

VALUE CHAIN IN TOURISM

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Abstract: In modern tourism destination management, tourism development planning becomes an important element of strategic management. The concept of strategic management in tourism destination management relies on a quality management system. Quality in tourism means the quality of the tourist product, especially the quality of the integrated tourist product as the "final" product of the destination, which "arises from the needs, requirements and desires of consumers, i.e. tourist". In order to form the "final" product of a tourist destination, an analysis of the value chain is certainly necessary. The "value chain" in tourism means the identification of entities that participate in the creation of value that should represent the final offer of a destination. The subject of the paper is the value chain analysis of two important tourist destinations, the City of Čačak and the City of Umag, which belong to the Tourist Region of Western Serbia (Serbia) and the cluster of Northwestern Istria (Croatia). The city of Čačak, as a micro-destination of the region of Western Serbia, is gradually but surely positioning itself in the tourist market, while the city of Umag is an affirmed and globally recognized tourist destination.

Ključne reči: value chain, coastal tourism, city tourism, Umag, Čačak

1. INTRODUCTION

In modern tourist destination management, tourism development planning becomes an important element of strategic management. Planning in tourism is an instrument of development policy and strategic process of managing institutional organizations in order to “develop strategic plans and their further implementation” [1]. Planning models applied in tourism can be divided into traditional and modern planning models. Traditional models look at the tourist area from the geographical-economic aspect, while modern ones are based on planning the development of tourist products [2].

Tourist products can be partial and integrated and are characteristic of each type of tourist destination. A partial tourist product is a product of a specific economic entity that “partially satisfies the needs of tourists and is placed on the tourist market independently or through intermediaries”[3]. The integrated tourist product, as the “final” product of the tourist destination “affects the complete satisfaction that the tourist brings with him from his tourist trip”[4]. It can be concluded that the integrated tourist product “arises from the needs, requirements and desires of consumers, i.e. tourists”[3].

In order to form the “final” product of a tourist destination, an analysis of the value chain is certainly necessary. The “value chain” in tourism means the identification of entities that participate in the creation of value that should represent the final offer of a destination. The destination also represents a value chain, because through the system of strategic management, activities within the destination are connected, which aim to form a value that will be competitive in the tourism market. Value chain analysis is extremely important for destinations of regional or cluster type, because they consist of several “micro-destinations of different development levels” [5]. It is typical for micro-destinations that a large number of “tourist entities of different interests” operate in them, which need to be harmonized in order to place a single integrated tourist product on the market [5].

Some activities within the value chain are a key to attracting tourists to the destination, but also to meeting their needs. The mentioned activities, from the tourist point of view, include various activities that are performed from the moment of departure to the moment of return from the destination. However, from the point of view of the tourist offer holders, these are the activities of various entities that mainly relate to the material base of tourism (accommodation facilities, transport, built attractions, travel agencies, etc.) [6]. Activities that have a supporting role are also of great importance. First of all, it refers to the guide service, educational institutions, insurance and finance, media, tourist organizations, etc.). In any case, each link in the chain creates value from its scope of business. Competitive advantage can occur in

each of the links, i.e. depending on the connection of the links in the chain, the competitive advantage of the destination on the tourist market will also depend [5]. Cooperation between the links in the chain is inevitable in creating a superior value of the destination, so for that purpose, cooperation between the links is necessary, i.e. their networking and cooperation [7].

The subject of this paper is the analysis of the value chain of two important tourist destinations in the Tourist Region of Western Serbia (Serbia) and the cluster of Northwestern Istria (Croatia). It is characteristic for both destinations to consist of several “micro-destinations of different levels of development” [5], which is why the authors of the paper opted for one micro-destination from each region. A comparative analysis of the value chain was performed on city tourist destinations, i.e. by comparing the value chain of the City of Čačak with the City of Umag. Both micro-destinations represent the “front door” of the destination to which they belong, in terms of transport.¹ In terms of the development level and the destination arrangement, the City of Čačak is a destination that is gradually developing and positioning itself on the tourism market, while the City of Umag is a developed and globally recognized destination. The main task of the paper is to point out the priority products of the mentioned destinations through the analysis of the value chain, but also to present the destinations as an integrated tourist product, which is one of the goals of the paper.

The paper is the result of cooperation between the tourism industry and the higher education institution within the ERASMUS + project DIPMS (Digital Internship Model for Higher Professional Studies). It was created by the joint engagement of authors from Serbia on the course “Development and management of a tourist destination”, on the topic of value chain analysis in tourism. The paper gives an example of good practice of networking and connecting micro-destinations of the researched area, all with the aim of strategic management of destination tourism development in the Tourist Region of Western Serbia and the Tourist Boards of the cities of Umag, Novigrad, Brtonigla and Buje (Northwestern Istria Cluster).

2. STUDY AREA

In the spatial-geographical sense, the tourist region of Western Serbia covers the area of Southwestern Serbia, between Mountain Tara in the north and Pešter in the south, from Mountain Zlatibor in the west and Mountain Jelica in the east. Ragija consists of 12 cities (Užice and Čačak) and municipalities (Lučani, Ivanjica, Arilje, Požega, Kosjerić, Bajina Bašta, Čajetina, Nova Varoš, Prijepolje and Sjenica), that have recognized the interest of association, joint appearance and promotion on the tourist market. The formation of the Tourist Organization of Western Serbia in 2006 created an institutional framework for positioning the region in the domestic and foreign markets [5]. On the other hand, the Tourist Boards of the cities of Umag, Novigrad, Brtonigla and Buje is an example of good practice of associating local tourism organizations in the promotion and development of tourism in the Northwestern Istria cluster [8].

3. METHODOLOGY

The basic methodological procedure used in the paper is the method of comparison, which is a comparative method in the process of scientific research. The method determines the similarities and differences in the value chain of the research area, i.e. the positive and negative segments that (do not) contribute to the development of tourism. Based on the analyzed value chains, in two developed and internationally recognized tourist regions (Tourist Region of Western Serbia and the Tourist Boards of the cities of Umag, Novigrad, Brtonigla and Buje - Istria, Croatia), a comparison was made on the example of two city tourist destinations: the City of Čačak and the City Umaga. The results of the research are presented in the form of tables.

4. RESULTS AND DISCUSSION

As already emphasized in the introductory part of the paper, the assessment of the value chain of a tourist destination can be done from two aspects: before leaving for a trip to a given destination and when arriving and staying in the destination itself. Valuation of the value chain, before going on a trip to the chosen destination, is done in the country of origin of the tourist, and during the preparation for the trip. The subject of evaluation is *the information, reservation and sales and documents required for the trip* [5] and are shown in Table 1.

The first step that is important in choosing a destination and making a decision about visiting the desired destination is the information that tourists receive through *promotional material, internet promotions and destination positioning*. With promotional material, as a type of propaganda tool, potential tourists are mostly encountered at tourism fairs, as places where tourist destinations are promoted; then through promotional material available in the tourist-info centers of local tourist organizations, but also through other distribution channels. For both destinations, the City of Čačak and the City of Umag, it is common that they appear at tourism fairs in the countries of the region with other destinations that

¹ In Preljina near Čačak, the Miloš the Great highway and the West Moravian highway intersect; Umag is the first city if you come to Istria from the north.

belong to the Tourist Region of Western Serbia, i.e. the Tourist Boards of the cities of Umag, Novigrad, Brtonigla and Buje. This type of appearance and promotion of the destination on the tourist market is assessed as positive and is an example of good practice how in one place tourists can get all the necessary information about the destination as an integrated tourist product.

However, if we start from the fact that tourism fairs are not available in one part of the tourists, internet promotion appears as a more important element of choosing a destination in relation to propaganda material. Internet promotion is the main source of information about the destination for modern tourists. Comparing the researched destinations and evaluating their internet promotion, the following can be concluded. Destination The City of Čačak promotes its values through regional and local sites. On the website of Tourist Organisation Western Serbia² Čačak has its own page available in Serbian and English. Also, the destination Čačak is promoted through the website of the Tourist Organization Čačak³, where the destination tourist offer is available in English and German. The city of Umag, unlike the city of Čačak, is promoted as a destination exclusively through the regional site “Colors of Istria”⁴, which proved to be an advantage of the Cluster in terms of visibility, because in one place tourists have access to all the necessary information about the destination. The site is available in English, German, Italian and Slovenian, but the basic information of the site is also available in French, Russian, Spanish and Dutch, which is certainly positive.

Positioning, as the last step in collecting information about the destination, refers to the recognizability of the destination on the tourist market in relation to the diversity of its tourist offer. Positioning of the tourist destination of the City of Čačak, as a tourist offer of this destination is done both at the regional and local level. The tourist region of Western Serbia with a diverse tourist offer, through joint activities of its micro-destinations, has become recognizable on the tourist market. The mentioned activities promoted the most significant values (monasteries, spas, Ovčar-Kablar gorge) and priority tourist products of the City of Čačak (active vacation, eco tourism, health tourism, wellness & spa, round trip and cultural tours), which were recognized at local and regional level [5]. Destination Istria is characterized by regional authenticity and homogeneity of the tourist product, clustered and recognized on the market. The Northwestern Istria cluster, with the City of Umag, is recognized as an active Istria with dominant products: sun and sea, sports and activity and enogastronomy [8].

Tabela 1. Value chain analysis in the country of origin

<i>destination</i>	<i>information</i>	<i>reservation and sale</i>	<i>documentation</i>
RTO Western Serbia (City of Čačak)	<ul style="list-style-type: none"> - tourism fairs - tourist-info centers - website RTOWS - website LTO Čačak - regional positioning - local positioning 	<ul style="list-style-type: none"> - receptive TA - reservation systems - internet, social networks, fairs, media campaigns, study visits - tourist products 	<ul style="list-style-type: none"> - no visa is required for the surrounding countries to enter the R. Serbia - passport, ID card - travel health insurance - international driving licence
<i>destination</i>	<i>information</i>	<i>reservation and sale</i>	<i>documentation</i>
Tourist Boards of the cities of Umag, Novigrad, Brtonigla and Buje (City of Umag)	<ul style="list-style-type: none"> - tourism fairs - tourist-info centers - destination internet site - cluster positioning 	<ul style="list-style-type: none"> - world tour operators - receptive TA - reservation systems - internet, social networks, fairs, media campaigns, study visits - Instagram, Facebook, Twitter 	<ul style="list-style-type: none"> - no visa is required for the surrounding countries to enter the R. Croatia - pasoš, lična karta - travel health insurance - international driving licence

Source: Research results

The second step in preparing the trip of potential tourists to a certain destination includes activities of booking accommodation through: *intermediary services of travel agencies, using reservation systems (online booking), then information about the destination and its tourist products and collecting the necessary travel documentation.* Domestic and foreign travel agencies, which are interested in the researched area, have in their offer different types of travel programs that include tourist products of these destinations. At the level of the Western Serbia region, one of the shortcomings is the very small number of receptive travel agencies. Travel agency “Lazena”⁵, which deals with the promotion of the destination of the City of Čačak, is an example of good practice in terms of cooperation with broadcasting and incoming agencies, in the country and abroad, all with the aim of promoting and bringing tourists to the area. On the other hand, Istria as a tourist destination is well promoted and its offer is present in the travel programs of the world’s leading tour operators, who successfully cooperate with local tourist agencies [8]. About 30 receptive tourist agencies operate in the destination Umag, which cooperate with foreign partners in improving incoming tourism. In the tourism development program of the Tourist Region of Western Serbia, it is pointed out that the representation of a single reservation system is one of the key problems in terms of reservations of services in the destination, i.e. that the

² <http://www.westserbia.org/en/location/cacak/>

³ <https://www.turizamcacak.rs/>

⁴ <https://www.coloursofistria.com/hr/destinacije/umag>

⁵ <https://lazena.rs/>

existence of a single reservation system would unite accommodation and the possibility of booking additional facilities. For the micro-destinations of the Tourist Board of the cities of Umag, Novigrad, Brtonigla and Buje, the existence of a unique reservation system is not of crucial importance. Additional Cluster facilities can also be booked through local tourism organisations and receptive travel agencies, which also sell the destination. It should be noted that both destinations are characterized by the following: most accommodation facilities are part of the global reservation system booking.com, trivago.com or tripadvisor.com⁶ and that some accommodation facilities have their own unique online reservation system on their websites.

Information about the destination, i.e. its products, is available on the Internet, social networks, on the websites of travel agencies, regional and local tourist organizations, through media and public advertising, etc. All the above elements are available for both researched destinations and their micro-destinations, the City of Čačak and the City of Umag.

The last phase in the preparation of potential tourists before leaving for the trip to the destination is the collection and preparation of the necessary documents. A visa-free regime applies to entry into the territory of the Republic of Serbia and the Republic of Croatia (Table 1).

Upon arrival at the selected destination, visitors (tourists) gain tourist experience in the destination country, i.e. in a tourist destination. The subject of assessment in the tourist value chain refers to: *transport, accommodation, food and beverages, information, public and private services and attractions, facilities and activities in the destination* (Table 2).

The first step in the assessment refers to the quality of the traffic infrastructure, i.e. the types of roads that take you to the chosen destination. *Public traffic and its quality, accessibility of the destination, then the marking system (external and internal), as well as parking at the place of origin* are assessed [5]. The assessment of public transport is observed through all types of transport (air, road, rail).

The closest airports to the tourist region of Western Serbia are “Nikola Tesla” in Belgrade, “Constantine the Great” in Niš and “Morava” near Kraljevo. The nearest airport to the destination Čačak is “Morava”, some 40 km away, i.e. half an hour’s drive. From the mentioned airports, there are organized public transport lines to bus stations (Belgrade, Niš, Kraljevo), from which public transport is performed at the national level. Airport “Pula” in Pula, is the nearest airport for arrival in Istria and its destination, from which it is on average about 80 km, or up to one hour drive. In addition, the following airports stand out for the arrival of tourists in the Cluster: Portorož - Slovenia (where smaller ATR 72 aircraft land), 20 minutes away, then the airports in Trieste and Ljubljana at 1 hour drive, the airport in Rijeka at 2 hours drive, and Treviso and Venice airports on a two hour drive. The destinations of Northern Istria (Umag, Novigrad, Brtonigla and Buje) are well connected by public transport with the airport in Pula. The objection for both destinations is the frequency of transport, i.e. the number of departures that would enable faster and easier transport of passengers from the airport and to the airport. For that reason, receptive agencies in destinations also deal with passenger transfer services, which is especially important for destinations in the region of Western Serbia, where there is no direct public line from the airport to destinations in the region, as is the case in Istria. On the other hand, the existence of car rental agencies at airports is one of the facilitating circumstances for transporting and transporting passengers to their destination. The “Nikola Tesla” airport in Belgrade is well connected with the newly built “Milos the Great” highway (E-763), so the drive from the airport to Čačak takes about an hour.

We have already emphasized that the City of Čačak is the “front door” to the destination Western Serbia. Čačak is the place where the route of the “Miloš thr Great” highway is currently ending, and we can freely say that it is a real transit destination in terms of traffic connections. For that reason, it is well connected by public intercity lines with the surrounding cities (Belgrade, Nič, Kragujevac, Podgorica, Sarajevo). The Nič-Požega railway, which is not electrified, also passes through Čačak, which affects the low interest in this type of transport. The condition and quality of the traffic infrastructure are the main reasons for the arrival of tourists in the destination Čačak exclusively by their own transport.

The Northwestern Istria cluster is a distinct car-destination. About 90% of all guests come by road. Thanks to its traffic-geographical position, Istria is well connected with the emitting markets of Western and Central Europe, as well as destinations in the immediate vicinity (Ljubljana, Zagreb, Trieste), through the network of European highways (E-70, E-61, E-65). High-paying guests from Switzerland, Italy, Slovenia, Germany, Austria, etc., come to Istria by the mentioned international roads. Umag is a five hour drive away from European cities and metropolises (Milan, Vienna, Munich, Budapest, Bratislava). As the “entrance door” of Istria, Umag is connected with other destinations in Istria by a road known as the “Istrian Y”, which consists of the highway A8 and A9 [8]. Unlike the traffic connection in road transport, the Istrian railway is not connected to the rest of the railway network in the Republic of Croatia. It is expected the Istrian railway network be included in the EU railway network system through EU funds. Coverage of traffic and tourist signals to the Northwestern Istria cluster is at the highest level. It is translated into English and Italian, and is certainly an example of destinations in the area. In the tourist region of Western Serbia, tourist signalization is at a satisfactory level, and the key shortcomings are: insufficient number of parking spaces, public garages, lack of adequately marked parking lots for tourist buses, touring infrastructure, etc., which cannot be said for Istria. There are enough marked bus stops in Umag, and a tourist vehicle is in use (the first in ex YU - this year it is celebrating 50 years) which connects the city center with all hotels and tourist resorts.

⁶ Most facilities on the accommodation offer side can be booked through the mentioned reservation systems.

Tabela 2. Value chain analysis in a tourist destination

<i>destination</i>	<i>roads (transport)</i>	<i>accommodation, food and drink</i>	<i>information</i>	<i>public and private services</i>	<i>attractions, facilities, attractiveness</i>
RTO Western Serbia (City of Čačak)	<ul style="list-style-type: none"> - air traffic (three airports) - road traffic (roads) - railway traffic 	<ul style="list-style-type: none"> - accommodation capacities - categorization - quality of service - gastronomy - additional facilities 	<ul style="list-style-type: none"> - receptive TIC - working hours of TIC - promotional material - comprehensiveness of information 	<ul style="list-style-type: none"> - security - communal equipment - taxi transport - traffic police 	<ul style="list-style-type: none"> - natural resources - cultural heritage - suprastructure - tourist arrangement
<i>destination</i>	<i>roads (transport)</i>	<i>accommodation, food and drink</i>	<i>information</i>	<i>public and private services</i>	<i>attractions, facilities, attractiveness</i>
Tourist Boards of the sites of Umag, Novigrad, Brtonigla and Buje (City of Umag)	<ul style="list-style-type: none"> - air traffic (one airport) - road traffic (roads) - railway traffic 	<ul style="list-style-type: none"> - hotel brands - private accommodation - traditional restaurants - gastroenology - additional facilities 	<ul style="list-style-type: none"> - receptive TIC - working hours of TIC - thematic centers - interpretation centers 	<ul style="list-style-type: none"> - shopping malls - global brands - medical services - suprastructure (touring bus) 	<ul style="list-style-type: none"> - traditional souvenirs - interpretation - museum opening hours - site valorization

Source: Research results

In the formation of the “final” impression and the decision to revisit the destination, *accommodation, food and beverage services* are crucial. Quality of service, where not only the material segment (quality and quantity of accommodation facilities, catering facilities and entertainment content) is assessed, but also the immateriality of services in tourism.⁷

In the Tourist Region of Western Serbia, a large number of accommodation facilities and catering facilities contribute to a positive assessment of the destination. According to the data from 2020, the Tourist Region of Western Serbia has 2,464 facilities for accommodation of guests, i.e. a total of 20,467 beds. Of the mentioned number, 39 hotels are categorized, with a total of 3,508 beds [5]. Destination Čačak, has a total of 124 accommodations, with a total of 2,248 beds. There are 8 categorized hotels, with a total of 309 beds [9]. Statistical indicators indicate that a large number of facilities operate in the gray zone, which certainly contributes to the negative assessment of the destination. The total number of accommodation capacities in the County of Istria is 15,068, and the total number of beds is 259,817, according to data from 2014 [8]. The structure of accommodation capacities is dominated by hotels and private accommodation. In the Northwestern Istria cluster, the structure of accommodation capacities is dominated by private accommodation and camps, which is about 62% of the total cluster capacities [5]. Hotel accommodation records the highest attendance, in second place according to the number of nights spent are camps, followed by private accommodation. The town of Umag, as a cluster destination, has 8 hotels, 8 small family hotels, 6 camps, 8 apartment settlements and 1,513 private accommodation facilities.⁸ Commercial private accommodation facilities have about 14,000 beds. Also, in the category of so-called non-commercial accommodation (houses and apartments owned by foreigners) in which the owners and relatives live, has over 2,000 facilities with about 13,000 beds. Some owners of non-commercial accommodation are renting them. The situation on the ground indicates that the Northern Istria cluster is an example of numerous tourist households that place their traditional products and offer them to tourists in their catering facilities.

After accommodation, the comprehensiveness of the information obtained at the destination level is also an important element in the assessment of the value chain. It is commendable that all destinations within the Tourist Region of Western Serbia have their own info-centers, but synchronization in terms of working hours is a problem. Destination Čačak also has its own info-center which works within TO Čačak. In addition to comprehensive propaganda material, on the website of TO Čačak it can

⁷ The role of the human factor (employees) in achieving the quality of service for the modern tourist is crucial. Often the human factor is decisive in the formation of the "final" product of the destination and most affects the "loyalty" of consumers.

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be found promotional material in electronic form, i.e. in the form of brochures [9]. Visitors to Umag can find all the necessary information on the website of the Tourist Board of the cities of Umag, Novigrad, Brtonigla and Buje, but also in the info-centers that are part of the Tourist Board.

Equipment of the destination, i.e. public and tourist arrangement of the destination, marking in terms of tourist signalization, representation of tourist infrastructure and sub-infrastructure, as elements in the value chain, are important factors in the functioning of the destination and the degree of its attendance. For the destination Čačak, organization of public services that take care of cleanliness, order, health, safety, etc. is in accordance with the legal regulations for each city in the Republic of Serbia. The city of Čačak, as a transit destination, is well marked with tourist signals, and the representation of the tourist superstructure is especially emphasized. We have already emphasized that the tourist attractions of Istria are at the top level, as well as the work of public services, then the existence of ancillary facilities (pumps, rest areas, etc.) along the main roads, as well as banking services in the destination. In the peak of season, when there are about 50,000 guests, there are no problems with supply, garbage collection, traffic jams etc. The city of Umag does not have a shopping center in terms of shopping tourism, but there are many large chains (Ldil, Kaufland, Spar, etc.). The distance of the hospital, the first hospital is in Pula, there is a health center in Umag, it can be conditionally assessed as negative in the assessment of the value chain. However, several tourist clinics are open during the season, so the needs for medical services are satisfied.

The last step in the assessment of the value chain is the *presence of attractions, additional content and attractiveness in the destination*. Natural attractions are the main reason for visiting the destination Čačak. The mountains (Ovčar and Kablar) and spas (Gornja Trepča and Ovčar spa) stand out. The favorable position of cultural and historical values (Ovčar-Kablar monasteries), along the main route E-763, are also the reason for the visit and stay of tourists. Representation of additional contents (active vacation, excursions) is in the programs of local tourist agencies, where the already mentioned TA “Lazena” stands out. The motto of the “Lazena” agency is to keep and bring tourists to Čačak and its surroundings, on the basis of one-day and multi-day excursions [9]. The visit to the destination Umag is based on coastal tourism, during the summer tourist season, which requires the presence of not only additional facilities but also the existence of organized excursions for tourists. We have already pointed out that there are about 30 receptive agencies in Umag. Excursions that are organized in the summer season (half-day, one-day and multi-day), include numerous sites of tangible and intangible cultural heritage under the protection of UNESCO and Natura 2000, in the hinterland of Umag. Excursions include: snorkeling, diving, wine and olive oil tasting, cycling, horseback riding, golf (professional golf course with 18 holes), fishpicnic, fishing, semi-submarine, glassboa, etc. Representation of a professional guide service is something that sets the destination of Umag apart from the destination of Čačak. The absence of a touring bus is negative for both destinations. According to the innovativeness of tourist products, we can freely say that the destination Umag is ahead of the destination Čačak.

The cluster of Northwestern Istria leads in the innovation of tourist products in the entire Republic of Croatia. The tourist products of the Cluster represent, among other things:

1. *football* - winter preparations of football teams from all over the world; football tournaments for younger categories, which are regularly attended by clubs from the European top (Bayern, Inter, Juventus, Milan, Benfica, Zvezda, Partizan.); football alone accounts for over 50,000 overnight stays outside the main season;
2. *tennis* - over 80 tennis courts, organization ATP Croatia Open, Umag has been the smallest city with a tournament of that rank in the world for 31 years; The ITF Veterans World Tennis Championships are held every year; organized tennis groups and competitions - over 30,000 nights out of season;
3. *cycling* - over 500 km of arranged and marked bicycle paths; the largest cycling marathon in the Republic of Croatia is held in Istria - Istria Granfondo with over 1,000 judges; The Istrian procession and the Umag Trophy - professional bicycle races.
4. *enogastro* - many events deal with the promotion of indigenous varieties of wine and olive oil; wine route Istria Wine and Walk; For the last 6 years, Istria has been the best region for the production of olives and olive products (olive oil) in the world, according to the renowned guide Flos olei.

5. CONCLUSION

The results of the research indicate that in the modern trends of the tourist business, tourist destinations, and especially new tourist destinations, are facing positioning on the demanding and competitive tourist market. The competitiveness of the destination is achieved by creating tourist products by which it becomes recognized in the tourist market. The researched destinations (Čačak and Umag) differ first according to the forms of tourism, and especially according to the priority tourist products. The city of Čačak is a transit tourist center, which, by entering as a micro-destination of the tourist region of Western Serbia, strives to keep transit tourists in its area. On the other hand, tourism in Istria has a very long tradition. Istria with its coastal cities has been promoted and recognized on the foreign market. The city of Umag, as part of the Tourist Board of the cities of Umag, Novigrad, Brtonigla and Buje, is part of the Northwestern Istria cluster. The homogeneity of the Umag tourist product is the key to future tourism planning. The orderliness of Istria and its micro-destinations in terms of tourist infrastructure and superstructure is at the top level, which is far ahead of the micro-destinations of the tourist region of Western Serbia. Organizing additional facilities (excursions) for the destination Umag is assessed as positive, because it is precisely the condition of the extension of the main season to the pre and sub season. The traffic accessibility of both destinations, in relation to the main traffic routes, is positive in the

value chain. The interconnection of places in the destination by public transport lines, and especially by intercity transport lines to the surrounding cities, especially in the region of Western Serbia, is assessed as negative. What can be concluded is that both destinations, regardless of the level of tourism development, face similar problems and that the future development of tourism should be planned and strategically developed if you want to build a brand and maintain the image of the destination on the market.

6. LITERATURE

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