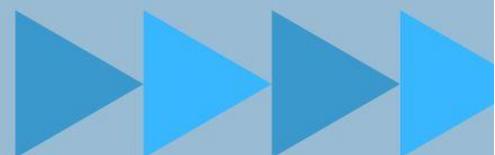


CASE STUDIES COLLECTION

UNESCO SITES - BALANCED AND
SUSTAINABLE TOURISM DEVELOPMENT



EDITED BY:
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1. Toruń, source: https://www.torun.pl/en/turystyka/zabytki/old_town_hall
2. Banská Stiavnica, source: <https://slovakia.travel/en/banska-stiavnica-town-monument-reserve>
3. Kutná Hora, source: https://destinace.kutnahora.cz/photo_full/hradek-ceske-muzeum-stribra-a-stredoveky-dul-26?id_album=74#browse





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CASE STUDIES COLLECTION

INTRODUCTION

The case studies come from V4 countries and bring the real problems waiting for solutions or even having no solutions in the short term. The case studies cover several areas of sustainable development and focus on smaller UNESCO sites. The smaller UNESCO sites suffer often from overtourism, low capacities in the high season, and seasonality. Managing tourism in these sites is specific - their personal and financial resources and know-how are limited in comparison to large sites like Prague, Paris, or Budapest. Therefore it is necessary to pay attention also to these sites and introduce their perspective to students.

The structure of the case studies is adjusted to the aim. The texts usually start with a short theoretical background relevant to the issue, followed by the introduction of the site and any information helping the students to understand a complex picture. The aims, tasks and questions are presented then, and students can start working on the tasks in teams or individually. Teacher's notes are information for teachers – the expected outcomes, answers, and possible solutions. The notes serve as a teacher's help where to guide the students in case they need help in the initiation stage or later.

TARGET AUDIENCE

The e-book aims at bringing a broader perspective to sustainability in smaller UNESCO sites in V4 countries. Teachers find here the inspiration for seminars and examples for education and teaching. The case studies can be also used by students to train in approaching sustainability from different perspectives. The publication can help also the practitioners see the issues from several points of view and think about them in context.

OBJECTIVE

The publication aims at presenting the complexity of sustainable tourism development and monitoring to the audience. The case studies should help teachers to include real issues into their teaching and foster discussion, critical thinking, and creativity in the education. To be able to identify the problems, possible causes, consequences, and potential solutions is the key competence for future managers and decision-makers. This publication brings the opportunity to gain this competence in the field of sustainable tourism. It describes the real situations, lead the students with questions through the cases and leaves open issues for discussion.

1. GOVERNANCE, COMMUNICATION, AND PARTNERSHIP IN SUSTAINABLE TOURISM MONITORING - BOHEMIAN SILVER TOWN

Zuzana Kvítková, Zdenka Petřů

INTRODUCTION

Tourism is a part of the economy that brings many positives to the national and local economy. In order to deliver desired results, it must be managed and developed. Tourism is mostly managed by the governments on different levels of the state and economy. For this management, the work governance is used. The governance as a concept is describe as a broader view on how the society manages, controls, and decides the actions, relations, social rules, and values (Bramwell et al., 2016). The quality of governance effects the created policies, the definition of the issues and their acceptable solutions. In the recent years, the role of governance in sustainable tourism is discussed (Keyim, 2017). Existence of good governance is a necessary prerequisite for sustainable tourism (Bramwell & Lane, 2011).

The communication between stakeholders is essential for the sustainability of the development, especially sustainability in the social area. Creation of open communication is necessary to develop common goals and share the ideas and values. However, the interests of different stakeholders and interests groups can distort the communication and collaboration. Feelings of competition, not equal distribution of benefits, or jealousy brings new issues into the communication and governance. To know the interests, motivations and weaknesses of the stakeholders can make the communication more effective.

Bohemian Silver Town is a small town listed on the UNESCO list of world cultural heritage, about 70 km east of Prague. It is the medieval town, which got the status of royal town, and it is known as the town, where silver coins were minted. In the Middle Ages., the wealth and power of Czech kingdom originated mainly from the Bohemian Silver Town. Since the year 1995 the historic centre of the town is inscribed on the UNESCO World Cultural Heritage List.

The area of the town is 33,07 square kilometres, the number of inhabitants (by 31.12.2021) is 20,828. There were 31,566 tourists in accommodation establishments in 2021. However, the town has not enough accommodation facilities, there are 3* categories or lower standard. In general, not many of them have capacity for accommodation of tourist groups. One hotel has also the meeting/conference facilities. Due to closeness to Prague, there are plenty of one-day visitors coming as organized tours or individually. The tourists exceed the number of inhabitants and especially in the high season the inhabitants are frustrated and unsatisfied. They feel like the municipality cares for tourists only. On the other hand, the businesses feel that they are regulated to much by the rules and policies.

Tourism in the town is govern by two departments: department of tourism and external relations, who care about promotion, events and questionnaire distribution, and department of cultural heritage care, who care about the buildings, UNESCO standards and monitoring and preservation. The town is part of a larger destination with rather domestic importance.

The attraction listed on the UNESCO heritage list are indisputably the most important and significant ones in this region. The destination has its own Destination Management Organisation closely cooperating with the municipalities in the area. There is no local DMO in the Bohemian Silver Town. In the town there are 4 official tourist information centres managed by the municipality.

Picture 1: Kutná Hora



Source: <https://destinace.kutnahora.cz/>

In the historic centre there are 4 historic monuments and outside of the historic centre there are other 4 important historic objects and some smaller ones. The most important one is the Temple from 14th century devoted to the miner patron. It is own and run by Roman Catholic Parish – Archdeanery and there is an entrance fee for tourist. It is the dominant of the town, shown on the postcards, promotional pictures, and a symbol of the town. The number of visitors in 2021 was 124,600.

The next important attraction in the Bohemian Silver town is the College with Regional Arts Gallery. The building was built between 1667 and 1773, and, after the Jesuit order was banned, it served for almost 200 years as a training centre for army. Nowadays, after the reconstruction it presents modern and contemporary art. The building and gallery are financed by the regional government. The number of visitors in 2021 is 22,800.

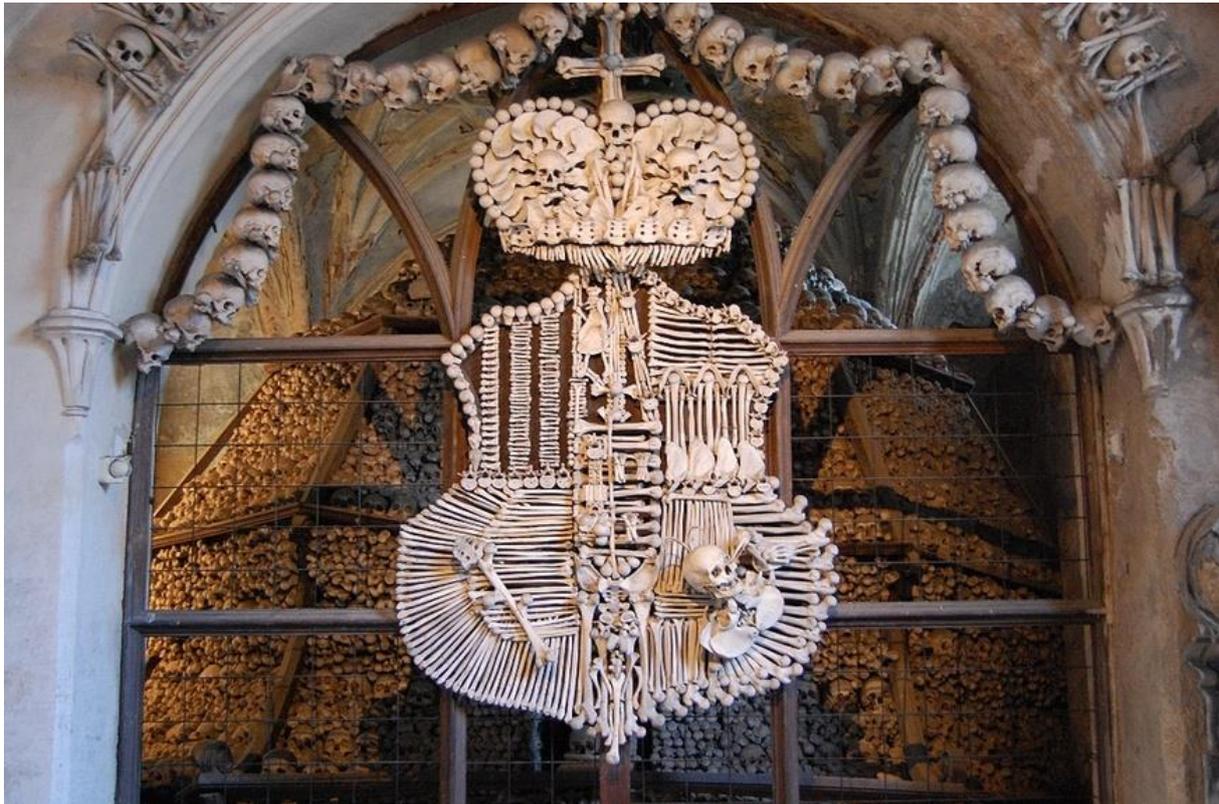
The Palace in the centre of the town served as a residence of Bohemian kings during their visits to the Bohemian Silver Town. Nowadays, it houses a museum of coin minting. It is owned and operated by the municipality, weddings took place there and part of the municipality's offices are located in the Palace. The Palace was visited in 2021 by 22,900 visitors.

Last but not least the tourists can visit the Chapel, which was established as a so-called charnel, a two-floor cemetery chapel with an ossuary. Also the Chapel was effected by the Jesuit Order abolition and served as storehouse for a local flour dealer etc. The Chapel is owned and managed by Roman Catholic Parish – Archdeanery. The reconstruction was

financed by Ministry of culture and was finished in 2000. 64,900 visitors saw the Chapel in 2021.

Close to the Bohemian Silver Town an Ossuary can be found. The Church of Bones is part of a cemetery and the decorations from bones are an unusual attraction, some consider it even inappropriate. Roman Catholic parish owns and run the Ossuary and the Church. The Ossuary had 122,500 visitors in 2021.

Picture 2: Ossuary in Sedlec



Source: <https://destinace.kutnahora.cz/>

There are also other museum and attractions in the town. The Stone House, Plague Column, Fountain, Medieval mine, several private galleries and museums of different times and topics.

The municipality, explicitly the department of tourism and external relations, developed a questionnaire that is distributed in the attractions, collected and the data are analysed and evaluated. The return rate of the questionnaires is very low. The entities managing the attractions are not motivated to collect more data and encourage the tourists to fill the questionnaire in. The monitoring of sustainable development will most likely exhibit the same difficulties and will restrain the relevance of the data. The municipality called a meeting few times, however, it was not very successful in creating and sharing the common goals and cooperation.

OBJECTIVE OF THE CASE STUDY

The aim is to identify the managerial issues with tourism monitoring and management, discuss the causes and possible solutions.

GUIDANCE QUESTIONS, TASKS

1. Summarize how the tourism of the site is managed. Identify the stakeholders and discuss their roles.
2. What types of information are crucial for the individual stakeholders to be able to make responsible managerial decisions in terms of sustainable development?
3. Suggest ways of collecting and gaining the information identified in the previous step.
4. What information can be presented to the residents to show they are also important, and they have benefits from being a tourism site?
5. Who are the owners of the attractions in the Silver town, what are their motivations to own and run the attractions?
6. Suggest how to explain them why it can be beneficial for them to collect the data, share them with the municipality and actively support the collaboration.

TEACHERS NOTES

Issues on the level of governance: The UNESCO (protection and preservation) section and tourism section have different managers, goals, and approaches. Issue is the cooperation, coordination, and communication. Moreover, the site is part of an area promoted by a DMO on a regional level, where the UNESCO attractions are the highlights. So the site is effected by decision and policies of national and regional governments, sub-regional DMO, and local municipality. For each of them the fact that the Bohemian Silver Town is inscribed on UNESCO heritage list has a different value, usability and consequences.

Issues on the communication level: attractions are reporting the visitor's numbers, no motivation to collect the questionnaires from the tourists and get more detailed information, municipality – lack of arguments and communication towards residents.

Partnership (collaboration): different owners of the attractions resulting into different motivations, goals, community affiliation (church, historians, municipality, entrepreneurs...), feeling of competing, protecting know-how from the others, no will to share the information.

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NOTES

2. SUSTAINABLE TOURISM IN POLISH UNESCO SITES

Alina Zajadacz

INTRODUCTION

Development of tourism depends on various factors, including the natural, social, economic, and infrastructural ones, as well as the ones related to international, national, regional, and local politics. In addition, the competitiveness and cooperation between the tourism market stakeholders are just as important to the matter. This growth, however, brings about both positive and negative consequences. The most important gains of the expansion of leisure industry are economic boost in touristic destinations with the funds obtained from provision of services, development of transport, sport, and recreational infrastructure, as well as improvement of cultural, entertainment and gastronomy and catering services enhancing the quality of life of local communities. Needless to say, that all of these positive changes wouldn't be possible without the flow of tourists (Du Cros & McKercher 2015, Matteucci et al., 2022). Moreover, an important part of income from tourism is allocated to revitalisation, modernization, and maintenance of cultural and historical sites of unique natural values.

On the other hand, Pollock (2012) had described the dominant business-as-usual tourism model as the Road to Decline; a model based on production, extraction of resources, and economic growth. Development of tourism can add up to the intensification of various environmental problems, such as natural, social, and economic ones. For instance, „the international tourism arrivals annual growth rates of around 4–5% in the pre COVID-19 era and the ongoing demand for long-haul travel raised clear questions about the sustainability of tourism in terms of emissions and negative contributions to global environmental change (Gössling & Scott, 2018; Scott et al., 2016; Seyfi et al. 2022). At the same time, according to the analysis conducted by Lenzen et al. (2018), who focused on the tourism industry's total carbon footprint from 2009 to 2013, tourism accounts for around 8% of global greenhouse gas emissions, making the tourism sector a bigger polluter than the construction industry. Thus, from the perspective of the climate crisis, tourism is clearly not a 'smokeless industry' as it urgently needs to reduce its impacts on the environment (Bows et al., 2009)“(Seyfi et al. 2022, p. 2).

In order to preserve the environment and enhance sustainable tourism at the same time, various system initiatives and changes need to be adopted. Implementing those solutions applies mostly to the UNESCO world heritage sites, characterised by unique touristic qualities, and depends on various market stakeholders, like objects managers, institutions, organisations, and national administrative units in charge of given destinations. As part of the project a series of workshops were organised to allow an in-depth discussion on the key questions of sustainable tourism development of Polish UNESCO sites and objects. Both workshops' participants and stakeholders have come to unanimous conclusions pointing at the biggest challenges as well as necessary measures to be taken to make the sites available to tourists and yet preserve and protect them properly. The nature of UNESCO heritage sites

presented during workshops was defined as varied case studies. Conclusions worked out by stakeholders, due to the consensus of views, were summarized as joint conclusions.

The opinions and suggestions on implementing sustainable tourism development measures at UNESCO sites in Poland, were shared by representatives of institutions, DMO, and companies involved in organisation of tourism during a series of workshops held in April and May of 2022 (chart 1).

Chart 1. Stakeholders involved in organisation of tourism at UNESCO sites in Poland, participating in the workshops (April, May 2022)

Date of entry to UNESCO list	Object listed in UNESCO world cultural heritage	Representatives of institutions, DMO, and companies participating in the workshops
1978	Cracow Old Town	Municipality of Cracow, Tourism Devision
1979	Białowieża Forest	Białowieża National Park
1979	Auschwitz-Birkenau. Nazi German concentration and extermination camp (1940-1945)	Auschwitz-Birkenau National Museum
1997	Historical centre of Toruń – Medieval Town comprised of three elements: Old Town, New Town , and Teutonic Castle	Local Tourist Organisation in Toruń, COPERNICANA Tourist Office, Toruń Tourist Information, Toruń Ethnographic Museum
2013	Wooden Orthodox Churches of the Carpathian in Poland and Ukraine	Subcarpathian Regional Tourist Organisation
2021	Beech Forests in Bieszczady National Pak as part of the international serial heritage: Ancient and Primeval Beech Forests of the Carpathians and Other Regions of Europe	Subcarpathian Regional Tourist Organisation
-	-	Greater Poland Tourist Organisation

Source: own work

The wide range of presented objects listed in UNESCO world cultural heritage includes both historical municipal districts and forests.

Cracow Old Town – the district once surrounded by fortifications features the centrally located Main Square, the largest medieval town square in Europe, and other historic landmarks in its vicinity, such as the Wawel Hill as well as the Kazimierz and Stradom districts. In 2010 a buffer zone was created to protect the area inscribed on the World Heritage List. The Old Town, former capital of Poland, surrounded by tenement houses and lavishly equipped noble residences, palaces and churches was known as merchants’ town. Parts of the defensive fortifications, the medieval Kazimierz district with its numerous synagogues,

situated in the south of the city, Jagiellonian University, as well as the gothic cathedral, the burial place of the kings of Poland are the evidence of Cracow's past.¹

Białowieża Forest – The Białowieża Forest World Heritage site, on the border between Poland and Belarus, is an immense range of primary forests including both conifers and broadleaved trees covering a total area of 141,885 hectares. Offering exceptional opportunities for biodiversity conservation, the Białowieża National Park was listed in UNESCO world heritage in 1979. It is home to the largest population of the property's iconic species, the European bison. The Belarusian part of the Białowieża Forest was listed in 1992 as an extension of the entry, and since then both parts constitute one transboundary property. The area of the Park included in UNESCO world heritage was extended for the second time in 2014 (from the previous 5.069 ha to 59.57,09 ha).²

Auschwitz-Birkenau. Nazi German concentration and extermination camp (1940-1945) – Inscribed on the World Heritage List is the largest and the most representative of the concentration camp complexes created by the Nazi German regime. The fortified walls, barbed wire, platforms, barracks, gallows, gas chambers and cremation ovens show the conditions within which the Nazi genocide took place in the former concentration and extermination camp of Auschwitz-Birkenau, the largest in the Third Reich. According to historical investigations, 1.5 million people, mostly Jews, were systematically starved, tortured, and murdered in this camp, the symbol of humanity's cruelty to its fellow human beings in the 20th century³.

Picture 3: Toruń

¹<https://www.unesco.pl/kultura/dziedzictwo-kulturowe/swiatowe-dziedzictwo/polskie-objekty/>

² Op. Cit.

³ Op. Cit.



Source: https://www.torun.pl/en/turystyka/zabytki/old_town_hall

Historical centre of Toruń – Medieval Town comprised of three elements: Old Town, New Town, and Teutonic Castle – Toruń owes its origins to the Teutonic Order, which built a castle there in the mid-13th century as a base for the conquest and evangelization of Prussia. It soon developed a commercial role as part of the Hanseatic League. In the Old and New Town, the many imposing public and private buildings from the 14th and 15th centuries (among them the house of Copernicus) are striking evidence of Toruń's importance⁴.

Picture 4: Wooden Orthodox Churches of the Carpathian in Poland and Ukraine

⁴ Op. Cit.



Source: <https://whc.unesco.org/en/list/1424/gallery/>, © National Heritage Board of Poland

Wooden Orthodox Churches of the Carpathian in Poland and Ukraine – Situated in the eastern fringe of Central Europe, the transnational property numbers a selection of sixteen *tserkvas* (eight on either side of the border), including: St. Paraskevi Church in Radruż, Greek Catholic Church of Nativity of the Mother of God in Chotyniec, St. Michael Archangel’s Church in Smolnik, St. Michael Archangel’s Church in Turzańsk (Subcarpathia), St. James Church in Powroźnik, St. Paraskevi Church in Kwiaton, Protection of Our Most Holy Lady Church in Owczary, St. Michael Archangel’s Church in Brunary (Lesser Poland) on the Polish side and Descent of the Holy Spirit Church in Potelych, St. Dmytro’s Church in Matkiv, Holy Trinity Church in Zhovkva, St. George’s Church in Drohobych (Lviv region), Wooden Church of the Holy Spirit in Rohatyn, Church of Our Lord’s Ascension in Yasinia, Nyzhniy Verbizh Church in Nyzhniy Verbizh (Ivano-Frankivsk region), and Church of the Archangel Michael in Uzhok in Ukraine. Built using the horizontal log technique these Orthodox and Greek Catholic churches were erected between the XVI and XIX centuries. They represent various architectural forms, including Hutsul, Halych, Boyko and Lemko types deep rooted in Orthodox ecclesiastical timber-building traditions. Devotional rituals, iconography, building techniques, and symbolic references to cosmogony of different ethnic groups reflect the sacred beliefs and history of the resident communities. The *tserkvas* are built on a tri-partite plan surmounted by open quadrilateral or octagonal domes and cupolas. Integral to *tserkvas* are iconostasis screens,

interior polychrome decorations, and other historic furnishings. Important elements of some *tserkvas* include wooden bell towers, churchyards, gatehouses, and graveyards.⁵

Beech Forests in Bieszczady National Park as part of the international serial heritage: Ancient and Primeval Beech Forests of the Carpathians and Other Regions of Europe – Serial inscription: Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cheque Republic, France, Spain, Northern Macedonia, Germany, Poland, Romania, Slovakia, Slovenia, Switzerland, Ukraine, Italy. This transnational property includes 94 component parts in 18 countries, including beech forests in the Bieszczady National Park – a strictly delimited forest complex situated on the slopes of Połonina Wetleńska and Smereka, as well as in the valleys of Terebowiec, Górna Solinka, and Wołosatka. The Ancient and Primeval Beech Forests of the Carpathians and Other Regions of Europe are an outstanding example of relatively undisturbed, complex of temperate forests and exhibit a wide spectrum of comprehensive ecological patterns and processes of pure and mixed stands of European beech across a variety of environmental conditions. These forests contain an invaluable population of old trees and a genetic reservoir of beech and many other species, which are associated with and dependent on these old-growth forest habitats. Since the end of the last Ice Age, European Beech spread from a few isolated refuge areas in the Alps, Carpathians, Dinarides, Mediterranean and Pyrenees over a short period of a few thousand years in a process that is still ongoing. The successful expansion across a whole continent is related to the tree's adaptability and tolerance of different climatic, geographical, and physical conditions.⁶

Participants of the workshops were supposed to answer the following questions:

- What are the biggest challenges facing sustainable tourism development?
- What measures need to be taken by the national administration and local governments to enable the introduction of sustainable development policies within objects?
- How do you reduce negative effects of running a business activity?
- Have you ever considered introducing selling bans and restrictions to prevent over tourism phenomenon?
- How do local communities benefit from your business activity?

The stakeholders addressed all these questions pointing at the biggest challenges and suggesting ways to overcome them.

Challenges to sustainable tourism development relate to:

- lack of stakeholder's commitment in delivering a practical ecologically sustainable tourism,
- insufficient cooperation between stakeholders in terms of promoting tourism related products,
- insufficient financial resources,

⁵ Op.Cit.

⁶ Op. Cit.

- social leisure habits and preferences (having a negative impact on natural environment),
- low awareness among local communities' members and policymakers of trends and principals of sustainable tourism.

In order to implement sustainable tourism development principals in tourism management the following government administrative tasks commissioned to local government units were suggested:

- willingness of the government administration staff to take actions,
- prioritising sustainable tourism development,
- proper understanding of the sensitive nature of sustainable tourism implementation,
- attracting EU funds by local governments,
- preparing special programs and strategies of development of the tourism services sector,
- implementing policies and strategies of sustainable tourism development in communities and provinces.

The following strategies of minimizing the negative impact of tourism business activities on natural environment were suggested:

- marking out tourists' routes,
- facilitating tourists' flow by proper spatial distribution of touristic accommodation,
- promoting environmental education.

In terms of introducing restrictions and limitations on selling tickets, the workshops' participants agreed that the problem of over tourism has completely vanished as a result of the 2-yr long period of the pandemic and the current conflict in Ukraine.

The following ways of involving local communities were enumerated:

- addressing the offer to local inhabitants as potential guests,
- offering discounts to the local people – especially if given objects are managed by local governments,
- encouraging local communities to participate as volunteers in cultural events.

OBJECTIVE OF THE CASE STUDY

The aim is to understand the levels of tourism management and to be able to identify the stakeholders, their roles, and potential contributions to the sustainable tourism. To propose specific actions, activities, and solutions and to discuss the limits.

GUIDANCE QUESTIONS, TASKS

1. Recapitulate the issues and challenges with sustainable development in Polish UNESCO sites.
2. Who are the stakeholders related to tourism and tourism development?

3. At what level can they influence the sustainability in tourism and tourism development? Assign the stakeholders to potential national, regional, local, and individual effect.
4. How particularly can the individual stakeholders contribute to sustainable tourism development?
5. Draw a mind map presenting the stakeholders at the individual levels, what actions they can take and activities they can perform. To each action/activity/solution discuss and add the limitations.
6. Return to the issues and challenges from point 1 and discuss the effects of suggested activities and actions in points 4 and 5 from their perspectives.

TEACHERS NOTES

The actions and activities should be in accordance with motivation and values of the stakeholders.

The students can include national, regional policies, restrictions, reservations systems, local actions, events, community involvement, motivation and education of tourists etc.

The limits of local actions are given by the effectivity of communication, reaction of the other stakeholders lead by their own intentions, implementation of policies can be limited by time capacities and personnel capacities.

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NOTES

3. FROM REGION BANSKÁ ŠTIAVNICA TO SUPERVOLCANO. DESTINATION TIRED OF BEING SOLELY UNESCO SITE

Ivana Šimočková, Kristína Pompurová

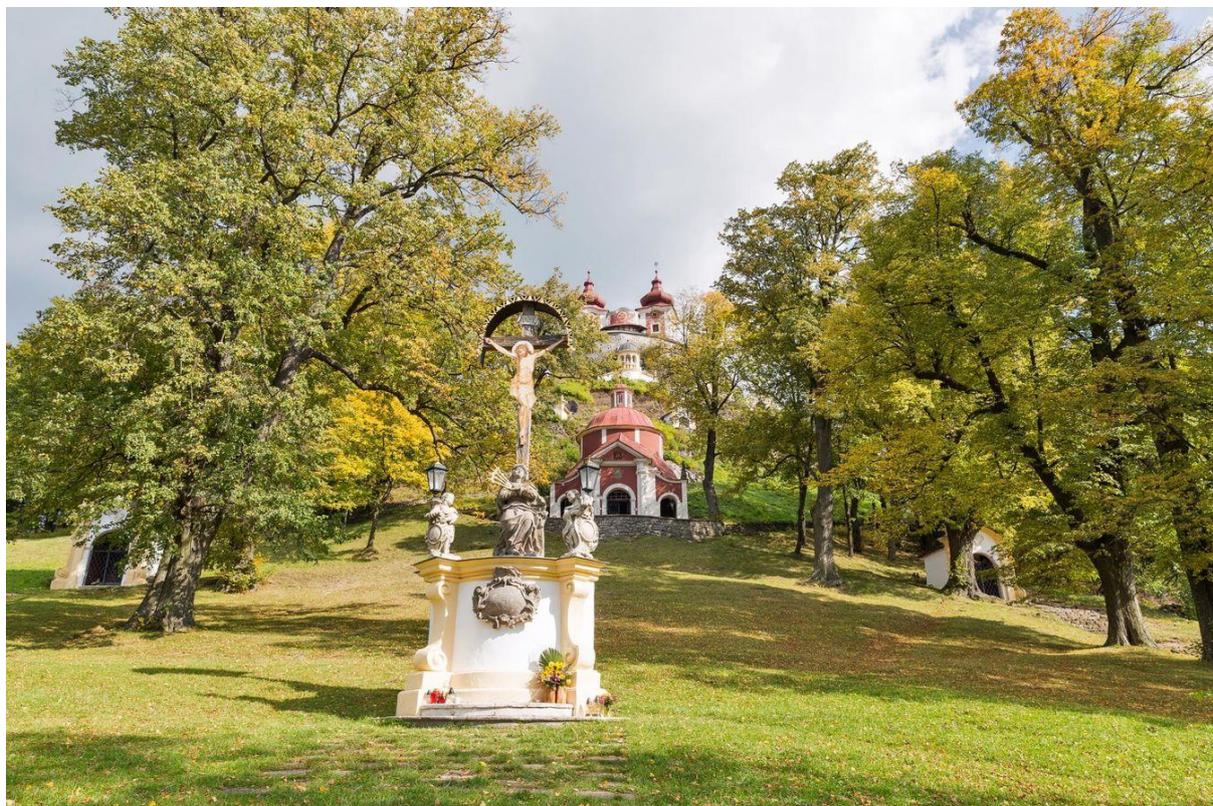
INTRODUCTION

December 1993, Banská Štiavnica, the city, together with the technical monuments in the vicinity, was entered into the UNESCO World Cultural and Natural Heritage List based on two criteria:

criterion (iv): The urban and industrial complex of Banská Štiavnica and the Technical Monuments in its Vicinity is an outstanding example of a medieval mining centre of great economic importance that continued into the modern period and assumed a characteristic and distinctive form.

criterion (v): Banská Štiavnica and its surrounding area are an outstanding example of mining area which has become vulnerable to the potential erosion of its character and urban fabric, following the cessation of mining activities as well as the removal of the Mining Academy (<https://whc.unesco.org/en/list/618/>, 2022).

Picture 5: Banska Štiavnica



Source: <https://slovakia.travel/en/banska-stiavnica-town-monument-reserve>

Banská Štiavnica, the oldest mining town in Slovakia, was founded in the 13th century, although evidence of mining dates back to the late Bronze Age. The current appearance of the historical core was formed during the 16th century and the town itself was one of the richest cities in Europe. In 1762, Štiavnica Mining and Forestry Academy was founded (first in Europe,) and this step confirmed Banská Štiavnica as a centre of technical education.

Problem description

Banská Štiavnica has been considered a showcase of the UNESCO list in Slovakia. However, today this UNESCO site struggles in critical aspects of developing sustainable tourism: to manage visitor movements and to influence visitor behaviour. First, based on interviews carried out with the representatives of regional destination management organization Region Banská Štiavnica, the lack of systematic measurement was revealed. According to UNESCO World Heritage Sustainable Tourism Online Toolkit (UNESCO, 2022, p. 4): To manage visitor flows the DMO needs to be able to anticipate tourism demand based on past experiences. There is no need recognized of the added value of sustainable development indicators. Besides, lack of resources (human, financial, technological) hinders good governance of the destination. The overall number of visitors is estimated by the destination managers to be around 100,000 (based on accommodation tax income), but the statistical data show number of overnight stays before COVID-19 to be around 50,000 (Statistical office of Slovak republic). This number is comparable to the era prior 2012 when it reached 53,287 overnight stays. The number of one day visitors is not included in this data; during COVID-19 there were 22 281 visitors coming to Tourist Information Centre (may this be the average number of one day visitors?) in 2020.

Picture 6: Banska Štiavnica



Source: <https://slovakia.travel/en/banska-stiavnica-town-monument-reserve>

Second, the increasing number of tourists coming seasonally to the city centre annoys constantly residents of this historic town, which ceases to serve the inhabitants. Locals are not motivated to enter, walk, shop in the town centre. Other deteriorations cover insufficient parking places, stuck roads and increasing prices of real estates. Frustration of locals results

into missing dialogue with municipality representatives and prevents meaningful partnership with wider range of stakeholders.

As a result of DMO (established in 2012 as the first DMO in Slovakia having sufficient experiences in marketing of the destination) attempts to channel visitors across a wider area of the destination, new umbrella brand *Supervulkán Štiavnica holiday destination* (supervulcano) was introduced.

Picture 7: Supervulcano Štiavnica



Source: <https://supervulkanstiavnica.sk/>

This new brand points out geographic aspect and geological connotations and represents hills surrounding Banská Štiavnica Štiavnické hills as remnant of the gigantic Supervulcano.

OBJECTIVE OF THE CASE STUDY

The aim is to examine challenges of sustainable destination management, and the self-presentation (projected image) of UNESCO site Banská Štiavnica.

GUIDANCE QUESTIONS, TASKS

1. Please, identify the key stakeholders engaged into sustainable tourism development in smaller UNESCO sites.
2. What would you as a destination manager of a smaller UNESCO site propose to overcome traits of overtourism in case of historic towns such as Banská Štiavnica? What tools and steps may be introduced to ameliorate the perception of locals?
3. Explain the importance of systematic data collection for sustainable development of smaller UNESCO sites.
4. Propose possible advantages of newly introduced umbrella brand Supervulcano to sustainable development of historic town Banská Štiavnica.

TEACHERS' NOTES

The advantages of systematic data collection have to be constantly explained to the UNESCO site representatives. In this case we did so during the workshops carried out in the UNESCO site, when we addressed the municipality representatives and as a result a questionnaire survey through municipality webpage was introduced. This may be considered as a beginning of focus to the importance of data collection.

To prevent unsustainable development of a tourism destination, it is necessary to overturn decreasing visitors' overall experience influenced by their increasing number, but also the deteriorating situation of residents. There are various possibilities how to channel visitors across a wider area of the destination, consider restricted access to sensitive areas and raised prices for some areas of concern or timed tickets.

Remember that the historic centres of UNESCO sites have to be lived by their residents with no threat of high cost of living and inflation.

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NOTES

4. CULTURAL TOURISM IN A PANDEMIC – USEFUL LESSONS FOR SUSTAINABILITY

Edit Ilona Pallás, Dániel Molnár

INTRODUCTION

This case study is based on research conducted during and after the Covid-19 pandemic. The pandemic, however cruel and fatal it was, brought a wide range of technical advancements and ICT (information and communication technologies) usage and implementation. In the first two years of the Covid-19 epidemic, live participation in cultural events was not possible or only under very specific conditions, which radically changed people's leisure habits and their lifestyles had to be redefined in this respect. This might be an opportunity for cultural tourism sites and UNESCO heritage sites to re-think and re-consider their strategy, products and development.

This also put cultural 'service providers' and the whole cultural and creative industries in a new situation. Although it was not necessarily in this area that the Corona virus epidemic caused the greatest damage, it must be noted that culture played a major role in the isolation of the quarantine, reinforcing its resilience. Cultural institutions have had to find new solutions to survive, in the form of innovative online and digital platforms. Looking back to 2022, a digital revolution has taken place in the world of culture, where a quality online and digital presence in terms of content and technology has become inevitable. Individual initiatives have also emerged, which have taken creative, often voluntary, cultural initiatives.

Covid-19 in 2020 has also had a very strong impact on European tourism and culture. The cultural sector has seen an even greater drop in profits (-31%) than tourism. Performers and theatre artists were hit hardest by the pandemic, with their revenues falling by around 90%.

The primary research was based on an in-depth interview with professionals and a questionnaire shared on social media. It brought the information, among others, about how satisfied they were with digital and online solutions and if there is a need to continue using cultural digital and online platforms in the future.

First, we will present some initiatives, both organised and spontaneous, taken by individuals, which, without claiming to be exhaustive, clearly show that the demand for cultural events increased even more during the pandemic, despite the fact that it was not possible to attend them live. In this situation, cultural operators sought platforms where they could continue their activities, at least in part, out of necessity and their own motivation, and also to meet the needs of the general public. The isolation and quarantine caused by the pandemic, and the reduction of personal contacts, have led to a high level of creativity among artists and cultural institutions, which has led to unusual but interesting solutions.

Digitisation, which had already started earlier, has not left the cultural sector untouched. There was a wide choice of Internet-based broadcasters. During the pandemic, most ISPs

helped the population with low-cost tariff plans and free-of-charge service promotions, which further boosted the streaming of programmes, events, and programmes. As the primary research later showed, the majority of the population took advantage of these opportunities.

Theatres, cinemas, and cultural institutions have attracted attention with their archival footage, offering theatrical and film delights that were previously rarely available to the public. The museums, exhibition halls and galleries invited visitors to take a virtual walk guided by experts, who also presented and analysed the details of a particular work of art. Several major events were cancelled, others were held in the online space. Initiatives and projects were created that survived after the restrictions were lifted.

Artists' creativity was further enhanced during the pandemic. In Turin, singer-songwriter and guitarist Federico Sirianni and harpist Federica Magliano, who lives one floor below, were the first to give a live concert on their balcony. Balcony performances, where residents sing together, have since become a regular feature in cities around the world. Hungarian performers have followed suit. In addition to balcony concerts, there was a series of concerts in residential areas and public squares. On social media, there was a succession of artistic productions set up in the Home Office, where almost every genre was represented, from opera to rock concerts, from ballet to country dance classes. In Hungary, free "Warehouse Concerts" were held with government support. The 45-minute shows by 200 artists from the world of popular music were recorded without an audience, and the concerts were made available to everyone on TV and social networking sites.

Picture 8: Holloko village



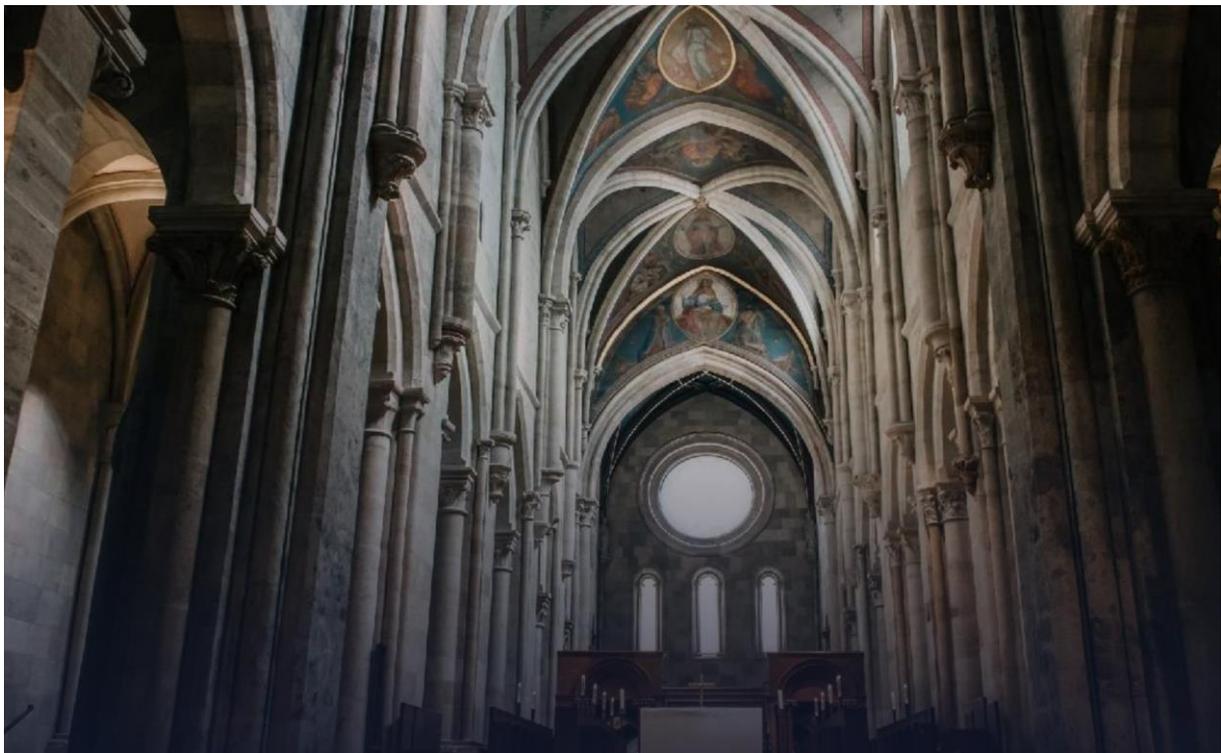
Source: <https://visithungary.com/articles/old-village-of-holloko-and-its-surroundings>

The above-mentioned research came to following conclusions. The majority of the interviewees mainly missed events where they could have had fun in a larger group (concerts,

festivals, or other events with travel). They would have been able to visit towns and places of interest. The lack of sporting and religious events did not play a role. Mostly, they attended classical and popular music concerts, theatre and other performances, and dance performances in the virtual space. Since it was not possible to attend in person, their needs were met by programmes broadcast by the media. Most respondents (72%) primarily used media services where different types of films could be streamed with the minimisation of personal contact, so there was an increased demand for experiences that could alleviate this constraint to some extent. I believe that the visual experiences provided by films, even if only for a short time, lifted people out of their everyday reality, offering them relaxation and entertainment. The responses also show that nearly 8% of people also liked to read. The majority of respondents do not believe that live cultural events can be replaced by online events, but they do see opportunities in exceptional cases. Around 9% say that at least half of events could be replaced by online events, while around 5% say that events could be mostly online. These responses suggest that the pandemic's forced use of online platforms to deliver programmes has become partly accepted by the public, perhaps because the digital space has become part of everyday life for younger people, and cultural activity is no exception.

When asked if there were any online events that they liked very much, respondents primarily mentioned art and theatre performances.

Picture 9: Millenary Benedictine Abbey of Pannonhalma



Source: <https://visithungary.com/articles/millenary-benedictine-abbey-of-pannonhalma>

The pandemic has posed serious challenges for cultural service providers. Recent experience clearly points to the need for the everyday use of digital platforms alongside live events and

face-to-face programmes. They offer excellent opportunities, not as a substitute, but as a complement and as an extension of choice. It should also be recognised that the current generation of children (Generation Alpha), and to some extent Generation Z, take the use of electronic devices for granted, using them not only for information and communication, but also for entertainment and experience. They are also particularly open to online cultural programmes, as well as preferring to participate in live programmes, where they can experience a greater sense of companionship, a sense of belonging to someone or something, and more intense experiences.

It is worthwhile for cultural institutions to maintain tried and tested practices that meet audience needs online programmes and information channels. Maintaining electronic access to archived events (e.g. theatre, opera, concerts) is also important to ensure that this content is accessible to those who would otherwise not be able to attend in person. In this way, more people could be attracted to become regular consumers of culture.

Picture 10: Pécs



Source: <https://visithungary.com/articles/something-old-something-new:-a-walk-in-downtown-pecs>

It cannot be expected that well-trained IT specialists will be employed in culture, so it would be worth considering other forms of employee training, including intensive courses. It would be worthwhile to involve virtual game developers in the training, who could be of great help in developing creative ways of presenting cultural content on digital platforms. Digital literacy programmes for the general public are already in place and should be maintained and

promoted through a stronger campaign. Tenders should be launched to upgrade and replace electronic devices for the population.

OBJECTIVE OF THE CASE STUDY

The aim is to learn to identify important data and information from research, and to think about implementing the results into decision-making process and planning.

GUIDANCE QUESTIONS, TASKS

1. First, recapitulate and add, what types of digital experience are available to tourists.
2. Which types of digital experiences were most appreciated?
3. Discuss the ways of using the digital experience to foster sustainability.
4. Discuss the new ways of presenting culture with regard to spatial dispersal in the destination.
5. Choose a particular UNESCO site you know and suggest new activities and potential products that might help with preservation of UNESCO cultural heritage and foster sustainable development.
6. Suggest and discuss the possibilities of monetizing these activities and products.

TEACHERS' NOTES

It is important to logically work with offered information – to identify the importance of particular types events that are preferred in person and why, to find the acceptable forms of digital experience etc.

The principle of the suggested activities and digital products is to help reduce the overtourism (in space and time), to support preservation in a default setup and/or to help the tourists understand the importance of sustainable development.

The users expect that the digital content is very often for free. However, some content is very valuable even in a digital form. To monetize the activities can help the tourists understand the value.

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