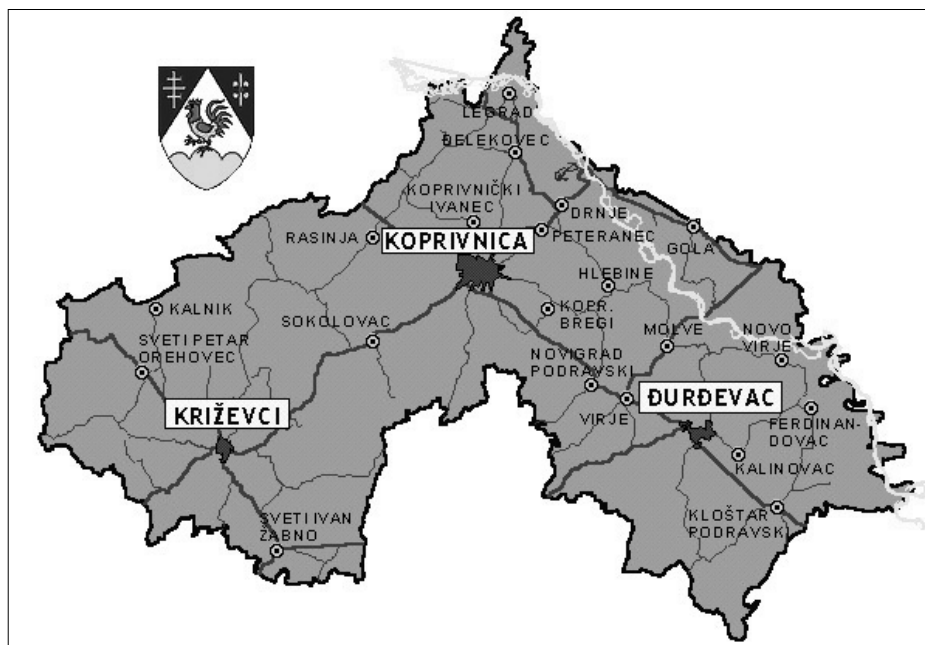
Geographic-traffic position of the County mark two directions: secondary transverse and longitudinal traffic direction. Transverse direction enables connecting of the Republic of Croatia (especially the Adriatic) with central European and east European countries, and at the same time connects Podravina basin with Zagreb. That transverse traffic direction crosses over low Lepavina Previa and represents also natural-geographic favorable route which is not evaluated enough, and at the same time represents lowland communication between Drava and Sava valley. By secondary longitudinal direction which goes on Drava valley is connected central Croatia with east Croatia and west European and central European countries with southeast Europe.

In the Koprivnica-Križevci County some of the positive examples of the organization of tourist services related to cultural heritage and traditional life are: Captain's House (Kapetanova kuća) in Križevci, Farm Sunny Village (Imanje Sunčano selo) in Jagnjedovec, Rural household Jurjević in Peteranec, hotel »Bijela kuća« in Koprivnica, hotel »Podravina« in Koprivnica and hotel »Picok« in Đurđevac.³²

Captain's House (Kapetanova kuća), Križevci

Križevci is one of the oldest Croatian towns, its ancient history dating back to 6.000 BC. Situated in the north-west of the country, on the southern slopes of Mountain Kalnik, Križevci lies 50 km in easterly direction from Zagreb, and is surrounded by Varaždin (50 km) from the north-west, Koprivnica (30 km) in the east, and Bjelovar (30 km) from the south-east. Križevci is the cultural, historic, economic and administrative heart of Prigorje and belongs to Koprivnica-Križevci County. The town itself consists of

³² The presented examples of good entrepreneurial practices in the field of cultural heritage and tourism in Koprivnica-Križevci County represent a small part of the authors of that paper research results, which was conducted in 2015, about the relationship between cultural heritage and tourism in the good practice entrepreneurial examples in the Republic of Croatia.



Picture 1: The map of the Koprivnica-Križevci County

Source: Koprivničko-križevačka županija, About the county. Towns and Municipalities, Internet, <http://kckzz.hr/en/about-the-county/towns-and-municipalities/>, 12/10/2016.

an Upper and Lower Town. In 1252, the Upper Town was granted privileges as Free Royal Town and in 1752 empress Maria Teresia had the two parts united giving them a plural name Križevci. There are many reasons to visit Križevci and its vicinity: business, cultural, sports, religious, health due to the unpolluted environment, and tourism which brings them all together.

Captain's House is settled in the Upper Town ambience of the Town of Križevci.³³ The whole area is covered in greenery, stretching from the south to the north, along chestnut-tree and plane-tree lined road, with vegetable and flower gardens. The Upper Town is the location of many cultural and historic monuments such as the Church of St. Marko Križevčanin, the Greek-Catholic Cathedral of the Holy Trinity, the town cemetery with St. Rock Chapel and others. The Captain's House is made up of an older and a newer part in the garden that can be described as a nature park: the richness and imaginativeness of horticulture make the whole place romantic and relaxing. The lawns carefully mown, the orchard with authentic fruit sorts, the organic vegetable garden, the swings for the children and the grill bower make stay in the Captain's House pleasant. There is, also, two dog boxes for the guests' pets, as well as spacious garage for the cars. The living room on the ground floor is full of details of original arts from all continents situated in the imaginative architectural solution, and the senses of the warmth are achieved by the open fire. The offer includes domestic products as juices, jams, home-baked bread, cakes and other delicacies of local cuisine.

Accommodation capacity consists of two rooms of which one, single room, is on the ground floor adjoining the living room. It is, actually, the Captain's room designed with numerous details of a cabin, of the same size as the one on board. A double room is positioned in the attic and can be reached from the living room by the wooden staircase. That living room could be named the museum of creativity of civilizations. The items displayed show what can be found all over the world throughout the years of voyages and what a family can collect whenever they came on the firm ground they would buy a souvenir typical of the land they visited. The room has double bed surrounded by various details from the East to the West.

³³ Kapetanova kuća (Captain's House) Križevci, Internet, http://www.kapetanova-kuca.hr/index_e.html, 12/10/2016.

Farm Sunny Village (Imanje Sunčano selo), Jagnjedovec

Farm/lodging Sunny Village is located in the village Jagnjedovec, on the slopes of Mountain Bilogora and is 7 kilometers southwest of Koprivnica.³⁴ Through the village passes road Koprivnica-Bjelovar, Koprivnica cycling route 2 and Koprivnica hiking trail. Farm includes traditional buildings from the last century, a playground for various sports, gazebo overlooking the whole area, fishpond and farm buildings. Four rooms to accommodate up to 14 guests can be found in Drava-Prigorje region traditional wooden houses. Farm offers a diverse, autochthonous gastronomic offer based on vegetables and fruits from own breeding in the vegetable garden and orchard with old sorts. The offer also includes day trips for groups of children and adults with a tour of the ethnographic collection, outdoor activities, a small ethnographic workshop tailored to the age and interests and multi-day stays for families and groups with sightseeing the surrounding area on foot or by bicycle.

Rural household Jurjević, Peteranec

Rural household Jurjević is 4 km far from Koprivnica. Gastronomic offer of the Jurjević rural household is based on authentic, local specialties and fish dishes, and wines of the area of Podravina. As part of the household is a fishpond for recreational fishing. In addition to fishpond, guests are offered recreation on small playground, hanging bowling or table tennis. Also, in the vicinity of household is Center of Croatian Naive Art in Hlebine.

Hotel »Bijela kuća«, Koprivnica

Hotel »Bijela kuća« is a modern accommodation and catering facility, located near the bus and train station, and is the ideal choice for travelers that come in Koprivnica by bus or a train. The hotel has 12 rooms and 1 suite, and is only a few minutes away from the center of town with many natural, cultural and historical sights of Koprivnica, such as the main town square and park, Koprivnica fort and armory, churches of St. Anthony of Padua, St. Nicholas and St. Mary, the city museum and a museum of food.

Hotel »Podravina«, Koprivnica

Hotel »Podravina« is located in the center of Koprivnica, and as a city hotel it is the perfect place to vacation for individuals and groups and the organization of various business events and meetings. Guests have at their disposal 60 rooms and 3 suites with bathroom, mini bar, telephone, MAX TV, high-speed wireless Internet access available in each room, air conditioned restaurant, world-class national and international cuisine, a cocktail bar and a hall for the organization of meetings, expert meetings, presentations and seminars, with modern technical equipment. In addition, the hotel offers the possibility to organize weddings, business lunches, banquets, cocktail parties and other festive events.

Hotel »Picok«, Đurđevac

Hotel »Picok« is located in Đurđevac, in the heart of Podravina.³⁵ Hotel accommodation facilities are 180 beds, i.e. 74 double rooms, 4 suites and 2 specially designed rooms for people with special needs, a restaurant, cocktail bar, summer terrace, room for meetings and various celebrations, and one kind of specialty, »Đurđevačka iža«, decorated in the traditional Podravina style. All rooms are air-conditioned, equipped with satellite TV, direct dial telephone, wireless internet, deposit box and mini-bar. Hotel »Picok« has three meeting rooms: the largest fits organizing events up to 250 people, the middle room is ideal for presentations, seminars and training to 100 people, and »Hunting Room« (»Lovačka soba«) for 40 people is ideal for private business meetings. Within the hotel is excursion site »Stara Drava – Lepa Greda« located on the river Drava where it is possible to organize various sports competitions, team building programs and similar events with a comprehensive gastronomic offer. The hotel also has wellness & spa, fitness center, large swimming pool and jacuzzi.

³⁴ Sunčano selo Jagnjedovec 116 (Sunny Village Jagnjedovec), Internet, <http://www.suncanoselo.com/onama.html>, 12/10/2016.

³⁵ Hotel »Picok«, Internet, <http://hotel-picok.hr/>, 12/10/2016.

4. CONCLUSION REMARKS

Elements of cultural heritage which are attractive because of their particular historical significance and of great cultural, artistic or scientific value always define the objectives, directions, spatial concentration and temporal frequency of a good part of the total tourism trends in the world. Tourism as a temporary abandonment of permanent domicile always supposes a certain degree of personal culture. This can be in the form of mere curiosity and simplest desire for knowledge and cognition. From the level/degree of development of subjective culture and culture of consciousness depends power and differentiation of tourist motives and intensity of tourist movements. The World Tourism Organization (WTO) data show that 37% of all international travels involve some form of tourism valorization of cultural heritage, and demand for international travels will rise for 15% until the year 2020.³⁶ Based on this tourism valorization of cultural heritage greatly contributes to the increase in the number of tourists in a tourist destination. This is reflected in the Republic of Croatia, where an increasing number of foreign tourists participate in cultural activities, visit cultural and historical sites, attend concerts, performances and cultural events.

The fact is that the resource attributes and characteristics meet the tourist needs. In this sense some resource will attract and bind to themselves only those segments of tourism demand, which on its attributes and characteristics can satisfy their needs. This leads to the possibility that on the basis of knowing these attributes determine the types and forms of tourism that can be developed in a specific destination. Also, there is no doubt that there are close links between cultural heritage and tourism, which with their own existence and altering significantly affect each other. Cultural heritage has value as a testimony of human skill and art, as a masterpiece of a certain period, as an immediate life frame adjusted to the historical periods and conditioned by the social position of their users.

It can be concluded that the tourism valorization of the cultural heritage is one of the selective forms of tourism that economy gives long-term competitive advantage. For the tourism sector the systematic development of cultural tourism offer brings numerous advantages. That raises the overall quality of the tourism product, attracts tourists with greater spending power, extends the season, and geographically expands demand outside the main tourist flows. This encourages the regional economy of destinations, stimulates demand and consumption because it offers to tourists a bigger, longer and better range of activities and events in the destination where reside which can all be applied to the area of Koprivnica-Križevci County as showed selected presented examples of entrepreneurial projects based on cultural heritage and tourism.

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SAŽETAK

Turizam i kultura, po svom sadržaju, vrlo su kompleksni. Zaštita i unapređenje kulturno-povijesnih i graditeljskih vrijednosti u uvjetima tržišne demokracije jedan je od primarnih zadataka na kojem turistička destinacija treba graditi svoj identitet. S obzirom da turizam pridonosi cjelokupnom gospodarskom razvoju, turistička valorizacija kulturne baštine u funkciji je lokalnog razvoja poduzetništva. U fokusu koncepcije lokalnog razvoja poduzetništva potrebe su određenog segmenta potrošača i društva u cjelini. Za kreiranje koncepcije lokalnog turističkog razvoja bitno je utvrditi mogućnosti turističkih svojstava, karakteristika i vrijednosti, te prihvatnih mogućnosti svih prirodnih i društvenih resursa koji će zadovoljiti potrebe turista. Učinkovita strategija turističke valorizacije kulturne baštine treba omogućiti revitalizaciju i dugoročno unapređenje razvojnih i konkurentskih prednosti određene regije. Usprikos činjenici da turistička valorizacija kulturne baštine u Republici Hrvatskoj nije sustavno razvijana, kulturna baština oduvijek je bila sastavni dio turističke ponude. Jedan od strateških ciljeva razvoja hrvatskog turizma trebao bi biti razvoj cjelovite ponude turističke destinacije. Također, učinkovito strateško upravljanje treba temeljiti i na principima održivog razvoja u planiranju kvalitetne turističke ponude. Strateški cilj je da Republika Hrvatska svoj turistički razvoj temelji na očuvanju raznolikog prirodnog i kulturnog bogatstva. To uključuje i strateško marketinško upravljanje kulturnim resursima. Turistička kretanja zapravo su usmjerena prema područjima koja posjeduju prirodne i kulturne resurse kao i druge preduvjete koji omogućavaju zadovoljenje turističkih potreba. To znači da se kreiranje učinkovitog marketinškog upravljanja turističkim resursima, u cilju lokalnog razvoja poduzetništva u turističkim destinacijama i nižim prostornim jedinicama, mora temeljiti, i proizaći, iz svojstava, karakteristika, turističkih vrijednosti i prihvatnih mogućnosti tih resursa. U tom kontekstu važno je razvijati znanstvena istraživanja o ovoj temi. Ovaj rad prilog je tome i u njemu je, na primjeru Republike Hrvatske, obrađena uloga i značaj kulturne baštine, i analiziran je razvoj turizma temeljen na elementima kulturne baštine. Također, predstavljeni su primjeri poduzetničkih projekata temeljeni na turizmu i kulturnoj baštini u Koprivničko-križevačkoj županiji koji utječu na lokalni gospodarski razvoj