

EXCOVER – LOCAL SWOT REPORT

MUNICIPALITY OF ČAVLE

PRIMORJE-GORSKI KOTAR COUNTY

OUTLINE

1.	RESIDENTS' WILLINGNESS TO PARTICIPATE	2
1.1.	ANALYSIS OF THE PARTICIPATION INDEX	4
2.	RESIDENTS' ATTITUDE TOWARDS THE SHARING ECONOMY	20
3.	SWOT ANALYSIS OF THE LOCAL TOURISM SYSTEM.....	24
3.1.	STRENGTHS OF THE LOCAL TOURISM SYSTEM	27
3.2.	WEAKNESSES OF THE LOCAL TOURISM SYSTEM	29
3.3.	OPPORTUNITIES FOR TOURISM DEVELOPMENT	32
3.4.	THREATS TO TOURIST DEVELOPMENT	34
4.	CONCLUDING REMARKS	36

1. RESIDENTS' WILLINGNESS TO PARTICIPATE

The Municipality of Čavle joined the EXCOVER Project aiming at improving its residents' life and economic conditions, while preserving the local cultural identity and environmental resources, through the development of sustainable tourism. To reach this goal, the participation of the local community in the tourism development planning and implementation phases is fundamental. In fact, it is one of the main characteristics of tourism development processes to be sustainable. This community participation is the main feature that makes the tourism development process sustainable. Thus, before going into the residents survey-based SWOT Analysis, main topic of this report, the willingness to participate in the local tourism development of the interviewees is investigated by means of a participation index, developed to meet the informative needs of EXCOVER.

The residents' participation index is built with information of different kind, both direct (retrieved from the answers to specific questions) and indirect (making use of response rates), collected during the SWOT survey. The index is a weighted average of 5 components:

- "1_COMMUNITY PARTICIPATION": the evaluation of the extent to which the respondent's local community is willing to participate in the local tourist development (directly asked in the questionnaire and measured with the reported level of agreement, in the range [1, 7]);
- "2_MAIL LEFT": the actual willingness to be more involved and active in the tourism development planning (estimated indirectly with the rate of respondents who left their personal e-mail address to be contacted in the near future to provide further information about their town);
- "3_PERSONAL SHARING ATTITUDE": the self-reported willingness of the respondent to make use of sharing economy platforms to share something of his own with visitors (directly asked in the questionnaire).
- "4_WELCOMING COMMUNITY": the assessment of the extent to which tourists and people with different cultures are welcomed by the respondent's local community (directly asked in the questionnaire and measured with the reported level of agreement, in the range [1, 7]);
- "5_RESPONDENT ENGAGEMENT": the manifested intention to participate in the local tourism development by providing information (indirectly retrieved from the average response rate to the SWOT open-ended questions, that require a considerable involvement and effort, compared to closed-ended ones);

As the first 2 components of the index are expressed on a scale ranging between 1 and 7 (while the other components are rates), they are normalized by dividing the average level of agreement by the maximum value possible (that is 7), to facilitate comparisons.

The 5 components are weighted based on their relative importance in the context of EXCOVER, especially in view of the forthcoming activities of the next working packages:

- weight of 1_COMMUNITY PARTICIPATION = 0.4
- weight of 2_MAIL LEFT = 0.2
- weight of 3_PERSONAL SHARING ATTITUDE = 0.2
- weight of 4_WELCOMING COMMUNITY = 0.1
- weight of 5_RESPONDENT ENGAGEMENT = 0.1

By construction, the minimum value of the participation index is 0, the maximum is 1.

1.1. Analysis of the Participation Index

The participation index of all respondents is analyzed below by gender, age and type of employment.

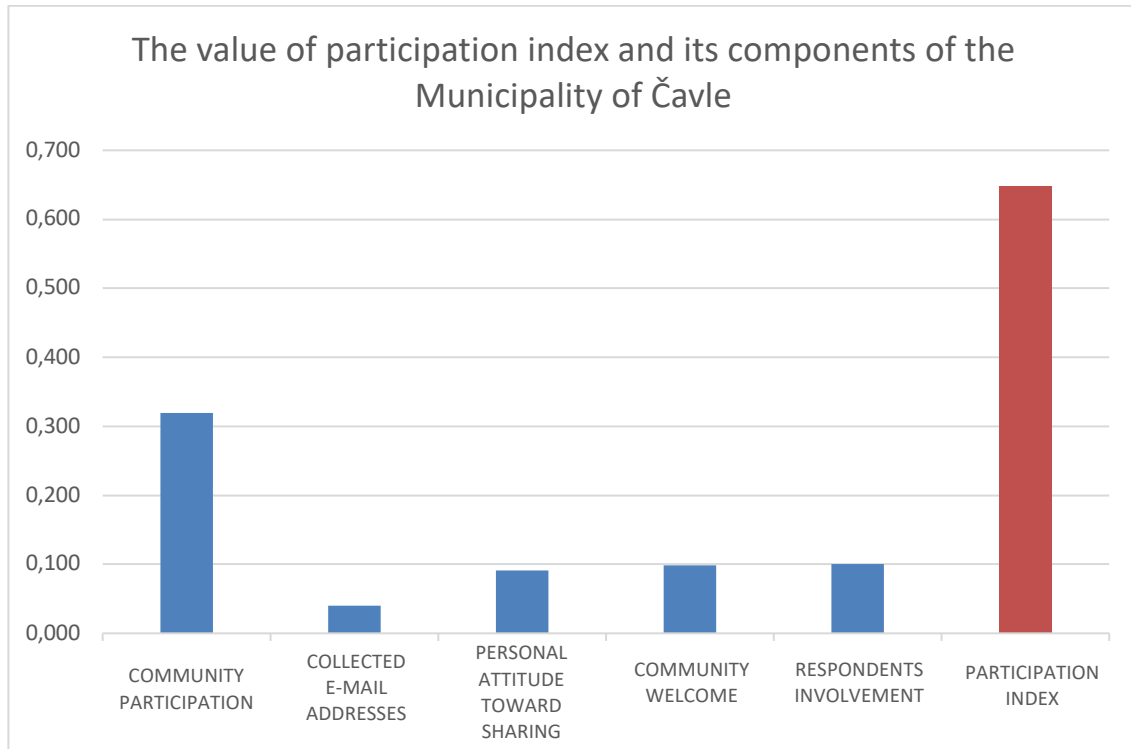
1.1.1. The Municipality of Čavle Participation Index

In the Municipality of Čavle, the participation index of the tested sample and its five components, described above, have the following values:

Table 1. The value of participation index and its components of the Municipality of Čavle

Component	Component value	Weight	Weighted average (component value x weight)
Community participation	0.797	0.4	0.319
Collected e-mail addresses	0.200	0.2	0.040
Personal attitude toward sharing	0.456	0.2	0.091
Community welcome	0.986	0.1	0.099
Respondents' involvement	1.000	0.1	0.100
Participation index			0.649

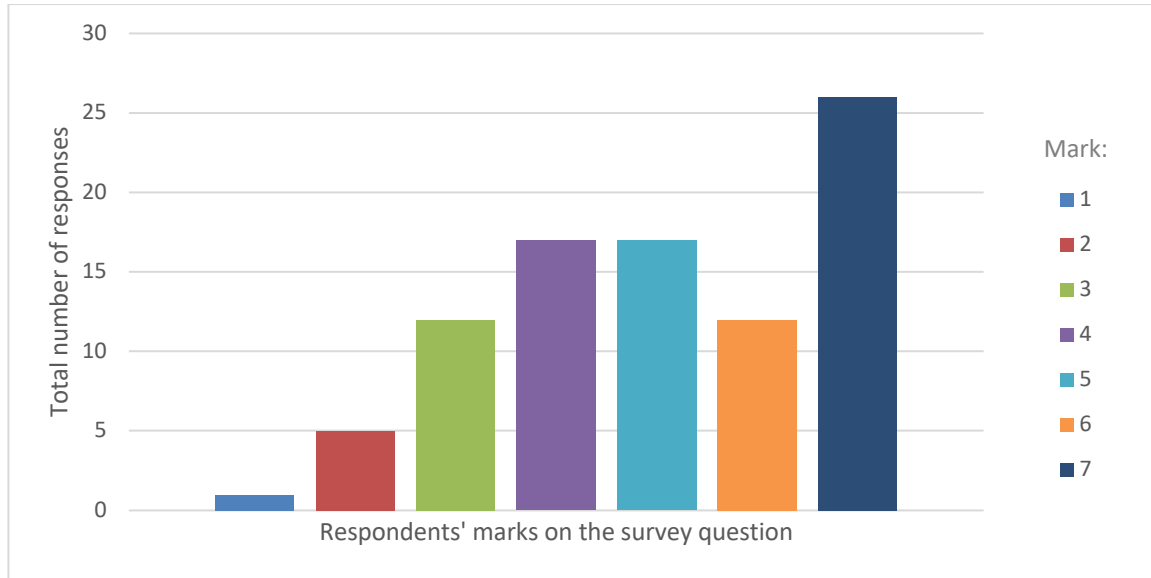
Graph 1. The value of participation index and its components of the Municipality of Čavle



Graph 1 shows the participation index and its 5 weighted components. Participation index of the Municipality of Čavle in this survey is **0.649**.

Out of a total of 143 enquiries to fill out the survey, 91 responses were collected and 52 individuals^[LL1] decided not to participate in the survey. Looking at the willingness of the local community to participate in the survey, it is more likely that the local community wants to participate (about 63%) in tourism development through survey questionnaires than that it does not want to participate (about 37%).

Graph 2. Respondents' marks on the survey question: State your agreement with a score from 1 to 7 with the statement "Local community wants to participate in local tourism development"



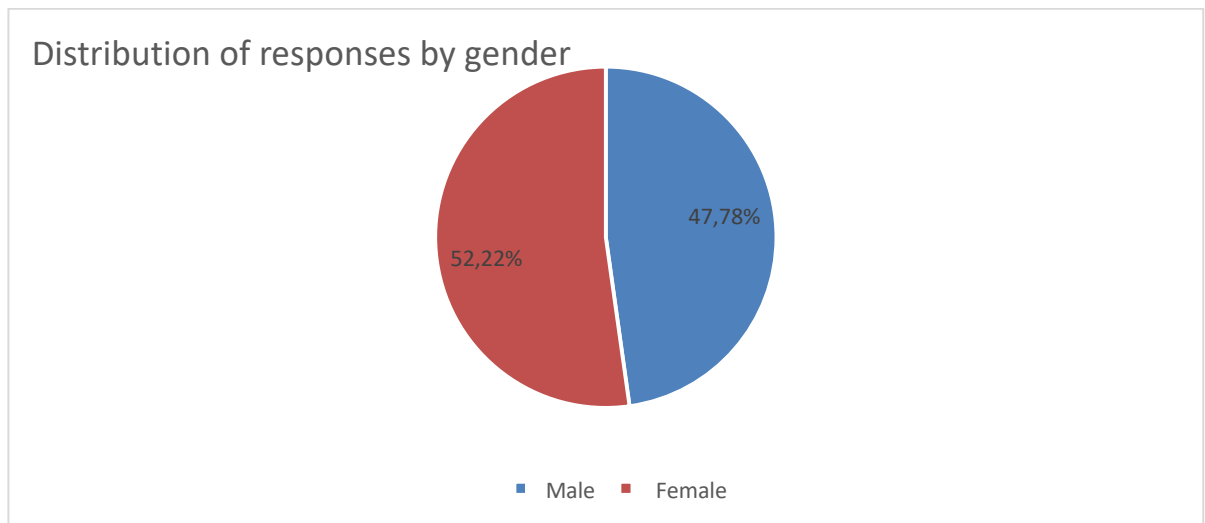
Graph 2 shows the respondents' marks of the co-citizens' position on the participation in the development of tourism and shows that the respondents most frequently gave the maximum mark of 7 (a total of 26 subjects) on the survey question and most rarely gave the lowest mark 1 (only one subject). The average mark on the municipal level is 5,58, indicating that local residents mostly consider their co-citizens' position on participation in tourism development to be positive, which is not entirely consistent with the results of this survey in which about 37% of the population did not want to participate. This dissenting opinion of the local population and the actual results of the survey could have been influenced by many factors, and some of them could be the subject's rush at the time of contact with the inquirer, and low temperatures in the Municipality of Čavle, where the survey was conducted.

In the implementation of the WP's 4 and 5, the interest of the local community can be used to develop a tourism offer. It is possible to involve municipal administration, stakeholders and residents, since members of all groups have shown a certain interest in participating. The focus group discussions identified that existing associations already at this stage show interest in participating and it is possible to rely on their activity when implementing the establishment of destination management organizations in the WP 5.

1.1.1. The Participation Index of the Municipality of Čavle by Gender

Ninety respondents participated in this survey, 43 men and 47 women. Shown in percentages, 47,78% of respondents are male and 52,22% are female and this is shown in graph 3.

Graph 3. Distribution of responses by gender

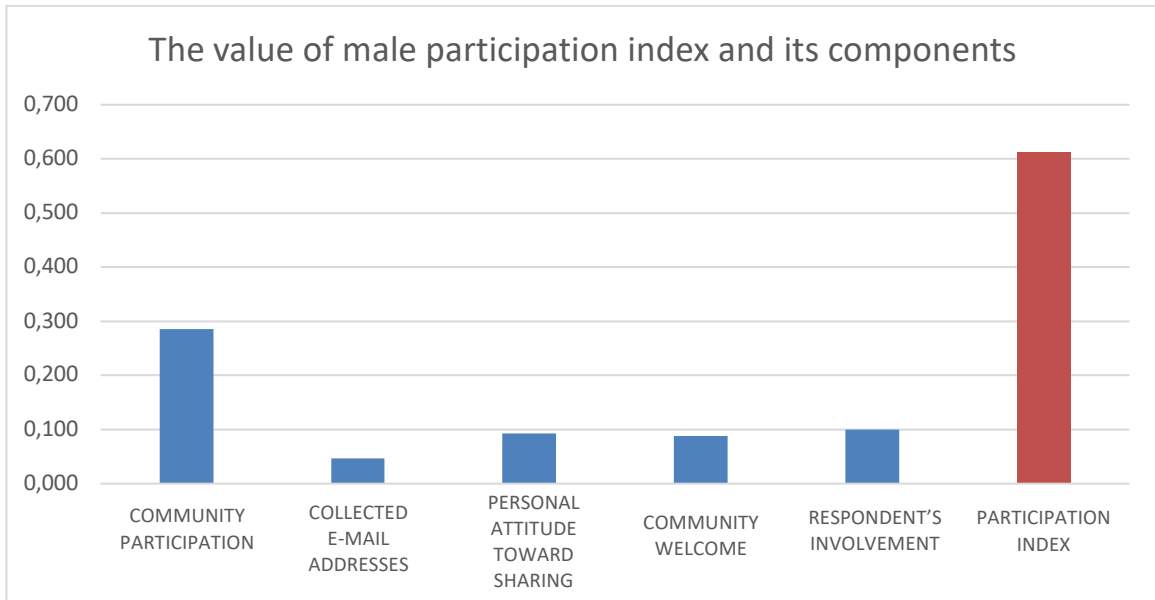


In the municipality of Čavle, the gender participation index and its 5 weighable components, described above, have the following values:

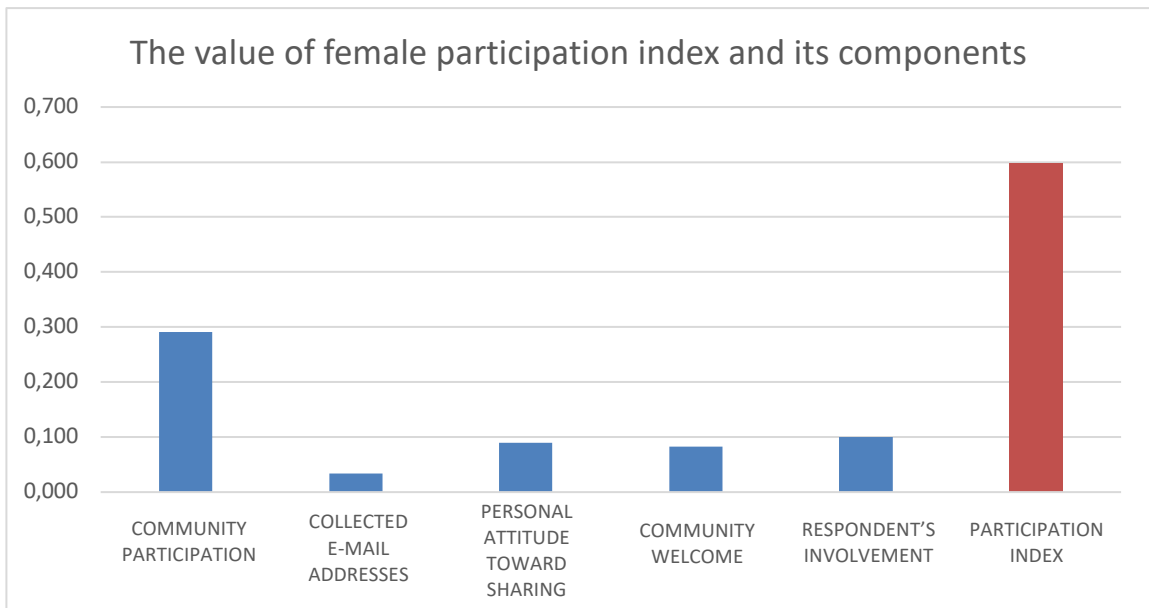
Table 2. The value of the gender participation Index and its components

Component	Component value		Weighted average (component value x weight)	
	Male	Female	Male	Female
Community participation	0.714	0.726	0.286	0.291
Collected e-mail addresses	0.233	0.170	0.047	0.034
Personal attitude toward sharing	0.465	0.447	0.093	0.089
Community welcome	0.880	0.830	0.088	0.083
Respondent's involvement	1.000	1.000	0.100	0.100
Male participation Index				0.613
Female participation Index				0.597

Graph 4. The value of male participation index and its components

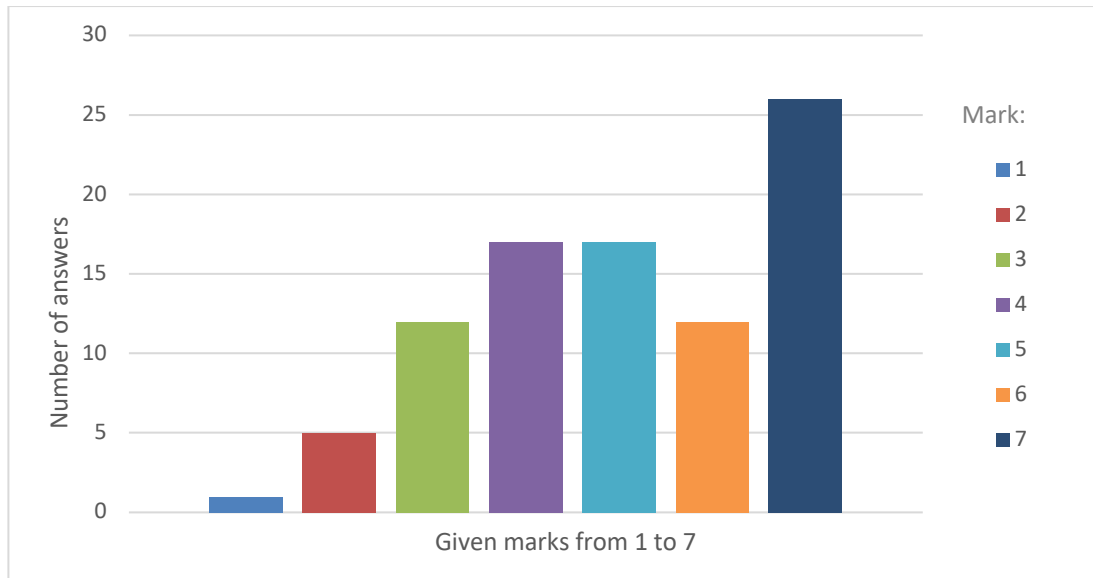


Graph 5. The value of female participation Index and its components



Graphs 4 and 5 show participation indices and their 5 components for men and women. The participation index for men is **0.613** and for women **0.597**. Therefore, men are relatively a little more willing to participate in the development of tourism than women.

Graph 6. Respondents' marks of the position of co-citizens on participation in the development of tourism by gender

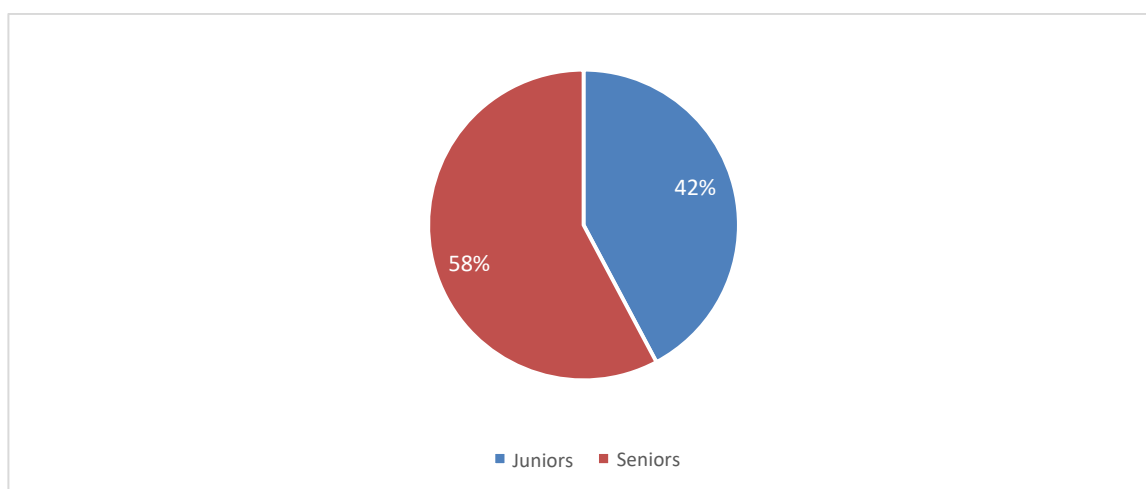


Both men and women who responded to the survey questionnaire consider their co-citizens' position on participation in tourism development to be positive, i.e. they gave to this response the highest value by rating it with 7, while only 1 subject gave it a mark of 1. The average response value (in the range from 1 to 7) for men is 5 and for women is 5,08. This poses an assumption that residents are equally willing to participate in the implementation of the following WPs, regardless of their gender. According to the data collected, women were more likely to participate in the survey questionnaire, as fewer women chose not to participate in the survey compared to men, which is not in line with the previously mentioned participation indices, as the participation index for men is slightly higher than the women participation index. When carrying out the activities from the WPs 4 and 5, it is necessary to note that there are differences in direct participation of men and women and that these differences can also affect the types of their participation in the sharing economy and other activities of the EXCOVER project.

1.1.2. Participation Index in the Municipality of Čavle by Age Groups

For the purpose of this research, the participation index of the Municipality of Čavle was observed by age groups, i.e. juniors (15 to 34 years) and seniors (35 years and older). The analysed data are shown below.

Graph 7. Response distribution by age groups

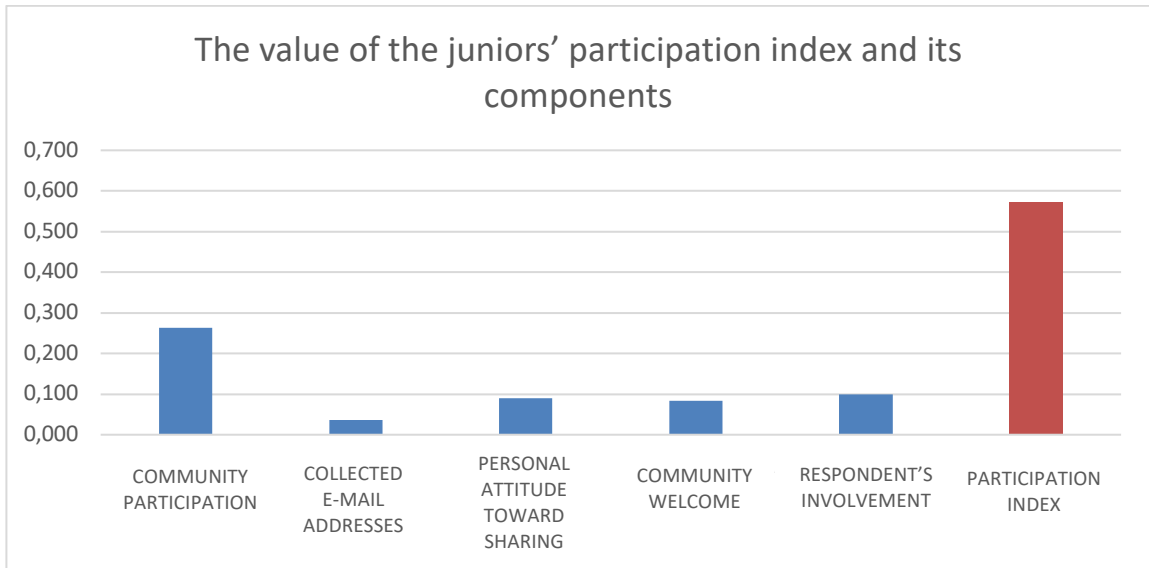


Graph 7 shows the proportion of respondents by age groups, i.e. the ratio of juniors and seniors. The graph shows that the majority of respondents are seniors, 58% of them, while the juniors account for 42% of the total respondents. The participation indices and their components are elaborated below.

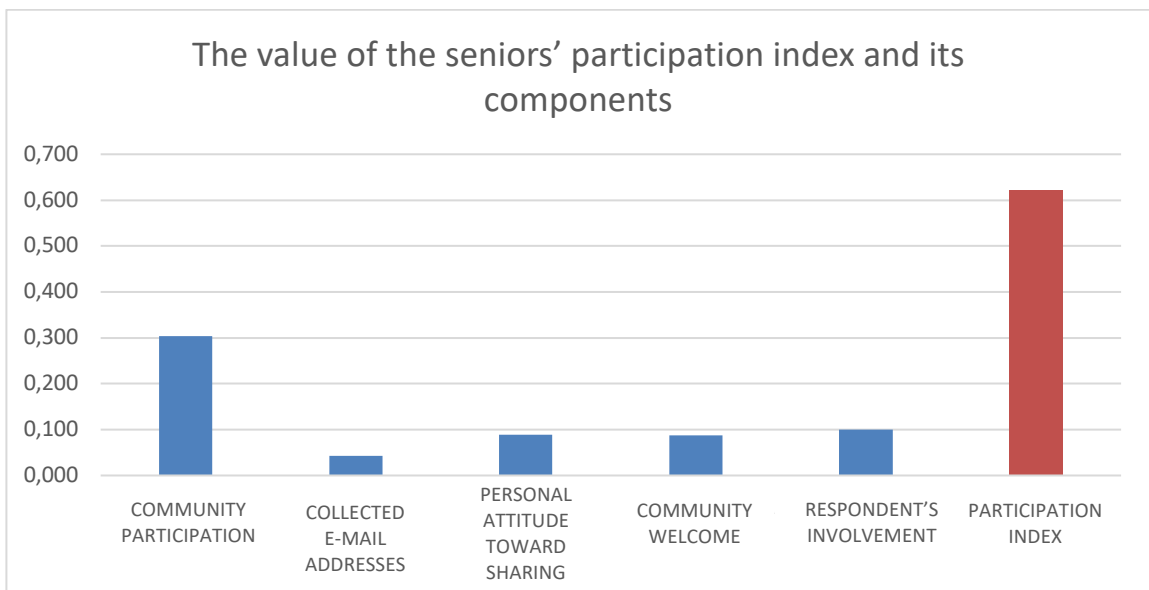
Table 3. The value of the respondents' participation index and its components by age groups

Component	Component value		Weighted average (component value x weight)	
	Juniors	Seniors	Juniors	Seniors
Community participation	0.658	0.760	0.263	0.304
Collected e-mail addresses	0.184	0.212	0.037	0.042
Personal attitude toward sharing	0.447	0.442	0.089	0.088
Community welcome	0.835	0.868	0.083	0.087
Respondents' involvement	1.000	1.000	0.100	0.100
Junior participation Index				0.573
Senior participation Index				0.622

Graph 8. The value of juniors' participation index and its components



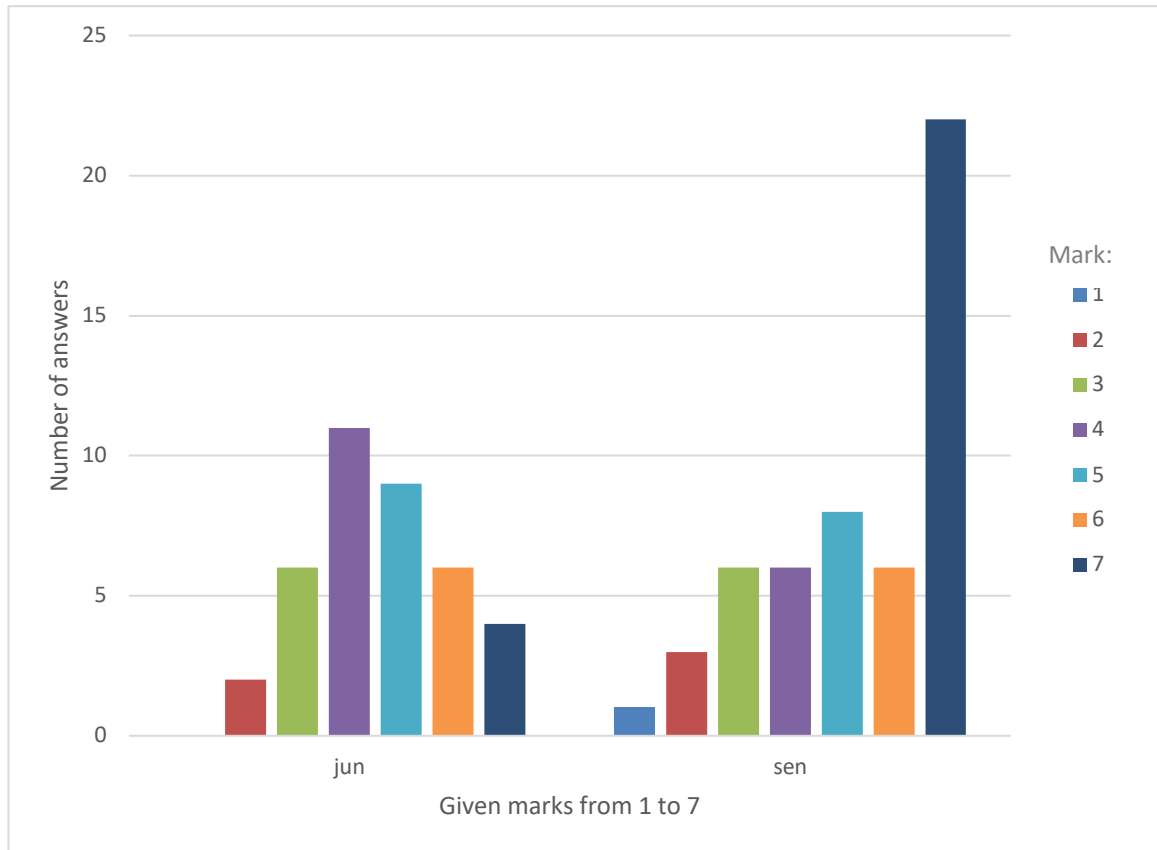
Graph 9. The value of the seniors' participation index and its components



Graphs 8 and 9 show juniors' and seniors' participation indices and their five components, while graph 10 shows in parallel the level of agreement of the juniors and seniors with the claim that the local community wants to participate in the development of local tourism.

The juniors' participation index is 0.573 while seniors' is 0.622, which leads to a conclusion that seniors are more willing to participate in the development of tourism than juniors.

Graph 10. Juniors' and seniors' marks of the claim that the local community wants to participate in the development of local tourism



Observing through the prism of the age group, there seems to be a big difference between the opinion of the juniors and seniors about their fellow citizens' position on participation in tourism development. The average response value by the juniors is 4,61 while seniors on average gave a mark of 5,32. In most cases, juniors gave answers with a value of 4 and seniors 7, which is why the seniors are more positive on average about their fellow citizens' position on participation in tourism development. For a more clear understanding of the difference in the opinion of the juniors and seniors an in-depth analysis is needed, and this is not covered by this research.

At this point, it can be assumed that the seniors have more free time and capital, as they cover the working and retired population, and they are more involved in the community than juniors who study and attend schools in Rijeka and spend a lot of time out of the location so they are not included in the community as much as seniors. Although WP 4 suggests that the development of tourist attractions will be primarily, but not exclusively, entrusted to young people, the figures show that seniors in the Municipality of Čavle may have more interest in participating in the implementation of the EXCOVER project.

1.1.3. Participation Index of the Municipality of Čavle by Employment

In this chapter we observed the participation index of the Municipality of Čavle by type of profession, i.e. community participation is divided into self-employed and others. The category “others”, comprehend are all those who are not self-employed, meaning the unemployed, employed, students, housewives and pensioners. The ratio of the self-employed and others is shown in graph 11.

Graph 11. Distribution of responses by respondents' employment status

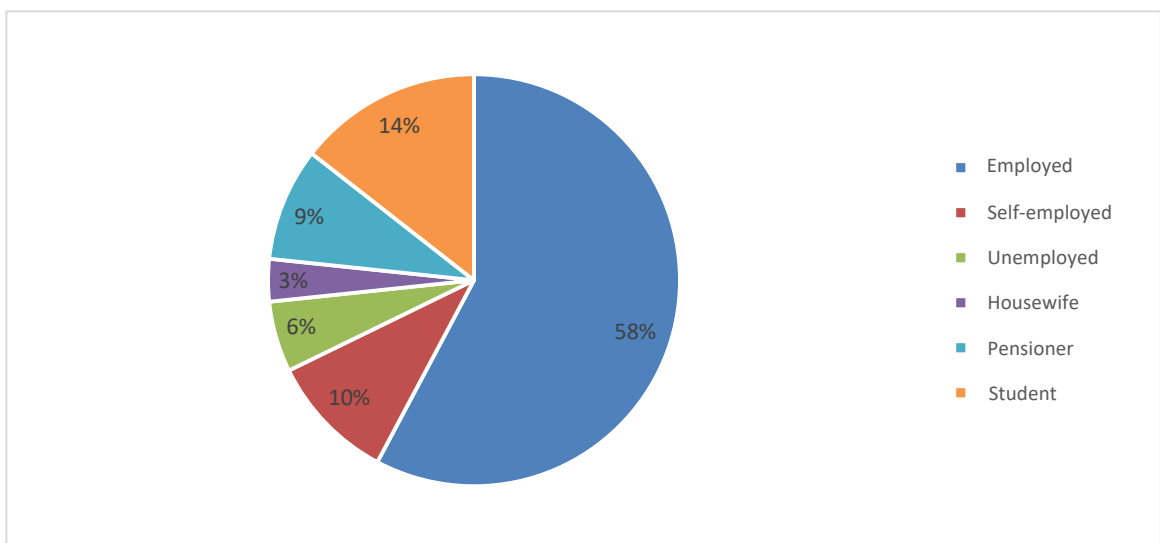
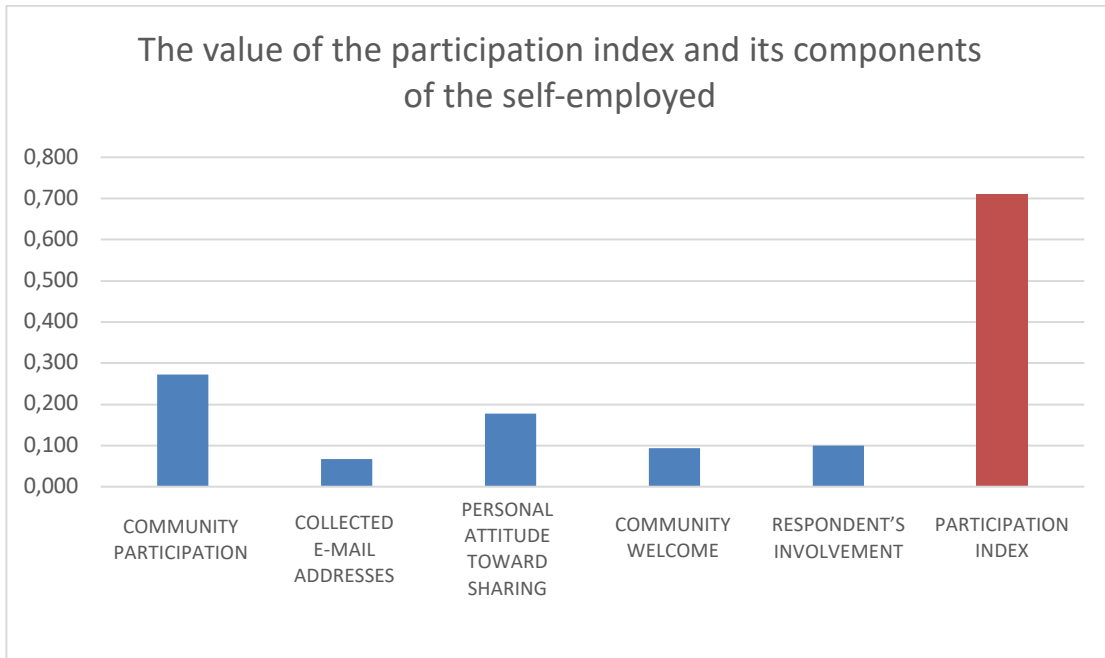


Table 4. The value of respondents' participation index and its components by employment

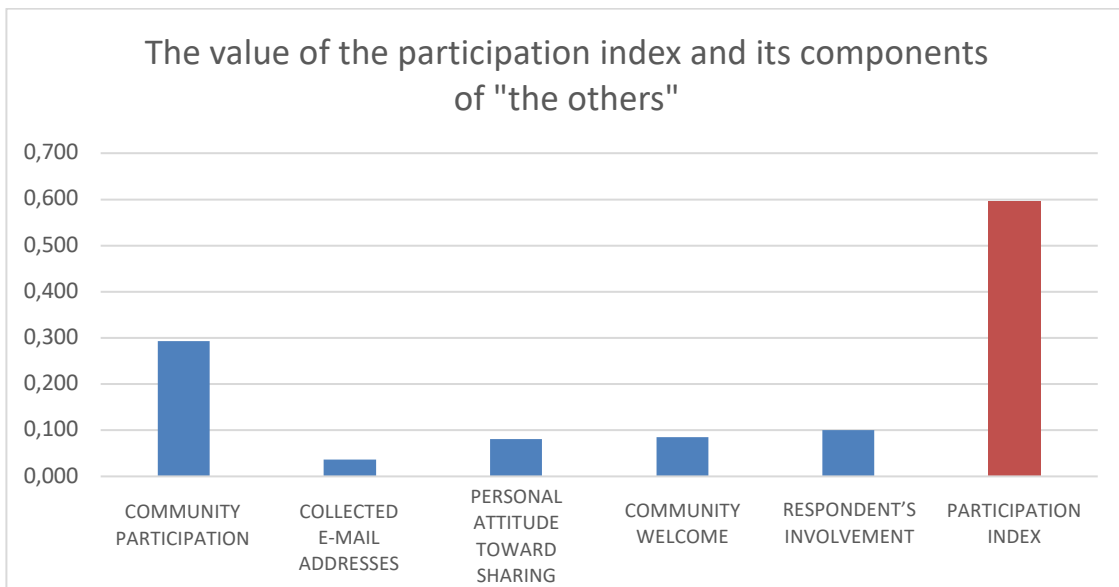
Component	Component value		Weighted average (component value x weight)	
	Self-employed	Others	Self-employed	Others
Community participation	0.683	0.732	0.273	0.293
Collected e-mail addresses	0.333	0.185	0.067	0.037
Personal attitude toward sharing	0.889	0.407	0.178	0.081
Community welcome	0.937	0.845	0.094	0.084
Respondents' involvement	1.000	1.000	0.100	0.100
Self-employed participation index	0.711			
The participation index of "others"	0.596			

Graphs 12 and 13 show the respondents' participation indices and their 5 components by employment, that is, of the self-employed and others, while graph 14 shows in parallel the level of consensus between the self-employed and others with the claim that the local community wants to participate in the development of the local tourism. The participation index of the self-employed is **0.711** and for others is **0.596**, which means that self-employed people are more open for participation in tourism development compared to other residents but the observed sample of self-employed respondents is relatively small (9 respondents) and this is not considered a sufficiently reliable source to make the mentioned conclusion.

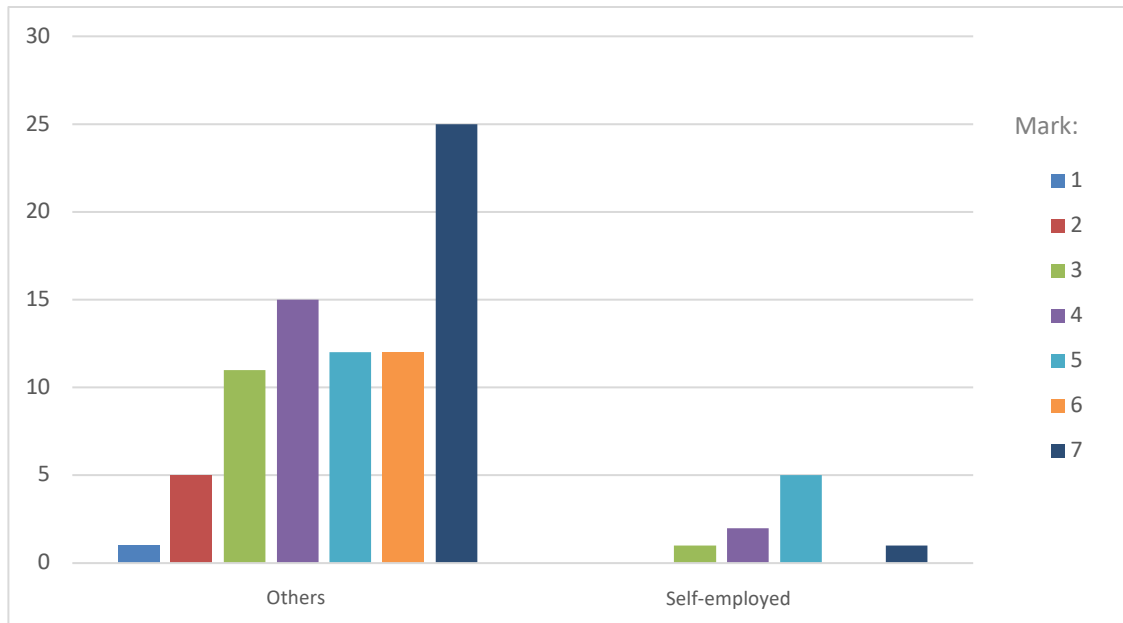
Graph 12. The value of the participation index and its components of the self-employed



Graph 13. The value of the participation index and its component of "the others"



Graph 14. Self-employed and others' assessments of the claim that the local community wants to participate in the development of local tourism



Out of 90 respondents, only nine have stated that they are self-employed and when asked about the "attitude of their fellow citizens on participation in tourism development" most often gave a mark of 5, while the other respondents most frequently gave a mark of 7. The average mark of the self-employed is 4,77 and of the others is 5,12. These results indicate that self-employed and other respondents are slightly inclined to believe that the local community is willing to participate in the development of tourism in the Municipality of Čavle. However, any conclusion derived from the data collected from the self-employed residents for the purpose of this project is not considered relevant due to a very small sample of only 9 respondents. In order to implement the EXCOVER project and relevant data in this chapter, a larger sample of self-employed people should be questioned.

During the SWOT analysis, workshops were held with stakeholders who were mostly self-employed. Their presence alone showed that they are willing to participate in the development of the tourist offer of the Municipality of Čavle. The discussion raised the question of actually available human resources in the Municipality area.

The attitudes of the present respondents suggest the difference between residents who are active in the creation of a tourist offer and those not involved. Given the activities that present stakeholders are actively carrying out, they experience the contribution of other residents as lesser than their own, which is linked to a particular ideal they imagined, and which does not necessarily correspond to practical reality. Stakeholders who participated in these activities are not a part of the tourist supply chain based on the sharing economy, but create tourist products and services that are the basis for implementing the activities from the WP 4.

During the SWOT analysis, workshops were held with stakeholders who were mostly self-employed. Just by agreeing to participate in this workshop, the attendees have shown that they are willing to participate in the development of the tourist offer of the Municipality of Čavle. While conversing, the question of immediately available human resources in the Municipality rose up. The attitudes of the present stakeholders speak about the difference between residents who are active in creating the tourist offer and those who do not actively participate in it. Given the activities that the present stakeholders are actively pursuing, they perceive the contribution of other residents as less than their own, which is related to a particular ideal they envisioned that does not necessarily have to correspond with practical reality. The stakeholders that were involved in these workshops are not part of the tourism supply chain based on the sharing economy. However, they are creating tourism products and services that are the basis for the implementation of the Work package 4 activities.

The first seminar for local stakeholders with following focus group workshop was attended by representatives of the following stakeholders: Fine Dining Restaurant, Grobnik Department of the Chakavian Council, Association "Palentar", Primorje-Gorski Kotar County, Restaurant "Aerosteak", Tourist Board of Čavle and Municipality of Čavle. The seminar introduced the local stakeholders with the idea behind the EXCOVER project as well as with the basics of conducting a SWOT analysis and its methodology. Through the focus group workshop, a discussion was held on the strengths, weaknesses, opportunities and threats of the tourism offer of the Municipality of Čavle. Through moderated conversation, tourism potential in the areas of culture, gastronomy as well as natural and cultural heritage was identified.

The second seminar for local stakeholders with following focus group workshop brought together representatives of stakeholders of the Grobnik Department of the Chakavian Council, the restaurant "Fine Dining", the Tourist Board of Čavle, the Municipality of Čavle and representatives of associations in founding.

They were presented with the results of surveys that were carried out on locals and visitors to the Municipality of Čavle as well as with the results of the SWOT analysis and were given an introduction to the basics of Google Trends Analysis. Through the focus group workshop, a second discussion was held on the strengths, weaknesses, opportunities and threats of the Municipality's tourism offer based on data collected through a survey of residents and visitors of the Municipality of Čavle.

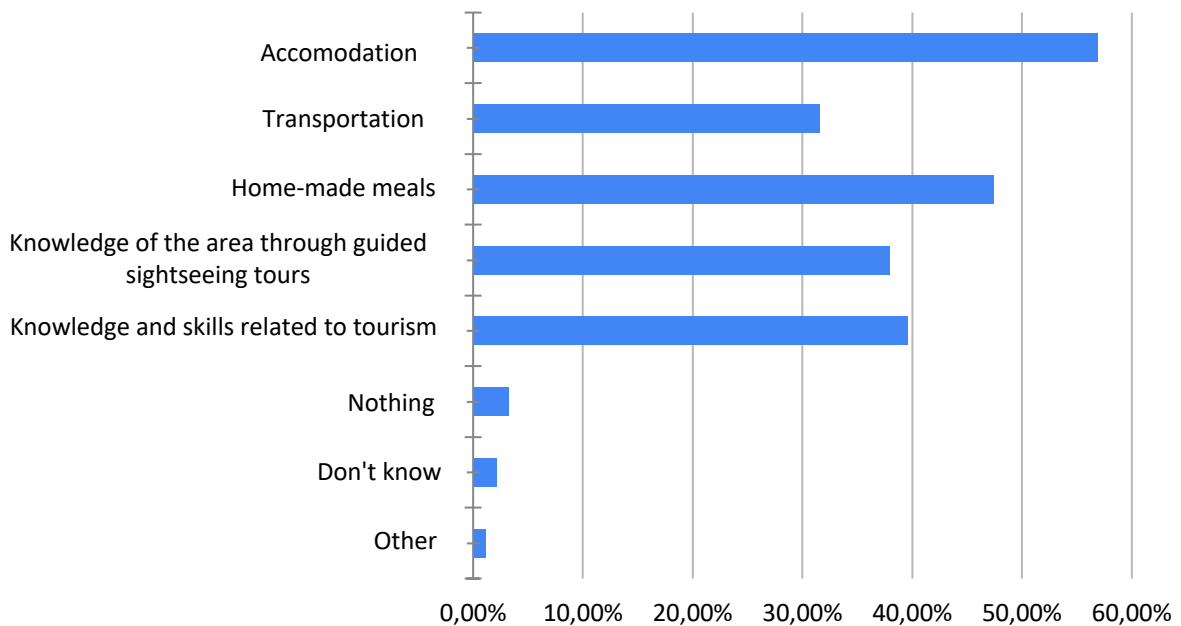
The discussion and Google Trends Analysis have shown that special attention should be paid to online promotion, as more and more tourists are organizing their holidays on their own, and there is no significant information available in the English language nor are they to a significant extent promoted through video materials and social networks.

2. RESIDENTS' ATTITUDE TOWARDS THE SHARING ECONOMY

Since EXCOVER aims at developing sustainable tourism in the Municipality of Čavle, where the local natural and cultural heritage constitute potential tourism attractions, but many tourist services and facilities are missing, a crucial phase of the project is dedicated to the construction or strengthening of the local supply chain. Therefore, a pivotal idea of the project is to invite the local community to put into play their unused assets to deliver tourist services, by exploiting the new opportunities offered by the sharing economy. 'Sharing economy' means sharing something of a private's own with another person temporarily, in exchange for some money, by means of the internet. Then, for the prosecution of the project, it is essential to understand on which private unused assets the construction of the supply chain can rely. To this aim, the SWOT questionnaire included two specific questions:

- In your opinion, what may your fellow villagers be willing to share?
- What would you share?

Graph 15. The respondents' opinion on what their fellow citizens are willing to share



From the analysis of the correspondent's answers, it emerges that the residents of the Municipality of Čavle consider their fellow villagers most willing to share their accommodation (56,9%), then home-made meals (47,4%), knowledge and skills related to tourism (39,6%), knowledge of the area through guided sightseeing tours (37,9%) and transportation (31,6%). About 3,2% of respondents believe their fellow villagers are not prepared to share anything, 2,1% of respondents could not decide what to answer, and few were willing to share something other than the answers offered (bicycles 1,1%). The mentioned property is considered not sufficient for the needs of potential visitors to the Municipality of Čavle, but is sufficient for the start of a development.

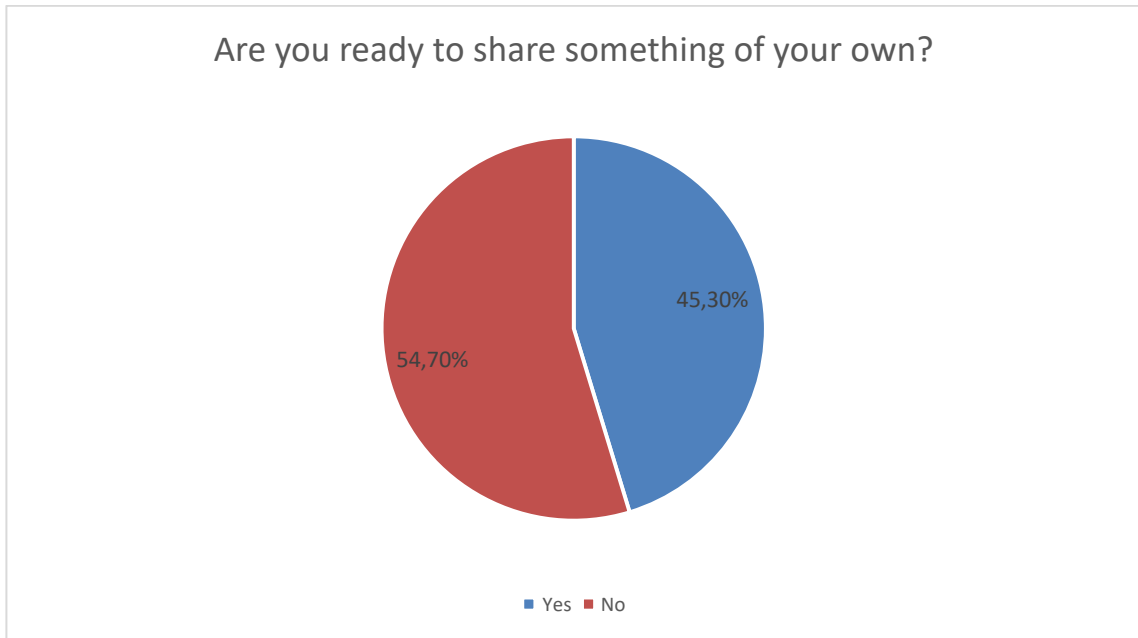
The need for accommodation structures was identified during the research for "Preparatory local report" and during discussions with focus group participants – specifically the need for a hotel accommodation that would allow standardized services to be provided to tourist groups. Although the local population is ready to share accommodation units, the units should first meet certain conditions and currently they only meet the needs of individual visitors, but since they are dispersed, they do not meet the needs of groups. The only location with multiple beds is the Great Mountain Lodge Platak which is dislocated from the centre of Čavle and from the Old Town of Grobnik, and in addition offers a less luxurious level of accommodation.

Nearly half of respondents consider that their fellow citizens are willing to share their home-made dishes. This information is consistent with the existing brand of the Municipality of Čavle and the area of Grobnik, which emphasizes the potato polenta as a local dish and promotes it through the "Palentar" association as well as through thematic events and thematic offer in the catering facilities.

A positive attitude towards transport sharing can equalize the demand seen through open issues where it was repeatedly mentioned that one of the weaknesses is irregular public transport, which is why visitors depend on personal cars. Uber and Bolt both function in the Municipality of Čavle, but it is obligatory to have a registered taxi company in order to be able to provide their services. In this case, this is not an additional source of income, as it is the case with accommodation rental, but it becomes someone's profession.

Content and services can be developed through the sharing economy platforms and become a partially complementary to the offer of local businesses, without overlapping with existing companies. Given the trend of globalization and the Croatian open economy, it can be concluded that the foundations are set for synergy between local businesses and residents willing to share their own property on-line.

Graph 16. The willingness of the respondents to share something of their own



The collected data suggest that 54,7% of subjects are willing to share something of their own. What they are willing to share is shown in the following table.

Table 5. What are the residents of the Municipality of Čavle willing to share

What are you willing to share?
Accommodation/rooms
Ridesharing/transportation
Home-made meals
Knowledge of the area through guided sightseeing tours
Tourism-related knowledge and skills
Sports skills and equipment
Bicycles
Gardening knowledge and fruits of the garden
Parking
Camping grounds

There is no significant deviation between the respondents' statements about what their fellow villagers are willing to share and the responses collected from the local population.

In addition to the provided survey responses, local residents are ready to share their parking spaces, sports skills and equipment, camping grounds and gardening knowledge as well as fruits deriving from their garden. The assumptions made in regard to what the local population is willing to share, in the context of the EXCOVER project, have proved to be correct, as well as the fact that the local population does not see further sharing options. This may be due to the lack of information on the sharing economy, lack of desire or resources to share.

The implementation of WP 4 and 5 shall require educating the local community on the possibilities of valorisation of the existing content through the sharing economy. In this way, it will be possible to lay the foundations for the tourism supply chain, through which the residents will be stimulated to offer their skills and resources by means of sharing economy.

3. SWOT ANALYSIS OF THE LOCAL TOURISM SYSTEM

Although the Municipality of Čavle can lever on some tangible and intangible assets that are potentially attractive for tourists, its tourism sector and economic potential are still scarcely unfolded (as described in the “Preparatory Local Report”) and need to boost up for the purpose of enhancing the development of sustainable tourism. Whence the need to deeply investigate how the local resources can be effectively employed to attract and create value for visitors, why they are not currently source of economic growth, which opportunities should be caught, also in terms of valorising underutilized or neglected assets, and which risks may arise. To this aim, the SWOT Analysis shown in the present Report was conducted.

The SWOT factors were identified through a semi-structured survey on the opinions of 91 residents, as the involvement of the locals is crucial to co-construct a tourism development consistent with their vision of the future of their own territory. The survey interviews were carried out in the Municipality of Čavle, with a special focus on the city centre and sites of tourist attractions. The resulting SWOT matrix was discussed with policy makers, who assigned a relative importance score to each SWOT factor, so that the subsequent strategic interventions can be effectively prioritized and financial resources efficiently allocated. The resulting weighted SWOT matrix is reported below.

Table 6. SWOT matrix of the tourist potential of the Municipality of Čavle

Strengths	Weaknesses
<ul style="list-style-type: none"> - The peculiarities of historical heritage - Local food - Cultural events (festivals) - Grobnik Castle - Cultural heritage - Cycling - Automotodrom (circuit) Grobnik - Nature - Winter sports - Geographical location 	<ul style="list-style-type: none"> - Lack of content (restaurants, shopping centres...) - Lack of accommodation capacities - Lack of personnel, especially with the knowledge of foreign languages - Population aging - Lack of tourist subsidies - Traffic jams - Lack of promenade and pedestrian paths - Lack of money - The conditions for the NGOs action - Decision makers - An organizational discrepancy at the Vela Peša climbing site - Not an attractive destination - Poor marketing (promotion)
Opportunities	Threats
<ul style="list-style-type: none"> - Synergy of cultural and historical heritage and artistic creativity - Interactive museum - An increase in the popularity of adrenaline sports and predispositions for them - Regional cooperation - Rijeka ring - Protected area - Plitvice Lakes - EU funds - A joint branding with the city of Opatija - Space for extra content 	<ul style="list-style-type: none"> - Unresolved property-legal affairs - The migration crisis - Parafiscal charges - Fiscal policy - Decision makers (government) - Global warming

Given below are the identified strengths, weaknesses, opportunities and threats grouped by category for systematic reasons:

- culture and history
- nature and sport
- legal and political factors
- Infrastructure and resources.

3.1. Strengths of the Local Tourism System

Culture and History

- **The Peculiarities of Historical Heritage**

Not only does the Municipality of Čavle have a rich history, but also pride itself with its unique content. Katedra Čakavskoga sabora Grobnišćine (*Grobnik Department of the Chakavian Council*) works tirelessly to preserve and discover additional historical heritage uniquenesses of this area. Among the stories that stand out are the following:

- The Vinodol Law was created in 1288 in Vinodol. It was compiled by a commission of representatives of nine Vinodol municipalities, one of which was Grobnik. The commission drafted a description of the common law which is one of the foundations of today's Europe law. A promenade named "The Law of Nine Cities" is being set up. Renowned authors are going to provide their artistic contribution to this opening which in turn will enrich the whole historical story behind it.
- The first transcript of the Bible to the Croatian language was made in Grobnik, in a medieval scriptorium.
- The chakavian dialect from Grobnik is protected cultural good of the Republic of Croatia.
- The "The Law of 9 Cities" promenade - the capital project of the Department was to be completed during 2019, in memory of the adoption of the Vinodol law, and nine monumental stone sculptures, whose authors are renowned Croatian artists, shall be placed in the wider area of the Old Town of Grobnik.

- **Local Food**

Many mention local food as a reason for visiting the Municipality of Čavle and products such as potato polenta as well as Grobnik cheese are a well-known indigenous products. Next to food there are also drinks, especially wine, which is already the basis of several manifestations.

- **Cultural Events (Festivals)**

The Municipality of Čavle prides itself with a large number and a variety of cultural events and festivals that take place in open and closed spaces throughout the year. They are intended for all generations, and traditionally attract visitors from neighbouring cities and municipalities.

- **Castle**

The Frankopan castle in the Old Town of Grobnik is one of the best preserved castles in Croatia, with a rich history. It is located in Grobnik and attracts numerous visitors.

- Old Town of Grobnik - is the cultural centre of the Municipality of Čavle, which many say is a potential reason for visiting the Municipality of Čavle.

- **Cultural Heritage**

The Municipality of Čavle can justifiably be proud of its historical and cultural heritage. Throughout history, Grobnik was an important stop to passengers on the Louisiana road. The area of Rijeka ring is well acquainted with “mlikarice” (milkmaids) and bellringers from Grobnik.

- “The Routes of the Frankopans” – the life and work of the Frankopan family in the area of today's Municipality of Čavle is an indispensable part of the Grobnik's history. Recently, a project co-financed with the EU funds was used to construct the cultural and tourist route “The Routes of the Frankopans”, which will integrate the natural, cultural, gastronomic and tourist offer of the Primorje-Gorski Kotar County, point out the correlation of the local medieval history with the European circle, and will be a major boost to the development of the coastal hinterland and Gorski Kotar.

Nature and Sport

- **Cycling**

Bike paths with a view of the sea in total length of 253 km are constructed in Platak and Čavle which is why the Municipality of Čavle is hosting various annual bicycle tours. The “Bike Rijeka” mobile application has been developed, which contains the bicycle paths of the Rijeka ring.

- **Circuit Grobnik (Automotodrom Grobnik)**

Automotodrom Grobnik has a rich and glorious past, a tradition that goes back to the beginning of the last century and is well known beyond the borders of the Republic of Croatia. The Automotodrom hosts a number of races and events and is important for the Municipality of Čavle because it attracts numerous guests with higher financial capacity. Most often guests come from the neighbouring countries Slovenia and Italy.

- **Nature**

Platak and Risnjak are favourite holiday destinations for nature lovers and for active vacations lovers. Platak is not solely limited to winter sports since there is also a well arranged space for spending time outdoors during the summer.

- **Winter Sports**

Although modestly, Platak has been nurturing the tradition of skiing and winter sports for many years so far, presenting an unavoidable winter destination for many people who enjoy spending their day trips here.

- **Geographical Location**

Located along the highway in the Grobnik field, under the mountains and just a few kilometres from the sea and the port of Rijeka, the Municipality of Čavle is an attractive place to visit, as it is located in a suitable position and close to much content.

3.2. Weaknesses of the Local Tourism System

Infrastructure and Resources

- **Lack of Content (Restaurants, Shopping Centres etc.)**

In the survey questionnaire many people cited the lack of content as a weakness of the Municipality of Čavle. For adequate tourism development, it is essential that the Municipality of Čavle has an adequate offer as well as accommodation facilities. Besides, there is no place of gathering that is attractive to all age groups. To purchase everyday supplies, one needs to go to the nearby city of Rijeka or Kukuljanovo.

- **Lack of Accommodation Facilities**

This weakness is closely linked to the lack of content. If the Municipality of Čavle wants to develop tourism, it is necessary to build a minimum of one hotel with a capacity of about 100 beds, so that the Municipality can accommodate groups and visitors of cultural and other events on site.

- **Lack of Personnel, especially with the Knowledge of Foreign Languages**

For the purpose of tourist development of the Municipality it is necessary to have adequate staff, especially those with knowledge of foreign languages in order to attract foreign guests.

According to the information acquired through the focus groups, the Municipality lacks of staff who would work in tourism, especially those with the knowledge of foreign languages.

- **Population Aging**

The trend of population aging in the territory of the Republic of Croatia and also in the area of the Municipality of Čavle can be interpreted as a weakness, as there are fewer young, enterprising people in the working age who are necessary to initiate tourism development in the Municipality area.

- **Lack of Tourist Subsidies**

This weakness has been reported in several cases by the respondents who responded to the survey questionnaire for this study. Although it is possible that this is only a subjective opinion of the respondents, the fact is that the Municipality of Čavle is not tourism-oriented to the extent that it encourages local people to develop tourism using subsidies for starting tourist activities.

- **Traffic Jams**

Traffic jams occur frequently during the morning hours in the Municipality of Čavle.

- **Lack of Promenade and Pedestrian Paths**

In the area of the Municipality of Čavle, there are road sections that do not have a side walk or are not illuminated at all, thus putting the pedestrians in an unsafe position.

- **Lack of Money**

This weakness is closely related to almost all weaknesses outlined in this chapter. The lack of money, i.e. the budget of the Municipality of Čavle, is a factor affecting the strategic, business and administrative decisions of the Municipality, which is reflecting on the social well-being of the Municipality.

Legal and Political Factors

- **The Conditions for the NGO's Action**

Although Katedra Čakavskoga sabora Grobnišćine (*Grobnik Department of the Chakavian Council*) is a great strength and potential of the Municipality of Čavle, it also illuminates weaknesses that are holding back the development of both the Department itself as well as the Municipality of Čavle.

For example, the Katedra is hosting a number of cultural events and attracts many artists from more than 30 countries in the world and generating cultural products of significant value (more than 10 million kuna), but it does not have an adequate depot of the museum holdings and works for sale, the artwork library (Artoteka) is not promoted and recognized by local decision makers, the website is only available in the Croatian language although many users and associates of the Katedra are foreigners. All weaknesses of the Katedra are closely related to an already mentioned weakness, which is the lack of financial resources.

- **Decision Makers**

When speaking of bad decision makers, it is mostly referred to dissatisfaction with the national policies. Since the Municipality of Čavle cannot influence national policies, it can mitigate this weakness by selecting quality staff to work in the Municipality.

- **An organizational Discrepancy at the Vela Peša Climbing Site**

Vela Peša is a public area of the Municipality of Čavle, but because of an organizational overlap there are no adequate markings on the trail. This is due to an attempt to privatize the climbing site by the climbing community, thus preventing visitors from finding and using this public space. To support the previous statement, one of the texts on the climbing website "Zagreb Climbing" states that *the Vela Peša climbing site is less known to the Zagreb scene because it is some kind of a "secret spot" of Rijeka's climbers, although the exact reason for this is unknown. It's a shame that information are scarce and rare because it's a great climbing site for beginners.*

Marketing

- **Not an Attractive Destination**

In the survey questionnaire many respondents stated that the Municipality of Čavle is not an attractive destination and cited it as a reason why they would not visit the Municipality.

- **Poor Marketing (Promotion)**

This weakness often appears among the respondents' responses and is closely linked to the visitors' or non-residents' perception of the Municipality of Čavle.

3.3. Opportunities for Tourism Development

Culture and History

- **Synergy of Cultural and Historical Heritage and Artistic Creativity**

In the Municipality of Čavle there is a synergy of cultural heritage and artistic creativity. Every year, the *Grobnik Department of the Chakavian Council* rounds up artists from foreign countries who enrich the Grobnik artwork library with their newly created works. The artwork library is a cultural tourism product that renders possible to the natural and legal persons to borrow works of art. The Grobnik artwork library is the first artwork library in this part of Europe, and is undoubtedly strengthening the tourist offer of the Primorje-Gorski Kotar County and of the Municipality of Čavle.

- New accommodation facilities in the Town of Grobnik - Kate Foley is an artist from America who has been living in the Municipality of Čavle for a while and she is planning to invest in an art residence that would have 14 beds and is ready to work closely with the *Grobnik Department of the Chakavian Council*. This is an opportunity to develop the sharing economy in the Municipality of Čavle.

- **Interactive Museum**

The history of the Frankopan family is a strong historical-cultural asset to the tourist destination offer of the area of the Municipality of Čavle. Existing plans include the opening of an interactive museum with an exhibition of the Frankopan uniforms.

Nature and Sport

- **An Increase in the Popularity of Adrenaline Sports and Predispositions for Them**

The beauty of nature and natural resources in the area of the Municipality of Čavle make an excellent predisposition for the development of adrenaline sports. Platak is developing from a ski resort into a regional sports and recreation centre and great investments are made to enrich its offer. The world trend towards the popularity of adrenaline sports is an opportunity which the Municipality of Čavle can use to further develop adrenaline sports, as it already has the Platak sports and recreational centre for the development of mountain biking and skiing, Automotodrom (circuit) Grobnik for lovers of fast-driving and Grobnik Airport for parachute and other aerial sports enthusiasts.

- **Protected Area**

Part of the protected area of the Risnjak National Park falls within the jurisdiction of the Municipality of Čavle and as such can attract nature lovers.

- **Plitvice Lakes**

Although not located in the area of the jurisdiction of the Municipality of Čavle, according to the information provided by the Tourist Board of the Municipality of Čavle, a number of visitors who stay in the Municipality of Čavle do so because of the proximity of Plitvice Lakes and of traffic routes.

- **Hunting Tourism**

Hunting is relatively undeveloped in the area of the Municipality of Čavle, but natural resources provide a predisposition for the development of hunting tourism not far from the settlement itself. In the area of the Municipality of Čavle there is a Hunters' association called "Jelen" (Deer). This opportunity can be turned into a strength.

Legal and Political Factors

- **Regional Cooperation - Rijeka Ring**

The proximity of the City of Rijeka and the position of the Municipality of Čavle places the Municipality in the area of the Rijeka ring, resulting in many regional and local development opportunities.

- **EU Funds**

Since Croatia is a member of the EU, the available EU funds should be used for development of the Municipality. The Municipality of Čavle is active and successful in using the EU funds. Only one of the numerous projects in which the Municipality participates is the "The Routes of the Frankopans" in total value of 64 million kunas.

- **A Joint Branding with the City of Opatija**

Many visitors of the Automotodrom (circuit) Grobnik are of higher financial capacity and often stay in hotels in Opatija. This is why the Municipality of Čavle can be observed on the web with the mention of Opatija. Such internet appearances can be used for additional publicity which the Municipality of Čavle needs.

Infrastructure and Resources

- **Space for Extra Content**

The lack of content is often mentioned as a weakness of the Municipality of Čavle and thus implies the need for additional content, and the Municipality of Čavle should use this opportunity to develop tourism.

3.4. Threats to Tourist Development

Legal and Political Factors

- **Unresolved Property-Legal Affairs**

The Municipality of Čavle with its relief and natural resources has great potentials for tourism development, but the legal system and owners of various assets are holding back the resolution of a number of property-legal affairs which are ultimately hampering the development of a tourist offer in the Municipality of Čavle. For example, the Grobnik field has great potential as a place suitable for various cultural and entertainment events and space for constructing various infrastructure, but it is partly owned by the Ministry of Defence of the Republic of Croatia (MORH-MOD) which is withholding these potentials.

- **The Migrant Crisis**

The migrant crisis is one of the often mentioned factors that may affect the selection of another destination for a trip instead of the Municipality of Čavle. Although in the area of the Municipality of Čavle the migrants do not create frequent excesses, in addition to the area of Platak in warmer months, they may also be met in remote forest and mountain areas of the Municipality, which reduces the feeling of safety of the local population and of the visitors to the Municipality of Čavle.

- **Parafiscal Charges**

Parafiscal charges in the Republic of Croatia are often characterized as poor and unnecessary and they have a disincentive impact on entrepreneurs in tourism and in all other sectors.

- **Fiscal Policy**

Some respondents are dissatisfied with the fiscal policy that the Republic of Croatia is implementing and with how the collected money is being spent.

This threat is closely linked to the threat of parafiscal charges. Fiscal policy should foster the development of all forms of entrepreneurship and raise the level of prosperity in the country more than it currently does.

- **Decision Makers (Government)**

National policies are mainly thought of when it comes to poor decision-makers, as well as public administration workers who are negatively perceived in society. Since the Municipality of Čavle cannot influence these people, this threat will be present until a satisfactory level of transparency and rationalization of public administration is achieved at the national level.

Infrastructure and Resources

- **Global Warming**

Global warming raises the temperature of water, air and soil and affects the entire ecosystem. Since the Municipality of Čavle is investing in the development of a regional sports and recreation centre, which includes ski sports among its activities, raising of the air temperature has a negative impact on the skiing season and thus on the tourism development of the Municipality of Čavle.

4. CONCLUDING REMARKS

There is a willingness and availability of the local community to participate in tourism development. According to the carried out survey, just over a half of the population is ready to participate in the development of local tourism, half of which are willing to share something of their own. The inhabitants of the Municipality of Čavle are ready to share accommodation, means of transport, knowledge, sports skills and equipment, fruits of the garden and parking spaces, from which it can be concluded that the implementation of the EXCOVER project and its impact will positively affect the tourism development of the local community of the Municipality of Čavle.

Comparing the identified strengths and weaknesses of the Municipality of Čavle according to the inhabitants' inputs, it can be assumed that the inclusion of the local population in the sharing economy will be used to develop local tourism and that there will still be a need to address the perceived weaknesses of the Municipality of Čavle. For example, while local residents are ready to share accommodation, there will still be a need to build hotel accommodation to optimally utilize strengths and undo the weaknesses of the Municipality of Čavle. According to the SWOT analysis inputs, it can be suggested that the focus should first be placed on accommodation capacities which should be linked to the additional content that the Municipality of Čavle lacks of - this should be performed in such a manner that the supply of the local population in the sharing economy is taken into account in order to avoid the overlapping of the offer. The local population sees the potential in using the EU funds, so the inclusion and education of the local population in using the EU funds would be of a positive value for the entire community.

Local businesses should not suffer from the competition of the sharing economy. Based solely on the research, it is not possible to determine whether the employed inhabitants are afraid of the competition in the sharing economy.

Possible cultural and tourism products and services that can be created on the basis of external opportunities and threats listed in the SWOT matrices are the depot and the artwork library (Artoteka) for the Grobnik Museum of Contemporary Art.

In terms of use of natural strengths and strengths in sports, the Municipality of Čavle has the potential to develop sports competitions and similar events in adrenaline sports. On the basis of the fact that many visitors who stay overnight in the Municipality of Čavle do so because of to the proximity of Plitvice Lakes it is suggested to make promotional content which will link Plitvice Lakes to the Municipality of Čavle and integrate the entire offer of content for vacationers and nature lovers.

In order to make the image of the Municipality attractive and recognizable, it is desirable to integrate the rich and potentially diverse tourist offer into unique tourist "packages" for different groups of visitors.

Population aging is listed as the weakness of the Municipality of Čavle, but it can easily be transformed into a strength by investing in infrastructure, for example homes for the elderly and nursing homes as well as similar facilities for providing healthcare services to older people.

In addition, there is also a space and need to invest in infrastructure intended for education and training in tourism and utilization of EU funds, that is, a tourism-oriented entrepreneurial incubator. Due to the spatial arrangement of the Municipality of Čavle, various activities are available in different locations, thus dispersing the visitors all over the Municipality. On this basis, it is possible to develop a program or tours that will connect various contents which the Municipality of Čavle offers in order to create a better impression of attractiveness and to fit different activities into a complete package of offers that would satisfy various visitor profiles.

For the undisturbed sustainable development of tourism, the Municipality of Čavle should support the procedures for resolving property-legal affairs so it can plan and hold an initial conversation with the Ministry of Defense ahead of the potential use of the Grobnik field area, which is in the proprietorship of the Ministry. Although the area is currently used for sport and recreational purposes, it could also be used to organize entertainment content that can attract more people. Fiscal policy and parafiscal charges at the level of local authorities cannot be significantly affected, but citizens may be asked to engage in addressing these problems by communicating ideas for a potential solution to these problems, which then the Municipality of Čavle can communicate to the competent authorities of the Republic of Croatia. Residents can show their discontent with decision-makers by voting alternatively in the elections or by protest activities. It is difficult to fight the global warming at the local level, but awareness can be raised by various green actions, educating the local community about the importance and ways to sort waste, investing in the green economy, reducing emissions of harmful gases into the atmosphere through the modernization of the technology used.

Finally, the Municipality of Čavle has many strengths and potentials for tourism development and many weaknesses that can be turned into strengths. The focus should be on creating a common offer and adequate infrastructure that will allow visitors more than a day trip and change the image of the Municipality of Čavle so it can be considered an attractive tourist destination.