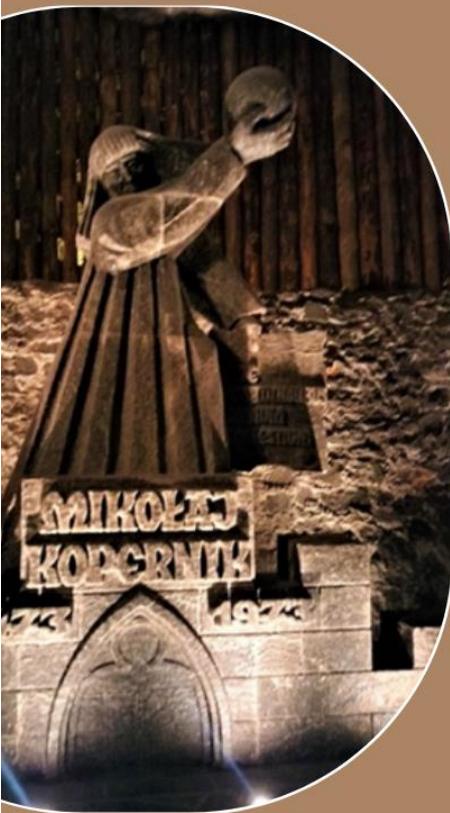


CHALLENGES AND INSPIRATION

IN MANAGING CULTURAL SITES



EDITED BY:
ZUZANA KVÍTKOVÁ, NATÁLIE VOLFOVÁ

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INTRODUCTION

Managing cultural sites bring several issues and challenges, some are generally valid for most of the sites, some are given by a specific situation or location. UNESCO sites are the most important and significant cultural sites the world heritage embraces. The sites have unreplaceable value and the protection and sustainability are vital. Their preservation is well described and controlled from the architectural and historical perspective. Tourism brings, however, a new perspective, threats, motivations and relations - intensive usage, financial expectations, business, tourists' expectations of unique experience and a kind of wow effect. The threat of commercialization, lost of authenticity and damage are real.

The target audience of this publication are all persons interested in sustainable development, mainly, but not exclusively, in cultural sites, seeking for inspiration and good practices. Destination stakeholders like policymakers, DMO's managers, municipality workers, attraction managers, but also students and teachers can find inspiration for tools and policies that work, work well, and can be transferred to other places.

OBJECTIVE

The publication aims at showing examples of effective solutions to different situations. We hope to bring ideas, inspiration, and motivation to change things and show how it can work. Even if the situations are very individual, the authors give context and discussion to the practices. The authors keep in mind a practical use of this publication and try to briefly explain the concepts and educational background. In some cases, it is important not only to know that is going on but it is crucial to know why the particular practice works in this case. This will help with understanding the transferability and potential use in other cases and situations.

Examples of good practices are collected all over Europe and even the world with the aim of bringing and presenting a wide range of situations and solutions.

1. SUSTAINABILITY IN MANAGING UNESCO CULTURAL SITES

Zuzana Kvítková

These days, sustainability, ethical travel, and responsibility wisely discussed concepts. However, what we see in destinations is often a different picture. The issue has always two sides – the supply and the demand. Where to start? The tourists ask for unique, authentic experience. The focus on ethical consumption is increasing and its importance in decision-making as well (Chatzidakis et al., 2007).

The tourists are aware of the environmental impact connected with their vacations and trips. Generation Z is even more conscious of sustainability issues. The negative impacts of tourism gained higher attention in the last century (Fennell and Malloy, 1995), however, at the beginning of the 21st century it became an essential issue. Overtourism, littering, cultural conflicts, pollution etc. emerged in the centre of researchers' thought. Similar to general ecological consumption, the tourism research proves the paradox of guests behaving in contradiction with their opinions (Anciaux, 2019; Carrigan and Attalla, 2001; Bergin-Seers and Mair, 2009). However, the current results reveal that tourists who care about their environmental footprint already exist and are ready to change their actions or already travel responsibly (Hergesell, 2017).

Georgescu and Herman (2020) suggest that even people behaving responsibly at home forget about sustainability during their vacations and that it is necessary to recall this awareness and offer the impulse to maintain their ecological approach to life. On the other hand, some authors found that tourists feel their vacation as a basic right and are not willing to restrict and regulate themselves (Miller et al., 2010) and even the most responsible travellers tend to change their habits during the vacation (Juvan, and Dolnicar, 2014). The pragmatism of tourists to sustainable behaviour is built on the connection with an entertaining experience or a particular purpose, e.g. preservation of natural or cultural heritage (Aydın and Alvarez, 2020). In short, the tourists talk about and request in their thoughts sustainable products and travel, however, they are not willing to give up anything – money, time, comfort, or experience.

The main part of the work is therefore on the destinations - education, efforts, rules, limitations, regulations and other more or less unpopular measures. The situation in destinations and destination management is as simple as it might look. A destination is usually managed by a Destination management organisation (DMO) and this organisation is supposed to foster the sustainable development of the destination. However, the destination is not a uniform body. The stakeholders include inhabitants, entrepreneurs, heritage conservation representatives, tourists, attractions, DMOs on a higher geographical level, municipalities, regional governments creating development strategies for the whole region etc.

Hall and Piggin (2001) revealed that the main managerial issues in managing cultural UNESCO sites are lack of funding, (over)crowding, and environmental degradation due to high visitation and seasonal trends. Infrastructure in cultural sites is identified as a limiting and significant issue too. Jamieson (2000) acknowledged in his speech five main issues: integration of cultural tourism in the larger process of planning, cooperation of stakeholders, impact assessment, presentation, and financing. Cvelbar et al. (2015) add visitors' and residents' dissatisfaction.

During the workshops conducted as a part of the projects, the site managers and municipality representatives confirmed these issues. Sustainability management and monitoring are usually not conducted. They face a lack of suitable data, there is no support from the governmental level – no unified methodology, no support, knowledge transfer, education, time, or personal sources. The main problem at the local level is perceived that the issue of sustainability is not governed as a complex issue or priority. The topic is fragmented between regional development, cultural protection, environmental development etc.

However, when talking about monitoring, it must be mentioned, that the attractions and stakeholders have different motivations, tend to protect their know-how and internal information and the sharing of knowledge within the destination is limited as they might see the individual attraction as competitors. Even if the municipality prepares a questionnaire for data collection and visitors' opinions, the number of respondents is not representative, the questions change from year to year and the comparability and long-term development are difficult to see.

Moreover, the municipalities must not forget, that they manage a town where the people live and work. The satisfaction of residents and their life quality are important factors for evaluating tourism effects and accepting tourism as part of their lives.

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2. KLADRUBY NAD LABEM – COMMUNITY, SHARED VALUES AND RESPONSIBILITY

Zuzana Kvítková, Zdenka Petřů

LOCATION

National Stud Farm Kladruby nad Labem is one of the smallest of 16 UNESCO cultural and natural sites in the Czech Republic (UNESCO, 2021). This site is in a small village Kladruby nad Labem. It is part of the tourist region of East Bohemia and belongs to the Pardubice region. As of 1st of January 2021, there were 623 inhabitants in the village, of which 25 % were in the age group 65+. This is the typical situation in rural areas. The young generation leaves for towns and the elderly stay in their homes.

The village is 96 km from Prague and has a good connection on the road and limited regular bus transport. The village's accommodations (2) and dining options (5) are very limited. The potential for tourism development in the village is then small. The only tourist attraction is the stud and events and activities linked with it e.g., equestrian markets. The village and stud farm started the process of UNESCO inscription in 2005, and are on the list since 2019 (UNESCO, 2021).

Picture 1: Old Kladruby horses



Source: <https://www.nhkladruby.cz/fotogalerie>

During the process of inscription, they started with more promotions. There is a very good promotion on the village and stud farm website. A picture of a horse is typical for both websites. The stud farm has a promotion on social networks – including Facebook and Instagram. The FB profile is very successful and has 45,000 followers. The Czech Heritage Association of UNESCO also takes care of the promotion. The UNESCO site is open to the public

only during the season, from April till the end of October. Private tours or tours outside opening hours are possible depending on the operating conditions of the stud farm. The National Stud Farm in Kladruby nad Labem is one of the two UNESCO sites in the Pardubice Region. The Pardubice region has average amenities (Vystoupil, 2006). The Pardubice Region has also been the least-visited region by both domestic and foreign tourists for a long time (CzechTourism, 2021).

Picture 2: Kladruby chateau



Source: <https://www.nhkladruby.cz/fotogalerie>

AREA OF THE GOOD PRACTICE

Community involvement and, usage of ITC, preparation after UNESCO inscription and issues related

CONTEXT

The National Stud Farm in Kladruby nad Labem is one of the oldest stud farms in the world and also home to the oldest original Czech breed of horses – the Old Kladruby horse. The tradition of horse breeding in Kladruby nad Labem dates back to at least the middle of the 14th century. For more than 300 years (1579-1918), he was the Imperial horse stud, which provided horses for the imperial and royal court in Prague and Vienna. Nowadays, approximately 500 Old Kladruby horses are breeding the National Horseshoe.

The National Stud Farm Kladruby nad Labem started works on the UNESCO world heritage list inscription at the beginning of the 21st century. The value of the National Stud has been

perceived as high and the status of National Historic Landmark was not enough representative. The journey was long and professionally prepared by an expert team of workers, however, not always smooth.

The issues were in several areas – general infrastructure, tourism infrastructure, services, and social environment. The following tables present the number of visitors and calculated intensity and density of tourism:

Table 1: Number of visitors in 2015 - 2021

Year	Number of visitors	Year-on-year growth index
2015	15.350	-
2016	46.251	201.30
2017	77.347	67.23
2018	80.220	3.71
2019	84.200	4.96
2020	40.000	-52.49
2021	47.000	18.45

Source: Source: National Stud Kladruby nad Labem and own calculation

Table 2: Indexes of density and intensity of tourism

Year	Number of visitors per km ²	Number of visitors per 1 inhabitant
2015	644.96	24.64
2016	1942.50	74.24
2017	3248.51	124.15
2018	3369.17	128.76
2019	3536.33	135.15
2020	1679.97	64.21
2021	1994.96	76.24

Source: National Stud Kladruby nad Labem and own calculation

The authors used WTTC/McKinsey (Manzo et al., 2017) indexes of density and intensity of tourism in the destination (as shown in Table 2). The tourism density indicator shows the lowest risk of overcrowding ($\leq 75,000$). On the other hand, the indicator of tourism intensity shows the highest risk of overcrowding (≥ 5.3). This indicator points to possible overtourism. Many other foreign UNESCO sites as. e.g., Barcelona, Venice (Manzo et al., 2017) had both these indicators at the highest risk of overtourism. The opposite values of these two indicators are given by the specifics of this UNESCO site, which are a small number of inhabitants of the village and a relatively large area of the cultural landscape. These indicators and their figures should be considered in future development and restart of tourism in the destination.

Picture 3: Horse carriage, Kladruby and Labem



Source: <https://www.nhkladruby.cz/fotogalerie>

The growth of tourism was enormous. In 2016 the main part of the reconstruction was finished. Between 2016 and 2019 the number of visitors almost doubled. In these times, UNESCO's aspirations were known. The managers expected the growth of visitors up to 350.000 visitors per year after the inscription. The Covid-19 pandemic stopped the growth but the numbers will grow again.

The village itself was not ready for such a number of visitors. In 2018, the mayor Mrs Gotthardová stated that there is only one restaurant in the village, one shop and one souvenir shop opened on the weekends. The intention of the inhabitants to start entrepreneurship is rather low.

The village lacks parking possibilities and also the shape of the roads was rather bad. The infrastructure seemed to be a big problem. The increased number of visitors also means an increased number of cars and transportation.

The next issue is the flow of tourists. They come to see the Stud and the horses. This means that they will be concentrated, and the density of tourists will be unbearable. Therefore, it was necessary to develop other offers and products to spread the visitors to a larger area. The structure of the offer should respect the different motivations of visitors.

The inscribed heritage is the Landscape because of its special value. The spread and low of the visitors must be therefore monitored and managed. The unique horses are the main attraction here; however, they must be also protected - pregnant mares cannot be disturbed, the infection protection is important.

From an economic point of view, it is always beneficial if the tourists stay longer in the destination. The National Stud Farm currently does not offer accommodation and the offer

in the village and surroundings is limited. This protects the village from the commercialisation of the environment, on the other hand, it puts the village at risk of overcrowding during the day and limited income for the local community due to short and one-purpose visits.

The aim of the change was to prepare the village for the expected number of visitors and to develop a product that is sustainable in all aspects – environmental, social and economic. The practice will, however, not deal with the administration of the inscription but with the preparation for the consequences of the successfully completed process (*Hřebčín v Kladrubech chce do UNESCO. Má však vroubek kvůli machinacím*, 2016; *Jak změni Kladruby umístění na seznam UNESCO*, n.d.; *Kladrubský hřebčín chce zvýšit komfort pro hosty, aby uspěl v UNESCO*, 2017; *Problém hřebčína Kladruby*, n.d.; Redakce, 2018).

STAKEHOLDERS AND ACTORS

Who are the initiators?

The initiators of the UNESCO list inscription were the managers of the National Stud Farm in Kladruby nad Labem. In cooperation with the Ministry of Agriculture, the Ministry of Culture and many experts, the process began. However, to get ready for the inscription it was necessary to make many changes.

The involvement of governments, financing bodies and stakeholders on several levels was necessary:

- The municipality
- The National Stud Farm
- The regional government
- The EU
- Local inhabitants
- Entrepreneurs in the village and surrounding.

Who is the decision-making body?

The decisive stakeholders are mostly the ones providing funds for the changes, writing projects and funding applications in cooperation with the others as relevant applicants. These are different bodies for different changes. The most important decision-making body from the perspective of development is the National Stud Farm – which decides about the reconstruction, investments in the infrastructure, and priorities. The regional government is the decisive body in the question of infrastructure investments in the surrounding – reparation of road access to the village, and bridges. But this body also negotiates regular public transportation access to the site. On the national governmental level, the Ministry of Culture affects the protection and preservation of cultural heritage.

Who financed the implementation?

The finance comes from the municipal budget, but also with subsidy support from EU funds, individual ministries, or regions.

Who really implements the change?

The changes and investments are implemented by the village municipality, the National Stud Farm, and the regional government.

Who are the beneficiaries of the change implementation?

Most of the changes and improvements are oriented on the tourists. But this care will also improve the lives of inhabitants, protect the horses and the value of the site, and will ensure that the development will be smooth and sustainable. Therefore, the second-line beneficiaries are the inhabitants of the village, the workers in the National Stud Farm, and the horses.

IMPLEMENTATION, RESULTS, AND IMPACT

The implementation of the tools and changes started around 2017. The foreseen inscription on the UNESCO world heritage list forced the stakeholders to take actions. The changes are still ongoing.

The main issue was the infrastructure. The reparation works of some roads and important bridges was realised in 2018 -2019. The works continue. The lack of parking spaces was partially solved within the National Stud Farm with a new parking lot for 92 cars and 6 buses. The next plan is to build a parking lot outside the National Stud Farm with a shuttle serving for tourists, possibility of carriage rides etc. This should protect the village from the individual car traffic and help with tourist spread and flow management.

The issue with tourists' flow and additional products is discussed. Nowadays, new bike paths are developed and built. The construction of the bike paths is financed by the municipality and from different grants and project subsidies. The development must be respectful to the environment and nature.

To offer more activities in surrounding and to build better tourism infrastructure, the villages around plan to take the advantage of this situation. One village builds a minigolf playground. In another village an entrepreneur will build accommodation, a restaurant, and a small brewery. These activities should be coordinated to create a full range of activities and products in the future. At least those of the local municipalities and to a maximum extent communicated to the public and potential business. The development of tourism infrastructure in Kladruby nad Labem is currently very limited. According to the mayor, a construction boom is not coming to Kladruby. The village is already under cultural protection, so when something is built, it is also subject to approval of the heritage office. There are not many places where construction is allowed, and the land use plan is very strict. Therefore, it is very unlikely that anything would be built soon in terms of accommodation facilities etc. This is an opportunity for villages and accommodation around.

The National Stud Farm opened a restaurant and plans a visitor centre. The visitors' tours are adjusted to the needs of horses in order not to harm their training and lives. The experts in Stud are aware of the need of regulation. They learn from other bad experiences.

The National Stud Farm offers online reservation system to regulate the number of visitors and give them a better chance to organize their visit in not overcrowded times.

The community in the village is aware of the value of the Stud Farm. The inhabitants are mostly proud, understanding the importance of the site and its protection. However, they also perceive the risks of commercialisation, the risk to the cleanliness of the landscape, the village, the psyche of the inhabitants. It is a challenge for the employees of the stud farm, the horses' protection is their key responsibility. They fear of higher regulation and stress out the importance of cooperation (Kvítková et al., 2022)

The site is managed with respect to the inhabitants, environment, nature, and horses. The shared values and consciousness of the aims helps with the communication and respectful development.

One of the most important constrains and limitations for the development of the site and village is the finance and budget for development, construction works and also demolitions (some of the buildings do not fit into the landscape due to communists' insensitivity to historical value of the area).

The problems and issues are continuously solved. The Covid-19 pandemic stopped the growth of the visitors' numbers and gave more time to adapt to the new situation. The National Stud Farm itself was better prepared than the village. The cooperation is, however, good and the communication is ongoing.

DISCUSSION AND LESSONS LEARNED

The specific in this case is the size of the UNESCO attraction. The small village was not ready for the visitors. The size of the village is also connected to the available budget and financial situation. The preparation of the National Stud Farm was led in an expert way and the involved stakeholders understood they roles, importance of the steps and actions, and shared the values.

The main principles – respect, communication, shared values, and detailed analysis and preparations are applicable anywhere and, in fact, should be the basis for any development. The situation in rural and small areas are very similar all over the Europe. The ways of finding funds, building the tourism experience can be inspirational for other places as well.

The lesson learnt from this case is the issue of imbalance in needs and funding possibilities. The village should have started the preparations earlier. However, the budget and funding opportunities and priorities increased only after the UNESCO heritage list inscription.

The second lesson learnt is the importance of complex approach – tourist, inhabitants, environment, commercial use with respect to the value of the site. A big humility and consciousness of responsibility can be felt from the people managing the site and participating in the process.

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3. THE DECARBONIZATION OF TOURISM IN VALENCIA

Kristina Pompurová, Ivana Šimočková

LOCATION

Valencia lies on the Spanish South-eastern coast and is the third largest city in Spain with over 791,000 inhabitants. Valencia is among the Mediterranean's most attractive and most festive cities; it welcomes 2.2 million visitors every year. With a history stretching back to Roman times and encompassing Visigoth and Moorish periods, the city's architecture is charmingly rich, offering glorious churches, stylish museums, loving promenades, and many unique events. Its tourism sector employs over 30,000 professionals, and it's known for developing countless interesting and innovative practices.

Picture 4: La Lonja de la Seda



Source: [https://commons.wikimedia.org/wiki/File:Lonja de la seda - Valencia 01.JPG](https://commons.wikimedia.org/wiki/File:Lonja_de_la_seda_-_Valencia_01.JPG)

Valencia is home to three UNESCO World Heritage Declarations - an exceptional historic building La Lonja de la Seda (Silk Exchange), was declared as World Heritage Site by UNESCO in 1996; a centuries-old ritual, known as El Tribunal de las Aguas (the Water Tribunal), taking place every Thursday in front of the cathedral, has been on the UNESCO World Heritage list since 2006; and the biggest street festival in Spain - Las Fallas, celebrating the coming of spring for about 200 years, was inscribed on the UNESCO World Heritage List in 2016.

AREA OF THE GOOD PRACTICE

Valencia is working to measure and certify the carbon footprint of its tourism activity. They are also the first European City to receive a double ITU (UN) and ISO certification for the Sustainable Development of Cities. Valencia aims to become carbon neutral by 2030 and currently has several Sustainable Action Plans in place which include measures to reduce CO₂ emissions, encourage electric vehicle usage, improve energy efficiency, promote sustainable food options and note impacts on cultural heritage. Valencia City Council actively monitors the social sustainability of tourist activity: control of irregular accommodation, installation of sensors in leisure areas to regulate noise, regular surveys of the public and more. In addition to anticipating and reducing the social impact of tourism, the City Council seeks the involvement of residents and other agents in tourism governance, which is why it has promoted a representative body, the Municipal Tourism Council, with 60 representatives from the tourism ecosystem, citizens and institutions.

Picture 5: Las Fallas



Source: <https://www.flickr.com/photos/calafellvalo/4531130638/>

CONTEXT

The changes that have taken place in recent years have been transforming the global tourism paradigm, especially as a consequence of the challenges posed by climate change and the reaction of resident communities. This has been embodied in new national and international policies.

This progressive change has been intensely accentuated by the intense effect of the COVID-19 pandemic, which has limited mobility at all levels thus undermining the basis of this activity. Under these conditions, the industry and destinations must rethink their competitiveness in terms of three parameters: ensuring a safe, healthy and sustainable environment.

To achieve this, Valencia is implementing a strategy based on a sustainable tourism development model that can expand profitability to the social and environmental levels, effectively contributing to the protection and enhancement of cultural and natural heritage, with special emphasis on those resources that provide greater authenticity and uniqueness to the destination. The model should minimize negative impacts, promoting at all times the improvement of the quality of life of residents and a positive perception of tourism activity among the public.

To turn these goals into reality, Valencia is being guided by the sustainable development goals. A dashboard of indicators based on a broad international reference framework has been designed. This dashboard connects each sustainable development goal with the tourism-specific indicators that have been selected (GSTC criteria, European ETIS indicators, indicators included in the Spanish UNE 178502 standard, STD criteria). In this way, the improvement of the indicators will guide the achievement of the respective objectives, and make it possible to identify areas of improvement for SDG achievement.

Within the strategy is an overarching vision: to be a leading example of a carbon-neutral tourism destination, offering real solutions to the public and private sectors to become more competitive in the new paradigm. To achieve this, the roadmap for tourism decarbonization comprises 3 phases:

1. initial calculation of the footprint of the destination and its actors,
2. implementation of a digital management system (evolution of the footprint and its reduction), and
3. development of compensation projects in the territory.

Using a powerful big data tool, the carbon footprint has been calculated in its three scopes:

Scope 1: the transport footprint of travellers to and from the destination, as well as internal transport.

Scope 2: Indirect GHG emissions from energy consumption in tourism activities.

Scope 3: Other indirect emissions: accommodation, tourist consumption, waste management, water management, and related to cultural activities, festivals, sports and cultural events, tourism supply infrastructures.

In the second phase, a digital carbon footprint management system is being implemented, using smart tags that will record the emissions of each organization (with the possibility of calculating the carbon footprint in real time), which will provide input to the digital platform that verifies and manages the information—this, using blockchain technology, which recently received the Wakalua-UNWTO Innovation Award. This certified process will make it possible to verify—individually and in aggregate—the progress in the carbon footprint reduction, which can be communicated to users at any time.

In conclusion, Valencia has taken action towards the decarbonization of tourism by using the SDG compass to orient itself in the new paradigm, and with a clear vision of becoming

a safe, sustainable and healthy destination, and by applying the knowledge, experience, and resources of all actors involved in this common challenge of fighting climate change.

STAKEHOLDERS AND ACTORS

In order to continue making progress, Valencia has joined several international organizations and movements in the past year, demonstrating its commitment to ensuring that the recovery in tourism incorporates sustainability. These are the six partnerships that will make this possible:

Clear criteria. The Global Sustainable Tourism Council (GSTC) is an independent non-governmental organization that establishes criteria that define a sustainable tourist destination. Its members should aspire to protect and sustain the world's natural and cultural resources, while ensuring tourism meets its potential as a tool for conservation and poverty alleviation.

Indicators to learn from other destinations. The Global Destination Sustainability Movement is a benchmarking and performance improvement programme in the area of tourism sustainability, incorporating more than 70 international destinations. The indicators evaluated include implementation of sustainable food programmes; sustainability certificates; resource reduction, reuse, and recycling programmes; pollution reduction policies; and accessibility improvements.

Industry involvement. Future of Tourism is an international coalition that brings together such organizations as the GSTC, The Travel Foundation, Sustainable Travel International, Destination Stewardship Center, Tourism Cares and Green Destinations, which are joined by public and private enterprises in the tourism industry from throughout the world in a common aim: to establish a path towards a new, more sustainable tourism. Visit Valencia is already partnering on drafting a climate action plan for tourist destinations, which will be presented at the upcoming COP26 Climate Change Conference in Glasgow.

Eliminating unnecessary plastic: Led by the UNWTO (World Tourism Organization), the Global Tourism Plastics Initiative unites the tourism industry in the fight against plastic pollution and the transformation into a circular economy for plastic, despite the higher use of such items to protect health due to the COVID-19 pandemic. Eliminating unnecessary packaging and increasing recycling and composting rates are some of the measures València has undertaken as a signatory, with the aim of protecting its landscapes and fauna.

Climate emergency declaration: Turismo Declara is a community of 235 organizations, businesses and professionals that have declared a state of climate emergency and joined together to seek solutions. Its projects include collaborating on three climate action guides to be published ahead of COP26. These will include examples of best practices and tools for bringing tourism in line with the goal of cutting global emissions in half by 2030. València is working with Visit Scotland on one of them, which explores the case of the city on the Turia as an international example of how to decarbonize tourism.

Circular economy: The One Planet Sustainable Tourism Programme is committed to accelerating the shift towards sustainable consumption and production (SCP) to tackle the challenges of pollution, loss of biodiversity and climate change. Additionally, it supports the transition towards a circular economy as a pathway for the sustainable development of tourism.

València not only partners with all these organizations but it also aspires to lead with the initiatives already implemented in the city and its commitment to becoming a 100% responsible tourist destination.

Applying the public-private collaboration model, Visit Valencia (a foundation under the auspices of the City Council) collaborates with the Global Omnium group (a Valencia-based international group that has divisions specializing in sustainable water management and tourism). As the first result of the collaboration, Valencia has become the first global destination to verify the calculation of the carbon footprint of its tourism activity, in addition to calculating and soon certifying its water footprint. The study has broken down the calculation into ten headings, and so the footprint corresponding to each of the segments involved has been identified, ranging from transport to food service, and including infrastructure, public services or leisure activities, among others.

IMPLEMENTATION, RESULTS, AND IMPACT

The study with Global Omnium measured the sources of carbon emissions produced by tourism activity in ten different areas, including public and private infrastructure; water management; solid waste; transport to and within the city; tourists, day visitors and cruise passengers; and accommodation.

Picture 6: Tribunal de las Aguas



Source:

[https://commons.wikimedia.org/wiki/File:The Tribunal de las Aguas of Valencia.jpg](https://commons.wikimedia.org/wiki/File:The_Tribunal_de_las_Aguas_of_Valencia.jpg)

All the tourist activity in 2019 reaches 1'286 million tons of CO₂, of which 81% corresponds to the use of transport (train, planes, or cruise ships) of tourists to Valencia, but only 0.92% corresponds to the use of transport in the city. This could be because Valencia has embraced walking and cycling in their urban planning. In 2019 it had successfully pedestrianised 10 of its plazas, with another 7 in the pipeline. The city also has 150 kilometres of cycle paths and 40 priority cycle lanes.

The amount of greenhouse gases emitted by tourist activity is only equivalent to one third of the carbon footprint generated by the food consumption of all the city's inhabitants. Only 0.01% of the footprint of tourism comes from water consumption, in the most water-efficient city in Europe, and 0.41% from solid waste collection and treatment.

The intention is not only to reduce, but also to compensate for the CO₂ emissions derived from tourism. The strategy is based on the potential of Valencia for energy self-generation with renewable energies, the possibility of having full electric mobility in an almost flat orography or the capacity of natural areas (two million square metres of gardens) such as the vegetable garden, the Turia Garden or the L'Albufera Natural Park in absorbing CO₂ emissions.

Valencia also aims to encourage the consumption and correct management of products, goods and services, whose manufacture and logistics lead to the lowest emission of greenhouse gases in their transport. It will also ensure that the local economy and circulation is strengthened, by developing and managing proximity labelling so that tourists are aware of the impact of the sustainable, safe and healthy product they are buying.

The strategy also aims to achieve the goals set by the UN Sustainable Development Goals in the social and economic areas, in the area of heritage, resources, environment and climate and in the area of governance for sustainability. In this way, the tourist activity developed in the city of Valencia, in line with the commitments of the Visit Valencia Foundation and Global Omnium, is adapted to the environmental needs marked by the UN, the European Green Deal and the new Spanish Ecological Transition Law, which will have important implications for the tourism sector.

DISCUSSION AND LESSONS LEARNED

Valencia promotes a local and sustainable economy with its residents and holidaymakers. In 2019, it became the first city in the world to have a water and carbon compensation system. These systems certify the ecological footprint of tourists during their stay in order to encourage mindful and sustainable tourism. These efforts were recognised when the Spanish metropolis received the title of 'European Capital of Smart Tourism' 2022.

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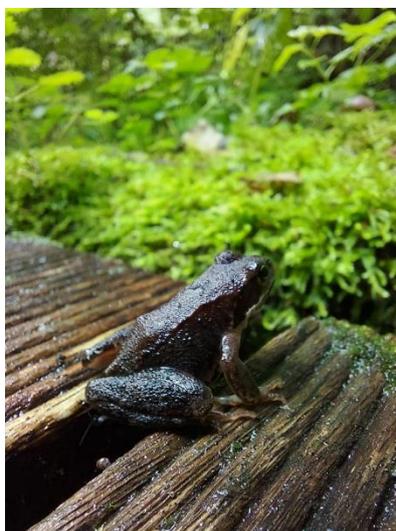
4. A UNIQUE PLACE IN TERMS OF NATURE, BIAŁOWIEŻA FOREST

Alina Zajadacz

LOCATION

The Białowieża Forest World Heritage site, on the border between Poland and Belarus, is an immense range of primary forest including both conifers and broadleaved trees covering a total area of 141,885 hectares. Situated on the watershed of the Baltic Sea and the Black Sea, this transboundary property is exceptional for the opportunities it offers for biodiversity conservation. It is home to the largest population of the property's iconic species, the European bison (UNESCO, 2022). Date of Inscription on UNESCO list: 1979.

Picture 7: Białowieża Forest – fauna



Source: fot. P. Zajadacz, 2021

AREA OF THE GOOD PRACTICE

Monitoring, Preventive measures

CONTEXT

In 1921 the “Reserve” forestry was covered with legal protection and transformed into the Białowieża National Park in 1947. Its current borderlines were determined in 1996. The entire area of the park has been formally declared the Special Area of Conservation protecting its natural habitats and Białowieża Forest bird species (area code: PLC 200004). Except for the Palace Park, the territory of the National Park is included in the UNESCO World Heritage Site list as “Białowieża Forest” (Journal of Laws, 2014). A large extension of the property in 2014 results in a property of 141,885 ha with a buffer zone of 166,708 ha.

Picture 8: Białowieża Forest – sightseeing routes



Source: fot. P. Zajadacz, 2021

This property includes a complex of lowland forests that are characteristics of the Central European mixed forests terrestrial ecoregion. The area has exceptionally conservation significance due to the scale of its old growth forests, which include extensive undisturbed areas where natural processes are on-going. A consequence is the richness in dead wood, standing and on the ground, and consequently a high diversity of fungi and saproxylic invertebrates. The property protects a diverse and rich wildlife of which 59 mammal species, over 250 bird, 13 amphibian, 7 reptile and over 12,000 invertebrate species. The iconic symbol of the property is the European Bison: approximately 900 individuals in the whole property which make almost 25% of the total world's population and over 30% of free-living animals (UNESCO, 2022).

The overall objective of the Park's wildlife protection is preserving the worldwide unique forestry ecosystem with its biodiversity developed through natural, on-going biological, ecological, and evolutionary processes, as well as geological, geomorphological, hydrological and soil processes and structures.

Picture 9: Białowieża Forest – oak - a natural monument



Source: fot. P. Zajadacz, 2021

Moreover, the wildlife conservation aims at:

- 1) ensuring an undisturbed course of ecological and evolutionary processes taking place in lowland natural forests characteristic of the Central European mixed forests terrestrial ecoregion, with special emphasis on the large-scale and long-term processes;
- 2) preserving the biodiversity at the level of species (genetic diversity of species), interspecies and ecosystem;
- 3) protecting the entire population of bison (*Bison bonasus*) together with its area of distribution as well as ecological corridors allowing these unique land mammals to spread (Journal of Laws, 2014).

The key objectives of landscape protection are:

- 1) preserving both cultural (types of buildings, forms of land uses) and natural landscape (mosaic of ecosystems) shaped by history;
- 2) maintaining open spaces and characteristics of the landscape;
- 3) preserving the primary spatial layout and exceptionally picturesque passageways and views (view corridors, open views);
- 4) maintaining viewpoints.

Picture 10: Białowieża Forest – landscape values



Source: author's fot. A. Zajadacz, 2021

The main aim of cultural values and assets protection are (Journal of Laws, 2014):

- 1) preserving and popularising both tangible and intangible cultural resources;
- 2) revitalising and preserving historic landmarks;
- 3) promoting regional forms of landscape designs as well as traditional building materials;
- 4) maintaining archaeological sites.

Picture 11: Białowieża Forest – a boulder commemorating 600 years of protection



Source: author's fot. A. Zajadacz, 2021

STAKEHOLDERS AND ACTORS

Regulations concerning access to the Białowieża National Park were set forth by the Minister of the Environment at the national administration level (Journal of Laws, 2014). Development of sustainable tourism in the area is primarily financed from the state budget funds. Local communities, tourists, tourism entrepreneurs, as well as institutions and organisations involved in tourism development benefit from the change implementation.

IMPLEMENTATION, RESULTS, AND IMPACT

Actions aimed at conserving geographic environment have been the ultimate priority ever since the National Park was established. Together with the passage of time bringing a considerable increase of intensity and variety of tourist flow in the area, the protective measures have evolved significantly. Currently plenty of new, internal, and external threats to this unique ecosystem have been detected. These dangerous are caused mostly by the development and functioning of tourism infrastructure, as well as tourist flow. To eliminate or limit effects of the existing threats, adequate preventive measures have been taken.

A/ Internal threats (Journal of Laws, 2014) :

1. **Deterioration of the condition of cultural heritage objects**

The method of elimination or reduction of threats and its effects:

- Revitalising the Palace Park.
- Renovating historic landmarks.
- Maintaining archaeological sites.
- Undertaking educational activities aimed at raising the awareness and sense of identity among the local community, as well as evoking their sense of responsibility for the natural heritage.
- Keeping original names of objects being part of the material culture.
- Cooperating with landmark conservation services, local authority units, and non-governmental organizations.

2. **Unauthorised use of the Parks' natural assets:** poaching, illegal harvest of protected species of plants and mushrooms, as well as motor vehicles traffic.

The method of eliminating or reducing of threats and its effects:

- Cooperating with the Police, the National Forest Holding "State Forests", and the Border Guard Units.
- Patrolling endangered areas and objects within the National Park.
- Removing poaching equipment and appliances.
- Providing strict surveillance of harvest of plants and mushrooms, as well as unsustainable, illegal, and destructive fishery's operations.

- Providing trainings in identification of protected plants, animals, and mushrooms species for the National Park and State Forests staff, as well as for the police and border guard officers.

3. The insufficient level of expertise concerning resources, structures, and natural components, as well as cultural assets and ecological processes

The method of eliminating or reducing of threats and its effects:

- Wildlife inventory and recognising material culture assets
- Carrying out scientific research and monitoring the natural environment

4. The increase of anthropogenic pressure caused by easy access to tourism.

The method of eliminating or reducing of threats and its effects:

- Monitoring the number of visitors.
- Monitoring the influence of anthropogenic pressure on the protected subject-matter.
- Developing and popularising protective recommendations.

5. The increase of fire hazard

The method of eliminating or reducing of threats and its effects:

- Monitoring fire hazard indicators.
- Upholding fire watches and shifts during fire hazard periods.
- Maintaining fire-fighting equipment and infrastructure.

6. Deterioration of the material culture assets/landmarks

The method of elimination or reduction of threats and its effects:

- Conducting technical inspections and condition estimation of objects and sites.
- Cooperating with conservation services and non-governmental organisations.
- Keeping and restoring original names of objects and places.

Picture 12: Białowieża Forest – Moose



Source: fot. P. Zajadacz, 2021

B/ External threats (Journal of Laws, 2014):

1. Gradual fading away of characteristics of agrocenosis, as well as Polana Białowieska, Polana Masiewska, and Polana Pogorzelecka landscape

The method of eliminating or reducing of threats and its effects:

- Cooperating with local authorities in terms of revitalising and maintaining viewpoints outside the National Park.
- Educating the local community in preserving elements of traditional architecture within the countryside situated in the Natura 2000 PLC 200004 Puszcza Białowieska area together with the existing spatial development as an integral part of the cultural landscape.
- Promoting traditional forms of agriculture and extensive use of meadows.
- Undertaking actions towards purchase of properties not included in the Agricultural Property Stock of the State Treasury.
- Requiring adequate regulations of further research within:
 - ✓ conditioning and spatial development of local communities
 - ✓ plans of Podlaskie voivodeship development in the context of excluding some of the clearings from development plans with the aim of reducing the danger of affecting natural environmental values

- Undertaking actions aiming at incorporating parts of Polana Białowiecka, Polana Masiewska, and Polana Pogorzelecka in the Park's buffer zone.

2. Destroying populations of rare species by collectors

The method of elimination or reduction of threats and its effects:

- Cooperating with the Forest Guard, Police, and Borderline Guard in terms of exerting control over individuals harvesting insects.
- Organising training courses for the National Park Services staff, as well as the Police and Borderline Guard officers in recognising species under protection (cooperation with State Forests applies only to the buffer zone).

Picture 13: Białowieża Forest – wolf



Source: fot. P. Zajadacz, 2021

3. Traffic accidents involving animals and posing threat to the latter.

The method of eliminating or reducing of threats and its effects:

- Applying to roads authorities for building corridors for amphibians during constructions or renovations of public roads, as well as setting information boards warning about traffic accidents involving animals.

4. Excessive increase of the number of people using the Park's area

Methods of eliminating or reducing of threats and its effects:

- Monitoring the number of visitors.
- Introducing temporary and permanent limits when it comes to accessing the facilities subject to the biggest tourist pressure.

- Popularising and substantive support for encouraging tourist attractions, as well as educational objects outside the National Park area, in agreement with land managers, with the aim of minimising the excessive tourist pressure.

Within the Park, several educational as well as tourist and recreational zones were created, with strict guidelines on ways of using them and the limits of visitors allowed to stay at a particular place and time.

A/ Areas and places made available for educational purposes

Ways of sharing: in groups, individually, or with a guide or instructor

Indicators: Maximum number of visitors allowed simultaneously at one place

B/ Areas and places made available for touristic purposes

Ways of sharing: in groups or individually

Indicators: Maximum number of visitors allowed simultaneously at one place

C/ Areas and places made available for recreational purposes

Ways of sharing: in groups, individually, resting places

Indicators: Maximum number of visitors allowed simultaneously at one place.

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5. THE "WIELICZKA" SALT MINE

Alina Zajadacz

LOCATION

The "Wieliczka" Salt Mine is one of the oldest enterprises in Europe, operating since the 13th century. Today, it is a unique monument on a global scale, and its rich cultural and natural heritage makes it one of the most visited places in Poland and a mining plant that is still active, in which, in order to protect historic sites, intensive security works are carried out (Kopalnia Soli „Wieliczka”, 2022). The Wieliczka salt mine includes 2,391 chambers and over 245 kilometers of galleries (Kopalnia Soli „Wieliczka”, 2022). So many pits were created near Wieliczka during over 700 years of salt deposit exploitation. From the surface to the underground, 26 mining shafts (6 still active) and 180 inter-level shafts were drilled. There are 9 main levels and several inter-levels under Wieliczka. The miners reached the depth of 327 meters at the lowest level to extract salt. Tourists visit a small area of the entire mine: approx. 2% of the underground workings. Apart from the sightseeing routes, as well as in some chambers and pavements of the routes, renovation works are carried out. Reconstruction of sidewalks and modernization of mining shafts are also carried out (Kopalnia Soli „Wieliczka”, 2022).

Date of Inscription on UNESCO list: 1978 (UNESCO, 2022).

Picture 14: The “Wieliczka” Salt Mine



Source: author's fot. A. Zajadacz, 2022

AREA OF THE GOOD PRACTICE

Product development

CONTEXT

In the Salt Mine in Wieliczka, activities related to Corporate Social Responsibility (CSR) are carried out. These activities are aimed at protecting resources and the environment, as well as improving the living conditions of the community working in and around the mine. CSR is part of the traditions of the mine's operation. For centuries, miners cared for the resources of the precious mineral - for the royal treasury, the Polish state and the entire society. Hard and dangerous work united. The miners created their own community and culture, built a monument to history, nature and technology. Today, the employees of the Mine focus their activities on protecting the priceless heritage as effectively as possible, so that the work of their ancestors can be admired by next generations. These efforts, however, serve not only the survival of the over 700-year-old mine, but also building the lasting value of this place through its continued, safe accessibility. Miners' sense of responsibility for the monument shapes the company's identity, its personality, organizational culture, and the way it operates and communicates with the environment.

Picture 15: The “Wieliczka” Salt Mine – chandelier



Source: author's fot. A. Zajadacz, 2022

- For miners from Wieliczka, activities in the area of corporate social responsibility mean increased investments, including in (Kopalnia Soli „Wieliczka", 2022):
 - security
 - protection of the monument and the environment
 - taking care of employee relations
 - social commitment
 - relations with the environment.

- The implementation of the company's goals takes place, among others by:
 - protection of the deposit, historic mine workings and surroundings
 - minimizing the harmful impact on the environment
 - implementation of safe and pro-ecological solutions
 - taking care to maintain the highest standards in the field of management and staff development
 - care for employees
 - supporting social programs and initiatives.

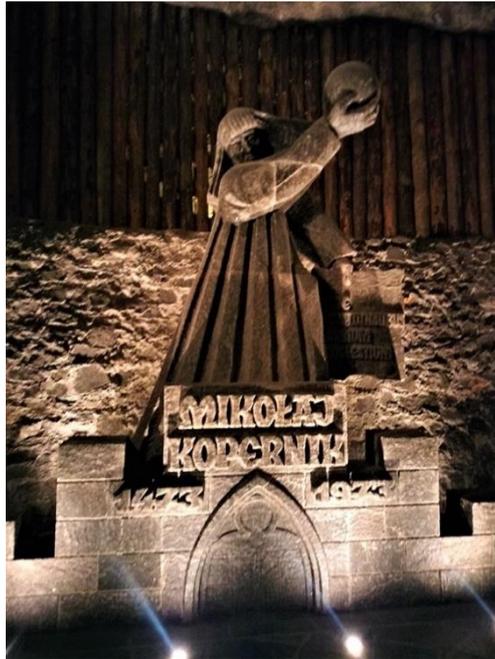
Picture 16: The “Wieliczka” Salt Mine – corridor - tourist route



Source: author's fot. A. Zajadacz, 2022

The mine's mission is to preserve its resources and heritage for future generations (Kopalnia Soli „Wieliczka”, 2022). The mine authorities declare that they feel responsible to the entire society for achieving this goal. They strive to continue the achievements of tens of generations of miners, and to maintain and develop these traditions. They are aimed at providing guests with safety, rest, entertainment, and education in good and health-promoting conditions, as well as optimal organization and good working conditions for employees, adequate remuneration and guaranteeing a sense of security and belonging to the mining community. The company promotes high competences, employees are encouraged to be creative and constantly improve their qualifications. Important goals of the activity also include care for the condition of the natural environment and supporting local initiatives that are socially useful.

Picture 17: The “Wieliczka” Salt Mine - statue of Nicholas Copernicus



Source: author's fot. A. Zajadacz, 2022

The “Wieliczka” Salt Mine (Kopalnia Soli „Wieliczka”, 2022):

- takes care of the safety of the mining plant and people staying in it,
- carries out protection and renovation work in historic mine workings,
- runs the mining plant (facility operations) in accordance with geological and mining law,
- responsibly makes the monument available to the public,
- carries out research and monitoring of the condition of the deposit and its surroundings,
- modernizes the technical infrastructure, mining machinery and equipment, and watches over their safe functioning,
- limits groundwater inflow and utilizes them in the salt works.
- organizes and supports tourist traffic on the Tourist Route and the Mining Route,
- offers additional thematic sightseeing suggestions,
- deals with sightseeing and stays at the graduation tower,
- performs mechanical services, maintains and assembles underground pipelines,
- maintains the mine's industrial infrastructure on the ground in working order.
- runs health resort activities: "Wieliczka" Salt Mine Health Resort (branch),

- deals with the organization of events and parties,
- carries out accommodation activities: Hotel Grand Sal,
- conducts additional activity in the field of commercial and catering services.

Picture 18: The "Wieliczka" Salt Mine – relief



Source: author's fot. A. Zajadacz, 2022

STAKEHOLDERS AND ACTORS

Who are the initiators?

The mine authorities, currently the Management Board of the "Wieliczka" Salt Mine S.A.

Who is decision-making body?

The mine authorities, currently the Management Board of the "Wieliczka" Salt Mine S.A.

Who really implements the change?

The mine authorities, currently the Management Board of the "Wieliczka" Salt Mine S.A.

Who financed the implementation?

The mine authorities, currently the Management Board of the "Wieliczka" Salt Mine S.A.

Who are the beneficiaries of the change implementation?

Employees, inhabitants of the region, tourists.

IMPLEMENTATION, RESULTS, AND IMPACT

For many years, the mine has been carrying out its mission, which is "to preserve for future generations, enrich and responsibly share monuments of history, culture, nature, technology and places of worship" (Kopalnia Soli „Wieliczka", 2022).

Picture 19: The “Wieliczka” Salt Mine – salt on wooden beams



Source: author's fot. A. Zajadacz, 2022

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6. HISTORIC UNESCO CENTER OF THE TOWN OF BARDEJOV IN SLOVAKIA

Andrej Malachovský

LOCATION AND BASIC DESCRIPTION

Beautiful architecture in a living historical center for residents and tourists, a unique combination of culture, tourism and spa development can be seen in Bardejov. The historical center of the city of Bardejov represents a unique ensemble of a highly developed medieval city that prospered due to its favorable location on an important trade route passing through the Carpathians from Hungary to Poland. The preserved floor plan of the city with the regular layout of the streets around the large market square is evidence of European civilization from the 13th-14th centuries. The burgher houses, whose foundations date from the first half of the 15th century and surround the market square on three sides, are representatives of the developed burgher culture. The fourth side of the square is closed by the Roman Catholic Church of St. Egidia, a three-nave Gothic basilica with a rare set of 11 late Gothic altars. In the middle of the square stands the building of the Renaissance town hall. The historic center of the city is surrounded by a castle system, which at the time of its creation was one of the most perfect city fortifications in Central Europe. The territory of the historical core of the city of Bardejov was declared a city monument reserve in 1950. There is also a small but well-preserved Jewish suburbia in Bardejov. This quarter, which developed from the 18th century around the synagogue (1725-1747), contains a unique collection of buildings from this period: a kosher slaughterhouse, a ritual bath and a congregation building (Beth Hamidrash).

Picture 20: Bardejov – main square



Source: <https://slovakia.travel/bardejov>

Bardejov is an exceptionally well-preserved document of the economic and social structure of trading towns in medieval Central Europe. Its preserved architectural fund is a reflection of the developed bourgeois culture and Jewish community and an illustration of the former multi-ethnic and multicultural society.

The UNESCO World Heritage Committee decided to register the historical center of Bardejov in the World Heritage List at its 24th meeting in Cairns, Australia, on November 30, 2000.

The historic center has preserved an extremely high level of authenticity, mainly through no changes to urban patterns, no demolition of houses, and no additions.

AREA OF THE GOOD PRACTICE

The uniqueness of tourism management in the city of Bardejov lies in the complexity of the measures adopted after 2010, developed into several sub-priorities. On the basis of the above, it was possible to preserve the historical center undamaged. In the same way, the immediate surroundings were preserved undamaged, without the disturbing interventions of new construction. Through joint efforts, it was possible to achieve adequate protection of the monument fund, the development of the city, the development of spas, the needs of the local population as well as the needs of tourists. Thanks to correct marketing activities, there was no disproportionate burden on the town with tourists. The city also owes its development to the successful operation of a large spa enterprise with a historical tradition and a number of historical buildings. All these successes were achieved thanks to several measures taken, which were continuously implemented after 2010.

After 2010, the city adopted more than 30 fundamental measures that ensured the development of tourism in symbiosis with the protection of cultural heritage and the needs of the local population.

Picture 21: Bardejov – Church



Source: <https://hashtag.zoznam.sk/bardejov-tipy-na-vylet/>

Short overview of selected adopted measures:

Assessment of the need for the existing buffer zone enlargement

- 1) Assessment of the possibility to project the development limits within the Site, defined in the Preservation Principles of the Monuments Territory of the Town Conservation Reserve down to the Land-Use Plan of the Central Urban Zone
- 2) Establishment of a professional service for regular monitoring of the state of historical buildings
- 3) Establishment of an assistance center providing consultations for owners and managers of the objects
- 4) Development of selected craft skills
- 5) Promotion of good practices of craftwork in the town
- 6) Elaboration of a colour plan for the key urban spaces of the historical structure and its incorporation in the town regulations
- 7) Preparation and implementation of an inter-connection between the historic center and the Jewish Suburbia based on the Urban-Spatial Study Bardejov – SNP Square
- 8) Elaboration of a feasibility study of potential alternatives for use of the fortification system bastions
- 9) Assistance to owners/renters in elaboration of a feasibility study of the Franciscan Monastery complex
- 10) Purchase of the object and elaboration of a feasibility study of the former hospital complex (Jiráskova Street)
- 11) Assistance to the owner of the Jewish Suburbia complex with elaboration of a feasibility study
- 12) Assistance to owners with searching for appropriate solutions for their neglected and disturbing objects and spaces
- 13) Development of a conception of cultural tourism that would include linking the Site with other World Heritage Sites and with the Bardejov Spa
- 14) Identification of dormant historical and cultural attractions and their incorporation into the interpretation and presentation strategy
- 15) Innovation of the interpretation and presentation of the historical exhibition of the Šariš Museum in the historical Town Hall building

Picture 22: Bardejov – spa



Source: <https://www.kupele-bj.sk/galeria/ubytovanie>

CONTEXT

Due to the fact that the Site is part of a living urban organism it is under many influences. The monitoring report prepared by the Regional Monuments Board Prešov, states that there is a number of potentially threatening factors since preservation of the Site and caring for it are directly determined by territorial and administrative organization, legislation, development planning, property rights, human and financial resources, population and social structure of the inhabitants, job opportunities, cultural awareness, level of education, information, promotion of the site, tourism, impact of the environment, risks such as natural disasters, vandalism, thefts, changes in physical condition of the objects, changes in landscape use, agriculture, construction of roads, building activities.

For the future development are deciding two important problems.

Safeguarding of the Site and Use and Development of the Site.

Safeguarding of the Site:

Inappropriate buffer zone of the Site which does not correspond to current needs;

- missing Land Use Plan on the level of the zone (Land Use Plan of the Central Town Zone), which would in a sufficiently detailed scale regulate activities within the Site;

- insufficiently defined limits for development of the Site's surroundings which need to be set for the following areas in particular: southern suburb, Krátky rad and the urban area along Šibský creek; vicinity of the Calvary; the area north of the Jewish Suburbium;
- insufficient protection of the major views of the Site, from the Site towards the landscape and also within the Site itself. The views are defined in the Principles¹⁸, but have not been reflected into the Land Use Plan yet;
- insufficient visual quality of the historic center parterre, especially in terms of the quality of service/shop signs;
- neglect of standard maintenance of the historical buildings resulting in damages of their material and technical substance that subsequently require major repairs and investments, absence of regular and systematic monitoring of the technical condition of the historical buildings;
- absence of a platform for systematic communication of owners and managers of the buildings in order to assist them in maintenance and restoration;
- insufficient quality of building craft works, application of inappropriate building materials and technologies which are incompatible with historical materials and cause damage to the material authenticity of the objects.

Use and Development of the Site:

- insufficient use of the square and the historic center as such as a natural center of the town;
- insufficient urban and spatial inter-connection between the historic center and the Jewish Suburbium which together form the World Heritage Site;
- insufficient use of the potential of significant buildings and spaces in the Site (area of the Jewish Suburbia, bastions of the fortification, complex of the Franciscan monastery and the adjacent part of the moat next to the southern barbican, area of the former hospital and the adjacent part of the fortification moat);
- existence of neglected and disturbing objects and areas;
- insufficiently managed static and dynamic traffic in the Site and its surroundings, static traffic load of the historic center, transit transport load of the town center at a close distance of the historic center;
- insufficient use of the cultural values for development of tourism.

The main aim of the change – sustainable tourism development was connected with these two deciding points - Safeguarding of the Site and Use and Development of the Site.

STAKEHOLDERS AND ACTORS

Key Stakeholders within the Site:

- state administration and its relevant budgetary organizations,
- local government and its relevant budgetary organizations,

- regional government and its relevant budgetary organizations,
- selected representatives of the private sector,
- relevant NGOs,
- local personalities,
- experts from selected fields,
- representatives of churches and religious organizations.

The Mission of the Steering Group is:

- to initiate and supervise implementation of the planned measures, and in cases of such a possibility participate in the projects' implementation;
- to enhance cooperation, build partnerships of the state administration., self-government, churches, private and non-profit sectors;
- to promote the process of implementation of the measures and outputs of the projects and gain support of the stakeholders and the public;
- to develop expert fora on protection and further development of the Site.

IMPLEMENTATION, RESULTS, AND IMPACT

The preparation of the plan started after 2010 and lasted about 2 years. The plan has been gradually implemented since 2013 until now, some activities were partially disrupted by the pandemic. Despite everything, it was possible to implement a significant number of activities in each sector. The development of tourism in Bardejov can be described as sustainable. The development ensures harmony between the interests of the local population as well as the development of tourism in the historic center and in the spas, which are an integral part of the tourism offer. At a time when many historic cities that have received UNESCO status are facing the expansion of tourists, development in Bardejov is smart. Therefore, we can call its development successful. Problems that arise, for example, in transport or in the social field, are not primarily caused by the development of tourism. Tourism has long been understood as a positive development factor, not a disruptive element. In the conditions of historical cities with UNESCO status with a compact historical center, this is a relatively rare phenomenon. Therefore, it is possible to give Bardejov as a positive example of the development of tourism in symbiosis with the historical center.

Picture 23: Bardejov – painted house



Source:

https://www.bardejov.sk/images/stories/aktuality/rn_26_po_restaurovani_2014.JPG

Summary of the Recommendations from different economy sectors in Bardejov

Activities adopted since 2012

- Building of the southwestern bypass of the town will result in lower traffic load in the town center.
- Regulating the length of parking in the historic center will result in lower static traffic load.
- Construction of fringe parking lots (Park and Ride) on the periphery of the Site will lower the static traffic load.
- Developing an urban master plan of the traffic will enhance a conceptual solution of the traffic issue on the entire territory of the town.
- A comprehensive information system will improve orientation of the visitors within the Site and it will make their locating of the relevant services easier.
- From a future perspective it will be appropriate to focus on enhancement of availability of services to visitors with limited mobility.
- Developing an interpretation and presentation strategy of the outstanding universal value and associated values of the Site will enhance development of a positive attitude to the Site and increase cultural tourism.

- Identification of unused attractions of the local history and culture and their incorporation into the interpretation and presentation strategy will extend interpretation and presentation opportunities.
- The Schools Adopt Monuments project brings a new chance for school children to explore values of the Site and for their participation in a creative interpretation and presentation.
- **The position of Bardejov as a tourist center of the region will be enhanced through elaboration of a conception of cultural tourism with connections to other World Heritage Sites and by strengthening the connection to the Bardejov Spa Resort.**

Picture 24: Bardejov – Synagogue



Source: <http://suburbiumbardejov.sk/galeria/bardejovske-zidovske-pamiatky/>

The number of guests rose from 36 thousand in 2012 up to 56 thousand in 2019. So it was an increase of more than 55%. The number of overnight stays increased from 227,000 in the monitored period in 2012 to 373 thousand in 2019. This was an increase of 64.3%. In the first 9 months of 2022, tourism statistics in Bardejov showed 35 thousand guests and 220 thousand overnight stays. Despite significant quantitative growth in the pre-pandemic period, tourism was not a burden for the city and its development was sustainable thanks to various measures taken at the city level. The city benefited from the development of tourism as a recipient of taxes, as well as various business entities, not only hotels and restaurants. The domestic population also benefited and the unemployment rate dropped significantly. Thanks to the symbiosis of measures taken, the city's activity in the tourism industry, the use of the historic city as well as the prosperity of the spa enterprise, tourism in the UNESCO site represented a significant factor in economic development. The benefit of tourism

development can be described as sustainable because it did not disrupt the local economy and the life of the local population.

DISCUSSION AND LESSONS LEARNED

The specificity of the implementation is the connection between the protection and preservation of cultural monuments, their use in tourism and coexistence with a large spa enterprise. In practice, the interests of the city as the bearer of the strategy, cultural monuments, entrepreneurs in the tourism industry and other sectors as well as the local population and tourists were harmonized.

Bardejov is also a great example for other UNESCO sites of how the diverse interests of city development, heritage protection, tourism development and a large spa enterprise can be reconciled. The example proves that similar multilateral cooperation can also work successfully in other UNESCO centers.

A prerequisite for a successful application for other UNESCO centers is the development of a long-term development plan, the adoption of sub-strategies and measures in individual sectors and for individual interest groups. A permanent discussion of all interested parties is a prerequisite. Only in this way is it possible to find a permanent compromise and bring constructive solutions.

Electronic communication with visitors and the issue of online reputation management can be approached differently and more actively. This area represents a significant and long-term challenge for the management of the city, hotels and spa companies in the future. It will also be necessary to further deepen and intensify communication with the population on selected topics.

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Štatistický úrad SR, vybrané údaje o cestovnom ruchu

7. A SUSTAINABLE TOURISM POLICY FOR KRAKOW

Alina Zajadacz

LOCATION

Historic Centre of Krakow (Krakow, Poland)

Date of Inscription on UNESCO list: 1978

„The Historic Centre of Krakow, the former capital of Poland, is situated at the foot of the Royal Wawel Castle. The 13th-century merchants' town has Europe's largest market square and numerous historical houses, palaces and churches with their magnificent interiors. Further evidence of the town's fascinating history is provided by the remnants of the 14th-century fortifications and the medieval site of Kazimierz with its ancient synagogues in the southern part of town, Jagellonian University and the Gothic cathedral where the kings of Poland were buried“ (UNESCO, 2022).

Picture 25: Krakow Old Town – Sukiennice



Source: fot. J. Zajadacz, 2022

AREA OF THE GOOD PRACTICE

Document entitled "A Sustainable Tourism Policy for Krakow in the Years 2021-2028 Diagnosis and recommendations" (2021), full version of the document - "*Polityka zrównowazonej turystyki Krakowa na lata 2021-2028 Diagnoza i rekomendacje*" (2021)¹ adopted for the city of Krakow include: product development, Monitoring, data collection, evaluation, Preventive measures, Usage of technology.

Picture 26: Krakow Old Town – St. Mary's Church



Source: fot. J. Zajadacz

CONTEXT

Main problems: gentrification, overtourism and the vicious circle of tourism development.

Gentrification - means changing the nature of a part of the city. In most cases, it concerns a district that is originally inhabited by a diverse one the community of tenants, and is dominated by residents of a higher status social and property. This phenomenon occurs independently of tourist traffic. The process of gentrification has positive and negative effects (Atkinson, R., & Bridge, G., 2004). In the area of the Old Town and Kazimierz, it began after

¹ The publication outlines the recommendations adopted by the Resolution of the Kraków City Council no. LIV/1497/21 of 23.03.2021 and presents the updated diagnosis of the tourism market.

1989, and was not the direct cause of its tourist traffic. It touches the Old Town District I, which to the greatest extent feels the negative consequences of the activity of tourists and tourist entrepreneurs.

The number of people registered for permanent residence decreases every year (36.5% in the last 13 years). However, there is a lack of expert opinions on the basis of which to draw conclusions on the direct impact of short-term tourist rentals on the increase in property prices or long-term rentals (Aparthotels in cities, 2019).

Overtourism - means the excess of tourism. It is a complex phenomenon that strongly influences the quality of life in the city or part of it, as well as the experience of its inhabitants and visitors (McKinsey & Company, 2017). Before the COVID-19 pandemic it mainly concerned cities with above-average cultural resources. In a wider understanding, hypertrophy applies to all negative manifestations of tourism development in the city. The phenomenon is associated, in extreme cases, with the vicious circle of tourism in culturally valuable cities [Russo, 2002]. It also applies directly to crossing thresholds of tourist capacity (optimal number of people stay in a given area without causing negative consequences in the value tourist).

The processes of gentrification and overtourism contribute to the destruction of the social and cultural tissue of the city, disrupt the communities of its inhabitants, causing the disintegration of local identity and social capital. Residents lose their subjectivity, and visitors take their place, according to the needs whose public space, including service structure, is beginning to be adapted (Gonzalez, 2018). This phenomenon is also difficult to accept for city authorities, as it disturbs the local housing policy.

The most frequently mentioned causes of tourism hypertrophy in cities European countries include (ECM16, 2018):

- easy accessibility of cities and high affordability, especially of transport,
- pressure of urbanization,
- rising prices in city centers and new neighborhoods,
- the proliferation of unregulated tourist accommodation (the so-called short-term tourist rental),
- concentration of tourists into large groups (e.g. cruise ship passengers).

On the other hand, the most frequently indicated manifestations and effects of overtourism (ECM, 2018; Peeters et al., 2018) are:

- excessive concentration of tourist traffic going beyond the permissible thresholds of capacity,
- pressure on urban and tourism infrastructure - increased use public transport and other social services, excessive streams tourists on pedestrian routes, parking or communication difficulties, the need to increase cleaning costs, etc.,

- increased demand for energy and water, pollution of space public, degradation of the cultural and natural environment,
- antisocial behavior of tourists,
- night entertainment and its consequences,
- changes in the supply of accommodation services - excessive or uncontrolled increase in the number of accommodation facilities, development or change of the existing function of premises or buildings into an accommodation function, construction of apartment buildings intended for tourist rental,
- development of informal, individual tourist accommodation - activity of online platforms acting as an intermediary in direct short-term tourist rental,
- expansion of the gastronomic sphere - increase in the number of premises, expansion of gardens gastronomy, appropriation of public space (sidewalks), growth the number of chain stores and street-food outlets,
- deterioration of tourists' experience of their stay,
- housing gentrification - increase in total rental prices and rent real estate, an increase in the number of "second" homes, flats for tourists, change property relations, loss of part of the housing stock by long-term urban residents, increase in the number of premises offering short-term tourist rental in residential buildings, gradual outflow of the current inhabitants (including the poorer population),
- commercial gentrification - the disappearance of small, independent stores that meet the needs of residents, an increase in the number of chain and franchise facilities, the growing scope of renting space for commercial purposes and rising consumption costs, an increase in the number of luxury consumption objects global brands (e.g. fashion), organized public space in relation to the needs of visitors, etc.,
- social tensions - the scale of conflicts between urban space users; changing attitudes towards tourists; frustration, aversion and aggression, pro tests against investments and projects aimed at revitalizing the space, loss of belonging or attachment to the community, etc.

In the 2019 opinion poll of residents and entrepreneurs concerning consequences of the development of tourism in Krakow (Kruczek, Walas, Chromy, 2019) the attitude of the inhabitants of Krakow to the phenomenon of the increase in the number of tourist establishments short-term lease is ambiguous. On the one hand, the parties emphasize the positive aspects of the phenomenon: almost 80% agree with the opinion, that short-term tourist rental allows residents to earn, and approx. 65% believes that it broadens the city's accommodation offer. On the other hand, 50% agree that the development of short-term rental is conflicting, and almost 60% say that it causes depopulation of districts and should be subject to interference by the authorities' cities.

Different perspectives of entrepreneurs

Hoteliers have a more positive attitude to it than the residents. Over 80% of them emphasize the economic effects of its development, almost 80% the effect of extending the accommodation offer in Krakow, and 60% the effect of the revival of districts. Potential conflicts are noticed by only 43% of the respondents, and depopulation of districts by 35%.

In August and September 2019, new, wider surveys of residents and entrepreneurs were carried out on the consequences of development tourism in Krakow [Szromek, Kruczek, Walas, 2020] based on the irritation index Doxey 18. The results indicate that in the assessment of the attitudes of the inhabitants of Krakow districts the first two types of attitudes dominate towards tourism (euphoria and apathy). The Old Town is an exception, where almost every second respondent shows an attitude of euphoria, but at the same time, there is the highest percentage of people who define their attitude as irritation (24%), and antagonism (13.6%).

The vicious circle of tourism development reflects the negative consequences interdependence of economic and spatial changes of the city caused by development of tourism. They determine the direction and intensity of the evolution of the tourism function on the one hand, the concentration of tourist values and demand at the same time, deconcentrating of the supply of tourist services, and, on the other hand, a decreasing degree of emotional involvement of recipients and the length of stay as the number of visitors to the city. As a result, the city becomes a hostage to its own attractiveness. The concept of the vicious circle of tourism development [Russo, 2006] concerns a specific path development that cities with valuable cultural resources can enter. The concept of hypertrophy is recognized, but it puts more emphasis on analysis of qualitative changes in tourism demand.

The process should be described as follows:

1. An increase in the number of visitors (resulting in the city's capacity potential being exceeded and prices rising) leads to an increase in the share of organized one-day visitors in the structure of tourism demand and further investment pressure;
2. The growing tourist traffic in the city center causes congestion and communication problems and spatial dispersion of economic benefits, what results in visiting only the main attractions of the city;
3. As a result, there is a qualitative degradation and commercialization of the tourist offer city caused by the superficial way of visiting and lowering quality requirements, which in turn pushes out niche recipients, looking for more sophisticated cultural and tourist services; Less control over the benefits of the tourism industry means a spa with decent quality tourism products.
4. Tourism is expanding beyond the city limits as a result of building facilities Accommodation facilities at an increasing distance from the main attractions, which reduces benefits for the city, while increasing the costs of the system operation tourism.

The first sign of excessive tourism development is the saturation of neighborhoods tourist accommodation facilities. The next phase of the "vicious circle" is due to the city's failure to limit its tourism development in line with its physical resources. The conflict arises on a local scale between the tourist center, incurring operating costs, and neighbouring communities.

Picture 27: Krakow Old Town - Sculpture by Igor Mitoraj



Source: fot. J. Zajadacz

Different perspectives of tourists

In Krakow, the following segments have been identified visitors (*Polityka zrównoważonej turystyki Krakowa na lata 2021-2028 Diagnoza i rekomendacje*, 2021, p. 26):

Creative homo consumer – they are not only passive addressees of the created offer by the city, but play the role of an active market participant, as well as acting as its reviewer.

Purist of art and culture - In love with old stones / buildings and museums. Short stays with qualified guides, including at major exhibitions, events, and theatre plays. They can accept even a two-star hotel, if only they can visit as much as possible.

Banal reveler - The entertainment goal is more important than the city they are visiting. They are only superficially interested in cultural heritage. They are driven by the price. They come in groups of friends.

Tramp - integrating individual tourist - Completely identifies with the local culture. Open and looking for customs and inhabitants. Not interested in the standard offer.

Weekend conformist – They rank among the most attractive places they have heard of or have been proposed in the travel agency package. They do not go beyond the established route in the city space.

Prospector spiritual values and sentimental - Coming to Krakow has a deep meaning for them towards professed spiritual values. It might relate to professed religion, personal past or national feelings.

A traveler out of duty - the choice of travel is limited by the necessity to meet certain objectives. In addition to the related obligations with business trips, these may be personal reasons as religious, participating in festivals, weddings, and family meetings.

Bounty hunter - they focus on traveling by combining the emphasis on luxury, self-improvement, and personal health. Search "Rewards" for working in other areas of life. Looking for luxurious experiences.

Temporary resident – They're coming for a long time. They are sometimes the owners of a flat, to which they often return. Student who came under Erasmus or members expat family might be wishing to visit them.

Different perspectives of the inhabitants

Research conducted among the inhabitants of Krakow (Szromek, Kruczek, Walas, 2020) on potential conflicts between residents and tourism, showed that the main trouble spots concern: values, interests, and information (tab 1). To be fundamental and possible information conflict was considered to be minimized, as nearly half of the respondents had a false idea of the size of tourist traffic and structure ownership of real estate in the center of Krakow or the city's income from tourism. The obtained results clearly show the need to strengthen dialogue and internal communication, the low quality of which becomes a source of misunderstandings. Using the public consultation process and available online tools, including social media, contributes to strengthening communication and selecting reliable opinions. This conclusion does not only apply to local government territorial, but also to those stakeholder groups (e.g., entrepreneurs) who are direct beneficiaries of tourism. Most of the population participating in the research agrees come up with the thesis that the preservation of cultural heritage and landscape is a value that is of paramount importance over entrepreneurship and profit.

Tab. 1. The identified conflict areas

The subject involved in the conflict	Conflict area	The subject involved in the conflict
residents	<ul style="list-style-type: none"> • short-term tourist rental • night economy • changing the structure of services in parts of districts • prices • commercialization of space 	tourism industry
residents	<ul style="list-style-type: none"> • the concept of spatial development of the city • structure and functions of investments 	local government

	<ul style="list-style-type: none"> • pressure to regulate the market • pressure on budget spending • preservation of services with local identity • transport • the role of tourism in the local economy 	
residents	<ul style="list-style-type: none"> • culture of behavior • exceeding the capacity, overflow • night economy • limited space for tourist penetration cities • tourism gentrification 	visitors
tourism industry	<ul style="list-style-type: none"> • monopolization of competitive advantages • different economic capacities 	tourism industry
tourism industry	<ul style="list-style-type: none"> • reducing the shadow economy • expenditure on marketing communication, • market regulations • financing the acquisition of events • long-term versus short-term goals • transport-access to the center / hotels / attractions 	tourism industry
tourism industry	<ul style="list-style-type: none"> • pressure on a low price 	visitors

Source: "Polityka zrównoważonej turystyki Krakowa na lata 2021-2028 Diagnoza i rekomendacje" 2021, p. 64-65)

The main aim to the change

Reconstruction of inbound tourism to the city through:

- increase in management efficiency,
- integrated marketing communication,
- support for the commercialization of the offer of local entrepreneurs,
- mitigating conflicts of interest and values.

Sustainable tourism policy should minimize conflicts and losses, creating conditions for responsible economic development of the tourism sector through:

- joint responsibility of entrepreneurs and residents - city users,
- solutions that build the atmosphere of the place and local, and preserve city identity,
- introducing new technologies to tourist information and commercialization "on site" as well as "tailor-made" products,
- consistent message in marketing communication,
- knowledge transfer for local service providers and residents,
- sustainable management of cultural heritage, including its commercialization,
- division of tasks between the public and private sectors,

- building standardization tools (e.g. certification of service quality),
- expanding distribution channels,
- inclusion of residents as policy recipients,
- intensifying marketing communication towards the desired groups target and high-price products,
- integration of culture and creative industries in the tourist offer,
- the tourism industry moving beyond its narrow professional circle.

It is becoming a challenge for Krakow in the process of rebuilding tourism site management taking into account the commercialization of the offer, integrated marketing communication, mitigating conflicts between residents and visitors (or between different groups competing service providers), regulation of access to selected zones recognized as tourism, tools for acquiring financial resources, organizational structures, as well as skillful engagement of residents in the provision of services to visitors.

STAKEHOLDERS AND ACTORS

Who are the initiators?

Krakow City Hall Tourism Department of Krakow

City Hall Krakow City Council

Who is decision-making body?

Krakow City Hall Tourism Department of Krakow City Hall

Krakow City Council

Entrepreneurs

Local Tourist Organization

Residents

Who really implements the change?

Krakow City Hall Tourism Department of Krakow City Hall

Krakow City Council

Entrepreneurs

Local Tourist Organization

Residents

The document assumes that the implementation of the recommendations and proposed actions will only be possible with cooperation of the Krakow City Self-Government with all partners from the public sphere, social and private, including city residents. Tourism is a complex system of connections and cooperation of many entities, also operating in Internet space, such as: tour operators, tourist offices, hotels and accommodation facilities, organizations managing tourist areas, tourist attractions, establishments catering, cultural institutions, carriers, guides, etc. (A Sustainable Tourism Policy for Krakow..., 2021, p. 6).

Who financed the implementation?

Krakow City Hall Tourism Department of Krakow City Hall

Krakow City Council

Entrepreneurs

Local Tourist Organization

Residents

Who are the beneficiaries of the change implementation?

Mieszkańcy

Krakow City Council

Local Tourist Organization

Entrepreneurs

Residents

Tourists

Picture 28: Krakow Old Town – The courtyard of the Royal Castle



Source: fot. J. Zajadacz

How long did the preparation and implementation of the tool take?

The plan was adopted for the years 2021-2028

The constraints limiting the implementations?

Weaknesses:

Lack of supply of services, luxury product and premium offer Low level of online commercialization of cultural institutions

The level of integration of local stakeholders and integrated brand management

Dominance in the previous stays of one-day visitors and the domestic market

Low degree of adaptation of the tourist voucher to the Krakow market

Threats:

Protectionism on emission markets

The need for a low-price policy and no net profit in the next 2-3 years

Conflicts between local stakeholders and visitors

Outflow of demand for events, including in the meetings industry

Returns of the pandemic with restrictions

Bankruptcies and ownership changes

Sustainable tourism policy implementation indicator - evaluation of the quality of tourism services by visitors

1. Number of tourists
2. Number of visitors
3. The amount of tourists' expenses
4. The amount of expenses of day visitors
5. Number of short-term tourist rental facilities covered by the registration
6. Number of congress and conference events
7. Number of applications for congresses and conferences
8. Number of entities covered by the "Krakow - Sustainable Quality" certificate (from 2023)
9. Periodic analysis of the economic impact of tourism on the city's economy (every 3 years)
10. NPS satisfaction index
11. Doxey's annoyance index (every 3 years).

What was the impact on the beneficiaries?

The plan is in the process of being implemented, there is no evaluation of its effects yet

Did it solve the problem?

The plan is in the process of being implemented, there is no evaluation of its effects yet

What were the side effects of the implementation?

The plan is in the process of being implemented, there is no evaluation of its effects yet

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8. THE IMPORTANCE OF THE UGARIT HERITAGE SITE FOR CULTURAL TOURISM IN SYRIA

Sami Hamdan, Edit Ilona Pallás

LOCATION

Syria has been noted for its vast historical history throughout the years as the cradle of civilizations and monotheistic religions since ancient times. More than 33 different civilizations have been discovered in this country, including the Phoenicians, the Canaanites, the Amorites, the Greeks, the Byzantines, the Persians, and the Arabs. Approximately 3000 archaeological sites have been discovered in Syria to date, dispersed across the country.

Most of Mesopotamia's ancient kingdoms were founded in Syria, including the kingdom of Ebla, which dates from the second millennium BC, the two Euphrates kingdoms of Mari and Dura Europos, the Mediterranean Sea kingdom of Ugarit, and many others. In this paper, I'd want to focus on Ugarit, which is one of these key cultural sites.

A farmer's plow named "Mahmoud Mulla" crashed with enormous stones near the hill to the west in the Mina al-Bayda Bay area in 1928, which turned out to be the ceiling of a land burial place then digging deep beneath the house be unearthed numerous tombs whose date range from the last phases of the Middle Bronze Age to the Late Bronze Age. Following that, in 1929, the French archaeologist Claude Frederic Scheffer began archaeological excavations and discovery in the "Ras Shamra" area, and through these excavations, the kingdom of "Ugarit," the ancient archaeological kingdom that provided humanity with the first alphabet, was discovered.

Ugarit is located 9 kilometres north of Lattakia on the Syrian coast, between the Shabeeb and Al-Dilba rivers, in the Ras Shamra area, due to the spread of a fragrant plant known as "fennel," it is now known by this name. The word Ugarit comes from the Sumerian word Ugaru, which means "field." it can also refer to a piece of green land or a farm (the plain), this is based on the discovery of an inscription in the Kingdom of Abla, the site's ruins encompass a total area of about 30 hectares.

Much more of the material has been dated to the end of the Late Bronze Age, between the 14th and 12th centuries B.C.E., and religious, economic, and mythical literature from that time have had a significant impact on our knowledge of the late 2nd millennium's history. By that time, though, the site had already been occupied for almost 6,000 years, and the data from Ras Shamra–Ugarit have thus become essential as a reference point for the early history of the Near East along the Levantine coast and in the eastern Mediterranean.

This study is organized as follows: it conducts a literature review in order to clarify a variety of issues linked to heritage sites, particularly tourism, as seen by many researchers. The research then goes on to give some evidence concerning Syria and what it contributed to the world in ancient times. Following that, it discusses Ugarit in specifically. It also proposes

a conceptual model of the site's existing status, with the goal of helping to fill a need in the field and serving as a tool for future tourism management study. Finally, the last considerations and future research directions are discussed.

CONTEXT

This research follows two objectives:

The study's major purpose is to expand understanding about cultural tourism in Syria, which is one of the world's richest countries with its diverse civilizations, archaeological sites, and varied natural landscapes ranging from desert to mountains, plains, sea, and rivers. This is the land where major civilizational achievements, attained through the efforts and experience of the human race, first came into being.

The second objectives to represent the ancient city of Ugarit and what provides us with a wealth of information on Late Bronze Age cultural contacts. Since the global importance of this heritage site is so vital to a society's stability and prosperity, it establishes a strong value on its educational and formative system, while the tourism sector, for its part, works to improve its products and services in order to benefit from high tourist seasons. Thus, the purpose of this study is to identify how Syria is important in the term of cultural tourism and to detect potential plans as well as reasons for this. The study is based on long excavations and missions from Ugarit and its discoveries, which emphasize the unique characteristics of discovery as well as a variety of cultural dissemination methods. To achieve the purpose, we need to ask the following questions:

What are the most significant discoveries found in Ugarit ?

How can tourists be encouraged to visit this wonderful ancient site?

What is the situation of cultural tourism in Syria and Ugarit?

IMPLEMENTATION, RESULTS, AND IMPACT

Primary research

The study is based on secondary research is a review of relevant literature and a summary of sources, while the primary research based on: Quantitative research with questionnaire and SWOT Analysis.

Greater Syria, as historians and political scientists refer to it, is a region that connects three continents, cursed and blessed as a crossroads for trade and a battleground for dynasties and empires' political fates. Greater Syria has reaped enormous benefits from the cultural diversity of the people who came to claim parts or all of it, and who stayed to contribute to the remarkable spiritual and intellectual flowering that marked Greater Syria's cultures in the ancient and medieval periods. Greater Syria has been the centre of a continuous intellectual and bellicose dialectic between the Middle East and the West throughout history.

This unique location made it a strategic thing, considering that it is a crossroads of three continents (Asia, Africa, and Europe) as well as a crossroads of global roads, and the Silk Road passed through its lands from the farthest corners of China, as its first Syrian station was Dura Europos, followed by Palmyra and Homs until it reached the ports of the White Sea, and in the Greek and Roman eras, the Many of Rome's emperors were Syrians, hailing from Homs and Aleppo (Internet 8). Syria has a lengthy history of civilizations, as previously stated, and as a result, the archaeological sites are significant and culturally rich. That logical discoveries were made have had an impact on the world to this day. Many excavation missions are aiming to restore what the conflict has ruined, while others are looking for new archaeological sites. In Syria more than 3000 archaeological sites were found but, in this section, the best historical sites will be mentioned which have stayed largely untouched over time and continue to attract tourists from around the world.

The most important findings in Ugarit site

Ras Shamra is a 27-hectare archaeological site that dates back to the Late Bronze Age, roughly from the thirteenth to the twelfth centuries BC. It is situated in the Acropolis (city height) sector, which rises to a height of 18 meters. The Temple of Baal and the Temple of Dagan are two magnificent temples dedicated to the god Baal. The god Djan (or Dagan), and the discovery of the House of the Holy Man, which was noted for its library, that included most of Ugarit's famous literary manuscripts (myths and narratives), and the residential communities that surrounded it. The royal district is located to the west of the hill and is connected to a protected city entrance. As indicated by the physical and written cultures, the capital and its surroundings served as a cultural melting pot (ADRIAN, 1986).

Ugarit was a flourishing city, the site has a trapezoidal shape, and the most important parts of the city, as discovered by archaeological excavations a residential neighbourhood with houses that were once for employees, merchants, artisans, and priests, as well as a commercial and industrial area that produces precious metals and textiles.

Ugarit structures were composed of carved stone, which served to preserve them to a substantial degree and allowed researchers to learn about their construction system. The excavations found Ugarit was a well-planned city, as well as buildings advanced sciences, and the layout of the city's residential houses, some of which were equipped with two floors, that indicating the city's economic affluence and the city's most important treasures are: **The Palaces in Ugarit, The Acropolis, Earliest notated music, The first alphabet in the world.**

Results and evaluation

A questionnaire to collect data was constructed using previous research on cultural tourism in Syria, particularly in Ugarit. The questionnaire is divided into three sections. The first section focused on tourists interested in cultural tourism, the second section on cultural tourism and the heritage sites in Syria, and the third section on the site Ugarit and how visitors learned about it.

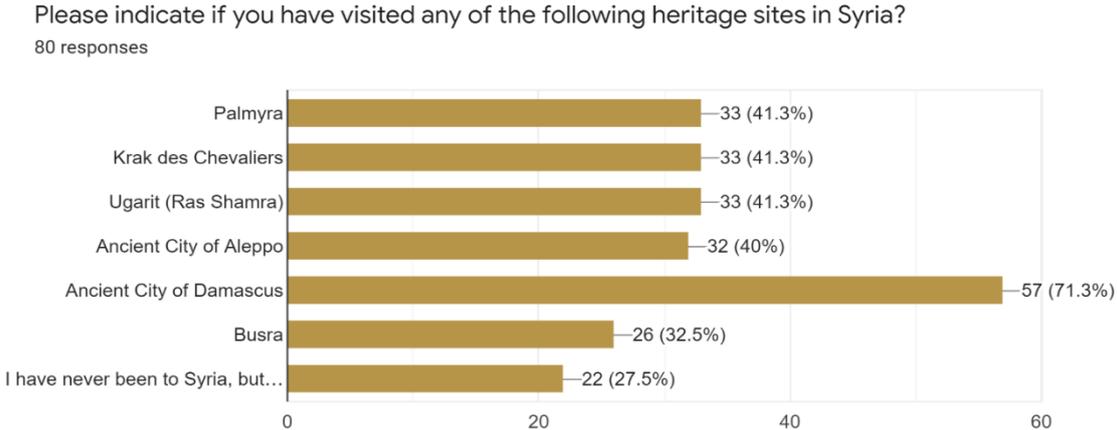
The questionnaire is self-administrated, it was easy to implement and was inexpensive. It was conducted in English with 17 questions and delivered online through google form to social media like Facebook, Instagram, and LinkedIn. All the questions are standardized, so that everyone gets the same questions with the same language. The questionnaire included open-ended and close-ended questions, ordinal variables include many categories that can be ranked and Likert-type questions to collect ordinal data using scales with five.

The survey was tested with tourism students, tourism experts, employees, freelancers, business owners, and others. The data for this study was collected between January to March 2022. The questionnaire explained the research in the title and asked the targeted people to take part. A total number of 86 individuals participated, the demographic makeup of the participants was as follows, Syria (57%) and 14 other countries .The most frequently reported age was 25-34 (62.8%), while the age group 18-24 (23.3%), 35-44 (10.5%) and 45-54 (3.5%) were the three other major groups. When the distribution of participants is evaluated according to their working sectors, employees (46.5%) and students (44.2%) and a small proportion less than a total 10% are freelancers (7%), restaurant owner (1.2%) and teacher (1.2%).

Cultural tourism and the heritage sites in Syria

Syrian heritage can reveal a lot about the country's history and evolution. It aids in the examination of Syrian history and traditions, as well as the development of self-awareness. It assists us in comprehending and explaining why we are the way we are. Many questions about cultural tourism and heritage sites in Syria were asked of the participants in this section; however, not all archaeological sites were mentioned due to the large number of historical buildings.

Figure 1: The top archaeological sites in Syria(Source: my own research)

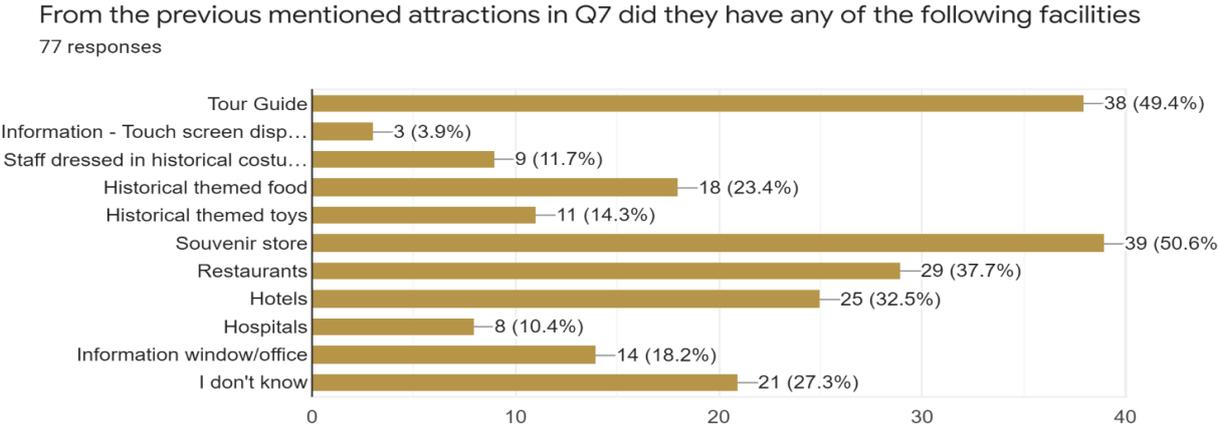


Source: own research

The historic city of Damascus, where tourists are leaving with a lasting impression by the old houses and the small streets that connect them, the jasmine scent that follows them everywhere they go, and the exquisite street cuisine with local beverages, however, according

to chart the most frequently visited is the ancient city of Damascus, accounting for 71.3% of the heritage sites. Interestingly the participants who visited Palmyra, Krak des Chevaliers and Ugarit have shown the same results which make up 41.3%, while a total of around 40% of people said they went to the ancient city of Aleppo, where the castle stands prominently in the centre of the city. Excitingly, the total number of visitors to Busra in northern Syria is 32.5% and 27.5% of the surveyed have never been to Syria but they want to visit it one day. (Figure 1)

Figure 2: The applicable facilities in the heritage sites in Syria (Source: my own research)



Source: own research

The facility of a tour guide was selected by 49.4.8 % because heritage sites in the country require a tour guide not only to explain, but also to provide useful information and assist tourists in dealing with locals. Otherwise, tour guides in Syria should be well trained, have a high education and have excellent communication skills, however many of them speak two or three languages in addition to their mother tongue language, Arabic. The souvenir shops show 50.6% of those surveyed, and the residents who live near historic places in Syria benefit from visitors and offer products and services to them. An entertaining way of thinking about Syrian tourism is that visitors can experience the atmosphere of history by tasting and enjoying Syrian foods which indicated by 23.4%, 14.3% of the answers about historical themed toys, while 11.7% of the respondents mentioned that there is staff dressed in historical costumes. Interestingly 37.7% of the respondents said about the restaurant, for example the traditional houses of the old cities in Damascus, Aleppo, and other Syrian cities are preserved and decorated with citrus trees, grape vines, and flowers arranged for the comfort of the family and entertaining guests, while the aura and ambiance of this atmosphere is quintessentially Syrian. 32.5% of the surveyed people said that there are hotels close to the heritage sites which make the visitor experience more efficient. However, the information office service represents 18.2%, information touch screen in the site shows a merely 3.9%.

Moving to the following question about the services that are not available on the archaeological site of Ugarit, the responses feedback is as follows:

Unless the traveller is accompanied by a guide, there are no information cards or brochures accessible on the site

The transportation options to get to the place are limited

There were no motels or other forms of lodging available

Toilets are available, although they are in poor condition

There are no hospitals available but small medical care centre

The overall quality of services is lower than expected

That the provider and supporter prioritize safety and attract the local population first, then tourists, and provide people with local tourist guides, all while lowering prices to levels that are acceptable to the local population, recognizing that the country is during a war and that this is the most appropriate solution

An unpaid tourist guides

Information windows are closed during normal office hours

When traveling alone, not all tourist services are available

There are no digital screens that display information about the property

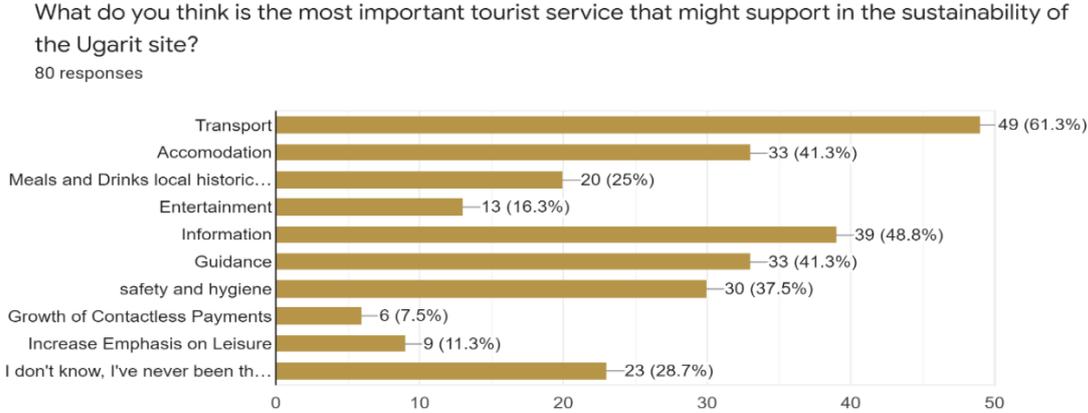
The grass between the ruins is uncut

The findings suggest that the site needs a lot of work in every area that would make it more interesting to tourists and allow them to learn a little more about it enjoy the tour into the past. Considering substantial concentrations of embodied energy, heritage buildings are inherently environmentally sustainable. Cultural heritage is critical to preserving our identity. It provides us with an unmistakable link to the past to specific societal ideals, beliefs, practices, and traditions allowing us to identify with others and strengthen our sense of belonging and national pride. Cultural heritage, on the other hand, is acknowledged as a strategic resource for long-term development as detailed in depth in the literature review. It is well acknowledged that preserving historic structures offers long-term environmental advantages. By conserving the embodied energy in existing structures, historical preservation decreases energy demand related with demolition, trash disposal, and new construction, and encourages sustainable development.

Ugarit has a significant location in the nature, many of the significant events in the city's evolution are represented and its architectural and historical complexity, its ruins are physical symbols of civilization's cultural developments, but their discovery state obscures this fact, as they emerge in fragmented, confusing, and fragile settings. By highlighting intricate interactions in a civilization's historical and cultural advancements, understanding their stratification in an architectural sense helps strengthen the conservation process and the sustainability of the site. As a result, a balance between the preservation of the ruins

and the projection of its cultural values is being investigated, with the goal of releasing the ruins' imbedded intangible characteristics.

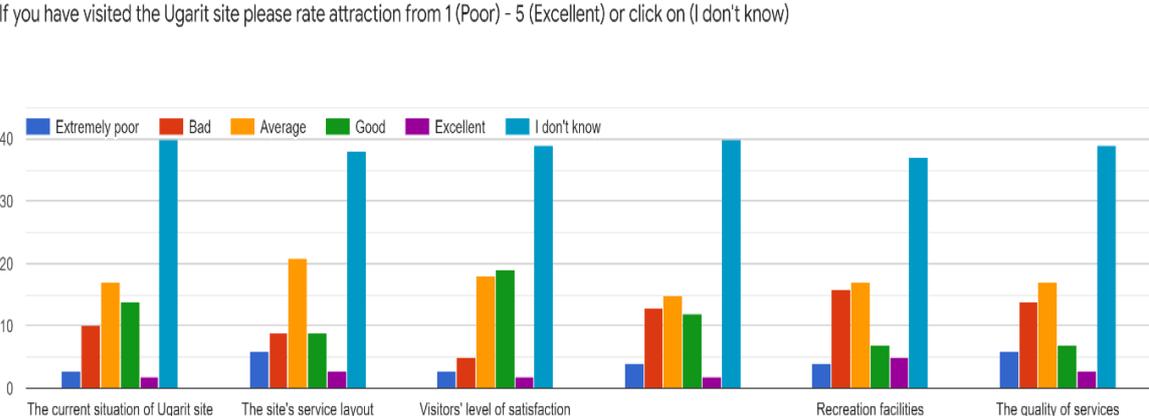
Figure 3: Most important tourist services (Source: own research)



Source: Own research

Because the archaeological site has limited transportation access, 61.3 % said it is necessary for the site's long-term survival. The second most popular response is information, which received 48.8% of the surveyed people, while 41.3 % chose accommodation and guidance. Because safety and hygiene are so crucial, especially following the rapid spread of epidemics, all tourist locations have strict restrictions in place to protect visitors. Meals and drinks from the area's historical gastronomy are said to contribute to the site's long-term viability by 25% of those who responded. Entertainment, the growth of contactless payments, and a greater emphasis on leisure were all mentioned by less than 17% of respondents.

Figure 4: Assessment in term of the visitors to the site (Source: my own research)



Source: Own research

We can understand, that this column graph shows the findings of the survey to investigate the

situation of Ugarit site in the eye of the tourists who have an experience there. The horizontal axis represents the various responses, while the vertical axis shows the number of the visitors among the surveyed people. The findings are indicated by dark blue, red, orange, green, purple, and blue respectively. According to the vast majority of the people who visited Ugarit, the answers to the first statement, 3.5% of the participants said the current situation of the archaeological site is excellent, 8.1% said it is good, 19.8% answered it is average, 16.3% have a negative idea about the site, 7% said it is extremely poor and 45.3% have no idea.

As a result, the participants are primarily concerned with the site's current state of development. The majority of people come because it is historically significant; yet, it is in need of improvement, and they believe that the development of this site will be extremely beneficial.

The answers to the second statement "*The site's service layout*" are examined in the table below. As a consequence, the most significant aspect of managing the services is to stay up with all of the new service layout trends, as the majority of the responders' answers are below the average standard. The answer to the third statement "*Visitor's level of satisfaction*" are: 2.32% of the respondents said their level of satisfaction is excellent, 10.46 % has said it's good, 20.93% claimed it is average, 5.8 % answered the site is bad, 3.42% said it is extremely poor, and 45.43 % among them have no clue. The results of this is that the most of the participants who visited the Ugarit site have a good level of satisfaction among the others who visited the site but they have lower level of satisfaction, that means the site enriches the visitors from its historical importance.

The answers to the fourth statement "*Tourism's impact on waste management*" is discusses: 34% of the respondents who visited the site answered above an average level to the tourism's waste management, 15.11% answered the site is bad, 4.46% said it is extremely poor, and 46.51 % among them have no idea as they have not been there. As a result, visitors generate a significant amount of waste and pollution. The site's waste management team is working to maintain it clean to industry standards.

The responses to the fifth statement "*Recreational facilities*" are as in the table below. 5.81% of the respondents said the recreational facilities in the site is excellent, 8.13 % has claimed it's good, 19.76 % claimed it is average, 18.60 % answered the site is bad, 4.67% said it is extremely poor, and 43.03 % they answered I do not know. As a result, the majority of tourists have an unfavourable impression of the archaeological site of Ugarit's recreational facilities.

This section's final statement is "*The quality of services*". According to table below, 2.31 % of the participants said the quality of services of the archaeological site is excellent, 16.3 % said this is good, 1.8 % answered it is average, 11.6 % have a bad opinion about the services, 3.48 % said it is extremely poor and 46.5 % have no notion, this indicates that they believe the Ugarit site's service quality needs to be improved.

The opportunities of the Ugarit site

As public awareness grows and the number of tourists grows, the flow of tourists will substantially increase. It is well known that the country is promoted through Ugarit's original

works, particularly through participation in the EXPO Dubai 2020, which took place from October 2021 to March 2022, and the Syrian pavilion, focused on Ugarit discoveries. In addition to the foreign and domestic tourists flock to the area because of its uniqueness and great heritage assets. The underlying motivation and rationale for conservation is that change has been much faster in recent decades than in the past, thus, there are serious threats, including losses to finite natural and cultural heritage resources and those broad sectors of society are concerned about vanishing cultural identity, which is being eroded and replaced by the levelling effects of economic and cultural globalization. Furthermore, it is true that foreign tourists have numerous options to boost the country's foreign exchange reserves. Ugarit has the best probability of being visited by foreign tourists who are bringing their own money. For most countries, tourism is their primary source of foreign exchange. Tourism has an impact on the economy of the host country and is critical in terms of contributing to GDP growth. In terms of taxation, the state benefits greatly from tourism. Tourism generates a lot of jobs, especially for the locals and those who live nearby.

In Syria, tourism is widely used as a financial incentive to protect local traditions and the natural environment. In this approach, economic sustainability becomes a necessary component of promoting long-term tourism. Since the majority of the citizens in the Ugarit communities rely on tourism jobs such as working as local and foreign tour guides, travel and tour operators, car rental, hotels, cafés and restaurants, traditional music events, trekking activities, and serving guests by providing local food and beverages, the environment is safe and beneficial to them.

DISCUSSION AND LESSONS LEARNED

Tourism is a sensitive and vulnerable sector. It requires more tranquillity than any other industry. There is no peace at tourist destination places, which means that no tourist can travel from one location to another. The vast majority of the people believed that during times of political unrest in the country, the number of tourists is declining and that is what happened in Syria. While the country is experiencing political instability, developed countries governments will prohibit tourists from visiting Syria's ancient landmarks. The plurality of tourist employees believed that the local community, government, and stakeholders have a significant obligation to ensure peace in all parts of the country in order to expand tourism activities at tourist destination sites.

The rest of the time, tourism destinations are impacted by lack of dependability. The main issue is that tourism activities are very susceptible to seasonality. Most residents of the destination are heavily reliant on tourism operations in areas where heritages have been designated as world heritage sites.

Tourists are outnumbering the destination's carrying capacity, as was experienced before to the war during peak tourism seasons in Syria at the Ugarit site and this might cause damage on the heritage buildings. Tourists, for example, frequently exceed the site's capacity during

peak hours. No one should skip out on exploring all of the site's ruins. However, most tourists are unable to explore all of the remains, despite the tour guides' excellent interpretations and presentations.

Recommendation

For a more accurate assessment of the above-mentioned potential, some aspects must be taken into consideration. First and foremost, a tourism management board for the research area should be formed. The second stage will be to organize tourism infrastructure to suit tourist demands. Furthermore, acquiring the cultural appeal of tourism in accordance with the developing tourist idea and obtaining a tourism product characteristic are required for tourism to be successful. In this perspective, it's also important to make rich cultural aspects suitable for tourist consumption through experiencing tourism. Tour operators and providers should stress the heritage site's culturally unique characteristics and provide a variety of travel information sources to connect to it and attract more distant (mid- and long-haul) markets as well as first-time tourists.

The government and official institutions in responsibility of cultural sites should pay special attention to the Ugarit site, since it is a significant archaeological heritage site that will benefit the country's economy. In addition, greater emphasis should be placed on internal and external promotion, as well as the usage of new trends in the market to attract and bring more visitors to come see what this is all about. Increased tourism demand and an increasing supply of cultural attractions may result from successful businesses that respond to these requirements. Cultural items that ignore this principle will have a hard time finding a large audience.

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9. CULTURE AND RELIGIOUS TOURISM IN VIET NAM

Nguyen Hoang Vu, Edit Ilona Pallás

LOCATION

The questionnaire was issued to visitors who visited at cultural and religious destinations, due to limited time; I mainly surveyed the places where a large number of tourists visited, such as General Vo Nguyen Giap's Tomb and Tam Co Cave (Quang Binh). Valid survey forms: 140. Since the majority of tourists visiting tourist sites are domestic tourists, most of the comments during the survey were taken from domestic visitors when visiting these places.

AREA OF THE GOOD PRACTICE

Based on the theoretical and practical overview of the type of cultural and religious tourism, the main objective of the project is to understand the potential and actual situation of exploiting the type of cultural and religious tourism in Vietnam, to thereby proposing specific solutions to develop this type of tourism effectively and sustainably.

CONTEXT

Tourism is an important economic sector worldwide and an indispensable need in human life. It is considered a road that brings human closer regardless of geographical, cultural, and religious distances. Through tourism, people realize many truths, learn how to change themselves to be better, and have time to re-evaluate themselves and realize things that are really important in life. This is one of the economic development strategies of many countries, including Vietnam itself.

With more than 8,000 traditional folk festivals, many of them are national-level festivals, together with about 40,000 relics. Landscapes are concentrated mainly in temples, pagodas, shrines, tombs, palaces and memorial zones and they spread across provinces and cities. Cultural and religious activities are respected, cared for, and facilitated by the State, and we can see that Vietnam possesses extremely rich, diversified and abundant resources to develop cultural and religious tourism. Thus, religious tours are often associated with cultural spaces with sacred elements. There, tourists conduct sightseeing, pray, worship, meditate, and participate in festivals.

For tourists, religious tourism activities help bring a sense of value, experience, balance and strengthen faith, towards the values of truth, goodness, and beauty and contribute to improving the quality of life. As for organizations and individuals providing services for religious tourism on the route and zones, this type of tourism also helps increase income,

create jobs for local people; thereby contributing to preserving and promoting cultural values of relics and heritage and promoting socio-economic development.

Recently, the material life of the people has been enhanced; the spiritual life has been paid more attention. Because of the psychology of the majority of Vietnamese people towards beliefs, the demand for religious tourism tends to increase. Evidence is that the number of tourists participating in this type of tourism always accounts for a large proportion in the structure of visitors, especially domestic visitors. Business activities, investment in cultural and religious tourism are also promoted, shown by the rapid development and development of cultural and religious tourism sites in most localities, regions, and regions across the country, typical such as: Hung Temple (Phu Tho), Yen Tu (Quang Ninh), Bai Diem Pagoda (Ninh Binh), Huong Pagoda (Hanoi), Ba Den Mountain, Cao Dai Temple (Tay Ninh), Tran Temple (Nam Định), Ba Chua Xu Temple (An Giang).

According to statistics, when coming to cultural and religious tourism sites, most tourists often visit only for a short time, with a little overnight stay so spending on staying and catering is usually not high. But the source of voluntary spending for merit and service offerings is quite large. In addition, the basic expenses for transportation activities to serve the needs such as cable cars, boats, trams, also account for a significant proportion. And these easy-to-see sources are the reason why many people speculate, massively build cultural and religious tourism projects to profit, even build fake works to gain illicit profits.

The situation of tourists coming to cultural and religious tourism sites

In Vietnam, many cultural and religious tourism activities are organized based on regional characteristics. Program of Southern Land Festival (Folklore Festival in the Southern Delta), Dien Bien tourism (Northwest cultural tourism festival combined with political events: 50 years of Dien Bien Phu victory), the path of Central Heritage (Folk Festival combining with UNESCO-recognized cultural heritages) is the activities of cultural tourism, attracting domestic and foreign tourists (Thao, 2013).

The current main product of this kind of cultural and religious tour is to visit the temple to combine meditation sessions. Some companies also have tours that combine yoga tourism, psychological counseling and many other ways to enrich the trip. Large monasteries such as Truc Lam Zen Monastery, Bat Nha Zen Monastery have meditation programs for devotees (Thao, 2013). However, if only packaged in meditation tourism (to a certain tourist destination and learning about meditation), the number of visitors is not much. Because it is the tour for narrow subjects, many businesses are often under intense pressure on the market, so they want to find peace of mind. Only when they ask for, a new tour is set up, normally there is no program.

In the last few years, in central cities, visitors can easily register tours to religious and belief facilities in the North and South. It is noteworthy that, in addition to existing religious and belief facilities, a number of new cultural and religious tourism sites have been formed with the investment of billions of VND such as Truc Lam Zen Monastery of Bach Ma (Thua

Thien Hue), Bai Dinh cultural and religious tourism area (Ninh Binh), cultural and religious tours go to the above religious facilities, as well as traditional festival tours (Tung, 2017). Many writers reflect, publish in the media in many different forms, contributing to promoting the type of cultural and religious tourism to domestic and foreign tourists.

Cultural and religious tourism develops with the form of folk belief festivals and religious festivals. A number of prominent festivals of Vietnam have been exploited to serve cultural and religious tourism activities such as Huong Pagoda Festival (Hanoi), Hung Temple Festival (Phu Tho) (Chau, 2018). Today when the background of economic development, human life is enhanced; tourism becomes an indispensable demand of people. When the demand for cultural and religious tourism and tourism back to its roots is becoming a necessary and legitimate need of people, the relationship between tourism and cultural and religious-historical relics and festivals folk beliefs, religious congregations become more and more attached to each other.

The process of surveying and collecting visitors' opinions about religious and cultural tourist sites in Quang Binh province was carried out from the beginning of August 1 to August 8, 2019. Although there is a time limit on the things, the obtained results have shown the true feeling of the majority of tourists when visiting these relics.

Research questions

Question 1: What is the potential and actual situation of exploiting the type of cultural and religious tourism in Vietnam?

Question 2: What are the solutions to develop effectively and sustainably the type of cultural and religious tourism in Vietnam?

Studying the type of cultural and religious tourism in Vietnam, the topic mainly focuses on understanding and evaluating cultural and religious tourist spots with the number of tourists visiting such as: General Vo Nguyen Giap's Tomb and Tam Co Cave (Quang Binh).

Methods of research

Secondary data is collected from sources: such as books, textbooks, newspapers, specialized journals and newspapers with relevant content, scientific works, legal documents on tourism and tourism-related, legal documents on beliefs and preservation, promotion of cultural heritage, reports of spiritual points, monuments records, websites have been widely published.

While conducting a field survey of specific cultural tourist destinations such as: General Vo Nguyen Giap's Tomb and Tam Co Cave (Quang Binh), I made a field survey to collect information, and images. I also made observations and recorded the actual information at the sites for the field study. To assess the satisfaction of visitors to the sights and the quality of tourism services at the cultural and religious tourist sites, the topic uses both types of common statistical analysis: qualitative analysis and quantitative analysis.

Through the synthesized numbers, conducting descriptive statistics, qualitative and quantitative analysis to assess the satisfaction of visitors to cultural and religious tourist sites in 2 selected places such as General Vo Nguyen Giap's Tomb and Tam Co Cave (Quang Binh)

IMPLEMENTATION, RESULTS AND IMPACT

According to the research results, 75 tourists gave tourism resources in Tam Co Cave were 10/10, 2/2 and 3/3 for criteria the diversity and originality of tourism resources, capacity of resource points and protection and embellishment of resources, respectively. Tam Co Cave is located in Phong Nha - Ke Bang National Park and is a national level historical site, so most tourists are satisfied with the tourism resources. Moreover, Tam Co Cave has a large capacity of tourists, so visitors are satisfied.

According to the results the evaluation of tourist destinations is as follows

General Vo Nguyen Giap's Tomb has reached 65 points, thus being classified as average grade. Tam Co Cave has reached 61.75 points, thus being classified as average grade.

Orientation to develop the type of cultural and religious tourism in Vietnam

In tourism development and planning for conservation of areas with religious cultural and historical relics, it is necessary to delineate the relics to limit negative activities due to tourism or economic development - communes Assembly of people in the area caused. Particularly, we should avoid residential construction activities in the direction of "urbanizing" the tourist area.

Studying religious-cultural tourism resources, re-presenting and conveying vividly the human historical values of a period that gives tourists the soul, the spirituality of relics, creating distinct, unique and attractive features, characteristics of religious tourism products. Encourage individuals, organizations and unions to participate in the conservation, promotion, propaganda, and promotion of the values of religious cultural tourism resources.

In the process of renovation and restoration, it is necessary to combine community education in residential areas with religious and religious establishments. Respect and protect the beliefs and religions that his father has left for today and for the future, which is a premise to develop tourism animations that contribute to economic development and job creation for local.

Orientation to combine types of cultural and religious tourism with other types of tourism

Based on the rich tourism resources, based on the distribution of resources and the types of tourism developed, it is possible to combine religious-cultural tourism with some other types of tourism as follows:

- Cultural and religious tourism with forest ecotourism.
- Cultural and religious tourism with tourism thinking positive and healing.

- Cultural and religious tourism with sea tourism.
- Cultural and religious tourism with visiting coastal fishing villages.
- Cultural and religious tourism with national cultural tourism, community tourism
- Cultural and religious tourism with tours to visit caves and explore the river
- Cultural and religious tourism with MICE tourism (workshops, conferences)

Some solutions to develop the type cultural and religious tourism in Vietnam

- Continue to improve and upgrade the relics that have welcomed visitors, creating more attractive to visitors. Build a team of good guides who can appeal to tourists; study, preserve and promote other valuable relics to include tours and tours to increase the richness and attractiveness of this relic system.
- It is necessary to consider carefully the intervention in relics, only repair when the preservation is not enough to maintain and only minor remodelling when not really needed for a major renovation. Renovating monuments does not mean remodelling. The amendment is a scientific work, not only needing wisdom but also needing enthusiasm. The restoration and embellishment allow for more creativity but not to break the original landscape. The choice of renovation, remodelling, or restoration of a monument is always a concern for cultural researchers of his father.
- When building and conducting a project on conservation of relics, attention must be paid to the continuity in terms of cultural development, inheritance and cultural continuity in that relic. At the same time, it is necessary to study carefully, with a deep and sophisticated understanding to remove the inappropriate elements of the later period, falsifying the value and nature of the monument. Thus, developing new cultural and religious tourism is sustainable.

Solutions for tourism products and services

- Need to provide information to visitors via information network such as websites, social networks with animation and video uploads, support downloading download points of tourist spots. There is a question-and-answer section, answering the most frequently asked questions of tourists, online consulting support, online contact email address.
- Issue publications to guide information for visitors, elaborately designed publications, impressive images, unique, appropriate size to carry, complete information easy to read using substances environmentally friendly material. Information is presented in Vietnamese and English.
- Associate with media, magazines ... to introduce and promote the cultural and religious relics, festivals to people. To build a tourism category on the Provincial television station and the Central television station to introduce cultural and historical relics and festivals.

- Compile and publish travel publications to introduce the human and humanistic and natural tourism resources of Vietnam with specific information on accommodation points, the system of tourist attractions.
- Promote the construction and widespread development of movies, CDs including travel materials such as history, culture, architectural works, monuments, folk belief festivals to introduce to domestic and foreign tourists. This information is not only useful for visitors but also necessary for investors; researchers want to learn about Vietnam.
- At cultural and religious tourist sites, it is necessary to have a table of general rules of the whole tourist destination and a detailed table of rules at functional areas. Signage system includes instructions for channeling the way for tourists, instructing artifacts and relics. Planners need to design general guiding diagrams of the entire tourist site located in many places in the tourist destination designed in Vietnamese and English. There are diagrams showing information about the position of visitors standing many pictures and easy-to-understand symbols.
- It is necessary to put additional electronic explanatory information tables on the objects to visit and cultural and religious tourist sites that need to have a Tour guide. The explanation for visitors to understand the cultural values and history of a certain place is very important, especially international visitors to Vietnam. The interpreters have the ability to use Vietnamese and English to explain to domestic and international visitors. A Tour guide needs a voice with a voice that is sympathetic, attracts listeners and body language, they must know how to convey the characteristics; the cultural and historical values of each object visit to tourists so that they are easy to understand, remember and move. Requiring speakers to have knowledge, responsibility and spirit of promoting and preserving cultural and historical values, being able to communicate in front of a crowd; grasp the psychology of listeners, the ability to solve flexible situations skillfully must have in-depth knowledge of the local and national culture and history. In the process of explaining they know how to incorporate storytelling in a reasonable way, leading listeners into appropriate scenes. The Tour guide is almost the first contact with every visitor at the destination, so from the behavioral style, communication, and professional knowledge, it must be very careful and sophisticated. Therefore, it is recommended to regularly organize short-term training courses to help speakers at the point of updating knowledge, skills, skills and new issues that are being and will be set for themselves. These refresher classes can be organized during the travel season, but seriously and qualitatively both in terms of teaching and learning materials - both in terms of practical conditions. Besides, it is necessary to regularly organize and organize competitions for tour guide among tourist sites to encourage the exploration and creativity of each person, contributing to the knowledge block. Need of speakers to get opportunities, learn and share each other's experiences.

- Need to build a system of tourist information counters at each religious-cultural tourist destination. At each information booth, staff will advise visitors with information regarding services, maps, management work, tourist attractions, parking spots, and hotline phone numbers. Outside the tourist information counter, the hotline numbers of the Chairman of the District (province), the Chief of the District (province) and the phone number of the hospital should be posted. The tourist counter is also a free place to distribute leaflets on the tourist map in Vietnamese and English. Tourists at tourist counters are fluent in at least one English language. Tourist information counters with staff time from 8:00 to 16:00 daily, the time will be extended until the end of the tourist season and should build from 2 information counters in the tourist destination or more. Tourist information counters should be equipped with internet-connected computers for tourists looking for tourist attractions, tables, and chairs for guests to find out about tourist attractions and from 2 information counters in Tourist attractions or more.
- Need to build a number of 3 - 5 star hotels, standard restaurants to serve tourists in a radius of 3 - 5km, have diversified services, preferential policies for customers and publicize service prices on the page website. Restaurants, eateries need to ensure food hygiene and safety and diverse menu, flexible service time, qualified staff, good skills, friendly, enthusiastic, public food prices.
- Need to plan the system of souvenir shops to serve tourists, with flexible, friendly, enthusiastic, and responsible customer service time.

Solutions for visitors' satisfaction

To increase the satisfaction of visitors, we need to implement the above solutions synchronously. In addition, there are some measures:

- Strengthen the exploitation of tours to cultural and religious tourist sites in Vietnam
- Strengthening exchanges and close relations with the management board of other cultural and religious sites nationwide
- Strengthen propaganda, promotion and building images for cultural and religious tourist sites in Vietnam
- Raise awareness of local businesses and communities about propaganda and promotion for tourism to cultural and religious relics and festivals

DISCUSSION

The study only offers some solutions to develop the basic cultural and religious tourism necessary to develop this kind of tourism. Therefore, it is necessary to continue research to propose more effective and efficient solutions to improve the development of cultural and religious tourism, as this is a particular type of tourism.

Due to limited time and research capacity, the topic has not covered all cultural and religious tourism sites in Vietnam. Therefore, it is necessary to study a broader topic in order to have conditions to compare cultural and religious tourism with other types as well as other localities.

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CONCLUSION

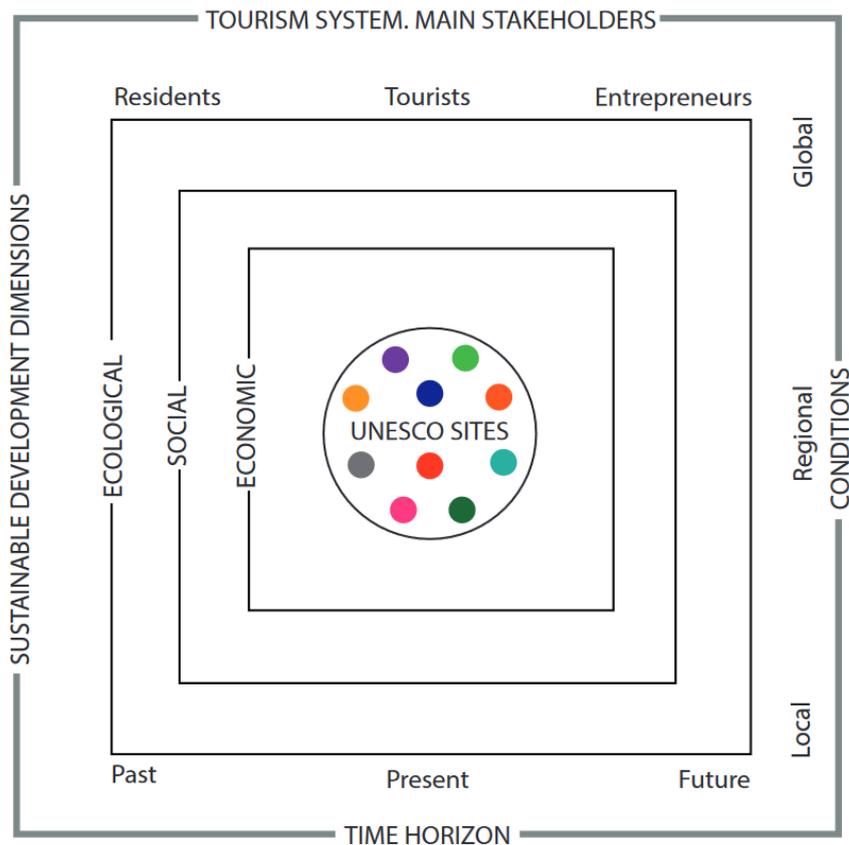
The significance of the UNESCO World Heritage List is growing and it has become an important indicator of a country's cultural wealth. In some cases, the inscription of an attraction on the United Nations Educational, Scientific, and Cultural Organization (UNESCO) World heritage list has a decisive impact on tourism development. The UNESCO rules underline the preservation of monuments, cities, regions, and countries and their sustainable development. UNESCO sites have a certain prestige, they are symbols of the so-called "OUV" (outstanding universal value), and due to that, they have international recognition. However, listing a monument also means a special responsibility. Above all, the positive responses are economic benefits, increased visitors' interest, or support from the state. On the other hand, negative influences affect their sustainability and high attendance at attractions. Others are the negative effects on maintaining attractiveness for future generations or the negative effects on the local population. It is important to create and support how tourists will be visiting monuments in a way that protects them for future generations.

Within the project "UNESCO sites – balanced and sustainable tourism development" a collection of good practices was created. The good practices collection brings examples mainly from the V4 countries included in the project. However, the examples are not limited to these countries and look into Europe and as well as to Asia for inspiration. The inscription and related issues as to become a carbon-neutral destination, product development, and the complexity of sustainable tourism. The good practices bring inspiration in several areas – community involvement, usage of ITC, preparation after UNESCO monitoring, data collection, and evaluation.

The examples confirm the importance of policies fostering sustainability and the irreplaceable role of governance.

Within the framework of the project – workshops, literature reviews, questionnaires – a scheme was developed by Alina Zajadacz and the students. This scheme conceptualizes the complexity of the issue and systematically presents the stakeholders and perspectives that must be taken into consideration when talking about sustainable tourism development.

Figure 5: Conceptualizing the elements of sustainable tourism development



Source: Own elaboration (A. Zajadacz, 2023)

The assessment of sustainable tourism development in UNESCO sites aims to create a catalogue of criteria for its further monitoring and evaluation, the following aspects should be considered:

- local, regional, and global conditions of tourism development (e.g., political, or economic situation);
- multidimensional nature of the principles of sustainable development (economic, social, and environmental goals)
- time horizon (diagnosis of tourism development past and status, together with its future consequences in a given time perspective);
- main stakeholders in the tourism industry (residents, tourists, and entrepreneurs);
- diversity of the World Heritage objects (in terms of their size, extension, and character).

Even though the pillars of sustainable tourism are considered to be of the same importance, and the aim is to get them in balance and maintain the balance, the scheme proposes that their relevance to the individual sites is not equal. In many cases, the closest layer is the economic one. The businesses need to survive, make a profit, and develop. The destinations and attractions might be financed from other sources (local, national, and regional public

sources, EU 81 funds etc.). However, this applies to the main attraction – museums, galleries, national parks, monuments, architectural heritage etc. The accommodation facilities, restaurants, and accompanying services are mostly offered by commercial enterprises. If the site was not managed sustainably from the beginning, the number of tourists or level of commercialization exceeds a certain limit. And it starts to impact the residents, community, atmosphere, genius loci and site uniqueness. Therefore, the social pillar comes into place, and the community's well-being, engagement and community's benefits must be communicated and re-established. Unfortunately, the last and most remote pillar is the ecological one. Especially in cultural tourism sites, the environmental changes are mostly slow, and their solution is “not so urgent”. These three pillars must be balanced to prevent problems and sustainably manage the UNESCO site.

The collection of good practices brings examples from worldwide-known destinations and small villages. The situation in these sites is different concerning budget, personnel capacities, expertise, and know-how. However, going through the examples, the common sense is that the initiative comes from the official places. And even though the local conditions are different, the principles remain the same. And therefore, the initiative is important on all levels of government to support the lower levels of sustainability governance with know-how and general policies. The conclusion that, unfortunately, the support on a national level is not always adequate and the local municipalities are often left alone was one of the outcomes of the workshops, which took place within the project framework. Bringing good practices and their analysis can help fill the gap in knowledge and is a beneficial way of connecting academia and practice.

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„...The book is an excellent compendium of knowledge and good practices concerning the protection and sustainable development of cultural sites of outstanding value on a global scale and the solutions it describes can be multiplied and applied to other cultural attractions. The readers of “Challenges and inspiration in managing cultural sites” will certainly appreciate the Authors’ attempt to develop universal solutions to achieve this goal in the form of practical directives and recommendations (presenting norms, guidelines and rules of conduct).

This is a good and much-needed book.”

Grzegorz Godlewski, PhD

Adam Mickiewicz University in Poznan

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