

FOST INNO



Action plan for fostering innovation in sustainable tourism - Zenica-Doboj Canton, Bosnia and Herzegovina

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Introduction

The FOST INNO project aims to contribute to the long-term development of tourism in the Adriatic-Ionian region through the development of capacities for the diversified promotion of innovative solutions in the region's tourism business. The common challenges of the program area such as the extension of the touristic season, the improvement of the quality of tourism and the promotion of better employment conditions in tourism will be resolved in accordance with the principles of sustainability in order to enhance the competitive position in the region. As the "strategic document" underlined, the focus lies on the development of an attractive and supportive environment that could enable any business to progress and develop through innovation.

The overall objective of the project is to improve and secure the long-term competitiveness of the Adriatic-Ionian area by increasing the innovation capacity in sustainable tourism. That is why the main intervention goal of the project is to change the current practice of insufficient incentives for sustainable tourism innovations through the main project results and deliverables, namely a Strategy for fostering innovation in sustainable tourism in the Adriatic-Ionian area, network structure established and increased knowledge transfer between different types business, users, academic community and institutional actors through the Adriatic-Ionian Tourism Innovation Center.

A common strategic framework for innovation in sustainable tourism will improve Adriatic-Ionian cooperation in tourism; giving common guidelines for the work of actors and incentives for innovation. The networking structure envisioned in the future Adriatic-Ionian Tourism Innovation Center is a multifunctional tool designed as a platform for learning and disseminating knowledge.

In the activities which were realized so far within the framework of the FOST INNO project, a document that will be of immense importance to all tourist workers has been produced, a document titled Strategy for Fostering Innovation in Sustainable Tourism in the Adriatic-Ionian Region. Based on the already prepared strategic document, an Action Plan will be

drawn up which will be specifically tailored to the Zenica-Doboj Canton area to which this document refers. This action plan will clearly define the activities and steps for achieving innovation and improving tourism. The Action Plan will serve as a tool intended for the implementation of the Strategic Document.

Bosnia and Herzegovina is a country which, on its composition-political basis, represents a community made up of two main entities - the Federation of Bosnia and Herzegovina and Republika Srpska, as well as the Brčko District. Political organization is diverse in the Entities. Thus in FBiH we have an internal division of territory into 10 equal cantons and lower to local self-government units (cities and municipalities), a total of 79. Political organization of the RS does not have this construction. RS as a lower organizational administrative unit of the system has only cities and municipalities - 64 of them. The geographical/administrative area to be covered by this document is the Zenica-Doboj Canton.

The Zenica-Doboj Canton is one of the ten federal administrative units that are part of the Federation of Bosnia and Herzegovina. The Canton was founded on 20th September 1995 and in its composition there are twelve municipalities. The area of Zenica-Doboj Canton amounts to 3,950 km². The canton is located in the middle part of Bosnia and Herzegovina, and it is linked to the Sarajevo, Tuzla and Central Bosnia cantons, and its northern part is connected to Doboj therotory, ie the territory of the RS.

In the area of Zenica-Doboj Canton, which is mostly mountainous, there are about 400.000 inhabitants. The canton area extends along the rivers of the Bosna, Krivaja, Usora and their tributaries. The majority of the cantons extend to the river Bosnia, namely the seven cities and municipalities: Zenica, Žepče, Kakanj, Zavidovici, Maglaj, Visoko and Doboj-jug. In addition to the above mentioned, Zenica-Doboj Canton includes Olovo, Breza, Vareš, Tešanj and Usora.

The main purpose of the Action Plan is to fully present the activities related to the promotion of innovation in tourism and its sustainability in the Zenica-Doboj Canton, and thus also in Bosnia and Herzegovina.

As far as the objectives of the Action plan are concerned, they are mainly related to the affirmation and introduction of innovation in tourism, the development of tourism and its sustainability, as well as the improvement of the legislative framework in the tourism sector (in terms of increasing the employment rate and protection of tourist workers' rights). Also, the aspirations are focused in particular on the activities of changing the existing state of affairs regarding the insufficient presence of innovations in the field of sustainable tourism.

1 Tourism in Zenica-Doboj canton, Bosnia and Herzegovina

Tourism as a globally important branch of the economy is not significantly represented in the Zenica-Doboj Canton area. Special attention wasn't given to tourism, especially in the time before the war or in the time before the 90's of the past century. The whole region was based on a highly developed heavy, highly polluting metal, wood and mining industry. However, the area of Zenica-Doboj Canton has significant tourist potentials, many of which are underutilized or not utilized at all. The Zenica-Doboj Canton is full of cultural and historical heritage and natural resources, which can contribute to the development of almost all forms of tourism, from traditional to completely new and innovative. With the development of tourism Zenica-Doboj Canton will surely come into the state of increased economic activity, which will contribute to a better standard and better quality of life of citizens.

A rich cultural and historical heritage shows that Bosnia and Herzegovina had a burning past as evidenced by written documents and tombstones we see in various places across the country. This country is a true blend of the East and the West. This can be the basis for a positive story of the overall development of tourism in Bosnia and Herzegovina and the possibility of attracting tourists from various parts of the world.

Taking into account the terrain on which Zenica-Doboj Canton is placed, it has very interesting natural and tourist resources that have the potential to meet the diverse needs of tourists. This is true first and foremost, for the ones that are in love with the intact nature, the rural environment, the lovers of history and culture, but also for modern tourists who, in their journey, are craving for adrenaline, exploration and adventure. Thus, the Zenica-Doboj Canton has the potential to develop from cultural, ecological, rural and urban tourism through health, religious and hunting/fishing to gastronomic, adrenaline/adventure and sport-recreational tourism.

As the general development capacities in tourism are not sufficiently developed, so is the tourist infrastructure. With regard to accommodation capacities, there are more than 30 accommodation capacities (hotels, motels and boarding houses) available to tourists in

Zenica-Doboj Canton. It should be emphasized that there are unregistered capacities for accommodation in the Zenica-Doboj Canton, which represents a special issue. The existing accommodation facilities have the ability to satisfy the needs of even the most demanding tourists. There are also a large number of other catering establishments (restaurants, cafes, bars etc.) where many delicacies are prepared by traditional methods of food preparation or the influence of world cuisine. A combination of tradition and modernity can be found just in catering facilities, where a remarkable modern look is noticeable. The Zenica-Doboj Canton is a combination of modern and traditional, a combination of present and past. It is precisely this tradition that is present in ancient folk costumes, the characteristic construction of houses, the exceptional selection of the most delicious specialties available at numerous gourments, but also the small craft workshops that today serve only for the production of souvenirs that has the opportunity to attract numerous tourists or tradition lovers. Such workshops can be found in rare places in the world, which have been preserved especially in the former shrubberies and old towns of Maglaj, Tešnja and Visoko. The Zenica-Doboj Canton has the following accommodation facilities: hotels, motels, hostels, guesthouses, tourist resorts, apartments and rooms for rent.

According to recent surveys related to tourism conducted by the World Travel Agency (UNWTO), revenues of nearly \$ 826 million or close to 1,4 billion BAM have been achieved in the past year in Bosnia and Herzegovina. However, these data does not agree with the data provided by the BiH Agency for Statistics, according to which more than 1,3 million tourists visited our country from January to December last year.

In Bosnia and Herzegovina, in the last three years, there has been an increase in tourist arrivals as well as the number of overnight stays. This increase is presented in the following table.

| Year | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------|----------------------------------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|--------|--------|
| 2016 | <i>Number of overnight stays</i> | 59.584 | 54.248 | 83.198 | 126.924 | 179.128 | 137.506 | 218.456 | 256.743 | 191.555 | 141.303 | 78.368 | 84.260 |
| | <i>Number of arrivals</i> | 29.812 | 29.965 | 45.245 | 67.329 | 97.780 | 71.091 | 96.512 | 109.348 | 96.478 | 77.347 | 42.642 | 46.316 |
| 2017 | <i>Number of overnight stays</i> | 70.050 | 61.488 | 95.404 | 158.135 | 192.477 | 166.973 | 270.506 | 289.498 | 213.549 | 162.854 | 86.802 | 88.158 |
| | <i>Number of arrivals</i> | 34.892 | 32.944 | 50.870 | 85.217 | 13.279 | 89.787 | 125.881 | 125.728 | 108.510 | 91.638 | 48.119 | 51.152 |
| 2018 | <i>Number of overnight stays</i> | 81.482 | 73.348 | 109.113 | 174.724 | 198.754 | 201.073 | 296.259 | 337.174 | - | - | - | - |
| | <i>Number of arrivals</i> | 40.079 | 38.320 | 58.230 | 95.797 | 110.366 | 105.184 | 132.485 | 146.174 | - | - | - | - |

Catering facilities that provide accommodation services in the Zenica-Doboj Canton are: hostels, camps, rural households and guest houses with accommodation. When speaking of accommodation capacities they are: hotels, motels, hostels, guesthouses, resorts, apartments and rooms for rent.

| Number | Municipality | Hotel | Motel | Board house | Overnight stay | Apartment | Camp | Rooms for rent | Rural households | Guest houses with accommodation | Touristic resort | Hostel | Total |
|--------|--------------|-------|-------|-------------|----------------|-----------|------|----------------|------------------|---------------------------------|------------------|--------|-------|
| 1. | Breza | | 1 | | | | | | | | | | 1 |
| 2. | Doboj Jug | | 1 | | | | | | | | | | 1 |
| 3. | Kakanj | 1 | 1 | 2 | | | | | | | 1 | | 5 |
| 4. | Maglaj | 1 | 1 | | | 1 | | | | | | | 3 |
| 5. | Olovo | 1 | 2 | | | | | 1 | | | | | 4 |

| | | | | | | | | | | | | | |
|-----|------------|----|----|---|---|---|---|---|---|---|---|---|----|
| 6. | Tešanj | 1 | 8 | | | | | | | | | | 9 |
| 7. | Usora | 1 | 2 | | | | | | | | | | 3 |
| 8. | Vareš | | 2 | | | | | | | | | | 2 |
| 9. | Visoko | 2 | 1 | 1 | | | | | | | | | 4 |
| 10. | Zavidovići | | | | | | | | | | | | 0 |
| 11. | Zenica | 4 | 3 | 2 | | | 1 | | | | | 2 | 12 |
| 12. | Žepče | | 2 | | | | | | | | | | 2 |
| | | 11 | 24 | 5 | 0 | 1 | 0 | 2 | 0 | 0 | 1 | 2 | 46 |

Innovations in tourism are actually changing, improving quality but also fostering and modernizing traditions and creating new trends and interests that attract as many tourists as possible to visit a particular location. This would increase the profitability of a particular area. Developing tourism in the Zenica-Doboj Canton is more than necessary permanent adaptation and innovation, because tourists (or guests) always crave for new products and adventures and more quality services (raise the threshold of their requirements).

Extremely important for the development of tourism in Zenica-Doboj Canton represent multiplicative effects. These are the impacts that arise as a consequence of the consumption of exclusively foreign tourists, which is an oasis and one of the goals in tourism. So attract as many tourists as they like to visit this area and leave their money that will indirectly influence the improvement of the economic situation in the canton - taking into account the fact that tourists spend the most money in catering, trade and traffic. Tourism innovations, when it comes to Bosnia and Herzegovina in general, and even the Zenica-Doboj Canton itself, are necessary in the first place in the marketing strategy, ie in creating new, more modern and interesting offers with the world's trends. In addition to innovation in marketing, innovations are also needed in terms of more creative use of new and modern technologies, internet services and the like.

When talking about the current situation and the realistic potential for faster solutions in terms of innovation in tourism in the Zenica-Doboj Canton area, the option may be to introduce cash prizes or incentives for innovative tourism projects to be funded by cantonal administrative bodies (eg Ministry of Economy Zenica-Doboj Canton).

2 Activities in the function of fostering innovation in tourism

Strategy for fostering innovation in sustainable tourism for Adriatic – Ionian region set following specific objectives that should be achieved across the region:

1. Development of innovation taxonomy, its popularization and advocacy
2. Lobbying (nationally) for the simplification and improvement of legislative acts dealing with innovations
3. Education of stakeholders about innovations, sustainable tourism and about the importance of monitoring of innovations (innovations indicators)
4. Lobbying nationally (promoting) for the necessity of introducing obligatory reporting on innovations
5. Creating an Open Innovation Platform
6. Promoting changes of HEI curricula – introducing courses dealing with innovations and innovations in tourism
7. Development and support of cooperation and networking between crucial stakeholders, especially:
 - Enabling the transfer of knowledge and innovations from other sectors into tourism
 - Cooperation between SMEs and large enterprises (win-win)
 - Cooperation between HEIs and enterprises
8. Development of research activities related to innovations and tourism.

1. Development of innovation taxonomy, its popularization and advocacy

The basic aim of the development of innovative taxonomy is the systematic presentation and evaluation of innovations in tourism with the possibility of their implementation in practice.

Taxonomy is in fact a systematic organization of a certain group of innovations. In this connection, when it comes to taxonomy of innovation, a very important step in the execution of such an organization is an organization that needs to have a chronological order; from less to a larger unit. The first step in systematic or taxonomic innovation is to introduce innovation in the lowest tourist activities, ranging from tourist agencies, tourist resorts, catering establishments to high school institutions and local authorities (ministries or similar) dealing with tourism. It is very important to note that it would be more than ideal for each tourist institution to make a detailed review and list of its work, in particular a list of innovations for a specific time period.

Innovations in essence depend on several factors. In the first place, these are tourists who are much more demanding in recent times and are looking for much more adventures and unusual pursuits, then there are tour operators, then the development and expansion of modern technology and competition.

Tour operators are major travel agencies whose main role is to create large travel packages which are then given to smaller tourist agencies. For a given tourist offer, the tour operators take commission from smaller tourist agencies. In fact, the basic role of a tour operator is organizational role.

In order to achieve the best results on the market, tour operators are constantly working on finding innovations (new ways) in order to reduce travel costs and make the best and most favorable tourist offer. Tour operators have the ability to adapt to different living standards, as well as to the changes and needs of tourists. They also work on creating new tourist products, then introducing different tourist offers "available for everyone's pocket",

as well as changes in organizational structure and introduction of innovation in marketing strategy.

The introduction of innovation in any segment of social life, especially in tourism, is of crucial importance for its further development and advancement, as well-developed tourism in a positive way "enriches" households and firms, and thus influences the development of communities and individuals themselves. In this regard, the development of tourism also affects the overall development of the state and its economy. It is also considered to be one of the activities that is progressing at tremendous speed and which has undergone significant changes in the last few years.

So, when it comes to the development of innovative taxonomy in the Zenica-Doboj Canton, it is necessary, as noted above, to work on the obligatory monthly and annual systematic and basic introduction of tourism innovations, from the lowest ranked to the highest ranking tourist workers. That is, work should be done to create registers of innovation (innovative ideas in tourism) for Zenica-Doboj Canton. This would in fact be the first step in the development of innovative taxonomy in the Zenica-Doboj Canton. The next step to be taken is to evaluate newly-introduced innovations in terms of providing some kind of awards such as a cash prize. In this regard, it would be good to provide incentives for innovative projects in tourism in the Zenica-Doboj Canton area. But, given the financial power, it would be necessary to insist that this type of support is provided from higher levels of government - federal and state.

Also, given the specificity of innovation as such, a significant step would be to involve the academic community in processes related to innovative processes. Perhaps the solution would be to organize specific thematic discussions, as well as practical workshops at the faculties located in Zenica-Doboj Canton. Particularly we underline the role of the University of Zenica as the main Higher education institutions in Zenica-Doboj Canton, but also the entire Central Bosnia region. In addition, it would be very useful to include high school centers that have tourism as a basis for secondary school education, and at high school students, at an early stage, in order to develop an approach to learning and work that will be innovative or focused on innovative solutions to specific situations.

In order to achieve the development of the innovation taxonomy, it is necessary to do the following activities:

- Provide financial resources for innovative tourism projects;
- Systematic and fundamental presentation of innovations in each tourism activity;
- Evaluation of newly-registered innovative ideas;
- Providing innovative ideas in practice;
- Creating a Register of Innovative Ideas (Innovation in Tourism)

Almost all the employees in the tourism industry are responsible for performing these activities. However, the largest responsibility for the development of tourism sectors is borne by the authorities involved in economic development and economic growth. In Zenica-Doboj Canton there are the Ministry of Economy and the Ministry of Finance of Zenica-Doboj Canton. The Ministry of Economy is generally responsible for securing money funds (incentives) for innovative projects which in fact constitutes the basis for any activity. Therefore, it is very important to provide the opportunity and incentive to innovate as much as possible and to provide as much innovation as possible in practice.

Along with the Ministry for the implementation of these activities, other tourism-related institutions are also responsible. In the first place tourist agencies and tourist communities, which should take seriously the issue of taxonomy of innovation and thus influence the "creation" of a number of innovations. Innovations can lead to higher inflows of financial resources, which is in fact the ultimate goal of all tourism organizations/institutions/activities.

The popularization of innovation is more than simple today. What is very important for quality popularization is a well-developed marketing strategy and adequate promotion. Promotion through social networks and generally through modern technologies is the key to the success of popularization of tourism products or innovations (innovative ideas). The

introduction of new technologies and their use in tourism have been positive and have helped to ensure the satisfaction of tourists. In this connection, the tourists are providing much more information and a larger selection of tourist offers than it was in the past. Also, if some tourists avoid the use of modern technology, they would certainly have a negative impact and would have failed. In addition to popularization using the use of new modern technologies, popularization can certainly be done through workshops, discreet seminars on tourism innovation, but also organized visits by regional authorities, which is the ultimate filter in all tourism related activities.

Indicators that will confirm the implementation of the above mentioned activities mainly consist of reports or information that will be created by the responsible persons of the employees in the tourism business. Eg: Annual report on the state of the economy in Zenica-Doboj Canton; Information on implemented incentives, etc. (Ministry of Economy); realization and reporting of numerous projects that will present the possibility of applying innovation in practice; increased number of promotional actions in electronic, print media and portals (specializing in tourism, informative etc.).

By addressing the importance of this work, all activities should be realized continuously throughout the entire project and should continue after its realisation.

2. Lobbying (nationally) for the simplification and improvement of legislative acts dealing with innovations

Lobbying and a lobbyist are concepts that we often encounter in everyday life. It is very difficult to define what they actually represent. The notion of lobbying can be defined or explained in several ways. In our sense, the word of lobbying would be addressing members of parliament with the intent to influence legislation. Lobbying can also be defined as "communication between people, as a technique of some kind of public advocacy" or the art of persuasion. The main objective of lobbying is to influence the decision-making process, but also the analysis and essence of the problem and its consequences. "

Lobbying would also be a way of arguing to provide possible solutions to the achievement of perforated goals. (*Dr.sci. Elma Kovačević-Bajtal*). Lobbying is an integral part of many democratic systems and represents a kind of advocacy aimed at bringing, abolishing or changing certain laws affecting the lives of individuals or communities (*P.B. Petrović, Contemporary Business Diplomacy*). Lobbying is a kind of advocacy aimed at enforcing certain laws affecting the lives of individuals or people, abolishing or changing. (*Jeremy Poup*).

Lobbying at the national level is possible to be established in an oral and written way (in the form of a letter of initiative to the representatives of the authorities). Lobbyists are those who are lobbying. They can be members of special interest groups (in this case they can be representatives of tourist agencies or tourist boards, as well as representatives of high school and higher education institutions) and must be more than willing to represent the group they are facing.

In essence, all the definitions referred to relate to the existence of interest groups that are trying to and indeed manage to engage in decision-making in general. Lobbying is an integral part of every democratic legislature and the general political process.

Taking into account that there is inadequate knowledge of lobbying in the Zenica-Doboj Canton, the broad public mass is considered to be lobbying in a negative connotation. Namely, people are lobbying from connections and acquaintances, even for corruption. Generally, there is an opinion that lobbying is devious.

In essence, lobbying is a very important factor in the effective functioning and functioning of the political system in a democratic state, and the presence and positioning of a state in international institutions and systems is very important.

Lobbying to improve the "status" of innovative solutions in the Zenica-Doboj Canton and at higher levels of authority is a priority! As it is a highly specialized business, one should also think about the potential engagement of professionally engaged lobbyists (lawyers, various professional associations, consultants, etc.). In addition, work should be done to raise awareness among tourist workers about the importance of innovation and lobbying for them. Nothing will happen of itself.

In order to produce the desired action and response to the relevant political structures, we must devote ourselves to the presentation and the conviction of the need to introduce innovation support in tourism as well as the adoption of specialized legislative solutions in the field of tourism innovations.

On the issue of lobbying at the Zenica-Doboj Canton level it is necessary to broaden the scope of tourism workers and to relieve the stereotypes related to the notion of lobbying. It is very important to introduce them to what is lobbying and how the constitutions can be useful to all those who are employed in tourism.

In order to successfully complete the lobbying process, ie to carry out the objective realization of the mentioned problem, it is necessary to do the following activities:

- Make a detailed analysis of the problem related to tourism innovations;
- Create potential solutions for previously defined problems in terms of innovation in tourism;

- Select the relevant experts who will be in charge of lobbying;
- Organize meetings with official government representatives - cantonal, federal and state;
- Try to "impose" obligations relating to reporting and adequate presentation of innovation in tourism;
- Potential amendment or amendment of laws / legislative acts on tourism (eg adding certain items related exclusively to tourism innovations and their improvement).

For the lobbying process related to solving the problems of innovation in tourism, institutions are located at a somewhat lower hierarchical scale, such as the **Zenica-Doboj Canton Tourist Association**, but for the process of direct realisation of the "agreed", the work is tasked with representatives of the government as what are the representatives of the executive and legislative the authorities of the Zenica-Doboj canton and the higher authorities (Federal and State) are in charge. The aforementioned representatives of the government after a detailed analysis of the presented problem, with appropriate directions by the lobbyists will amend or supplement the legal solutions on tourism.

Realization of activities will be measured and monitored on a daily basis. The obligation of official government representatives will be to periodically report on the potential for amending or supplementing the Tourism Act. The newly-drafted or amended tourism law will provide the basis for further development of tourism innovations and their improvement.

The time period for the implementation of the above mentioned activities refers to the time period foreseen for the duration of the project, but will also continue after the completion of the projects.

3. Education of stakeholders about innovations, sustainable tourism and about the importance of monitoring of innovations (innovations indicators)

Education related to the field of tourism in Zenica-Doboj Canton is at an unqualified level. There is no higher education institution in the entire canton engaged in tourism research. Namely, in the Zenica High School of Economics, for a number of years, there has been one exception for tourism and hotel industry, which is the department for hotel and tourism management. After finishing high school, the students attending the said department receive the vocation of hotel and tourist technician.

However, given that only one secondary school in the canton deals with tourism issues, it can be said that such a situation is very worrying, and that this issue is bound to be addressed in the future. Numerous are the benefits of innovation in tourism and the sustainability of tourism. First and foremost, they lead to the economic growth of the cantons, as it is more than obvious that there is indeed a lack of experts in this area. Innovations carry with them numerous advantages such as:

- Creating and introducing a new touristic product
- Improving the quality of the already existing touristic product
- Opening “towards the new markets”, new interesting groups

In the Zenica Doboj Canton, reforms or changes in education and training are necessary, which implies creating special teams in schools that would present innovative ideas, with particular emphasis on secondary education.

Particularly important for the development of tourism would be the introduction of a study program (faculties) related to the study of tourism, taking into account that higher education in the Zeničko-Doboj Canton mainly focuses on the heavy industry (metallurgy, machinery) and economics, law and pedagogy.

Innovation research and education is still insufficiently represented because of the widespread obsolescence that innovations are largely present and applied in the manufacturing sector, but are not very helpful. However, it is not so. Innovations have experienced enormous expansion in the last period, especially in tourism, thanks to the development of new modern technologies and the spread of the Internet.

The Internet has become an indispensable part in all spheres of social life, today it is almost imperative. There are many websites that provide numerous information and articles related to tourism and can serve as inspiration and can give ideas that can be further developed into innovations. Such information can very well serve as a basis for education. Education can also be organized within the Adriatic-Ionian Innovative Center in the form of various meetings, lectures and exchanges of experiences and ideas related to tourism innovations.

In order to make changes in the field of education on innovation and sustainable tourism and the importance of innovation monitoring of particular importance, the following activities will be done:

- Obligatory changes in the education system in the sense of creating special teams in secondary schools that would have the task of presenting innovative ideas (for example, to arrange for final graduating works to be designed in such a way that students put their innovative ideas on tourism and to elaborate these ideas and explain how their implementation would be enabled)
- Organization of formal and informal education in secondary schools
- Training organization within the Innovation Center
- Introducing continuing education on the importance of tourism for sustainable community development - oriented faculties' departments;
- Introducing mandatory written diplomas at faculties related to tourism innovations

The Ministry of Education, Science, Culture and Sport of the Zenica-Doboj Canton is responsible for performing these activities, as well as the professors who are employed in educational institutions. Professors should motivate students to work on innovations and point out their need for tourism initiatives, as they directly assist in its development.

Realization of activities will be measured daily, ie monthly and annually. At the end of each school/academic year, a report will be produced of all the innovative ideas that have been created during the year.

The time period in which each activity should take place is 2018-2020.

4. Lobbying nationally (promoting) for the necessity of introducing obligatory reporting on innovations

When we talk about lobbying, representation on a national level, on the necessity of introducing mandatory reporting on innovations, it can be said to be the "most vulnerable" part of realisation of the Strategy for fostering innovations in sustainable tourism in the Adriatic-Ionian region. Realization of the Strategy takes place in one of the ten cantons of FBiH. At the beginning of this Plan we detected a complex social, and especially political structure of BiH, so that the establishment of some serious form of lobbying at the higher levels of government is a big challenge. Particularly in view of the lack of quality vertical communication, in which the level of cantonal authority often leads to an unequal position. But without access to long-term benefits for the tourism sector, which means lobbying activities at higher levels of government, there will be no viable and successful tourism sector.

Activities that should be undertaken:

- Establish a system of mandatory reporting on innovations;
- Create a list of potential lobbying groups (lawyer offices, higher education institutions, consulting firms, NGOs, travel agencies, etc.) as well as lobbying individuals;
- Make a stakeholder network of all project stakeholders - in order to clearly articulate the views that lead to a clear and unambiguous achievement of the goal;
- Establish a lobbying strategy;
- Create a plan and sequence of activities;
- Continue working on the design of innovative methods that will serve the institutions that follow the innovation register in which all new changes will be recorded.

In this case, most jobs will be entrusted or directed towards the Federal Ministry of Environment and Tourism as a resource that monitors the tourism sector. Given that there is still no high-quality Tourism Law, lobbying can be focused on solutions that will be re-offered, so it would be good to find ways to get started with this activity as soon as possible.

Carriers of activity will be primarily employed by the International Development Service, followed by tour operators in the established network and potentially engaging lobbyists.

Deadline for implementation - first half of 2019.

For the purposes of monitoring the process of national lobbying, periodical reports will be produced, monthly and annually, which will show any changes in the area of tourism.

5. Creating an Open Innovation Platform

One of the basic goals of the FOST INNO project is the establishment and operation of the Adriatic-Ionian Innovative Center, which will represent a platform for training and a tool for the distribution of innovative ideas. The Adriatic-Ionian Innovative Center will be composed of 6 contact points, with one contact point being in each of the countries that are partners in the project.

The Adriatic-Ionian Innovative Center will have the appropriate equipment that will be intended for communication, then for the exchange of ideas, knowledge and opinions, but will also be intended for training. The main goal of this center is to involve as many participants as they will give some suggestions and innovative ideas for the development of tourism as one of the most popular branches of the economy. This will also enable the development and popularization of the Center, which will enable the development of tourism in a completely innovative way.

When it comes to the Zenica-Doboj Canton, there is a remarkable interest in the interest groups working for this Center (which has been shown by the empirical analysis of the main stakeholders in the field of tourism). In addition to interest groups from the field of tourism (ministry, turistic agencies, tourist community), students and high school students will be involved in the work of the Center, which will make a special contribution to their innovative proposals and ideas.

Activities to be implemented in order to contribute to the objective realization of the creation of an innovative platform:

- Creating an IT Platform for members of the Innovative Center, which will contain all the common knowledge about innovations in sustainable tourism and will also serve as a database of all relevant stakeholders;

- The ability to use IT innovation for the purposes of marketing and promotion of tourist destinations that are not promoted in the "right" way or are not promoted at all;
- Created IT platform will be created for the needs of "registration" of innovative ideas;
- Organizing on-line seminars on innovative ideas involving students and high school students along with other stakeholder groups.

The project partner PP4 - Municipality of Perugia, Italy, is in charge of creating the platform. Department for Development and International Projects of Zenica-Doboj Canton are responsible for coordinating other activities.

A performance indicator will be the created application and its use for the purposes specified as the basis of the project. Also, there are periodical reports and information on the work of the Center, to be considered by the executive and legislative authorities in the Zenica-Doboj Canton.

The time period - continuous throughout the project, but also after its formal completion.

6. Promoting changes of HEI curricula – introducing courses dealing with innovations and innovations in tourism

The Zenica-Doboj Canton is an environment that has no university dealing with tourism. Within the University of Zenica there are seven faculties - organizational units and one faculty as an associate member, namely:

- Faculty of Metallurgy
- Faculty of Mechanical Engineering
- Faculty of Philosophy
- Faculty of Economics
- Faculty of Law
- Faculty of Medicine
- Faculty of Polytechnics
- Islamic Pedagogical Faculty (Associate Member)

Bearing in mind that this whole canton generally lacks the number and level of development of higher education institutions, especially in terms of tourism, one of the priorities in the future is to "enrich" this center with tourism professionals. The Zenica-Doboj Canton has remarkable potential for the development of almost all kinds of tourism, but there is a deficit in experts from that area.

If the attempt to open a specialized higher education institution whose focus will be on tourism fails, a substitution solution would be good to start a transition towards a potential change in the curriculum of individual departments of existing faculties or study programs in certain areas studied at the faculties of Zenica-Doboj Canton. Special emphasis is placed on the Faculty of Economics since this higher education institution is directly related to tourism. The introduction of a new study program would allow students to get inspired and build in tourism and hotel industry experts, as they are, in fact, a new hope for tourism development in the Zenica-Doboj Canton, as well as throughout Bosnia and Herzegovina.

Income generated through tourism directly affects the economy and the economic growth of the canton (and therefore B&H) and in this way we come to the improvement of the standards of citizens.

In the process of creating a new curriculum, the relevant actors from the field of tourism need to be taken into consideration: Ministry of Environment and Tourism FBiH, Ministry of Education, Science, Culture and Sport, Ministry of Economy of Zenica-Doboj Canton, then existing higher education institutions tourism, tourist community, and finally tourist agencies. It is very important to note that education is one of the key components for tourism development as a lucrative branch of the economy, which can have a significant impact on the economic state of the country, as it has many advantages, especially financial ones, because well-developed tourism actually shows the value of the country as such.

It should be noted that from all of these stories, there is no need to exclude high school of charitable activities closely related to tourism and catering (catering schools, hotel-tourism schools).

The new study program to be created would focus on innovation in tourism, their importance and sustainability. In the process of creating a new study program or department at some of the faculties, the actors in the field of tourism should also be involved because they are an excellent and inexhaustible storehouse of knowledge and in this connection can be of great use.

The realization of activities will be measured and monitored by creating a special database that will have the ability to present and demonstrate the justification of the younger crowd to attend the aforementioned department in at the University and to follow the number of innovations received by the innovators.

As already mentioned, to carry out activities related to education, the introduction of a new study/curriculum programme and a potential amendments of the existing ones are in charge of the Ministry of Education, Science, Culture and Sport, the Ministry of Economy and the higher authorities.

The time period foreseen for the implementation of these activities is 2018-2020.

7. Development and support of cooperation and networking between crucial stakeholders, especially:

- **Enabling the transfer of knowledge and innovations from other sectors into tourism**
- **Cooperation between SMEs and large enterprises (win-win)**
- **Cooperation between HEIs and enterprises**

In order to achieve the best results in tourism, it is very important to ensure better and stronger cooperation at all levels of government, because the cooperation so far and only the involvement of authorities in the investments and the support of the tourism development was very small. Thus, tourism and its development have been reduced to a very small number of people, in many cases, to the work of tourism agencies, primarily tourist associations/communities.

The foundation and grounds for any success lies in mutual cooperation, association and communion. In order to achieve the objectives of the FOST INNO project, which are to contribute to the long-term sustainable development of tourism in the Adriatic-Ionian region through the building of the capacity of innovation, it is necessary to ensure the cooperation between stakeholders' representatives and government representatives (at all levels) and to facilitate their uninterrupted communication .

In the next period of time, the connections between the tourism and the economic sector will be ensured, because economic issues are at the same time one of the focal focal points of tourism. Also, better tourism and marketing interaction will be ensured, as promotion and marketing for tourism are the basis for its better development and sustainability.

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The innovations that are present in the field of marketing are more than good for tourism because it is marketing that in its daily work puts the greatest number of innovations and

ideas to make a product better present in the market. The linkage between tourism, , marketing and, inevitably, IT technology is indispensable and will provide positive results over the next period. This kind of cooperation will be facilitated through the work of the Adriatic-Ionian Innovative Center, which will enable the exchange of innovative ideas related to the promotion and marketing of the desired tourist attractions.

Cooperation between small and medium enterprises as well as large enterprises will be enabled also through the work of Innovations Center, where it will be possible to create a new tourist offer where SME participants (such as catering facilities, tourist agencies etc.) and large companies will be involved.

Higher education institutions and enterprises can establish cooperation by using the capacities of higher education institutions by curriculum targeting the real labor market needs, ie focusing on the needs of the real sector (economy), and to tourism as well. The essence of cooperation between higher education institutions and companies is to enable students to acquire the necessary skills and conceptual abilities for independent work in tourism, hence making it possible for more practical work in the course of education.

Unfortunately, the employers demonstrate minimal interest in engaging in the process of cooperation and allowing their companies to provide practical classes. The main reason for such a situation is that employers are essentially unhappy with the knowledge and skills acquired by their students. In this respect, the reform of higher education is highly necessary, which will solve students 'and employers' problems (students will have a much higher level of education and the possibility to apply theoretical and practical knowledge in the real sector or work with employers).

Responsible authorities, employers, and students are responsible for carrying out the activities mentioned in the various forms of cooperation.

Indicators to measure the success of such activities will be created in the form of reports for which will be in charge of the competent authorities, the higher education institution and the MSP sector.

The time period for implementing these activities is continuous throughout the project, but will continue after its formal completion.

8. Development of research activities related to innovations and tourism

Tourism is very poorly developed in the Zenica-Doboj Canton. The most significant deficiencies relate to institutional or insufficiencies that are reflected in the absence of adequate legal solutions, the lack of administrative staff that will be in the role of monitoring the situation and designing ways to innovate, improve and develop tourism activities and lack of concrete financial support. Parallel with this, it has not succeeded in the development of accompanying institutions or institutions dealing with tourism. From the perspective of the FOST INNO project, this "institutional disadvantage" is even more significant because we are in the situation that there are no significant tourism-related institutions in the context of research and scientific capacities. Then the conclusion is logical that there is a significant lack of interest in research on this area. Perhaps we can say that tourism is happening elementarily in the Zenica-Doboj Canton, reduced to only a few enthusiastic individuals.

The problem concerning research is very serious. Because if there is no one who can make a professional, methodological analysis of the situation, it is difficult to find the results that will ensure the long-term sustainability, development and growth of tourism activity in Zenica-Doboj Canton, but also wider. It is very important to approach this issue seriously and to launch as much as possible a whole series of research-focused processes that will certainly contribute to the better development of Zenica as the main administrative center of the Zenica-Doboj Canton as well as the canton itself. Tourism is rapidly developing in the world, and in the region, and brings fantastic results, thus enabling greater inflow of financial resources. Tourism is in fact a very dynamic branch of the economy, ie tourism is a "living profit".

Bearing in mind that the main drivers of innovation in tourism, as already mentioned above, are primarily tourists and their complex desires, wishes and demands, then the "great tourists agencies" whose main task is organization, then the rapid development of

information technologies and the extraordinary widespread and the popularization of the internet, and in the final run of competition, it is quite logical that the research goes towards this direction.

So it is necessary to work on exploring the desires and demands of tourists (or end users) because they are the key to the development of any branch of the economy, especially tourism. It is necessary to keep pace with the world trends and go in step with time, as this is the key to success.

Next, it is no less important to keep track of, and to master, how the development of information technologies and the expansion of the world market can in a positive way "help" the development of tourism in Bosnia and Herzegovina or Zenica-Doboj Canton. In this context, it is necessary to organize different types of courses and education that will deal with design and innovation in the same way, and how to place it in the original way on the market and, of course, have financial benefit from it (this implies a quality promotion and marketing development).

And finally, competition is almost crucial for the development of tourism in the Zenica-Doboj Canton. The competitive spirit is more than present in all social aspects, especially in service activities, in this case tourism. And this aspect of research is very important for the entire canton. It is a special significance to keep track of competition and to make every effort to bring tourism issues into a completely new/innovative way that is not present in competition. In this respect, it is very important to go a step ahead to ensure a guaranteed success.

In order for all this to happen and be implemented properly, it is necessary to ensure the openness of the stakeholders and to enable them to network and cooperate at all levels. In the process of research it is necessary to include the local authority of all individual municipalities and, finally, the level of power at cantonal level.

Perhaps even more important is the urgent involvement of the academic community of the Canton in all steps taken to build and strengthen capacity in tourism. Here, indisputably, we also think about the establishment and operation of a future "Department for Development and Promotion of Tourism" in one of the University of Zenica members.

Activities and their implementation will be monitored on a continuous basis. Creating the corresponding reports that will show what has been done in the research on all of the

above mentioned aspects and relevant statistical data will enable complete insight into the work.

For the implementation of these activities, they are equally responsible for all relevant actors in the area of tourism. The time period envisaged for the implementation of these activities will be during the duration of the project and after its completion.

Performance Indicators will be generated in the form of reports that will show the success of this research.

Table 1. Summarised action plan for fostering innovation in sustainable tourism – **Zenica-Doboj Canton, Bosnia and Herzegovina**

| Objectives | Activities | Responsible actor/s | Indicator/s | Timeframe (from mm/yy to mm/yy) |
|---|--|--|---|--|
| Development of innovation taxonomy, its popularization and advocacy | <ul style="list-style-type: none"> - Provide financial resources for innovative tourism projects; - Systematic and fundamental presentation of innovations in every tourist activity; - Evaluation of newly-registered innovative ideas; - Implementing innovative ideas in practice; - Creating a Register of Innovative Ideas (Innovation in Tourism) | <ul style="list-style-type: none"> - Ministry for Economy of Zenica-Doboj Canton - Ministry of finance of Zenica-Doboj Canton - Other actors in the area of tourism | <ul style="list-style-type: none"> - Reports or information that will be generated by the responsible persons of the employees in the tourism business. Eg: Annual report on the state of the economy in Zenica-Doboj Canton - Realization and reporting of numerous projects that will present the possibility of applying innovation in practice; increased number of promotional actions in electronic, print media and portals (specializing in | Continuous during the duration of the project and after its completion |

| | | | tourism, informative) | |
|--|--|---|---|--|
| Lobbying for the simplification and improvement of legislative acts dealing with innovations | <ul style="list-style-type: none"> - Make a detailed analysis of the problem related to tourism innovations; - Create potential solutions for previously defined problems with regards to innovations in tourism; - Select the relevant experts who will be in charge of lobbying; - Organize meetings with official government representatives - cantonal, federal and state; - Attempt to "impose" obligations relating to reporting and adequate presentation of innovation in tourism; - Potential amendment of laws/legislative acts on tourism (eg Adding certain items related exclusively to tourism innovations and their improvement). | Zenica-Doboj Canton Tourist Board , but for the process of direct negotiation of the "agreed", representatives of the authorities such as the executive and legislative authorities of the Zenica-Doboj Canton and the higher authorities (Federal and State) are in charge. | The obligation of official government representatives will be to periodically report on the potential for amending or supplementing the Tourism Act. Newly amended or supplemented or modified tourism law will provide a basis for further innovation and tourism promotion. | Continuous during the duration of the project and after its completion |
| Education of stakeholders about innovations, sustainable tourism and about the importance of monitoring of innovations | <ul style="list-style-type: none"> - Obligatory changes in the education system in the sense of creating special teams in secondary schools that would have the task of presenting innovative ideas (for example, to arrange that the final graduate work should be conceived in such a way that students put their innovative ideas on tourism and | The Ministry of Education, Science, Culture and Sport of Zenica-Doboj Canton is responsible for these activities, as well as the professors who are employed in educational | Realization of activities will be measured daily, ie monthly and annually. At the end of each school/academic year, a report will be produced of all the | The time period in which each activity should take place is 2018-2020. |

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|--|---|--|--|---------------------|
| | <p>develop ideas and explains how they would be enabled to realize them)</p> <ul style="list-style-type: none"> - Organization of formal and informal education in secondary schools - Training organization within the Innovative Center - Introduction of continuous education on the importance of tourism for sustainable development of the community – specific departments in faculties; - Introducing mandatory written diploma papers at faculties related to tourism innovations | institutions | innovative ideas that have been created during the year. | |
| Lobbying nationally (promoting) for the necessity of introducing obligatory reporting on innovations | <ul style="list-style-type: none"> - Establish a system of mandatory reporting on innovations; - Establish a list of potential lobby groups (lawyers' offices, higher education institutions, consulting firms, NGOs, travel agencies, etc.), as well as lobbying individuals; - Make an interest network of stakeholders across the project - in order to clearly articulate the attitudes that lead to a clear and unambiguous achievement of the goal; - Establish a lobbying strategy; - Make a plan and sequence of activities; - Continually work on the development of innovative methods used by the institutions that follow | In this case, most jobs will be entrusted or directed towards the Federal Ministry of Environment and Tourism as a resource ministry that monitors the tourism sector. | For the purpose of monitoring the process of national lobbying, periodical reports will be produced, monthly and annually, which will show what changes have been made with regard to tourism. | First half of 2019. |

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|--------------------------------------|---|--|--|---|
| | the innovation register to record all new changes. | | | |
| Creating an Open Innovation Platform | <ul style="list-style-type: none"> - Creating an IT Platform for members of the Innovative Center, which will contain all the common knowledge about innovations in sustainable tourism and will also serve as a database of all relevant stakeholders - The ability to use IT innovation for the purposes of marketing and promotion of tourist destinations that are not promoted in the "right" way or are not promoted at all; - Created IT platform will be created for the "registration" of innovative ideas; - Organisation of on-line seminars on innovative ideas involving students and high school students alongside other stakeholders. | <p>The project partner PP4 - Municipality of Perugia, Italy, is in charge of creating the platform.</p> <p>Department for Development and International Projects of Zenica-Doboj Canton are responsible for coordinating other activities.</p> | A performance indicator will be the created application and its use for the purposes specified as the basis of the project. Also, there are also periodical reports and information on the work of the Center, to be considered by the executive and legislative authorities in the Zenica-Doboj Canton. | |
| Promoting changes of HEI curricula | <ul style="list-style-type: none"> - Opening new faculties that will deal with tourism issues - Creating a new curriculum - One of the priorities in the future is to make this environment "enriched" with tourism experts. - Potential changes in the curriculum of individual departments of existing faculties or study programs in certain areas studied at the faculties of Zenica-Doboj Canton. | As already mentioned, to carry out activities related to education, the introduction of a new study/curriculum and potential amendments are in charge of the Ministry of Education, Science, Culture and Sport, the Ministry of Economy | The realization of activities will be measured and monitored by creating a special database that will have the ability to present and demonstrate the justification of the younger crowd to | The time period foreseen for the implementation of these activities is 2018-2020. |

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|--|---|--|---|--|
| | | and the higher authorities. | attend the aforementioned department in at the University and to follow the number of innovations received by the innovators. | |
| Development and support of cooperation and networking between crucial stakeholders | <ul style="list-style-type: none"> - The link between the tourism and the economic sector, because economic issues are at the same time one of the focal points of tourism - Cooperation between small and medium-sized enterprises as well as large enterprises will be facilitated through the work of the Inovati Center, where it will be possible to create an innovation and joint tourist offer where participants from MSP (such as catering facilities, tourist agencies etc.) and large companies. | Indicators to measure the success of such activities will be created in the form of reports for which will be in charge of the competent authorities, the higher education institution and the MSP sector. | Responsible authorities, employers, and students are responsible for carrying out the activities mentioned in the various forms of cooperation. | The time period for implementing these activities is continuous throughout the project, but will continue after its formal completion. |
| Development of research activities related to innovations and tourism | <ul style="list-style-type: none"> - It is therefore necessary to work on researching the desires and demands of tourists (or end-users) as they are the key to the development of any branch of the region, especially tourism. - It is necessary to keep pace with the world trends and go in step with time, as this is the key to success. - Keep track of the competition and make every effort to bring tourism issues into a completely new / | For the implementation of these activities, they are equally responsible for all relevant actors in the area of tourism. | Periodic reports that will show the success of these types of research. Reports will be created by research institutions. | The time period envisaged for the implementation of these activities will be during the duration of the project and after its |

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| | innovative way that is not present in competition. | | | completion. |
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Concluding remarks

By implementing the FOST INNO Project we can expect significant changes when it comes to tourism in general. In the end, the FOST INNO project can be an example of good innovation and stimulate some of the following steps, projects that will have sustainable development of tourism in Zenica-Doboj Canton and the wider region.

With this Action Plan, we want to ensure the fulfillment of basic strategic goals. Realizing the activities we have indicated in the Plan is sure that tourist workers are facing a new time. The project tasks we have just completed have seen how we stand in the Adriatic-Ionian region in terms of tourism and the tendency to innovate. The project itself is a great opportunity for positioning in a place that we objectively take in the tourist calendars of the most important actors in this sector and to alert all those responsible to make things happen better in Zenica-Doboj Canton and throughout the country. The very ambitious plans presented through our activities that we aim to implement through this Action Plan show how seriously we have understood our role in this path.

Proactive work of the Innovation Center, provision of funds for innovative projects in tourism, creation of a database of innovative ideas in tourism, introduction of continuous education on the importance of tourism for sustainable community development, specific departments in faculties - creation of a new curriculum, establishment of a mandatory reporting system on innovation, creation of the IT platform that will have the task of counting the number of tourists arriving are just some of the activities that we will work with our partners to realize in order to reach the next higher level of tourism and tourist offer.

In the next period of time, with the continuous development of innovation, we will come to developed tourism in Zenica-Doboj Canton. Again, Zenica-Doboj Canton has outstanding capacities to develop different tourist concepts. Due to the diversity of the terrain, the possibilities are open to the development of the most diverse forms of tourist offers. All forms of tourism are possible in this relatively small geographical area. Once things move

forward, the process of development will be unstoppable. Appropriately developed tourism, will bring this different benefits for this region, from increased visits to tourists, overnight stays, and in general new inflow of necessary and missing funds.

When continuous tourist visits are established throughout the year the tourist season will be extended. Through the concept of innovating the offer and the innovations that will be developed and improved by the implementation of activities listed in this action plan, tourism in Zenica-Doboj Canton awaits a bright future.