

# **Creativity, culture and tourism in the urban and regional development**

**Jiří Ježek et al.**

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# **1. Cross-border or closed border? An evaluation of the tourism projects at the Hungarian- Croatian border in the 2007-2013 EU budgetary period**

## **Introduction**

Since the border areas have always been sensible regions through history – and this is accentuatedly valid to the Central-European countries – now we have a chance to create cooperation instead of emphasizing and deepening the formerly and already existing negative effects of the border land areas (Csapó 2014a, Baranyi 2007, Hardi 2002, 2004, De Sousa 2012, Bufon and Markelj 2010, Halás 2007, Sokol 2001).

Cohesion policy encourages regions and cities from different EU Member States and with the help of other instruments (IPA I, II) the potential and candidate EU countries to jointly co- operate and learn from each other through joint programmes, projects and developing networks. The main aim of cross-border cooperation is reducing the negative effects of borders as administrative, legal and physical barriers, furthermore tackle common issues and offer solutions (Timothy and Saarinen 2013). Cross-border and transnational cooperation started as a separate Community initiative funded by the European Regional Development Fund (ERDF) in 1990 (Čelan 2011). Since then it grew in importance and financial share within the ERDF. At the beginning as the initiative and developing through different stages of Interreg (*Interreg I, Regen Initiative, Interreg II, Interreg III*), in the last financial perspective (2007-2013) under the name of European Territorial Cooperation (ETC) objective it became, alongside with Convergence and Regional Competitiveness and Employment, one of the three objectives of the EU Cohesion Policy. In the reformed EU Cohesion Policy 2014-2020 it is kept as the objective, but the common and popular re-branded name Interreg will be used again instead of the ETC.

It is an obvious fact in human geography research that the borders are either connecting the two (or more) areas or disconnecting them. Numerous researches dealt with this problem in many disciplines such as law, economy, geography, sociology or history (Jaschitz 2012, 2013, Diener and Hagen 2012, Hardi 2008, Prokkola 2007, Martinez 1994, Ratti and Reichman 1993, Topaloglou et al 2005).

The most important apropos of this paper is that the 2007-2013 planning period of the EU has just reached its finish (although 2013 is the past, not all the programmes/financed projects have been elaborated until the middle of 2014) so it is also time to summarize and evaluate the process that has been experienced in the last planning period in terms of tourism planning.

We also have to state that this research paper is the continuation of a former work of the 1<sup>st</sup> author (Csapó 2014b).

## **The History of the Hungarian- Croatian Cross-border Co-operation (HUHR CBC): From Pilot Fund in 2002 to trilateral Programme with Slovenia between 2004- 2006**

The Hungarian-Croatian cross-border co-operation started in the year 2002, when local actors along the border initiated the creation of the Hungary-Croatia Pilot Small Projects Fund within the framework of the Hungarian National PHARE Programme. The Pilot Small Projects Fund was afterwards launched in 2003 as well (Čelan 2011). Their main goal was to support non-profit cross-border co-operation (CBC) and to prepare for future INTERREG funding opportunities Croatian organisations alongside the joint border. In both pilot Calls for Proposals, in 2002 and 2003, co- financing was only possible on the Hungarian side, with 14 projects in the first and further 17 projects in the second year (Váti Kht 2006). All of the projects were of the soft nature (so without any works component), with the maximum subsidy/grant of 50 000 euros. Most of them were so-called people-to-people and tourism projects (joint culture heritage, wine routes, online tourism information system development) showing already the direction of the interest of the potential beneficiaries in the future. With received roughly 100 applications it was a modest beginning of the Hungarian – Croatian CBC, but the roots of the current co-operation are originating from those times.

In the period of 2004-2006, the cross-border co-operation between Hungary and Croatia formed a trilateral co-operation completed with Slovenia in the so called Neighbourhood Programme. The Neighbourhood approach meant a significant development in co-operation along the external borders of the European Union, incorporating external (CARDS/PHARE for Croatia) and internal (ERDF) EU financial sources in the same Programme (<http://www.hu-hr-ipa.com>). A major step forward for the Croatian partner organisations was that in this case the funds were opened to them as well, making them fully equal project participants. Compared to small project funds in 2002-2003 and 31 financed projects in Hungary, in the 2004-2006 trilateral period there were 86 contracted projects on the Hungarian side (286 applications were submitted) in the amount of 13,16 million euro and 61 contracted on the Croatian part of the border (out of 161 submitted) with 6,92 million euro.

The projects were financed within two priorities: Sustainable development and the Economic- social cohesion and human resources development; the latter had included measure for the joint tourism and culture space (Community Initiative INTERREG IIIA SLO – HU – CRO, 2008.) Besides the novelty that Croatian organisations from the four border counties with Hungary (and seven with Slovenia) were eligible for funding, the maximum allowed subsidy/grant per project was several times higher (e.g. grant was 400 000 euro in Croatia) than in the Pilot Small Projects Fund, furthermore works / infrastructure component could be implemented. Although it was a huge step forward, the financing was imbalanced – the amount of the received grants was twice more on the Hungarian side (13,16 vs. 6,92 million euro) due to a larger allocation from the ERDF.

Cross-border co-operation between the three countries was more dispersed and finally most of the projects were single, mirror or co-operative types, with only five real jointly implemented projects on the Hungarian- Croatian border area. The Instrument for Pre-Accession Assistance (IPA) got the task from 2007 to mitigate those problems and set more integrated approach in the CBC programme and projects implementation.

## **The Role of Hungary-Croatia (HUHR IPA) CBC Programme in the EU Budgetary Period 2007-2013**

The Hungary-Croatia IPA Cross-border Co-operation Programme has belonged to the 'new generation' of CBC programmes in the budgetary period 2007-2013 as the part of the second component of IPA, covering co-operation between one EU Member State and one EU Candidate Country. The Instrument for Pre-Accession Assistance (IPA) is the European Union (EU) financial assistance offered to countries engaged in the accession process. The aim of the IPA has therefore been to enhance the efficiency and coherence of aid by means of a single framework (replacing several previous programmes functioning between 2000 and 2006- PHARE, SAPARD, ISPA, CARDS) in order to strengthen institutional capacity, cross-border co-operation and economic, social and rural development (Čelan 2011).

In this bilateral Programme the Participating Countries, Hungary and Croatia established in 2008 a *'shared management system'*, being more integrated and joint than ever before. In practice it has meant a single and only one signed subsidy contact with Managing Authority for one project (vs. separated contracts per each country in SLO – HU – CRO 2004 – 2006 period). Furthermore- a single set of the management structures was created: single Managing, Certifying and Audit Authority in Hungary as the EU Member State and the Joint Technical Secretariat (JTS) in Budapest as the main operational joint body of the Programme. Focus has been on Croatia as Candidate Country for the EU Membership and on technical assistance for the future Membership period (Hungary – Croatia JTS – Bedeniković, Čelan and Szűcs 2013).

The Hungary-Croatia IPA Cross-border Co-operation Programme 2007-2013 was approved by the European Commission on the 13<sup>th</sup> of March 2008. The Programme allocated 54,8 million € of EU contribution (Community funding) for the seven- years EU budgetary period (including the additional funds for second half of 2013 as of the Croatian EU membership), out of which 90,5 % has been available for developing and implementing projects within the two priorities (rest of the funds have been used for the technical assistance). The Programme has been offering a wide range of opportunities to the potential beneficiaries in the framework of: Sustainable Environment and Tourism and Co-operative Economy and Intercommunity Human Resource Development priorities.

The HUHR (IPA) CBC has had a non-profit character and thus it has been opened to non-profit organisations only, developing finally various projects in the content and size of subsidy, from developing sewage systems and building waste water treatments plants

or de-mining of the joint border area (up to 3 million euro EU contribution), to developing joint labour mobility, educational, research and people to people or bilingualism projects (the last one with max. 100 000 euro of EU contribution) to finally, within the last Call for Proposals, building tourism infrastructure, bicycle paths and joint cultural heritage and wine routes. One of the most important features of the Programme has been the Lead Beneficiary principle (known also under the name Lead Partner). It has been a basic requirement in all operations (projects) financed from the Programme. In order to have joint projects with a real cross-border effect, project partners from both countries had to be obligatory involved in every project. Projects had to be planned and implemented according to the joint co-operation criteria: joint planning, joint staffing, joint financing and joint implementation, having an impact on the both sides of the border.

Figure 1. The eligible areas of the Hungary- Croatia Programme Area (HU-HR IPA CBC 2007- 2013)



*Source:* Hungary – Croatia JTS – Bedeniković, Čelan and Szűcs (2013)



The Programme area with the Hungarian and Croatian countries comprises in total 31 028 km<sup>2</sup>. On the Croatian side, in addition to border counties – Međimurska, Kopriivničko-križevačka, Virovitičko-podravsko and Osječko-baranjska – four other could participate as so-called ‘adjacent regions’ and could utilise the maximum of 20% of the amount of the EU contribution available in the Programme (Varaždinska, Bjelovarsko-bilogorska, Požeško-slavonska and Vukovarsko-srijemska županija). The areas eligible on the Hungarian side are the NUTS III border counties of Zala, Somogy and Baranya (*Figure 1*).

Three Calls for Proposals (CfP) of the Hungary-Croatia IPA Cross-border Co-operation Programme 2007-2013 were launched from 2009 to 2012 by the National Development Agency of Hungary (at that time Managing Authority of the Programme) with the support of the Croatian Ministry of Regional Development and EU Funds, followed by the relevant Joint Monitoring Committee (JMC) decisions on the lists of projects to be supported. Out of total number of applications (315) in all three CfPs, 163 fully joint projects have been selected by the JMC (status in October 2014; [www.hu-hr-ipa.com](http://www.hu-hr-ipa.com)), with 25 million € allocated to Hungarian and 24 million € allocated to Croatian organisations. The largest interest was for the third CfP (154 applications were submitted, so half of all in the whole Programme period), proving that tourism has gained the special attention of the potential project partners and lead beneficiaries.

## **Tourism and Hungarian- Croatian Cross-border Co-operation in 2007-2013**

### **Specificity of HUHR IPA CBC Programme- Regional Tourism Product Plan (RTPP)**

In the period between 2007 and 2013 the main focus of the bilateral HU-HR IPA CBC Programme was on environmental/nature protection and tourism. At the same time with the “regular” First Call for Proposals, the Specific Call for Proposals for the *Action 1.2.1- Elaboration of the regional tourism product plan (RTPP)* was opened and closed (March- June 2009). Potential consortiums could submit their project proposals in line with the rules set in the special Specific Guidelines for Applicants of Action 1.2.1 and the Technical specifications (<http://www.hu-hr-ipa.com/en/open-calls-for-proposals/first-call-for-proposal-march-2009/14>). Action 1.2.1 was of basic importance to the Area of intervention 1.2 (Sustainable Tourism in the Mura-Drava-Danube River Area) as the RTPP had to be elaborated according to the Programme Document (OP) as a strategic document, that actions 1.2.2 to 1.2.5 (<http://www.hu-hr-ipa.com/en/priorities>) have to build upon. Based on the OP rules (<http://www.hu-hr-ipa.com/en/downloads/programming-document>) Call for Proposals for all other Actions in Area of intervention 1.2 could be only launched after the RTPP has been elaborated by the Lead Beneficiary and its project partners.

We also have to stress that the RTPP accordingly contained serious risks that were not fully foreseen by the planners and the decision makers (working Hungarian-

Croatian Task Force group) in 2006 – 2007 when they decided for such strategy with development of the special RTPP and then launching tourism actions. The purpose of the specific CfP was to select the cross-border partnership of organisations that will prepare regional tourism plan. In the border area with the limited cross- border university connections and lack of capacity for such professional expertise (e.g. on the Croatian part of the border area there is no geographical institute neither geo-studies on the BA/MA level), it was hard to expect more quality applications for such comprehensive plan. Failure would lead to probable losing of the funds or in the best scenario, re-modifying the Programming document and as the consequences huge delays in implementation of the Programme and possible tourism projects. Concerns and criticism were even expressed on the JMC, but finally were mitigated with the selection of one proper strategic project (out of only two submitted applications) in October 2009 with the Lead Beneficiary University of Pannonia, educational site Nagykanizsa (<http://www.hu-hr-ipa.com/en/funded-project/8>),

A Hungarian – Croatian Regional Tourism Product Plan was developed (Varjú, Suvák and Dombi 2013) in the period between March 2010 and March 2011, as an extensive document with more than 600 pages, creating a joint tourism strategy and the basis for all other later HU-HR tourism projects. Finally the Handbook to Tourism Projects in the Hungary-Croatia IPA Cross-border Co-operation Programme, summarizing most important RTPP findings, was made and published (in September 2011) in the applicant and public friendly way on the official website<sup>1</sup> of the Programme.

## **Joint Hungarian- Croatian tourism projects based on RTPP and developing from 2012**

Tourism actions 1.2.2 to 1.2.5 were opened to the potential applicants within the Third CfP of the HUHR IPA CBC Programme, launched in November 2011 (<http://www.hu-hr-ipa.com/en/open-calls-for-proposals/third-call-for-proposals-november-2011/16>) and closed in March 2012. That call for proposal showed largest interest so far, with 154 applications, out of which more than half (81) for tourism projects. The fact that the potential LBs and PPs had to wait for almost 4 years, as of the above mentioned reasons, for the launch of the CfP for the tourism actions, resulted in the huge interest and thematic concentration of the project proposals in the specified Area of intervention 1.2. Because of the limited funding and partly as of the quality, administrative and formal compliance of the submitted proposals, only 33 projects (status in October 2014, [www.hu-hr-ipa.com](http://www.hu-hr-ipa.com)) out of 81 applications, could be supported (*Annex 1, list of HUHR tourism projects, Oct 2014*). Some projects are still possible for funding from the reserve list, although fully dependable on the non-spent amount from the supported (contacted) ones.

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<sup>1</sup> <http://www.hu-hr-ipa.com/en/open-calls-for-proposals/16>

Anyhow, the most (40%) of the available funds for the Programme (54.8 million Euro) went to the tourism projects what was more than expected during the planning process, showing in that way possible directions (<http://www.hu-hr-ipa.com/en/open-calls-for-proposals/third-call-for-proposals-november-2011/16>) of the area development. The majority of the project proposals were submitted and finally contracted (*Annex 1, list of HUHR tourism projects, Oct 2014*) within the action 1.2.3: *Thematic routes of cultural heritage* but the largest amount was allocated to the nine projects within 1.2.2 – *Component 1: Bicycle paths*, as they could receive the largest subsidy, up to 2 million euros of EU contribution/Community funding per each project (<http://www.hu-hr-ipa.com/en/open-calls-for-proposals/16>). Most of the 33 tourism projects (26) will finish with implementation until the end of January 2015 and afterwards the achievements and the impact of these tourism projects to the border area will be clearer.

Table 1. Total number of tourism projects per tourism Action

Tourism Area of intervention / Action	Number of		Total contracted EU contribution for tourism projects
	submitted applications per tourism Action	contracted projects per tourism Action	
<b>1.2.2 Development of infrastructure for active and ecotourism</b>	<b>36</b>	<b>14</b>	15 352 026,17
<i>1.2.2 – Component 1: Bicycle paths</i>	15	9	11 736 536,52
<i>1.2.2 – Component 2: Development of infrastructure for active and ecotourism in the river border area</i>	21	5	3 615 489,65
<b>1.2.3 Thematic routes of cultural heritage</b>	<b>29</b>	<b>13</b>	4 339 324,75
<b>1.2.4 Promotion of the river area as a single tourism product</b>	<b>12</b>	<b>4</b>	601 560,83
<b>1.2.5 Private investment attraction</b>	<b>4</b>	<b>2</b>	279 622,27
<b>Total number of tourism projects</b>	<b>81</b>	<b>33</b>	<b>20 572 534,02</b>

Source: own editing

## Conclusions

If we have a look at the word cloud for the project titles of the Hungary-Croatia cross-border co-operation programmes (2007-2013) we can clearly receive the keywords, so



When the analysed tourism projects will be finished it is out of question that they will have positive impacts on the local society and economy (because the answer is yes at every project but only in certain and changing extent), the real question is whether these developments will be sustainable or by the end of a certain project period its existence and functioning will disappear almost immediately or the initiation remains for the long run (Csapó 2014).

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## 2. Cultural production in the City of Maribor

### Introduction

In the book *The city in history*, its author, Lewis Mumford, compares the city to a large bowl – the city is a place of conservation and collection (Mumford 1969, 140). Both refer predominantly to keeping, conserving and collecting results of human activities; products of the human mind, its relationship to the world, spiritual life; basically: to the culture. Culture is therefore seen as immanent to the city. Another Mumford's thought: "the city is not a collection of buildings but a complex of connected and sustainably shedding functions. It is not merely a centre of authorities, but predominantly a mirror of culture." (ibid, 123). Culture is produced and transmitted in the city. While in ancient towns the location of a gymnasium might have been seen as the sign of urbanity, the function of which in medieval towns appertained to the hospital, modern towns in turn confer this function to cultural institutions. During the times of service industry and de-industrialisation of cities, culture became an important link to the city's economy as it employed many people, while its economic impacts reached far beyond the hospitality industry. Today's culture is predominantly an urban culture. The diversity of cultural forms is merely a reflection of a diverse social content of a city. One can claim there are several forms of culture in one city; their economic, social and spatial effects are different as much as the audience they address. Later in this article we will show what kind of culture and how much culture can be found in a city, as well as in what form it operates. Provided data will also show a time-related aspect of changes in cultural production.

### What is culture

Culture in the widest sense is each spiritual activity and transmission of the results of human spiritual activity. This definition includes expressive art forms, as well as science. However, when we talk about culture in a city, what we have in mind are institutions and events, where there is interaction between the creators of cultural goods and their users (viewers, listeners), the content of which is economically evaluated, taking place in an open or closed public space. Important, therefore, is the economic substance and the incidence in the area. Of course, this context addresses several conceptions of culture; one of them talks about the cultural industry (Bole, 2008, 122), which comprises all cultural activities that combine creation, production and distribution of goods and services which are generally protected as intellectual property. This group includes not only cultural creation in the strict sense of the word, but all activities that are in any way connected with the formation and the transmission of cultural products (including cinemas, bookstores and libraries). Such a broad definition is too large for our needs, we

will therefore limit ourselves to the second definition, which only takes into account cultural institutions and direct cultural activity; thus presentation of culture in the form of cultural events.

## **Forms of culture in a city**

Cultural activities in a city can be divided into:

- Formal culture
- Popular culture,
- Alternative culture and
- Amateur culture.

Such a breakdown includes types of cultural activity, users (target audience), financial resources, as well as accessibility and spatial allocation of cultural institutions. As seen below, the distinction between different forms of culture proves to be difficult, as there are overlaps or uncertainties as to what might be the scope of one or another type of culture. Certain activities that show cultural characteristics, have not even been taken into account. Cinematography, for example, was not classified as culture, although individual events in the field of film production might fall within the scope of formal culture. We believe cinema to be transmission of artistic works, and not meant for art as such (there is a similar dilemma with bookshops, stores that sell audio and video equipment, where publishing activity was placed within culture, while bookstores and shops with audio products were not). The same is true for the media - print media and information activities of radio and television were not classified as culture, because their primary function is the one of providing information to the population; own production, however, was classified as culture, as each award can be first-class cultural event."

Formal culture is part of a the general, public culture, including theatres, art galleries and exhibitions, museums, celebrations and events, concerts, performances and festivals of classical music and opera. Visitors to these cultural institutions are citizens of middle and mature age, with a higher cultural capital (after Bourdieu). Such cultural venues can mostly be found in the centre of the city, in monumental buildings that emphasize their importance. This culture is primarily funded through state and local funds. In Maribor, there are 13 major institutions of formal culture, the highlights among them including the Slovenian National Theatre Maribor, Puppet Theatre, Art Gallery, Festival of contemporary classical music, the Regional Museum, the University Library, publishing activity, Regional Archives and Maribor library.

Popular culture includes events that attract large masses of people and have a rather commercial and entertaining nature. Here, we are talking about music events, concerts of popular music, events of ethnologic nature and other public events and happening, connected to random events. Many of these events take place outdoors, although adequate infrastructure and facilities might be available indoors, too. Funding and organization of such events is in the domain of special institutions, mostly owned by

the municipality, as well as commercial companies. The social profile of visitors to these cultural events is very wide, both in terms of age as regarding their cultural capital. One of the biggest events is Festival Lent. Celebrations of St. Martin, Feast of wine and grape carnival in addition to Lent host many concerts and other entertainment events; on average, there is at least one major event each month.

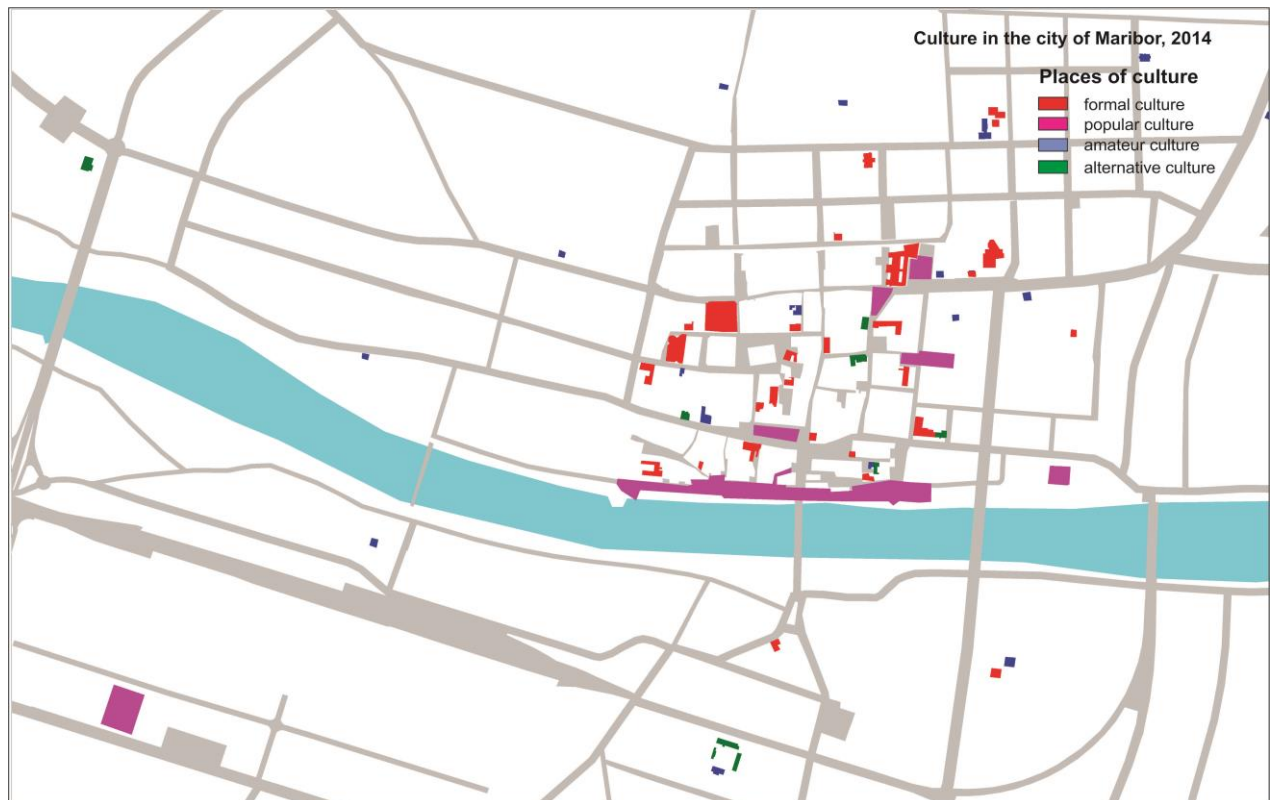
Alternative culture is a type of culture that works and creates on the verge of formal and popular culture. It can be divided into different types of subcultures, such as alternative forms of musical, theatrical and artistic creation / expression. This culture has a very specific audience, dominated by young people with unconventional lifestyles. Infrastructure used by the corresponding prefix sub, is at least in Maribor known as alternative culture, set in the once degraded areas in the city centre. Holders and owners of these activities are institutions, whose activities are partly financed by the municipality, the state and to a certain extent they also operate on the market principle. In Maribor, there are at least 8 such institutions that prepare weekly cultural events. (Bakery, Kibla, Institute Udarnik)

The amateur culture includes voluntary, independent and non-profit associations of individuals whose primary purpose is the development of activities in the field of culture, cultural activities and the transfer and protection of cultural values. Amateur culture includes choirs, amateur theatre groups, dance groups, national associations. These are all amateur groups, whose members perform these activities in their spare time. Places of their operations are scattered throughout the city; they are also regular participants to organised cultural events. In Maribor, there are 51 cultural associations and institutions registered within the field of amateur culture.

## **Cultural space is spreading**

Cartographic displays show a centralised concentration of cultural institutions in Maribor, mostly in the city centre. This is especially true for all formal institutions of culture and popular culture scene. Alternative cultural institutions are located in the city centre and at the edge of the city centre, in once degraded buildings or parts of the city. Amateur culture is dispersed throughout the city, especially in residential areas. It is necessary to take into account the difference between the headquarters of the institution, which is usually located in the residence of the main establisher or activity holder; and the place where cultural activity is carried out. These are predominantly areas of educational institutions, mostly concentrated in the wider city centre. Institutions of formal culture are housed in representative buildings from the 19<sup>th</sup> and early 20<sup>th</sup> century, and contribute to the identity of the area. Institutions of alternative culture are located in the heart of the city. However, if the former are housed in representative buildings and on representative locations, the latter are hidden on the edge, in less prominent buildings and parts of the city centre.

Figure 1: Culture in the city of Maribor



Source: Masilo 2013

It is noticeable that the area, occupied by cultural institutions, is growing and expanding from the core centre to the wider city centre. As the number of cultural institutions is increasing, so is the number of sites, hosting them, which talks about tertiarisation of the city centre. Due to a decreasing number of retail stores in the city centre, the cultural function is becoming an important activity next to the administrative function and education. The transformation of the city centre goes largely on the expense of culture. Squares, that once stood empty, have gotten a new function as venues for cultural events, and thus the new image was obtained.

### **There is more culture in town, and there are fewer visitors**

One of the basic findings shows there are more and more cultural events. This trend can be traced back to the late 90s, while at the beginning of the century, the volume of cultural production in all forms of culture increased greatly. This is evident from the number of performances and cultural events. All formal culture institutions show increasing numbers, the same also applies to the number of events and number of

alternative culture events. There is no data on the number of events in the field of amateur culture. However, one can assume a similar trend.

On the other hand, one notices that the number of visitors to individual cultural event is decreasing. There is an increased number of culture users. However, due to a wide offer of events, each event attracts less people. This is particularly noticeable in the case of formal culture. The number of visitors to popular events has been increasing for a while now, which is probably due to more commercial and media-supported events. Especially the latter are accompanied by many additional activities, starting with catering, souvenirs and similar, making such events more important than the sheer economic activity.

The area of alternative culture also provides diversity and more options than 20 years before. Therefore, the number of visitors has been increasing, too.

Chart 1: Data on three major cultural institutions

		2006	2008	2010	2012	2013
Slovene national theatre	Number of staff		312	312	301	298
	Number of shows	256	196	268	236	246
	No. of visitors	44,197	47,477	42,836	44,951	46,464
Venue Narodni dom	Number of staff	22	26	34	-	34
	Number of shows	213	268	312	-	394
	No. of visitors	61,410	78,165	75,750	-	90,181
Venue LGM (Puppet Theatre)	Number of staff			26	24	26
	Number of shows			163	158	86
	No. of visitors			19,243	26,738	10,812

## Culture in Maribor doesn't provide many jobs

While we can notice an increase in terms of employment numbers, their total number is still relatively small. It is estimated that some 450-500 people are employed in cultural institutions. Considering this, culture is not an important part of the city's economy. During cultural events the number of participants, including part-time staff, increases by 3-5-fold. Should we consider all of those that are indirectly involved with cultural institutions, their importance in the economic structure of the town increases from 2 to 4% of the active population of the city. The number of employees in institutions of

popular culture is increasing slightly more than in institutions of formal culture. Alternative culture employees are mainly volunteers.

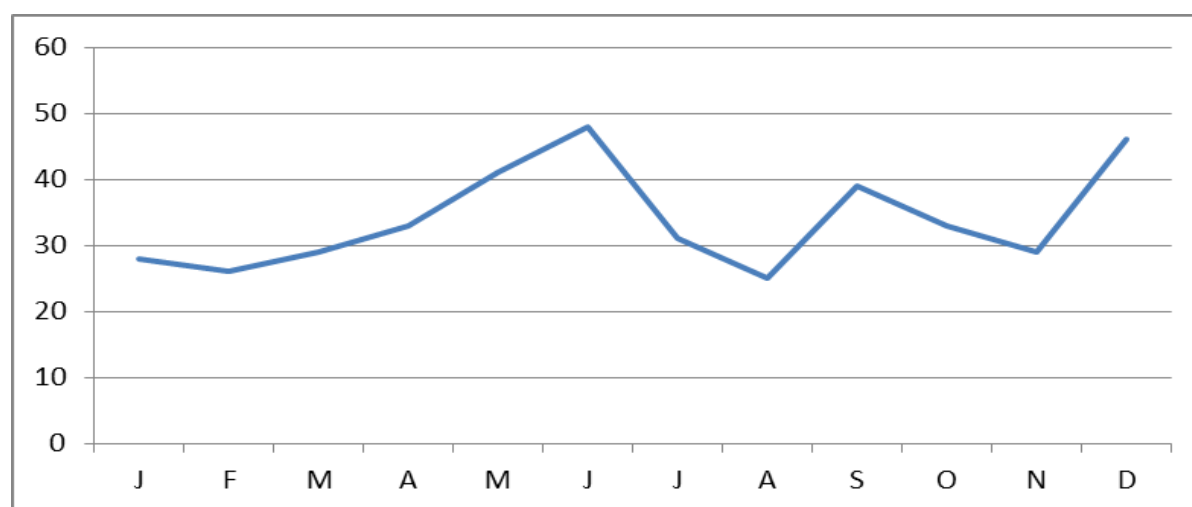
## Diversification of cultural offer

Another characteristic of the city culture is the fact that the offer is becoming more and more diverse, adjusted to the wishes of individual social groups. Formal culture hardly shows this trend; a little more active is the trend among popular culture. During the last decade, a new set of programmes for children, elderly population and youth has appeared. Classical music offer includes concert cycles with modern, serious music; choral music is divided into classical and modern choral music. The same can be seen in cinematography where some cinemas introduced days of “genre films” or film cycles on a certain topic or with selected performers. Even the publishing business is increasingly profiled and directed at target readers. This can surely be interpreted as a response to growing social heterogeneity of the urban population and a multitude of lifestyles that are occurring in the city.

## Year-round offer

Another characteristic of cultural production in the city is its year-round offer. Seasonal fluctuations are relatively small; the number of cultural events only decreases in the second half of the summer. More than about fluctuation, we can talk about individual highlights of the cultural offering, which are obvious in May, June, September and December.

Graph 1: Number of cultural events according to months (without amateur culture events)



## **Shopping centre vs. cultural centre**

It has been mentioned that cultural institutions are primarily located in the medieval centre of the city, which has also acted as the city's commercial centre until first shopping centres were established elsewhere. Today, many retail stores are closed, empty, abandoned; some of them are now hosting cultural institutions. The city centre is losing its commercial character. We cannot say that the latter has been replaced by cultural activities. Together with the public administration and educational institutions it nevertheless gives the city a different impression.

## **Conclusion**

A short introduction to the cultural production shows the trend of cultural development in a mid-sized city to be similar to larger cities in the globalized world. Tertiarisation, social heterogeneity and spatial differentiation, mass culture, cities-turned-festivals, and event cities seem to be terms that have found their ground in all cities around the world.

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### **3. Heritage-based Products for Tourism - something to write home about?**

#### **Introduction**

The paper in hand reflects on results of the SHIFT-X project, which deals with the utilisation of industrial heritage for regional development in old-industrialised regions of Central Europe. All participating regions are old-industrialised regions in Central Europe facing a variety of social and economic difficulties, along with the decline of their industrial base, in the last decades (<http://www.shiftx.eu/en/about-shift-x-project>). The regions are located outside of agglomeration areas, which characterises them as especially disadvantaged in terms of managing these transformations.

The focus lies on the results of the thematic SHIFT-X workgroup ‘Creating innovation in heritage-based products’. The aim is to deliver and promote highly innovative heritage-based products ranging from crafts to new tourism offers (see Harfst et Fischer, 2014). The results are based on good practice knowledge, design and craft competitions and transnational and regional seminars in the participating regions. By drawing on experiences from the project, this contribution shows how innovation in heritage-based products can be increased, and it highlights the lessons learned from these examples. Additionally, it critically discusses the general role of such approaches in the overall development (i.e. tourism) of old-industrialised regions in times of transformation.

Generally there are two strands of heritage-based products: craft products and visitor offers. These can include creative, newly designed crafts that refer to the heritage of a region and give “old” products a modern twist, as well as attractive visitor offers that communicate the past in a different way and interconnect visitors with industrial heritage. Also, the role of marketing these types of heritage-based products is discussed because this is an important way to communicate a new image of places that are often seen from the outside as places of disinvestment, social problems and pollution.

From the examples contained in this paper, one can deduce a variety of important aspects needed for the successful utilisation of heritage aspects and the development of products for tourism purposes. While all the examples include uniqueness, interactivity and emotionality, they also use different approaches to give heritage-related elements a new, innovative ‘twist’. Following three methods are highlighted:

- ‘Design-led’ methods thereby actively include designers who utilise traditional, heritage-based elements in new ways and search for connections to active industries and marketing via fairs and exhibitions. It relies on the combination of designers and creative industries, along with traditional crafts and products.
- Improved ‘storytelling’ aims towards increased accessibility of the rich industrial past for visitors and the younger generations alike. Here, notions of authenticity, uniqueness and emotion play an important role. Heritage-based products must

display the industrial past, explore new ways of presenting heritage by connecting visitors to the industrial past and thus create a unique experience.

- Improved 'marketing methods' should utilise sites, places and products to create a new perspective on traditional images of the regions. Against this background, it is possible to introduce new elements to regional marketing. Especially important are joint regional marketing efforts that connect various aspects of tourism in a region under a common roof, ensure a maximum distribution of information and enhance the attractiveness of the region for visitors.

## **Creativity, Culture and Tourism – how does it fit together?**

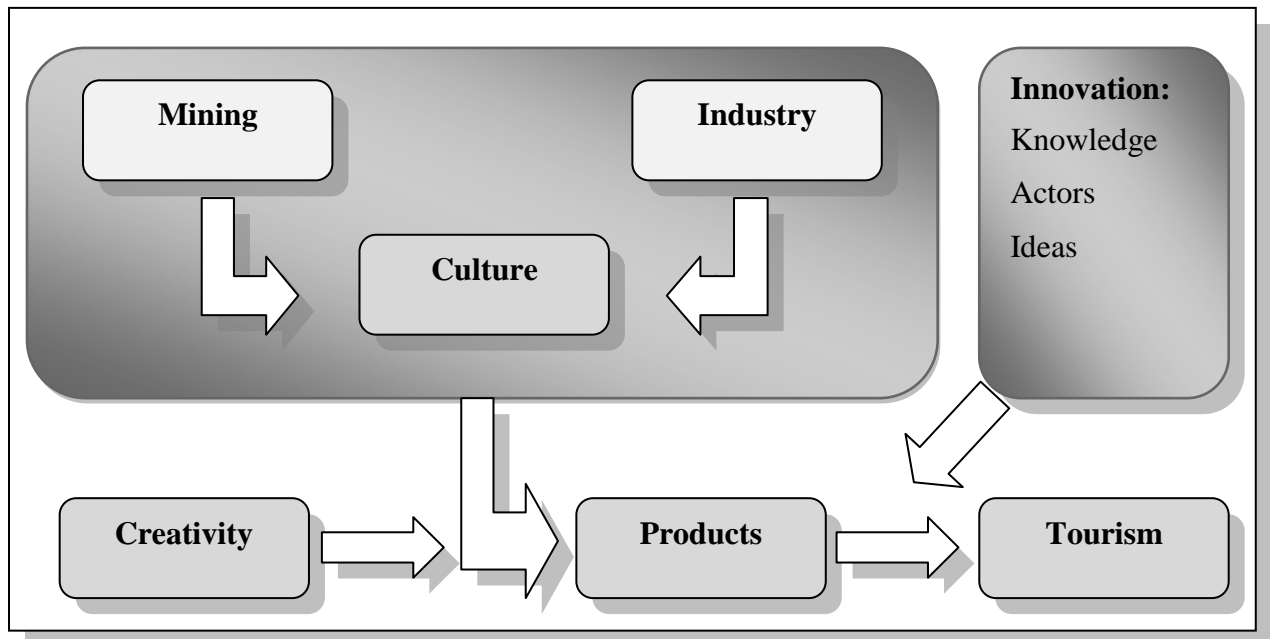
The trilogy of creativity, culture and tourism invites and inspires to a short discussion about the interrelation in context to mining and industry. Tourism is a very important economic factor and is mostly “the only solution” for a further positive development of post-mining or old-industrialized regions. For this purpose proper potentials have to be found. This is the reason why experts are searching for cultural elements in order to integrate them into tourism concepts. The term “cultural tourism” therefor became a very often used one.

Industrial or mining tourism means that tourists are able to visit interesting sites either during the working processes while the firm is still under operation or after its closing. Because of specialties such as buildings or history abandoned enterprises have a so-called cultural value. However, mining and industry as a potential for tourism purposes is still a difficult one and therefor underlies many discussions, especially when the outputs are not successful - in the meaning of not enough or unsatisfied visitors. Nowadays most of the mainly smaller tourist sites with a mining or industry cultural background are facing the problem of a lack of interest of visitors, volunteers and politicians. An answer can be seen in innovation and – in context to the paper in hand - creativity.

In the Oxford dictionaries someone can find an explanation of what is understood under “creativity”: “the use of imagination or original ideas to create something” (<http://www.oxforddictionaries.com/definition/english/creativity>).

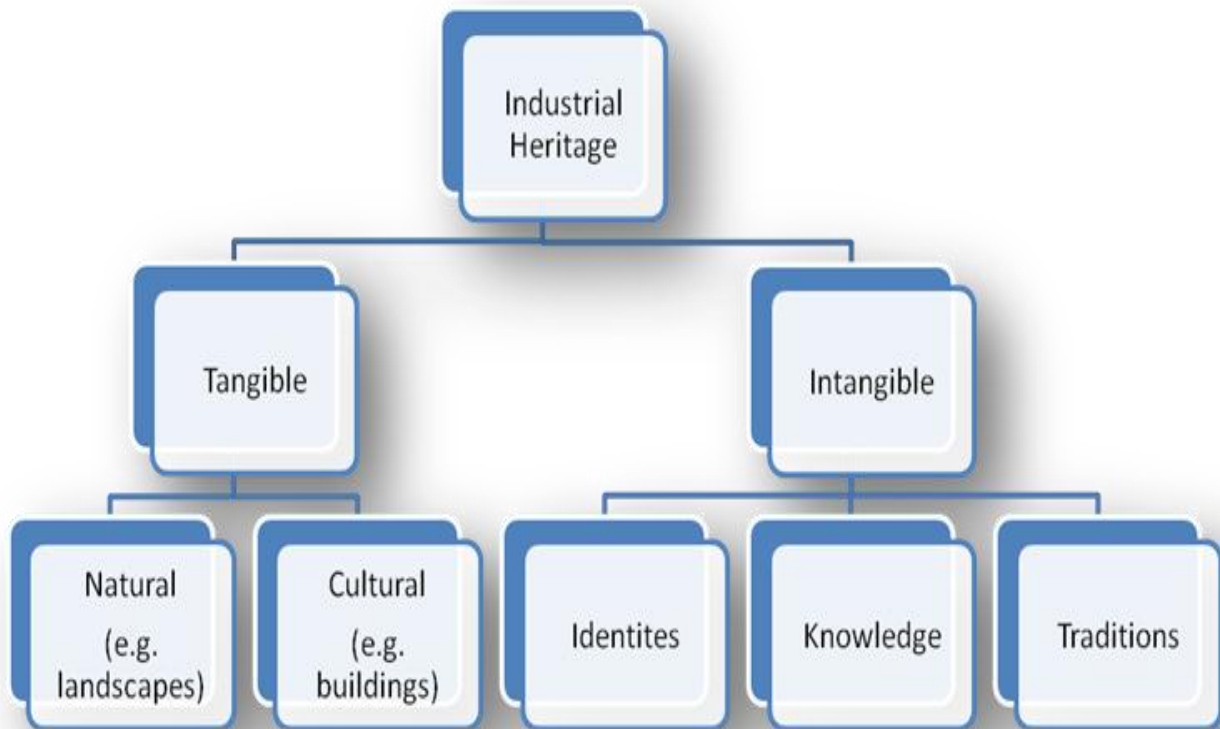
There are many cases in which different kinds of tangible and intangible heritage-aspects have been successfully used to establish new products. These can include food and beverages (i.e., regional specialties), designs and patterns (i.e., for clothing and furniture), traditional building styles and other products. These heritage aspects are used across various geographical settings, especially in the sectors of tourism marketing in both urban (Lorentzen 2009) and peripheral regions (Scott 2010).

Figure 1: The components for innovative tourism products in the field of culture of mining and industry.



Regarding the topic of old-industrialised regions there has been some academic literature dealing with the issue of heritage products so far, although not in a fully coherent form (i.e., Edwards, i Coit 1996; Benneworth, Hospers 2010; Wirth, Cernic-Mali & Fischer 2012). What these references nevertheless show is that many old-industrialised regions are now actively attempting to utilise their industrial pasts in order to re-invent themselves and create a different future. The types of heritage utilised range from the material remains of the industrial past, such as buildings, machinery, landscapes and brownfields, etc., to immaterial forms, such as traditions, skills, etc. The successful utilisation of such potentials can create unique landscapes, landmarks and buildings (e.g., Zeche Zollverein Ruhr, Germany; Eden project, United Kingdom), which can then form new regional value chains. Additionally, traditions, festivities and skills (e.g., Bergparade Freiberg in Germany or the Durham miner's parade in the United Kingdom) can foster regional pride in the difficult periods of restructuring and serve as cultural "bridges" between the past and future. Various European projects have discussed and utilised different types of heritage, such as the territorial cooperation projects ERIH, CulturalCapitalCounts, ReSOURCE and SECOND CHANCE.

Figure 2: Heritage-based potentials in old-industrialised regions



Source: Harfst/Wirth

Despite some well-known, highly attractive landmark examples (i.e., European City of Culture – Ruhr 2010), the focus of many heritage utilisations is still quite narrow. For example, many local industrial museums display local history in a way that is not appealing to outsiders, preferring to address a community that still has an active relationship with an industry that is now slowly disappearing. Often, these places fail to build a bridge to future generations. Tourist offers (guided tours) or products (souvenirs) often lack an innovative twist that can somehow re-connect an audience to the industrial past.

### **Importance and impacts of heritage-based products**

In general, the role of heritage-based products in regional development is seldom explored. Nevertheless, their importance can be deduced by examining some of the issues that are often interconnected with such products. In the following three of these issues - which are often interconnected - will be discussed.

## **Local crafts and services**

In the academic literature on regional development, heritage-based products are often reduced to regional and local specialities in the form of food and beverages. As such, they can become important factors for regional economies, especially in rural areas (Bessiere 1998; Beverland 2005). Here, the distinctions between products are underlined by specially protected labels and brands, such as the European Union's "protected designation of origin" (PDO).

As with agricultural products, local crafts also provide new regional development impulses by creating their own market niche for local products, especially when situated in areas predominantly containing small- and medium-sized towns. These niche products often create local product- and value-chains, especially with small-to-medium-sized companies that offer specific services connected to the product (marketing, distribution, etc.). They help to diversify the economy and create added value for existing industrial enterprises, with highly specialized small and medium businesses becoming increasingly important as suppliers and providers of innovative technologies. The importance of craft products for social cohesion has also been underlined by other ERDF funded projects, such as "Cultural Capital Counts" (CCC).

The focus on such heritage-based craft products in old-industrialised regions also allows the utilisation of some aspects of the industrial past in a way that still holds some value for the region during its post-industrial stage. The reference to the past allows the creation of powerful stories based on a rich industrial history, and the symbolism of a product can not only work as an important economic opportunity for the outside market but also restore pride and identity inside the region. Also, such products could help to rejuvenate the image of many old-industrial regions.

Additionally, the creation of innovative design-based craft opens such regions to creative industries that could bring new ideas. Many things could be of use in such a strategy: handicraft products, industrial products, tools, landscapes, buildings, clothing, design, etc. There is a large pool of potential elements that could be used to create highly symbolic goods based on the industrial legacies of the regions in question. The connection between professional, creative design and sound market analysis is crucial to developing a unique product that can find a place in the market. By establishing such a connection, the products may offer these regions the chance to improve their social, economic and environmental situations by attracting new visitors (Fiore u. a. 2007).

## **Tourism**

Culture is now seen as an important resource for redevelopment, especially in terms of attracting tourism, which in turn entails the creation of an industry based on creative production and consumption (Richards, Wilson 2006). Pine and Gilmore (1999) argued that we are witnessing an emerging 'experience economy', a new economic transformation in which business relies less on technical and services offerings and

more on the consumer's engagement with 'memorable' experiences. While the idea itself has been criticised from various corners, nevertheless, the basic notion of the concept is also important in the case of heritage-based products. It is of heightened importance for creative spaces and tourism offers that directly involve the visitor in an experience-making process (Richards 2011). Here, heritage-based offers can be an important link in creating such an experience process.

Tourism is an important issue for regional development efforts in old-industrialised regions. Such efforts use elements of the industrial past in the form of museums, hiking trails, festivities, guided tours and much more. There are many good innovative examples across Central Europe, proving that industrial heritage can be successfully incorporated into new tourism and leisure activities, which can help in developing an entirely new economic sector in these regions, which were – during times of industrial production – typically not holiday places (e.g., Zeche Zollverein in Germany ([www.zollverein.de](http://www.zollverein.de)) or the Wieliczka Salt Mine in Poland ([www.wieliczka-saltmine.com](http://www.wieliczka-saltmine.com))). Nevertheless, there are many difficulties involved in this development approach, which are often underestimated by local and regional decision-makers. Often, low service quality, a lack of investment and missing infrastructure hamper development efforts. While old-industrial regions often have an interesting story to tell, the usual kinds of visitor offers provided do not live up to this story, i.e., by being technically focused or insufficiently connected with each other. Therefore, regions should aim to create an 'authentic' heritage-based product that makes the rich industrial past accessible to visitors and the younger generations alike. Here, notions of 'experience process' and 'story-telling', both of which aim to directly visitors, play an important role. This means that many museums and tours should offer new, more innovative ways of displaying the industrial past. The aim is to explore new ways of presenting heritage by interactively connecting visitors to the industrial past and thereby creating a unique experience. To achieve this connection, cooperation with locals, as the authentic representatives of history, seems to be an important aspect of shaping an interesting product and encouraging the locals themselves to re-interpret their industrial heritage. Additionally, a comprehensive, integrated tourism strategy can help to improve the bundling of local offers. It can also increase a region's image to the outside considerably and improve the economic performance of heritage valorisation by setting up value chains, as well as joint initiatives.

Figure 3: SHIFT-X container tour



Source: [www.shiftx.eu](http://www.shiftx.eu)

### Image creation

There are many internationally acclaimed marketing campaigns that utilise industrial heritage in one way or another. Especially, campaigns in connection with the European City of Culture title offer good insights into the possibilities of such an approach (i.e., Ruhr 2010). For a more detailed analysis of the role of the European City of Culture title, see Richards (2000). Nevertheless, many of these impressive examples are not applicable in the SHIFT-X regions, where we deal with predominantly small and medium-sized towns. Here, such large marketing campaigns are unlikely to happen simply due to a lack of finance and political interest. Despite this, in the SHIFT-X regions, the improvement of the regional image via heritage-based marketing is also an important factor. A more detailed discussion can be found in another work package of the SHIFT-X project ('image change in old-industrial regions').

While this document cannot provide a detailed introduction to regional or product marketing, the role of marketing in the context of old-industrialised regions

should be highlighted. Here, the focus is on the creation and promotion of new views of the traditional images of such regions. Such measures should contain innovative ideas in the field of marketing and promotion. Playing with or challenging traditional external – and perhaps internal – perceptions of old-industrialised regions is seen as an especially interesting way of creating a new view of traditional images. The notion of storytelling as a way to distinguish the product and place as unique and worth having/visiting is connected to this. The industrial past offers an interesting background story that can be highlighted in many different ways. A focus on industrial heritage alone will generate more tourism in very few cases. In most cases, this will be only one additional element among other regional offers. Therefore, it is important to create marketing elements that can be connected to other regional specifics. This enables the creation of a regional portfolio that allows the cross-linking of various kinds of offers and attractions in a region. Joint regional marketing efforts, which connect the various tourism aspects of one region under a common roof, ensure the maximum distribution of information and also enhance the region's attractiveness to visitors.

### **Innovative heritage-based products?**

As the analysis above has shown, heritage-based products can make an important impact on various sectors – i.e. tourism - that are connected to regional development. It has also become clear that the measures should be 'innovative', finding new twists on product development and marketing. Nevertheless, in the regions the project focuses on, this is already a challenging task because old-industrialised regions are often seen as places connected to their economic pasts, in which the potential for creativity and innovation is rather limited. In general, innovation often depends on a combination of knowledge, actors and ideas (comp. fig. 1), whereas regions that are characterised by small and medium-sized towns often lack this institutionalised combination. There is a need for academic institutions and a general environment that fosters a "creative class" (Florida 2004), which would be able to work with design-based methods and help to bring new ideas to the regions. Additionally out-migration processes cause a lack of young, innovative actors and entrepreneurs in these areas, leading to the disappearance of knowledge and breaking the link between tradition and the younger generations. Therefore, the outlook for creative approaches in such regions may be especially bleak.

Nevertheless, old-industrialised regions also have something to offer and do attract people with creative minds, who have the potential to establish a new way of thinking about regional problems. Innovation is especially needed in these regions. Novel ideas can come from outsiders who are new to the region ("unexpected guest") or from people who are native to these places and who want to think differently about their surroundings. Especially, old-industrial regions often possess a rich heritage and knowledge in the areas of crafts and the handling of materials. It is an interesting challenge for creative minds to combine, i.e., old craft knowledge or industrial architecture with the innovative processes of transforming these features into new



resources. There is also the need for a connection between professional, creative design and sound market analysis in order to develop a unique product that finds a place in the market. While innovative heritage-based products should avoid the "nostalgia trap" by adding a new twist to a traditional product, they must still be identified with local heritage, thereby remaining products with a distinct origin. Additionally, in recent years, the topic of creative industries has become particularly relevant in this field because the "creative scene" can provide an important impetus for traditional economic sectors.

The examples in the following chapter will show some innovative approaches outside the SHIFT-X context, which inspired the workgroup's approach. Following the Austrian Innovation Strategy definition, innovation, in this paper, is seen as "...a complex societal process which cannot and shall not be reduced to technological dimensions only with educational, sociological and (regional) policy implication" (Austrian Council). The importance of innovation is not new. At the EU level, innovation is identified as one of the defining core aims of EU policy (Lisbon Treaty). The SHIFT-X project stands in line with these aims, but is not the first project that has dealt with the creative utilisation of old-industrial heritage and its associated potentials (see the CE projects ReSOURCE and SECONDCHANCE). Nevertheless, the focus on innovative potentials for cultural heritage in non-metropolitan areas makes it unique, especially the fact that it highlights the role of the creative industries in giving a new impetus to heritage-based products. Therefore, the project also sees itself as connected to the EU's "Creative Europe" programmes, which has started in 2014.

## **Good practice examples**

The following examples presented here serve as 'good practice' because each of them highlights certain aspects of innovative heritage-based products. Presenting them here as 'good practice' means that they are exemplary in terms of certain elements addressed by the SHIFT-X project theme. The choice does not necessarily encourage other (organisational, financial, etc.) aspects of cases chosen.

### **'ReDesign'**

This open idea competition was organized within the framework of the European Union's Transnational Cooperation Programme Austria – Hungary 2007–2013. The project aimed to sustainably stimulate the job market and improve the innovation and competitiveness of companies involved in reuse and redesign. In one of its modules, a cross-border design competition was aimed at sustainable design forms. Another module provided professional help regarding the production, marketing and distribution of the articles designed. For the SHIFT-X project, the approach of involving artists, designers and industry together in one project is a good example of how to bring products, design and markets closer together. This organisational form is worth looking

at when considering the development of ‘authentic’, ‘design-led’ heritage-based craft products that also contain a strong background story. More information: [www.designaustria.at/system/assets/1630/original/redesign-english.pdf](http://www.designaustria.at/system/assets/1630/original/redesign-english.pdf) or [www.redesignplus.eu/](http://www.redesignplus.eu/)

### ‘Sorbischmodern’

The German state of Brandenburg contains around 20,000 Sorbian people, mainly living in their traditional settlement area in the district of Spree-Neisse. This ethnic minority seeks to preserve its Sorbian language and traditions. The project ‘Sorbisch modern’ was launched via the LEADER programme in an attempt to develop existing regional potentials in a novel way. It uses traditional Sorbian clothing and patterns in order to translate Sorbian tradition and culture into a modern form, creating a distinctive regional identity for the future development of the region. The project includes a fashion show and exhibitions that document the work process, leading to test production, as well as marketing and sales measures. In addition to the economic impetus, the resulting garments are also intended to begin a discussion of Sorbian culture, regional identity and the economic potentials of the region, including existing regional competences and economic structures in the textile and clothing industry, as well as the tourism sector. In the context of this manual, the combination of design and storytelling, as well as the connection to existing regional industries, are noteworthy. More information: <http://www.sorbischmodern.de>

### ‘Werkraum Bregenzer Wald’

The ‘Werkraum Bregenzer Wald’ is a center for design-led craftsmanship in the Austrian state of Vorarlberg. The association includes 80 craftsmen of various trades, and it was founded in 1999. The members are classical craft businesses. These are small- and medium-sized, usually family-owned companies, some with rich traditions. The association has become a major internationally acclaimed hub for design and product innovation. The ‘Werkraum Bregenzer Wald’ creates a platform that acts outwards with exhibitions, competitions and lectures, as well as inwardly with development work and youth programmes. It connects craftsmen with professional designers, architects and artists. Thereby, the institution unites design expertise, education and self-education. This way of combining design and marketing, as well as the idea of a regional platform, are interesting and successful features. More information: <http://werkraum.at/>

### ‘Meisterstrasse Steiermark’

Another innovative regional marketing tool is the Austrian “Meisterstrasse” label. For Austria as a whole and also on the regional level, local craftsmen can use the label to promote themselves and their products. The trademark organisers promote the members through fairs and exhibitions and also offer a range of high-quality publications, including catalogues and websites, presenting each member and his or her products. Additionally, there are clear efforts to link craftsmanship to local tourism offers and events. In the context of SHIFT-X, this example not only promotes local crafts in a high-quality way but also sets an example in terms of the way products are set into a specific local context, telling the unique “story” of each product within the region. More information: <http://www.meisterstrasse.at/meisterstrasse/steiermark>.

### ‘RuhrNachtSchicht’

Since 2001, the “ExtraSchicht” event has taken place in former industrial plants, active production facilities, mines and slagheaps in the German Ruhr Valley. For one day, the sites are turned into venues of industrial culture, highlighting the transformation from heavy industry into a modern region of business and culture. The event features productions by international artists that allow the venues of industrial culture to be seen from a new perspective during ExtraSchicht. This „Night of Industrial Culture” takes place concurrently at 50 locations in the region. The example shows that industrial production sites hold great potential for the cultural industries. Such events also have a great impact on the outward perception of old-industrial regions, creating a new more vibrant image and on tourism. More information: <http://www.extraschicht.de/en/>

## **Identifying methods from the examples**

From the five chosen examples above, someone can deduce a variety of factors that are important in the successful utilisation of heritage and the development of products with strong effects on i.e. tourism. While the examples include uniqueness, interactivity and emotionality, they also use different approaches to give heritage-related elements a new innovative ‘twist’. In the following, this paper will highlight three methods used in the examples above. These three methods are ‘design-led methods’, ‘improved storytelling’ and ‘improved marketing’. The examples have already shown that often, a mixture of these methods is employed because these methods are often interdependent.

## Design-led methods

The importance of innovative design-based products in terms of regional development has already been discussed. The examples illustrate how creative industries can bring new ideas to places, products, customs and traditions. The examples show the large pool of potential elements that could be used to create highly symbolic goods out of the industrial legacy. These symbolic goods would have regional development potential, such as the traditional design of buildings, as in the 'Werkraum Bregenzer Wald' or traditional clothing in the 'Sorbischmodern' example. The connection between professional, creative design and sound market analysis is important in developing a unique product that can find a place in the market, as was highlighted in the 'redesign' example. Design-led methods thereby actively include a designer who utilises traditional, heritage-based elements in new ways and looks for connections to active industries and marketing via fairs and exhibitions. One important element in this regard can be competitions and the joint promotion of various products via a joint space or a platform, as is highlighted by the 'Bregenzer Wald' example.

## Improved 'storytelling'

Old-industrial regions often have an interesting story to tell, but the kind of visitor offers provided often do not live up to this story, e.g., by being technically focused or insufficiently connected with each other. Therefore, the creation of an authentic heritage-based product must be the aim, making the rich industrial past of such regions accessible to visitors and the younger generations alike. Here, notions of 'authenticity', uniqueness and emotion play important roles. Heritage-based products require more innovative way to display the industrial past. They must present heritage by interactively connecting the visitors to the industrial past and thereby creating a unique experience. To achieve this connection, cooperation with locals and producers, as the authentic representatives of history, seems to be an important aspect of shaping an interesting product and activating the locals themselves to re-interpret their industrial heritage. Here, the examples of the 'Werkraum Bregenzer Wald', as well as 'Sorbischmodern', both create products with deep background stories, bringing producers and their heritage connection closer to the customer. The 'Meisterstrasse' initiative takes this even further by focusing explicitly on the story and people behind the product, producing an emotional bond between product and customer.

## Improved marketing methods

Finally, some of the examples clearly put their weight behind the marketing aspects of heritage, utilising sites, places and products to create a new perspective on traditional images of the regions. Against this background, new regional marketing elements are

introduced. Examples such as the 'Extraschicht' and the 'Meisterstrasse' and also the 'Werkraum Bregenzer Wald' all illustrate this approach very well. They enable, on the one hand, the creation of new images of places as cultural interesting, worth visiting and offering 'authentic' products and settings. On the other hand, they also create regional portfolios that allow the cross-linking of various kinds of offers and attractions in a region. Joint regional marketing efforts, which connect various aspects of tourism in a given region under a common roof, ensure a maximum distribution of information and also enhance the attractiveness of the region to visitors. All such examples attempt to comprehensively link various regional products and interconnected tourism within one regional portfolio, increasing the visibility and credibility of regional products.

An additional factor, partly covered in the Meistertstrassen example, would be a stronger focus on the crossover marketing of various products. This would entail the joint and mutual marketing of regional products in different settings. This could include the offering of craft products as gifts in museums, museum information in restaurants, etc. This approach may strengthen the regional image and improve the market access of products.

## **Summary**

This paper has pointed towards the possibilities of heritage-based products for regions facing structural economic changes. In its approach, the paper has focused on small-scale but innovative measures, asking specifically about 'what there is' – meaning which potentials the regions already possess that could be valorised in the future for e.g. tourism. Thus, the project has fostered a strong "endogenous" perspective.

From a range of possible items, the project has focused on two specific types of heritage-based products: craft products and visitor offers. These included creative, newly designed crafts that refer to the heritage of a region and give old products a modern twist, as well as attractive visitor offers that communicate the past in a different way, bringing visitors and locals alike closer to the industrial heritage. To fully valorise these potentials, it is necessary to create or adapt already-existing products to modern standards, especially to the heightened importance of creative spaces and tourism offers, which directly involve the visitors in an experience-making process (the experience economy). Here, heritage-based offers can become an important link in creating such an experience process.

Thereby, this document has shown examples that aimed to create new twists in old products. It has highlighted the importance of innovative, design-led approaches, which foster out-of-the-box thinking and add new perspectives on traditional products; it examined ways of keeping the unique story of industrial heritage authentic but also making it accessible for a new generation of visitors. Finally, it considered how to market such products better, increasing the attractiveness of the products and regions alike. The examples discussed in this paper have considered how to apply these elements to different contexts, such as product development, visitor tours, regional

labels, museums and others. In all those contexts, the document aims to show new ways of presenting heritage by interactively connecting the visitors to the industrial past and thereby creating a unique experience.

Overall, the SHIFT-X project has shown that utilising the industrial past can hold various development advantages for the regions in focus. The discussed measures broaden the group of involved actors by involving new stakeholders in the field of heritage, such as designers and art schools, other levels of government, businesses, universities, etc., thereby enlarging the network of the involved regions considerably. Additionally, it opens a new possibility for cooperation with locals, as the authentic representatives of history, giving them the chance to actively re-interpret their industrial heritage.

All the discussed elements also have an economic impact, opening up new opportunities for business through tourism and service-related activities. The connection between professional, creative design and sound market analysis is important in developing a unique product that finds a place in the market. By establishing such a connection, the products may offer regions the chance to improve their social, economic and environmental situations by attracting new visitors and developing new and innovative products. In this context, the creation of a regional portfolio, which allows the cross-linking of various kinds of offers, has proven to be an important action. Such a joint regional marketing effort, which connects various aspects of tourism in one region under a common roof, ensures the maximum distribution of information and also enhances the attractiveness of the region to visitors.

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## **4. Cooperation and/or competition between Hévíz and Keszthely**

### **Introduction**

Hévíz and Keszthely are two neighbouring settlements in the area of the Western-Transdanubian Region, within the western basin of Lake Balaton. Both settlements have a leading role in Hungarian tourism. Though they are situated only a few kilometres away from each other they possess a completely different touristic supply. This difference of course has an influence on the development of these towns as well as on their economic and social structures.

Hévíz made her international reputation through her natural, medicinal waters and therapeutic infrastructure. The town is characterised by a high returns from health tourism and the guests' long duration of stay. The number of guests is continuously increasing, and in the recent years such solvent clientele were appeared as the Russian and Ukrainian, whose consumption has an effect on the whole economy of the town. Meanwhile the other settlement, Keszthely – located at the shore of Hungary's biggest lake, the Balaton – is famous for her beaches, monuments and the associated cultural festivals, programs and traditions.

In our study we aim to introduce the main elements of the relationship of the most popular Hungarian country town and health resort, Hévíz and the town of classical waterside tourism and cultural centre, Keszthely. Besides the study of demand and supply, we would like to answer the question whether Hévíz and Keszthely as independent destinations should be rivals in the market of tourism, or rather support each other by completing one another's supply.

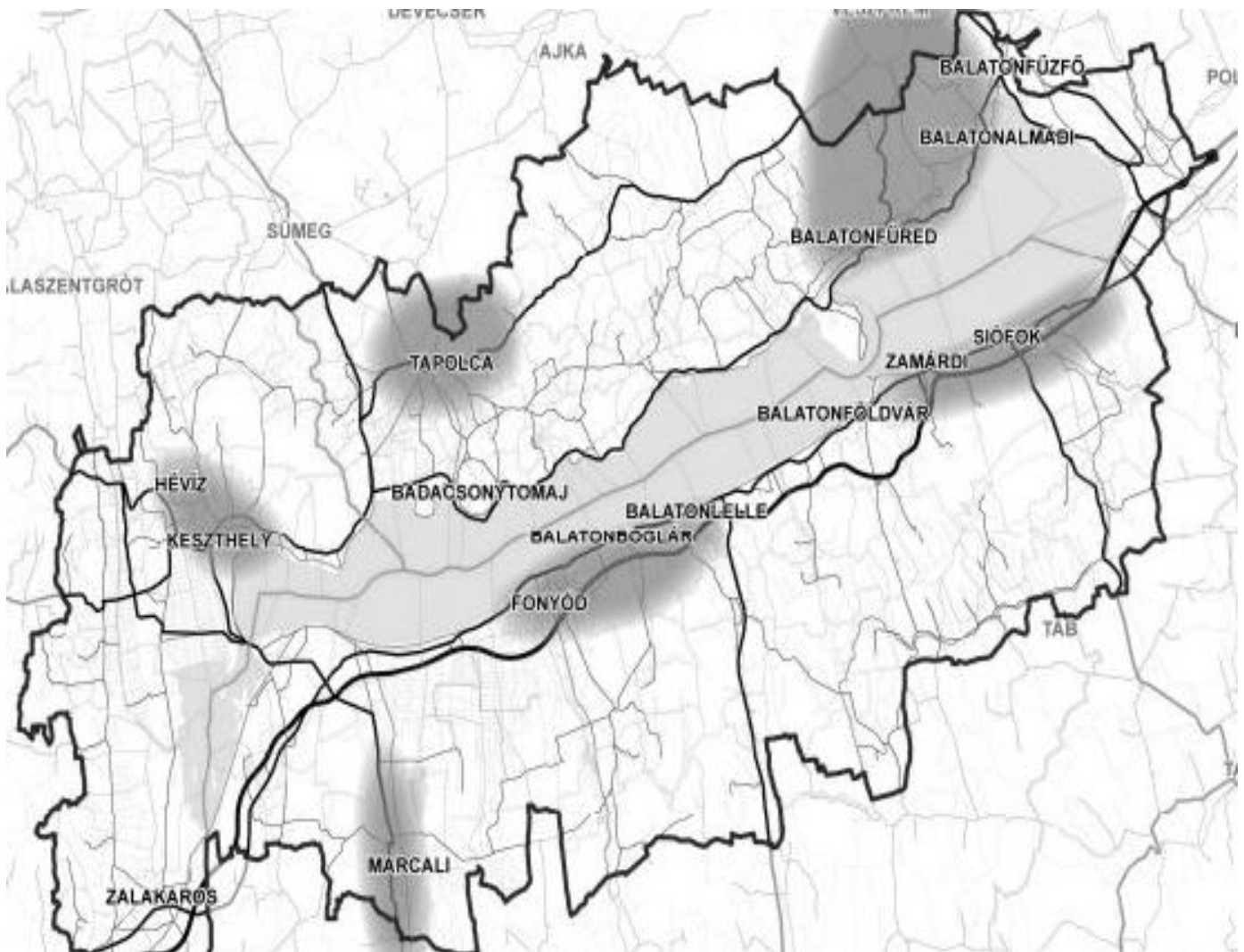
### **The analysis of the different touristic supply**

The area of Hévíz and Keszthely has a leading role in the tourism of Hungary. Within this small area two completely different types of tourism, the health tourism and the classical waterside and cultural tourism can be found. As a result of the unique geothermal conditions health tourism has an exceptional position in Hungary. Our spa towns represent the most popular destinations characterised by an increasing number of visitors and high income.

Hévíz, with valuable tourism traditions, is the most well-known spa town attracting the most visitors and providing the highest quality. To keep her leading position in the market of domestic health tourism, regular innovations are carried out. Another branch of the Hungarian tourism, which traditionally attracts a large number of tourists, is the classical summer holidays. The most popular coastal destination in

Hungary is the region of our biggest lake, the Balaton, which had always been a leading role in domestic tourism. The largest and economically most important town of this region is Keszthely, often referred to as the “capital of the Balaton region”, lying in the western basin. The town has always possessed a leading cultural role and a complex touristic supply.

Figure 1: Urban areas of the Balaton and their central settlements in the west coast: Hévíz and Keszthely



Source: Balaton Fejlesztési Tanács, balatonregion.hu - 2014

The economy of both Hévíz and Keszthely is based on the tourism. Of course this sector gives the main returns of the local suppliers and the hotels of Hévíz are the biggest employers of the region. Here in Hévíz the world famous and unique Hévíz Lake and the

services, medications of health tourism based on it, the spa milieu and the tranquillity of nature give the base of tourism.

Hévíz owes its fame to its medicinal lake, which is the largest biologically active natural thermal lake in the world with its 44,400 square metre water surface. The medicinal water gushes out from the 38 metre deep spring crater, its average temperature in summer is 33-35 °C which does not go below 23 °C neither in winter, and thus outdoor bathing is possible throughout the year. The water contains sulphurous, alkaline hydrogen carbonated, slightly radioactive active ingredients, having a curative effect primarily on various rheumatic, locomotor, muscular and nervous system disorders, as well as some gynaecological problems.” (Hévízi kistérség területf. koncepciója 2008-2018). In 2013 the number of guests entering the lake spa is more than one million a year. The therapeutic supply is completed with qualitative gastronomy, local goods, wine tourism and different activities associated with health maintenance, such as bike tours, in the recent years.

In Keszthely the main attraction is the traditional coastal tourism during the summer season, which is well completed by the cultural attractions based mainly on the heritage of the Festetics family. This heritage constitutes a link between the two towns, and determines their history, development and present situation. In 1739 Kristóf Festetics become the sole owner of the territory. The town of Keszthely begin to flourish at the end of the 18<sup>th</sup> century, in the time of Count György Festetics when the Castle of Festetics was built (1745) and the Georgikon was established (1798), which was the first agricultural secondary- and higher educational institution of Europe (west-balaton.hu). The present day Georgikon Museum and Agricultural Theme Park has an exhibition of special showpieces and organizes handicraft fairs and events for students. The different cultural programs, festivals were shaped out at this time and up to this day there are several permanent and periodic exhibitions, summer theatre, concerts and wine festivals. The castle itself is one of the most beautiful Hungarian baroque castles, in which the Helikon Library was established in 1765, where constantly broadening exhibitions awaits the guests. During this time the Hévíz Lake become more and more known and the first, temporary spa buildings were constructed (keszthely.hu).

In the case of the Lake Balaton’s tourism, which greatly depends on the weather events, the lack of programs in the case of a rainy, bad weather was always a problem. But, Keszthely is an exception as the different above mentioned programs attract many tourists even in the case of bad weather.

## **The difference of the accommodation structure**

Hévíz primarily builds on medical service, although the number of guests arriving for beauty, wellness and medical tourism (especially dental and anti-rheumatic treatments) is ever increasing. Because of the demands of tourists, quality accommodations are required, which have been built mainly in the form of hotels in Hévíz. In 2013, there were 23 hotels, 5 guest houses and 1 campsite ready for guests in the spa town

(Hungarian Central Statistical Office/KSH, 2013). During the last decades, 3, 4, and 5 star quality hotels have been constantly built on the medical tourism of Hévíz, and in the bigger hotels most of the known forms of medical treatments are available for guests.

Contrary to the above mentioned facts, the biggest problem of Keszthely is the lack of accommodations both in the aspect of quantity and quality. There are only a few hotels in Keszthely and their ratings do not exceed the 3 stars. Thus, many guests, who arrive to the cultural programs of Keszthely choose their accommodation in Hévíz which means financial loss and constant fallback to Keszthely.

### **The conversion of supply in the region**

Hévíz and Keszthely have always got an important role in Hungarian tourism. During the 18-19<sup>th</sup> centuries Keszthely had her leading role in the region as the cultural programs of the Festetics family were famous all over the country and in these day all accommodations could be found here.

The competition between the two holiday resorts was much more equal during the socialist era. We got exact data from the survey done soon after the regime change in 1995 in the Keszthely-Hévíz micro-region. The studied area of the research of Rátz, T. (1999) was the Keszthely-Hévíz sub-divisional cooperation established in 1994, which cooperation included, besides these two settlements, Gyenesdiás, Vonyarcvashegy and Cserszegtomaj. The destination studied by Rátz, T. (1999) is an artificially created territory where, according to his statement: „To the whole of the sub-region a unified lifecycle cannot be drawn as a result of the remarkable differences in the history of each settlement.” The settlements of the co-operation were characterised by a classical, so called Balaton tourism with strong seasonality and one-sided supply except Hévíz. The striking difference strengthened during the past 18 years between Hévíz and the other studied settlements.

While Hévíz gains a more and more important international role in the field of health tourism with a relatively constant number of guests and many foreign visitors, the tourism at the classical coastal holiday resorts of the Balaton is changing and compared to the guest numbers and composition of nationalities of the 1990's it shows a fallback.

As shown in *Table 1.* half of the guests of the micro-region stayed in Hévíz, while 40% of them in Keszthely. In these times the two towns owned a nearly equal role in the tourism of the micro-region, Hévíz having only a little advantage.

Table 1: Tourist arrivals in the settlements of the Keszthely-Hévíz micro region, 1995.

1995	tourists		foreign tourists		guest nights		foreign guest nights	
	person	%	person	%	night	%	night	%
Hévíz	82 883	52,79	44 031	53,12	590 449	59,29	406 796	68,9
Keszthely	58 550	37,29	40 241	68,73	266 979	26,81	211 898	79,37
Gyenesdiás	4 276	2,72	3 774	88,26	34 325	3,44	32 247	93,95
Vonyarcvashegy	10 710	6,82	8 444	78,84	100 598	10,11	88 640	88,11
Cserszegtomaj	593	0,38	582	98,15	3 434	0,35	3 421	99,62
All	157 012	100	97 072	61,82	995 785	100	743002	74,61

Source: Rátz, T. (1999)

However, the relations had changed by 2012 (*Table 2*). Hévíz owns nearly 80% of the guest nights, while in the case of Keszthely this value decreased from 25% to only 11%. For Keszthely this means a very serious fallback, as instead of the 266 000 guest nights in 1995, it had only 140 000 guests nights by 2012, while Hévíz this number reached the 1 million. Similar fallback can be experienced in the case of the other coastal settlements of the Balaton. This tendency shows clearly the strengthening of health tourism in Hungary compared to the classical “Balaton tourism”. One of the reasons behind is the changing of international trends of tourism since the number of travels, where the main motivations of the tourists are rehabilitation, recovery and prevention increased. In addition, from the 1990’s, as a result of privatization the level of services at the Balaton started to worsen, restaurants and holiday camps were closed. At these times the tourism of Balaton faced with environmental, social and economic problems as well, and only with the help of development plans from the 2000’s had reached its present day high quality through which it gained popularity again between the Hungarian and foreign (Czech and German) visitors as well.

Table 2: Tourist arrivals in the settlements of the former Keszthely-Hévíz micro-region, 2012.

2012	tourists		foreign tourists		guest nights		foreign guest nights	
	person	%	person	%	night	%	night	%
Hévíz	207 992	72,85	100 619	50,3	1 005 231	79,14	670 471	66,7
Keszthely	36 777	12,88	10 922	29,7	140 756	11,08	45 768	32,5
Gyenesdiás	13 190	4,62	3 833	29,06	45 723	3,6	15 467	33,83
Vonyarcvashegy	14 385	5,04	3 269	22,73	42 080	3,31	14 261	33,9
Cserszegtomaj	13 157	4,61	2 241	17,03	36 471	2,87	8 475	23,24
All	285 501	100	124 884	43,74	1 270 261	100	754 442	59,4

Source: KSH (2013), Köbli, Á. (2013)

In the middle of the 1990's, the proportion of foreign guests was exceptionally high in the case of coastal settlements and taking the five settlements together the ratio of foreign guest nights exceeded the 75% and was remarkably high (79.37%) in Keszthely as well. By this time with the exception of Hévíz all of the other settlements had lost most of their foreign visitors. The reason is that the composition of the guests of the Balaton has changed as well as the accommodation structure. In the socialist era the holiday camps were very popular mainly among Dutch and German tourists. These were the sites of reunion for the East- and West German tourists and meant the experience of "freedom", though the citizens of the GDR were under surveillance by the Stasi even during their holidays (Slachta 2010). After the demolition of the Berlin Wall (1989) this function of holiday camps came to an end. By now the feelings of nostalgia for the Balaton were ceased, the way of travelling among the young has changed, most of the holiday camps closed or were transformed and the prizes also increased in direct ratio with the improvement of quality. The Balaton and thus Keszthely more and more become the main destination of domestic tourism.

### The characteristics of demand nowadays

In 2013, the number of guest nights at commercial accommodation establishments of Hévíz was 1,042,590, from this 713,720 nights were spent by foreign guests. Due to this, the town of Hévíz is currently the second most popular Hungarian town regarding the total number tourist traffic, only Budapest is in a better position on the list.

Table 3: The most visited Hungarian cities, number of guests nights at commercial accommodation units 2013

The most visited Hungarian cities 2013						
	Total		Domestic		International	
	City	Number of guest nights	City	Number of guest nights	City	Number of guest nights
1.	Budapest	7 810 414	Budapest	900 741	Budapest	6 909 673
2.	<b>Hévíz</b>	<b>1 042 590</b>	Hajdúszoboszló	481 380	<b>Hévíz</b>	<b>713 720</b>
3.	Hajdúszoboszló	739 657	Siófok	467 966	Bük	380 839
4.	Siófok	670 224	<b>Hévíz</b>	<b>328 870</b>	Sárvár	275 370
5.	Bük	656 016	Zalakaros	306 786	Hajdúszoboszló	258 277
...						
20.	<b>Keszthely</b>	<b>159 081</b>	<b>Keszthely</b>	<b>105 082</b>	<b>Keszthely</b>	<b>53 999</b>

Source: HCSO/KSH, preliminary data, 2014

## **The role of the airport**

Every year a great number of foreign tourists arrive to the region, which on one hand can be the result of the international airport in Sármellék, nearby Keszthely. The Hévíz-Balaton Airport of Sármellék is an international airport of outstanding importance, since foreign tourists can get to the area very easily; one can reach Hévíz as well as the shore of Lake Balaton from the airport in fifteen minutes. „The 2500 m long basalt-concrete airstrip's width is 60 m and the airport is able to receive planes with 150-200 passengers” (Pintér 2009).

Air charters constantly arrive, but the service might be broadened by scheduled flights, too. On the one hand, the airport depends on the region, but on the other hand, it is the engine of the area's development. Flights mostly arrive from Germany, but operating Russian air charters is more and more frequent, too. Accordingly to the development objectives, from 2013 on a permanent, scheduled flight is in operation between Russia and Sármellék so the Russian tourists can reach the spa town more simply and easy. Thanks to the most modern development, from the summer of 2014 guests are arriving to Hévíz and Keszthely from Prague as well.

The operator of the airport from 2012 is an association of the government of Hévíz and the former name, FlyBalaton of the airport was changed to Hévíz-Balaton Airport. Though the capital needed to run the airport is completely insured by Hévíz, it is an important source of visitors for Keszthely and the Balaton.

## **Cooperation – TDM organization**

The TDM organizations create the opportunity to the two towns for a more effective cooperation. But at the same time it tries to assert the economic advantage in decision making, depending on which settlement is actually stronger on the basis of returns and the number of guests.

Before the regime change the tourism management of the region was characterized by the complete lack of cooperation. But, after the regime change the country's third and the region's first tourism information office was opened, of which activity covered the area of the Keszthely-Hévíz Sub-regional Development Association, established in 1994. With the cooperation of similar development associations in 1996, the West-Balaton sub-region was developed, which is in fact the West-Balaton destination. In 2000 a worker's organization of tourism, the Public Company of West-Balaton Territorial Marketing was established, which represented Keszthely and the region as well (Tar L. 2008). In the next few years due to the economic growth of the surrounding settlements and the resulting competitive environment several local tourism destination management (TDM) organizations were formed. The TDM organization of Hévíz was established in 2006 and the TDM organization of Keszthely in 2008. The tasks of local TDMs include the establishment and maintenance of partnership (between local governments, civilian organizations and enterprises),

planning, tourism product development, development of attraction and visitor management, different marketing activities and the proper operation of informational services (Lengyel M. 2008). According to our point of view, in the level of settlements, this should be completed with such marketing tasks, which would contribute to the successful entering of a complex region or territory to the market of tourism.

The tasks of the West-Balaton Non-profit Tourism Ltd. could be summarized as the following: destination marketing, contacting and co-ordinating and to develop and manage. Analyzing the applied marketing methods we can conclude that the most important method of marketing is the common touristic webpage. They created a common discount card system named West-Balaton Card, with which the tourists, who arrived to Keszthely or Hévíz, can get more reductions, allowances in several settlements. The card can be required with different terms in Hévíz than in Keszthely, and Hévíz also has an own tourism card (Hévíz Card+), which can only be used by the guests of Hévíz. Besides these, on the markets they attract tourists with common tourism brochures and maps.

As it can be seen from the demand, Hévíz alone is significant and can hold her own place in the tourism market. Therefore Hévíz tries to validate her own will in the tourism management of the region. In 2013 the general meeting of the West-Balaton Non-profit Tourism Ltd. accepted the modification plan of the destination's brand name and from 2014 the brand name is Hévíz-Balaton.

## **Different effects of tourism**

Though both towns have a qualitative program supply, their tourism is very different. In Hévíz, the lake, the therapeutic treatments and the programs of the wellness hotels attract tourist and patients all over the year, thus the demand is nearly equal throughout the year, seasonality has not got much effect. Moreover, the guests stay for a longer period of time (in the case of foreign visitors the average duration of stay is 6,5 days (KSH 2014)) because of the length of the therapeutic treatments. So, there is a constant demand for the services so that the incomes are equalized in an annual level (the rate of tourist taxes in Hévíz is 441 million HUF (2011)). It can be seen that the town gets high incomes and the seasonal workplaces are not typical here.

In the case of Keszthely and the Lake Balaton the coastal, seasonal tourism and the summer season is dominant, while other parts of the year are characterised by tourist deficiency. Therefore it is not surprising that the whole year income depends on the efficiency of the summer season and that a rainy summer season can cause a huge fallback for the settlements. From late autumn till early spring, only the cultural tourism can attract visitors to the town, but this has not got a great impact on the returns (the number of guest nights in connection with this is low). In Keszthely the number of seasonal workplaces is higher and many hospitality workers try to find a job in Hévíz during winter time. Furthermore, Keszthely is almost five times bigger than Hévíz (Keszthely has a population of about 20 193, while Hévíz has 4375, KSH 2013), has got



secondary- and higher educational institutions, hospitals so big proportion of the income from tourism is used to solve their everyday economic and social problems.

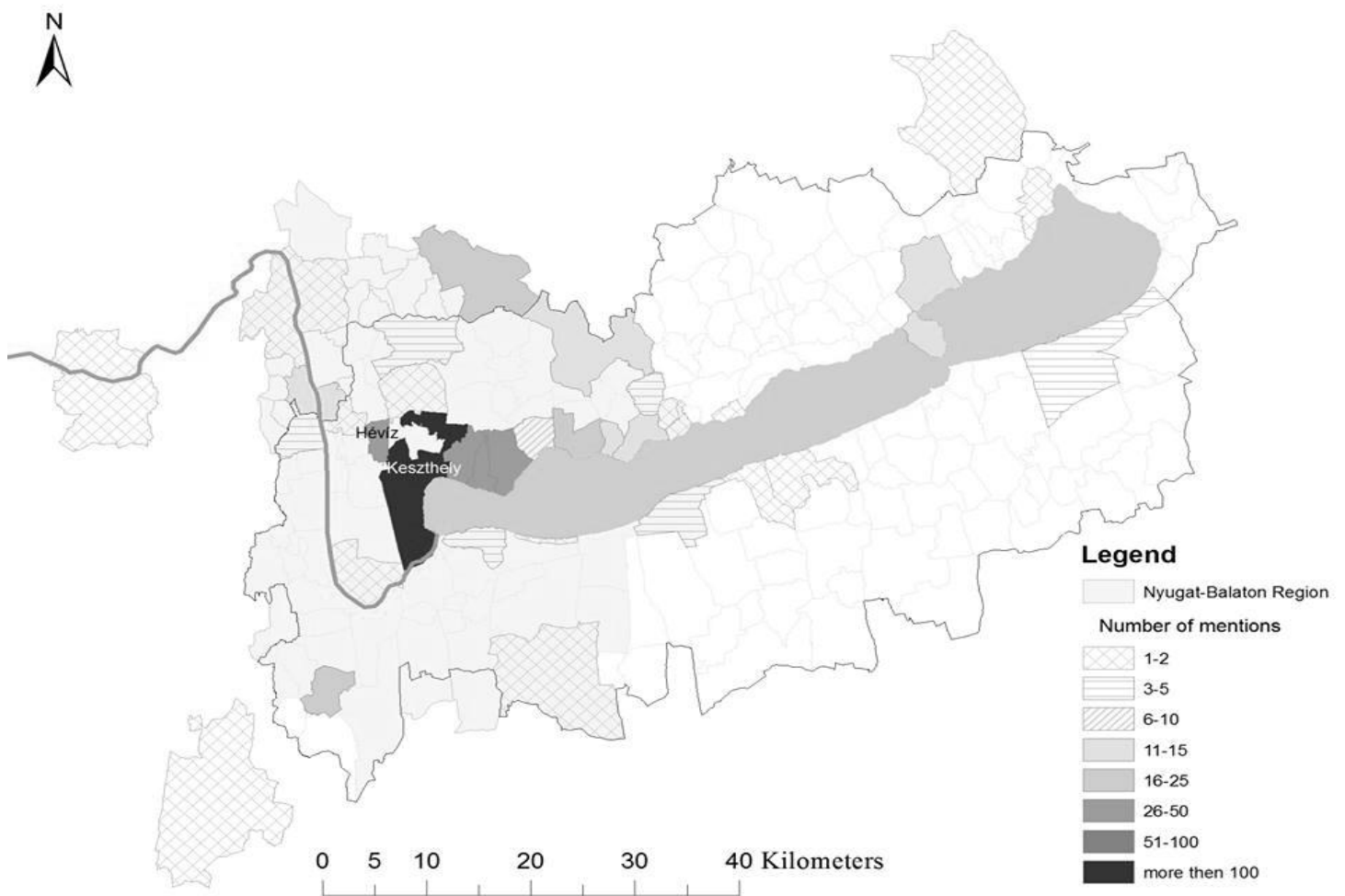
Moreover the two towns can be considered as rivals because of their common Festetics heritage and the different wine festivals. So, we can say that in the case of these programs, attracting the same group of visitors, there is a rivalry between Hévíz and Keszthely, which is intensifying with the appearance of alternative tourism. “ The substance of alternative tourism is that the suppliers devote a greater attention to satisfy the special interests of the individual, so compared to the average supplies they offer personalized alternatives”(Michalkó 2012). In the other settlements, surrounding the two towns, the rural tourism is evolving, based on the agriculture, viticulture and traditions. For the lovers of ecotourism the Keszthely Mountains with its 300-400 m height is a perfect destination. Here there is the opportunity of hiking, water and cycling tourism, equestrian tourism and there are larger untouched areas. Most of the forests can be found in the Keszthely Mountains and belong to the Balaton Uplands National Park, which attracts many tourists. These forested, mountainous areas are crossed by several trekking routes, so the hikers can easily find the difficulty which they want.

In the case of Keszthely the appearance of ecotourism is a solution for the mitigation of seasonality as the tours are not so dependent on the weather. In the sake of a full employment it is important to have guests throughout the year. In addition the other settlements of the region can join more easily to the local economic life as a result of the developments, the distribution of the incomes will be more equal and the background settlements will get a greater attention in the regional tourism development. Regions suitable for alternative tourism, such as the Keszthely Mountains, cover the areas of the Hévíz and Keszthely sub-regions as well, therefore the developments here can only be done with efficient cooperation, so there is a need to join the two towns and to work out long-term plans.

## **Questionnaire survey**

We had done a questionnaire survey in 2013 about the consumer habits of the tourists visiting the region. To know their consumer habits in order to get information about their movement in space. We had done a 300 person sample in the settlements of the regional TDM organization. *Figure 2* represents those settlements which were visited by the guests during their holiday. Half of the questioned only moved within the area of the West-Balaton Region/Hévíz-Balaton destination. From this information it can be pointed out that the tourism supply of the region could satisfy all needs. The most often mentioned settlement was Keszthely, which shows her regional centre character. The reasons for visiting this town, besides the museums and the beach, were the bigger shops and hypermarkets.

Figure 2: The spatial movement of tourists within the West-Balaton destination



Source: Horváth, Z. 2013

Hévíz was the second one by the number of visits, where the Lake, the exclusive shops and the local market is very popular among guests of other settlements as well. Of course it should be taken into consideration that most of the tourists stay in Hévíz, but in the questionnaire we only took the movements to other settlements. Out of the background settlements, mostly the coastal Gyenesdiás and Vonyarcvashegy were mentioned, of which's beaches and summer cultural supply attract tourists.

## World Heritage

They planned to gain the title of World Heritage and work out the necessary concepts for application. Hévíz is the most concerned in this project as the Hévíz Lake is one of the world's most important natural and cultural heritages. Similar, unique natural thermal lake can be found only in Iceland besides Hévíz Lake. The earlier tentatives to gain the title of World Heritage aimed to protect the lake's condition threatened by mining.

Today the hydrogeology of the lake stabilized, thus it would be topical to entry for the title World Heritage (IVS 2008).

They had worked out different concepts for the application. The most popular initiation in which Hévíz Lake was nominated together with the Tapolca basin and the geysers of the Tihany peninsula and was submitted to the nomination list of the Hungarian National Panel of World Heritage in 2003. The problem with this initiation was the great number of local governments and the common planning and decision making and the fear from restrictions, thus it was not effective.

Recently the separate application of Hévíz is the most popular concept and in the January of 2014 a worker's group was established to prepare the plans for the application. However, the interviews with the experts of Hévíz revealed, that according to more professionals applying separately is not the most efficient. According to Lászlóné Füzesi, the chair of the Town Protection, Development and Cultural Association for Hévíz and representative of the local government, the most effective concept would be the common nomination of Keszthely and Hévíz as a "classical historic landscape" for the World Heritage title. In 1992 the UNESCO established the "classical historic landscape" category within the frames of the World Heritage Convention, to include such cultural landscapes which are important in historical, aesthetical, anthropological and ethnographical regard as well, and are the examples of a long-term, harmonic balance between nature and society and as a result of irreversible changes are really fragile (Kiss 2003 and UNESCO 1992).

In the case of Hévíz and Keszthely the region is „exceptional and peculiar because the ancient Roman Pannonian emanation of the cultural landscape developed on the basis of a natural landscape" (Kiss 2003). The common cultural traditions, customs and natural environment create a link between the two settlements. The Hévíz Lake and the surrounding wetlands constitute a common ecological unit, but the successive drying of these wetlands mean a great problem. „This process affects not only the soils and hydrology of these wetland areas, but also affects their flora and fauna" (heviz.me).

The preparation of the World Heritage application should be proceeded by a landscape rehabilitation process in the region such as with the LIFE – landscape rehabilitation application. The LIFE (*L'Instrument Financier pour l'Environnement*) is the supporting program of the EU's environmental protection policy and was founded in 1992 and now operates as LIFE+. „LIFE played an important role in the execution of such directives of environmental protection as the Habitat directive, Birds directive or Water directive" (europa.eu).

With the help of landscape rehabilitation the environment could have a proper ecological state and later in the case of a successful application and execution they would have the opportunity to apply for title of "classical historical landscape". The whole region would benefit from the common application, Hévíz and Keszthely should make a common plans and decisions taking into consideration each others interests. With efficient co-operations the Hévíz Lake and the Festetics heritage of Keszthely could take a great step towards the title of World Heritage, which would be a great acknowledgement to the region.

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## Internet Source

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## **5. Die Lausitz, eine Region im Spannungsfeld der Braunkohleindustrie und Abwanderung Zukunftskonzepte für das Land**

### **Einleitung**

Die Lausitz, eine Region im Nordosten von Deutschland, beherbergt eine flache idyllische Landschaft genauso wie massive Windräder und großflächige Tagebaulöcher. Neben dörflicher und städtischer Gemeinschaft finden sich leer stehende, teils verfallene Gebäude und Ortsteile. Aufgefüllte Tagebauseen und rekultivierte Waldflächen liegen neben immer noch aktiven Abbaugebieten. Diese verschiedenen, verwandelten Landschaften sind Zeichen, sowohl der Geschichte als auch des Neubeginns. Die Landschaft der Lausitz befindet sich aktuell in einer Transformationsphase, deren Ausgang trotz vieler Pläne ungewiss ist.

Unterhält man sich mit den Menschen in der Region, erkennt man bald die sozio-ökonomischen Probleme, welche der politische und energiewirtschaftliche Wandel mit der Wende 1989/90 mit sich brachte. Diese eigene Geschichte der Region untermauert die Probleme des allgemeinen Strukturwandels durch die Globalisierung, der Zentralisierung politischer Entscheidungen, Überalterung, der kontinuierliche Rückgang der Infrastruktur im ländlichen Raum und die damit einhergehenden Wanderungsbewegungen. Mithilfe eines „Blicks von außen“ sollte durch die Sommeruniversität LAURIN und deren Projektentwicklungen Impulse geschaffen werden, mit denen die ausgewählten Dörfer einen adäquaten Umgang erreichen können.

Die Sommeruniversität ist ein Teil des Projektes Laurin. Laurin wird im Rahmen des Bundesprogramms „XENOS - Integration und Vielfalt“ durch den Europäischen Sozialfonds, das Bundesministerium für Arbeit und Soziales, die Bundeszentrale für politische Bildung und das Amt Burg (Spreewald) gefördert, siehe: <http://laurin-lausitz.de/sommeruniversitat/>.

Diese Arbeit gibt einen Überblick über die ressourcenbedingte sozioökonomische Entwicklung der Lausitz und stellt dabei vor, in welcher Weise sich die Region durch touristische Maßnahmen mittels Rekultivierung den aktuellen Problemen begegnet. Weiters werden durch einen Einblick in die Ergebnisse der Sommeruniversität Strategien auf soziokultureller Basis vorgestellt.

## Überblick über das Gebiet der Lausitz

Die Lausitz ist eine Region in Deutschland die den Süden Brandenburgs, den Osten Sachsens und Teile der polnischen Woiwodschaften Niederschlesien und Lebus umfasst.

Abbildung 1: Die Lage der Lausitz



Quelle: <http://lusiza.de>

Die Region wurde wechselnd slawisch und germanisch besiedelt. Die in diesem Gebiet lebende sorbisch-wendische Bevölkerung wurde nie vollständig zurückgedrängt und gab dem Landstrich auch den Namen Lausitz (vgl. Kabus 2012, S. 37). Das Gebiet der Lausitz wird von Nord nach Süd in Niederlausitz, Oberlausitz und Lausitzer Gebirge gegliedert (vgl. Steinhuber 2005, S. 28).

### **Eine Region mit eigener Geschichte**

Sowohl in der Ober- als auch in der Niederlausitz wurde Sand für die Glasherstellung und Ton abgebaut. Besonders die Textilindustrie und mit ihr die Tuchmacherei, war lange Zeit wirtschaftlich von Bedeutung. In Zeiten der Industrialisierung entdeckte man Kohleflöze in nur sehr geringem Abstand zur Erdoberfläche, weshalb durch die Möglichkeit einer leichten Förderung alsbald im Jahre 1844 die Kohleförderung begann (vgl. Bismarck, 2010, S. 34). Ab Anfang des 20. Jahrhunderts setzte sich der Stil des großen Tagebaus durch. Während die Kohleindustrie Energie lieferte, brachte der Tagebau Rohstoffe für die Ziegelei, Textil- und Glasindustrie hervor. Somit konnte ein industrieller Komplex entstehen, wodurch sich auch eine gute Infrastruktur entwickelte. Immer mehr Menschen zogen in die Region. Bis zur Wende setzte sich der Trend fort. 1985 machten die Lausitzer Braunkohlefördermengen weltweit 20% aus (vgl. Kabus, 2012, S. 40f). 1989 arbeiteten im Jahresdurchschnitt 79.016 Personen im Lausitzer Braunkohlenrevier. Die Fördermenge betrug im selben Jahr über 195 Mio. Tonnen (Statistik der Kohlenwirtschaft e.V, 2013).

### **Verlust von Wohn- und Naturraum**

Dieser wirtschaftlich erfolgreiche Trend blieb aber nicht ohne Auswirkung auf Landschaft und Bevölkerung. Zur selben Zeit erreichte die Abgrabungsfläche ein Ausmaß von 300 km<sup>2</sup>, Natur- und Lebensraum verwandelten sich in eine Mondlandschaft. An die 28.000 Menschen aus insgesamt 125 dem Bergbau ganz oder zum Teil geopfert Orten mussten umgesiedelt werden (vgl. Bismarck, 2010, S. 34). Besonders oft waren es auch Siedlungen, die von sorbischer Kultur geprägt waren. Neben dem Verlust der Heimat kam die Zersplitterung der kulturellen Gemeinschaften.

Zusätzlich folgten zahlreiche Umweltprobleme: primär die direkte Inanspruchnahme der Landschaft, ein immenser Flächenverbrauch, Absenkung des Grundwasserspiegels mit weitreichenden überregionalen Auswirkungen auf den Wasserkreislauf sowie das Freiwerden von Schwefeloxiden bei der Abräumung der Kohle. Gegenmaßnahmen zur Rekultivierung waren trotz rechtlicher Vorgaben nur mäßig erfolgreich (vgl. Kabus, 2012, S. 45f).

## Die Wende

Mit der Wende kam es zu einer Liberalisierung des Energieträgermarktes wodurch die zuvor so mächtige Lausitzer Braunkohleindustrie ihre Monopolstellung verlor und innerhalb von fünf Jahren radikaler Umstrukturierungsprozesse unterlag. Es wurden kurzfristig und ungeplant Tagebaue und Veredelungsanlagen stillgelegt (vgl. Bismarck, 2010, S. 35). Durch den regelrechten ökonomischen Schock konnten viele Industriezweige, wie die eingangs erwähnte Textilindustrie, nicht überleben. Nur vier ausgewählte Tagebaue, die kostengünstig und ressourcenschonend abbauen (vgl. Bismarck, 2010, S. 35), wurden mit der neu gegründeten LAUBAG (Lausitzer Braunkohle AG, später von Vattenfall Mining AG übernommen) privatisiert.

Wie Tab. 1 zeigt, kam es zu einem drastischen Rückgang der Braunkohleförderung und der Beschäftigten in der Braunkohlewirtschaft, mit weitreichenden sozioökonomischen Konsequenzen. wie einer Arbeitslosenquote in der Lausitz von teilweise über 25 % (vgl. Kabus, 2012, S. 58).

**Tabelle 1 Entwicklung der Braunkohleindustrie im Abraumgebiet der Lausitz seit der Wende. Angaben der Unternehmen, Arbeitsgemeinschaft, Energiebilanzen bis 2012**

Braunkohle im Überblick															
		1989	1990	1995	2000	2005	2006	2007	2008 <sup>3)</sup>	2009	2010	2011	2012	2013	
Beschäftigte (31.12.) <sup>1)</sup>		79016 <sup>2)</sup>	65.478	19.248	7.081	8.881	8.456	8.334	7.862	7.982	8.049	8.126	8.169	8.324	
Abraum	Mio. m <sup>3</sup>	939,4	827,1	375,3	341,0	417,9	426,6	449,4	458,9	395,6	406,3	414,7	350,0		
Förderung	Mio. t	195,1	168,0	70,7	55,0	59,4	58,0	59,5	57,9	55,7	56,7	59,8	62,4		
Brikett	Mio. t	24,6	22,2	2,8	0,7	0,5	0,6	0,4	0,5	0,8	0,9	0,9	0,7		
Staub/Wirbelschichtkohle	Mio. t	1,1	0,7	0,4	0,7	0,7	0,8	0,9	1,1	0,8	0,9	1,1	1,2		
1)	Bis 2001 Bergbaubeschäftigte, ab 2002 einschl. Beschäftigte in eigenen Braunkohlenkraftwerken der allgem. Versorgung - mit den Vorjahren nicht vergleichbar.														
2)	Jahresdurchschnitt														
3)	Aufgrund von Neustrukturierung in den Unternehmen nicht mit dem Vorjahr vergleichbar.														

## Rekultivierung

Es entstanden verschiedene Bergbaufolgelandschaften mit unterschiedlichen Möglichkeiten und Potentialen. Man orientierte sich von Anbeginn der Rekultivierungspraxis an früheren Landschaftsbildern und der vorbergbaulichen Nutzung der Lausitz. Nach Statistiken der Kohlewirtschaft wurde bis zum Jahr 2005, 46.700 Hektar wieder nutzbar gemacht. 60% davon für die Forstwirtschaft, etwa 18 Prozent fallen unter sonstige Nutzungen, zu welchen auch die bereits entstandenen Bergbaufolgeseen gezählt werden. Grundsätzlich soll diese Wiedernutzbarmachung von



Bergbaufolgelandschaften der Herstellung abwechslungsreicher, vielfältig nutzbarer Kulturlandschaften dienen (vgl. Steinhuber 2005, S. 8-13).

## Lausitzer Seenlandschaft

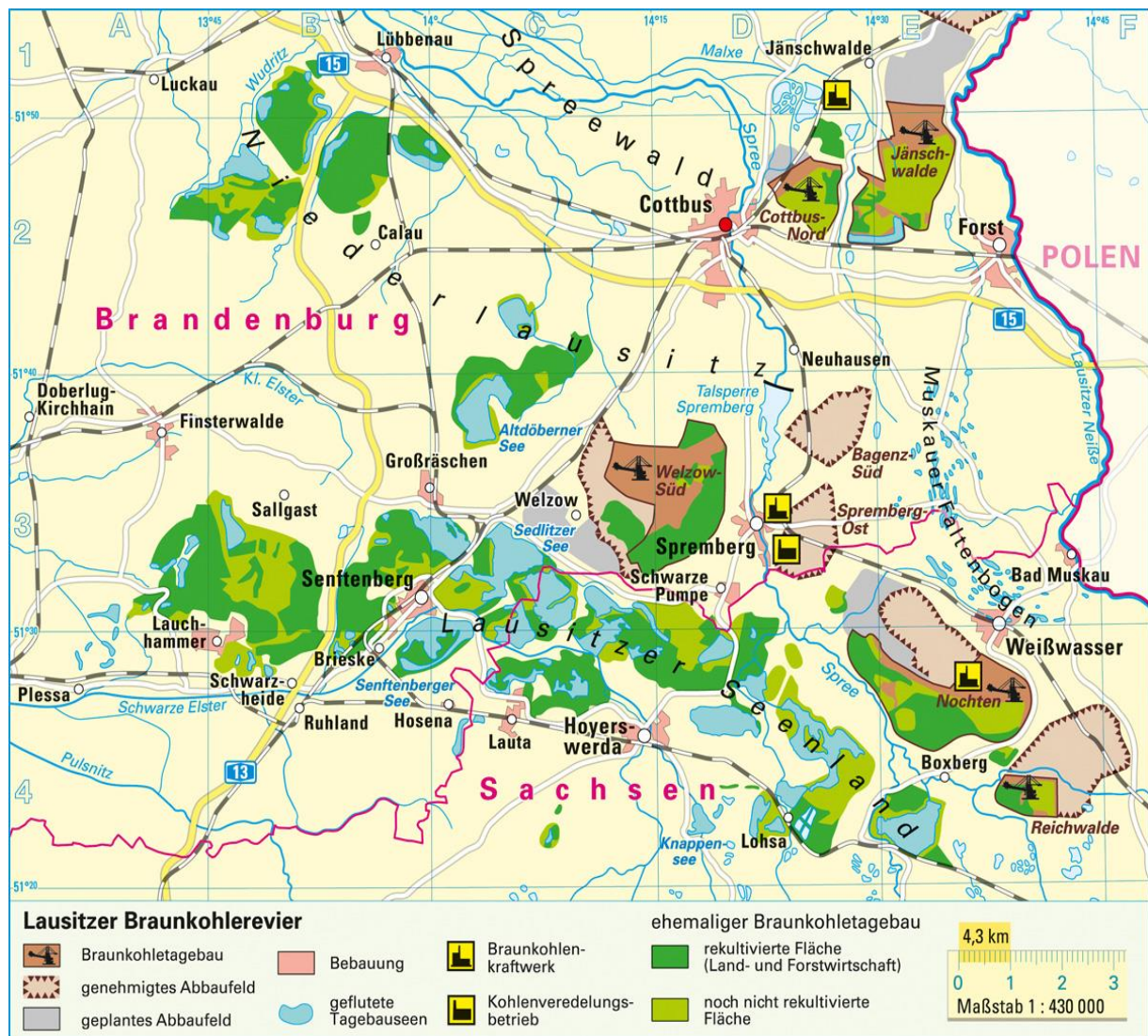
Um die ehemalige Tagebaulandschaft touristisch nutzbar und attraktiv zu gestalten wird nun eine Seenlandschaft geformt. Zwischen Berlin und Dresden entsteht durch Flutungen früherer Tagebaue eine Vielzahl künstlicher Seen, mit einer Gesamtwasserfläche von rd. 14.000 Hektar. Das Lausitzer Seenland als touristische Destination umfasst 23 Bergbaufolgeseen, davon werden neun Seen mit dem bereits vorhandenen Senftenberger See durch schiffbare Kanäle miteinander verbunden. Brandenburg und Sachsen haben sich dazu bekannt, die notwendigen Seeverbindungen so auszubauen, dass sie auch für Segelboote und Fahrgastschiffe nutzbar sind. Von den 13 geplanten Kanälen sind vier schon fertig gestellt, sechs weitere im Bau und drei in der Vorplanung.

Abbildung 2: Teil der Lausitzer Seenlandschaft, in Großräschen der Ilsesee von den IBA-Terrassen aus gesehen. Bis 2020 wird der See vollständig gefüllt sein (Lampl, 2013).



Die Touristische Zwischennutzung der Seen hat schon im Jahre 2003 begonnen. So sind bereits Wassersportaktivitäten am Gräbendorfer, Partwitzer, Geierswalder, Sedlitzer und Bärwalder See im geotechnisch sicheren Bereich möglich. Die Bergbausanierung ist im Lausitzer Seenland aber noch lange nicht überall abgeschlossen. Die breite Vielfalt der Nutzungsmöglichkeiten wird nach Meinung der Planer dem Lausitzer Seenland sowie der gesamten Regionen langfristig zu einer überregionalen Bedeutung verhelfen. Die ersten schwimmenden Häuser auf dem Partwitzer als auch Geierswalder See und die schwimmende Tauchschule auf dem Gräbendorfer See sind schon heute ein sichtbares Zeichen für die beginnende Entwicklung der touristischen Infrastruktur (vgl. Unternehmen LMBV 2013).

Abbildung 3: Braunkohlerevier und Lausitzer Seenlandschaft



(Quelle:<http://www.mr-kartographie.de/uploads/pics/bergbau-lausitz.jpg>)

Im Zeitraum von 2000 bis 2010 fand in der Lausitz die IBA-Fürst-Pückler-Land durchgeführt. IBA steht für Internationale Bauausstellung. Es handelt sich dabei um eine zeitlich begrenzte Agentur für Regionalentwicklung und Förderung post-industrieller Regionen in Deutschland. Dieses Projekt wurde bottom-up von lokalen Gruppen ausgehend entwickelt. Erst später wurde das Land Brandenburg zur politischen und finanziellen Unterstützung einbezogen (Albrecht u. Walther, 2014, S. 72).

## **Sommeruniversität Lausitzer Dörfer – Zukunftskonzepte für das Land**

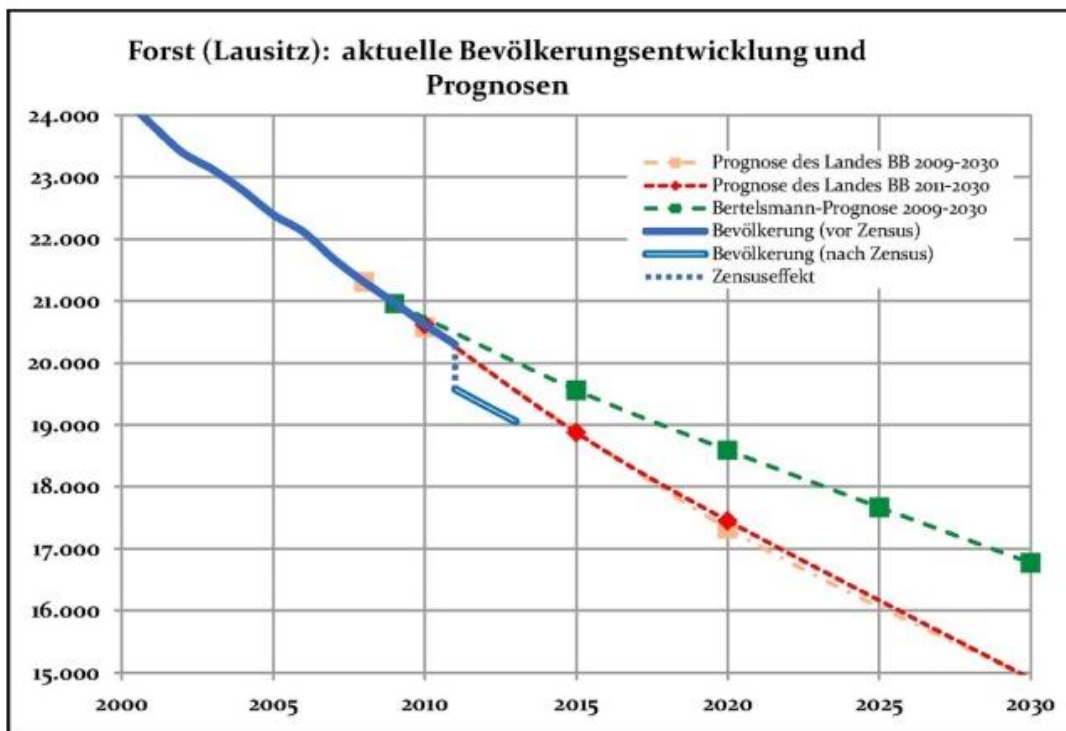
Neben der touristischen Inwertsetzung der weitflächigen Bergbaufolgelandschaften durch die Rekultivierungsmaßnahmen ist es vor allem auch wichtig sich mit der ansässigen Bevölkerung zu beschäftigen und die Problematik der Abwanderungsbewegungen und enormen Veränderungen der Arbeitswelt zu thematisieren. Damit beschäftigt sich das Projekt „Laurin – regionale Identität und kulturelle Vielfalt als Schlüssel zu zukunftsfähiger Regionalentwicklung, Arbeitsmarktintegration und demokratischer Teilhabe in der Lausitz“. Studenten aus verschiedenen Ländern und Fachbereichen wurden in die brandenburgische und sächsische Lausitz eingeladen um Zukunftsperspektiven und Konzepte für Dörfer und ihre Bewohner zu entwickeln. Die Sommeruniversität reagiert auf die Benachteiligung der Menschen in den Dörfern durch den kontinuierlichen Rückbau der Infrastruktur im ländlichen Raum. Der Aspekt der Entschleunigung eröffnet Perspektiven für neue Lebensformen und ländlichen Tourismus. Werte wie Familie, Freundschaft, Raum und Natur sollen an Bedeutung gewinnen.

Während der Veranstaltung wurden Gespräche mit der Bevölkerung geführt aber auch Akteure aus Wirtschaft, Bildung, Politik und Verwaltung und Zivilgesellschaft miteinbezogen. Insgesamt wurden 28 Studenten zu vier Arbeitsgruppen, separat in die Dörfer Jänschwalde/Jänschwalde-Ost, Groß Jamno, Pusack/Zelz/Bahren und Kromlau/Gablenz aufgeteilt, um dort dieser Aufgabe nachzugehen. Zwei davon werden hier vorgestellt werden.

### **Groß Jamno**

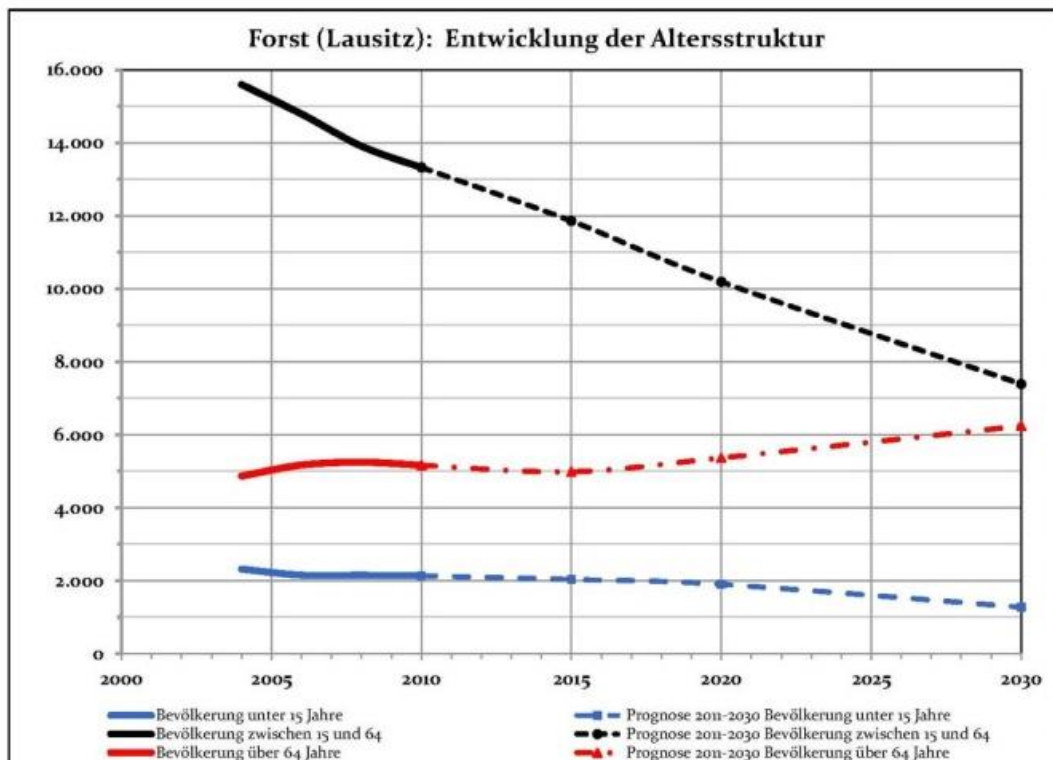
Bis zur Deutschen Wiedervereinigung war Groß Jamno eine eigenständige Gemeinde, welche überwiegend landwirtschaftlich geprägt war. Seit der Eingemeindung durch das Mittelzentrum Forst, hat das Dorf zunehmend mit der Abwanderung junger Menschen zu kämpfen. Jedoch lernen auch immer mehr Bürger aus Forst und Cottbus die Vorteile des ländlichen Lebens zu schätzen, wodurch seit einigen Jahren die Abwanderung durch Zuzüge aus den benachbarten Städten abgefedert wird, jedoch kann diese noch nicht gänzlich aufgehalten werden. Im Jahr 2012 wohnten 254 Menschen im Forster Stadtteil Groß Jamno.

Abbildung 4:



Quelle: Amt für Statistik Berlin Brandenburg, Landesbetrieb für Datenverarbeitung und Statistik, Bertelsmann-Stiftung, 2014

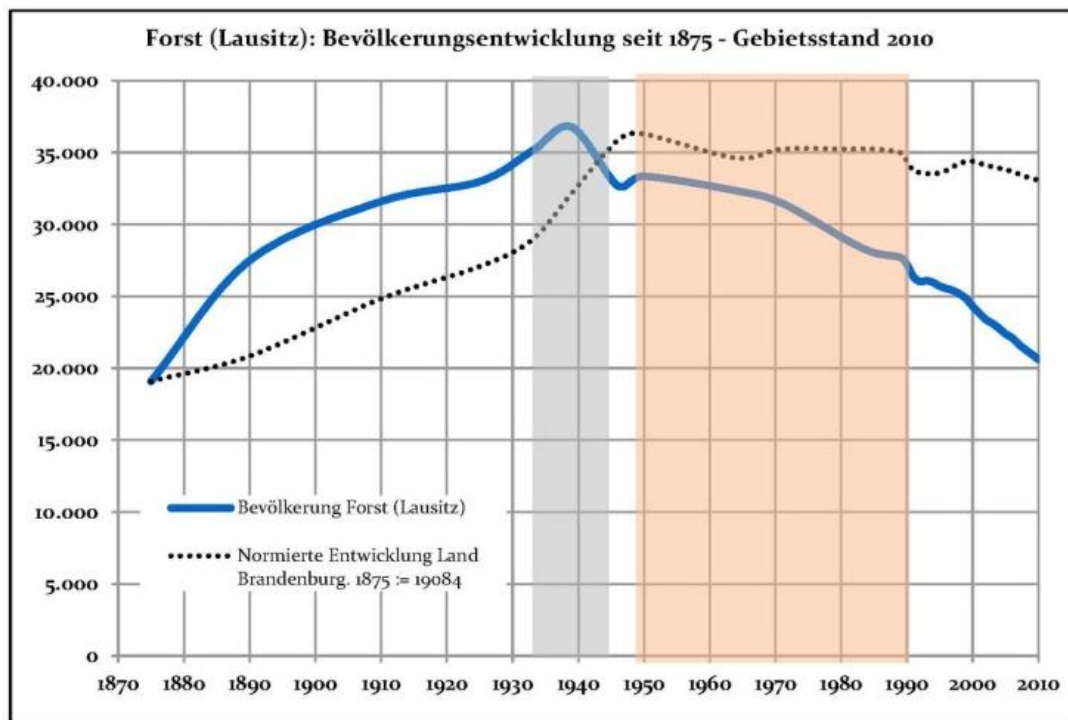
Abbildung 5:



Quelle: Amt für Statistik Berlin Brandenburg, Landesbetrieb für Datenverarbeitung und Statistik, Bertelsmann-Stiftung, 2014



Abbildung 6:



Quelle: Amt der Statistik Berlin Brandenburg: "Historische Gemeindeverzeichnisse" und "Bevölkerung der Gemeinden im Land Brandenburg", 2014

Durch die Analyse der Potentiale und Defizite wurde ein Entwicklungskonzept für Groß Jamno entwickelt. Dieses bezieht sich auf den sozialen Zusammenhalt der Dorfgemeinschaft und die Revitalisierung dörflicher Strukturen. Die Reaktivierung des Dorfmittelpunkts wurde dabei als wichtigster Bestandteil identifiziert, ebenso wie eine Stärkung der Verflechtung der Dorfbewohner untereinander. Dies soll bspw. durch einen Dorfmarkt passieren, dieser schafft Kommunikation und ein Bewusstsein für die regionalen Produkte des Dorfes. Die Dorfgemeinschaft wird gestärkt und die Identifikation, Lebensqualität und Attraktivität des Lebens auf dem Land erhöht.

## Kromlau

Die Einwohnerzahl liegt in Kromlau bei 283 Personen und ist seit 2005 wieder rückläufig (Stand 2012, Tourismusbüro Kromlau). Im Jahr 1999 wurde das Dorf eingemeindet und gehört seitdem zu Gablenz im Landkreis Görlitz. Auch hier ist der Wegzug der jungen Bevölkerung ein präsendes Thema. Fehlende Infrastruktur und Arbeitsplätze zwingen viele die Heimat zu verlassen. Das Potenzial Kromlaus liegt im Tourismus, nicht nur wegen seinem Markenzeichen, dem Azaleen- und Rhododendronpark, sondern auch aufgrund seiner Nähe zum Geopark und seiner Lage inmitten des Muskauer Faltenbogens. Das Potential wird allerdings zu wenig genutzt, ein Ausbau der Vernetzung erfolgte einstweilen nur in geringem Ausmaß. Durch den

kostenfreien Park und fehlenden Einkaufsmöglichkeiten können keine Einnahmen durch die vorherrschenden Tagestouristen erzielt werden.

Nach dem entwickelten Konzept soll die Entwicklung von Kromlau durch das Ausschöpfen der in der Gemeinde vorhandenen Potentiale in Gang gesetzt werden. Diese Potentiale liegen neben bereits vorhandenen touristischen Ankerpunkten wie dem Badensee und dem Park, in der offenen Art der Bevölkerung, ihrem Engagement und ihrem Wissen. Es besteht ein ausgeprägtes Gemeinschaftsgefühl der Bewohner, eine lebendige Vereinskultur und die Identifizierung mit der Heimat und dem Ort. Der entwickelte Ansatz nutzt diese sozialen Ressourcen und verbindet sie mit den Möglichkeiten, die der Naturraum bietet.

Das neue Leitbild wurde mit „Sich verbunden fühlen“ benannt, eine Verbundenheit zu Bewohnern und der Natur. Diese Idee lässt sich in allen Projekten wiederfinden. Bewohner bringen sich bewusst ein und begegnen dem Gast in gemeinschaftlichen Aktivitäten. Der Ansatz soll durch seine Maßnahmen vor allem auch das Leben der Bewohner bereichern und zusätzlich Anreize für Touristen schaffen. Durch Projekte und Aktionen im Dorf soll Kromlau nach und nach „ins Gespräch kommen“ wodurch sich dann auch eine weitere Anregung des Tourismus entwickeln kann.

Eine Überarbeitung der Vermarktungsstrategie des Dorfes wurde nahegelegt, ebenso wie Projektideen zu einer Verbindung mit dem Geopark Muskauer Faltenbogen vorgestellt. Es sollen attraktive Orte im ganzen Dorf geschaffen werden. Somit wurde die Idee der „offenen Werkstätten“ entwickelt. Hinter dieser Bezeichnung verbirgt sich die Idee, Wissen und Praktiken zu sichern, die in Verbindung mit dem in der Region typischen Handwerk stehen. Das eigenständige Erzeugen von etwas Neuem und dessen Einbringung in das Dorf und die Gemeinschaft hat eine identitätsstiftende Wirkung. Auch die Zusammenarbeit von Bevölkerung und Besuchern wird mit dem Ansatz der offenen Werkstatt verwirklicht. Durch das gemeinsame Produzieren entsteht eine Verbindung mit dem Ort und seiner Kultur. Aus diesem Gedanken haben sich verschiedene Projektideen entwickelt, die hier im Detail aber nicht vorgestellt werden. Beispiele dafür sind die Vermarktung der Töpferkunst, Umnutzung von Leerständen zu Ateliers und Werkstätten u.v.m.

## **Fazit**

Der Einblick in die Geschichte der Lausitz lässt erkennen, welches Erbe der Region für eine Transformation oder einer Wiederauflebung in der Gegenwart genutzt werden kann. Die Rekultivierungsprozesse beinhalten eine touristische Inwertsetzung, beispielsweise durch das Kreiieren der Lausitzer Seenlandschaft. Ebenso wichtig ist es dabei, sich mit den verschiedenen Regionen und Dörfern auseinanderzusetzen und deren Bevölkerung auf persönlicher Ebene zu begegnen. Viel Potential kann dadurch frei gesetzt werden, welches ansonsten unerkannt bleiben würde. Hier soll außerdem angemerkt werden, dass viele Potentiale und Umsetzungen nicht angesprochen wurden.

Potential bietet z.B. traditionelles Handwerk, fußend auf dem ehemaligen Sand- und Tonabbau und der Glas- und Textilindustrie. „Sorbisch modern“ ([www.sorbischmodern.de](http://www.sorbischmodern.de)), verwirklicht innerhalb des Leader Programms, verbindet traditionelle sorbische Kultur und kulturelles Erbe mit der gegenwärtigen und zukünftigen Entwicklung der Region.

## **Zusammenschau**

Die Lausitz ist eine Region im Wandel wie so viele ländliche Gebiete, aber doch eigen in ihrer Geschichte, sowohl im energiepolitischen als auch kulturellen Kontext. Durch die Sommeruniversität konnte ein tiefer Einblick in bereits existierenden Maßnahmen der Rekultivierung und Vermarktung der Region durch die Lausitzer Seenlandschaft gemacht werden, ebenso sowie in das Leben der Menschen in der Region. Durch die Aufbereitung der genau für die Orte angepassten Zukunftskonzepte wurden Visionen für eine nachhaltige Entwicklung spürbar und greifbar gemacht. Viele Impulse wurden gesetzt und Ideen diskutiert, mit denen der Transformation auf kluge Weise begegnet werden kann.

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## **6. Kultur-Tourismus und seine Strategien im Zeitvergleich - Die Deutsche Porzellanstrasse 1992 - 2014**

### **Einführung**

In der Tourismuspolitik spielt der sicherlich schillernde Begriff der Kultur als Motivationselement des Reisens eine wichtige Rolle. Kulturreisen als übergeordneter Begriff umfassen eine breite Palette, wobei Becker (1992, S. 21) Kultur als „Bauten, Relikte und Bräuche in der Landschaft, in Orten und Gebäuden“ definiert, um damit dem Besucher die Kultur-, Sozial- und Wirtschaftsentwicklung des jeweiligen Gebietes durch Pauschalangebote, Führungen, Besichtigungsmöglichkeiten und spezifisches Informationsmaterial nahezubringen. Ein wesentliches Merkmal des Kulturtourismus ist demnach die regionale Eigenart der Veranstaltung. Das Reiseziel ist damit nicht beliebig austauschbar, die Reise wird durch das Kennenlernen der Eigenarten einer regionalen Kultur motiviert. Der direkte Bezug zu touristischen Strassen ist damit gegeben.

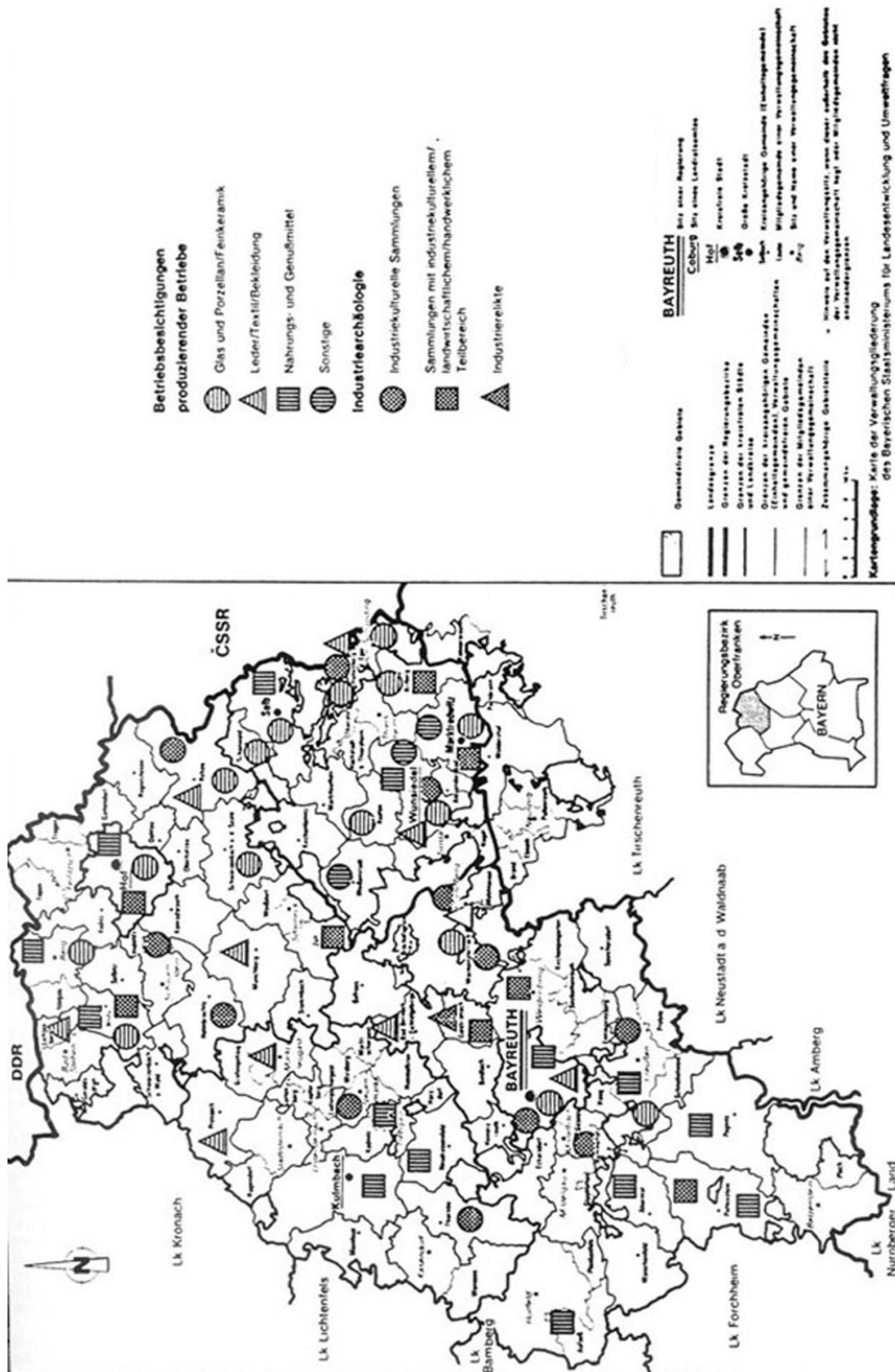
Touristische Strassen gibt es in Deutschland schon relativ lange. Der Prototyp ist die Romantische Strasse, an deren Entwicklung und Erfolg alle anderen sich messen. Durch eine neue Tourismuspolitik bzw. dem verstärkten Einsatz des Regionalmarketings Ende der 80er bzw. in den 90er Jahren des letzten Jahrhunderts kam es in dieser Zeit auch zu einer Art Inflation touristischer Strassen (über 170, insbes. nach der deutschen Wiedervereinigung). Allerdings wurde weder der Begriff noch die theoretische Konzeption einheitlich aufgearbeitet.

In Oberfranken entstand durch die Idee der endogenen Regionalpolitik die Überlegung, über die regional vorhandenen Ressourcen von Natur, Kultur und Wirtschaft neue Entwicklungschancen für die Region zu schaffen (Maier 1994). Gerade in Oberfranken mit seiner umfangreichen und differenzierten Konsumgüterindustrie (Bekleidung, Glas, Porzellan, Brauereien) boten sich für den Tourismus hervorragende Ansatzpunkte (vgl. Karte 1 und Karte 2). Die ersten Entwürfe für einen Industrie – Tourismus durch ein Projektseminar (1989) bzw. die Diplom-Arbeiten von Schmidt (1989) und für eine Deutsche Porzellanstrasse von Freiburger (1993) belegen diese kreative Zeit.



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Karte 2: Entwicklung einer Mittelgebirgsregion (Standorte des Industrietourismus 1987)



Quelle: Eigene Erhebungen, 1988

Anhand des Industrie-Tourismus sollte – so die Ziele –

- neben der Förderung der regionalen Wirtschaft,
- der Unterstützung der Porzellanindustrie auch
- eine Bewahrung des kulturellen Erbes erreicht werden.

Nach nun fast 25 Jahren und einer aktuellen Aufwertung der Deutschen Porzellanstrasse erscheint es sinnvoll zu fragen, wie diese Entwicklung zu bewerten ist?

## **Zur Methodik der Evaluierung**

Dafür eignet sich in der Regionalwissenschaft besonders der methodische Weg einer Evaluierung, bestehend aus einer

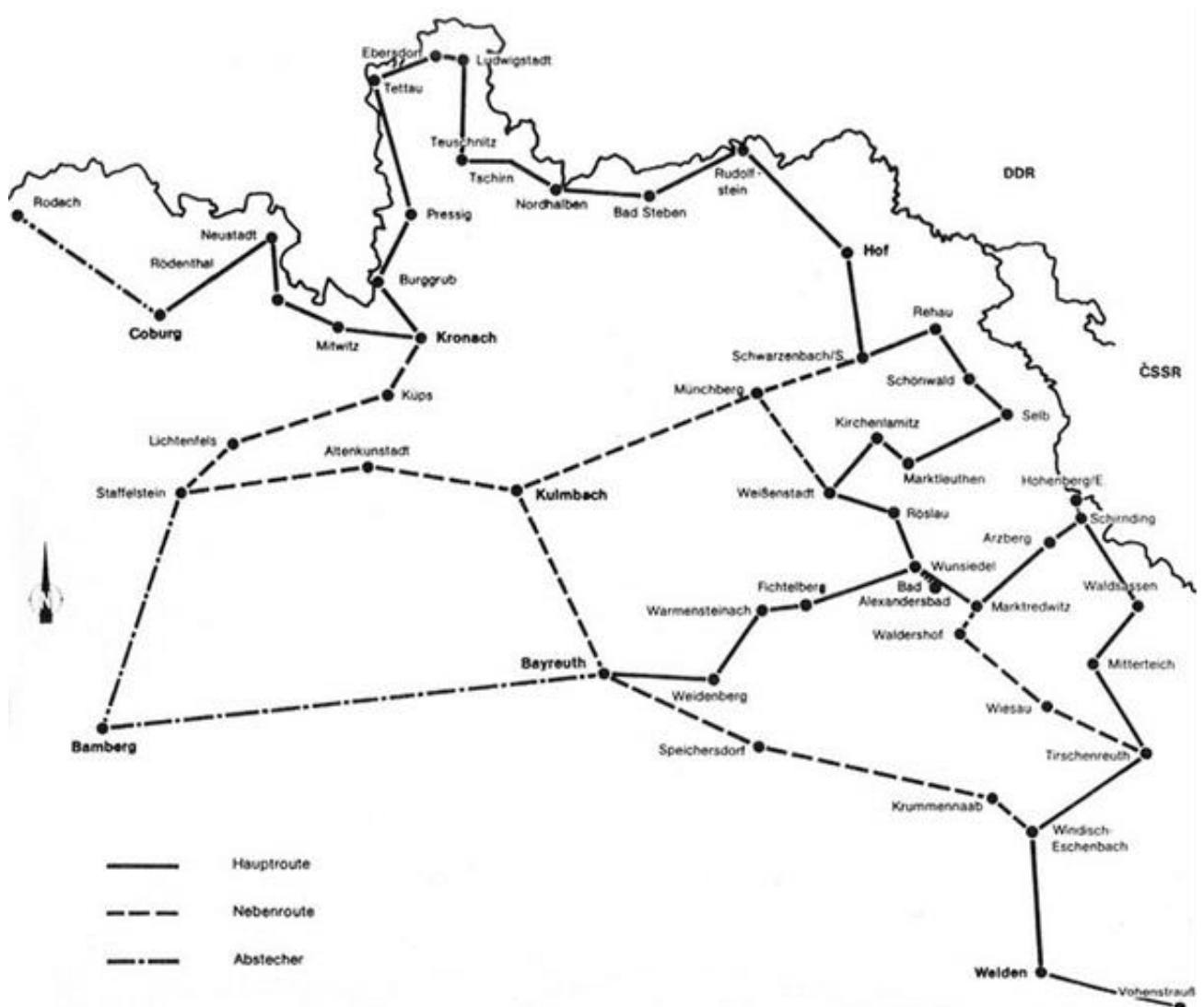
- Zielerreichungskontrolle, allerdings auch mit dem Problem der Operationalisierung der Ziele verbunden,
- Vollzugskontrolle, d.h. Verwendung der eingesetzten Mittel, und
- Wirkungskontrolle anhand ausgewählter Indikatoren.

Während für einen außerhalb des Akteurkreises stehenden Wissenschaftler eine Vollzugskontrolle mangels Daten ausscheidet und die Zielerreichungskontrolle nur recht allgemein durchgeführt werden kann, wird der Schwerpunkt der vorliegenden Analysen auf der Wirkungskontrolle liegen. Frau Tröger-Weiß ( 2014 ) hat dazu aus eher Insider-Sicht einen Ansatz mit den Schwerpunkten der Zielerreichungs- und der Vollzugskontrolle gewählt.

## **Historische Entwicklung der Porzellanstraße**

Den strategischen Ansatzpunkt einer regionalen Entwicklungsstrategie in der Branche „Porzellanwesen“ in Oberfranken zu suchen, bot sich deshalb an, weil diese Branche, seit deren Ursprüngen im Gebiet verwurzelt und gewachsen ist und damit die Tradition der Region mit der des Porzellanwesens eng verbunden ist. Darüber hinaus stellt die Porzellanindustrie im Konsumgüterbereich, als Hersteller eines Gebrauchsgegenstandes, der landläufig das Image des „Besonderen“, „Feinen“, „Künstlerischen“ und „Natürlichen“ besitzt, einen Wirtschaftszweig dar, der grundsätzlich von hoher touristischer Attraktivität ist. Ein weiteres unübersehbares entwicklungsstrategisches Potential des regionalen Porzellanwesens ist die Tatsache, dass sich ein Großteil der deutschen Porzellanindustrie hier regional konzentriert. Damit verfügt die Region über ein Potential, das als touristische Attraktion nicht imitiert werden kann, somit ein sog. Alleinstellungsmerkmal besitzt und der regionale Tourismus sich damit von den Mit-wettbewerbern absetzen kann (vgl. Karte 3).

### Karte 3: Projekt Deutsche Porzellanstrasse

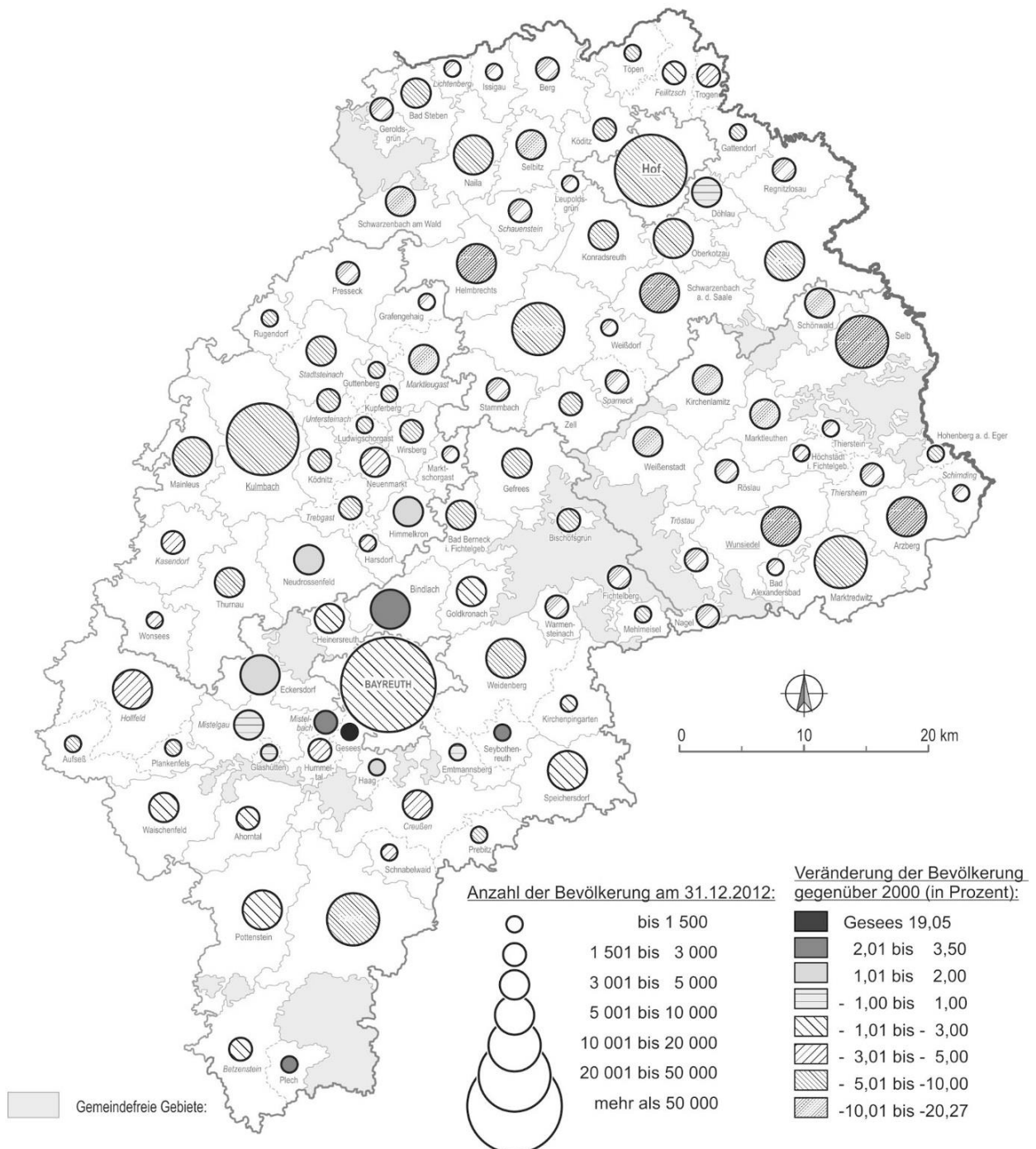


Entwurf: B. Häuser, 1987

Andererseits befand sich die Branche schon damals (90-er Jahre) in einem gravierenden Strukturwandel, unterstrichen noch durch die Belastungen der konjunkturellen Talfahrt. Begeisterung der Betriebsleiter für Betriebsbesichtigungen war da zunächst wenig zu erwarten, das rechtlich und in Kooperation mit dem Einzelhandel in vielen Fällen noch zu lösende Problem des Werkverkaufs stellte weitere Herausforderungen in einer sowieso absatzschwachen Phase dar und nicht zuletzt war deshalb eine finanziell großzügige Unterstützung durch die Branche nicht unbedingt zu erwarten. Auch nicht

von Seiten der Kommunen, kommunale Wirtschaftsförderung existierte noch nicht ausgeprägt.

Karte 4: Entwicklung der Bevölkerung in der Region Oberfranken-Ost zwischen 2000 und 2012



Quelle: Bayerisches Landesamt für Statistik und Datenverarbeitung, Gemeindedaten 2001 und 2013, Bearbeitung: J. Feilner, 2013

Jedoch gelang es über fachliche und politische Bemühungen, ausgehend von der regional zuständigen Tourist-Information Fichtelgebirge, gemeinsam mit Vertretern der Porzellanindustrie und den regionalen Fremdenverkehrs-Organisationen, die Idee der „Deutschen Porzellanstraße in Bayern“ in die Tat umzusetzen. Im März 1996 wurde der entsprechende Verein gegründet. Besonders ist die Position von Herrn Dr. Siemen hervorzuheben, der – unterstützt von der Lokalpolitik, insbesondere den Landräten des LK Wunsiedel im Fichtelgebirge – unermüdlich die Hard- und Software, sprich Museen und Imagepolitik forciert hat. So entstanden schon Anfang der 90-er Jahre das Porzellanikon in Selb, das Porzellanikon in Hohenberg a.d. Eger und eine Reihe weiterer fachspezifischer Museen in Selb, in der Regel verbunden mit einer Umwandlung von Industriedenkmalern. Heute repräsentiert die Region eine weltweit einzigartige Museums- und Forschungslandschaft um das Produkt Porzellan.

## **Zur Entwicklung von Bevölkerung, Industrie und Tourismus in der Untersuchungsregion**

Vergleicht man nun die Situation heute, so sind die sozialen und wirtschaftlichen Prozesse zu beachten, die seit den 90er Jahren, also in 20 Jahren abgelaufen sind.

Nehmen wir als Erstes die Entwicklung der Bevölkerung, so wird etwa zwischen 2000 und 2012 deutlich (Karte 4), weshalb gerade das Östliche Oberfranken vom demographischen Wandel besonders betroffen ist. Während weite Teile der Region Oberfranken-Ost z.T. starke rückläufige Bevölkerungszahlen aufweisen, sind nur die Gemeinden im suburbanen Bereich um Bayreuth von diesem Trend ausgenommen. Nun muss eine zunehmende Alterung der Bevölkerung nicht unbedingt auch ein mangelndes Interesse an Porzellan bedeuten, ganz im Gegenteil besteht der Bildungs-Tourismus doch in nicht unerheblichem Maße gerade aus den über 65-Jährigen.

Jedoch auch im Bereich der Porzellanindustrie haben sich die Entwicklungsprozesse der 90er Jahre inzwischen fortgesetzt (vgl. Abb. 1). So sind die Betriebszahlen in der Herstellung von keramischen Haushaltswaren zwischen 1995 und 2005 um 54,3 %, also die Hälfte, die Beschäftigtenzahlen um 68,5 %, also 2/3 und der Umsatz um 27,3 % gesunken. Unternehmen im mittleren Preissegment verschwanden vom Markt, nur Unternehmen mit entsprechendem Technologie- und Designvorsprung konnten sich behaupten (Belina, 2007, S. 89). Trotz dieser rückläufigen Entwicklung sind es aktuell immerhin noch 23 Betriebsstandorte, die ein dichtes Netz in der Region bilden.

Wie hat sich nun der Tourismus in diesem Zeitraum entwickelt, in dem gerade die Bildungsreisen und europaweit der Industrie-Tourismus eine Blütezeit erfahren haben?

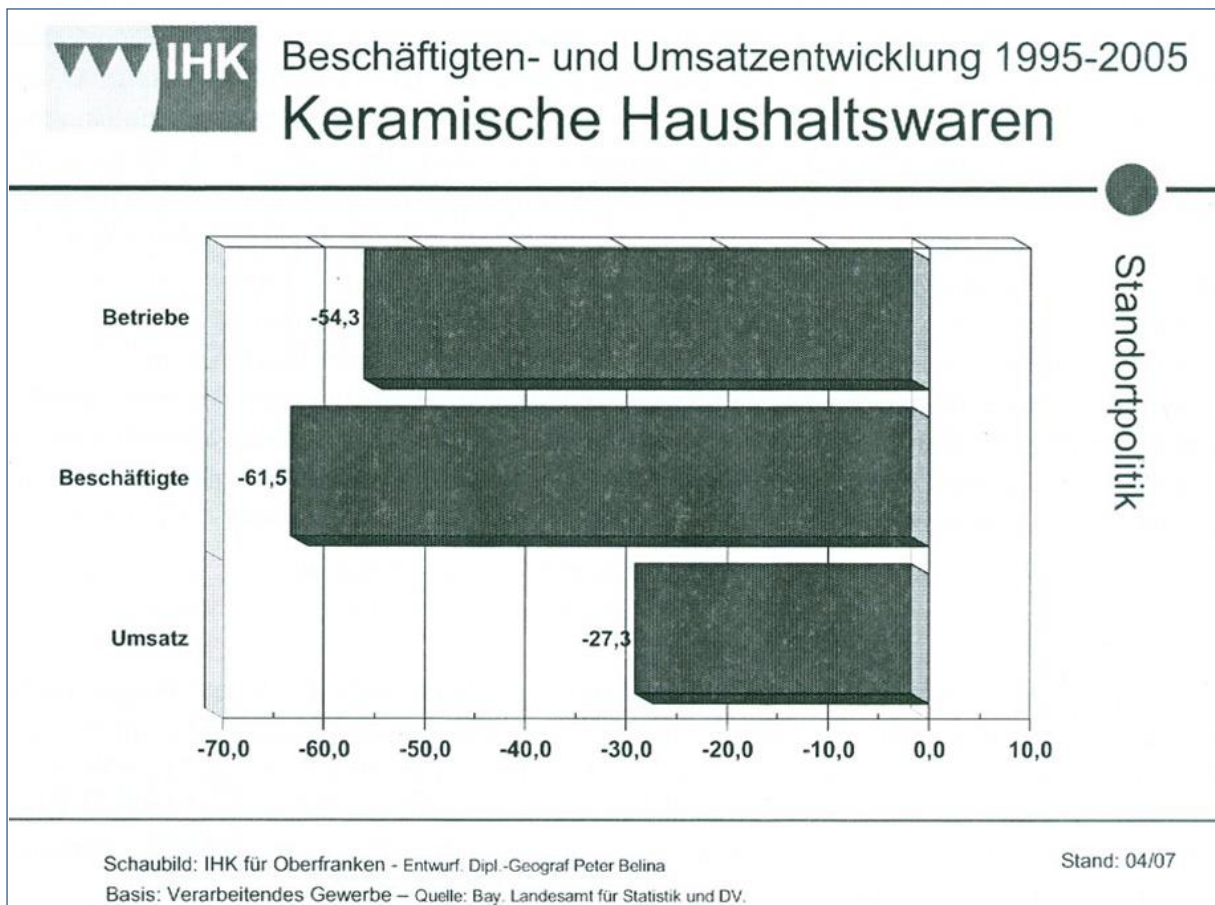
Nimmt man wiederum die Entwicklung zwischen 2000 und 2012 (vgl. Karte 5), so ergibt sich in der Region ein buntes Bild eines Nebeneinanders positiver und



negativer Verläufe. Auch unter den Standorten der Porzellan-Herstellung zeigt sich kein einheitliches Ergebnis (vgl. Abb. 2). Lässt man, um die vielfältigen Bestimmungsgrößen des Tourismus in den größeren Städten wie Bayreuth und Hof beiseite, so verfügen sowohl die Standorte in Oberfranken wie auch in der Oberpfalz über positive Daten (vgl. Kronach, Rödental und Tettau, auch das stark durch das sog. technische Porzellan geprägte Schönwald bzw. Mitterteich und Bärnau ) als auch über negative Daten (z.B. Speichersdorf).

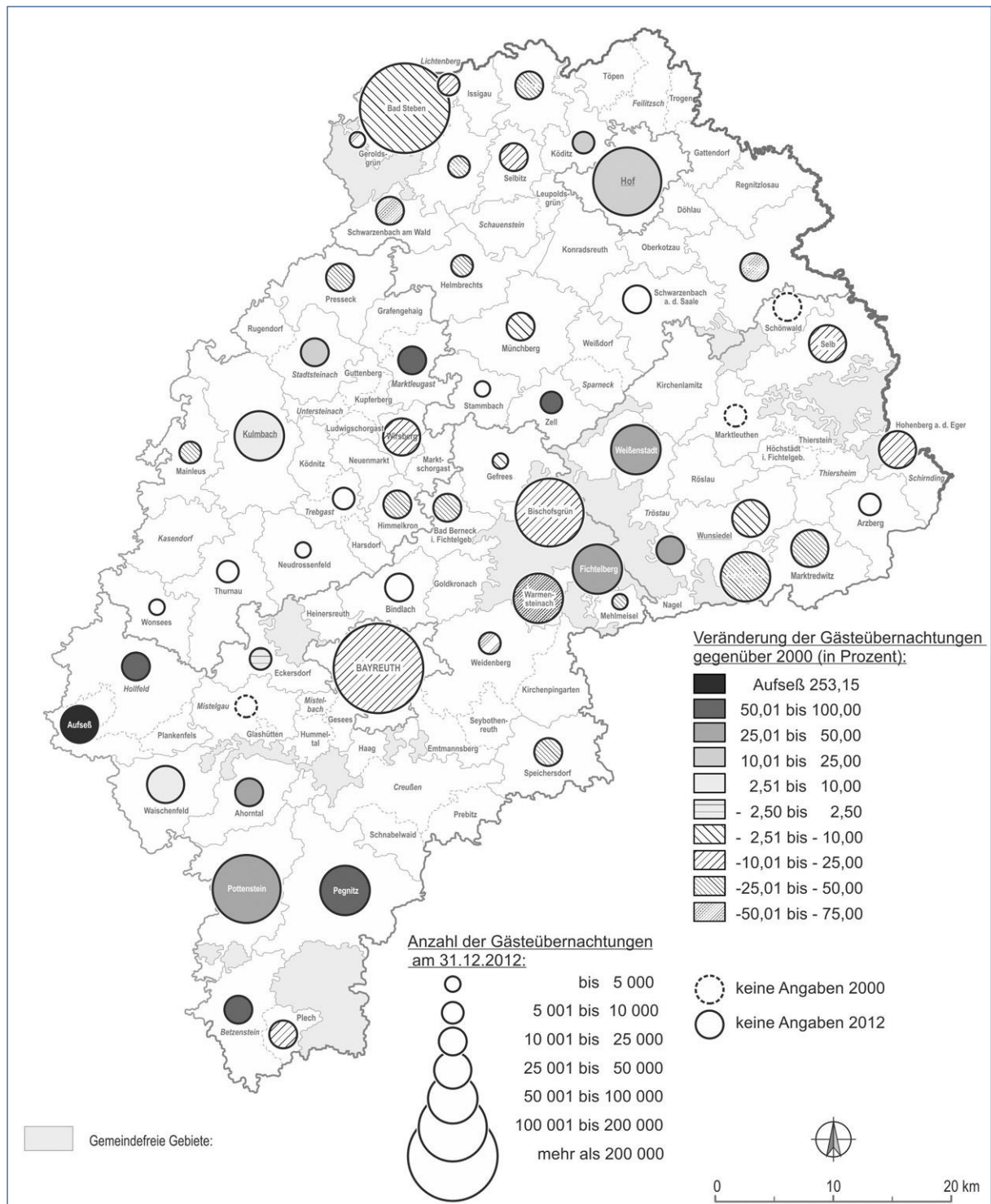
Da entsprechende empirische Erhebungen bzw. Befragungen der Gäste in der Region fehlen, lassen sich auch keine eindeutigen Schlüsse über die Bedeutung der Porzellanstraße aus diesen Zahlen ziehen.

Abb. 1: Entwicklung „Herstellung keramischer Haushaltswaren“



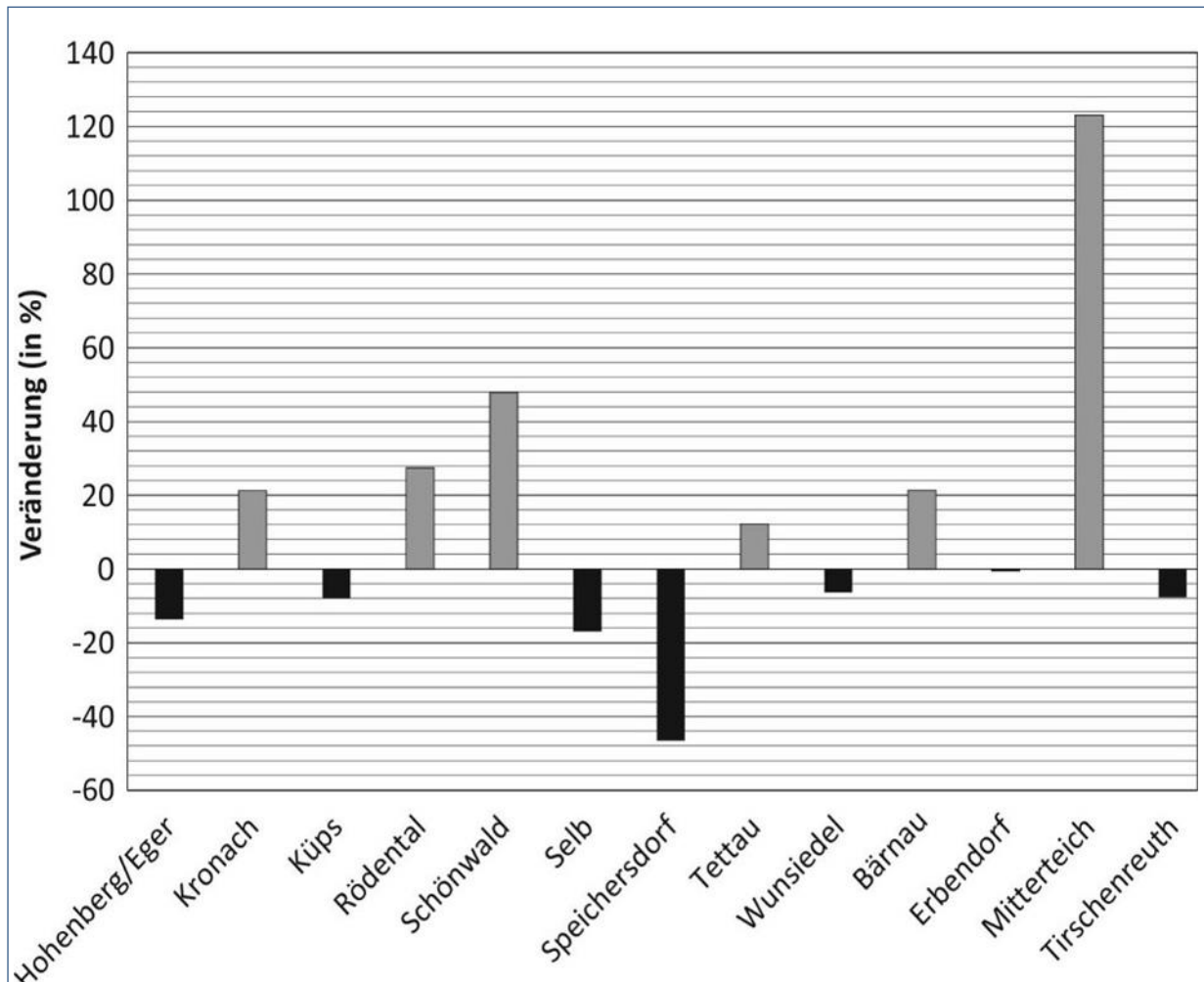


Karte 5: Veränderung der Gästeübernachtungen in Oberfranken-Ost zwischen 2000 und 2012



Quelle: Bayerisches Landesamt für Statistik und Datenverarbeitung, Gemeindedaten 2001 und 2013, Bearbeitung: J. Feilner, Bayreuth 2013

Abb. 2: Veränderung der Gästeübernachtungen zwischen 2000 und 2012 in den Gemeinden an der Porzellanstrasse in Oberfranken und der Oberpfalz



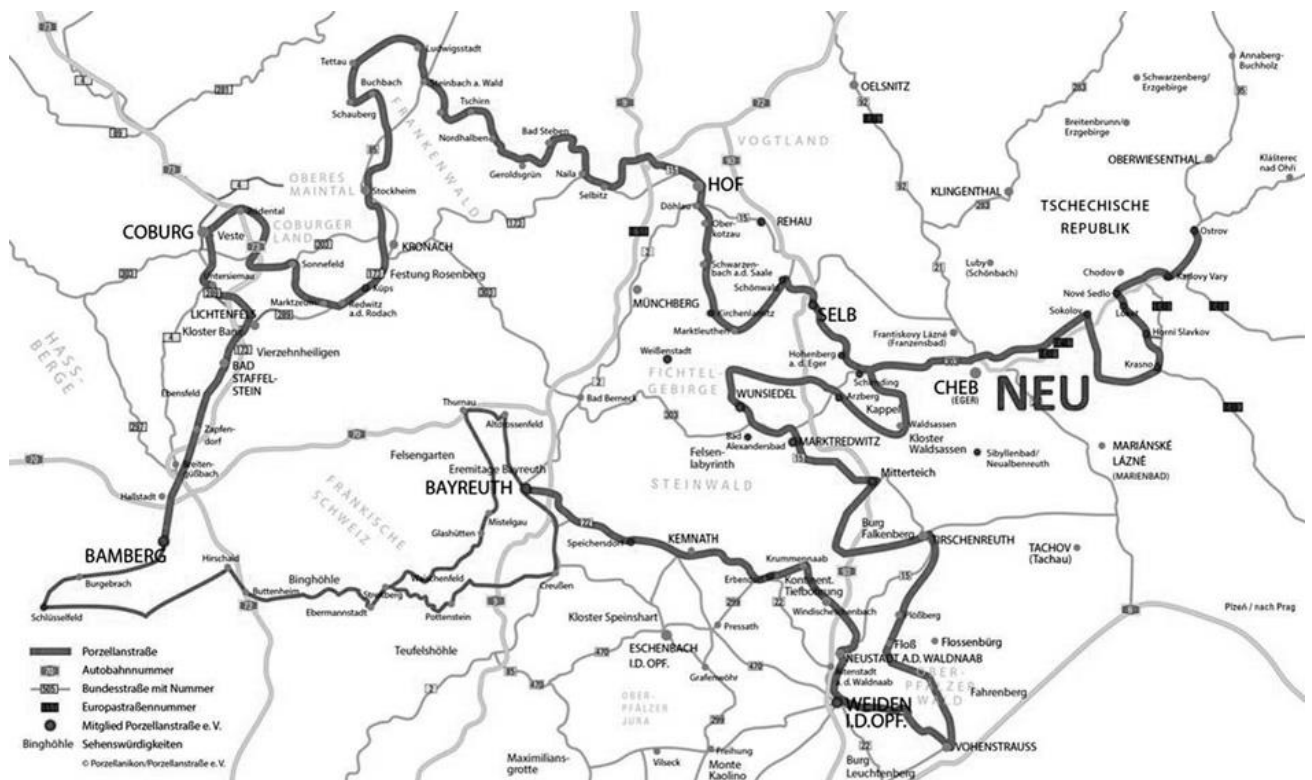
Quelle: Bayerisches Landesamt für Statistik und Datenverarbeitung, Gemeindedaten 2001 und 2013, Bearbeitung: J. Feilner, 2013

## Aktuelle Situation der Deutschen Porzellanstraße

All diese sozioökonomischen Zahlen sagen wenig aus über die aktuelle Situation der Porzellanstraße, denn eine Komponente, die in den 90er Jahren nur teilweise Wirkung zeigte, in der Zwischenzeit jedoch von größter Bedeutung ist, ist der Faktor Regionalpolitik. Aufgrund der gerade in Bayern stark ausgebauten sog. weichen Instrumente der Landesentwicklung, u.a. Regionalmarketing und Regionalmanagement einerseits und den zahlreichen Fördermaßnahmen der Europäischen Union, des Bundes und des Landes ist die Deutsche Porzellan-Straße inzwischen hervorragend

ausgestattet. Sie verfügt über das ganze Spektrum an Strategien des Regionalmarketings bis hin zu den Werbemaßnahmen, die damit auch das unternehmerische und von Seiten interessierter Bürger eingebrachte Engagement maßgeblich ergänzen. Vor allem die Außenwirkung der Porzellanstraße durch ein profihafes Corporate Design, Info-Terminals, Reiseführer, Web-Seiten und Imagebilder, alles dreisprachig aufgrund der sinnvollen Erweiterung auf Teile Westböhmens (vgl. Karte 6) in Verbindung mit Kooperationen der Museen über die Region hinaus belegen ein beachtliches Marketingangebot.

Karte 6: Aktueller Verlauf der Porzellanstrasse



Quelle: Deutsche Porzellanstrasse e.V., Selb 2013

Die Fördermittel vor allem der EU sind nicht zuletzt deshalb unerlässlich, weil der Jahresetat des Vereins der Porzellanstraße mit 40 – bis 50.000.-- € im internationalen Vergleich doch eine relativ geringe Ausstattung darstellt.

## **Fazit: Versuch einer Evaluierung**

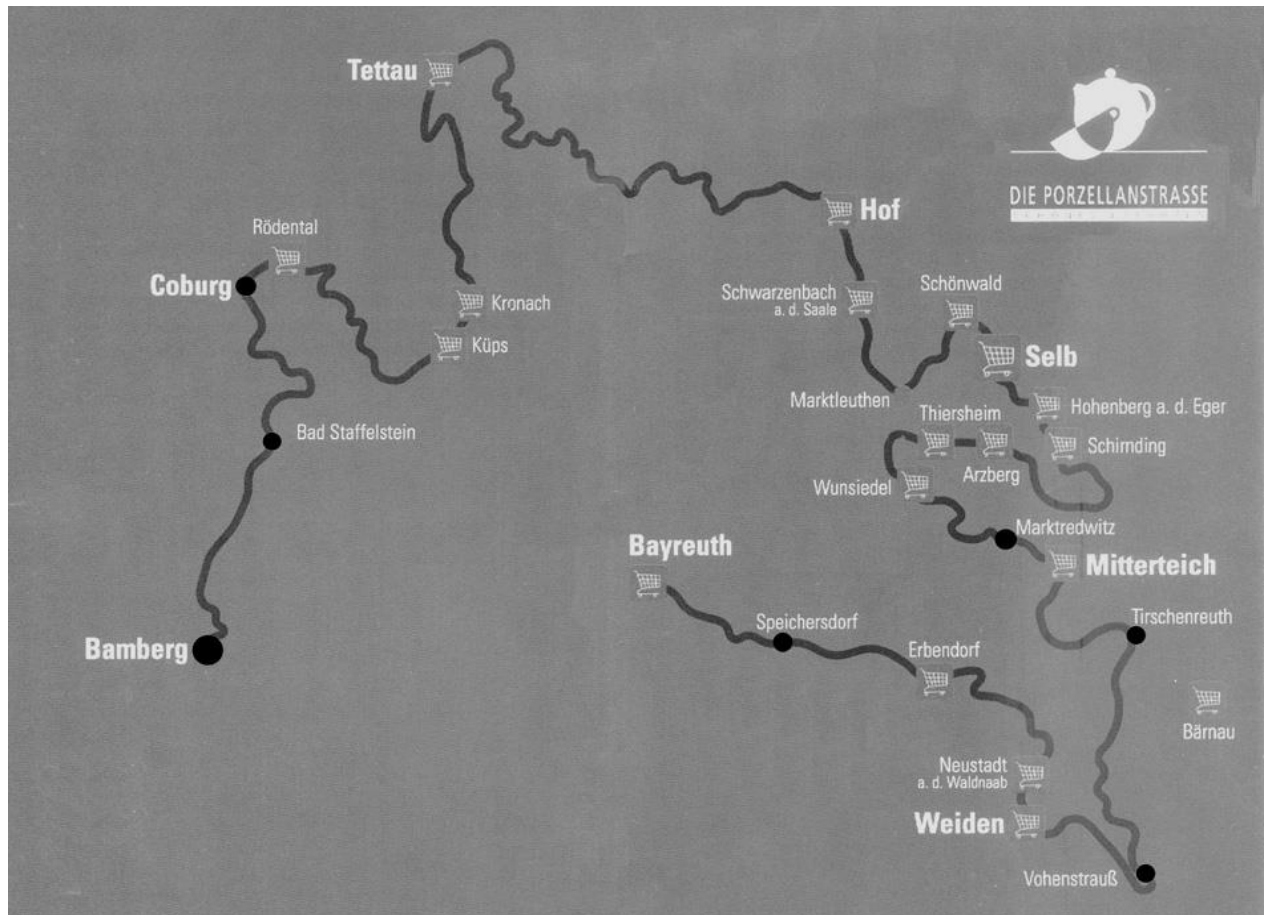
Sind damit schon Aspekte der Vollzugskontrolle der Evaluierung angedeutet, so gilt es nun sowohl die Zielerreichungs- wie auch die Wirkungskontrolle zu versuchen.

Geht man von den eingangs bereits erwähnten Zielen der Porzellanstraße aus, so ist ohne Zweifel sowohl über die Förderung des Bildungs- bzw. Industrie-Tourismus als auch über die Imagepflege wichtige Teilziele der Regionalpolitik erreicht worden. Eine Unterstützung der Porzellanindustrie ist insbesondere über den inzwischen an allen Standorten erfolgreich eingeführten Werkverkauf bei den Porzellanherstellern sowie über zusätzlich eröffnete Handelsbetriebe gegeben (vgl. Karte 7). Wenn auch entsprechende Umsatzzahlen nicht greifbar sind, erscheint dem Beobachter der teilweise rege Verkauf ein beredtes Beispiel zu sein.

Der wohl bemerkenswerteste Erfolg im Erreichen des Ziels der Bewahrung des kulturellen Erbes zeigt sich in Gestalt der zahlreichen Museen entlang der Porzellanstraße, gehäuft im Raum Selb. Wie sehr das Interesse der Bevölkerung bzw. der Touristen am regionalen Produkt Porzellan gegeben ist, belegt etwa das „Fest des Porzellans“ in Selb, zu dem einige tausend Besucher kommen (Schütz, Leupold 2008).

Damit ist schon die Wirkungsanalyse angesprochen. Wenn auch Daten nicht für alle Standorte vorliegen, die 1.136 Besucher pro Monat in Selb sind zwar nicht außergewöhnlich für kulturelle Einrichtungen, jedoch sind es die rd. 90.000 Besucher der Sonderausstellung „Königstraum und Massenware“, anlässlich des 300-jährigen Jubiläums des Porzellans in Hohenberg a.d. Eger und Selb. Dies zeigt, dass die Außenwirkung der Porzellanstraße große Bedeutung hat, nun auch durch die regionale Erweiterung auf Teile Westböhmens dokumentiert, ebenso über den Weg weltweiter Kooperationen der Keramikstädte bzw. der Europäischen Keramikrouten. Auch die verschiedenen Zielgruppen wurden in Zusammenarbeit mit der Tourist-Information Fichtelgebirge profilhaft angesprochen (z.B. die Radfahrer, die Motorradfahrer oder die Caravanfahrer). Die Binnen-Wirkung in der Region ist dagegen eher geringer und könnte noch verbessert werden. Hier setzt sowohl der Management-Plan wie auch verschiedene konkrete Projekte an, möglich geworden durch die Mittel der EU.

Karte 7: Werksverkauf und Fachmärkte



Quelle: Deutsche Porzellanstrasse e.V., Selb 2013

## Zusammenfassung

Der Kultur-Tourismus hatte in unserer Zeit besonders in den 90er Jahren des letzten Jahrhunderts große Bedeutung, wurde er doch in Verbindung mit den Teilformen des Städte-Tourismus, des Festspiel-Tourismus und des neu aufkommenden sog. Industrie-Tourismus in den tourismuspolitischen Vordergrund gestellt. Der demographische Wandel mit deutlichen Alterungstendenzen der Touristen und Naherholer führte zur weiteren Aufwertung, der Event-Tourismus bei jungen Leuten zeigt sich besonders deutlich in jüngster Zeit.

Touristische Straßen sind da begleitende Strategien und wurden vor allem in den 90er Jahren hervorgehoben. Inzwischen in die Jahre gekommen, erhalten sie neue Impulse, nach dem Motto „Alles kommt wieder,“! Aber was ist aus ihnen geworden?

Einerseits ist ein Teil der 1996 noch gezählten 176 Tourismus-Straßen in Deutschland inzwischen verschwunden, manche bestehen noch, andere erfahren eine Aufwertung. Dies ist – wie sich am Beispiel der Deutschen Porzellanstraße zeigen lässt – nicht nur ein Verdienst von regional engagierten Porzellanern, Museumsmenschen und einigen Unternehmen, sondern vor allem der Tatsache geschuldet, dass in den letzten Jahren mit modernen, zielgruppenbezogenen Marketinginstrumenten gearbeitet wurde.

Finanziert wurde dies vor allem durch die Mittel der EU-Förderung. So kann man zwar empirisch nur Teilerfolge messen, jedoch der Einsatz der Fördermittel hat gerade in diesem Jahr beachtliche Aktivitäten um die Porzellanstraße entstehen lassen.

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## 7. The concept of tourism for Tachovsko

### Introduction

One of the ways to enhance the economic development in certain areas is the use of assumptions for tourism and to implement the appropriate activities of the tourism industry in the region. The specific region in our country is the largest investment. The area at the western border of the Czech republic and Bavaria have undergone a complex historical development. Post-war expulsion of the German population and the subsequent waves of dosídlování have changed the composition of the population and the territory of the people come with no ties to him.

Post-war years, characterized by the restriction of economic development in the "iron curtain" and the problematic of development in the area, i mean the devastation of a series of cultural and historical monuments, the demise of some of the municipalities (paul's Studenec, Jedlina), non-continuity in the maintenance of traditions and customs, the rupture of the ties of the population to the territory. Paradoxically, however, has been committed to maintaining the quality of the natural environment.

Only gradually and slowly Tachovsko as economically weak region with high unemployment manage to develop the economic life of the corresponding current requirements. Can contribute to this and appropriately oriented tourism in this so far, not from a tourist point of view of a known area. The aim of the essay is: 1) show the example of the MASSES of the Golden path of the prospects and possibilities of development of tourism in the Czech - bavarian border region, 2) to show as an example of good practice of strategic planning in the MAS method of CLLD (community-led local development) in cooperation with academia and 3) to outline the concept of tourism for the largest investment (in the defined territory of the MASSES of the Golden path).

### 2 Definition of the field and methodological approaches

Interest territory is the area of MAS Golden path, which is formed from an administrative point of view the town of Tachov and the village Castkov, Long Újezd, Forest, Quarry u Tachova, Milíře and Ctiboř with about fifteen thousand inhabitants. This generally beneficial to the company strives for the general development of the region. In cooperation with the department of geography, university of west bohemia in Pilsen, the processing of its strategic programme document for the planning period 2014 - 2020, which is also a part of the concept for tourism.

For the processing of this concept will be used by both the empirical and theoretical methods. From the empirical methods this was a field survey aimed at identifying assumptions of the territory of the MASSES Tachov for tourism, driven by the interviews with the representatives of the MASSES of Tachov, public discussion with regional stakeholders, a questionnaire survey among the population.

From the theoretical methods was used for the analysis of conceptual and strategic documents (from the spatial point of view: the Pilsen region, Tachov and the affected municipalities; from a thematic point of view: analysis of the activities and functions of the MASSES, the documents relating to the development of tourism, etc. and the final synthesis of knowledge leading to the development of the concept.

An important article of the methodological procedure has been SWOT analysis, which was conducted in the final part of the processing of the document and which was attended by both the leaders of the MAS Golden path, the next selected active actors of development in a given territory, as members of the academic staff.

## **Assumptions in the territory of the MASSES Tachov for the development of tourism**

### **Natural**

From the natural conditions for tourism in the area is mainly the existence of the Protected landscape area of the Bohemian forest with many attractions, especially with very clean air, great environmental stability and the existence of communities of plants and animals. This is about the mountain and vrchovinné landscape of well-preserved nature, which are used for the operation of tourism and a variety of summer and winter sports. The highest peaks in this part of the Bohemian forest exceed a height of over 800 m n. m. (e.g. Raven 894 m n. m.). In the context of large-scale territory of the protected area on the territory of the MAS Golden path found in a number of maloplošných of protected areas.

One of them is a national natural landmark On fire with a peat bog and with the presence of protected and endangered species of flora and fauna, including tetřívka. Other a total of nine natural reserves is aimed at the protection of peat bogs, peat lakes, stands of pine blatky, wetland habitats and typical of the communities of plants and animals. IPA fires and PR Pavlova Hut with their territories almost coincide with the most renowned European major sites of the Natura 2000 network. From the point of view of the natural elements are also of interest to the two protected trees in Tachov with the names of the Prince's alley and the Alley at the mineral spring and a series of monumental trees (e.g. in the Forest).

From the Bohemian forest to the territory of sitting down towards the east into the Podčeskoleské landscape. The cultural landscape is part of the Natural park of the Bohemian forest - the largest investment and has considerable cultural value. Geological unique moldanubika the Bohemian forest, is the outcrop of the Czech quartz wall, specifically in the area of interest on the Světeckém hill u Tachova. The whole Territory of the MASSES is part of the Czech-bavarian geopark (arising from the year 2001), specifically the National geopark GeoLoc, which aims to protect and appropriately promote the geological peculiarities of the area. Tourist and marketing it is interesting to note the inclusion of the reference territory to biokoridoru in the framework of the



project the Green Belt, which is engaged in the european context well-preserved nature in the area of the former "iron curtain".

For a more natural prerequisites of tourism development can be considered to be the landscape outside protected areas, where it is possible to also operate the interesting activities such as rural tourism, agro-tourism, eco-tourism, mountain biking. The high recreational potential of having the MAS Golden path forests, used for the regeneration of living and walking in them, but also to the various leisure activities, such as mushroom picking, berry picking, hunting. The recreational potential of having a water streams and ponds (Mze, ponds and wetlands in the Forest, such as the Goal, pond Hejčák), forming a picturesque stretches of the landscape and places used for water sports, recreation and fishing.

### **Cultural - historical assumptions**

Another group of the location of the assumptions of tourism are culturally historical monuments, but also various cultural events ap. Great potential in this direction and the supra-regional importance is the national cultural monument of the Riding in the saints taken, which are parts of the town of Tachov. This construction (today so far in the mode of repairs and visits only on the ordering), left on their estates in the years 1858 to 1861 build a bohemian prince, austrian field marshal, and in the short term and the first minister after retiring diorama painting Alfred Windischgrätz in neoroman style. There were stables, a blacksmith shop and guest rooms. In this location there are also the ruins of the church and the cloister of the Fourteen holy Helpers, the ruins of unfinished chateau of the prince Windisch-Grätz, and the remains of the chapel.

The city's own Tachov was founded as a royal and it was founded by Přemysl Otakar II. The territory was inhabited much earlier, already in the period mezolitu. In Tachov is a number of interesting historically valuable places, lákajících to the surveys, therefore, was the core of the city declared an urban conservation area. Originally, there was an early gothic castle founded in the 2. soup. 13. century and it is believed that it was established along with the city. Gothic origin, have in addition to the dominant Tachova, the church of the Assumption of the Virgin Mary, and churches in the Forest and Quarry u Tachova.

The town of Tachov has several other religious buildings, such as the Franciscan monastery, the church of st. Defeats the Magdalene, the cemetery church of st. Wenceslas.

In the historical part of Tachov preserved in the length of approximately 700 m to the city walls, in the form in which they turn 13. 14. century. In the middle ages were 8 - 10 meters high, the part 26 of the towers with loopholes, and the complement is a ditch and rampart. Reconstruction of the original castle in the 17. century arose Tachovský lock Its current form after the renewal is in the classical style. The castle was used for many different purposes, in the present, with its premises govern as a historical monument with a time-dependent equipped castle interiors.

In part Tachova High can visit the memorial to the battle of Tachov from the year 1427, in which the hussites won under the leadership of Prokop Holý above the third crusade. To commemorate this event in the city regularly hosts the Hussite festivities, which have a rich program (excerpts from the battle, historical fencing, music and dance performances, fire effects of ap).

A sad event - the death march at the end of the II.world war ii - recalls the mound on the Třešňovce (the northern part of the city), where it is buried 232 of the victims. Restored the old jewish cemetery and the jewish cemetery remind us of the existence of a large jewish community in the city in the past.

Visitors Tachova can become acquainted with an interesting history of the city and its surroundings (e.g. with chodskou tradition or earlier crafts) in the Museum of the Bohemian forest, they can visit the Town's cultural centre, within the church, gallery and events it organized and on occasional events in the community centre může or should be regularly organized Tachovský rock festival TaRock.

In the other municipalities of the MASSES of the Golden path, some of which were established already in the 13. or in the 14. century, it is the sights, although less, but still worth noting. In Částkově is the baroque castle from the period around the year 1700, in the Ctiboři neo-baroque church from the year 1926, in the Long Újezd stretches valuable jewish cemetery and there are the remains of the kamenických the work of the people's stonemason G. Böhm, in the Forest to catch the attention of the baroque castle of the genus Schirdingerů from the turn of the 17. 18. century, the church of st. Nicholas, the statue of st. John of Nepomuk, the remains of the jewish monuments (three houses and a synagogue). In a Quarry near Tachov are interesting late-baroque chapel of the Virgin Mary, the late gothic wayside with the bc 1594, Lomský mill (documented already 1615) and the statue of st. John of Nepomuk. An important monument in the Milířích is the church of st. Peter and st. Paul. Ski events in the Částkově and Pernolci are anenské pilgrimages.

In the open landscape of the area can be found in places wayside and stone crosses. In the border parts of the region have disappeared after 2. world war several municipalities. When walking on this landscape, we can come across on the basics or the ruins of the houses, the former cemeteries, the remains of roads, zplanělé trees, and other remains of the former settlement.

Cultural capital and the incentive element of the development is also the historical fact of the existence of the Golden path in the territory.

## **Implementation assumptions**

Implementation assumptions are a necessary part of the conditions for the development of tourism. These include mainly the existence of appropriate accommodation and catering facilities. In Tachov and in the surrounding area offer accommodation hotels MAPROSA, r. o., Park Hotel Tachov, Restaurant, hotel Olympik and several guest houses and hostels. Accommodation is possible in the learning centre REVIS. A large part of the

accommodation capacities in Tachov, however, the block for the needs of tourism here staying temporary agency workers local businesses. In the city is the considerable diversity of dining options in the surrounding villages are the options of the smaller.

The town of Tachov has good amenities and other facilities services. For the development of tourism it is worth mentioning the newly built top quality sports facilities, including a new swimming pool. In the region is relatively dense network of marked hiking trails, bike trails, there are nature trails (such as The trail to Forest, Water world, the Glass in the vicinity of the Forest, a nature trail in a nature reserve Podkovák, the trail to the Surroundings of Tachov). Location on the border led to the building of cross-border hiking trails, such as the Front of the Launch - Waldheim and Cross the Stone - Kreuzstein (this picks up on the German ski country resort Silberhütte at the city of Bärnau). There are Ski club Golden Stream, o. s., owning and operating a small tourist chat in the Golden Creek, which runs one of the mechanically treated sightseeing, cross-country trails. The length of the classic tracks are in the resort 2 km to 15 km, shorter routes are adjusted at the same time, even for skateing. At the same time, the Ski club with the town of Tachov set up also marked cycling route through the Golden stream into the Silberhütte. Skiing can be when the weather in Tachov on the slopes High (on the northern slope of the hill, High).

Tourist interest are the tower. The former speech sound Raven was adjusted to public observation tower, a suitable approach to it is so far, however, only from the German territory. The newly grown lookout on the hill High above the Tachovem.

For negativum for the development of not only tourism is perceived by the population and local actors of the poor state of the roads of the lower classes, and the worse the availability (in particular, the frequency) of the municipalities of the MASSES of the Golden journey to the centres of the region, especially in the Tachov.

## **Analysis of the strengths, weaknesses, opportunities and threats (SWOT analysis) in relation to tourism**

On the basis of field investigation, the results of the questionnaires from residents, public meetings with residents and managed interviews and discussions with various actors in the territory, was an analysis of the strengths, weaknesses, opportunities and threats in the territory. The formation of subsequently presented a SWOT analysis of the participated members of the managemetu MAS Golden trail, the major actors in the territory (for example, representatives of the protected landscape area of the Bohemian forest, tachovského museums, businesses, ap) and the academic staff of the department of geography at the UNIVERSITY of west bohemia Pilsen. Of joint discussions were drawn the following conclusions with regard to the possibilities of tourism development in the territory of the MASSES of the Golden path.

**Strengths:**

- advantageous geographical location to the motorway D5 and Germany,
  - attractive landscape,
  - the quality of the environment (proximity to nature, clean air, water resources),
  - cultural capital (the Golden path, the individual historic sites - the historic core of Tachov, riding school, the Saint, the small religious buildings, justices of the peace of the cross),
  - additional prerequisites for tourism development (developed network of marked hiking trails, bike paths and nature trails, the area of cross-country skiing Gold creek - Silberhütte, a sports complex in Tachov, Czech republic)
- Weaknesses:
- lack of skills of the territory of the tourist infrastructure (accommodation capacity and other),
  - neglected cultural monuments especially in small communities (churches, chapels, a jewish cemetery in Tachov, Czech republic, etc),
  - lack of familiarity of the region,
  - aging infrastructure and lack of funds for reconstruction and development,
  - the deteriorating availability of public services and the supply of rural health care, public transport, the availability of some places in the winter, other services, etc),
  - the appearance of some of the public spaces and smaller settlements ,
  - the condition of the local roads and roads 2. and 3. class

**Opportunities:**

- endogenous regional development based on natural resources, and tradition (the potential for an eco-tourism etc),
  - support and building a regional identity of the population,
  - joint marketing of the region (the building of the image of the prospective region for housing, business and leisure),
  - the use of regional, national and european support resources (targeted e.g. projects program Objective 3 - focused on the development of the Czech-bavarian cooperation).
- Threats:
- demographic change, ageing of the population and the growth of social expenditure,
  - the outflow of educated and young people,
  - the area of the economically less developed economically weak region, in it, overall, less emerging and tourism (the outflow of young promising people, the ageing of the population, low business awareness and activity).

## **Suggestions and recommendations for the sustainable development of travel and tourism for Tachovsko**

In accordance with the Concept of the state tourism policy in the CZECH republic for the period 2014-2020 with recommendations for the development of tourism in Tachovsko concern the fundamental priorities that apply in different breadth of both the national and the regional level. These are mainly the improvement of the tourism offer, the management of tourism, the development of destination management and policy development of tourism in the context of economic development.

In the territory of the MAS Golden paths it is about the whole set of necessary measures. It is essential to build organization destinačního management, which should focus primarily on the creation of a network infocenter and information sites to create a logo MAS Golden path as a tourist destination, on the creation of promotional materials, tourist packages drugs on the cultural, historic and natural objective field, the emergence of regional "tour card" discounts, improving the quality of the outdoor information system (maps and information boards in the field), calendar events, etc.

Needed is the creation and implementation of marketing strategy the tourism of the MASSES (the definition of target groups and strategies, and their motivation to visit the region, with an emphasis on families with children, seniors, environmentally friendly tourism, domestic and cross-border clients, etc). These and other activities (e.g. cooperation with foreign partners) should lead to increased awareness of the territory of the scope of the MAS as a tourist destination.

Due to the natural values in the reference and the wider area would be appropriate processing of the overall Concept of tourism development in the area of the Bohemian forest and support rather nemasové and environmentally friendly forms of tourism and sustainable tourism. In cooperation with the PLA could be defined conditions for the development of tourism nenarušující nature and the landscape. An example of the necessary activities that would need to be coordinated as the emergence of car parks and the management of new tourist routes, the completion of the necessary tourist infrastructure, the creation of the concept of tourist facilities and services in the PLA , such as accommodation and catering facilities, etc. a Major marketing effort would be support for the joint promotion of the region of the Bohemian forest as a protected landscape area, as a valuable natural areas and components of the Geopark GeoLocí.

What is needed is to continue to support cross-border cooperation in tourism and the expansion and improvement of cross-border (the Czech-bavarian) information and communication system (including its operation and maintenance).

Specific sub-conceptual proposals for the realisation of the assumptions in the field are:

- the provision of subsidies for the local population with the aim to build and support options to accommodate in privacy,
- creation of special regional tourism products, such as promoting the development of the local gastronomy, the use of regional food, the restoration of the traditions etc.,

- support the emergence of new and the operation and maintenance of existing trails and ski routes, including the relevant infrastructure
- better disclosure of selected natural and historical attractions for the public (promotional materials, other nature trails, supporting action),
- support and guide the activities in the territories (PLA, Tachov etc),
- creation of conditions for the development of camping/ camping on the territory of the MASSES, building nocovišť on the territory of the protected area,
- making available other places as the natural swimming
- creation of tourist packages (complex tourist products for differently oriented target groups of visitors, such as athletes, those interested in history, the natural attractions of the ap,
- continue to repair, and gradually make significant devastated monuments, especially the Riding-hall of the Saint (to secure the completion of the costly reconstruction, better public awareness of this important monument), further , correction and disclosure of the foundations of the Hausmanovy chapel and other cultural and historical places/objects in the surroundings, such as Aglajiny prospects.

For the realization of these and other measures is the need of large financial resources, but also the activity and enthusiasm of the local population. The financial possibilities are, for example, in various projects in the framework of the project the Objectives of the 3 - project of the Czech - bavarian cooperation, the future once again in the various funds of the European union. Activities of the population is in particular necessary to motivate and support not only financially but also professionally. If the local population aligns with the ideas of the development of sustainable tourism in the area and will participate in the development of its assumptions, they will get some of the local in this activity, employment opportunities, or at least the source of the přivýdělků, many will gain a better relationship to the region in which they live and if they participate in the activities on its renovation, will not want to seem this region to leave. Emerging tourism could lead to even improve the overall local socio-economic situation.

## Conclusion

Strategic planning does not have in our country a long history nor a unified methodology. For the local action group, however, was the auxiliary document for the creation of strategic plans for the development of territories designed. Builds on the Tachovsko a proven method of rural development LEADER and is based on the tool CLLD, therefore, the method of community-led local development. The importance of these procedures lies in the principles of participation of the population of the territory into the processes of planning towards the "bottom", in the promotion of cooperation and partnership within the public and private sector in the region. Based on the knowledge of the territory and the definition of the development needs of local residents

and continues the subsequent formation of the plans and concepts. Is the assumption that such a procedure will increase the activity of the local population and will bring new ideas for strengthening the development of the rural area in general, and specifically the development of the territory of the MASSES of the Golden path .

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## **8. Regional Tourism Strategy in the Creative Era**

### **Introduction**

Across the world, we are witnessing an economic paradigm shift. Creative economy, marked the growth at the time of global financial crisis is one of the key factors of future economic growth in developed and developing countries [1]. As Knowledge economy in the last 20th century changed main productive factors from materials to knowledge, creative economy in the 21th century makes Big Bang in the creativity of human being by convergence of originality and imagination with knowledge [2].

Korea's the first female president, Park Keun Hye in her inaugural address in 2013 placed priority on a creative economy and economic democratization as driving forces of economic revitalization. She said that a creative economy is defined by the convergence of science and technology with industry, the fusion of culture with industry, and the blossoming of creativity in the very borders that were once permeated by barriers.

What does the creative economy mean in the field of tourism. Accommodation, airline, food, travel agency and tourist place were emphasized in the traditional tourism policy while convergence with entertainment, medical treatment, MICE, sports and etc are important in recent years. [3]

The purpose of this study is to suggest the regional tourism strategy in the creative economy era. This study will introduce the examples of Korean creative tourism and potential tourism resources between Czech Republic and Republic of Korea.

### **Creative Tourism**

#### **Definition of Creative Tourism**

How can we define the tourism in the Creative era. The Creative Era is driven by expanding competition, new customer mindsets, technology megatrends and emerging management science etc [4]. Tourism policy and strategy should be changed in the Creative era. To make infrastructure for tourists was the critical factor in the industry economy while to strengthen the service industry was more important in the knowledge economy. In the creative era main factor for the tourism is to seek the maximum creativity. Creativity by itself has no economic value until it takes shape, means something and is embodied in a product that can be traded [5].

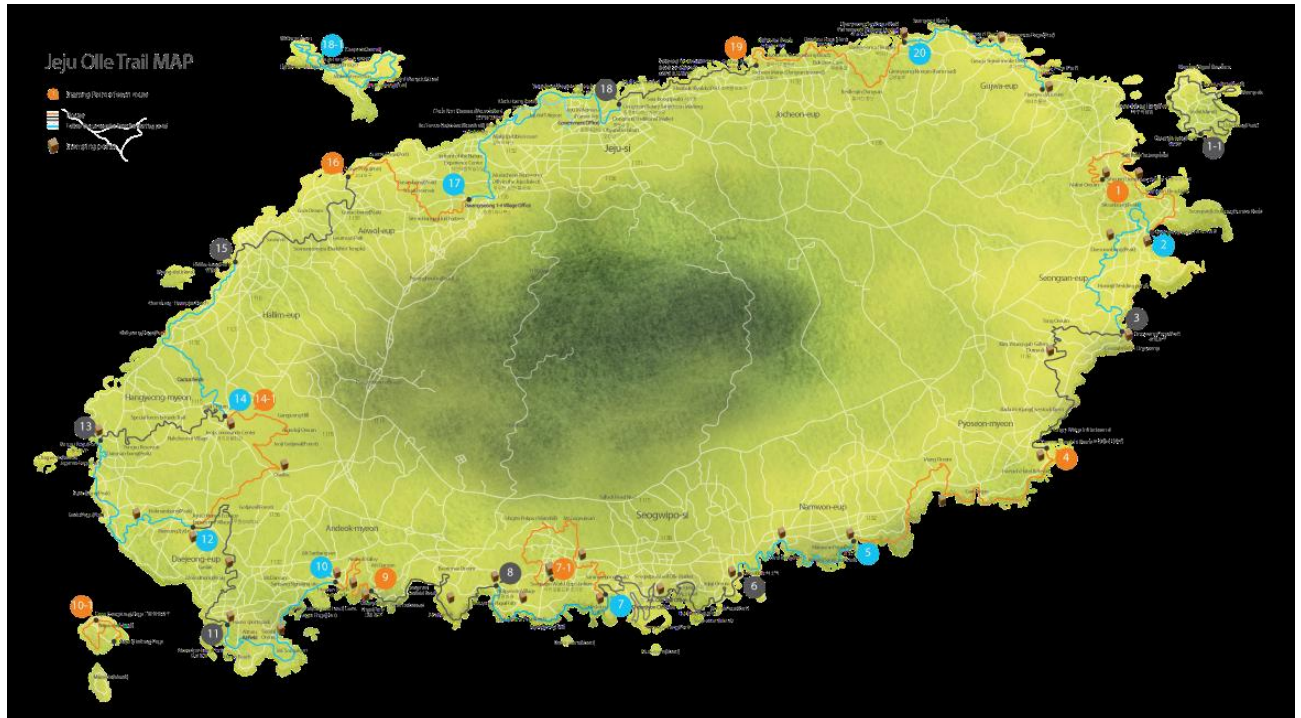
The creative tourism is the process that gives creative meaning to regional culture factors and makes them new things.

## Examples of Creative Tourism in the Republic of Korea

Jeju Olle Trail is a long distance foot path on Jeju Island of South Korea. Olle was originally used to refer to the narrow path between the street and one's doorstep. However, this word came to be used more widely across Korea and came to mean the series of coastal walking paths in Jeju Island.

- Creative idea: In 2006 Suh, Myung-sook went walking pilgrimages on Santiago Trail(800km) in Spain and she published series of travelogue(10 articles), 'Halftime in My Life, Santiago Pilgrimage' in the Korea JoongAng Daily.
- Creative product: In 2007 she discussed on development of walking trail in Jeju Island and opened Jeju Olle Trail Route No.1 (Malmi Oreum to Seopjikoji).
- Creative prosumer(consumer+producer): She established the Jeju Olle Foundation as a non-profit organization that builds walking trails in Jeju Island. Since it opened its first route in September, 2007, it has become a major draw for Jeju Island, which attracts not only visitors from South Korea, but also foreigners who have a taste for hiking. Up to now Olle trail increased to 26 routes. According to the Jeju Olle Foundation, number of the Jeju Olle Trail Visitors has been increasing since 2007 and over 1 million people have been visiting from 2011.
- Creative Economy: Jeju Olle Trail has changed local economy. For example, traditional market sales increased about 17%, 200 new accommodation places were opened, bus passengers increased 400%, special souvenirs "Ganse Dolls" from recycled fabric create new job for middle aged women [6].
- Creative partnership and promotion: Jeju olle trail and other trails (Switzerland, Canada, UK and Japan) in the world signed and MOU - Friendship Trail. If you visit the Bruce trail in Canada, you can find the Ganse, Jeju Olle logo on the trail at five locations. Jeju Olle experts its brand and Kyushu of Japan 8 trails through Jeju Olle's advice.

Picture. 1: Jeju Olle Trail Map



Source: Jeju Olle Foundation

## Regional Tourism Strategy in the Czech Republic

### Tourism Development between CR and KR

According to the analysis of the Institute of Tourism tourist number of tourists coming to the Czech Republic grew the most in the Nordic countries and also from South Korea in 2013. Since the launch of the Korean series 'Lovers in Prague', 2005, the Czech Republic is an attractive European destination to Koreans. Korean Air has been operating direct flights between Prague and Seoul since 2004 and Prague became slowly a sort of a Korean travelers' hub to smaller destinations in Europe. Route between Seoul and Prague is as of April 2014 to become one of the most travelled destinations in Europe with eight direct flights a week.

According to the Korean Tourism Organization (KTO) the number of Czech tourist coming to the Korea grew 42.5% year-on-year in 2013. The number of Czech tourists reached 3,350 in the first quarter of year and is the most among the Visegrad Group (Czech Republic, Slovakia, Hungary and Poland).

**Tab. 1: Number of Korean Tourists to CR**

Number of Korean Tourists to CR			
Year	2012	2013	Year on year
Korean tourists	131,418	149,804	14.0%

Source: Czech Statistic Office

**Tab. 2: Number of Czech Tourists to KR**

Number of Czech Tourists to KR			
Year	2012	2013	Year on year
Czech tourists	8,353	11,903	42.5%

Source: KTO (Korean Tourist Organization)

Number of Czech Tourists to KR			
Year	1Q. 2013	1Q. 2014	Year on year
Czech tourists	2,857	3,350	17.3%

Source: KTO (Korean Tourist Organization)

### **Creative Regional Tourism Strategy between CR and KR**

The cultural compatibility of the region is the power and source to develop the regional economy. The regions have their own images and identities. The Regional culture consists of nature, life-style, history, industry and etc. The creative tourism is the process that gives creative meaning to regional culture factors and makes them new things.

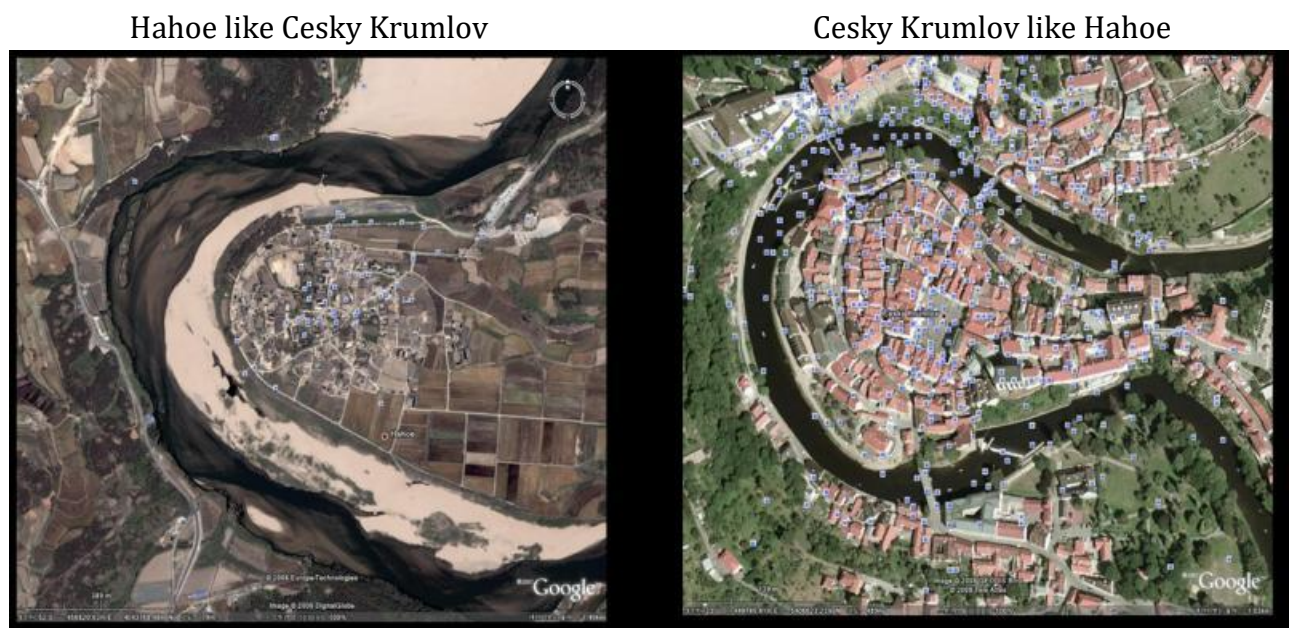
The strategic issues that will influence the creative tourism in the region are:

- Creative prosumer: The region has a special resource in its people. They are not only guiders but also visitors who make new things.
- Creative products: A creative product is an economic good, service or experience resulting from creativity whose main economic value is based on creativity.
- Creative partnership: partnership between regions with similar cultural resources.
- Creative place: creative networks connect visitors to residential guiders directly.
- Creative promotion: visitors promote the creative products by themselves online network or offline network with good experience.

Hahoe village was listed by the Korean government as a UNESCO World Heritage site in 2010, along with Andong Folk Village and Cesky also was listed as a UNESCO World Heritage site in 1992. The shape of Cesky Krumlov is very similar with Hahoe. Creative prosumer can give creative meaning to regional culture factors and makes them new things as following:

- Creative prosumer: We may suggest Cesky Krumlov to cooperate with Hahoe village.
- Creative product: We may give creative meaning to these two cities: Hahoe like Cesky Krumlov and Cesky Krumlov like Hahoe.
- Creative Partnership: Cesky Krumlov and Hahoe sing a MOU
- Creative place: Several conferences will be held in these cities and the number of visitors will be increased. New souvenirs will be made. Prosumer may introduce Korejsky Krumlov in the creative networks connecting visitors to residential guiders directly.
- Creative promotion: Visitors promote each regions by themselves online network or offline network with good experience. Visitors between two regions will be increased continually in the future.

Picture. 2: Hahoe and Cesky Krumlov



Source: Google Map

## Conclusion

Across the world, we are witnessing an economic paradigm shift from the Knowledge Economy to the Creative Economy. Korea's first female president, Park Geun Hye placed priority on a creative economy and economic democratization as driving forces of economic revitalization. The number of Czech tourists to the Korea and Korean tourists to the Czech Republic has been growing thanks to the direct flights, the Korean series 'Lovers in Prague', increase of FDI etc.

The purpose of this study was to provide a blue print for regional cooperation of two countries and establishes the creative strategy directions in tourism sector in the Creative era.

By taking all of the aforementioned into account, the creative regional tourism strategy is the process that creative prosumer gives creative meaning to the regional culture factors and makes them creative product.

I hope that creative prosumer of each country make lots of creative products in the field of regional tourism.

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## **9. Mittel des Destinationsmanagements im Tourismus – anhand von ungarischen Fallbeispielen**

### **Einleitung**

In der heutigen beschleunigten modernen Welt spielen neben den traditionellen Marketingelementen (Plakaten, Flyer und Prospekten) das Internet und die mobilen Kommunikationsgeräte eine immer wichtigere Rolle. Sie finden nicht nur beim Vertrieb von verschiedenen Gebrauchs- und Unterhaltungsartikeln, sondern auch bei der Kommunikation der Touristikdestinationen am Markt in immer größeren Anteil Verwendung.

Das Internet eröffnet die Möglichkeit eines individualisierten Informationsflusses, dessen Hauptmerkmale der multimediale Charakter, die Möglichkeit des schnellen sofortigen Zugriffs, die globale Erreichbarkeit und die Interaktivität sind. Durch Internetseiten können Unterkünfte, Attraktionen oder sogar eine komplette Destination anschaulich vorgestellt werden und Informationen mit den Touristen bzw. mit den potenziellen Touristen ausgetauscht werden. Dadurch kann nicht nur die Orientierung und Reiseplanung der Nachfrageseite erleichtert werden, sondern auch die Kommunikation der Angebotsseite bewegt sich in einem breiteren Spektrum. So wird der Wettbewerb unter den Tourismusteilnehmern ständig intensiver und die Partnerbeziehungen können auf eine neue Ebene gehoben werden. Diese Oberflächen bieten eine ausgezeichnete Möglichkeit über Information über Destinationen, zur Erledigung von Marketingaufgaben, zur Mitteilung und Verwertung von Reiseangeboten, zur Kontakthaltung, Meinungsäußerung und Marktforschung (Buhalis 2003, Buhalis und Law 2008, Buhalis und O'Connor 2005, Török 2002).

Zur unerlässlichen Form von wettbewerbsfähigem touristischen Auftreten am Markt wurde die touristische Webseite, die komplexe Informationen und nach Möglichkeit eine Fülle von Dienstleistungen (z. B. die Möglichkeit der online Reservierung von Unterkünften) schon vor der Reise bietet. Sie können jedoch auch während und nach der Reise mindestens eine ebenso wichtige Rolle spielen. Die verschiedenen Mittel des Destinationsmanagements, die auch den Komfort, Sicherheit und Information der Touristen gewährleisten (z. B. Handy-Applikationen oder Rabatkarten-Systeme) stellen Mittel von zweifacher Bedeutung dar, da sie nicht nur den Gästen sondern auch den Destinationsdienstleistern und ihren Attraktionen von Vorteil sind. Die Rolle der sozialen Netzwerke kann heute somit nicht mehr bestritten werden (O'Connor et al 2011, Zeng und Gerritsen 2014, Amersdorfer et al 2012, Ružić und Biloš 2010, Sigala et al 2012, Xiang und Gretzel 2010). Ihre Präsenz stellt nicht nur die verschiedenen Firmen und Unternehmen sondern auch die Destinationen vor neuen Herausforderungen. Das Entsprechen der neuen Ansprüche ist von besonderer Bedeutung beim Marketing des Zielgebietes, welches gleichzeitig die Grundlagen der langfristigen Marketingstrategie für die einzelnen Destinationen festlegt. Die sozialen

Netzwerke kann man als neue „Mund zu Mund Propaganda“ verwenden und es ist für die Kommunikation von Destinationen sehr brauchbar, indem sie auf Kundenwünsche sofort reagieren können.

In unserer Studie möchten wir mit Hilfe der von den ungarischen touristischen Destinationsmanagementorganisationen (TDM-Organisationen) eingesetzten Mitteln und Methoden die neuen Richtlinien im Destinationsmanagement vorstellen, die nicht nur aus wirtschaftlichen, sondern auch aus geografischen Aspekten determinativ sind. Zum Beispiel verschafft ein touristisches Rabattkarten-System nicht nur den Annahmestellen einen wirtschaftlichen Vorteil, sondern es zudem die Richtung der Touristenmobilität innerhalb der Destination. Die vorliegende Studie basiert auf der Untersuchung von 91 heimischen TDM-Organisationen (davon 86 registrierten, 5 nicht registrierten aber mit einer TDM-ähnlichen Tätigkeit) aus festgelegten Aspekten ([ngmszakmaiteruletek.kormany.hu/turisztikai-desztinacio-menedzsment-szervezetek-tdm-regisztracioja](http://ngmszakmaiteruletek.kormany.hu/turisztikai-desztinacio-menedzsment-szervezetek-tdm-regisztracioja), [tdmszovetseg.eu/tdm\\_szervezetek](http://tdmszovetseg.eu/tdm_szervezetek)). Wir haben dieses Segment der heimischen Destinationen gewählt, das heißt die über TDM-Organisationen verfügenden Zielgebiete, da hier die bedeutende Rolle der möglichst effektiven Marktpräsentation der Destinationen schon nachgewiesen wurde. Die Errichtung und Erhaltung der TDM-Organisationen geschah zum größten Teil aus Quellen der Europäischen Union nach entsprechenden Ausschreibungen, wobei wir öfters modellhaften Lösungen begegnen. Trotzdem versuchen die TDM-Organisationen die eigenen Entitäten zu bewahrend und den touristischen Umsatz und die touristische Anerkennung der Destinationen zu steigern.

## **Die aktuell steigende Rolle des Internets**

Im Jahre 2013 gab es weltweit mehr als 2,8 Milliarden Internetbenutzer, was 39 % der Gesamtbevölkerung der Welt ausmacht. Davon wurden in Europa mehr als 566 Millionen Benutzer registriert. In Europa verfügten über mehr als 250 Millionen über ein Facebook-Profil. Weltweit übersteigt die Zahl der Facebook-Benutzer schon eine Milliarde. In Ungarn sind 72,6 % der Bevölkerung Internetbenutzer und mehr als 4,2 Millionen verfügen über ein Facebook-Konto (2013) ([www.internetworldstats.com](http://www.internetworldstats.com)). Daraus ist ersichtlich, dass eine verhältnismäßig breite Masse durch Internet und durch die Seiten verschiedener sozialer Netzwerke erreichbar bzw. ansprechbar ist, so potenziell auch für den Tourismus.

Die ungarische Tourismusamt AG und die touristische Marketingorganisation Ungarns untersuchten die Reisegewohnheiten der ungarischen Bevölkerung. Aus der Untersuchung geht hervor, dass sich die Bevölkerung vor der Reise im Durchschnitt aus 3-3,5 Quellen informiert. Heutzutage ist das Internet neben der Empfehlung der Verwandten und Bekannten somit die wichtigste Informationsquelle (MT Zrt. 2009).

Der Aufgabenkreis der TDM-Organisationen ist ziemlich vielfältig, so erhalten neben der Gestaltung und Aufrechterhaltung von Partnerschaften und verschiedenen Zusammenarbeiten die sonstigen Aufgaben wie zum Beispiel das Destinationsmarketing



eine besonderes Augenmerk (Bieger 2005, Lengyel 2008). Die einzelnen touristischen Angebote bestimmen die Grundzüge der TDM-Organisationen, ihre Hauptaufgaben und die Art der Aufgabenerledigung (Aubert et al 2012, Jónás-Berki et al 2014).

Im Jahre 2014 wandten wir uns im Rahmen einer Erhebung mit online Fragebogen an TDM-Organisationen, von denen 43 % unsere Fragen beantworteten. Gemäß ihren Antworten ragt die Online-Präsenz aus der Reihe der von den Organisationen übernommenen Aktivitäten stark hervor. 97 % der Organisationen betrachteten die Einrichtung einer selbstständigen Webseite als ihre Aufgabe und die Benutzung der Seiten von sozialen Netzwerken bezeichnete eine genauso hohe Quote der Organisationen als übernommene Aufgabe, wie die Gestaltung eines gemeinsamen Logos, Image oder die Ausgestaltung und Aufrechterhaltung der Zusammenarbeit unter den Dienstleistern von denen die Letzteren eigentlich die Basis des ganzen TDM-Systems bilden. Dies weist darauf hin, dass heutzutage die Mehrheit der Organisationen auch die Online-Präsenz und die zur Verfügung stehenden Mitteln und Methoden zum erfolgreichen Auftreten am Markt für wichtig erachten.

## **Die Rolle der sozialen Netzwerke im Tourismus**

In der Welt des Internets erlangen die Seiten von sozialen Netzwerken eine immer größere Bedeutung bei der erfolgreichen Präsentation der Destinationen im Markt (Lanner et al 2010, Chung und Koo 2015). Neben den verschiedenen Foto-Sharing-Seiten (Picasa, Flickr, Pinterest, Instagram) und den Video-Sharing-Seiten (Youtube) bietet Facebook den Vertretern der Destinationen die vielleicht breiteste Palette an Möglichkeiten (Pankasz und Nádasdy 2011, [www.mmgyglobal.com/media/1482276/facebook\\_marketing\\_for\\_tourism\\_organizations\\_-\\_mmgy\\_globalv2.pdf](http://www.mmgyglobal.com/media/1482276/facebook_marketing_for_tourism_organizations_-_mmgy_globalv2.pdf)). Diese Seiten, die das Facebook popularisieren, können seitens der Destination Management Organisationen folgendermaßen eingesetzt werden:

- Leichte Handhabung und Teilen von Informationen
- Verhältnismäßig schnelles, möglicherweise sofortiges Erreichen verschiedener Zielgruppen, unmittelbar auf der Seite oder durch Erstellung von Veranstaltungen
- Teilen von Textnachrichten, Fotos und Videos
- Veröffentlichung aktueller Informationen (Öffnungszeiten)
- Programmänderungen
- Starten von Spielen und Gewinnspielen
- Werbung von Aktionen
- Kundmachung von Veranstaltungen
- Teilen von wichtigen Informationen – z. B. Ortsänderungen – die im Falle von Konferenzen und Festivals wichtig sind
- Nützliche Reisetipps

- Teilen von Kommentaren und Meinungen – die Möglichkeit auf diese sofort zu reagieren
- Aufrufe
- Teilen von Seiten der Attraktionen und der Dienstleister, die zu den Mitgliedern der TDM-Organisation gehören
- Teilen von Berichten über vergangene Veranstaltungen (in Form von Text-, Bild- oder sonstigen multimedialen Beiträgen)

Bei der Untersuchung der ungarischen TDM-Organisationen wurde festgestellt, dass das populärste Gemeinschaftsmedium, bei dem die Organisationen vertreten sind, Facebook ist. Andere Kommunikationsplattformen (z. B. Instagram, Twitter, Pinterest, Youtube) werden nur in wenigen Fällen zur Marketingkommunikation der Destinationen eingesetzt (z. B. Sárvár, Gyula).

Von den 91 TDM-Organisationen verfügen 73 über eine Facebook-Seite, auf denen sie Informationen über die Destination, Nachrichten, Programmvorschläge, eventuelle Programm- oder Ortsänderungen mitteilen und die Aufrufe der Dienstleister bekannt geben. Von den untersuchten 73 Facebook-Seiten waren 69 selbstständige, zu touristischen Zwecken eingerichtete Seiten, während 4 zwar Informationen mit touristischem Charakter beinhalteten und auch anhand der touristischen Webseite aufrufbar sind, aber nicht nur touristische, sondern auch die örtliche Bevölkerung betreffende Informationen verbreiten. Es kann somit behauptet werden, dass wir Webseiten untersucht haben, wo eine Verbindung zu den TDM-Organisationen belegbar ist. Das heißt, sie stehen über einen Link mit der offiziellen touristischen Homepage in Verbindung, oder sie entfalten ihre Facebook-Aktivität unter dem Namen der TDM-Organisation. Die Seiten, die nur Städte vertreten, wurden aus der Untersuchung herausgenommen, da diese in erster Linie keine touristischen sondern das Interesse der Bewohner betreffende Seiten darstellen bzw. die einzelnen Orte können über mehrere solche Seiten verfügen.

Die Anzahl der „Freunde“-Seiten gibt Hinweise auf die diesbezügliche Aktivität der TDM-Organisationen. Diese untersuchend kommen wir zu besonders interessanten Ergebnissen: die Zahl der Seiten „gefällt mir“ bewegt sich auf einer breiten Skala und lag zum Zeitpunkt der Untersuchung zwischen 86 und 58.186. Am wenigsten „gefällt mir“-Klicks hat Balatonkenese, am meisten hat Hajdúszoboszló aufzuweisen. Die aktive Tätigkeit bzw. die Qualität der Tätigkeit ist auf den Facebook-Seiten der Organisationen – wegen subjektiver Faktoren – schwer zu messen. Gleichzeitig wird ersichtlich, dass von den am meisten besuchten Orten auf der Top-Liste nur wenige eine Vorrangstellung in der Welt des Facebooks erreichen konnten (*Tab. 1.*). Ebenso wie im Falle der ungarischen Top 10 der meistbesuchten Orte finden wir unter den populärsten Facebook-Seiten vorwiegend Städte mit Bädern (*Tab. 1.*). Gleichzeitig kann festgestellt werden, dass die Bäder in vielen Fällen über eine größere Anzahl an Fans verfügen, als die Facebook-Seite der Destination z. B. Zalakaros 120.562, Bük-Bükkfürdő 82.550, Gyula 43.549 (2014).

Tabelle 1: Top 10 bevorzugte Destinationen auf Grund der Facebook-Seiten, beziehungsweise die Stellung der Facebook-Seiten der ungarischen TOP 10 Destinationen in der Reihe der bevorzugten Destinationen

		Zahl der Facebook-Likes (21. Oktober 2014.)***		TOP 10 Meistbesuchte Stätten (2013)**	Stellung innerhalb der untersuchten Destinationen auf Grund der Facebook-Likes***
1.	Hajdúszoboszló	58186	Budapest	7810	<i>War kein Gegenstand der Untersuchung</i>
2.	Zalakaros	24546	Hévíz	1043	6.
3.	Gárdony, Velence (Velence See)	17414	Hajdúszoboszló	740	1.
4.	Balatonfüred*	17198	Siófok	670	33.
5.	Gyula	12766	Bük	656	9.
6.	Hévíz	9597	Balatonfüred	503	4.
7.	Miskolc	8992	Sárvár	456	13.
8.	Balatonalmádi*	6795	Zalakaros	423	2.
9.	Bük	6377	Sopron	358	38.
10.	Pécs	5598	Eger	343	15.

\*Keine selbstständigen touristischen sondern zugleich städtische Seiten sozialer Netzwerke. So werden in diesem Fall neben touristischen Nachrichten und Informationen uns sonstige Nachrichten für die Bewohner geteilt. Dabei sind diese über die offiziellen touristischen Webseiten erreichbar.

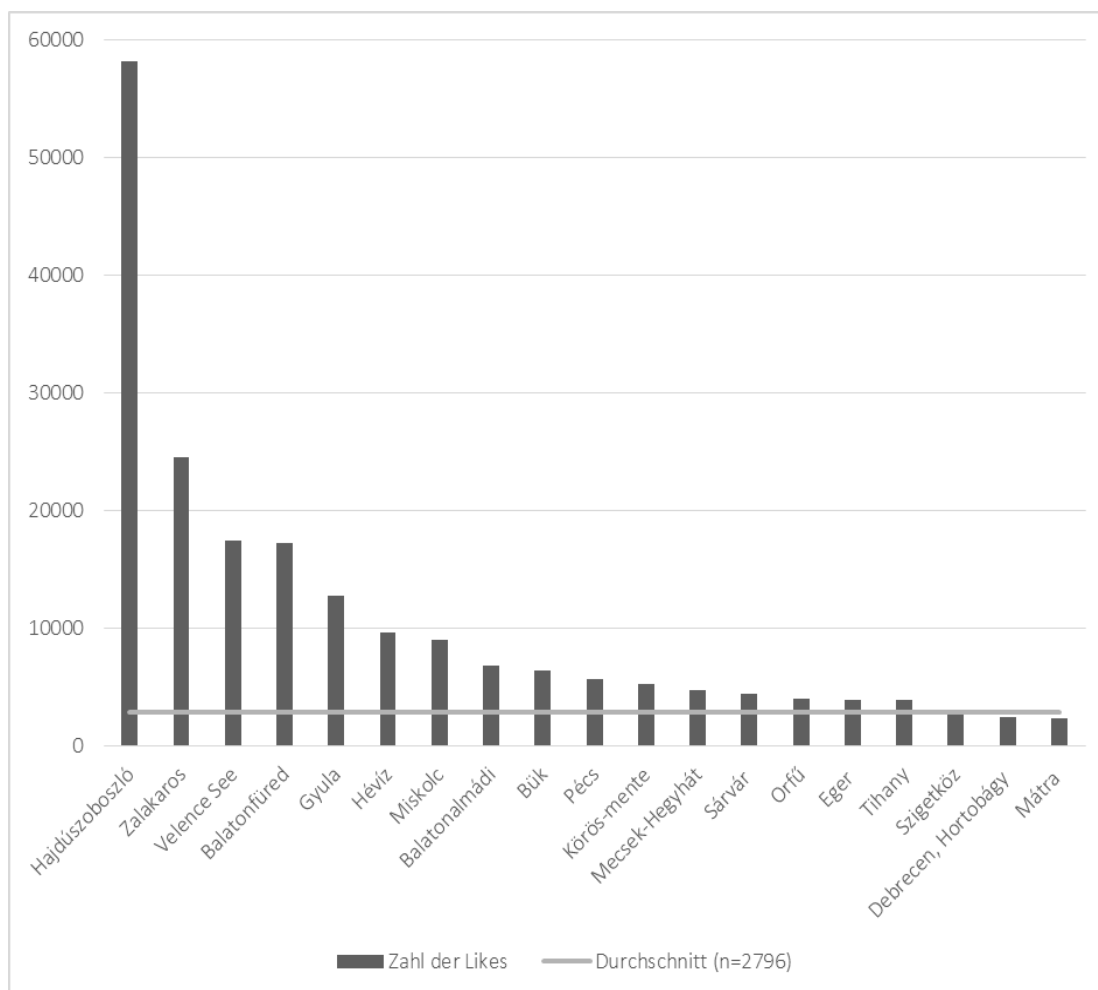
\*\*Quelle: ksh.hu (Zentralamt für Statistik)

\*\*\*Quelle: eigene Datensammlung

Dies kann sowohl die Intensität der Online-Marketingtätigkeit der Bäder als auch die bewusste Suche im Facebook aber auch das Interesse der Besucher andeuten, da sie sich in diesem Fall nur dafür interessieren, was der Destination die wichtigste Anziehungskraft verleiht, nämlich das Bad selbst. So locken die Webseiten der Bäder häufig jene, die „gefällt mir“ ankreuzen von den touristischen Seiten sozialer Netzwerke weg. Aus dem Spitzenfeld verfügen nur die touristischen Facebook-Seiten von Hajdúszoboszló und Hévíz über eine höhere Anzahl an „Gefällt mir“ stimmenden, als die der Bäder, da sie die Intensität der Aktivität von den TDM-Organisationen und einen anderen Grad an Anerkennung der Destinationen andeutet. Der aus den untersuchten Destinationen auf Grund der „gefällt-mir“-Klicks herausragende Velence See stellt eine spezielle Situation dar, da hier sogar zwei TDM-Organisationen mit örtlichen Wirkungsbereich zu finden sind, nämlich eine in Gárdony und eine andere in Velence. Diese haben jedoch schon gemeinsam eine regionale TDM-Organisation zustande gebracht und vertreten sie somit nicht einzeln, sondern gemeinsam und sind so auch auf

Facebook erreichbar. Diesem Umstand ist ihr dritter Platz in unserer Liste zu verdanken, was bei solchen Destinationen dadurch begründet ist, da sie in den Köpfen der einheimischen Bewohner auch als eine Destination gesehen werden. Hervorzuheben ist, dass auch dann, wenn nur die regionalen Organisationen berücksichtigt werden, die 17.414 Interessenten ein beachtliches Ergebnis darstellen, da die anderen Organisationen mit ähnlichem Wirkungsbereich nicht einmal 1000 „Freunde“ aufweisen können. Selbst die mehrere Orte umfassende West-Balatoner regionale Kooperation hat nicht viel mehr als 1400 an der Zahl. Letzteres wirft die Frage auf, wessen Verdienst das ist? Locken die Aktivität der TDM-Organisationen oder die sonstigen Suchergebnisse der Besucher die potenziellen „Freunde“ von der Internet-Seite weg? Gleichzeitig muss gesehen werden, dass sowohl Miskolc als auch Pécs dank ihrer verschiedenen Facebook-Aktivitäten in jenen Kreis der Orte aufgestiegen sind, der über die populärsten touristischen Facebook-Seiten verfügt.

Abbildung 1: Die 20 beliebtesten Destinationen auf Grund der Facebook-Likes



Quelle: Eigene Datensammlung

Die untersuchten Facebook-Seiten verfügen im Durchschnitt über 2796 Likes. Von denen, die über 2700 Likes erhalten haben, sind die landesweiten Destinationen hervorzuheben, die kein touristisches Leitprodukt haben (wie wir es im Falle von Bädern sehen konnten). Sie können ihre Beliebtheit ihrem komplexen Angebot, zum größten Teil ihren historischen, Kultur- und Naturpotenzialen sowie Veranstaltungen verdanken (z. B. Orfű, Körös-mente, Mecsek-Hegyhát) (Abb. 1.).

Es ist klar ersichtlich, dass die Zahl der Facebook-Abonnenten von mehreren Faktoren abhängt: es ist nicht verwunderlich, dass die Zahl der „Freunde“ von Facebook-Seiten den tatsächlichen Siedlungsumsatz bei weitem nicht erreicht. Das touristische Leitprodukt und somit der Kreis der Zielsegmente kann die Zahl der „Freunde“ der einzelnen Orte bestimmen. Im Fall von Hévíz kann dies beobachtet werden: in dieser Siedlung ist zwar die Zahl der Gäste landesweit am höchsten, der markante Anteil des Gästekreises befindet sich jedoch im Seniorenalter. Senioren sind mit der Welt des Internets und mit Facebook viel weniger vertraut als junge Menschen. Daneben kann die Sprache ein bedeutender Faktor sein, da die Mehrheit der Besucher aus dem Ausland, aus Deutschland, Italien, Österreich und Tschechien nach Hévíz kommt (Hajnal und Köbli 2014). Sie sind über die ungarisch sprachigen Seiten ihrer sozialen Netzwerke nur sehr schwer erreichbar.

## **Rolle der Kartensysteme im Tourismus**

Im Wettbewerb der touristischen Destinationen kann die Einführung der sog. touristischen Kartensysteme langfristig einen bedeutenden Vorteil verschaffen. Sie werden von TDM-Organisationen als komplexes strategisches Mittel beim Marketing eingesetzt. Die Kartensysteme sind heutzutage zudem die Mittel der innovativen Produktentwicklung und ihre Arten können unterschiedlich und vielfältig sein. Allen ist aber eines gemeinsam: sie tragen in großem Maße zur touristischen Entwicklung und Erhöhung der Wettbewerbsfähigkeit der Tourismusgebiete bei. Mithilfe der Karten werden die Destination und ihre Attraktionen und Dienstleistungen von den Tourismusexperten zusammengeführt. Sie gelangen dadurch zu einem wirtschaftlichen Vorteil, während die sich in diesen Gebieten aufhaltenden Gäste die Vorteile der Karte ausnutzend Begünstigungen erhalten (Pechlaner und Zehrer 2005, Zoltan und Masiero 2012). Neben den von touristischen Karten gebotenen zahlreichen Vorteilen und Möglichkeiten (Begünstigungen, Ausbau von Partnerschaften, Sicherung von Qualität usw.) ist es wichtig, auf mögliche Gefahren hinzuweisen, die in der Finanzierung der Kartensysteme liegen. Diese können nur die Auswahl eines entsprechenden, dem Profil des Gebietes angepassten Kartensystems und eine gut funktionierende TDM-Organisation mit langfristiger Planung und stabiler Partnerbasis ausschalten. Über die ungarischen Kartensysteme kann Folgendes behauptet werden:

- Sie helfen bei der vollen Ausnutzung der einzuführenden oder schon existierenden touristischen Attraktionen.

- Sie beeinflussen die Bewegung der Touristen, die im gegebenen Gebiet ankommen.
- Ihr Angebot kann als eine Art Packet aufgefasst werden, das der Tourist seinem Interesse entsprechend aber „gesteuert“ in Anspruch nimmt.
- Sie stellen eine bequeme Art dar, um die Leitprogramme und Attraktionen den Touristen zu vermitteln.
- Sie heben die bedeutenden Attraktionen der einzelnen Destinationen hervor.
- Sie lassen den Gästen Begünstigungen (5-100 % und sonstige Aktionen) zukommen, während sowohl die Dienstleister als auch die Attraktionen zum wirtschaftlichen Vorteil gelangen.
- Sie sind auf vielfache Weise erwerbbar, z. B. verbunden mit Übernachtungen (Hévíz, Badacsony, Pécs, Gyula) oder durch Kauf (z. B. Bük, Debrecen).
- Sie stellen ein „unsichtbares“ Mittel dar, um das Verhalten der Touristen zu erfassen, da die Kartenangaben (bei Einhaltung der Datenschutzvorschriften) zur langfristigen Planung der Destination benutzt werden können.
- Sie sichern die Qualität, da der Kreis der angeschlossenen Dienstleister vom Management der TDM-Organisation kontrolliert werden kann.

Von den untersuchten 91 Destinationen sind wir bei 33 auf funktionierende Kartensysteme gestoßen, wobei versucht wird, jedes dem speziellen Charakter der Destination anzupassen. Ein Teil der Kartensysteme verfügt über einen regionalen Wirkungsbereich (z. B. im Falle der Destinationen von Balaton, Bakony, Szigetköz), dessen Ziel es ist, den gegebenen Raum auf möglichst vielen Ebenen in den Kreis der Dienstleister miteinzubeziehen um dadurch ein vielfältiges Rabatt- und Programmangebot zu gestalten.

Unter den ungarischen Kartensystemen gibt es jedoch auch solche, deren Wirkungsbereich sich hauptsächlich nur auf eine Siedlung erstreckt. Für Letztere finden wir charakteristischerweise im Fall von größeren Städten Beispiele, wo der Kreis der angebotenen Attraktionen und Dienstleistungen im Grunde genommen breit ist. Die Begünstigungen außerhalb der Siedlungsgrenze erscheinen so nur mit ergänzendem Charakter in der Karte und weisen dadurch auf die Vielfalt der Zusammenarbeit im Raum und auf die produktbasierte Erweiterung des Angebotes der Destination hin. (z. B. Pécs, Gyula, Debrecen). Die Gruppe der Badestädte ist auch in diesem Fall abzugrenzen, da wir hier über

- sog. Stammkundenkarten (z. B. Sárvár) für das Bad;
- Karten, die die begünstigte Inanspruchnahme komplexer eventuell ins Profil des Kurortes nicht passender, medizinischer (z. B. zahnärztlicher) Leistungen und Schönheitsdienstleistungen im großen Anteil sichern (z. B. Hévíz, Bük);
- komplexe (sei es räumlich oder der Dienstleistung nach) regionale Karten, die sich auf die Attraktionen und Dienstleistungen des Raumes erstrecken (z. B. Balatonfüred, Kehidakustány)

reden können.

## **Rolle der Handy-Applikationen im Tourismus**

Wir sind Zeugen einer raschen Entwicklung, nicht nur der des Internets, sondern auch jener der Mobiltechnologie, deren Auswirkung sich auch im Tourismus spürbar macht (Wang et al 2014, Pitt et al 2011,

[www.targetinginnovation.com/tlx/assets/documents/uploaded/general/Final%20Draft%20Report%20Layout%20v4.pdf](http://www.targetinginnovation.com/tlx/assets/documents/uploaded/general/Final%20Draft%20Report%20Layout%20v4.pdf)). Bis dato sind zahlreiche kostenlose oder kostenpflichtige sog. Handy-Applikationen auf dem Markt erschienen, die die Touristen schon vor dem Reiseantritt aber auch während oder selbst nach der Reise in Anspruch nehmen können. Auf Grund dieser Erkenntnis lassen sich immer mehr von den untersuchten heimischen Destinationen in der mobilen Welt vertreten. Diese Applikationen:

- sind geeignet, aktuelle, neueste Informationen zu vermitteln
- können in der Tasche mitgebracht als moderner Reiseführer den ankommenden Touristen durch das Reisegebiet führen
- verfügen in vielen Fällen über Inhalte, die dem Interesse entsprechend gefiltert und individuell angepasst werden können
- können interaktiv benutzt werden
- bieten Spaziergänge, Stadtbesichtigungsrouten an (wobei sowohl die Entfernungen, als auch das Ausmaß an Anstrengung und der Zeitaufwand angemerkt sind)
- enthalten Beschreibungen über die Destination und deren Sehenswürdigkeiten in Form von Text- oder multimedialen Beiträgen, auch mit Hörmaterial
- wichtige Informationen (z. B. Öffnungszeiten) sind mit einem Klick zugänglich
- bieten auf GPS-Basis mit Internetzugang zahlreiche sonstige Möglichkeiten: z. B. Speicherung von eigenen Routen
- sind Landkarten und Reiseführer in einem, die in vielen Fällen nach vorherigem Herunterladen auch offline zugänglich sind
- enthalten auch nützliche Informationen wie die Erreichbarkeit von Konditoreien, Geschäften und Apotheken
- können auf mehreren Sprachen abgerufen werden
- bieten eine neue Form an, um Erlebnisse zu teilen, da sie mit den diversen sozialen Netzwerken abgestimmt sind, somit können auch die Routen weitervermittelt werden
- helfen Fotos hochzuladen
- sind sowohl in 2D als auch in 3D Ansicht verfügbar
- verfügen auch über Ereigniskalender

In etwa 40 % der von uns untersuchten 91 Destinationen sind Handy-Applikationen abrufbar. 30 % davon stellt der sog. PocketGuide, eine weltweit für circa 150 Städte erstellte Applikation dar. Ebenfalls zu 30 % wird von den TDM-Organisationen die kostenlose Guide@Hand Applikation gewählt, um im Urlaubsgebiet ankommenden Touristen Hilfe zu leisten. Die Entwickler der Apps haben nicht nur für Städte, sondern auch z. B. für die den Balaton im Herbst und Frühling popularisierende Programmserie, oder sogar dem Zoologischen und Botanischen Garten der Hauptstadt Budapest Handy-Applikationen erstellt. Wenige, nur 10 % der ungarischen TDM-Organisationen haben sich für die sog. iDestour Applikation entschieden. Diese Firma hat eine große Anzahl von Webseiten für die ungarischen TDM-Organisationen entwickelt. Weitere 30 % wählte Produkte anderer Anbieter. Daraus ist ersichtlich, dass der Markt für Handy-Applikationen sehr vielschichtig ist, (ebenso wie im Fall der Webseitenentwickler). Die Ziele sind aber immer dieselben: den Ansprüchen der Interessenten entsprechend über das Handy neueste Informationen über die Destination zu erhalten.

## **Zusammenfassung**

Jene rasche Verbreitung, die die Destinationsmanagement-Mittel Internet und mobile Kommunikation aufweisen, hängt mit der Informationsrevolution unserer Zeit zusammen. Sie kann durchaus als ein Modellbeispiel betrachtet werden. Aus einem landesweiten Vergleich geht hervor, dass neben den allgemeinen und typischen Zügen Unterschiede bei der Anwendung dieser Mittel zu entdecken sind. Sie zeigen zudem, dass sich die TDM-Organisationen in Ungarn in verschiedenen Entwicklungsphasen befinden. Sie verfügen über einen unterschiedlichen Hintergrund und ein voneinander abweichendes Management. Die Studie bringt einerseits diese Unterschiede hervor und fasst andererseits die Vorteile dieser Kommunikationsmittel zusammen.

Auf Grund dessen können wir Folgendes als Hauptergebnisse zusammenfassen:

- Die Studie trägt zur Erweiterung der wissenschaftlichen Fachliteratur über das Destinationsmanagement bei.
- Ein bedeutender Teil der TDM-Organisationen verfügt über Seiten bei sozialen Netzwerken, die Mehrheit verbreitet ihre Informationen über Facebook.
- Die Zahl der einem Eintrag zustimmenden Benutzer weist eine starke Streuung auf, die am häufigsten besuchten Destinationen sind die Badestädte und komplexen Großstädte und Regionen.
- Die touristischen Kartensysteme funktionieren nur in 30 % der TDM-s, unter diesen gibt es Karten mit regionalen Begünstigungen aber auch solche, die nur auf eine Stätte fokussiert sind.
- Die rasche Verbreitung der Handy-Applikationen erreichte bereits 40 % der Destinationen, die unterschiedlichen Systeme versuchen miteinander konkurrierend ihre eigenen Applikationen bei den TDM-s durchzusetzen.



Durch die Benutzung der oben genannten Mittel eröffnete sich eine bedeutende Chance und Möglichkeit für die TDM-Organisationen, die räumlichen Präferenzen der sich in der Siedlung und Region bewegend Touristen zu analysieren, was den einzelnen Dienstleistern und Attraktionen in vielen Fällen einen Wettbewerbsvorteil verschafft. Landesweit dient der effektive Einsatz dieser Mittel dem Konkurrenzkampf zwischen den TDM-Organisationen und Destinationen. So werden wir Zeugen von einem Prozess der virtuellen Segmentierung des geografischen Raumes.

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# 10. Planning Cultures in Central Europe: Case study Czech Republic

## Introduction

The Czech Republic, as the Central European post-socialist country, has undergone a major transformation of the planning system and planning culture over the last two decades (since 1989). This paper mainly deals with strategic urban planning as a "new planning culture" (Ludwig 2005) and problems with its practical application. This paper draws on empirical evidence mainly from the author's research, carried out during the past five years. It is mainly research of 384 cities, realized between 2011 and 2012 (Ježek 2008, Ježek 2011a, 2011b Ježek, Ježek 2013).

Planning can be defined as an imagined anticipation of future actions, which usually precedes a rational decision (Gilbert 2007:4). Such a definition, however, is not accepted by everyone. Looking at the history, we see that the concepts of planning, and its social role, are subject to change. Economists, regionalists, political scientists, sociologists and planners developed their own definitions which correspond to their cognitive needs. The problem of this definition is the fact that it covers "only" the planning process and does not consider the enforcement and implementation of plans. It does not account for the fact that the development plans of cities and regions are primarily political decisions.

There is no binding definition of the concept of planning, respectively urban and regional planning. Not even plans that are closely related to planning, usually contain a clear definition of what is involved. In the literature, almost every author who writes on planning, develops their own idea of planning. Pre-eminent administrative theorist Wildavsky (1973:23) sarcastically noted "if planning is everything, then maybe there is nothing." His view partially denies the existential foundations of social science in planning and scheduling (scheduling science). Specialists in urban and regional planning, according to Hall (2002), generally agree only on the fact that the most important elements include collective action, creating consensus, future orientation, goal orientation and supradepartmental (cross-sectional) content.

In the postwar period, especially in the 1960s, different national planning systems, respectively systems of urban and regional planning (with varying goals and tasks of planning, institutional forms, education planners, etc.) have been developed. Their differences reflect the particular political and cultural traditions of individual countries, their legal and administrative system and economic priority. It should also be noted that the approach to the planning of cities and regions has changed: if the 1960s can be described as a period of planning euphoria, then the 1980s and, above all, 1990s, are a period of disillusionment and search for pragmatic approaches (see Faludi 2004, Healey 2006, Ježek 2011b).

Key changes to the planning paradigm, which are currently underway, are clearly shown in Table 1. Ježek (2013) deals with the development of views on the planning of cities and regions in Europe since the 1930s, in its historical perspective.

Table 1: Basic development trends in the planning paradigm

<b>In the content</b>
From sectoral to comprehensive
From selective to integrative
From balance oriented to spatial quality oriented
From sequences oriented to processual
<b>In the methodology</b>
From directive to participativ
From directing to negotiating
From ecologizing to economizing
From polarizing to profiling
<b>In spatio – temporal dimensions</b>
From discreet-sequential to permanent
From ex-post reacting to ex-ante reacting
From local go regional and from national to regional
From inside oriented – introvert to interactive - extrovert

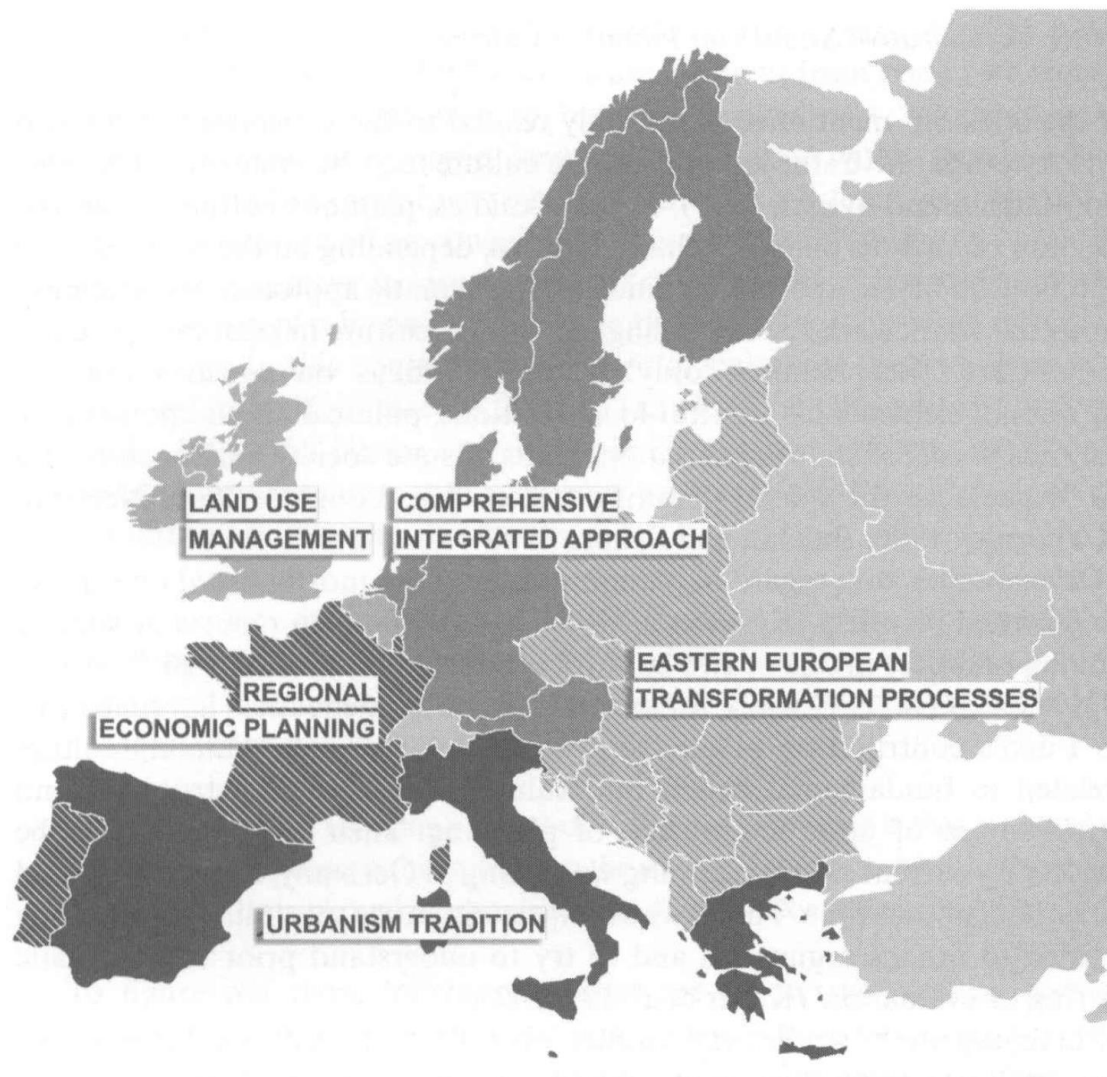
Source: Finka 2013

In the last twenty years, especially in the context of integration processes in the European Union, the differences between national planning systems, respectively planning culture, have moved to the forefront of research interests. In this context, a number of studies have been published. From the methodological point of view, the most comprehensive and insightful work includes CEC (1997) or Knielig and Othengrafe (2009). As reported in the latest work of Reimer (2012), the international comparative research of planning culture is only just beginning.

## **The Concept of Planning Culture**

Urban and regional planning are strongly rooted in and restricted to the cultural contexts or traits of a society, or as Sandercock (1998a: 30) stated: 'Local communities have experiential, grounded, contextual, intuitive knowledge, which is manifested through speech, songs, stories, and various visual forms [...], rather than the more familiar kinds of planning "sources" [...]'. As a consequence, urban and regional planning is understood and put into practice differently in different countries, depending on their constitutional settings and cultural roots which vary significantly across countries and regions (Friedmann 2005:29, CEC 1997).

Figure 1: The five legal and administrative planning families



Source: Newman and Thornley (1996)

Planning culture can be understood as aggregate of the social, environmental, as well as the historical grounding of urban and regional planning (Young 2008: 35), plus the material and immaterial effects of these factors. Against this background, urban and regional planning is influenced by culture through manifestations of history, or contemporary developments, through both tangible and intangible determinants. Or, as Gullestrup (2006:21) recognized, culture is subtle and complex in nature, and its concepts are fluid and abstract. Yet, at the same time, these characteristics describe the difficulty of analyzing the role which culture plays in the context of planning practices. Consequently, when analyzing and comparing urban and regional planning in different countries, the respective cultural contexts needed to be taken into consideration (Fürst 2007). These embrace inter alia the particularities of history, attitudes, beliefs and values, as well as cognitive frames, interpretations of planning tasks and responsibilities, political and legal traditions, rules and norms, and also different levels of market

integration, and different institutional structures of governance (Keller et al. 2006:279-280, Sanyal 2005).

The essential core of what circumscribes 'culture' consists of traditional ideas, ideologies and the values attached to them. Culture consists of the derivatives of experience, variably organized, learned or created by the individuals of a population (socialization), including images or documents and their interpretations or meanings, as well as the forms of discourse transmitted from past generations, from contemporaries, or formed by individuals themselves (Scollon and Scollon 2001:140, Holden 2001:21, Avruch 1998:17).

Planning, development processes and decision-making are influenced by the cultural context of (groups of) people and society. Urban and regional planning and development are understood and practiced differently depending on their constitutional and cultural settings, which vary significantly across countries and regions. As a consequence, planning culture includes more than planning instruments and procedures - it is determined by several framing factors and is embedded into political-administrative and institutional structures as well as in socioeconomic and cultural models and traditions which differ across Europe. Thus, each planning culture is derived from political, legal and administrative traditions and current developments, economic and technical practices, and demographic development, as well as social traditions, values, attitudes and contemporary social movements or changes (e.g. Sanyal 2005:13).

One of the first comparative studies on planning cultures in the European context was generated by the European Commission in form of the Compendium of Spatial Planning Systems and Policies (CEC 1997). The Commission recognized territory as well as spatial planning and development as key factors in the context of social, economic and territorial cohesion. But experiences with cross-border, transnational and interregional cooperation had shown that different cultural and political-administrative contexts complicated cooperation because of the 'ignorance' of each partner about other structures and traditions. In terms of the Compendium the European Commission mainly aimed at improving the mutual knowledge about each planning system across the EU member states. The Compendium analyses the planning systems and contexts of the then 15 EU member states through a structural analytical framework. This comparative structure mainly consists of (see Stead and Nadin 2009):

- the traditions of spatial planning (scope of the system, extent and type of planning at national and regional levels, locus of power, relative roles of public and private sectors, nature of the system of law, constitutional provisions and administrative traditions, maturity or completeness of the system, distance between expressed objectives and outcomes;
- the context and principles of spatial planning (constitutional law, government structure and responsibilities for spatial planning, legal framework); and
- the emerging trends and the impact of the European Union (central-local government relations, flexibility and certainty in decision-making,

government structure, impact of EU on planning systems) (CEC 1997:33-45).

As a result, the Compendium identifies four major trends of spatial planning which each of the member states can be attached to (CEC 1997: 36-37, see also Map 1):

- the regional economic planning approach, which pursues social and economic objectives, especially in relation to disparities in wealth, employment and social conditions between different regions which is provided by central government and public sector investment (e.g. France and Portugal);
- the comprehensive integrated approach, where spatial planning is conducted through a very systematic and formal hierarchy of plans which coordinate public activities across different sectors and where the focus is more on spatial coordination than on economic development (e.g. The Netherlands, the Nordic countries, Germany and Austria);
- the land use management perspective, where planning is associated with the task of controlling the change of use of land at the strategic and local levels (e.g. United Kingdom, Ireland and Belgium); and
- the urbanism tradition, which has a strong architectural focus, including urban design, townscape and building control and where various laws and regulation exists without a coherent system or general public support (e.g. the Mediterranean countries).

In the context of the literature, we can observe that the planning systems in the countries of Central and Eastern Europe, respectively post-socialist countries, are usually vaguely categorized as "countries undergoing transformation process." In case of the Czech Republic, we can say that it is very difficult to clearly assign the Czech planning system to one of the above mentioned four basic models. In this context, we can say that it remains a scientific challenge to create an analytical model that would enable a more detailed planning typology of cultures in Europe, and adequately reflect the experiences of Central and Eastern Europe.

### **Strategic planning of urban and regional development – a rising star on the European planning heaven?**

Strategic planning of cities and regions is a frequently discussed topic today. Some reject it as an empty concept, others are hoping that after the planning incrementalism they have found a "new star in the planning heavens" (Faludi 2004, Kühn and Fischer 2008), because after the period of project-oriented planning, there is demand for strategic concepts that would combine (integrate) development projects with developing visions. In the context of current social challenges and threats (globalization, economic and

social crisis, demographic change, population decline in a number of cities, etc.) strategic planning is attributed a difficult task - to drive structural changes in cities and regions. While some major Western European authors today speak of a "strategic turn" (e.g. Healey 2006:527), others challenge such views, arguing, instead, that they reflect empirical experience (Newmann 2008, and others).

Strategic planning of cities and regions is an internationally discussed topic, yet, unfortunately, it lacks a clear definition. This matters, as there are significant cultural, political, legal and administrative traditions in different countries, as mentioned above.. Also, in the particular case of Czech conditions, there is no consensus or common understanding of what is meant by 'strategic planning'. Instead, the fuzziness and ambiguity of this term is emphasized. The very concept of strategic planning was not introduced until the mid 90's of the 20th century as a general and relatively vague concept.

In Anglo-Saxon discussions, strategic planning is seen as a relatively open social process which is used to govern the structural changes at different spatial levels. "Strategic planning is a social process by which a large number of people meets in a variety of institutional relations and positions, to propose a procedure (plan making process), to define the contents and strategies to manage spatial changes" (Healey 1997:5). The purpose of this process is therefore not only to propose specific strategies and projects, but also the organizational structure, ways of discussing strategies and projects, and how they will be implemented and evaluated.

Strategic planning of cities and regions today is interpreted by many authors (planning theorists) as a mix of "big plans" and "small project steps" (Frey, Hamedinger and Dangschat 2008). Models of integrated development planning and planning incrementalism are considered marginal forms of planning (Frey, Hamedinger and Dangschat 2008:26, Wiechmann 2008). Brake (2000) interprets strategic planning in dialectical and historical concepts as a synthesis of integrated planning (thesis) and incrementalism (antithesis).

## **Case study: practical application of strategic planning of urban development in the Czech Republic**

The uniqueness of Czechoslovakia, respectively the Czech planning system, is the fact that two scheduling subsystems were formed in the past. Socio-economic planning (before 1989 called regional) and spatial planning, which undoubtedly have a long and rich tradition. This two-track planning or dichotomy persists to this day, although in the early 1990s, it seemed that it would adopt the German model of spatial planning which integrates both spatial and technical (natural) and socio-economic (development) aspects. This dichotomy - or two-track approach - brings a number of problems that might be worth a more detailed analysis.



Several empirical studies dealing with the analysis of strategic planning in the case of Czech cities and regions, have been written in recent years (for example, Ježek 2011b). On the one hand, there are many cities that are acquiring strategic plans (according to our findings, about 54% of the cities, see Ježek 2011b) and there is also a wide range of procedures and methodologies to create, implement and evaluate plans for urban and regional development. On the other hand, it is pointed out that strategic planning is not in good shape in the Czech Republic, and that planning and reality do not correspond to theoretical expectations, or political expectations (Dočkal et al. 2006, Ježek 2010). Some (e.g. Ježek 2010) indicate the current status as "planning to plan" and ask why strategic planning of cities and regions in the Czech Republic does not work and does not bring the expected results.

At present, urban and regional planning has even acquired a pejorative sub-text. The reason is not only the negative historical experience with planning, but also a strong opposition by influential economic liberals to state 'interference'. Therefore, the term "planning" is used mainly in the context of urban planning. For an indication of other planning documents are frequently used terms such as strategy, concept, etc. (cf. Wokoun et al. 2007).

## **Planning before 1989**

Central planning played a key role in national economic development in the post-war period (1948-1989). Deciding in what part of the economy to invest formed the indisputable core of central (state) planning. Planning of this type, however, expected deciding where to locate new investments. This task was to be carried out by provincial / regional planning. The third instrument of planned management of society was spatial planning, the main task of which was "managing the directing of development of residential structures and determining the prospective size of settlement." (Buček and Haličková 1984, Slepíčka 1981) A specific form, known first as "the concept of settlement" and later "concept of urbanization" has gradually developed within the spatial planning. (Slepíčka 1981, Musil 2002) It was basically an attempt to manage the development of towns and cities and the entire settlement system. Development showed that it was a complex and difficult task to put into practice, even under the condition of a state controlled economy. There was no competition between political forces and the state controlled a significant part of the lives of the population. The first comprehensive concepts applied to practice were created in the 1960s.

Spatial planning has long been seen as a spatial projection of economic planning, right down to individual economic sectors. The fact that the term "area / space" hides extremely complex realities of social structures, relationships, preferences, etc., could not be taken into account by the planners. Too complex would have been the task. Planning could determine only the basic economic and spatial parameters and relative proportions (importance). Even with the most sophisticated application techniques, planners had greatly simplified the richness of social and cultural life. It could only be

successful in the initial stages of the re-construction of the war-torn economy. With increasing development (and differentiation) of the economy, more problems and challenges appeared. Therefore, almost from the beginning, efforts were made to manipulate, adapt or reform the system of central planning. At the same time, during the 1950s, there was an effort to add more sophisticated tools to the arsenal of national central economic planning in Czechoslovakia. The main problem, however, proved to be insufficient knowledge of the complex relationships between economy, society and space. As reported by e.g. Musil (2002:266) planners "were in a difficult situation. They had the power to decide to design and order, but did not have knowledge deep enough to decide about the subject they were supposed to manage." According to Musil this was caused not only by underdeveloped theory and research of cities and regions but also by ideological constraints and too general policy directions that the planning authorities were supposed to manage. The degree of uncertainty arising from uncertain directives and ideological restrictions are often underestimated today. At that time a modified Western European set of concepts (of macro-economics) was often adopted. At the same time, according to Musil it is "a fascinating history, which in the future will require more detailed historical examination." To this day we do not know for sure whether it was a failure of the conscious effort to apply the knowledge of Western economics and planning science, or the primary result of a lack of their own ability to devise a suitable, model themselves (Musil 2002:259-266).

### **Changes after 1989 - the perception and the practical application of strategic urban planning as a "new planning culture"**

Significant changes occurred in Czechoslovakia, respectively later in the Czech Republic, after 1989 in the field of urban and regional development. Not only did the legal framework that provided new competencies and development opportunities to cities and regions change fundamentally, but so did municipal and regional governments and the authority, powers and responsibilities they gained for the development of their areas over time.

In the beginning of the 1990s, there was an opinion that planning approaches are incompatible with a market economy, and that under the conditions of a capitalist liberal society planning is only a matter for individuals or businesses, not public authorities (Ochrana et al. 2010). Cities and villages at that time were addressing fundamental transformation problems (new tasks, new institutions, etc.) so they had hardly any time to consider the future or they considered it less important. The situation is beginning to change around the middle of the 1990s, when the Czech Republic started to (re-)discover the idea of strategic planning. The main pillars of this change become foreign consultancy organizations. A significant effect was also the preparation by the Czech Republic for accession to the European Union and its spatial planning system. Consequently, cities and municipalities began to create a variety of strategic documents. If in the first half of the 1990s we have routinely met with resistance to the strategic

planning of cities and regions in the years 1998 – 2000, we can talk about planning euphoria.

According to our findings, 54% of Czech cities (as of 1. 1. 2013) have developed a strategic plan (Ježek 2014). The existence of a strategic plan for economic and social development is not just a matter of large and medium cities. Approximately 40% of the cities of between 3,000-20,000 inhabitants now possess a strategic plan. The main motive for creating strategic plans is the ability to obtain funds from the Structural Funds to implement them. Strategic planning is seen as a "necessary evil", rather than a positive instrument of policy making. The interest by public and private actors in developing their city together in a coordinated manner plays a rather minor role. This pragmatism, according to some authors (e.g. Ježek 2014), adversely affects the already rather weak planning culture of Czech cities and regions.

In terms of content, strategic urban development plans deal more with analysis than concept of future development. An external consulting firm is usually preparing these documents. As shown by our findings, approximately just one third of Czech cities possess strategic plans prepared by themselves, while the remaining two-thirds of the cities used the services of external consulting organizations (Ježek 2014).

Information and data that are easily available appear in situational analyses. Most attention is devoted to demographic information. In contrast, the chapters devoted to the respective local economies are one of the weakest and sketchiest. The factual information is purely descriptive without evaluation of their relevance for the identification and formulation of strategy. Accordingly, quantitative data and information are used the most. Qualitative research methods (e.g. structured interviews with experts) are used rather rarely. In recent years, however, the number of towns, which in the analytical phase of preparing strategic plans have carried out population surveys or surveys of the business environment, is increasing. Yet, the problem seems to be not only the professionalism with which these surveys are processed but also the interpretation of their results. The obvious quandary with dealing with the results of the surveys is reflected in the fact that they are merely placed in annexes to strategic plans, without any evident consideration and discussion in the analytical part.

Our research (Ježek 2010, Ježek 2013, Ježek 2014) also shows that situational analysis is more of a description of the current situation. Deeper causes and wider context of problems (makers of the current state and future development) are not analyzed. There are no comparative analyses of competing cities, which would help objectify the relative position of individual cities and allow their positioning. SWOT analyses are mostly created intuitively than analytically rigorously. As a result, such analyses of opportunities and threats have mostly speculative character.

The analytical part basically forms the core of the strategic development plan of a city. The conceptual (strategic) part is usually significantly smaller (than the descriptive one) and usually has a formalized character. It does not lead to the selection of a clear set of priorities, which are supposed to be implemented within the given time frame. Cities often try to solve all problems at once, without a hierarchy of problems and their solutions. The majority of planners also fail to effectively communicate at various levels

and coordinate strategic plans and support programs (e.g. priorities of operational programs), and cities often try to "get everything that could be supported in the future." (Ježek 2013) The result is a situation where the majority of strategic plans are much alike (there is also the influence of some consulting firms offering the same (slightly edited) strategy to more than one city). They thus do not reflect the true strategic needs (and capacities) of individual cities. Strategic plans thus cannot really be viewed as a guide to the future. They are rather lists of everything that could ideally be supported in form of a 'shopping list'. Actors cannot easily identify with such 'strategic plans' with little use for strategic decision making, and thus in daily activities they tend to prefer ill-conceived and short-term ad hoc approaches.

General approaches to strategic planning suggest that you first define the city's priority objectives and key projects whose implementation will need external support. It is also assumed that the strategic plans will reflect the consensus of all the major actors of urban development, respectively they will coordinate and integrate their partial interests and needs. Many Czech towns are following different logic in the everyday practice. They seek support programs (way to get money) and then only secondarily they are concerned with their actual needs. So it is not surprising that in 2007 a total of 62% of the surveyed cities admitted that they would use the funds obtained from the Structural Funds in more efficient way if they were not specifically assigned. The causes of this problem are not only the city representatives but the entire system of public support, respectively implementation of structural funds in the Czech Republic.

Completely separate issues of strategic urban planning in the Czech Republic is the application of the principles of representative democracy, respectively participation of citizens, NGOs and business on decision-making processes. The public is considered only as "advisory board". Citizens are asked to report on the assessment of the current situation. But the representatives of cities do not work with the results of such inquiries systematically. The working groups (if they are formed) have often only formal significance. Performance of the city administration is mainly influenced by political representation, which has virtually undivided power. Political leaders often see themselves as "better governance". The involvement of all relevant actors and various forms of participation are the result of random efforts rather than purposeful engagement.

This approach also weakens the feel of need to carry out an independent and expert assessment of enacted decisions - adopted strategic decisions. Therefore evaluation as a key management function is not used often not only at the local level (on the level of the cities and municipalities) in the Czech Republic. Only a small part of the cities does regular evaluation of strategic plans. Such a practice is not the norm even in big cities and medium-sized cities. In addition, particularly in relation to the implementation of projects supported by the Structural Funds, a greater attention is paid to financial and legal aspects (compliance with planned budget and the legality of competitions in the implementation of projects) than the actual results of projects and their outputs. The problem of evaluations is also that they are often directed to find the

perpetrators and search for their criminal responsibility. Strategic urban planning is still seen as a learning process.

Many Czech towns (especially smaller ones) fail to accumulate knowledge. Information obtained during the planning and implementation of development strategies is not systematically processed and assessed in a broader, factual or time (strategic) terms. They do not create the necessary knowledge base, there is no intensive exchange of knowledge.

A separate problem of strategic urban planning, not only in the Czech Republic, is the question of implementation (enforcement and implementation) of strategic plans into practice. In this context, the cities lack adequate organizational structure to support the implementation of strategic plans. Strategic planning is still perceived as a creation plans and not as a continuous dynamic process in which there is a permanent reassessment of strategic objectives and measures.

## **Conclusions**

The main rationale of urban and regional development planning is the notion that that local and regional communities should have set priorities for a longer period than the duration of an election period, and that priority should be shared among all by consensus. For this reason, all current forms of planning have a strong participatory element. In short, planning is seeking the public interest with a long-term perspective.

The concept of urban and regional planning, its objectives and tasks, as well as its institutionalization, are all subject to cyclical developments. In times of crisis, the importance of planning in general increases. There are also considerable differences between countries, which reflect the varying national political and cultural traditions, legal systems and economic and social priorities. In recent years, however, there have been efforts by the European Commission to harmonise the planning systems, although there are still significant differences between each country's way of doing things.. Research on this issue can thus only be the beginning.

Until recently, planners believed that planning is important in itself. Gradually they learned that planning, as everything in a market environment, is dependent on demand. Even planning must discover its market. Planners need to identify new societal needs and address it to the public and politicians, who also significantly shape planning by their approach to implement policies. Marketing is therefore a major challenge for planners and planning.

The traditional idea of planning is very simple. Just choose a particular strategy and the outcome will follow as a matter of course.. In fact, we are witnessing a long-term crisis of urban and regional planning in Europe, due to the weakening of institutional roles and positions. As a result, planning may achieve only limited impact on actual development. The "managing potential" of urban and regional planning appears to be very limited.

Developing strategies apparently do not arise through planning procedures alone. They intuitively arise as a result of countless decisions of autonomous actors. Only interaction between the planned strategies (realized and unrealized), and spontaneously emerging strategies, creates a kind of example by which urban and regional development is in fact governed. According to Healey (2006:244), the development of strategies belongs to the most challenging areas of strategic management of urban and regional development. In this context it should be recalled that the purpose of planning is not to plan, but to achieve development. Plans are losing their normative character. Instead, there is a growing importance of planning as a process that allows collective learning, creating consensus and changing routines. As Faludi (2004:56) says a "strategic plan today is nothing more than a reflection of immediate agreement between the actors." In this sense, it is no longer planning but strategic management of urban and regional development.

Strategic urban planning in practice has so far not shifted in this new direction in CEEC - and not only not in the Czech Republic. There are many reasons for this (see Borch et al. 2011, Dusek 2010, Healey 2006, Ježek 2011a, Ježek 2011b, Ježek 2013, Maier 2011, Selle 2006, Wiechmann 2008, and others), such as that

- it does not produce immediate results, the effects of strategic decisions often show up with a relatively longer time interval (sometimes after several decades);
- adopted strategic decisions are irreversible, difficult to repair, nonstandard and unrepeatable - often made under conditions of uncertainty and risk;
- it often fails to address the key issues that require complex and often new (innovative) and challenging solutions;
- it requires not only courage, but also interest in implementing changes from a wide range of stakeholders, which in practice is often insufficient;
- it cannot be applied using some simple routine methods and procedures (current efforts to create a unified methodology for the creation of strategic plans do not correspond to reality);
- its implementation is not a onetime process, but is necessary to create conditions for continual application.

The problem is also that the process of strategic planning of cities and regions is influenced by hundreds of different actors, each with different interests, values, perceptions and political preferences in a given situation. Discussions of development strategies often have a merely "technical" nature, which is important to keep in mind when looking at planning [processes and outcomes. Finally, discussions on the strategic development of cities and regions rarely resemble scientific debates, because a lot of money, values, interests and personal preferences are at stake. Many actors have therefore tended to represent the issues at stake in a light that benefits their particular interests: selective collection of information, trying to discredit an opponent, arguing ideologically, etc.)

The strength of effective strategic planning of urban and regional development is its focus on the future, on complexity, and on public interest and democracy. Its weakness, on the other hand, is often a focus on specific policy tools and fields (economic, social, regional and urban policy) and also, at times, quite unrealistic proposals.

The Czech Republic has undergone major transformation of the planning system and planning culture. Although more than 2/3 of cities have developed a strategic plan, considerable skepticism prevails regarding the application of strategic planning. According to some authors, it is a symptom accompanying a change of planning culture in terms of the transformation of centrally controlled and planned to a market economy. Against this, future strategic planning of urban development needs to seek innovative approaches and answers to the following questions:

- What is the role of strategic planning in urban development, respectively in strategic decision-making processes in cities?
- Who does the urban planning? What is the role of planners, politicians, businesses, NGOs and the civil society?
- What are the most appropriate forms of organizing planning processes in cities? How to involve stakeholders from business and society? How to coordinate and integrate the diverse interests and needs of public and private actors in terms of a pluralistic society in general? Does the organization of public administration have to always be the bearer of planning competencies?
- What practical experience with strategic planning do Czech cities have? How do they understand it? What are their expectations? What problems or dilemmas in relation to strategic planning do they address? What are the links between the creation of development strategies, implementation and evaluation?
- What role in the development of strategies for cities do the collective learning processes play?
- What is the effectiveness of strategic urban planning and how to assess it? What are the success factors?
- Why is creating strategic plans for the cities not sufficient? Under what conditions is it a meaningful plan and what forms of planning are the most effective in terms of cities and policy objectives? What are the possible alternative approaches to urban development?

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# 11. City marketing between a theoretical reflection and a practical realization

## Introduction

In last years town marketing has obtained significance in a theory as well as in a social practice (Malinovský 2004, Búšik 2006). Town marketing is often discussed as a new approach to town development and a town policy, and it does not differ from others with its instruments used, but it does with its customer and market orientation (Ježek 2004, Žárska 2007).

Since 19th century the towns have tried to attract new citizens, investors or tourists, but just in about middle of 80-ties of 20<sup>th</sup> century town marketing appeared as the consistent approach to municipal development with a clear theoretical background in a social practice as well as in scientific discussions (Ward 1998, Drozg 2004). The main reason was a fact that competitiveness between towns and regions became more intensive. Stressing the economic point of view of functioning the towns and their development, effectiveness and competitiveness have become important imperative of towns' development (Sucháček 2004, Sucháček/ Malinovský 2007). According to van den Berg and Braun the reason is a fundamental change in a sphere of economics, technology, demography and politics which have led to more market orientation of public administration than it was before and also to accept strengths and weaknesses, threats and opportunities of a certain territory in its decision making process (Maier/ Drozg/ Horvat 1996, Hofman 1999, van den Berg/ Braun 1999, Gubler/ Möller 2006 etc.).

From a theoretical point of view town marketing is more than just town promotion (Kotler/ Haider/ Rein 1993). Similarly as in a case of commercial marketing there also exist many different concepts and ways of expressions of town marketing. An overview of various concepts and theoretical approaches of town or regional marketing presents e.g. B. Grabow (1998), Maier/ Schläger-Zirlik 2001 or P. Rumpel (2002, 2006).

According to Kotler<sup>2</sup>, guru of world marketing, key (essential) elements of town marketing are (Kotler/ Heider/ Rein 1993):

- Place identity: what are strengths and weaknesses, opportunities and threats of the town?
- Place products: what products can be offered by the town? By the product of the town Kotler does not understand a sum of the offers of individual companies, but overall characteristics of the town which are usually marked as business environment, territorial attractiveness for entrepreneurship, living, spending free time etc.

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<sup>2</sup> Kotler mentions place marketing.

- Place buyers: how a town market is defined? Who are the potential town customers (investors, citizens, visitors) and where are they situated? How can they be obtained by the town?
- Place selling: how it is possible to offer town as a product in the market in the best way? What is the town's image? How it is possible to improve it? What kinds of distribution channels are there?

## **Town marketing and some of its specifics**

Although town and commercial marketing result from a common marketing philosophy (customer and market orientation) there exist big differences in their implementation (Meyer 1999, Pauličková 2005).

Comparing town and commercial marketing the main specific characteristic<sup>3</sup> and at the same time a barrier of town marketing is a fact that the towns are much more differentiated and complex systems. Starting conditions of application marketing in conditions of a company and the town are considerably different (Konken 2004, Ježková 2006).

A main intention of applying town marketing is to satisfy public demand through reaching the defined goals, what is very difficult because of a large number of actors and customer segments and their needs, wishes and interests. This situation is a reason of numerous conflicts of interests. That is the reason why implementation of town marketing is connected with use of participative management (Birk/ Grabow/ Hollbach-Grömig 2006).

The benefits of marketing activities should be seen in increasing of a total welfare in the town that means that all the persons interested should profit from implemented activities. This fact results from the preferred social marketing concept (Kotler/ Asplund/ Rein/ Haider 1999).

Critical factors of town marketing are partnership and willingness to cooperate (town marketing is based on voluntary participation and involvement of actors), then communication between actors (it is a neverending process) and applying a consensus principle (a base of reach to consensus should be public utility of marketing measures and activities (Grabow/ Grömig 1998).

Although the theory and social practice have been concerned with town marketing problems for more than twenty years there still exist a number of unanswered or open-type questions concerning its theoretical definition as well as a possibility how to apply it in the social practice. There have been a lot of discussions about what is a subject of marketing interest (administratively defined territorial district of the town, the town as a municipality or individual institutions and organizations of public administration acting in the city)? What is a town product? Is it possible to consider town an entrepreneur (analogously as in the town)? Is town

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<sup>3</sup> Marketing is just one, but use of marketing in conditions of the towns has its specifics.

marketing the appropriate instrument to solve problems of the towns? (Hanuláková 2004, Helbrecht 1994, Ježek 2003, Meyer 1999 etc.).

## **Goals and methodology**

The aim of this paper is an analysis of a current state of town marketing implementation in the Czech Republic and in Austria and also critical analysis (evaluation) of town marketing as the strategy of municipal policy.

The paper results not only from results of own empirical researches of town marketing which have been also published during last ten years (see references), but also from some experience of foreign authors.

The newest empirical data recording the current state of marketing implementation in the Czech towns being presented in the paper were obtained in 2007 within solving the project of Ministry for regional development of the Czech Republic No WD-19-07-1 "Town competitiveness in the Czech Republic". 171 towns were visited and interviewed within solving the project. The research was done with the help of members of the research team and students (retrained interviewers) from the West Bohemia University in Pilsen. A selection of the towns was defined in a way that a final set (sample) included proportionally the towns of all the size categories and also all the regions of the Czech Republic. From this point of view it is possible to consider the research representative.

The data from Austrian towns were accepted from an article by G. Datko who analyzed implementation of town marketing in Austria on a base of his own empirical investigation when he interviewed 87 towns (Datko 2006). It was the extensive research done in years 2005 and 2006 in Germany, Austria and Switzerland and its results were published in the monograph "Stadtmarketing – Status quo und Perspektiven" (Birk/Grabow/ Hollbach-Grömig 2006).

## **Beginnings of town marketing implementation in the Czech Republic**

Marketing has become a common instrument of municipal policy. According to our research, 74 % of the Czech towns use marketing (2007). The first effort to implement town marketing in the Czech Republic we met in the second half of 90-ties of 20<sup>th</sup> century. The significant impulses were growing disparities between individual towns as a result of economic and social transformation, and also public administration reform and public administration modernization process; the towns obtained significant self-governing functions within it. Within the reform and modernization process of public administration there was the effort to make it of a higher quality with increased efficiency and implementation of ideas of New Public Management and some other innovative approaches became more intensive (process approaches, ISO, TQM,

benchmarking, CAF, BSC and others) (Ježek 2004, Sucháček 2004, Sucháček 2008, Tvrdoň 2002, Wright/ Nemec 2002).

Town marketing idea holders became most of all local branches of international consultancy companies (as e.g. Berman Group or DHV), which in 1998-1999 initiated elaborating of first marketing strategies of town development (see e.g. Český Krumlov, Mariánské Lázně and others)<sup>4</sup>. One of the first marketing concepts was Town Development Strategy of Karlovy Vary (1995) elaborated by the West Bohemia University in Pilsen.

## **Comparative analysis of town marketing implementation in the Czech Republic and in Austria**

### **Actors, goals and activities of town marketing**

Almost the only initiators of town marketing in the Czech Republic are local self-government. The researches show that they are mayors of the towns (46 %) or, in small number of cases, secretaries of the town offices (17 %) who initiated implementation of town marketing. Other initiators were members of town (municipal) councils or heads of departments of the town offices. Austrian experience is different from this. Except for local self-government representatives local entrepreneurs were those who initiated town marketing and were involved in the process more intensively (especially in a case of handicraft industry, retail and services).

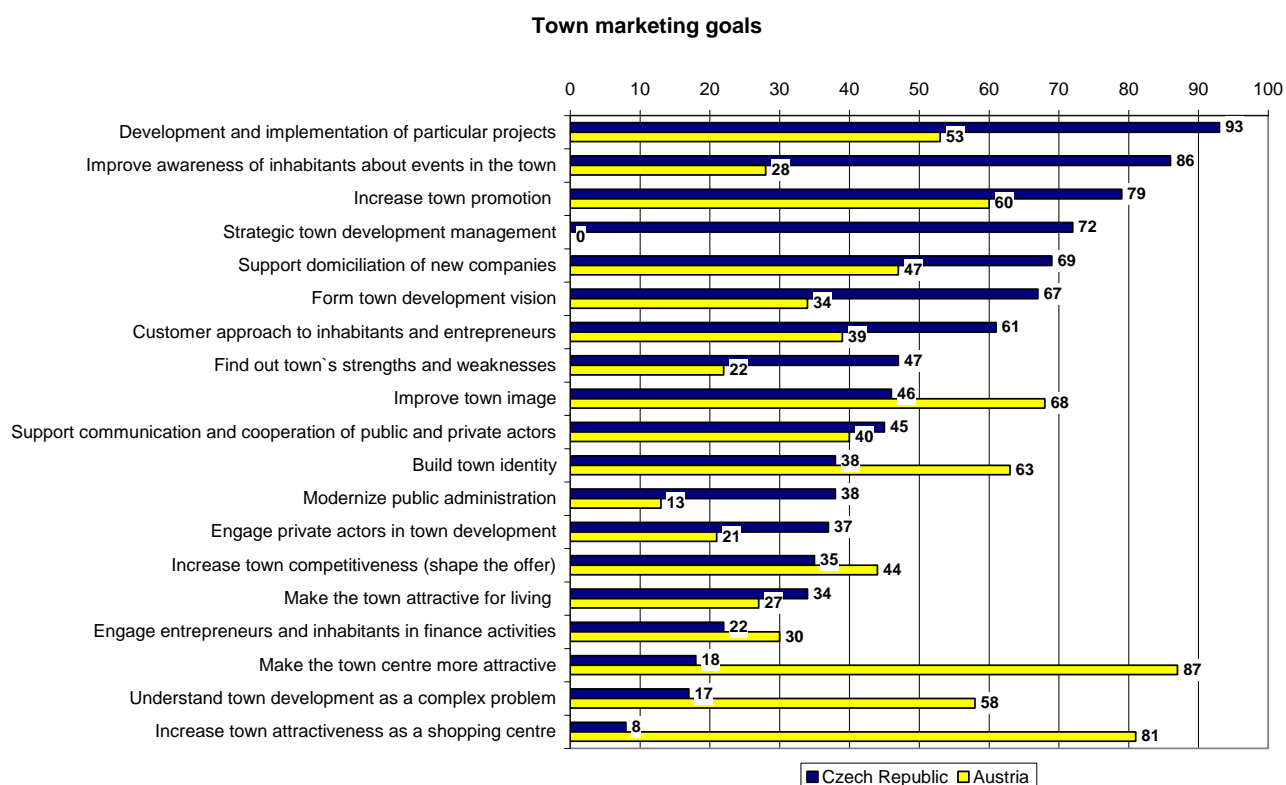
The structure and importance of town marketing in both countries has been significantly influenced by the goals which they want to reach through marketing. While in the Czech towns the political representatives try to create and implement concrete marketing projects, they want to improve inhabitants' awareness about the events in the town, manage strategically town development etc., the representatives of Austrian self-government try to increase attractiveness of the towns, especially their centers (as the centers of shopping), improving image of the towns and build their identity in cooperation with local entrepreneurs and other interested bodies by creating the partnership with them.

Marketing measures and activities of the Czech towns concern most of all such areas as free time and sport, tourism, public relations, culture and business and employment. In Austria it is implemented especially concerning retail competitiveness problems in the centers of the towns, building town image, public relations and organizing various cultural events.

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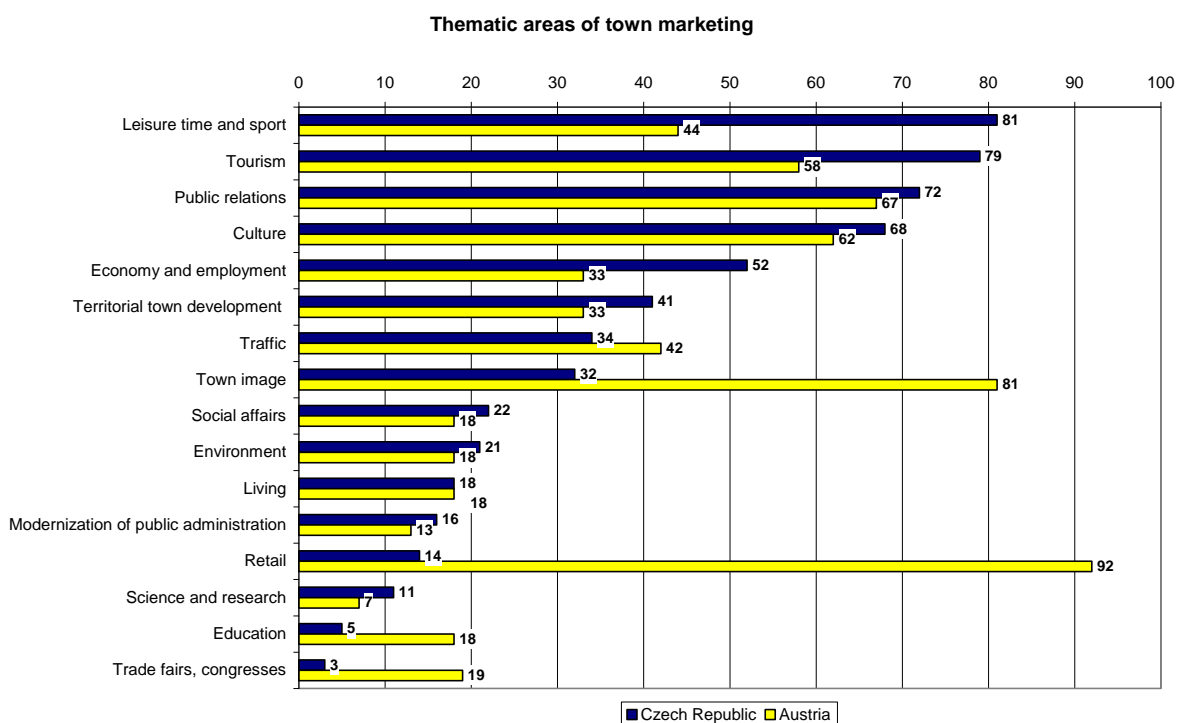
<sup>4</sup> These marketing strategies were financed from American grant.

**Chart 1:**



Source: own research 2007 (Czech Republic), Datko 2006 (Austria).

**Chart 2:**



Source: own research 2007 (Czech Republic), Datko 2006 (Austria).

## **Organization of town marketing**

In the Czech towns there is the town office or its individual departments (dept. of culture, town development etc.) mostly responsible for implementation of marketing activities in the towns. It results from answers of 89 % of the towns interviewed. Only 9 % of bigger towns stated that they created relatively independent organizational units functioning out of the own town administration to implement town marketing effectively. A best practice can be e.g. Český Krumlov Development Fund, Ltd. with its founder and exclusive owner is a town Český Krumlov. Only 2 % of the Czech towns stated that marketing activities have been organizationally provided by community organizations that associate representatives of self-government, entrepreneurs as well as non-government organizations.

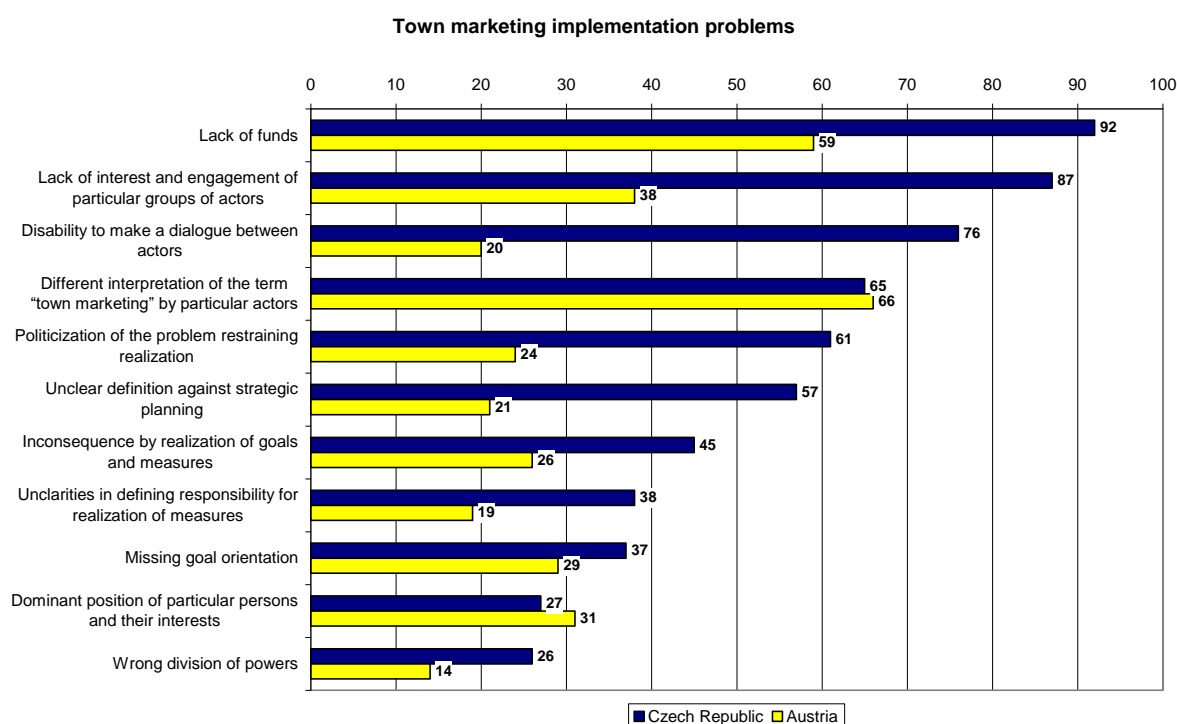
Again, the situation in Austria is different. In general it is possible to state that the Austrian towns comparing them with the Czech towns are more characteristic by clearer organizational structure including unique definition of responsibilities and competences of persons and organizations involved in town marketing process implementation. Although similarly as in the Czech Republic, marketing activities are most often applied by self-government (42 %), its importance is lower. In Austria more responsible for implementation of town marketing activities are relatively autonomous organizations such as community organizations (30 %), limited companies (21 %) or various workgroups (7 %).

## **Evaluation of town marketing implementation**

Majority of the Czech towns states that they have used marketing and also plan to continue in a future. At the same time they positively evaluate a fact that thanks to town marketing implementation communication between self-government, inhabitants and other bodies have improved; also a mutual informing has improved and creating the project (development) teams has proved competent, too. The continuously existed problems have been: motivation of the inhabitants to cooperate, connection of effective cooperation with consulting companies and understanding town marketing as a philosophy of strategic town development management.



**Chart 3:**



Source: own research 2007 (Czech Republic), Datko 2006 (Austria).

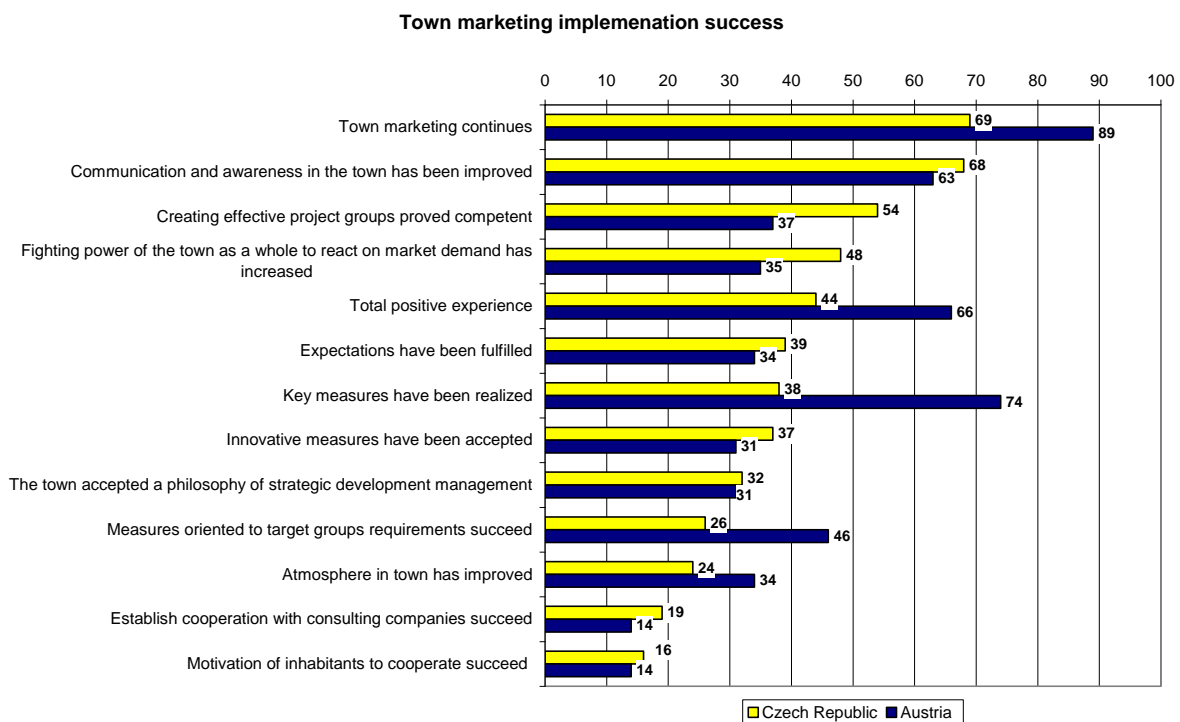
The Austrian towns comparing them to the Czech ones have longer experience with implementation of town marketing, what is one of the reasons they generally have more optimistic evaluation of the current state<sup>5</sup>. Results of the empirical research show that they are more successful than the Czech towns in implementation of key marketing measures and in their reaction on the specific requirements of target groups.

### **The most significant problems of town marketing realization**

The most serious problems of the Czech towns which inhibit implementation of town marketing are: lack of funds, insufficient interest and engagement of individual groups of actors (especially entrepreneurs), communication problems and different interpretation of town marketing and too politicization of problems what inhibit its implementation.

<sup>5</sup> Other factors, according to our opinion are: the fact that the Austrian towns feel mutual competition more than the Czech towns; municipal incomes are more dependent on local taxes and charges what can increase their motivation to implement town marketing. Important is also the fact that activity and a sense of organization of local entrepreneurs is more intensive there.

**Chart 4:**



Source: own research 2007 (Czech Republic), Datko 2006 (Austria).

The Austrian towns similarly as in case of evaluation of town marketing implementation are more optimistic and they stated less problems connected with its implementation. The most serious problems they have with: different interpretation of the term town marketing by individual actors, insufficient funds, insufficient interest and engagement of individual groups of actors and a dominant position of individual persons and their individual interests.

## **Town marketing between a theory and practice.**

### **Evaluation of a current state of town marketing implementation**

On a base of up-to-present theoretical and practical experience we can state that there has not been any uniform type of town marketing. On the contrary practical knowledge clearly shows that there is effort of particular towns to create their own model of town marketing that would be suitable for their local conditions (significance of the problems, engagement of individual actors, financial task). Marketing initiatives differ from town to town from a point of view of their goals as well as their measures and organizational forms. The common feature of these initiatives is that they come from down. Possibilities of the typology of these initiatives are quite limited as it is possible to read in some work e.g. by B. Grabow (Birk/ Grabow/ Hollbach-Grömig 2006, Grabow, Grömig 1998) or P. Rumpel (2002).

Very important, we could even say key question of town marketing implementation is a communication and organization of its actors (Konken 2002, Rumpel 2002).

The liberal and pragmatic approaches to town marketing implementation predominate not only in the Czech Republic, but generally in all the developed countries<sup>6</sup>. The main aim why marketing is used by the towns is usefulness (utility) and efficiency of solving the problems. That means that the term town marketing is not important, but goals, content and methods, permanent communication with the key actors and public, cooperation between the actors based on trust and partnership etc. do.

The town marketing organization structures consider to be very effective and non-burocracy forms of organizations nowadays; they are open to new actors and enable to involve partners from business as well as from non-profit sectors.

Success of town marketing implementation, its strategies and measures considerably depends on acceptance as wide as possible range of actors. That is the reason why it is recommended to involve as wide spectrum of actors as possible to the discussions about goals and roles of the town marketing process from its very beginning. To secure town marketing activities and do them successfully, they have to be absolutely transparent and open and particular projects have to be evaluated pragmatically from a point of view of their benefits and feasibility (Hrdý 2006).

Although, as we have already stated, majority of the towns use marketing, town marketing has become a "label" for various different concepts and ways of expression in social practice<sup>7</sup>. It also influences from the analysis done that it is not possible to define generally neither what kind of activities should be done within town marketing, nor who should be responsible for their implementation or who should coordinate them. It is also not possible to answer the question what form of organization is the most suitable from a point of view of town marketing implementation.

If we try to briefly characterize the current situation with town marketing implementation we have to mention critically that mostly there are ad-hoc and non-planned, very often spontaneous and uncoordinated measures. If there is integration of particular marketing activities then only in some certain directions as e.g. tourism, public relations, offer of industrial zones, town branding etc., but not totally as we know it from complex marketing<sup>8</sup>.

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<sup>6</sup> Town marketing especially in German speaking countries is labeled as a soft concept of local development.

<sup>7</sup> Moreover there exist other spheres of public administration competence in communal practice which are in a narrow relation with town marketing. As some examples we can mention strategic town development, spatial planning, public relations, Agenda 2001, social services community planning etc. In all these field similar methods, instruments and organizational forms as in the case of town marketing have been used (Ježek 2004).

<sup>8</sup> We can meet a wider range of complexity of town marketing activities in a case of small towns what, thanks to small number of actors who know each other, have much better prerequisites for use of consensual and cooperative approaches than the big towns (conditions are to manage competences and capacity needed). So it is possible to state that bigger the

Practical experience shows that in the initiation phase of town marketing, that is full of expectancies, majority of the towns try to use complex town marketing (very often through various pilot projects). As a time runs, later, skepticism starts to grow and the actors start to look for a pragmatic way.

In town marketing practice there is a big inconsonance between expectancies and feasibility. The key problems there are: change influence in the long term, large number of actors, increasing complexity of the problems and also problems connected with finance the marketing activities.

### **Is town marketing an appropriate instrument to solve towns' problems? Critical analysis of town marketing as the town development and town strategy policies**

As we mentioned in our paper in its introduction, the main incentive to implement town marketing is the effort to use long-term experience with commercial marketing in conditions of the towns (Bernátová/ Váňová 1999, 2000). In this connection a market managing of the towns which subordinates all the activities of the town and its actors to market conditions has been often promoted. It also leads to an idea that public administration plays a role of an entrepreneur and the town a role of a product (Hofman 1999, Kotler/ Haider/ Rein 1993).

As it results from our researches the ideas mentioned above often lead to overestimated expectations or even to myths connected with implementation of town marketing. By the myth in this context we understand collective irrational imaginations or generally transmitted ideas without any appropriate evidence. Such myths coming mainly from the theories of theoretical promoters of town marketing are (Ježek 2004, Birk/ Grabow/ Hollbach-Grömig 2006):

- All the actors of town development (town self-government, inhabitants, entrepreneurs, non-profit organizations etc.) are on principle prepared to be engaged in favor of the town (if they are involved in discussions about development of the town, they start to be engaged);
- People who are not interested in participation in the preparation of marketing (strategic) plan, those are not interested in development and overall welfare of the town;
- It is possible to integrate all the development activities and town marketing represents "root concept";

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town is more limited are its possibilities to use complex marketing. In a case of big towns there is practically no effort to implement complex marketing. They mainly try to create a brand, promotion of international events etc. (Birk/ Grabow/ Hollbach-Grömig 2006, Grabow/ Grömig 1998, Ježek 2004).

- If the town establishes a special organization which would implement town marketing, all the problems will be solved;
- It is important that the marketing vision and the strategy bring something to everybody; all the people have to see themselves in them;
- If we organize some event or promotion campaign, more visitors will come and the town's income will increase;
- Etc.

We could continue enumerating the myths. During last years town marketing has become a strategy that, according to B. Birk, B. Grabow and B. Hollbach-Grömig "has been missing a long time" (Birk/ Grabow/ Hollbach-Grömig 2006). Town marketing has become an expected and needed instrument of municipal policy. However, reality of town marketing as we tried to present it in our paper is less optimistic. During many meetings of town marketers it has been stated<sup>9</sup> that some of the theoretical approaches can not be implemented in practice. Financial tasks are also a serious problem in this case<sup>10</sup>.

As it results from our research only 24 % of the Czech towns stated (2007) that their expectations were totally fulfilled. Only 39 % stated some positive experience with implementation of town marketing and only 32 % of the towns consider town marketing a philosophy of strategic town development management.

69 % of the towns, surprisingly, want to continue further in marketing implementation and they plan to increase funds for its realization. This fact shows that town marketing is a flexible strategy of municipal policy which is possible to relatively adapt itself to changeable conditions and market solutions of the problems.

In an effort to make town marketing more effective and professional we can meet especially abroad the approach that town marketing is not directly implemented by self-government, but to do it they establish or initiate origin of the special organizations with various legal regulations (association, but also Ltd.). Their activities (including decision making) are joined by local entrepreneurs, non-profit organizations, community activities etc. (public-private-partnership). It is expected that these half-private and relatively independent organizations will proceed more according to market (business) and they will organize marketing activities and measures more effectively.

Some authors are warning (see e.g. R. Paddison 1993) that these kinds of organizations take self-government's roles and substitute de facto the town in customer relations (potential investors etc.). We can mention some weaknesses in this case:

- Forming development visions, defining development goals and measures are the highest political decisions; more competences the self-government would like to transfer to the similar organizations more danger threatens that strategies and

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<sup>9</sup> See e.g. the annual meeting of Austrian town marketing representatives. Many comments against town marketing theory were heard e.g. at the meeting in Salzburg in 2006.

<sup>10</sup> R.E. Gubler and Ch. Möller mention that implementation of marketing requires considerable funds, so the town that is interested in marketing implementation should realize that (Gubler/ Miller 2006).

measures will be decided by managers of such organizations and not democratically elected political representatives of the towns;

- The effort to reach market goals contains danger of a preference of economic goals before the social and environmental ones, which can be enforced by an influential group of entrepreneurs (local lobby) or the goals of one town will be preferred before the goals of another ones;
- Use of marketing in town development can lead to the situation, as we could see on the practice of one town promoted in the media – Vsetín. This town to improve a look and image of its centre evacuated Gipsy inhabitants to the marginal parts of the town or provided them a support for moving to the further regions. However, the problem of Gipsy inhabitants in this case has not been solved; it has only been transported to other part.

Although town marketing has been used more and more in social practice, as we tried to present it in our paper, in our opinion, it is not the municipal-policy strategy which could replace up-to-present approaches to municipal policy. Possibilities of how to use marketing as the instrument of change the town are much more limited in comparison with the corporate level. Nowadays towns are the result of long term development process. In a short time period it is not simply possible to change significantly the infrastructure, physical and social environment of the town as well as its structure of inhabitants or economy.

## **Conclusion**

The researches of town marketing implementation clearly show that a number of towns which are interested in marketing still grow. Last but not least because of competition, to stand to competition with other towns. However, implementation of town marketing is in most of the cases less ambitious than academic protagonists or authors of the theoretical concepts suppose. Although nowadays we consider promotion, public relations, presentation at the tourism trade fairs, web pages, brochures of investment opportunities etc. the standard marketing measures in many towns, only a small number of the towns try to realize the ambitious concepts of complex town marketing.

Although town marketing has become more and more important strategy of municipal policy, it is not the instrument which would be able to replace up-to-present approaches to municipal policy. It is more likely its suitable supplement in spite of the fact that the number of areas where marketing approaches could be used still grows.

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## **12. Gender gap: educated women and men and differences in career paths after degree attainment**

### **Introduction**

Education of Slovak population grows at present and what is important, women's education grows faster than men's education. It is simultaneously interesting and alarming that women still don't have the same opportunities to use their skills and education in praxis. We can see this fact primarily among higher educated population where men advance at work faster and easier than women. This problem is a frequently discussed topic of feminist literature but more and more we are coming across with this theme in other fields. Obvious is a lower percentage of women in science and research. A related, although largely independent, multidisciplinary literature focuses on women's slow integration in science, engineering, and medical occupations, and likewise shows that women's underrepresentation in science majors in college is a contributing factor (Morgan, Gelbsinger, Weeden 2013, Leeman, Dubach, Boes 2010, Maxwell, Broadbridge 2014).

### **Aim**

The aims of this paper are, firstly, to analyze changes in education of Slovak population after year 2001 whereby we want to compare growth and quality of education between men and women. Secondly, we want to compare opportunities to employ and to use the education in praxis between higher educated men and women and thirdly, to focus on a spatial aspect of changes. Finally, we will try to explain the causes of these differences.

### **Terms and background**

There are many causes of weak female participation in occupations that demand on higher education – some of them are objective and some are not. We can name them with terms 'leaky pipeline' and 'glass elevator'. 'Leaky pipeline' – this term is used in world literature with gender problematic and means that even though nowadays women have more opportunities to study than in the past, they still have little chances to use their higher education in the research and science. On the way up to higher positions and higher scientific degree the number of women is declining such as falling out of the leaky pipeline. The gender composition of the science workforce is a function of initial differences between young women and men in their likelihood of entering "the pipeline," coupled with gender differences in the likelihood of dropping out along the way (Alper 1993 in Morgan, Gelbsinger, Weeden 2013). 'Glass elevator' or 'glass

escalator' is the second term which is also used in gender literature. It means that although men and women have the same education, men are more often promoted than women or more likely to receive higher science degrees. 'Glass elevator' represents some methods allowing men faster career promotions in comparing with their education, age and length of their praxis (Pavlík, Smetáčková 2006). By William (1982 in Macarie, Moldovan 2012) this promotion is possible just because women are supervised by the opposite gender and men are supervised by persons of the same gender *as the managerial and administrative positions* are mostly occupied by men. Men also get more support from the network of male mentors in management positions.

## Data

We have used the available data of the Statistical Office of Slovak republic from the Regional database and from Census 2001 and 2011. The data show the educational structure and the employment of Slovak population. The choice was purposeful but influenced by census. We monitored period 2001-2012 where we focused on the comparison of two periods: 2001-2002 and 2011-2012. From the census, we used the data about educational structure of population in year 2001 and 2011. The data about population's employment was for years 2002 and 2012 in order to capture the employment of residents who in previous year completed their education. The data was collected for Slovak districts and Slovak counties. From the comparison of men's and women's shares we have to note that the share of men and the share of women is almost the same in the population of Slovakia, women have a small dominance (in 2001 51.4 % and in 2011 51.3 %).

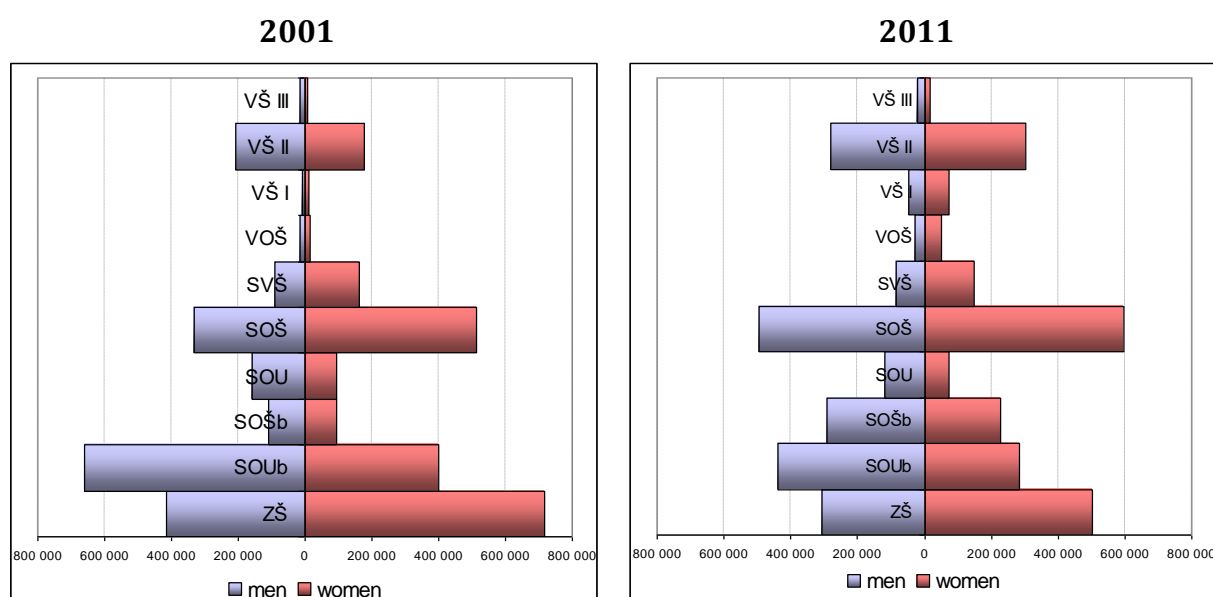
## Results

The educational structure of Slovak men and women recorded some changes. New occupations of postindustrial society demanding higher skills and knowledge have required higher educated people. This was reflected in higher interest in studies, in the higher number of university students and consequently in the higher percentage of higher educated people.

When we compare the educational structure of Slovak population in years 2001 and 2011, we can say that the level of education grows in general. In 2001 there was a higher share of people with basic and secondary vocational education without school-leaving certificate (without graduation or school examination). Until 2011 the share of people with higher education increased, specifically the share with university degrees and with the secondary education with graduation or school examination (Fig. 1). By comparing men's and women's education we can say that the level of women education generally grows too. In the year 2001 the share of women with basic education (32.7 % of all women older 16 years) or secondary education without vocational certificate (22.6

%), and secondary specialised education with school-leaving certificate (35.2 %) was high. Until year 2011 a share of lower education had reduced (basic education 22 %) but a share of women with higher education was higher, especially those with the university degree (17.5 %, in 2001 was only 8.9 %). We can see that the share of higher educated women is higher than the share of higher educated men – the share of men with university degree was 16.5 % (and the share of women 17.5 %). This means in absolute numbers – 349 150 men and 398 818 women with university degree (together Bachelor, Master and PhD. degree).

**Figure 1:** Educational and sex structure of Slovak population in year 2001 and 2011



Education: ZŠ – Basic, SOU – Secondary vocational with school-leaving certificate, SOŠb – Secondary educational without school-leaving certificate, SOU – Secondary vocational with school-leaving certificate, SVŠ – Secondary general with school-leaving certificate, SOŠ – Secondary specialised with school-leaving certificate, VOŠ – Higher professional, VŠ I – University – Bachelor degree, VŠ II – University – Master Degree, VŠ III – University – PhD. Degree

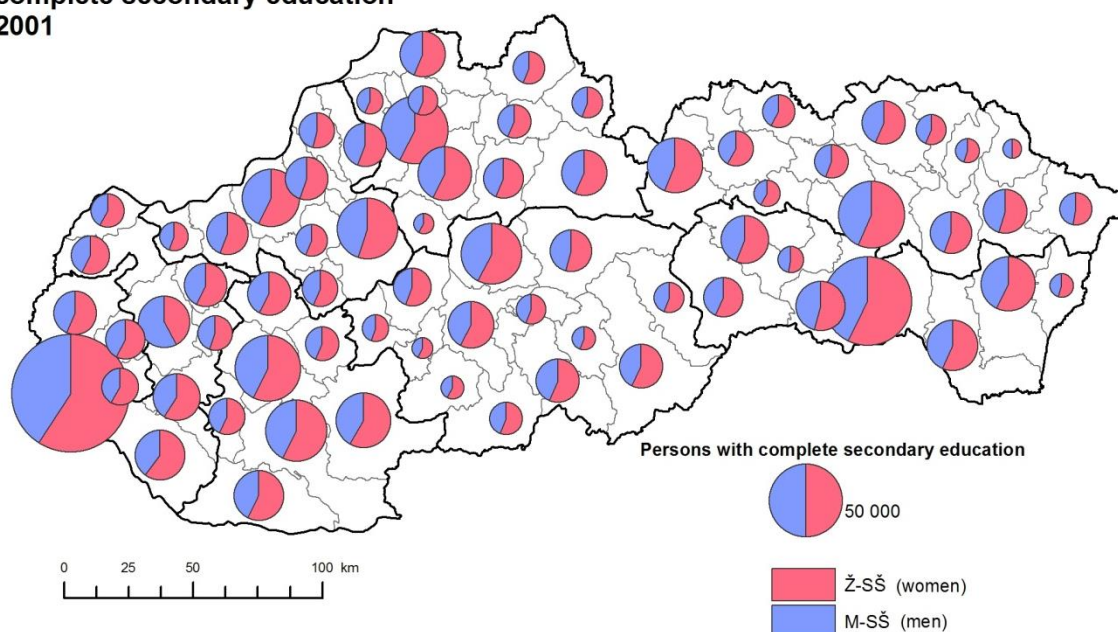
**Source:** data from the Statistical Office of Slovak Republic, Census 2001, 2011, processed by authors

In the spatial structure of Slovakia these changes are more interesting. By comparing educational structure of Slovak population in years 2001 and 2011 with the focus on the complete secondary education we have not recorded significant changes. In the year 2001 and 2011 the share of secondary educated women with graduation or school examination was higher than the share of men in all Slovak districts (Fig. 2). The share of women in county seats (Žilina, Košice, Prešov, Trenčín, Banská Bystrica) and in capital city Bratislava was a little bit higher. It was related to the fact that there are more

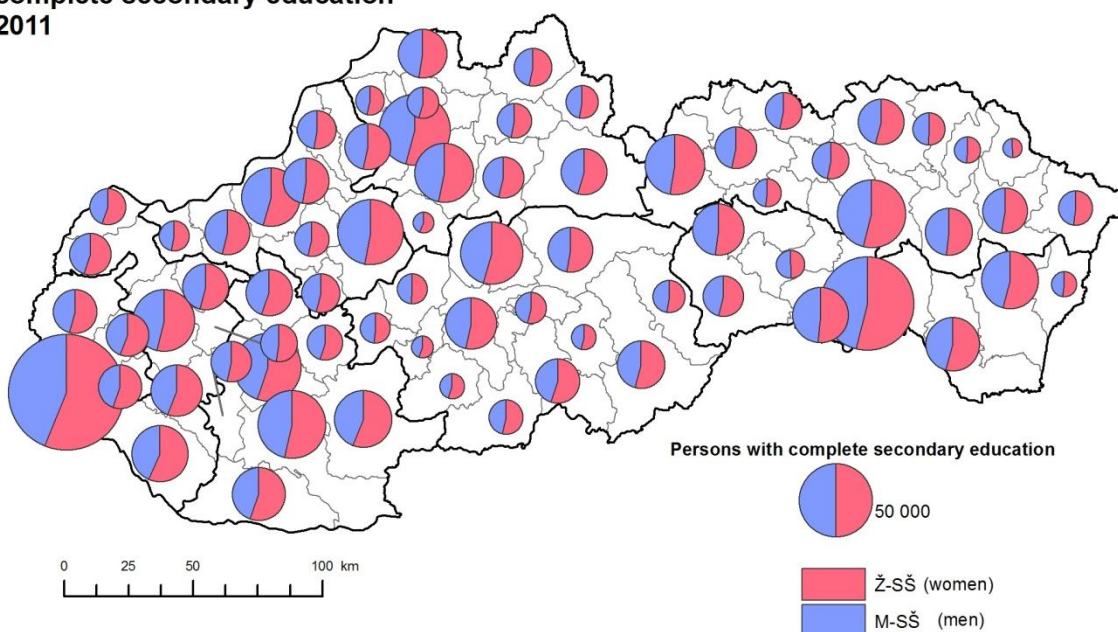
possibilities to study, more schools, colleges and universities in these cities. We recorded only one exception – county seat of Trnava where the secondary educated men dominated in 2001. Perhaps it is related to a higher count of specialized schools (traffic schools, schools of engineering and other which are preferred by boys).

**Figure 2:** Complete secondary education of Slovak population in Slovak districts in years 2001 and 2011

**complete secondary education  
2001**



**complete secondary education  
2011**



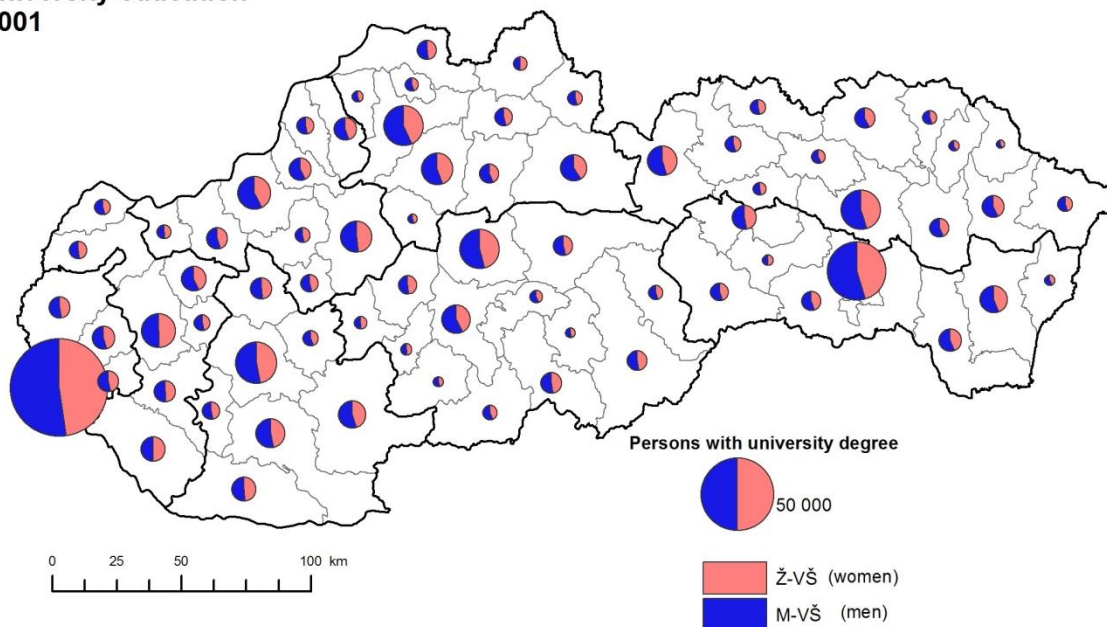
**Source:** data from the Statistical Office of Slovak Republic, Census 2001, 2011, processed by authors

There is a different situation in higher education. By comparing of years 2001 and 2011, we can see significant changes. Firstly, the share and number of higher educated people in Slovakia increased. This fact is connected with the need of higher educated employees which we have discussed earlier in the introduction. Secondly, the ratio of higher educated men and women changed. In the year 2001 we could see the dominance of higher educated men in all Slovak districts (Fig. 3). By 2011, this share reduced and nowadays higher educated women are in the majority in all Slovak districts. The highest dominance of women was in districts of Námestovo (61.8 % of higher educated people are women), Bytča (60.3 %), Čadca (59.8 %) and Kežmarok (59.2 %). The highest share of higher educated men was in districts of Humenné where they represent 50.2 % of higher educated residents. Women realize the importance of education in the labour market and more and more are trying not to remain only in the role of mothers and educators but they are trying to fulfil their career goals. These tendencies are in accord with trends in other western countries. Recent evidence suggests that females have made substantial gains in all realms of education and now generally outperform males on several key educational benchmarks (DiPrete, Buchnan 2006). According to the authors “the returns to higher education for women and men extend beyond returns in the labour market and include a higher probability of marriage, a higher standard of living, and insurance against poverty”.

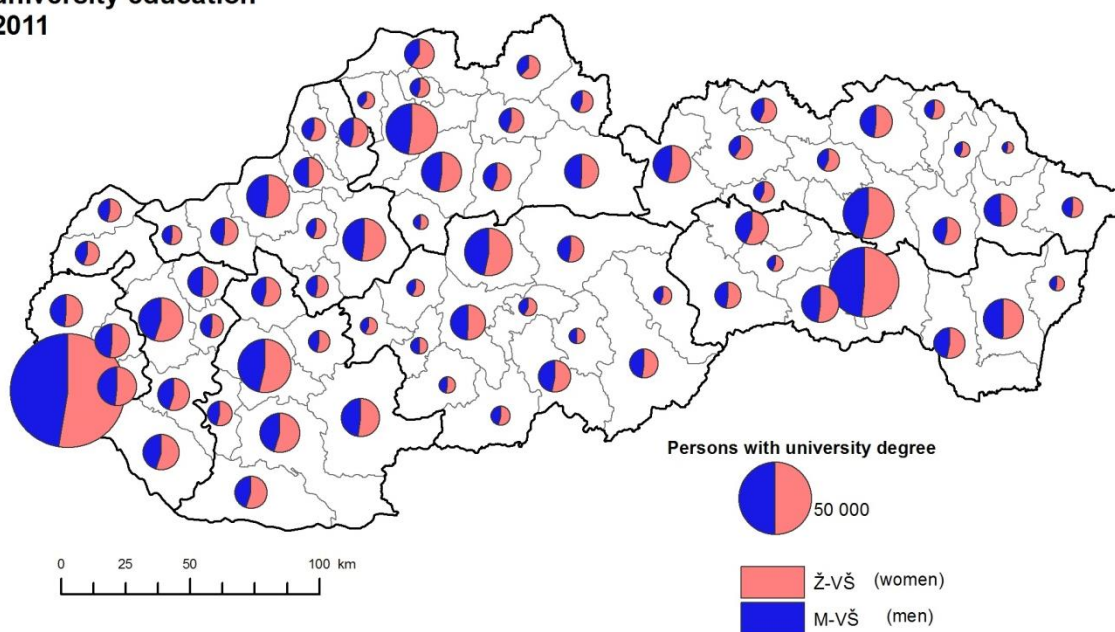
However, the higher share of educated women doesn't mean that gender differences don't exist. Gender gap persists mainly in occupations. By the look on spatial structure of people with higher education (it means secondary and college or university education in total), it is clear that the share of educated women was higher than the share of educated men in 2001 in all Slovak districts (Fig. 4). In the following year 2002, by comparison of men's and women's shares in the categories of statistical occupational classification – professionals and researchers, it is clear, that women have a higher share. Does it mean that all women use their education in praxis? A lot of higher educated women are employed in jobs that require higher education but it must be noted that this category includes teaching staff and nurses, so called „female“ occupations, however often underpaid.

**Figure 3:** Higher education of Slovak population in Slovak districts in years 2001 and 2011

university education  
2001



university education  
2011

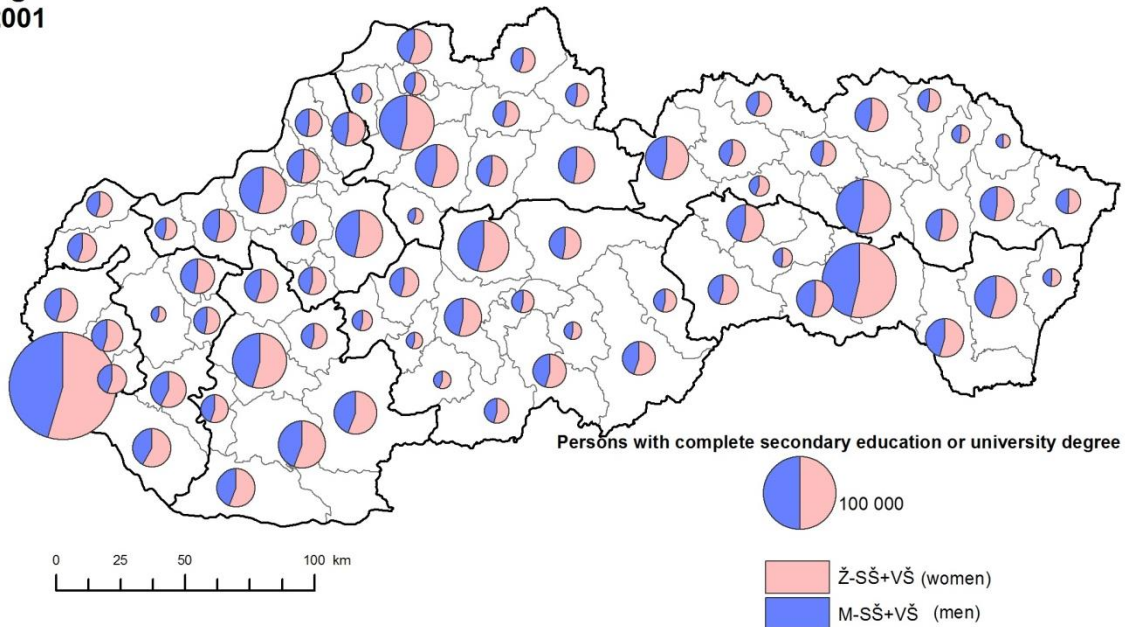


**Source:** data from the Statistical Office of Slovak Republic, Census 2001, 2011, processed by authors

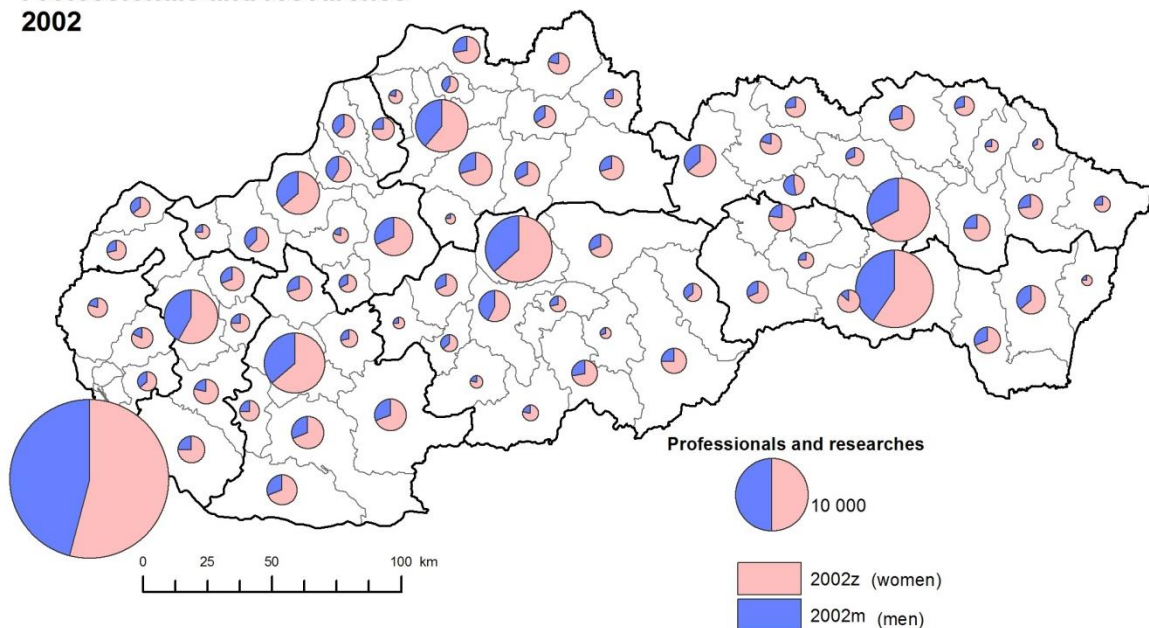


**Figure 4:** Education vs. career path (2001/02) – persons with secondary and higher education (2001) vs. professionals and researches (2002)

**higher education  
2001**



**Professionals and researches  
2002**

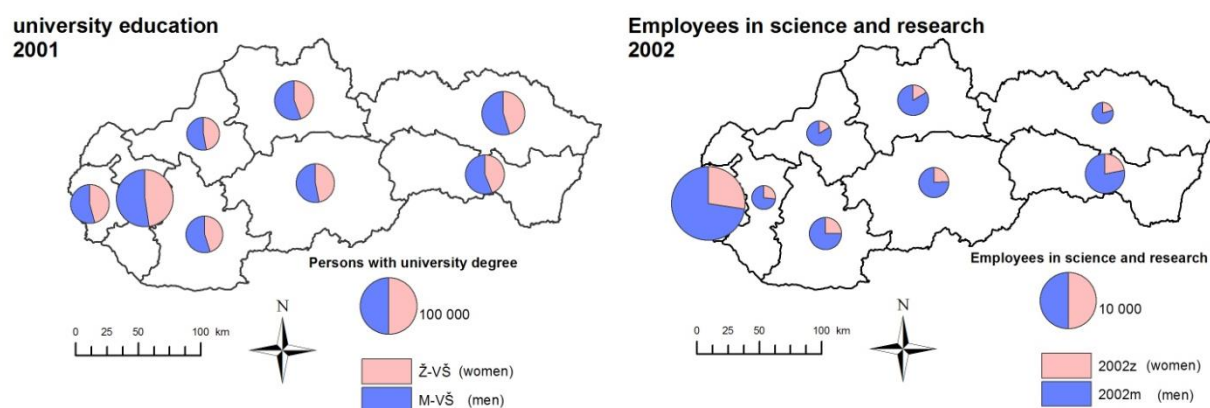


**Source:** data from the Statistical Office of Slovak Republic, Census 2001, Regional database, processed by authors

In fact, only few women are employed in positions that would match their knowledge and skills. It is demonstrated by the Fig. 5. When we compare the number and share of persons with higher education (with Bachelor, Master or Phd. degree) with number and share of science and research staff, we can see that although the share of women with

higher education is higher, the share of women working in science and research is much lower. The best situation is in the county of Bratislava where the share of women is a little bit higher in comparison with other regions. We think that this is related to the higher number of different research institutes with more female researchers (sociological, pedagogical, etc.) whereas there is higher share of research institutes joined with industry (with higher representation of male researchers) in other regions.

**Figure 5:** Education vs. career path (2001/02) – persons with higher education (2001) vs. science and research staff (2002)



**Source:** data from the Statistical Office of Slovak Republic, Census 2001, Regional database, processed by authors

Why do women work in research less than men? Here comes in the manifested leaky pipeline effect. Women perhaps have less ambitions to work in science and research but there are also other factors involved. A part of stagnation in career might be caused by the maternity leave. The progress and promotion in employment is often dependent on the situation in women's families. "The traditional career perspective would suggest that women's objective career success is likely to be limited by family factors including early-career childbearing, larger family size and prioritization of the husband's career in family decision-making, and by related deviations from the normative pattern of continuous full-time organizational employment such as career gaps, part-time work, and movement between organizations rather than up an organizational hierarchy" (Valcour, Ladge 2008).

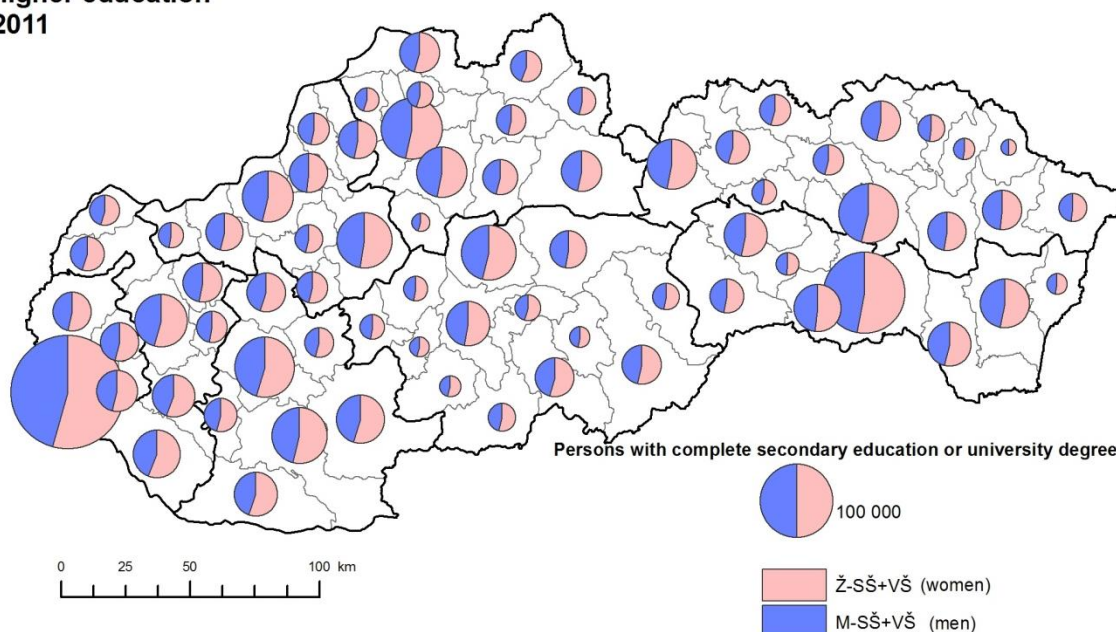
We have assumed that the situation would improve in 2011/12. When comparing the level of education in Slovakia with career path, we had again noted that the share of women in science and research remained low. In general, the number of educated citizens of Slovakia increased, the share of higher educated women in 2011 in comparison with 2001 was higher (Fig. 6). For example the highest growth of educated citizens noted districts of Senec (+ 89 % people with complete secondary or higher education), Námestovo (+ 59.3 %), Košice-okolie (+ 58.4 %) and Kežmarok (51.5 %).

The improvement of education is joined with new jobs demanding new skills and knowledge but also with better accessibility of schools in Slovakia. However, this trend is similar to the other countries. Nowadays almost all countries in OECD have more women than men in colleges and have had the growing gender gap among undergraduates that in recent years favours women (Goldin, Katz, Kuziemko 2006).

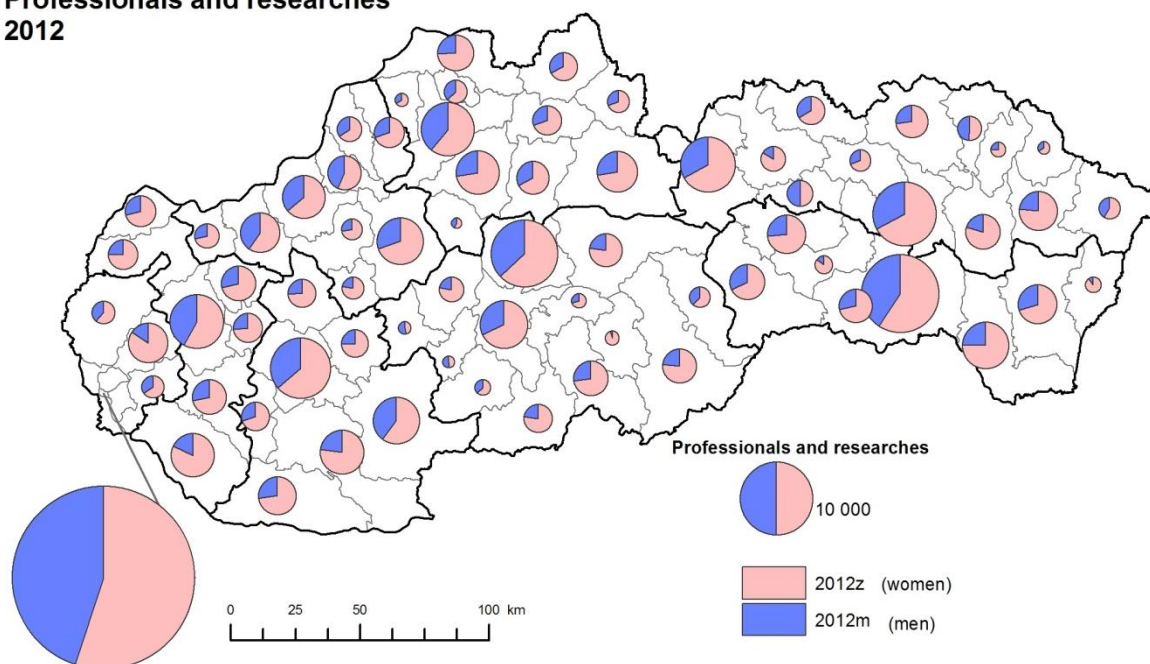
In comparison with 2002, in 2012 more women work in the category of professionals, researchers or specialists. However, it should be pointed out again that this category includes teaching staff, nurses and other so called female occupations. We can also see that in this year (in comparison with 2002) less men work in this category. The lowest share of men in this category was in districts of Poltár (5.5 %), Sobrance (10.1 %) and Gelnica (14.7 %). These districts are located in the areas with high unemployment and less labour opportunities and therefore men try to get better paid jobs to financially provide for their families. They often commute to work to other regions and women remain in their regions where they work as teachers, educators, nurses, etc. However, it should be noted that in these districts there are only few schools and institutes where men could work. Low percentage of men in this category is also noted in districts of Pezinok (15.8 %) and Dunajská Streda (17.9 %). Both districts are located in western Slovakia with better situation in labour market. Therefore, it is conceivable that men take advantage of better paid jobs. Mainly in recent years professions such as teachers or educators are less attractive for men due to their demandingness and low salaries. Therefore, the share of men in this category decreased. Women often work as teachers because they can spend more time with the family and children (they can prepare for lessons at home). So we cannot say that the women's placement in labour market is better.

**Figure 6:** Education vs. career path (2011/12) – persons with secondary and higher education (2011) vs. professionals and researches (2012)

**higher education  
2011**



**Professionals and researches  
2012**

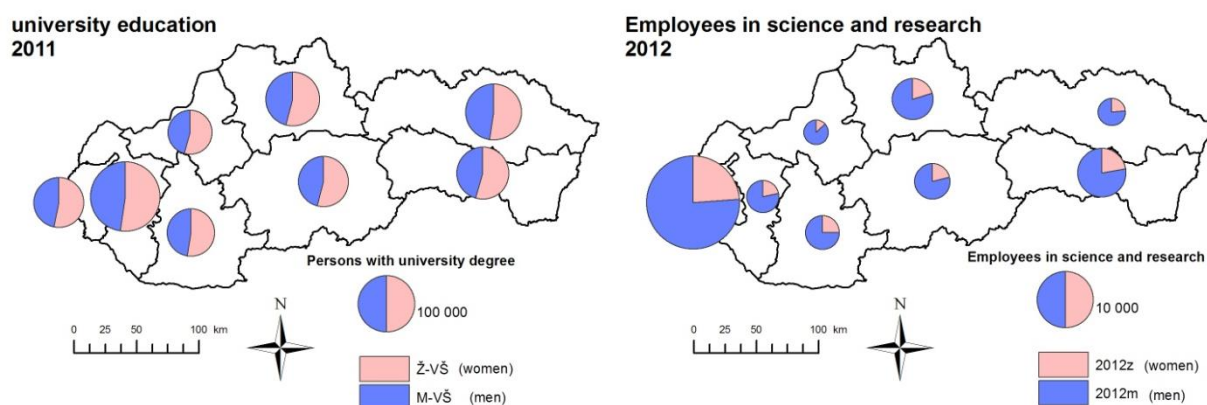


**Source:** data from the Statistical Office of Slovak Republic, Census 2001, Regional database, processed by authors



Women still remain in low paid occupations and on hierarchically lower positions. This fact is evident also in science and research where only few women advance further in their career. Although the share of women with higher education (with Bachelor, Master and PhD degree) increased, the share of women working in science and research is still much lower (Fig. 7). Similar as in 2002, the situation is a little better bit in Bratislava-county. A problem of smaller number of women in science and research is the problem of leaky pipeline effect which is enhanced with glass elevator effect. Work in science and research is time-demanding and women have to divide their time between their job, family and household. Mainly in case of woman being a mother, it is very complicated. Motherhood really represents some stagnation in career because a woman has to devote a large part of her time to her children. Despite the higher women's education gender stereotypes persist. Women are expected to take care of family, household, at the end of ill and old family members. Men are more attractive for employers because they are more flexible, they dispose of more time and they can move more often than women.

**Figure 7:** Education vs. career path (2011/12) – persons with higher education (2011) vs. science and research staff (2012)



**Source:** data from the Statistical Office of Slovak Republic, Census 2011, Regional database, processed by authors

According to Tuvia Melamed (1995) “home environment attributes will facilitate men’s career success, but will hinder women’s success”. This fact is often evident mainly in families where both of partners work in science and research – the woman often sacrifices her career for career of her husband or partner, eventually her success is slower than success of her partner.

## Conclusion

Although the level of women education in Slovakia increases, gender differences remain. More and more women are receiving higher education (complete secondary education or university degree) but still only a small share of women can fully use their knowledge and experience in practice. Looking at the category of occupation *Professional and researcher*, we can have a feeling that a lot of women work in science and research but the opposite is true. This category includes teaching staff and nurses, "female occupations" (low paid occupations) which are mostly taken by women. However, only few women move higher in the career ladder and receive higher scientific degree. There are several reasons for this. In the past, many women started families right after school – it was impossible to build a career. Today, the situation is slightly different – more and more women raise a family and have children later in life and try to build their career after obtaining their degree. However maternity leave (although later in life) is some an obstacle and deceleration in career success. The share of women working in science and research is still low and this fact confirms the previous argument. Men are often promoted and often receive higher science degrees. This is logical because they have more time to engage in their work. Currently there are gender stereotypes (not only in Slovakia but also in the other western countries). A role of women is still the family care (household, children, and husband, ill and old family members). It is very difficult to share time between family and work or family and career and it requires not only a lot of effort by women but also a lot of appreciation by their family members. Professionally successful women have a good family background or are single and can devote all their time to their work and career.

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