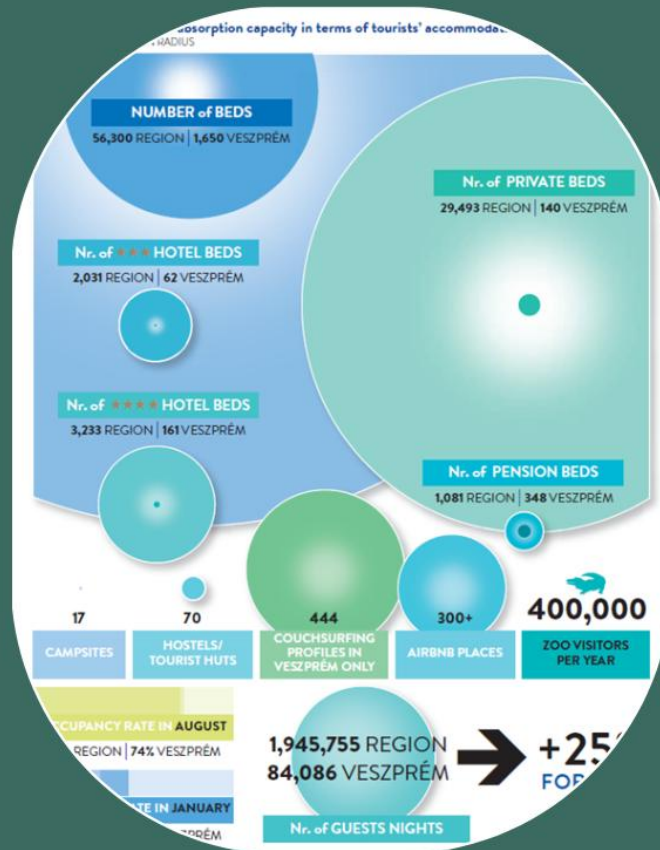


DATA COLLECTION IN TOURISM

BEST PRACTICE COLLECTION



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INTRODUCTION

Cities with a tradition of culture have a significant share in the development of tourism in Europe. Europe is primarily a cultural destination and has a rich offer in tourism. Cultural tourism can be a significant accelerator of tourism development and bring economic well-being and prosperity to various regions. At the same time, however, it is necessary to measure its economic and non-economic impacts and regulate its development to prevent the devastation of cultural heritage. In the following text, we bring examples of management and measurement of tourism impacts in cultural destinations. In some places, destination management focuses on the quantitative side, in others on the qualitative side of measuring impacts.

Barcelona is an internationally recognized tourist destination with numerous recreational areas, one of the best beaches in the world, a mild warm climate, and historical monuments. The city also has eight sites that are part of the UNESCO World Heritage Site. In 2019, Barcelona welcomed approximately 32.6 million tourists, which was a record year, most tourists came from European countries, but also the USA and Asia. During this period, Barcelona faced high tourist pressure, leading to concerns about overtourism. The pandemic crisis has brought a dramatic decline in tourists. It is estimated that in 2023 Barcelona again welcomed approximately 30 million tourists. While tourism has recovered, the city has focused on managing visitor numbers and ensuring sustainability, adopting a range of measures. The measures taken concern limiting the number of tourists in some areas, supporting environmental initiatives (e.g. improving public transport and promoting cycling), protecting cultural heritage, and ensuring a balance between tourism and the lives of residents, focusing on the quality and experience of visitors, not quantity. DMO is collecting 12 environmental, 7 economic and 11 socio-cultural indicators

Český Krumlov in Czech Republic is proving to be an example of effective management and monitoring of tourism indicators. Thanks to careful planning, data collection and analysis, quality infrastructure, cooperation with key partners, and a sustainable approach to tourism development, the town has managed to build a robust tourism sector that can serve as an example for other

towns and regions. This combination of modern management, collaboration, and sustainability has proven to be key to long-term success.

The Vienna Tourist Board presented its Visitor Economy Strategy in the fall of 2019. Inspired by the motto of Shaping Vienna, the new strategy completely redefines travel as a phenomenon and its effect on the destination, while targeting sustainable development and balancing the needs of both residents and visitors. The emphasis is on adding value for the city, its residents, and businesses. While the fundamental strategy remains unchanged, the targets set were adjusted to reflect the shift in demand and change in circumstances triggered by the coronavirus crisis. The focus is on economic, environmental, and social sustainability and resilience – in other words, the destination's ability to learn from and withstand crises.

Visit Gjirokastra is a portal where you can find the digitalization of attractions in Gjirokastra, published in two languages: English and Albanian. A statistic on web visibility shows that during this year the online site users have 25,000 visitors: most of them domestic, due to the general situation of tourism in the country and in the world, and a part of international tourists from America, Greece, Italy, England and others to a much smaller extent.

Since being designated the European Capital of Culture in 2009, Linz has successfully leveraged its cultural transformation to drive sustainable tourism development. The city's strategic investments in cultural infrastructure, digitalisation, and environmentally friendly tourism initiatives have contributed to long-term growth. Between 2008 and 2017, Linz saw a 23.8% increase in bed occupancy rates and a steady rise in visitor numbers, with particularly strong growth in international markets such as China (+279%) and the USA (+31%). Linz has also become a key hub for conference tourism, with its Blue Meeting® concept promoting sustainable business tourism and generating over 51,000 overnight stays annually from congress visitors.

Veszprém was selected to host the 2023 European Capital of Culture. It competed with several cities in Hungary, including Győr and Debrecen, for the right to host the event. Some of the strengths of the bid programme played a key role in Veszprém's success. These included regional cooperation, the deepening of cultural cooperation between interdependent territorial actors, the intensive involvement of the people of Veszprém and the region in the organisation of the event, and the regional distribution of ECoC programmes.

The key monitoring areas are cultural audience, creative enterprise, tourism numbers, sustainable civic infrastructure, volunteering and involvement in community services, citizens' participation in creative processes (networks, willingness), international connections, attractiveness as a temporary or permanent place to live or stay.

Since 2003, the Malopolska Tourist Organization has been systematically monitoring tourist traffic in Krakow, a city where tourism plays an important role in the socio-economic sphere. The research enables a comparative analysis of the size and structure of tourist traffic in Krakow through the integration of quantitative and qualitative data and continuity in observing the phenomenon. The results of the analyzes are the starting material for taking actions to stimulate the development of sustainable tourism in Krakow. Monitoring makes it possible to diagnose changes in the volume and structure of tourist traffic, as well as in the behavior of visitors. The purpose of collecting data is determining and assesment of 8 key factors and figures.

The Warsaw Tourism Office prepares and publishes reports: "Tourism in Warsaw", which includes an analysis of the following features: Selected socio-economic information; Transport; Tourist attractions; Meetings industry; Accommodation; Tourist traffic and Tourist promotion of Warsaw. Thematic documents are developed on the basis of data on monitoring tourist traffic and the tourism services sector, including: "Estimation of the impact of tourism on the economy of Warsaw and the nearby sub-regions.

In the context of evolving tourist expectations and the dynamic nature of the travel industry, VisitPiemonte recognized the imperative need to enhance its strategic planning and promotional efforts with a more nuanced understanding of visitor sentiment. The decision to integrate Data Appeal's sentiment analysis tools into their operational framework was primarily driven by the limitations inherent in traditional feedback mechanisms, which were not only resource-intensive but also lacked the depth and agility required for real-time market responsiveness.

The destination marketing organization sought to transcend the conventional metrics of tourist satisfaction, aiming to delve into the qualitative aspects of visitor experiences.

Visit Košice pays attention primarily to secondary sources of statistics in terms of attendance, number of guests, number of overnight stays, assessment

of accommodation capacity, attendance at attractions, theaters, museums and the like. In addition, he devotes significant attention to the research of visitor behavior, comparing the connections between the distance of the markets and the length of stay, the number of visitors by gender, age. It also evaluates interest in individual attractions and organized events in gastronomy and fashion.

BEST PRACTICE - BARCELONA – THE WORLD’S MOST SUSTAINABLE CITY (SPAIN)

Zdenka Petrů, Zuzana Kvítková

LOCATION

Barcelona, Catalonia, Spain

AREA OF THE GOOD PRACTICE

Barcelona, the capital of Catalonia and the second largest city in Spain, has over 1.7 million (2024) inhabitants and an area of 101.3 square kilometres. Barcelona is an internationally recognized tourist destination with numerous recreational areas, one of the best beaches in the world, a mild warm climate, and historical monuments. The city also has eight sites that are part of the UNESCO World Heritage Site. In 2019, Barcelona welcomed approximately 32.6 million tourists, which was a record year, most tourists came from European countries, but also the USA and Asia. During this period, Barcelona faced high tourist pressure, leading to concerns about overtourism. The pandemic crisis has brought a dramatic decline in tourists. It is estimated that in 2023 Barcelona again welcomed approximately 30 million tourists. While tourism has recovered, the city has focused on managing visitor numbers and ensuring sustainability, adopting a range of measures. The measures taken concern limiting the number of tourists in some areas, supporting environmental initiatives (e.g. improving public transport and promoting cycling), protecting cultural heritage, and ensuring a balance between tourism and the lives of residents, focusing on the quality and experience of visitors, not quantity.

Barcelona is one of the most visited cities in Europe and an example of successful tourism management and sustainable development.

CONTEXT

Barcelona monitors a wide range of tourism indicators that are key to effective tourism management and sustainability. The city focuses not only on economic

indicators but also on the environmental and social aspects of tourism, as part of its sustainable development policy. Specific indicators that Barcelona regularly monitors include the following:

1. Number of tourists and visitors. Tracks the total number of tourists during the year including:

- number of domestic and foreign visitors
- seasonality of visits at different times of the year

2. Average length of stay of tourists

3. Economic indicators such as

- revenue from tourism (e.g. accommodation, meals, entrance fees to monuments, shopping, etc.)
- jobs in tourism and number of workers in tourism
- share of tourism in the city's GDP

4. Accommodation capacity and occupancy rate as

- occupancy rate of accommodation facilities
- number and variety of accommodation types/categories

5. CO2 emissions and air pollution, namely

- CO2 emissions due to transport, accommodation, or other tourist activities
- air pollution including NO2 concentration and other harmful substances, especially in places with a high concentration of tourists such as the historic city centre and the area around the beaches

6. Visitor satisfaction

- evaluation of tourist attractions
- evaluation of services (quality of accommodation, catering, transport, and other services).

7. Share of sustainable tourism

- share of eco-friendly hotels and businesses (number of certified facilities)
- following the city's ecological and cultural initiatives (success of programs, e.g., recycling, reducing water and energy consumption in tourist facilities)

8. Impact on local population

- real estate prices and rents
- social tensions and reactions of residents.

The city of Barcelona uses official statistics from the National Statistics Office (INE- Instituto Nacional de Estadística) to monitor the above indicators. It also monitors several other indicators by collecting data from operators and conducting many direct surveys, especially regarding visitors and residents. The city also uses new technological/digital tools to monitor the number of visitors in real time and reviews on social media are also used. Barcelona also uses consultations with its inhabitants to collect their opinions.

STAKEHOLDERS AND ACTORS

The stakeholders and actors involved in monitoring are all entities participating in tourism services in Barcelona. The city itself (The Barcelona City Council - Ajuntament de Barcelona) is responsible for tourism management. Further, it is the destination management and marketing organization The Turisme de Barcelona Consortium (Barcelona Turisme) established in 1993 by Barcelona City Council, the Official Chamber of Commerce, Industry and Shipping of Barcelona, and the Barcelona Promotion Foundation, to promote tourism in Barcelona. An important role in tourism data monitoring plays The Observatory of Tourism in Barcelona (OTB- Observatori del Turisme a Barcelona) the working platform for statistical information on tourism, knowledge, and market intelligence in the City of Barcelona and the rest of Barcelona region. In Barcelona, there is also an initiative of The More Sustainable Barcelona Network (Barcelona+Sostenible) and The Sustainable Agency, a sustainability marketing agency.

In the field of tourism, Barcelona collaborates with the Catalan government (Generalitat de Catalunya) and its tourism management organization (Agencia Catalan de Turisme – The Catalan Tourist Board). It also cooperates with regions and cities in the Mediterranean and is a member of several networks in the field of sustainability (e.g. Eurocities, ENAT...).

Barcelona is involved in several initiatives concerning the sustainability of tourism. Its own are e.g. the "Barcelona+Sostenible Initiative" and the „Bicing – Public Bike System“. Among the international ones are e.g. initiative "Sustainable Tourism Charter", the "Smart Tourism Destination" project, and programs such as the "Green Key Certification" and "Natura 2000 Network".

IMPLEMENTATION, RESULTS, AND IMPACT

Barcelona uses both indirect and direct monitoring methods to monitor tourism and tourist flows. A very important role in monitoring is played particularly by the Barcelona Tourism Observatory (OTB – Observatori del Turisme a Barcelona) and its "Sustainable Tourism Indicators System" (SITS). The observatory together monitors 30 indicators referring to UN Tourism Sustainable Tourism Goals (STG). The first time they were published was in 2022.

The key indicators monitored in 2023 are:

- **12 environmental** (average distance travelled by tourist from origin to destination, tourist opinion about noise, number of episode days of annual air pollution days, percentage of treated wastewater to secondary level, solid waste per capita, water consumption per capita, energy consumption per capita, percentage of energy produced from renewable sources, percentage of tourists arriving by sustainable collective vehicles, percentage of tourists moving actively at the destination, percentage of tourists moving by public transport at the destination, and percentage of tourism companies with sustainability certification)
- **7 economic** (availability of current plans or strategies of sustainable tourism at the destination, maximum and minimum monthly overnight stays in accommodation ratio, tourist average expenses during the stay /per person and night/, Euros received from the tax on stays in tourist establishments per inhabitant, percentage of tourism employment, average salary of tourism activity to the rest of the activity ratio, and length of stay)
- **11 socio-cultural** (tourist opinions about motor accessibility, percentage of tourists to residents /tourist pressure/, percentage of good governance instruments, average salary of women and men in the tourism activities ratio /gender salary gap/, percentage of tourism marketing actions that apply sustainability criteria, percentage of residents that consider that tourism is rather beneficial for the destination, percentage of residents that consider that destination is reaching the limits of its capacity to absorb tourism, tourist global evaluation of the municipality, tourist opinion about public safety, percentage of tourists who have been victims

of a crime or a crime attempt in their person or vehicle, security at the destination /counter-terrorism alert level in Spain/.

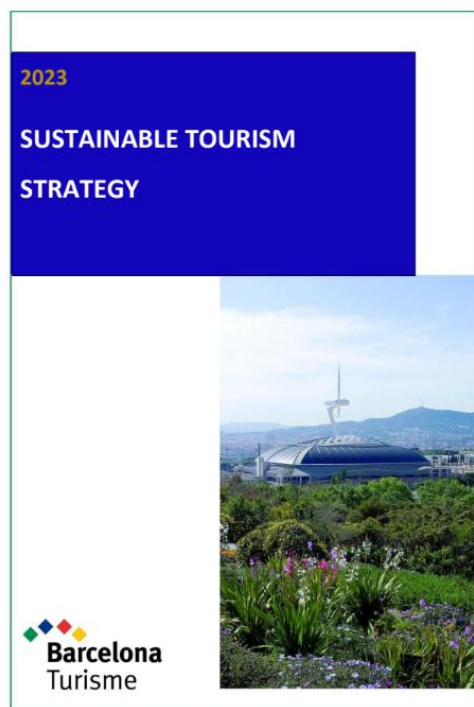
Some of the indicators can be considered very specific for Barcelona (e.g. those of crime).

For some of the indicators, the data are requested also from other agencies (e.g. Catalan Waste Agency, Catalan Water Agency...). The indicators are monitored and compared year by year to follow the progress.

The set of monitored indicators is chosen for the specific needs of Barcelona as a big city and as a member of international organizations. All these indicators are available free of charge on the website to the public (tourism services providers, inhabitants...).

Barcelona uses monitored indicators to manage tourism in the destination. An important document is the "Barcelona Sustainable Tourism Strategy", which focuses on managing tourism growth and its positive impacts on the city's economy while minimizing negative environmental and social effects. The aim is primarily to improve the quality of tourist experiences and distribute tourist pressure.

Picture : Sustainable tourism strategy, Barcelona, Title page



Source: <https://barcelonaturisme.com/>

To achieve these goals, the city of Barcelona uses a variety of tools, such as supporting lesser-known tourist sites, improving transport infrastructure in peripheral areas, limiting the number of tourists at some attractions, limiting the number of tourists in historic areas, and even banning tourists from certain areas, etc.

DISCUSSION AND LESSONS LEARNED

In recent years, Barcelona has been an example of an urban cultural destination that has been monitoring several specific indicators that measure the sustainability of tourism in addition to the usual mandatory statistical data.

The following are the issues to be taken into consideration:

- Unfortunately, not all cities and small towns can afford to monitor so many indicators due to costs.
- The Barcelona Observatory monitoring system of specific sustainability indicators has nevertheless some weaknesses. No available data exists in certain fields of tourism sustainability, especially environmental sustainability. Such indicators as water consumption, energy consumption or waste are only calculated for all economic activities without distinction. It does not allow for analysis of the detailed results of tourism activity.
- The monitored data and indicators should be tailored according to the needs of the city/town for sustainable tourism management. The needs can be different.
- The monitored data and indicators should be comparable and monitored continuously.
- It is important to collaborate in monitoring the data and indicators among all tourism stakeholders.
- It is important to share the data and indicators with all.
- The cities/towns should monitor only such additional sustainable data and indicators which will be useful for their management of sustainable tourism.

Barcelona is not only a good example of monitoring data and indicators but also engaging in various sustainable initiatives at different levels. Barcelona's urban policy focuses not only on environmental aspects but also on the protection of cultural heritage and the quality of life of residents. Sustainability is a

cornerstone of its strategy. Barcelona is positioning itself as a leader in the sustainable development of tourism on a global scale.

“Tourism isn’t bad, it’s just about balance.”

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BEST PRACTICE – MONITORING OF TOURIST DATA IN ČESKÝ KRUMLOV (CZECH REPUBLIC)

Zdenka Petrů, Zuzana Kvítková

LOCATION

Český Krumlov, South Bohemia, Czech Republic

AREA OF THE GOOD PRACTICE

Český Krumlov is in the South Bohemian Region. It is a town with around 13,5 thousand inhabitants and an area of 22.17 square kilometres (Český Krumlov, 2024) including the associated villages. Since 1992 the town has been on the list of UNESCO (World List of Natural and Cultural Heritage). Its economic development is remarkably linked with tourism. The dominant of the town is the State Castle and Chateaux, the second largest complex after Prague Castle in the Czech Republic and in the long term, it is the most visited tourist attraction in South Bohemia.

The town of Český Krumlov was until the year 2019 one of the alarming examples of the negative impact of mass tourism in the Czech Republic. This happened due to high promotion on the Asian market and short-term organized excursions. In the year 2019, 2 million tourists (Lukáč, 2021) were visiting the town. The highest tourist flows were in the summer season (July and August), in the period of Christmas markets and festivals out of season.

Tourism represents economic income not only for the town itself but also for the local entrepreneurs. The town realised non-sustainable tourism and concerning economic impact and started to solve the situation in the year 2016 with the project “Krumlov sobě – tvoříme Krumlov spolu” with the participation of different stakeholders (Strategický plan, Český Krumlov, 2021). In 2020 the COVID-19 pandemic highly affected visitors’ numbers in the town. The town was empty, only domestic tourists visited it. The municipality has taken this situation as a possibility towards its sustainability. Recently (Kucerova, 2024) according to inhabitants of Cesky Krumlov, the tourist trends are changing. According to some of them, mass tourism mitigates, more Czech visitors coming. Locals tolerate visitors and positively perceive the trend of slow tourism.

Residents are proud of the beauty of their town and mostly understand the interest of tourists. Moreover, tourism employs 3.5 thousand people here, so the town and businessmen welcome visitors because they rely on profits from tourism. Revenues from tourism to the town budget in 2023 were more than 58 million crowns (Kučerová, 2024).

CONTEXT

Monitoring is a possibility for the identification of changes, especially concerning questions about the numbers and structure of tourists. The town itself and its institutions especially its Destination Management Organisation (DMO), named DMO Český Krumlov Region, which is one of the certified in the Czech Republic concentrate on monitoring the offer and demand in tourism.

On the offer side, there are:

- Monitoring of the number of attractions (natural and especially cultural including events), their accessibility and number of visitors. They are tourism products, which the town and its DMO offer.
- Monitoring of data about economic subjects providing tourism services as accommodation and catering (food and beverage) subjects as well as other enterprises and organisations providing sport, entertainment and recreation services including land transport. Collected data are the number of units, structure according to classification, ownership, and registration address (in town or outside). In accommodation data are taken only from collective accommodation facilities, not from Airbnb including indicators such as number of rooms and number of beds. In catering, monitoring includes the number of seats, time of functioning (seasonality) and structure of services provided.
- Monitoring of data about several shops, ATMs (automated teller machines), filling stations, car and bus public parking, numbers of bikes and walking paths. Rental companies, especially boat rentals etc.

On the demand side, there are:

- Monitoring the number of arrivals to monitored collective accommodation facilities broken down by country (CSU)

- Monitoring the number of overnight stays to monitored collective accommodation facilities broken down into residents and non-residents, including countries of origin (CSU)
- Monitoring average length of stay broken down into residents and non-residents, including countries of origin, and room (bed) occupancy in monitored collective accommodation facilities (CSU)
- Monitoring the number of parking cars and buses (own monitoring)
- Monitoring parking fees and local fee revenues (MÚ CK)
- Monitoring numbers of visitors to tourist attractions in the town (CzechTourism-tourdata)

Additionally on the demand side following indicators are monitored, even some not regularly:

- daily town traffic (number of town visitors daily) based on residual data from mobile operators by month, quarter and individual days of the week, broken down into domestic and foreign (CzechTourism research in 2012 with cooperation with T-Mobile)
- number of visitors to the tourist information centre (IC) by country of origin according to the structure of topics and requirements in the categories of transport, accommodation, catering, culture, tourism, sports and souvenir sales (IC has been doing this monitoring since 2011)
- a survey of motivation, expenses per stay/person (during the stay and before the trip), frequency of visits, mode of transport, and satisfaction (STEM/MARK survey in 2009).

In the area of marketing, the city monitors the use of websites, social media, promotional videos, and digital campaigns by potential and current town visitors.

In connection with the town's membership in UNESCO, the following indicators are mandatory to be monitored:

- investments in the protection and maintenance of buildings
- ensuring promotion/UNESCO designation
- uniformity of indicators of the town's main attractions

STAKEHOLDERS AND ACTORS

The South Bohemian Tourism Centre (Jihočeská centrála cestovního ruchu) was established in the South Bohemian Region in 1999. Since 2001, tourism has been the responsibility of the South Bohemian Region. Destination management in Český Krumlov is implemented by the municipality of Český Krumlov (Tourism Commission of the Český Krumlov Town Council) and **DMO Český Krumlov Region, z.s.** The founders of DMO are the town of Český Krumlov, the Český Krumlov Development Fund (Českokrumlovský rozvojový fond) s. r.o. and the Český Krumlov Tourism Association (Sdružení cestovního ruchu Český Krumlov) z.s. (SCR ČK).

Českokrumlovský rozvojový fond, s.r.o. (founded in 1991 and owned by the town) has the following tasks and aims:

- Ensure high-quality repair of historically valuable buildings while preserving their cultural and historical value.
- Find and ensure their optimal functional and economic use under the goals of the city's development.
- Participate in the support, organization and coordination of tourism development in the city and its surroundings.
- Bring high-quality domestic and foreign investors to the city and region.

Sdružení cestovního ruchu Český Krumlov z.s. is an association operating in the field of tourism and culture in the destination area. It associates the Association of Guides, the individual tourism and cultural entities operating in the destination area (e.g. public administration bodies, business entities, non-profit organizations). It is part of the management and planning of tourism in the destination and organizes regular and one-off events throughout the year (e.g. Christmas market, Wine Festival Český Krumlov...).

Infocentrum Český Krumlov was founded in 1994 and is a certified member of Association of Tourist Centres (A.T.I.C. ČR). Since 1997 is managed by Českokrumlovský rozvojový fond. In addition to classic information services about the town and its attractions, provides city tours, guide services, ticket sales for cultural events through various portals, incoming service for tour operators and travel agents, sale of Český Krumlov Card, sale of fishing permits, and for event organizers, the Colosseum online ticket service and others.

Key partners of Český Krumlov tourism are:

- at the local level: Tourism Association in Český Krumlov; Association of Guides Český Krumlov; individual tourism and cultural entities operating in the destination area: providers of tourist services; operators of tourist attractions and monuments; operators of cultural, sports, and leisure facilities; organizers of cultural, social, and sports events;
- at the regional level: o South Bohemia – South Bohemian Tourism Centre, Regional Office of the South Bohemian Region; o National Institute of Monuments – Territorial Monuments Administration in České Budějovice; o tourist authorities of important destinations in the wider region of South Bohemia (Lipensko, České Budějovice, Hluboká nad Vltavou, Písek, Jindřichův Hradec, Třeboň, etc.)
- at the national level: Czech Tourism Authority - CzechTourism;
- at the foreign level: Tourismusverband Linz; tourist institutions, authorities, and business partners of the “European Danube-Vltava Region (concentration on Upper Austria, Lower Bavaria regions).

Český Krumlov's success in tourism management lies in cooperation between the public and private sectors, but with neighbouring regions and organisations, too.

IMPLEMENTATION, RESULTS, AND IMPACT

Český Krumlov and its DMO apply direct and indirect methods when monitoring data on tourism supply and demand.

Direct data collection is mainly based on questionnaire surveys and interviews with visitors/tourists in facilities that the town itself operates (information centre, parking lots...) or based on surveys ordered from marketing agencies (e.g. STEM/MARK, KPMG). Marketing agencies' reports include also data analysis.

They use data collection organized by the CzechTourism agency through mobile operators (e.g. T-Mobile) or marketing agencies collecting data in the form of sample surveys analysed by destination.

They use existing data collected mandatorily for the tourism sector by the Czech Statistical Office (CSU), as well as data collected by the Ministry of Regional Development or CzechTourism.

The system for monitoring and evaluating supply and demand in tourism in Český Krumlov is used to process important conceptual and action plans.

These documents also address the sustainable development of tourism in the city, considering all its pillars: economic, social, and environmental.

The document "DMO Český Krumlov concept for 2022-2024" can be cited as an example of good practice.

Picture: Title page of the Regional concept



DMO Český Krumlov, z.s.

Source: <https://data.ois.cz/files/11766-koncepce.pdf#page=15.48>

DISCUSSION AND LESSONS LEARNED

The example of Český Krumlov from monitoring tourism data shows the importance of constant data monitoring, in terms of comparability (both temporal and geographical). Continuity is possible based on data obtained from the Czech Statistical Office, which is monitored based on the EU (Eurostat) methodology, but is published mostly at the regional/national level and in smaller destinations such as Český Krumlov is available on request. There is a lack of statistical data monitoring regarding accommodation outside collective accommodation facilities (e.g. Airbnb).

Since 2018, the Destination Management Organization (DMO) certification in the Czech Republic has also proven to be a benefit for tourism monitoring, as it introduced the tracking of some new indicators such as the number of visitors to tourist attractions, the number of tourism products in destinations, etc., with the possibility of comparison at the regional level within the Czech Republic.

Despite the financial cost, it has proven to be important to use monitoring and analysis by professional agencies that can collect data to calculate the necessary indicators for monitoring the sustainability of tourism.

To monitor, research and ensure sustainable tourism development, it is necessary to:

- monitor data continuously, not only annually, but also in shorter intervals (monthly) about the seasonality of tourism, which may vary depending on the type of destination
- supplement the mandatory monitoring, which is part of the official statistical monitoring, with some new data such as Airbnb data, visitor numbers to tourist attractions, and visitor numbers to tourist information centres etc.
- repeatedly, at set intervals with strategic documents, conduct broader monitoring and data analysis about indicators of sustainable tourism development
- determine and monitor selected environmental indicators and impact indicators on the lives of residents.

Český Krumlov is proving to be an example of effective management and monitoring of tourism indicators. Thanks to careful planning, data collection and analysis, quality infrastructure, cooperation with key partners, and a sustainable approach to tourism development, the town has managed to build a robust tourism sector that can serve as an example for other towns and regions. This combination of modern management, collaboration, and sustainability has proven to be key to long-term success.

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Source: Cesky Krumlov, picture gallery, 2022-08-19

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BEST PRACTICE – A STRONG TOURISM THROUGH A BROAD BASED PARTNERSHIP IN VIENNA

Edlira Menkshi

LOCATION

Vienna is the capital and the largest city of Austria. It is located in the east of the country on the banks of the mighty Danube River, the city is home to around 2 million people. Despite its size, Vienna retains the feel of a large town with numerous parks, woodlands, outlying hills, and other open and green spaces. Vienna owes its size (and much of its beauty) to the legacy of the Habsburg monarchy that ruled over large areas of Europe for many centuries. Wien (to give it its German name) sat at the center of Habsburg authority for almost all that period. There are a lot of cultural heritage monumental buildings around and great works of art fill Vienna museums. The city's history predates the Habsburgs of course but Vienna has churches that date back over 1000 years. The buildings mix past architectural eras, three large palaces, (Hofburg in the centre, Schonbrunn's giant summer palace of Habsburgs, and Belvedere with two Baroque palaces, the giant Gothic Cathedral and gorgeous museums, churches, and various delightful buildings from the 1800s. The Historic Centre of Vienna is registered in the UNESCO World Heritage List (2001) as a Cultural Heritage Property.

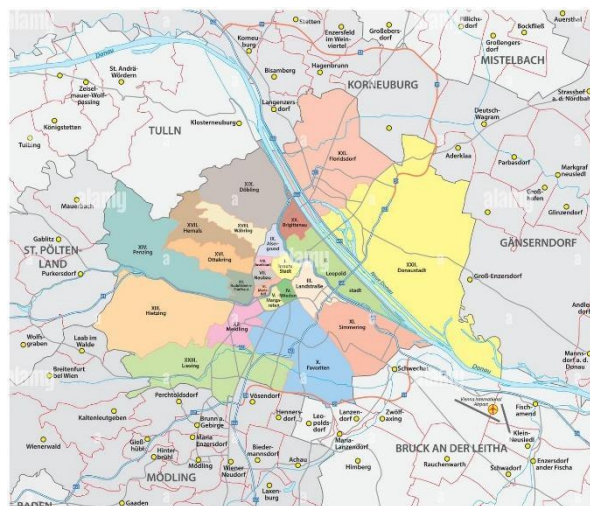


Illustration 1. Administrative map of Vienna, Austria

Source: <https://www.alamy.com/road-and-administrative-vector-map-of-the-city-of-vienna-and-its-surrounding-communities-image352128994.html>

Vienna is also considered to be home to classical music by Mozart, Beethoven, Haydn, Brahms, Mahler, Schubert, and various members of the Strauss family and others who produced copious quantities of sheet music in Vienna. Vienna has one of the world's greatest opera houses and the best classical music concert hall.

Besides the cultural heritage buildings, the culinary food and drink, (coffee houses are authentic experiences), events, and cultural traditions are part of Vienna's heritage. The city stands out among other European tourist destinations like Florence, Venice, London, and Paris.

In Europe the most frequent or highly recognized of commissioned tourism studies are either publicly financed, directly by national or local authorities, or indirectly by government agencies. This method of procuring market research is important and often a condition for its development, as the expensive primary studies cannot be financed by the numerous small or medium-scale businesses. The resulting obligation to pass on information, created by the above-mentioned research financing, has led to a wider search - in regional tourism organizations, and other bodies representing tourism - to find means of successfully sharing and communicating information.

AREA OF GOOD PRACTICE

During the past two decades, processing the growing volume of tourism data has become a major challenge for tourism researchers.

The Vienna Tourist Board is the official destination marketing and management organization for the City of Vienna. (DMO) Established in 1955, the board's mandate includes representing the tourist interests of the city, promoting the destination worldwide, assisting private visitors and meeting participants with information and services, contributing to tourism measures instigated by the municipality, and promoting an understanding among residents for the tourism industry and its economic, cultural and social significance. The Vienna Tourist Board's Destination Marketing department specifically targets those groups that make the greatest contributions towards achieving the goals set out in the Visitor Economy Strategy. The Vienna Tourist Board and its teams work closely with tour operators and gatekeepers (luxury segment), maintain close ties with top

international media representatives, help meeting organizers plan and prepare meetings and incentives in Vienna, and offer information and hotel booking services for international travellers. The Vienna Tourist Board also provides visitor services in Vienna from its main tourist information center behind the Vienna State Opera, a welcome point at Vienna International Airport, as well as several mobile tourist info points. In addition, the Vienna Tourist Board is involved in destination management activities in cooperation with stakeholders from various areas to further improve the city for visitors and residents alike.

CONTEXT

For many years, the greater Vienna area (the City of Vienna plus surrounding municipalities) has been ranked among the top 10 cities in Europe in the annual City Destinations Alliance (formerly: European Cities Marketing) benchmarking report. In 2019 the greater Vienna area recorded around 18.6 million bed nights. This included around 17.6 million bed nights for the core area within the city limits alone: over 83% of these were attributable to foreign visitors, who accounted for 7.9 million arrivals. As a result, net revenue generated by Vienna's hotel industry surpassed the EUR 1 billion mark for the first time in 2019 (EUR 1.02bn).

After the sharp downturns in 2020 and 2021 and the onset of recovery from 2022 onwards, the picture for 2023 reveals clear signs of normalization: between January and December 2023 Vienna posted 17.3 million visitor overnights, which represented a 31% year-on-year increase on 2022 and was equivalent to 98% of the total recorded in 2019 before the outbreak of the crisis. In 2023 net revenue from overnights at Vienna's commercial accommodation providers amounted to EUR 1.236 billion – up 40% in 2022 and up 21% in 2019. Economic studies show that the annual induced economic impact usually generated by tourism in the core Vienna area (direct and indirect benefits) amounts to some EUR 4.7 billion (reporting year 2018). This represents approximately 4.8% of Vienna's gross regional product and approximately one-fifth of the induced economic impact from tourism for the whole of Austria. In addition to the 4.7 billion euros in direct value added in Vienna, tourism in Vienna generates 900 million euros in value added for the rest of Austria (excluding Vienna). Tourism in Vienna ranked second among all of Austria's federal provinces (behind Tyrol and ahead of

Salzburg) – in terms of both direct and induced economic impact, as well as tourist spending (EUR 7.2 billion).

STAKEHOLDERS AND ACTORS

The Vienna Tourist Board is organized into five departments and one staff unit. The one named Brand Management, International Marketing of the Destination is responsible for Vienna Brand, such as central image video management, photo Vienna.info, and footage Vienna.info image, databases, and advertising materials and information tools. In 2016 a new brand strategy was developed in collaboration with Munich's Nymphenburg Group using insights gained from neuromarketing.

The Media House department (comprising the Content Creation, Channel Management and International Media teams) brings together the organization's content creation activities and its channel and media-specific variations; Corporate Public Relations, an executive department responsible for how the general public perceives the Vienna Tourist Board. The department's task is to keep journalists, industry representatives, and (through media relations) also the city's residents informed of the Vienna Tourist Board's activities and tourism-related developments in the city with an emphasis on the economic, cultural, and social significance of tourism.

The Department of Commercial Services is responsible for a wide range of areas, from HR, controlling, and accounts, to employer branding and organizational development. Cooperations and regional partnerships are also the responsibility of this department, alongside IT, logistics, and facility management. Ongoing development of the Vienna City Card, the Vienna Tourist Board's official visitor card, also falls under the responsibility of this department. The Vienna City Card entitles holders to numerous discounts as well as unlimited travel on the Wiener Linien public transportation network. It is also available with add-ons, including transfer to and from the airport and hop-on hop-off bus tours.

The Vienna Tourist Board also makes use of interdepartmental task forces to ensure that the different departments can pool their resources to meet new challenges and respond quickly to changing circumstances.

Being the tourism marketing agency of Vienna, the Vienna Tourist Board has led the formulation process for the new Tourism Strategy 2020. the strategy process was placed on a broader basis than for any preceding document of this kind: not

only experts in the tourism industry had their say, but also the city's inhabitants and, last but not least, Vienna's guests, as they are the actual target group of destination development.

IMPLEMENTATION, RESULTS, AND IMPACT

The Vienna Tourist Board presented its Visitor Economy Strategy in the fall of 2019. Inspired by the motto of Shaping Vienna, the new strategy completely redefines travel as a phenomenon and its effect on the destination, while targeting sustainable development and balancing the needs of both residents and visitors. The emphasis is on adding value for the city, its residents, and businesses. While the fundamental strategy remains unchanged, the targets set were adjusted to reflect the shift in demand and change in circumstances triggered by the coronavirus crisis. The focus is on economic, environmental, and social sustainability and resilience – in other words, the destination's ability to learn from and withstand crises. According to the 2022/2023 Visitor Survey (around 3,000 respondents), the typical visitor to Vienna is 47.8 years old, a salaried employee, well educated, usually with one other person. Just under half of guests (47%) were visiting for the first time, around 22% had already been to Vienna once before, and around a third (32%) were returning to Vienna for at least the third time. 75% of visitors named sights and culture as one of the reasons for choosing the destination. 39% of visitors travel to Vienna by air, 31% by train, while 23% travel by car and 4% by bus. A small number of visitors reached the city by another means of transportation – with alternatives ranging from motorhomes to yachts and bicycles. What do visitors to Vienna do? The list is topped by sightseeing, followed by walking through the city, dining at restaurants, visiting museums and exhibitions, and going to coffeehouses.

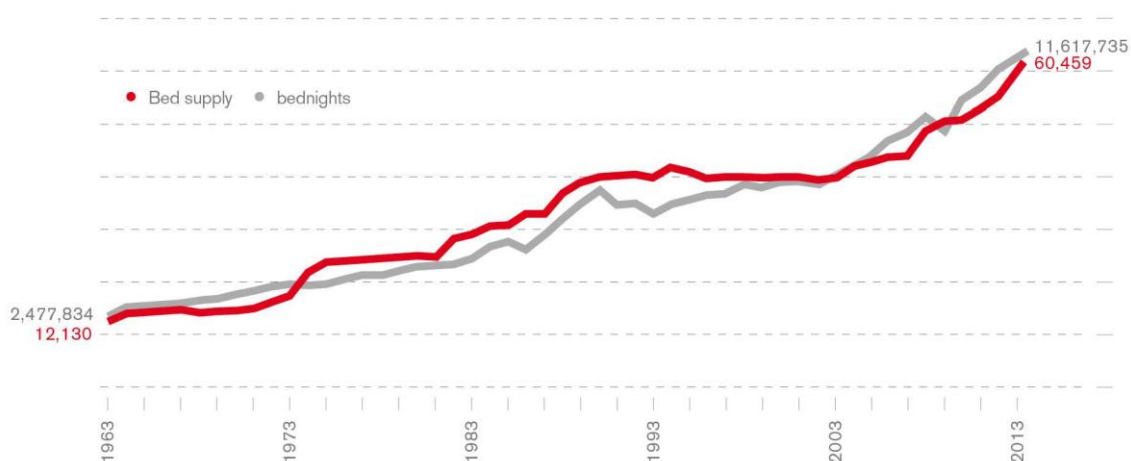
Vienna offers a wide range of overnight accommodations, from palaces and international hotel chains to family-run establishments.

Of the approximately 74,400 beds in 410 hotels and pensions (including seasonal hotels open only in summer), around 60% are in the luxury or premium 4 and 5-star category. In 2023, the average length of stay was 2.33 nights, and average bed occupancy was around 54%. This is equivalent to a room occupancy of around 69%. Over the entire year, Vienna has the highest bed occupancy rate in Austria.

Congresses, corporate meetings and incentives are an important part of Vienna's tourism industry. An analysis of the long-term average reveals that this segment accounted for one in eight overnight stays. The 2022 Vienna meetings industry statistics showed that the 4,339 meetings (congresses and corporate events) held during the year represent a 143% increase over 2021 and 79% of the pre-pandemic 2019 total. Participant numbers at these meetings amounted to around 451,000 in 2022 (Vienna Meeting Industry Report). Together they generated around 1,187,000 overnights (2019: 1.6 million) The meeting industry is one of the main sources of revenue for the city's visitor economy. Congress participants generate significantly higher revenues than leisure tourists. At an average of EUR 552, their daily expenditure is about twice as high as that of the average visitor to Vienna.

PICTURES, SOURCES, REFERENCES

Figure 6: Increase in bed places (hotels, pensions and guesthouses) in Vienna as compared to the development of overnight stays, 1963-2013



Source: Vienna Tourist Board



Source: Vienna Tourist Board: <https://www.wien.info/en/vienna-tourist-board-131180>

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BEST PRACTICE – DMO – TOURISM DEVELOPMENT IN GJIROKASTRA ALBANIA

Alma Zhilla

LOCATION

Gjirokastra is one of the main cultural destinations of Albania located in the south of Albania on the border with Greece. The favourable geographical position in the past made Gjirokastra an important point on trade routes and today an important cultural tourist destination Gjirokastra is situated between the mountains (M.Gjere) and the steep hillside of Drino Valley at 300 meters above sea level. Approximately 35,000 people live in Gjirokastra and 75 172 in the county.

Even though Gjirokastra is a special town in southern Albania; it represents and has the same development history and similarities with the way of the foundation and formation of the European cities from antiquity to the Middle Ages, from the Middle Ages until the European Renaissance. The uniqueness of the history of Gjirokastra and something worth considering is an onward taking and giving with all the Drino Valley.

Historical records first mention Gjirokastra in the late antiquity about the V century AD, and later as an episcopal center in the X century AD, exactly the time of the recording of Albanian principalities and the fortification of Gjirokastra, as a major center at the intersection of important thoroughfares towards to the scaffolds of Onhezmi, Butrint, Yanina continuing up to Nikopol. In 1336 the Byzantine chronicles used to name Gjirokastra "Argyropolihne". It turned to the center of Zenebishëve princely (Zeneviseve) and in alliance with GjinBueShpata owned a large part of the Despotate of Epirus. In 1432, Gjirokastra fell under the Turkish rule. This long period of wars, results in a real urban and social disaster for the city. However, Gjirokastra and its people tried all the possibilities and opportunities to maintain the relations with the Christian West, and this not only in the spiritual way. They found "small trails" in the economic closure of the Ottoman Empire and took advantage of the many informal relations with the West. The Turkish chronicles of the 1583 present Gjirokastra as a sandzak center, with 434 houses and which was in possession of Albanian lands from Chameria to Mat River. According to the European scheme

outside the walls were Varosh, Pazari I Vjetër (Old Bazaar), and ten other neighborhoods. Later studies in Kikino, Baboçatë, Babameto, Toro, Shaplllo, and Mezinatë houses speak for the important construction period that belongs to the last years of the century and the beginnings of the century. The city aqueduct which brought water to the castle water tanks from Mali (mountain) i Gjerë was also built in this period. This is also the period when the fully city planning scheme of the historical center was formed. In the period of Ali Pasha Tepelena (the beginning of XIX century) the castle fortress was re-constructed, and a series of monumental houses were built: Zekate, Kabilatet, Babaramo, Galanxhitë, Hadëratë, etc. The last phase of the intervention in the historical city center is at the beginning of the twentieth century. A strong wind of changes coming from the West is widely reflected in the psychology of the city's citizens in Gjirokastra, even in the lifestyle and also the typical constructions. Gjirokastra is a special town in southern Albania. Because of its history, and its construction;



Fig 1. The location of the destination

Gjirokastra is described as "Chronicle in Stone" European Scientific Journal May 2015 edition vol.11, No.14 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431 303 from our great writer Ismail Kadare. A chronicle which made this a strange city and which seemed to have come out of a mountain. It made Gjirokastra famous before it was announced as a Museum City in 1968, before it was known in the world and much earlier than was listed on UNESCO. Gjirokastra is famous not only for the architectural side, "under its every stone, sits a hidden story" (D.

Agolli) but also for its histories, traditions and culture carried through generations, leaving us a very rich spiritual heritage distinct from other Albanian cities. On July 15, 2005, at the meeting of UNESCO Committee held in Durban, South Africa, the Committee unanimously voted to declare Gjirokastra "World Cultural Heritage" at risk. Simultaneously this acceptance together with "the fortune" of Gjirokastra, that of being a national, regional and international tourist destination well defined the obligation to make tourism stakeholders preserve all this wealth, to show it to visitors, to carry it through generations in order to have economic benefits from it, in the best way possible.

AREA OF GOOD PRACTICE-

Based on the data the tourism sector in Gjirokastra is growing fast. The number of tourists is growing significantly in the last few years. Gjirokastra region has important tourist attractions, which has led to an increase in the number of tourists over the years. According the data the number of tourists in Gjirokastra for 2015 reached up to 43 000. Based on available statistical data for the period 2017-2019, the number of visitors in two important destinations of this region show: Gjirokastra Castle from 76 666 in 2017 to 115 353 in 2019; the protected area from 26 344 in 2017 to 52 305 visitors in 2019. Gjirokastra is a valuable regional tourist destination and many intentional. The purpose of the trips in the Gjirokastra region for 2018 show: for business 2.9 %; visiting relatives and friends 57.5%; holidays and leisure 39.6 %. Most international tourists are from Europe, (Germany, Italy, Britain, France, etc), but also from United States and other countries of the world. In the last two years 2022 and 2023 the number of tourists is increased by more than 600 000 international tourists. The increase is dedicated to the cultural potential and the promotion of the city. Visit Gjirokastra has promoted the cultural and natural heritage on the website.

In the centre of the city the bed capacity goes more than 1500 beds. "Cajupi" hotel is one of the largest hotels in the historic center will not only provide all its facilities, such as the conference rooms, the terrace where local instrumentalists and folk groups will play live music over dinner but it will also inaugurate an indoor craft shop for the wonderful products of "GjiroArt" cooperative.

CONTEXT

Accommodation units were asked to evaluate the best tourist season for their businesses in 2022, 2021, and 2019. After Tirana hotels appear to be the most satisfied in Berat and Gjirokaster. With respectively 59% and 53% in each destination. In Gjirokastra hotels appear to be far more interested in hosting more cultural events or musical festivals (61%), as well as more museums and cultural attractions, (39%) than hotels in other cultural destinations.

Visit Gjirokastra is a project implemented by DMO Albania, aiming to promote the outstanding values of the Gjirokastra region, including the Gjirokastra - Unesco city and surrounding areas. The project will brand Gjirokastra as a tourist destination to create sustainable tourism with profits for local economies.

STAKEHOLDERS AND ACTORS

Effective and permanent management of tourist destinations requires harmonization of all legal and policy-making instruments in the country: DMO-Albania, Visit Gjirokastra, Municipality of Gjirokastra, Gjirokatra Foundation, community

Visit Gjirokastra is a portal where you can find the digitalization of attractions in Gjirokastra, published in two languages: English and Albanian. A statistic on web visibility shows that during this year the online site users have 25,000 visitors: most of them domestic, due to the general situation of tourism in the country and in the world, and a part of international tourists from America, Greece, Italy, England and others to a much smaller extent.

IMPLEMENTATION, RESULTS, AND IMPACT-

According to data, more than 250 accommodation units such as hotels, Villas, and Resorts are present in the city. In this region, have developed also food service enterprises. In the year 2017, this region had 582 active accommodation and food service enterprises and in the year 2018 had 522 accommodation and food service enterprises.

The website and other social networks are visited by thousands of people leaving reviews for the city, objects they have visited, accommodation, and everything else they have done during their stay.

Based on the directives of the National Strategy DMO-s are helping municipalities in drafting the local strategies for tourism development in local areas. Some action plans will consist in promoting of public and private investments; improving of tourist services; consolidating and development tourism products; reorientation of promotion towards potentials; support for management of destinations. Development and management of the destinations is the strategic direction towards which the tourism industry in the country will be driven.

DMO will need continuous monitoring, coordination of activities especially with local organizations and donors, as well as the development of various state assistance and help programs to promote and develop them

DISCUSSION AND LESSONS

Cultural Tourism represents a great business opportunity if complete products and updates are provided to the right market segments.

Successful cultural projects of tourism depend on cooperation, appraisal, marketing and service to visitors, as well as the development of successful strategies which connect culture and tourism in communities

To achieve the goals the mission of Visit Gjirokastra consists in some directions: Designing and organizing the marketing of the tourist products of the area, in ways and forms that match the intended results and the tools available for this purpose; Coordination of all actors, including associations, local self-government units, accommodation businesses, agritourism and rural tourism, tour guides and other actors who have a role in the smooth running and further development of tourism; Preservation and promotion of cultural heritage; Creation of an information infrastructure, easily accessible by any individual interested in learning about the city of Gjirokastra and the surrounding areas as well as visiting them; Organization of trainings for improving the quality of services and other topics that serve to improve the tourist offer; Registering the name “Visit Gjirokastra” as a trademark of typical geographical origin, which will represent the territory and members of the Society; preparing the strategy for tourism development in Gjirokastra destination.

Field of services provided by Visit Gjirokastra is training and research/study.

The problem remains the collection of data and the methodologies to apply.

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Final Report Summary of Tourist Survey, 2020 https://www.albaniandf.org/wp-content/uploads/2021/05/PIUTD_ACER_-ADF_ENG_-Final-Report-2020_Summary-of-Tourist-Survey_compressed.pdf

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Fig. 2. Old city of Gjirokastra <https://dmoalbania.al/our-projects/>

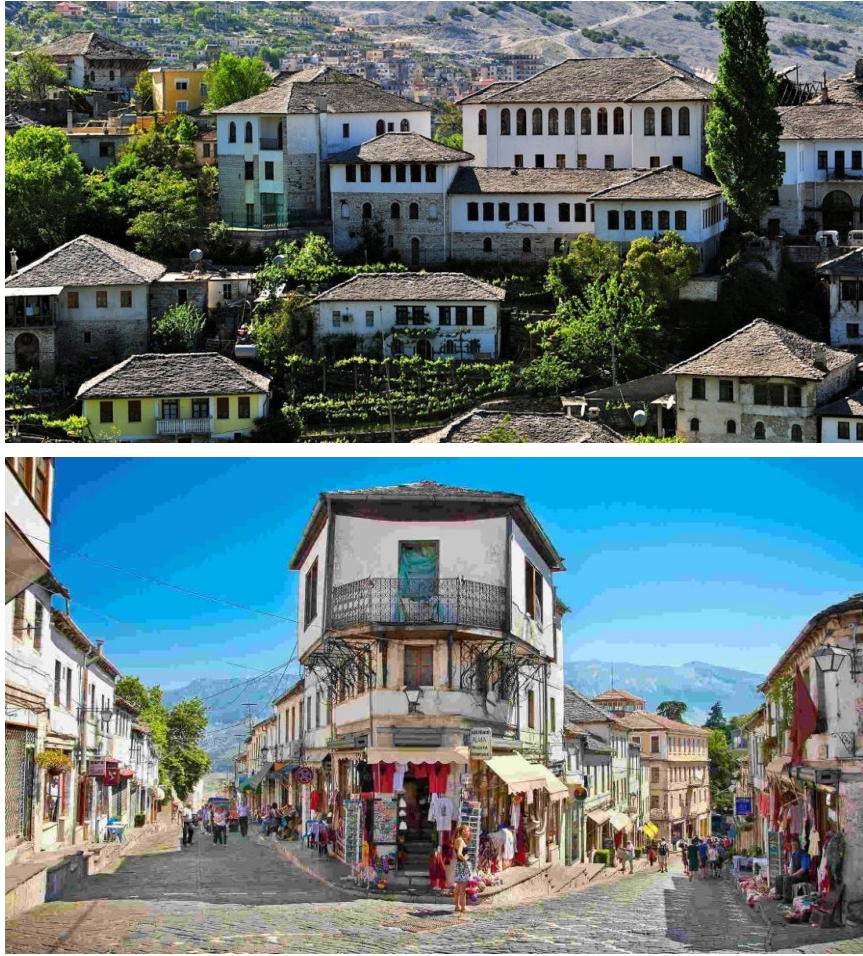


Fig.4. Bazar in the historic centre

Sára Hegedüs

In 2009, Linz was designated as the European Capital of Culture, sharing the title with Vilnius, Lithuania. This prestigious recognition was part of the European Union's initiative to promote cultural diversity and foster international cultural exchange. To achieve this, Linz implemented an extensive programme of events and infrastructural developments aimed at highlighting its cultural assets and fostering community engagement. Key initiatives included the expansion of cultural institutions, the promotion of contemporary art and media projects, and the revitalisation of public spaces. The year-long celebration not only boosted tourism but also enhanced the city's global cultural profile, positioning Linz as a forward-thinking, innovative centre for arts and technology. The success of the programme was reflected in increased visitor numbers, strengthened local identity, and the long-term economic benefits derived from its cultural investments.

As the evaluation (McCoshan et al. 2010) of the year claims: The ECOC initiative in Linz aimed to:

- Strengthen the city's cultural profile and its international visibility.
- Develop a long-term cultural infrastructure.
- Foster public engagement in cultural activities.
- Position Linz as a contemporary cultural city distinct from Vienna and Salzburg

The year-long programme featured 220 projects resulting in approximately 7,700 events, which attracted 2.9 million visitors, including over 2 million day guests. These initiatives involved 5,000 artists and cultural stakeholders from 66 countries, positioning Linz as an innovative and forward-thinking cultural destination. Despite the global economic crisis, the city experienced a 9.5% increase in overnight stays, demonstrating the programme's economic impact.

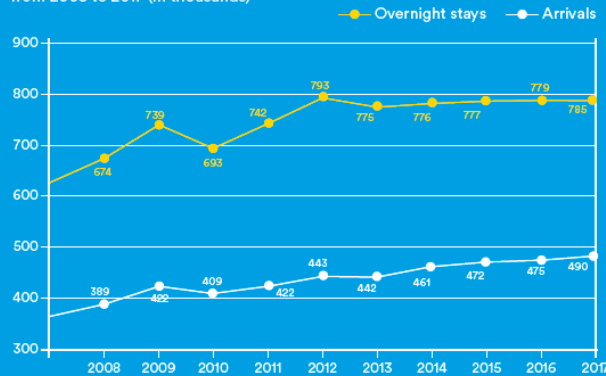
The long-term impact of the project is shown in the infographic below.

(Linz, 2018).

Linz Tourism facts & figures

DEVELOPMENT OF OVERNIGHT STAYS AND ARRIVALS

from 2008 to 2017 (in thousands)



+23,8%

Growth in beds occupancy rate
(2008 - 2017: 5.051 - 4.749)

45,9%

4* Hotels

TOURISM SATISFACTION RATE

(IMAS Survey 2015: sample = 400 residents)

78% of the population of the city felt the direction of Linz's tourism strategy and development was correct

90% of the residents reported that their visiting friends and relatives were highly satisfied with the tourism experience in Linz

92% of the residents interviewed were very satisfied with the tourism experiences

90%+ of visitor satisfaction levels.

LOCATION

Linz, situated in northern Austria along the banks of the Danube River, is the capital of the federal state of Upper Austria. With a population of more than 200,000 inhabitants, it is the country's third-largest city and serves as a significant economic and cultural hub. Linz boasts a diverse industrial base, including steel production and technology sectors, which contribute to its economic strength. In addition to its industrial heritage, the city offers a rich cultural scene with numerous museums, theatres, and music festivals. Linz's strategic location along major transportation routes and its scenic riverfront make it an attractive destination for tourists. Visitors are drawn to its blend of historic landmarks, such as the Old Town and the New Cathedral, alongside modern attractions like the Ars Electronica Center, which showcases the intersection of art, technology, and society.



Source: <https://culturezvous.com/en/what-to-do-in-linz-austria-travel-guide/>

AREA AND CONTEXT OF THE GOOD PRACTICE

What Happened in 2009 and beyond?
The ECOC year featured several landmark projects, such as:

- Ars Electronica Center Expansion: A global hub for media arts, digital culture, and technology.
- Lentos Museum of Modern Art: Hosting exhibitions reflecting the city's industrial and artistic heritage.
- Community Engagement Initiatives: Projects focusing on young people, underrepresented groups, and neighbourhood-level engagement.
- Sustainable Tourism Initiatives: Development of eco-friendly tourism experiences such as river cruises and cycling routes along the Danube

Data Collection Supporting Tourism Development:
Linz collected and analysed data on various fronts to ensure sustainable tourism development, such as:

- Tourist arrivals and overnight stays
- Event participation metrics
- Economic impact analysis
- Resident satisfaction surveys

STAKEHOLDERS AND ACTORS

The successful transformation of Linz into a cultural and smart tourism hub involved collaboration between various stakeholders, including public institutions, cultural organisations, private enterprises, and educational institutions. The main stakeholders can be categorised as follows:

Stakeholder Group	Key Participants	Roles and Contributions
Government Institutions	- City of Linz- Land of Upper Austria- Federal Ministry of Culture	Provided strategic oversight, policy support, and funding.
Cultural Institutions	- Ars Electronica Center- Lentos Museum- Brucknerhaus Concert Hall	Developed cultural content and hosted major events.
Tourism Organisations	- Linz Tourism Board- Upper Austria Tourism Association	Managed tourism marketing, data collection, and visitor services.
Private Sector	- voestalpine (steel company)- Local businesses	Sponsored cultural initiatives and contributed to infrastructure.
Educational Institutions	- Sigmund Freud University- Local tourism schools	Provided research, workshops, and student engagement projects.
Local Community	- Citizen groups- NGOs	Participated in cultural events and promoted community pride.

Summary of Stakeholder Involvement

1. Governmental Support:

The City of Linz, together with the regional and national government bodies, played a crucial role in providing funding and strategic planning for the

sustainable development of tourism and cultural projects. They ensured the alignment of tourism strategies with broader economic and social policies.

2. Cultural and Educational Institutions:

Institutions such as the Ars Electronica Center and Lentos Museum served as key drivers in positioning Linz as a centre for digital arts and culture. Educational institutions engaged students in creative projects, ensuring that the younger generation contributed to and benefited from tourism development efforts.

3. Private Sector Contributions:

Local businesses and corporate sponsors such as voestalpine supported the tourism sector through investment in infrastructure, sponsorship of cultural events, and collaboration on sustainable tourism initiatives.

4. Community Engagement:

Citizen participation was encouraged through events such as the Linz09 Capital of Culture programme, which offered numerous opportunities for local residents to engage with cultural activities and promote civic pride.

By coordinating efforts among these stakeholders, Linz successfully leveraged its cultural and industrial heritage to achieve sustainable tourism growth.

IMPLEMENTATION, RESULTS AND IMPACTS

The evaluation of the impact of the European Capital of Culture (ECOC) year was conducted in the following year using a structured methodology:

The assessment focused on analysing each ECOC within its specific context before drawing general conclusions. Data collection was carried out at two levels: limited EU-level data and extensive city-level data. The key data sources included:

1. European-Level Data Sources:

- a. EU policy and legislative documents related to the ECOC initiative.

- b. Reports from selection panels and previous ECOC evaluations, including the Palmer/Rae Associates study (2004) and ECOTEC's assessment of the 2007/08 ECOC.
- c. Academic literature on the role of culture in urban development.

2. ECOC-Specific Data Sources:

- a. **Official documents:** Original applications, funding agreements, and grant documents related to EU co-financing.
- b. **Reports and studies:** Commissioned reports, internal evaluations, and city-level studies on cultural impact.
- c. **Event data:** Information on the number and type of cultural events, including performances, exhibitions, and community projects.
- d. **Financial data:** Income and expenditure records related to ECOC activities.
- e. **Visitor and audience data:** Attendance figures, visitor demographics, and economic impact assessments based on tourism growth.
- f. **Survey results:** Public opinion surveys assessing resident satisfaction, tourist experiences, and cultural engagement.

3. Interviews and Consultations:

- a. **Managing teams:** Interviews with key individuals from the ECOC delivery agencies, who provided insights into planning, implementation, and challenges.
- b. **Stakeholders and cultural operators:** Consultations with municipalities, chambers of commerce, tourism offices, national ministries, and cultural institutions to evaluate governance effectiveness and artistic direction.

4. Data Verification and Quality Control:

- a. An interim review process ensured dataset accuracy. ECOC representatives were asked to verify data sources, fill any gaps, and confirm the completeness of datasets.

By integrating these diverse data sources, the evaluation provided a comprehensive assessment of the ECOC's cultural, social, and economic impact.

Here is a structured response based on the document regarding Linz's objectives as the European Capital of Culture (ECOC) 2009 and how they were implemented across the three ECOC criteria, with a particular focus on sustainability:

Linz as the European Capital of Culture 2009: Objectives and Implementation

Linz's European Capital of Culture (ECOC) programme in 2009 aimed to redefine the city's cultural identity, positioning it as a contemporary cultural centre distinct from Austria's traditional cultural capitals. The overarching goals included strengthening Linz's international visibility, fostering cultural participation among residents, and creating a sustainable cultural infrastructure. The programme was designed in alignment with the three core ECOC criteria: **Developing cultural activities, Promoting the European dimension, and Supporting social and economic development through culture.**

1. Developing Cultural Activities

Linz09 sought to expand and diversify the city's cultural offerings by incorporating innovative, contemporary, and interdisciplinary projects. The cultural programme featured over **200 projects and 7,700 events**, engaging **5,000 artists from 66 countries** and attracting **nearly 3.5 million visitors**. Emphasis was placed on experimental art forms, digital media, and participatory cultural experiences. Key initiatives included the **Ars Electronica Festival**, the **Lentos Museum of Modern Art**, and **Höhenrausch**, an art exhibition in unconventional urban spaces. Community-focused projects, such as the **"Cultural Capital Neighbourhood of the Month"**, encouraged local engagement in cultural activities.

2. Promoting the European Dimension

The European dimension was central to Linz09, achieved through international artistic collaborations, transnational projects, and cultural exchange programmes. Linz actively fostered partnerships with cultural institutions and artists across Europe, bringing diverse artistic perspectives to the city. Several projects addressed **shared European history and identity**, including exhibitions on Linz's complex past, such as **"The Führermuseum"**, which critically examined the city's role during the Nazi era. Furthermore, the programme integrated European themes through **multilingual performances, artist residencies, and**

digital media projects, reinforcing Linz's commitment to cultural dialogue and exchange.

3. Supporting Social and Economic Development through Culture

Linz09 played a significant role in boosting tourism, economic activity, and civic engagement. Despite the global economic crisis, the city recorded a **9.5% increase in overnight stays** in 2009. Investments in cultural infrastructure—such as the expansion of the Ars Electronica Center—enhanced Linz's long-term attractiveness as a cultural destination. The programme also strengthened local cultural institutions, providing increased funding and capacity-building opportunities. Moreover, community-driven initiatives encouraged broad citizen participation, integrating **youth, marginalized groups, and local neighbourhoods** into cultural life.

4. Sustainability and Long-Term Impact

Sustainability was a key focus of Linz09, ensuring that cultural advancements continued beyond the title year. The programme strategically invested in **cultural infrastructure, skills development, and long-term partnerships**. Many cultural initiatives introduced in 2009—such as the Ars Electronica expansions and city-wide participatory projects—continue to thrive today. Additionally, the **collaborative governance model** established during Linz09 strengthened cooperation between public institutions, cultural organisations, and private sponsors, creating a stable foundation for future cultural policies.

5. Conclusion: Linz09 as a Model for Sustainable Cultural Development

Linz09 successfully positioned the city as an innovative cultural hub, demonstrating how an ECOC project can **enhance local and international cultural engagement, drive economic growth, and promote long-term sustainability**. The programme's emphasis on digital media, contemporary arts, and participatory projects set a benchmark for future ECOC cities. By integrating culture into urban development and governance strategies, Linz ensured that the benefits of the ECOC year would extend well beyond 2009, securing its legacy as a European model for sustainable cultural transformation.

Since being designated the European Capital of Culture in 2009, Linz has successfully leveraged its cultural transformation to drive sustainable tourism development. The city's strategic investments in cultural infrastructure, digitalisation, and environmentally friendly tourism initiatives have contributed to long-term growth. Between 2008 and 2017, Linz saw a **23.8% increase in bed occupancy rates** and a steady rise in visitor numbers, with particularly strong growth in international markets such as China (+279%) and the USA (+31%). Linz has also become a key hub for conference tourism, with its **Blue Meeting® concept** promoting sustainable business tourism and generating over **51,000 overnight stays annually** from congress visitors.

Moreover, Linz's commitment to sustainable tourism is reflected in its **green mobility solutions**, such as the promotion of cycling tourism along the Danube and the rise in **river cruise tourism**, with over **1,400 berthings in 2017**. The city has also pioneered digitalisation in tourism through initiatives like the **Visit Linz app**, offering personalised visitor experiences. Public engagement remains strong, with **over 90% of residents and visitors expressing satisfaction** with Linz's tourism strategy (Smart_Tourism_LINZ_Infographics_2018).

The long-term impact of Linz09 is evident in the city's ongoing transformation into a cultural and creative hub, recognised as a **UNESCO City of Media Arts**. Cultural events such as the **Ars Electronica Festival, Höhenrausch, and Mural Harbour** continue to attract international visitors while integrating contemporary artistic expressions with urban heritage. Linz's innovative approach to tourism planning has positioned it as a **model for sustainable, smart tourism development** in Europe.

DISCUSSIONS AND LESSONS LEARNED

The Linz experience offers valuable insights into how data collection supports sustainable tourism:

- Data-Driven Decision Making: Regular tracking of key performance indicators (KPIs) such as visitor numbers, spending patterns, and satisfaction levels allowed for adaptive strategies.
- Community Involvement in Data Collection: Engaging residents in surveys ensured that tourism development aligned with local interests.
- Technology Integration: Digital tools such as the Visit Linz app provided real-time data on visitor engagement and preferences, offering insights for future planning .
- Long-Term Monitoring: The city implemented follow-up evaluations beyond the ECOC year to ensure the continuity of benefits and identify improvement areas.
- Benchmarking and Knowledge Sharing: Linz compared its tourism development strategies with other ECOC cities, helping to refine its policies and enhance sustainability efforts .

These lessons underscore the importance of systematic data collection in balancing economic, social, and environmental aspects of tourism development.

PICTURES, SOURCES, REFERENCES



Source: <https://www.linz09.at>



Source: <https://www.linz09.at>



Source: <https://www.linz09.at>



Source: <https://www.linztourismus.at>



Source: <https://culturezvous.com/en/what-to-do-in-linz-austria-travel-guide/>



Source: <https://www.linztourismus.at>



Source: <https://www.linz09.at>

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Assessment (EAC/03/06)”

BEST PRACTICE – VESZPRÉM – THE EUROPEAN CAPITAL OF CULTURE IN 2023

Csilla Petykó

Veszprém was selected to host the 2023 European Capital of Culture. It competed with several cities in Hungary, including Győr and Debrecen, for the right to host the event. Some of the strengths of the bid programme played a key role in Veszprém's success. These included regional cooperation, the deepening of cultural cooperation between interdependent territorial actors, the intensive involvement of the people of Veszprém and the region in the organisation of the event, and the regional distribution of ECoC programmes (Veszprém 2030, 2022).



Regional cooperation in Veszprém is granted in many ways. On the one hand, as a county and district seat with a population of sixty thousand, many public and private services are naturally concentrated here. On the other hand, the unique spatial structure of the area also encourages this: while the majority of tourist overnight stays and accommodation capacity is located on the shores of Lake Balaton, higher-level urban functions, cultural attractions and year-round jobs are more likely to be found in Veszprém (Veszprém 2030, 2022).

LOCATION

Veszprém is the seat of Veszprém County, located in the western part of the country, in the Transdanubian region. It is 120 km from Budapest, 20 km from Balatonfüred and 82 km from Győr. The city has a population of 60,000, and if we include the settlements in the immediate vicinity of Veszprém and the Balaton highlands, the population of the region is 224,000, and the population of the entire Balaton resort area, including the previous areas, is 437,000 (Veszprém 2030, 2022)

Veszprém, also known as the "City of Queens", is strategically located in the hills and valleys surrounding the Séd stream, at the junction of three geographical regions: the Bakony mountains to the north and west, the Balaton highlands to the south and the Mezőföld to the east. The town is situated on the Veszprém plateau, at an average altitude of 270 m above sea level. Veszprém is the highest county seat in Hungary. The city's initial impression is that of a town surrounded by a crescent of mountains, which then changes dramatically as one approaches the centre. The Séd stream has carved up the plateau, creating differences in level within the town of 30-40 metres.

King Stephen I (cca. 975-1038) transferred ownership of the town of Veszprém and its estates to his wife, Queen Gizella. From that point forward, the town became the property of the current Hungarian Queen. For centuries, in accordance with the relevant protocol, it was the Bishop of Veszprém who crowned the queens of the Kingdom of Hungary. This is the reason why the city is known as the "City of Queens".

Veszprém is rich in protected heritage: there are more than a hundred monuments in the city, and in addition to the nationally protected buildings, there are more than 250 locally protected buildings. In addition to its architectural heritage, the unique atmosphere of Veszprém is also due to its topography, which is unusual in Hungary. Especially the deep valley of the stream Séd, which in turn is accompanied by a number of very spectacular features of the Veszprém landscape, from the rock formations of Benedek Hill to the castle walls and the St. Stephen's Valley Bridge (Veszprém 2030, 2022).

With dozens of famous, unique and special buildings in the city, it is difficult to choose the most emblematic ones. The Fire Tower, the Castle Gate, the County Hall, the Town Hall, the Petőfi Theatre, the Dezső Laczkó Museum, the Library, the Music School, the Castle, the St. Michael's Basilica, the Archbishop's Palace, the Dubniczay Palace and the Piarist Gymnasium are all iconic. However, none

of them can be considered a symbol of Veszprém. Among the modern and post-modern buildings, the Hangvilla is an important element of the town's architectural heritage (Veszprém 2030, 2022). Hangvilla is a cultural hotspot, multi-functional community space, venue for concerts, performances, conferences, meetings and rehearsals.

Surprisingly for its size, Veszprém plays host to an exceptional number of high quality music festivals of all genres, and is an important national centre of contemporary art – home to an essential collection of modern paintings and sculpture. The city boasts numerous cultural venues that are unusual for their number and quality compared to other European cities of a similar size: theatres, libraries, exhibition halls, art galleries, museums, a puppet theatre and a broad array of church exhibitions that display artefacts of exceptional beauty and historical value. The Agora Community Centre, situated in a residential area between the 10-storey blockhouses hosts the activities of around a hundred neighbourhood organisations and citizens' groups, including choirs, dance groups, pensioners' clubs, etc. (BID book, 2018).

Veszprém is a university city. The University of Pannonia emerged from the former Faculty of Heavy Chemical Industry of the Budapest Technical University, which now has four faculties and almost 5,000 students, making Veszprém the third most important university city in Transdanubia after Pécs and Győr (Veszprém 2030, 2022).

One of the strengths of Veszprém is that it is also a festival city. The city's festival season runs from February to September, with a continuous programme in the summer. The best known events in Veszprém that are of European significance and of contemporary value, are the festivals. VeszprémFest (a prestigious music festival covering a wide range of styles and performers, and that has regularly hosted top international stars such as Tom Jones, Dee Dee Bridgewater and Katie Melua). The Street Music Festival (that brings up-and-coming bands from all over Europe and the rest of the world to a varied audience), and the Auer Violin Festival (that each year provides an important stage to some of the world's greatest contemporary violinists) (BID book, 2018).

NAME	SINCE	DATE & DURATION	FEATURED PERFORMERS/ PROGRAMS 2017	AUDIENCE
VeszprémFest http://veszpremfest.hu/en	2004	mid July 4-5 days	Tom Jones Live; Richard Bona & Mandekan Cubano; Heather Small, The NPG	34,000
Street Music Festival http://www.utcazene.hu/	2000	mid July 4 days	50+ bands and musicians literally from everywhere	100,000
Auer Violin Festival http://auerfesztival.hu/2017/	2014	early August 5 days	Vadim Repin; Ray Chen; Péter Frankl; Kim Suyoen; Aleksey Igudesman; Tcha Limberger	40,000

Source: BID book, 2018

The Gizella Days in spring and the St. Michael's Day Parade aim to strengthen the local identity (Veszprém 2030, 2022).

Veszprém's large artists' community, which is a rare phenomenon outside of Budapest and which boasts a preponderance of writers – shapes the cultural life on everyday basis in Veszprém.

From 2019, Veszprém was also awarded the title of City of Music by UNESCO, which recognises cities with an outstanding musical offer and which see the development of the creative sectors as a key to sustainable development (Veszprém 2030, 2022).

Veszprém is an important centre of Hungarian sporting life - its handball team, Telekom Veszprém, is one of the best in Europe, and it is home to the country's most successful athletics club (VEDAC), as well as Hungary's top futsal team and the world-class achievements of swimmer Kristóf Rasovszky (Veszprém 2030, 2022).

The proximity of the town to Lake Balaton is of crucial importance.

Lake Balaton brings exceptional advantages – and exceptional challenges – for Veszprém's region. During the summer, the population grows tenfold, but from September to June the area appears deserted, devoid of life. This is when the residents can become rightful heirs to the region's numerous historical and natural treasures. (BID book, 2018).

AREA AND CONTEXT OF THE GOOD PRACTICE

The VEB2023 programme is a joint venture between Veszprém and the Lake Balaton region. Veszprém is the lead partner, but the programme covers a much wider area of the Lake Balaton region - including nature reserves and NATURA 2000 sites, the UNESCO Bakony-Balaton Geopark and the UNESCO World Heritage nominee (on Hungarian national list) Balaton Highlands Cultural Landscape. This natural wealth is also a central element of the programme (BID book, 2018).



Source: BID book, 2018

The ECoC project managers defined six themes, with corresponding goals to be achieved by 2030.

THEMES	GOALS
A competitive place to live	Building a cultural 'offer' that makes the city attractive to both current and prospective citizens
Smart heritage protection	Linking cultural preservation to the creative arts and the creative industries
A stronger creative industry	Helping creative enterprises to evolve, bringing cultural services and the creative industries closer to each other
A competitive tourism economy	Synchronising regional tourism profiles to create a sophisticated destination package based on unique cultural content
Culture as a tool to build communities	Managing a network of cultural providers that drives neighbourhood cohesion, co-operation of communities, and helps locals appreciate the values inherent in their hometown.
Audience development and artistic education	Providing the educational framework necessary for recruiting future artists, a structure for cultural outreach, and events that trigger inclusion and build a stronger sense of belonging

Source: BID book, 2018

The monitoring system of the ECoC project was mainly based on baseline data collected in the first year after the award of the ECoC title. Progress towards the strategic objectives and the achievement of the target states defined as success factors were then monitored on an ongoing basis.

To monitor hard facts, they elaborated a system of indicators at the very start of the preparations, and they made sure that they had baselines in place to use as reference points. They also needed to set up a system for gathering the data they needed from the various regional players.

One of the novel elements of their approach was to see the region not only as a tourism destination but also as a cultural space. This approach opened up new perspectives. Previously, statistics on the region were mainly based on quantitative indicators (mainly how many nights tourists stayed or how many hotel rooms they booked) - thanks to the new approach, they now conduct both quantitative and qualitative research in parallel and complementary ways (BID book, 2018).

The key monitoring areas can be outlined as follows:

- Cultural audience (growth, shifts)
- Creative enterprise (growth, profile)
- Tourism numbers
- Sustainable civic infrastructure

- Volunteering and involvement in community services
- Citizens' participation in creative processes (networks, willingness)
- International connections
- Attractiveness as a temporary or permanent place to live or stay

The next table is a compact summary of key monitoring areas that the project have already drawn up as conceptual pillars, strategic goals or expected impacts, paired with some important preliminary indicators.

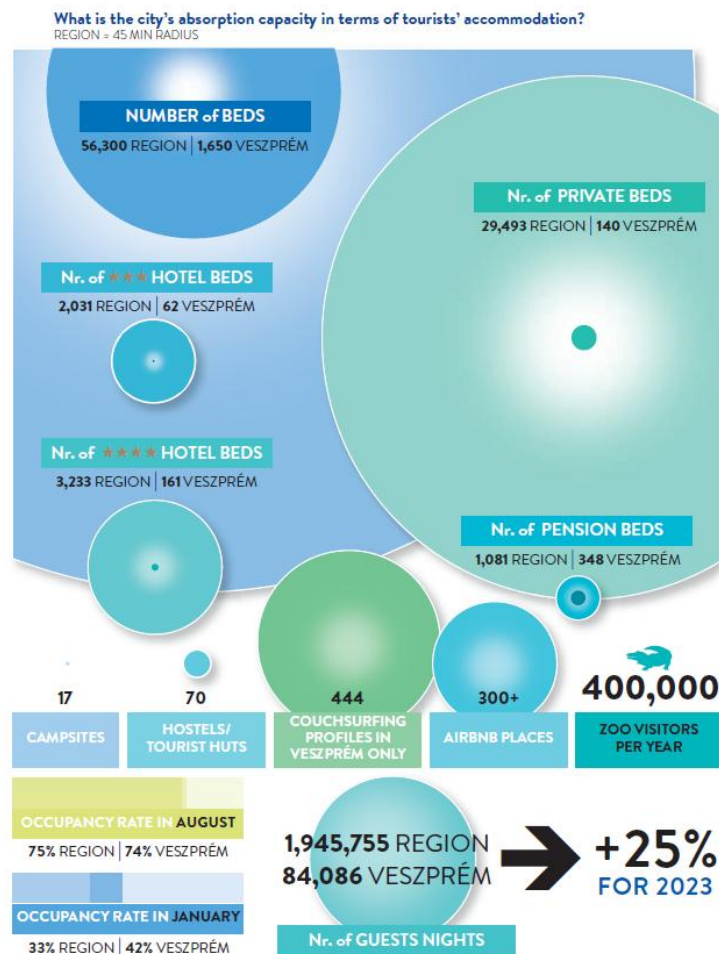
A FEW PRELIMINARY INDICATORS	PRIMARY RELEVANCES													
	Programme pillars (see Q4)				Goals of our Cultural Strategy (see Q5)					Expected long-term impacts (see Q7)				
	Beyond Our Tracks	Beyond The Boundaries	Beyond The Buzz	Beyond Charm And Isolation	A competitive place to live	Smart heritage protection	A stronger creative industry	Competitive tourism economy	Culture as a tool to build communities	Audience development and artistic education	Cultural – becoming a genuine part of the European cultural scene	Social – not to hear more 'whatevers' from the people	Economic – becoming a significant new creative region of Central Europe	Ecological – to have less waste and less feeling of overcrowding – despite increased visitors
Number of businesses engaged with creative industries	x				x	x	x			x	x	x	x	x
Ratio of young people who stay in Veszprém after getting a degree	x				x		x			x		x	x	x
Number of international arts meetings/conferences	x				x	x	x			x	x	x	x	x
Number of inter-municipal cultural cooperations		x										x	x	x
Number of new venues with a focus on sustainable tourism		x						x					x	x
Average level of social openness and tolerance			x			x			x	x	x	x		x
Share of neighbourhoods of Veszprém with ongoing grassroots activities			x						x	x	x	x		x
Number of abandoned buildings and houses in the region				x	x	x		x				x	x	x
Number of acknowledged places of rural gastronomy				x	x	x	x	x					x	x
Number of village inhabitants with regular local access to art events				x	x	x	x	x	x	x	x	x	x	x

Source: BID book, 2018

A Coordination and Evaluation Centre (Coo-C) was also set up to do analysis and research work, and also to coordinate between the various partners during the management process. The Coo-C was a standalone body, hired and controlled by the project office, operated by a private entity proficient in the area, to be selected and hired after the ECoC title has been won. Its most important tasks were:

- Professional management of the entire monitoring process
- Defining the professional contents and methodological background
- Preparation of the measurement methodology for the defined indicators and complex indices
- Elaboration of results, evaluation, preparation of synthesis reports
- Coordination of market research and surveys, quality assurance
- Innovative, big data analysis, defining and implementing technical requirements

Tourists' accommodation



Source: BID book, 2018

STAKEHOLDERS AND ACTORS

Key stakeholders and actors:

- Municipalities
- Businesses
- NGOs
- local residents
- Universities
- past and future ECOC cities

Partnerships of the present and the future (BID book, 2018):

- Council of Danube Cities and Regions – 40 cities of the Danube region, a new platform for cultural and economic co-operation.
- Association of European Cities – 7 European cities, focusing mainly on youth exchange programs.

- European Cities for Youth and Cultural Exchange – youth exchanges, international youth holiday meeting. A permanent feature of the cultural exchange program is a painterly plain air every year, in which artists from the alliance cities meet and deal with a specific theme.
- All of Veszprém's major festivals are part of the European Festival Association – by using this latter platform in a creative way and through the close collaboration with EUROPE in general, this should provide them with a solid basis for conducting the preparatory work for 2023. They used these platforms for capacity and quality building, such as learning from the Go Green initiative for environmentally sustainable festivals. They were about to establish a long-term co-operation with ETEP (European Exchange Programme), in order to provide opportunities for young, talented musicians.
- In 2018 Veszprém hosted the Polish-Hungarian Friendship Day with a big multicultural jamboree – they used this great opportunity to present their artistic programme and establish new partnerships.
- Veszprém has always been an important player in maintaining the Finno-Ugric cultural network – creating a special link between Hungary and Northern Europe. They built on these links and the experience of their previous projects, with their two northern twin cities playing a particularly important role - Tartu, as a future European Capital of Culture candidate for 2024, and Rovaniemi, as the official home of Santa Claus, helping them to create the winter wonderland they planned for 2023 (but as Santa Claus spends his summer holidays at Lake Balaton, they persuaded him to take up a summer job too).

For Veszprém's design-driven city concept, close cooperation with leading design institutes such as Future Cities Catapult (UK), Design District Helsinki (led by Minna Sarela), but also FinnAgora Budapest helped them to establish further professional alliances. In an effort to strengthen their role in the music scene, they established a long-term cooperation with Hangvető, the major player in the Central European music scene, the organiser of WOMEX Budapest 2015. In the field of classical music, they have relied on their connections with world-renowned institutions such as the Juilliard School (New York) or the Rimsky-Korsakov Music Academy (St. Petersburg). They relied heavily on their joint work

with the Small Size Network, which brings together European audience development professionals (BID book, 2018).

Veszprém already had a large network of international partnerships, including relationships with several twin cities and other less formal links. Many of these have a cultural aspect, which was included in Veszprém's bid in the form of project-based cooperation. They wanted to develop a new model of cultural twinning with their existing and future partners, in which their joint efforts would provide continuous inspiration and bear fruit not only at the level of the town hall, but also in their respective institutions, civic organisations, schools and universities, and would be an important tool for strengthening the sense of being an active player in the European arena, even at the level of the individual. Some specific examples of co-operation: joint projects with the International Festival of Children's Theatres in Subotica (SRB), drawing inspiration from Tarnow's International Festival of Rediscovered Music (PL), learning from Bottrop (D, part of RUHR.2010), building a fruitful relationship between the Youth Centre of Celje (SLO) and our Homo Ludens Academy, as well as with Celje's Mediafest (a festival of music and cross-media arts) (BID book, 2018).

From 2019 onwards, they have integrated cooperation with the current ECOC into their capacity building programmes. They have offered their staff and cultural experts study tours, job exchanges, etc. to the ECOC of the current year, so that they can bring back valuable experience. And, of course, in return, we have offered the same opportunity to future ECOCs that have not yet been selected. This type of twinning is also a great source of inspiration, as the multiplication of personal relationships will generate new project ideas to be incorporated into the ECOC programmes on both sides (BID book, 2018).

IMPLEMENTATION, RESULTS AND IMPACTS

An important positive outcome of the European Capital of Culture project is its regional character: regional municipalities and their partner organisations, civil society organisations, were provided with a specific framework for the implementation of projects that fit into the common European Capital of Culture project theme, but it was also true that many of the planned programmes extended beyond Veszprém. It was therefore reasonable to expect that new

links would be established that would help to promote closer cooperation in the region beyond 2023 (Veszprém 2030, 2022).

Strategy for the cultural programmes of the European Capital of Culture project (BID book, 2018):

The objective is to establish a new cultural identity in the Lake Balaton region. This will be achieved by creating a space where the roles and specificities of local, regional, national and European entities can complement each other. Furthermore, the initiative will encourage individuals to define and live culture in accordance with their personal experiences.

The long-term cultural, social and economic impact on the city, including in terms of urban development (BID book, 2018):

CULTURAL IMPACTS – Success is : to become a genuine part of the European cultural scene – both as a city and as a region			
Leaving our defeatism behind, inspiring our people to think big	Ending Veszprém's regional isolation	Believing and acting upon the fact that we belong to Europe and Europe belongs to us	European co-operation will be the norm and not the exception
Catalysing creative minds and awakening creative forces and talents	Increasing the capacity of the cultural sector	A once in a lifetime challenge and opportunity for our cultural staff	Managing international projects and thinking internationally will be an everyday business
Increasing cultural consumption – especially among groups that are currently passive	Renewal of cultural consumption venues and introducing new concepts for places of cultural consumption	Better awareness of art being as much a contemporary process as heritage from the past	

SOCIAL IMPACTS – Success is: not hearing any more “whatevers” from the people in Veszprém and the region		
Civic activity in Veszprém and the region will be stronger and more effective than ever before	The spatial and social aspects of access to culture will be essential criteria and not special add-on considerations	New districts will spring up, and the local neighbourhoods will be full of life
Sharing is caring – sharing the ECOC experience will bring people together	Less prejudice in the minds and more curiosity in the hearts	More voluntary work – undertaking civic and community service becomes a habit
Higher overall estimation of rural life and lifestyle	Public art and co-creational projects will change attitudes	People will rediscover the joys of discovery – getting out of the city, and experiencing nature

Source: BID book, 2018

ECONOMIC IMPACTS – Success is: we become recognised as a significant new creative region of Central-Europe			
A new positioning and brand for Veszprém and Balaton in the national/ international economic space	Veszprém becomes a new hub for creative industries, making the economy less vulnerable	The region will be a pioneer in Hungary in terms of new work solutions	The region becomes a round-the-year tourist destination
Economically more sustainable cultural institutions and organisations in all sectors	Local products and services will have more value in the consumers' mind	Culturally conscious enterprises	Transition of lagging cities in the region to a new economic development path
Shared economy solutions will strengthen entrepreneurship	Emptying rural settlements will start to be filled with life again	The new and stronger regional network will bring better transport links	

ECOLOGICAL IMPACTS – Success is: to have less waste and less feeling of overcrowding – despite significantly increased visitors		URBAN IMPACTS – Success is: to have life happen in/on our renewed urban spaces	
Solutions for sustainable land use in the region will be widely known and applied	Much higher level of social and environmental consciousness	Our design-driven city concept will transform the use of urban spaces and urban services	A balanced judgement on the old and the new city – better overall estimation of certain districts
The new standards for “green” festivals will be an essential requirement – for both organisers and guests	Increased green networking and a healthy urban climate	Eliminating the isolation of neighbourhoods – both physically and figuratively	Environment friendly modes of transport become more popular

IMPACTS ON IMAGE & IDENTITY – SUCCESS IS: THAT LIVING HERE WILL BE A SERIOUSLY COOL THING		
Veszprém and Balaton will not only be a tourism brand but a lifestyle brand	A better articulated local identity – a redefined, shared identity	Significant improvement in general satisfaction levels (for locals and visitors alike)

Source: BID book, 2018

DISCUSSIONS AND LESSONS LEARNED

The monitoring system was primarily developed based on the initial data set gathered during the first year following the ERF designation. From this point forward, progress towards the strategic objectives and the achievement of the target states defined as success factors, were monitored on an ongoing basis.

The following statistics were gathered:

- Demographic, tourism, economic, educational and cultural consumption statistics at the level of municipalities, districts, counties and the Balaton region.

- A snapshot of the creative industries of Veszprém and the region in 2017, in cooperation with the Design Terminal.
- An in-depth questionnaire survey on the daily life and cultural consumption habits of the Haszkovó housing estate. The area is home to almost one-third of the city's population.
- The project also included an internal survey on the relationship of University of Pannonia students with the cultural life of the city.
- A survey of the audiences of cultural institutions in Veszprém and in the regional districts was also conducted.

Key milestones (BID book, 2018):

2019 - Establish baseline, implement the regional monitoring model.

2021 - First comprehensive monitoring report, including mid-term impact assessment.

2023 - Continuous publication of milestones, progress on key indicators.

2024 - Publication of the Veszprém 2023 EFF evaluation study.

Regular "snapshots" of the monitoring were taken until 2024, and then again during the phase-out period until 2028. Each "snapshot" is followed by a public event to present the findings and discuss the conclusions to be drawn. All reports, including easily digestible material for the general public and peer-reviewed papers of interest to the EFF community, have been published online.

Data-driven development strategy for Veszprém

Basic principles of the strategy:

1. The fight against seasonality

The majority of the new programmes introduced to the arts programme are scheduled to take place outside the high season, between September and May. With regard to the summer season, the objective is not merely to attract a larger number of visitors, but to provide them with novel experiences and genuine quality.

2. Being sustainable / strengthening environmental sustainability

Reducing negative environmental impacts through cultural programmes is not merely about aligning with current international trends; it is primarily about assuming responsibility for one's own actions.

3. Making ourselves understood

While there is a general improvement in foreign language skills, there will always be a language barrier to overcome in the context of cultural programmes. It is evident from audience numbers that a significant proportion of foreign nationals are able to comprehend a Hungarian theatre performance without the use of subtitles. As a result, solutions are being developed to reduce these barriers, and this approach is being applied to the implementation of the arts programme.

4. Inviting all generations

All programmes were designed to be appealing and accessible to individuals of all age groups, including both younger and older demographics. This is, of course, a significant challenge, but it encouraged to think innovatively. How, for instance, might we make a project on migration more child-friendly? This does not simply entail providing a pop-up crèche for children while parents attend events. The objective was to translate projects into a language that children can understand. Consequently, a gender-themed exhibition may not be as appealing or even comprehensible to a grandmother from a nearby village as it is to a middle-aged bank manager from Budapest who is spending a few days at his holiday home. It is essential that they learn how to reach different target groups in a smart way, avoiding uniform solutions.

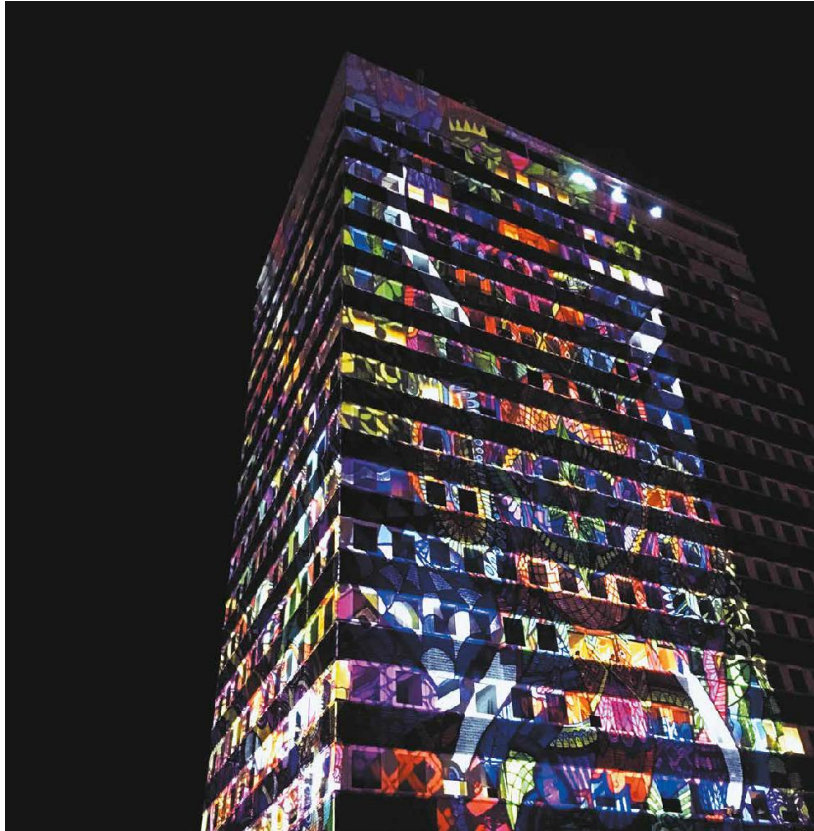
PICTURES, SOURCES, REFERENCES



Source: BID book, 2018



Source: BID book, 2018

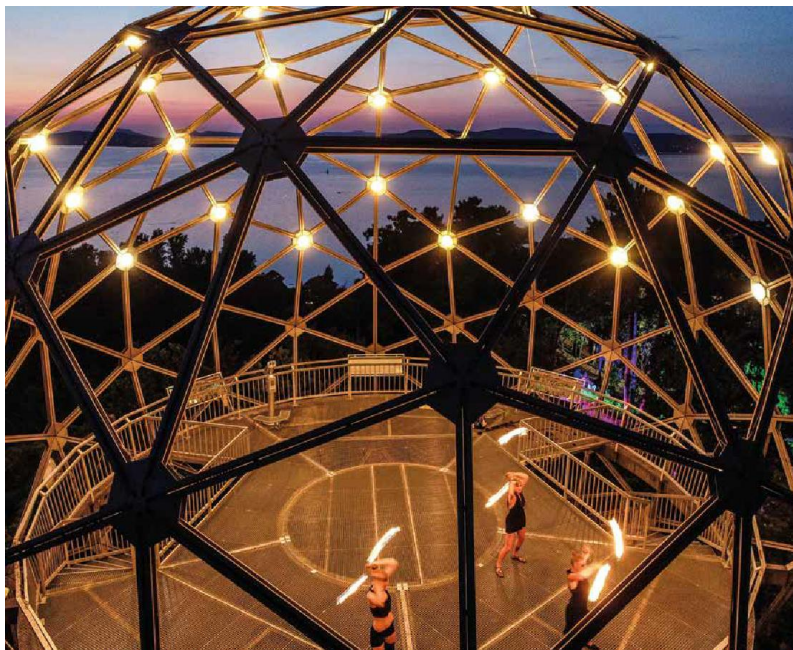


Source: BID book, 2018





Source: BID book, 2018



Source: BID book, 2018



Source: BID book, 2018



Source: Veszprém 2030 Városfejlesztési stratégia, 2022

Sources:

Beyond. Veszprém Candidate City 2023. European Capital of Culture

<https://veszprembalaton2023.hu/blob/veszprem2023-ecoc-bidbook-en.pdf>

Veszprém Pályázó város 2023, Európa Kulturális Fővárosa

<https://veszprembalaton2023.hu/blob/bid-book-2018-hu-1-16.pdf>

Veszprém 2030 Városfejlesztési stratégia 2022

<https://veszprem.hu/onkormanyzat/varosfejlesztes/>

Veszprém város hivatalos turisztikai honlapja

<https://www.veszpreminfo.hu/>

BEST PRACTICE – TOURIST TRAFFIC RESEARCH IN KRAKOW (POLAND)

Alina Zajadacz

LOCATION

Krakow, Malopolska, Poland

AREA OF THE GOOD PRACTICE

Krakow Poland

CONTEXT

Since 2003, the Malopolska Tourist Organization has been systematically monitoring tourist traffic in Krakow, a city where tourism plays an important role in the socio-economic sphere. The research enables a comparative analysis of the size and structure of tourist traffic in Krakow through the integration of quantitative and qualitative data and continuity in observing the phenomenon. The results of the analyzes are the starting material for taking actions to stimulate the development of sustainable tourism in Krakow.

Monitoring makes it possible to diagnose changes in the volume and structure of tourist traffic, as well as in the behavior of visitors. The purpose of collecting data is:

1. determining the estimated number of guests visiting the city, divided into tourists and one-day visitors
2. determining the structure and dynamics of tourist traffic in the city,
3. determining the estimated revenues from direct visitor expenses, with a breakdown per domestic and foreign visitor,
4. determining the socio-demographic characteristics of the domestic and foreign visitor (including age, gender, origin, education, financial status, sources of information about the city used, frequency of trips to the city, purposes of the trip, nature of the trip, method of travel organization, means of transport, length of stay, place to stay, preferences, etc.),

5. determining the ranking of the most frequently visited attractions and tourist products,
6. assessment of the city's tourist offer,
7. assessment of the price level in relation to the quality of the services provided,
8. assessment of the degree of satisfaction with the stay in the city.

Moreover, based on information from the Central Statistical Office (GUS), the Local Data Bank (BDL), data from the Selectivv data warehouse and other market data, an analysis of tourist traffic is carried out, taking into account foreign emission markets (divided by state) and domestic (in voivodeship division).

STAKEHOLDERS AND ACTORS

The main stakeholders and actors include all entities involved in tourist services in Krakow, the National Tourist Organization and regional tourist organizations. The authors of the Report provided research technology and a research tool free of charge to the Polish Tourist Organization as well Łódź Tourist Organization, Masovian Tourist Organization and the Office of the Capital City of Warsaw.

IMPLEMENTATION, RESULTS, AND IMPACT

The Krakow tourist traffic research method is based on the technology of triangulation research on incoming tourist traffic to a tourist destination. It includes combining quantitative and qualitative research methods. The research includes 3 basic tools: desk research, selection of data from data warehouses (the so-called big data collection) and direct interviews. In the field of tourism research, two basic groups of methods are adopted, i.e.:

(1) direct methods - involving the researcher's personal contact with tourist participants (questionnaire research: interview, survey; measurement: registration of tourists in parking lots, tourist trails, museums, etc.).

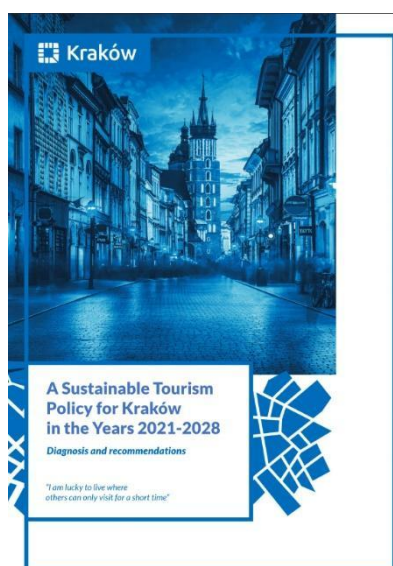
(2) indirect methods - their spectrum is much broader than direct research and they do not require direct contact with tourist participants, but at the same time they have quite clear limitations regarding the scope and quality of the obtained materials. The most popular ones include querying, i.e. collecting materials in institutions directly or indirectly related to tourist traffic (e.g. hotel registration, research in travel agencies serving incoming tourism) and current registration which is part of statistical reporting (e.g. attendance in accommodation facilities,

museums, tourist attractions, revenues from local fees (formerly tourist or spa fees), turnover in retail trade, gastronomy and tourist enterprises (less frequently due to increasingly limited opportunities obtaining such data).

System for collecting data on tourist traffic in Krakow was based on three basic methods: (1) direct interviews, (2) obtaining data from ICT data warehouses, and (3) analysis of secondary (existing) data.

(1) Face-to-face interviews are conducted electronically using tablets. The respondents were people visiting Krakow, defined in the UNWTO statistical recommendations as tourists (using at least one overnight stay) and one-day visitors who came for cognitive, recreational, professional, religious, family, health and other purposes. The research did not include visitors who declared a stay longer than 90 days.

(2) Obtaining data from ICT data warehouses recording actual behavior obtained through mobile applications and websites used by smartphone users). The data comes from the DMP¹ Selectivv² data warehouse (the so-called big data collection), and is obtained as a result of queries and ad views in the mobile channel, as well as from publishers of specific applications. Selectivv collects ad serving data for unique users so you can, among other things: specify place of residence, place of work or travel directions. Mobile data allows you to estimate the age group, gender,



place of residence and number of days of stay of a user visiting a specific place.

(3) The analysis of existing data (desk research) based on publicly available data, especially from the Central Statistical Office. First of all, these are data from the Regional and Local Data Bank and announcements, bulletins, electronic publications (including archival data) available on the website of the Central Statistical Office. All other information that can be obtained is used, obtained from

Source: www.bip.krakow.pl/zalaczniki/dokumenty/n/327230/karta

¹ Selectivv DMP Data Management Platform (hurtownia danych).

² <https://selectivv.com/portfolios/realizacja-badawcza-badanie-ruchu-turystycznego/> access: 20.01.2024

employees of the broadly understood tourism sector, guides, managers of tourist attractions, tourism organizers - customs service, road transport inspection, Balice International Airport, Malopolski Bus Station in Krakow. The analyzes use current expert diagnoses and previously prepared reports on tourist traffic in Krakow.

The system for monitoring and evaluating tourist traffic in Krakow is used to plan tourism development (see: "A Sustainable Tourism Policy for Krakow in the Years 2021-2028. Diagnosis and recommendations").

DISCUSSION AND LESSONS LEARNED

From the point of view of the requirements of the modern tourism economy, the development of a method for constant integrated monitoring of tourist traffic flow on a meso- and macroeconomic scale is extremely important. Due to Poland's presence in the Schengen area, it is also necessary to adapt the research methodology to the EU conditions and guidelines regarding the creation of tourism statistics. Since conducting representative research on tourist traffic requires large samples and is therefore quite expensive, and the money for conducting research is available at the level of local government administration structures, it is not realistic to finance research outside or at the interface of these structures. However, it is possible to freely agglomerate readings made at the basic level and create any desirable trans administrative configuration - including a tourist region with a common, clear and unique offer/sales proposition (USP). Additionally, the following occurs:

- possibility of synthesizing phenomena at the regional/national/national level,
- possibility of comparative analyzes of Polish phenomena with those of other countries, especially countries competing on the tourist market of Europe, the world or other interesting tourist destination researchers,
- possibility of preventing socially undesirable phenomena related to the reception of tourism at the regional/national/national level,
- possibility of presenting a comprehensive image of Polish inbound tourism at the regional/national/national level, both in terms of qualitative and quantitative measurement.



Fot. 1. The Old Town in Krakow and the sculpture by Igor Mitoraj. Author of the photo: J. Zajadacz, 2023

References:

“A Sustainable Tourism Policy for Kraków in the Years 2021-2028. Diagnosis and recommendations”

<https://www.bip.krakow.pl/zalaczniki/dokumenty/n/327230/karta> (access: 20.02.2024)

“Ruch turystyczny w Krakowie w 2022 r.” Małopolska Organizacja Turystyczna, 2023, Badania realizowane dla Urzędu Miasta Krakowa.
<http://www.mot.krakow.pl/badanie-ruchu-turystycznego.html> (access: 20.02.2024)

BEST PRACTICE – TOURISM MONITORING IN WARSAW (POLAND)

LOCATION

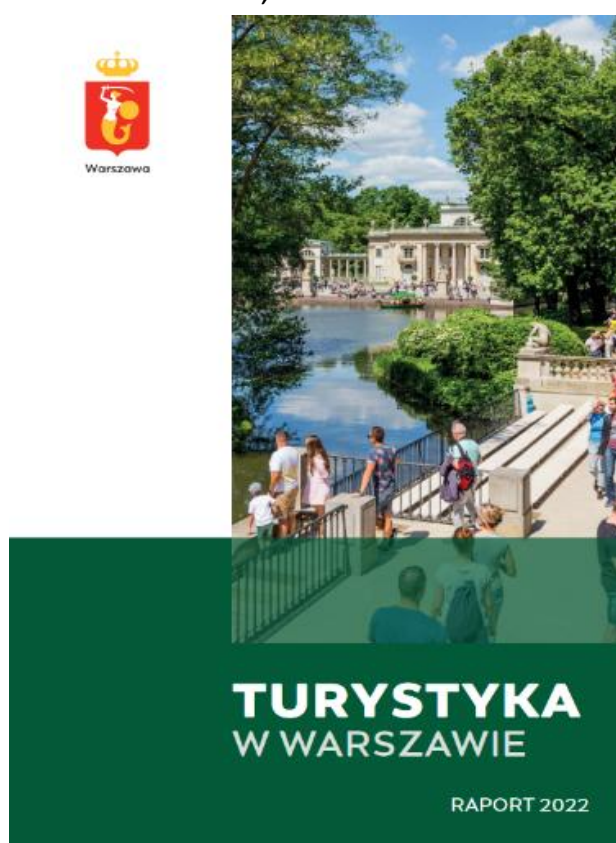
Warsaw (Poland)

AREA OF THE GOOD PRACTICE

Warsaw (Poland)

CONTEXT

The Warsaw Tourism Office prepares and publishes reports: "Tourism in Warsaw"³, which includes an analysis of the following features: Selected socio-economic information; Transport; Tourist attractions; Meetings industry; Accommodation; Tourist traffic and Tourist promotion of Warsaw.



Source: <https://go2warsaw.pl/raporty-i-badania/>

Thematic documents are developed on the basis of data on monitoring tourist traffic and the tourism services sector, including: "Estimation of the impact of

³ <https://warsawtour.pl/raporty-i-badania/> (access: 20.01.2024)

tourism on the economy of Warsaw and the nearby sub-regions: east Warsaw and west Warsaw” (2021). This document includes an analysis of the following features:

- Characteristics of the Warsaw Region
- Economic and social aspects
- Conditions for the development of tourism in the region
- Multi-aspect analysis of tourist attractiveness
- Material resources for the development of tourism in the Warsaw Capital Region
- Analysis of tourist traffic in the Warsaw-Capital Region
- Analysis of the accommodation base of the Warsaw
- Capital Region Tourism in the development strategies of the Warsaw
- Capital Region Tourist consumption
- The volume and structure of tourist consumption by buyers and product groups
- The volume and structure of tourist consumption in the Warsaw East and Warsaw West subregions
- The contribution of tourism to the economy of the capital city Warsaw
- The contribution of the tourism economy to the production and added value of Warsaw
- The contribution of tourism to job creation
- Dynamics of the tourism economy in 2014, 2016 and 2019-2020
- The contribution of incoming tourism to the creation of GDP
- Entities with foreign participation
- Tourism economy in the Warsaw East and Warsaw West subregions
- Investment expenditure on tourism in Warsaw Tourism – investments in Warsaw
- Revenues from tourism to the Warsaw budget
- Taxes as the main source of income for local government units (LGUs)
- Personal and corporate income tax
- Local tax and real estate tax

- Revenues to the budget of Local Government Units (LGUs) of the Warsaw Capital Region and its subregions generated by tourism in 2018-2020
- Local government expenditure on tourism.

STAKEHOLDERS AND ACTORS

The main stakeholders and actors are all entities involved in the development of tourist services in Warsaw.

IMPLEMENTATION, RESULTS, AND IMPACT

The data is used to develop detailed strategic plans, including “Warsaw's tourism policy” (“Polityka turystyczna Miasta Stołecznego Warszawy”^{4,5,6}). The document contains data on issues such as: Conditions regarding tourism in Warsaw (Tourism as one of the functions of the city; Determinants of tourism development in world cities; Tourism policy in the development of the capital city Warsaw), Directions of tourism policy, Tourism tailored to the city (Tourism as a sphere of local activity, Product tourism, Tourism in the districts, Metropolitan tourism, Tourism without conflicts, Business tourism, Smart tourism).

In addition to the "Tourism Policy" document, the Capital Tourism Office in Warsaw develops and makes available thematic strategic documents:

- “Market segments and product areas in Warsaw”
- “Tourism policy of the city of Warsaw and the natural environment. analysis of functional and spatial relations”
- “Tourism Policy of the capital city "Warsaw" and the natural environment: Analysis of functional and spatial relations”⁷

⁴ https://warsawtour.pl/wp-content/uploads/2023/03/Polityka-Turystyczna-m.st_-Warszawy.pdf (access: 22.02.2024)

⁵ Annex to Order No. 1189/2020 of the Mayor of the Capital City of Warsaw, 30.09.2020. (in the original Polish: Załącznik do zarządzenia nr 1189/2020 Prezydenta m.st. Warszawy z dnia 30 września 2020 r.)

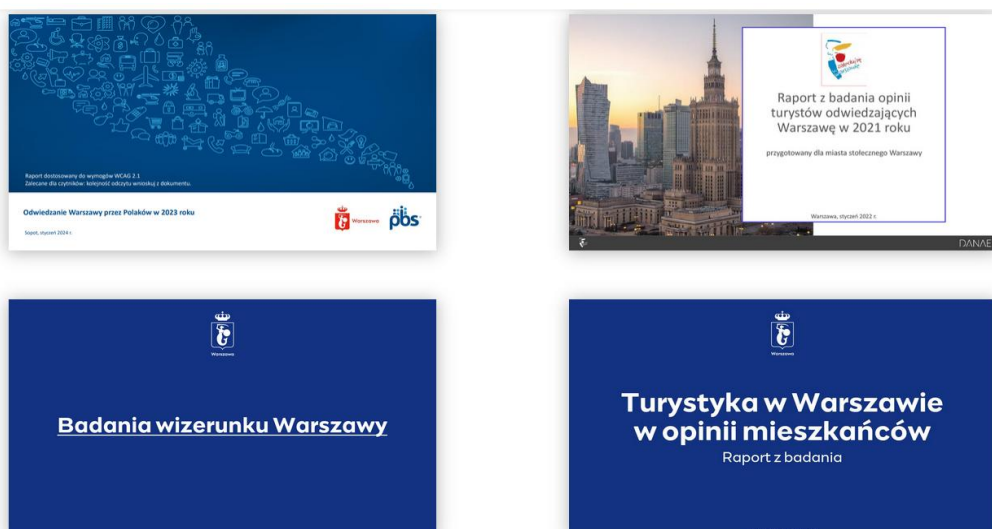
⁶ Tourism policy of the capital city Warsaw is a document programming the city's development as part of #Warsaw2030 (in the original Polish: #Warszawa2030. Strategia)

⁷ https://warsawtour.pl/wp-content/uploads/2023/12/polityka_turyst_a_srodow_przyrod2.pdf (access: 23.02.2024)



Source: <https://warsawtour.pl/raporty-i-badania> (Access: 23.02.2024)

- “Poles visiting Warsaw in 2023”
- “Opinion survey report visiting tourists Warsaw”
- “Opinion survey report visiting tourists Warsaw”
- “Tourism in Warsaw in the opinion of residents”



Source: <https://warsawtour.pl/raporty-i-badania> (Access: 23.02.2024)

The document accompanying the thematic studies is the report "The impact of tourism on the economy of Warsaw and the neighboring subregions: Warsaw

East and Warsaw West for 2019-2020.” (“Wpływ turystyki na gospodarkę Warszawy oraz ościennych podregionów: Warszawskiego Wschodniego i Warszawskiego Zachodniego na lata 2019-2020”).

DISCUSSION AND LESSONS LEARNED

Research on tourism in Warsaw is carried out systematically and covers many of its features, both quantitative and qualitative. Their results are used to develop strategic documents related to tourism policy, but also the impact of the implementation of this policy on the natural and social environment. This model corresponds to the assumptions of tourism development planning based on the principles of sustainable development. The method of collection and analysis takes into account, in parallel with data on tourist traffic, the analysis of the quality of life of residents, the perception of the tourist destination by both residents and tourists, as well as the impact of tourism on the economy and the state of the natural environment. This type of activities are an example of good practices of a systemic approach in planning tourism development.

PICTURES, SOURCES, REFERENCES



Fot. 2. Souvenir magnets - Warsaw (Poland)

Author of the photo: A. Zajadacz, 2023

References

- „Polityka turystyczna Miasta Stołecznego Warszawy” 2020,
https://warsawtour.pl/wp-content/uploads/2023/03/Polityka-Turystyczna-m.st_-Warszawy.pdf (access: 23.02.2024)
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- „Wpływ turystyki na gospodarkę Warszawy oraz ościennych podregionów: Warszawskiego Wschodniego i Warszawskiego Zachodniego na lata 2019-2020”. Stowarzyszenie na Rzecz Badania, Rozwoju i Promocji Turystyki dla Stołecznego Biura Turystyki, 2021, https://warsawtour.pl/wp-content/uploads/2022/04/Wplyw-turystyki-na-gospodarke-Warszawy_Opracowanie_skrocone.pdf (access: 24.02.2024)

BEST PRACTICE – TOURISM MONITORING IN THE GREATER POLAND VOIVODESHIP (POLAND)

Alina Zajadacz

LOCATION

The Wielkopolskie Voivodship, Poland⁸ (the Greater Poland Voivodeship)

AREA OF THE GOOD PRACTICE

The Wielkopolskie Voivodship, Poland (the Greater Poland Voivodeship)

CONTEXT

For the Greater Poland Voivodeship, located in the western part of Poland, the Central Statistical Office prepares reports: „Tourism in Greater Poland Voivodship” (“Turystyka w województwie wielkopolskim”), published in the series “Statistical Analyses”. The last of the reports describes the development of tourism in the voivodship in the period 2018–2021. The publication contains powiat-level statistics about the state and usage of the tourism infrastructure and the use of accommodation facilities available in the voivodship by Polish and foreign tourists. In addition, the report contains data about the region’s natural assets and sports and recreation facilities, together with information about

tourist trails and adventure tourism, provided by the Polish Tourist and Sightseeing Association. The report consists of an analytical part, illustrated with charts and figures, and a methodological commentary, containing definitions of basic terms and indicators. It can also be downloaded from the website of the



Source: <https://poznan.stat.gov.pl/publikacje-i-foldery/sport-turystyka/turystyka-w-województwie-wielkopolskim-w-latach-20182021,2,3.html>

⁸ <https://poznan.stat.gov.pl/publikacje-i-foldery/sport-turystyka/turystyka-w-województwie-wielkopolskim-w-latach-20182021,2,3.html> (access: 20.01.2024)

Statistical Office in Poznań (<https://poznan.stat.gov.pl>)⁹. The report includes the following content:

1. Geographic location and natural-cultural assets of Greater Poland Voivodship
 2. Tourist accommodation establishments and their occupancy
 - 2.1. Facilities and bed places
 - 2.2. Occupancy of tourist accommodation establishments
 - 2.3. Nights spent (overnight stay) in tourist accommodation establishments
 - 2.4. Occupancy rate of bed places
 - 2.5. Occupancy of rooms in hotels and similar establishments
 - 2.6. Catering establishments in tourist accommodation establishments
 - 2.7. Additional equipment of tourist accommodation establishments
 3. Territorial diversity of tourist accommodation establishments
 - 3.1. Tourist accommodation establishments and their occupancy by powiats of Greater Poland Voivodship
 - 3.2. Foreign tourists by powiats of Greater Poland Voivodship
 - 3.3. Occupancy rate of bed places by powiats of Greater Poland Voivodship
 - 3.4. Indicators of accommodation infrastructure and its occupancy by powiats of Greater Poland Voivodship
 4. Border traffic on airports
 5. Polish Tourist and Sightseeing Association
 6. Entities connected with tourism
 - 6.1. Entities in the REGON register
 - 6.2. Entities recorded in the Central Register of Tourism Organisers and Entrepreneurs
- Facilitating the Purchase of Linked Travel Arrangements
7. Self-government expenditure on tourism.

STAKEHOLDERS AND ACTORS

All entities involved in the development of tourist services in Greater Poland

⁹ <https://poznan.stat.gov.pl/opracowania-biezace/opracowania-sygnalne/sport-turystyka/turystyka-w-wojewodztwie-wielkopolskim-w-2022-r-,1,15.html> (access: 20.01.2024)

IMPLEMENTATION, RESULTS, AND IMPACT

Reports prepared by the Central Statistical Office are used for detailed analyses. It constitutes a base for local research and analyses. In the capital of Greater Poland - the city of Poznań, the Local Tourist Organization (PLOT - The Poznań Local Tourist Organization) regularly monitors the state of tourism in the Poznań Metropolitan Area. Final reports summarizing the knowledge gathered in this area are created on the basis of data from the Poznań Tourism Barometer and additional research.

The Poznań Tourist Barometer, i.e. an integrated system for monitoring tourist phenomena in Poznań and the surrounding area, began operating in June 2012. Entities involved in the development and creation of local tourist products provide monthly data that provides up-to-date, comprehensive and reliable information on the state of tourism in the agglomeration Poznań. The project partners are tourist information points, accommodation facilities, museums, Poznań - Ławica Airport, Poznań Palm House, Zoo and other tourist attractions of Poznań and the Poznań Metropolis. The presented reports are the result of the operation of the Poznań Tourism Barometer.

All reports are available for download on the POT website¹⁰:

- The state of tourism in Poznań in 2021
- The state of tourism in Poznań in 2019-2020
- Tourists in Poznań's accommodation base in 2019
- The state of tourism in the Poznań Metropolis in 2016-2017
- The state of tourism in the Poznań Metropolis in 2013-2015
- The state of tourism in Poznań and the surrounding area in 2013
- Tourism and recreational traffic survey - opinion of tourists and recreationists visiting the Poznań Metropolis area in 2017.

¹⁰ <http://www.poznan.travel/pl/r/plot/raporty-i-badania> (access: 18.02.2024)

For example, the 2021 Report¹¹ included data on features such as:

- Accommodation facilities (number of accommodation facilities, number of beds, number of overnight stays for domestic tourists, number of overnight stays for foreign tourists, total number of overnight stays, number of overnight stays, use of hotel rooms)
- Tourist information (number of customers of Tourist Information points)
- Poznań - Ławica Airport (map of air connections, total passenger traffic)
- Tourist Attractions (number of visitors)
- Meetings Market (structure of events depending on their type, industry, type of facility, group origin, duration, organizer, form of the meeting, organization period by months).

DISCUSSION AND LESSONS LEARNED



The analysis of the three presented examples of practices in the field of monitoring the development of tourism in Poland leads to a number of key conclusions:

1. The tourism monitoring system is diverse, depending on the specificity of the destination and the method of financing tourism-related research. (this in turn depends on the economic importance of tourism in the destination).
2. Tourism research results are analyzed separately, apart from analyzes regarding the quality of life of residents or the state of the destination's natural environment.

¹¹ http://www.poznan.travel/uploaded/File/barometr/PLOT_Turystyka_w_Poznaniu_2021_v04%20OK.pdf
(access: 18.02.2024)

The data of these three pillars of sustainable development should be analyzed comprehensively.

3. Main recommendation - including information on the state of the natural environment and the socio-economic situation of residents in the current system for collecting data on tourist traffic.

PICTURES, SOURCES, REFERENCES



Fot. 3. The Old Town in Poznań (Poland)

Author of the photo: A. Zajadacz, 2024

References:

„Stan turystyki w Poznaniu i metropolii Poznań w roku 2021”. PLOT,
https://poznan.travel/uploaded/File/barometr/PLOT_Turystyka_w_Poznaniu_2021_v04%20OK.pdf
„Tourism in Greater Poland Voivodship”, the Central Statistical Office.
<https://poznan.stat.gov.pl/publikacje-i-foldery/sport-turystyka/turystyka-w-wojewodztwie-wielkopolskim-w-latach-20182021,2,3.html> (access: 20.01.2024)

Kristína Pompurová, Ivana Šimočková

LOCATION

Piedmont, located in the northwestern segment of Italy, is characterized by a diverse topography that includes significant portions of the Alps and the Po Valley, making it a region of considerable geographical interest. The capital, Turin, historically significant as the seat of the Savoy monarchy, exhibits a range of architectural styles from Roman, Baroque, to Renaissance, indicative of its rich historical evolution and the role it has played in Italian unification.



Illustration 1: Map of Piedmont, Italy

Source: <https://www.pinterest.ch/pin/812125745289935326/>

The region's climatic conditions vary from the Alpine climate in its mountainous areas to a more temperate one in the plains, influencing its agriculture. The Langhe area, a part of Piedmont recognized by UNESCO, is notable for its wine production of Barolo and Barbaresco. Both enjoying significant oenological interest due to their unique terroir and historical cultivation techniques.

Culinary traditions in Piedmont hold a place of distinction within Italian gastronomy, with the exceptional white truffle of Alba. This, alongside the region's emphasis on slow food principles, underscores the cultural significance of local food traditions and their impact on regional identity.

Cultural heritage in Piedmont extends beyond gastronomy and wine to the Sacri Monti. These nine sacred mountains, also recognized by UNESCO, represent a

unique cultural and religious phenomenon within the European context, blending natural landscapes with devotional art and architecture from the late Renaissance and Baroque periods.

Academic interest in Piedmont often focuses on its economic development, particularly in the context of the industrial history of Turin. The broader region's transition towards a more diversified economy includes tourism, agriculture, and small-scale manufacturing. The balanced relation between the preservation of cultural heritage and economic development presents a focal point for research, especially in the context of sustainable tourism and the conservation of UNESCO-listed sites.

AREA OF THE GOOD PRACTICE

In the context of evolving tourist expectations and the dynamic nature of the travel industry, VisitPiemonte recognized the imperative need to enhance its strategic planning and promotional efforts with a more nuanced understanding of visitor sentiment. The decision to integrate Data Appeal's sentiment analysis tools into their operational framework was primarily driven by the limitations inherent in traditional feedback mechanisms, which were not only resource-intensive but also lacked the depth and agility required for real-time market responsiveness.

The destination marketing organization sought to transcend the conventional metrics of tourist satisfaction, aiming to delve into the qualitative aspects of visitor experiences. This shift towards a more granular analysis was motivated by the need to comprehend not just the level of satisfaction but the underlying reasons that influenced tourist perceptions and choices. The objective was to dissect the sentiment across various dimensions, including the diverse origins of tourists and their evolving preferences, to tailor the region's product more effectively.

Furthermore, VisitPiemonte's initiative was underpinned by the broader goal of aligning its promotional strategies with actual visitor experiences and expectations. By leveraging Data Appeal's capabilities, the organization aimed to move beyond static analyses, embracing a dynamic approach that facilitated systematic monitoring, comparative benchmarks, and the ability to adapt to emerging trends in real-time.

The implementation of Data Appeal Studio stood out for its user-friendly interface and comprehensive analytical suite, empowering Visit Piemonte to not only capture but also interpret the complex tapestry of visitor sentiment. This strategic move was anticipated to yield significant dividends in terms of enhancing the region's appeal, optimizing investment in promotional activities, and ultimately fostering a more vibrant and sustainable tourism ecosystem.

Visit Piemonte's adoption of Data Appeal for sentiment analysis marked a pivotal transition towards a more data-driven and responsive tourism management approach, reflecting a broader industry trend towards leveraging advanced analytics to enhance visitor experiences and destination competitiveness.

CONTEXT

Since the organization of the Turin 2006 Winter Olympics, Piedmont has witnessed a notable surge in tourist influx. Over a span of merely 10 years, arrivals witnessed a remarkable increase of over 43%, accompanied by a concurrent growth in overnight stays by over 23%. This upward trajectory persisted until 2020, when the spread of the Covid-19 pandemic halted this positive trend. Throughout this period, the socio-economic and cultural metamorphosis within the tourism domain prompted VisitPiemonte to prioritize tourists in its strategic endeavours. Indeed, the DMO asserts that the focal point of all initiatives revolves around the visitor. The visitor does not merely act as a passive participant in travel and leisure activities, but as an active agent contributing to the shaping of Piedmont's image through his/her feedback, online reviews, and blogs.

However, notwithstanding the statistical evidence of escalating arrivals, VisitPiemonte found itself lacking "qualitative" metrics essential for informed decision-making and strategy formulation. Chief among these was the need to gauge tourist sentiment. Recognizing this imperative, VisitPiemonte articulated an urgency to delve into the intricacies of traveller satisfaction and analyse their "digital traces". Questions arose regarding the perception of Piedmont among visitors, its variation across demographic origins, and the determinants influencing visitors' choice of Piedmont as their destination. To unravel the genuine sentiments harboured by tourists towards Piedmont, the DMO initiated

surveys, albeit soon discovering their inefficacy due to the excessive time and resources they consumed. Moreover, these surveys only provided superficial insights into overarching themes or generalized opinions concerning aspects such as hotel experiences, precluding in-depth analysis, systematic monitoring, comparative assessments, or benchmark analyses against other relevant destinations.

In 2020, the decision was made to embrace the territorial analysis platform Data Appeal Studio, characterized by its user-friendly interface seamlessly aligned with the DMO's requisites. This platform empowers VisitPiemonte to conduct real-time analyses of both supply and demand dynamics, thereby enabling the informed delineation of promotional strategies, campaigns, and investment initiatives.

STAKEHOLDERS AND ACTORS

VisitPiemonte serves as the destination marketing organization (DMO) for the Piedmont region of Italy, functioning as an internal agency of both Regione Piemonte and Unioncamere Piemonte. This organization is primarily focused on the promotion and enhancement of tourism and agri-food sectors within the region. One of its integral components is the Tourism Observatory of the Piedmont Region, which conducts comprehensive analyses of tourism offerings and visitor flow patterns through systematic data collection, analysis, and interpretation.

Data Appeal Studio is a comprehensive destination analysis platform specifically designed for use by destination marketing organizations (DMOs), tourism boards, and destinations themselves. This platform provides a unified toolset for tracking, assessing, and benchmarking destinations of varying scales, along with their operators, visitors, and competitors. With Data Appeal Studio, users can examine the complete visitor journey comprehensively, spanning from pre-visit activities such as flight and hotel searches and bookings, to post-stay reviews and feedback. This holistic approach enables a 360-degree analysis of the visitor experience. The platform facilitates effective destination and brand management through a range of features, including the ability to forecast arrivals, evaluate the reputation of the destination, conduct benchmarking and comparative analyses, and devise strategic improvements.

IMPLEMENTATION, RESULTS, AND IMPACT

The comprehensive analysis conducted on the destination has provided VisitPiedmonte with a precise understanding of how tourists perceive and experience the Piedmont territory across its various dimensions. This includes discerning the sentiment towards Piedmont at regional, city, and individual establishment levels such as hotels, restaurants, and attractions.

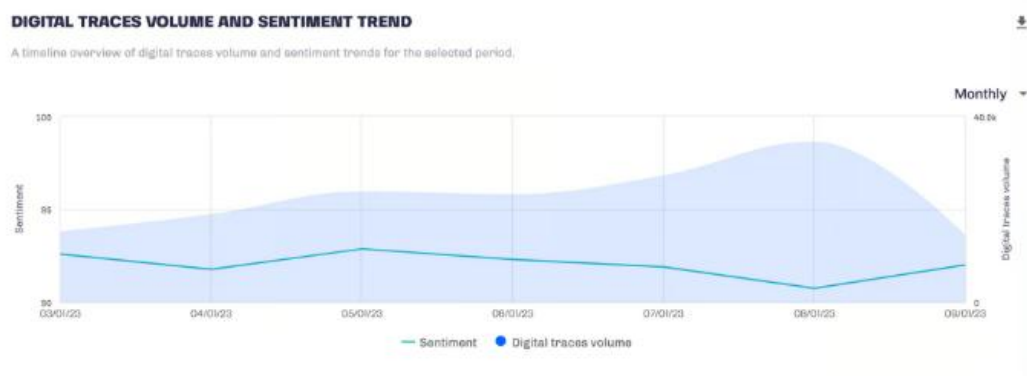


Illustration 2: Example of the evolution of sentiment over time

Source: <https://docs.datappeal.io/d-ai-destinations-help-center/destinations>

The derivation of the Sentiment Score, which serves as an indicator of visitor satisfaction, emerged as a pivotal dataset required to augment the repertoire of key performance indicators for the Tourism Observatory of the Piedmont Region. This analytical tool was devised to facilitate an in-depth territorial assessment aimed at guiding strategic interventions and bolstering local tourism, particularly during periods of acute adversity such as the coronavirus pandemic. The insights garnered from this initiative have enabled VisitPiemonte to channel investments judiciously and devise targeted initiatives, resulting in tangible successes and outcomes evident in 2020.

Analysis has revealed that the territories of Langhe Monferrato Roero and Cuneo have exhibited the highest sentiment levels within the region, registering scores of 89.9/100 (+0.4%) and 89.2/100 (+0.3%) respectively, compared to figures from 2019. Furthermore, satisfaction pertaining to accommodation services in Piedmont surpasses the national average, with reviews from Italian users surpassing those from abroad, albeit with a more positive sentiment exhibited by the latter (88.1/100 vs. 86.6/100). During the top season in summer period

2022, the sentiment value of Piedmont (-2.1 compared to the same period of the previous year) is higher than in Italy: 86.1/100 vs 84.8/100.



Illustration 3: Sentiment Analysis for Piedmont during June-August 2022

Source: [https://www.visitPiedmonte-dmo.org/wp-](https://www.visitPiedmonte-dmo.org/wp-content/uploads/2022/10/Piedmonte_Aree-Prodotta_Estate2022.pdf)

[content/uploads/2022/10/Piedmonte_Aree-Prodotta_Estate2022.pdf](https://www.visitPiedmonte-dmo.org/wp-content/uploads/2022/10/Piedmonte_Aree-Prodotta_Estate2022.pdf)

Territorial benchmark analyses play a crucial role in informing prudent decisions regarding marketing investments and positioning strategies. These analyses facilitate comparisons not only among various destinations within Piedmont but also between Piedmont and competing destinations.

Based on the findings, VisitPiemonte can discern distinctive attributes to be emphasized in promotional endeavours and devise cross-selling strategies for local and regional products and partnerships to enhance competitiveness on a global scale. The utility of Data Appeal Studio and its wealth of information extends to fostering public-private partnerships aimed at supporting and promoting the economic development of specific Piedmont territories and the local businesses therein.

A notable instance of leveraging this analytical framework is exemplified by the Langhe Monferrato Roero Observatory, established to examine the ramifications of, and tourism's impact on, the prestigious International Alba White Truffle Fair, one of the foremost gastronomic events globally. Remarkable insights surfaced from comparisons between the tourist offerings of Langhe Monferrato Roero and analogous territories renowned for food and wine tourism, including Brunello, Chianti, Franciacorta (national benchmarks), and Burgundy (an international benchmark). An examination of web reviews underscored Langhe Monferrato Roero's markedly superior sentiment vis-à-vis Burgundy, France

across all facets of the tourism industry. The data point at the competitive advantage of Piedmont's territory and the exception of its food and wine offerings, domestically and internationally. Furthermore, Piedmont received the inaugural Italy Digital Destination prize for having the Best Food & Wine Offer, predicated on sentiment analysis of online content at a national level.

Given the substantial economic contribution of food and wine-related tourism to Piedmont, constant monitoring and analysis are imperative. In this regard, Data Appeal Studio emerges as an invaluable tool, facilitating granular examination across various tourism sectors (Hospitality, Food & Beverage, Attractions) and delving into the performance metrics of individual operators within each sector. Notably, for the first time, this platform enables the tracking of local wineries' performance, a pivotal aspect of food and wine tourism in Piedmont.

DISCUSSION AND LESSONS LEARNED

The initiative by VisitPiemonte to incorporate Data Appeal's sentiment analysis represents a paradigm shift in regional tourism management towards a data-driven approach. This transition underlines the importance of real-time, qualitative insights over traditional quantitative metrics, reflecting a broader industry trend towards enhancing visitor experiences and destination competitiveness through advanced analytics.

The substantial increase in tourist arrivals and overnight stays in Piedmont prior to the COVID-19 pandemic highlights the region's growing appeal. However, the pandemic underscored the necessity for adaptable, informed tourism strategies that can swiftly respond to changing market dynamics. The adoption of Data Appeal's tools facilitated a deeper understanding of visitor sentiment, enabling tailored promotional strategies and highlighting the significance of aligning marketing efforts to actual visitor experiences.

The analysis revealed Langhe, Monferrato, Roero, and Cuneo as areas with high sentiment scores, which VisitPiemonte could leverage in its promotional activities. The platform's ability to conduct territorial benchmark analyses has been instrumental in guiding investment and marketing decisions, enhancing Piedmont's global competitiveness.

Moreover, the initiative's success in provision of actionable insights during the pandemic illustrates the critical role of data analytics in tourism management, particularly in crisis situations. The establishment of observatories like the Langhe Monferrato Roero Observatory exemplifies the practical application of sentiment analysis in understanding and promoting specific events, such as the International Alba White Truffle Fair.

This case study underscores the potential of sentiment analysis not only in enhancing visitor satisfaction but also in contributing to the economic development of tourism regions. It highlights the importance of continuous monitoring and analysis, especially in sectors with significant economic contributions, such as food and wine tourism. The insights gained from this initiative offer valuable lessons for other regions looking to incorporate the power of data analytics in tourism management, emphasizing the need for a dynamic, responsive approach to tourism promotion and strategy development.

PICTURES, SOURCES, REFERENCES



Source: VisitPiemonte: How the destination of Piedmont, Italy leverages Sentiment Analysis and Alternative Data to boost tourism and overcome competitors, datapeel.io.



Source: VisitPiemonte: How the destination of Piedmont, Italy leverages Sentiment Analysis and Alternative Data to boost tourism and overcome competitors, datappeal.io.

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BEST PRACTICE – DMO KOŠICE TOURISM IN EASTERN SLOVAKIA

The city of Košice, the second largest city in Slovakia, is located in the eastern part of Slovakia, near the borders with Hungary (20 km), Ukraine (80 km) and Poland (90 km). In the past, the favorable location made Košice an important point on trade routes, today it is a key economic agglomeration, but also a crossroads of transport routes, which is contributed by the railway junction and the international airport.

Košice is the first European city to receive its own coat of arms. In 1369, King Ľudovít Veľký granted it for the first time to a legal entity - the city of Košice. Another first is connected with sports - the oldest European and the second oldest world marathon - the International Peace Marathon (founded in 1924) - starts in Košice on the first Sunday of October. Dome of St. Elizabeth is the easternmost Gothic cathedral in Europe. The historical center is the largest urban monument reserve in the Slovak Republic. The oldest secondary school in Central Europe was also founded in Košice - in 1872, the Central Engineering School. On the territory of the city is the largest zoo in Central Europe (288 hectares) and the largest Slovak botanical garden with the largest collection of cacti in the former Czechoslovakia. The children's railway in Čermeľské údolí is the oldest and only one in Slovakia.

The city of Košice was the holder of the title **European Capital of Culture for 2013** together with the French city of Marseille. After the prestigious title of European Capital of Culture 2013, Košice was the first city in Slovakia to receive another important title – **European City of Sport 2016**.

LOCATION

The city is located in the Košice Basin in the wide valley of the Hornád River, bordered to the west by the spurs of the Slovenské rudohorie mountain range. The city center is located at an altitude of 208 meters. The climate in Košice is moderately warm with average temperatures of 19°C in July and -3°C in January.

Nestled in the eastern part of Slovakia, Košice occupies a strategic position that beckons travelers with its rich tapestry of cultural, historical, and natural wonders. Serving as a gateway to Eastern Europe, the city's location facilitates easy access by air, road, and rail, welcoming visitors from across the globe to embark on a journey of exploration and discovery.

Košice International Airport stands as a vital hub, offering convenient air travel connections to major European destinations and beyond. This accessibility makes Košice an enticing option for international tourists seeking to immerse themselves in the charms of Eastern Slovakia. Moreover, the city's robust road and rail networks ensure seamless transportation for those arriving by car, bus, or train, enhancing its appeal as a tourist destination.

Beyond the city limits, Košice's location unveils a treasure trove of natural attractions waiting to be explored. Just a short drive away lies the Slovak Paradise National Park, a paradise for nature enthusiasts boasting picturesque hiking trails, breathtaking waterfalls, and stunning landscapes. Likewise, the nearby world famous Tokaj wine region entices visitors with its rolling vineyards, centuries-old winemaking traditions, and exquisite wines, offering a delightful escape into the world of viticulture and scenic beauty.

Culturally and historically, Košice and its surrounding region abound with wonders waiting to be uncovered. The city serves as a gateway to medieval towns, fortified castles, and UNESCO World Heritage Sites such as Spiš Castle and the town of Levoča, offering glimpses into centuries of shared history and tradition. The region's ethnic diversity, influenced by Slovak, Hungarian, and other ethnic communities, adds layers of complexity to its cultural landscape, enriching the visitor experience with vibrant traditions and customs.

Within Košice itself, tourists can wander through the historic city center, where architectural marvels like St. Elisabeth Cathedral, the State Theatre, and the remnants of the city walls stand as testaments to its storied past. Throughout the year, the city comes alive with a vibrant cultural scene, hosting a myriad of

events and festivals celebrating music, theater, film, and literature, drawing enthusiasts from far and wide to partake in the festivities.



Moreover, Košice's strategic location as a gateway to Eastern Europe opens up endless possibilities for further exploration. Travelers can venture into neighboring countries like Hungary, Ukraine, and Poland, discovering their own unique cultural landmarks, historical sites, and natural wonders, thus expanding the horizons of their journey.



In essence, Košice's location serves as a springboard for unforgettable adventures, inviting travelers to delve into the captivating blend of natural beauty, cultural heritage, and historical significance that defines Eastern Slovakia and beyond. With its accessible transportation networks, diverse attractions, and boundless exploration opportunities, Košice stands as a beacon of discovery, ready to captivate the hearts and minds of adventurers seeking to uncover the wonders of the region.

In its administrative boundaries, the city has an area of 243.7 km². Based on the results of the census, 229,040 inhabitants were registered in the city of Košice as of January 1, 2021. The population density reaches 939.8 persons/km². Of these, 209,031 inhabitants were identified by self-enumeration and 20,090 inhabitants were added based on data from administrative sources ("AZÚ") (e.g. register of natural persons). From this mentioned figure "229,040 inhabitants" will be subsequently developed the reporting of the state of the inhabitants, which is solved by the balance method, i.e. j. addition of births and immigrants, subtraction of deaths and emigration according to the respective year. According to the mentioned method, as of December 31, 2021, the number of inhabitants in the city of Košice was 227,458.

The city is the seat of the Constitutional Court of the Slovak Republic and the seat of the Košice Self-Governing Region. As an independent legal entity, it is divided into 22 city districts.

AREA AND CONTEXT OF THE GOOD PRACTICE

As part of targeted marketing activities and Tourism Strategy 2020, Visit Košice focused on researching the country of origin of visitors browsing its website. The dominant group are Slovak visitors (106 thousand), followed by Czechs (8.4 thousand), Germans (9.8 thousand), Hungarians (9.5 thousand), USA (3.2 thousand), UK (3.4 thousand), Poles (1.5 thousand) and Austrians (1.3 thousand). At the same time, they examine the average duration of a visit to the

Visit Košice website. In this way, it is possible to evaluate the interest of individual information for visitors and the effectiveness of the focus of marketing activities. From the point of view of the efficiency of spending financial resources on marketing activities, this is a relatively fundamental issue. In this way, it is possible to evaluate the relationship between the amount of funds spent and the effect of marketing activities and information on potential and existing visitors. There is usually a correlation between market distance and site visit length, although this is not true in every single case. The majority of visitors to the visit Košice website in the individual evaluated quarters were women. It was more than 60% in almost every evaluated quarter. In terms of the evaluated age categories, visitors aged 25-34 and 35-44 made up more than 60% of visitors. Older visitors are also more attentive readers of information from the visit Košice website. Visitors paid the most attention in terms of staying on the page to the Košice Night of Museums event, followed by the Gourmet Festival, Fashion week, Where to go with children in Košice, Hotels in Košice and other parts of the site. English-speaking foreigners were primarily interested in Top Events in Košice. The most used social network is Facebook. Use is also evaluated - clicks to other websites. ZOO Košice is by far the most popular, followed by Steel Arena, hotels, cinemas, restaurants. Transport accessibility by car and by air from various regions of Europe was also evaluated. Even though Košice is located in the eastern part of Slovakia, traffic accessibility is relatively good via highways in Slovakia, Poland and Hungary with connections to international airports in Bratislava, Budapest and Vienna. In addition to the domestic airport of Košice, other air connections can be used.

STAKEHOLDERS AND ACTORS

The destination of Košice has several key actors who are actively involved in the development of tourism and are also on the board of directors or the supervisory board of the destination management organization.

They are

- the city of Košice as a decisive subject that develops the initiative for the development of tourism,
- providers of transport services represented by Košice Airport,

- accommodation service providers,
- representatives of tourism attractions,
- representatives of incoming travel agencies,
- representatives of intersectoral cooperation,

Altogether, Visit Košice has more than 50 members. The work team consists of the director of the organization, marketing manager, financial manager, process and IT manager and external relations manager. Infopoint employs 2 permanent employees and part-time workers.

In terms of representation, museums make up 15.% of members, hotels 15.8%, restaurants 10.5%, congress organizers 5.3%, trade mediation 5.3%, operation of historical monuments 5.3%, canteens 5.3%, botanical gardens 5.3%, tertiary education 5.3%, wholesale of beverages 5.3%, general public administration 5.3%, brewing 5.3%, local transport 5.3%, air transport 5.3.

Visit Košice also works intensively with a creative manager, copywriter, content creator, expert consultant for city marketing, graphic design specialist, child passport specialist and social media management specialist.

The Visit Košice destination also cooperates with a successful regional organization of destination management for the Košice region, which also publishes fairly extensive annual reports and statistics on its activities. For the region of eastern Slovakia, this is an important element of development, because the attractiveness of the city and the region together creates a significant synergistic effect and a prerequisite for the development of tourism.

IMPLEMENTATION, RESULTS, AND IMPACT

According to the data, it is possible to identify up to 265 accommodation entities on Airbnb in Košice, 227 are presented on the Booking platform, 100 on the Tripadvisor platform, and Google provides information on 163 tourism entities in Košice. At the same time, these services can be precisely located in the individual 4 city districts of Košice. For individual service providers, the number of reviews from accommodated guests is also evaluated and satisfaction with the services is checked. Thus, the destination controls the quality of services

indirectly and can communicate with individual service producers. Special attention is paid to this evaluation for Booking, Tripadvisor, Facebook and Google. With this breakdown, it is possible to find out whether guests' rights are being violated not only in standard accommodation facilities but also in Airbnb. This is an important figure because the popularity and use of Airbnb has increased significantly in recent years. Each evaluated device thus goes through an additional check, which helps to take follow-up measures.

Basic statistic indicators of tourism in Košice

Indicator/Year	2022	2021	2020	2019	2018
Number of theaters	8	8	8	9	6
Subjects of professional performing arts	10	9	.	.	.
Museum visitors per year	156 937	67 099	65 943	131 173	117 574
Cinema attendance per year	305 850	132 479	168 103	483 366	453 151
Total seating capacity in cinemas	7 715	2 229	2 239	2 239	2 219
Total seating capacity in cinemas per 1000 inhabitants	34,0	9,8	9,4	9,4	9,3
Number of public libraries	2	2	2	2	2
Beds in tourism accommodation facilities	6 858	6 559	6 452	6 749	5 628
Beds in tourism accommodation facilities per 1000 inhabitants	30,2	28,7	27,1	28,3	23,6
Overnight stays in tourism accommodation facilities	353 602	184 252	240 651	560 580	417 209
Overnight stays of domestic visitors in tourism accommodation facilities	196 182	135 071	D	305 763	241 509
Overnight stays of foreign visitors in tourism accommodation facilities	157 420	49 181	D	254 817	175 700
Overnight stays in tourism accommodation facilities per inhabitant	1,6	0,8	1,0	2,3	1,7
Number of public pools (both indoor and outdoor, excluding natural beaches)	1	1	-	1	1

Source: own processing from the data of the Statistical office

From the point of view of work at Infopoint, the number of visitors is evaluated on a daily basis, especially the number of visitors from home and abroad.

Subsequently, the number of Infocenter guests from individual foreign markets is evaluated. These statistics are processed on a monthly and quarterly basis.

In addition, Visit Košice processes the statistics of accommodated guests from the Statistical Office of the Slovak Republic, where it evaluates various indicators such as the number of accommodated guests, the number of renewals, the number of overnight stays according to source markets, museum attendance and the like.

It is clear from the official statistical data that Košice was an extremely successful destination before the pandemic. The number of overnight stays before the pandemic reached more than 560,000. Of this, 305 thousand were domestic and 255 thousand foreign overnight stays. The popularity of Košice as a destination results from the uniqueness of cultural and historical monuments, nature in the surroundings, various attractive primary and secondary offers and a consistently high number of organized events. For this reason, the city's offer is suitable for several strong and numerous segments. These are business travelers, families with children, young singles, and the middle-aged segment. At the same time, these market segments are divided geographically according to the already mentioned source markets.

From the point of view of generating resources, Visit Košice also evaluates the collection of accommodation tax and compares it with the number of overnight stays, hotel sales and other indicators. The collection of this tax in 2019 before the pandemic was a record.

The evaluation of various indicators with cities in the Košice region is inspiring, comparing primarily the number of guests and the number of overnight stays. The most important markets include the Czech Republic, Poland, Hungary, Austria, and Germany. Before the outbreak of the war conflict in Ukraine, it was also Ukraine and Russia. From non-European countries, the most important source markets are Korea, the USA and Israel.

When evaluating accommodation statistics, attention is also paid to the distribution of guests by age category. Part of the data on the frequency of trips by citizens of individual European states was taken over by Visit Košice as auxiliary statistics from Eurostat. The positive news is that nationals from key source markets have strong propensities to travel. In addition, from the point of

view of the available statistics, they do not have fundamental financial problems when deciding on a vacation. In the key source markets, there is also a strong tendency towards vacations in the city and, of course, the main vacation by the sea. But that is a stable part of motivation in most markets.

It is essential that online booking methods are user-friendly and the reason for returning to the destination is, in addition to the attractiveness of nature, affordability.

DISCUSSION AND LESSONS LEARNED

It is clear from the above information that Visit Košice pays attention primarily to secondary sources of statistics in terms of attendance, number of guests, number of overnight stays, assessment of accommodation capacity, attendance at attractions, theaters, museums and the like. In addition, he devotes significant attention to the research of visitor behavior, comparing the connections between the distance of the markets and the length of stay, the number of visitors by gender, age. It also evaluates interest in individual attractions and organized events in gastronomy and fashion. English-speaking foreigners were more interested in the so-called Top events. During the evaluation, attention is also paid to activities on Facebook and clicks on other pages.

DMO Košice has more than 50 members, primarily hotels, restaurants, museums, monuments, congress organizers and others. Cooperation with the regional DMO for the Košice region is also intensive, which brings a synergistic effect from the point of view of tourism. Airbnb's impact on tourism is also evaluated, services are provided by more than 265 actors. After the pandemic, tourism slowly reached the level of 2019, when it reached 560,000. overnight stays. DMO works intensively with individual market segments in terms of offer according to various criteria. The accommodation tax collection is also evaluated as an economic indicator of development. The most important markets according to accommodation statistics are the surrounding countries, Germany and Austria.

Košice as a Data driven cultural destination

Košice has a tourism development goal based on data. It is a place that uses the power of data analytics, technology and insights to improve various aspects of its operations and visitor experience. They use data from multiple sources, including visitor behavior, environmental conditions and operational metrics, to inform decision-making, optimize resource allocation and tailor offers to meet visitor needs and preferences.

Using approaches based on DMO Košice data, primarily:

1. Improve visitor experience: By analyzing visitor data, they gain insight into visitor preferences, behavior and interests. This information allows them to personalize experiences, offer targeted recommendations and create memorable interactions for guests.
2. Increasing operational efficiency: Data analysis enables DMO Košice to streamline operations, optimize processes and allocate resources more efficiently. Data-driven strategies help increase efficiency and reduce costs, from managing crowds and potentially the future to optimizing energy use and waste management.
3. DMO Košice supports innovation and growth: Using data reports, they identify emerging trends, anticipate the needs of visitors and innovate their offers accordingly. This proactive approach to innovation helps to stay competitive and adapt to changing market demands.
4. Support sustainability - inspiration for the future: DMO Košice can implement sustainable procedures in the future by monitoring and analyzing environmental data. This includes monitoring energy consumption, managing waste and minimizing environmental impact while maximizing conservation efforts.
5. Intelligent decision-making: Data analytics enables DMO Košice to make informed decisions based on data in various areas such as marketing,

infrastructure development and customer service. This leads to better strategic planning and more efficient allocation of resources.

Overall, data-driven DMOs Košice use technology and data analytics to optimize operations, improve visitor experience and sustain growth, ultimately creating more pleasant and efficient environments for guests to explore and enjoy.

PICTURES, SOURCES, REFERENCES

Cathedral of St. Elizabeth in Košice



Historical centre in Košice with Theatre



Historical centre in Košice (Unesco)



Sources:

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FURTHER EXAMPLES OF DATA COLLECTION

DIGITAL APPLICATION OF PILSEN PHILHARMONIC

The Pilsen Philharmonic has introduced its own mobile application, which connects the traditional cultural environment with modern technologies and innovative forms of communication. With this step, it has likely become the first orchestra of its kind in the Czech Republic to pursue digitalization of its relationship with the audience through a mobile platform.

Main features and benefits of the application:

- Users of the application gain an overview of all events and concerts of the Pilsen Philharmonic, which simplifies planning visits and encourages greater participation in cultural events.
- By downloading the application, users become eligible for various bonuses, such as discounts on refreshments, accommodation, or tickets to other cultural institutions. This increases the attractiveness not only of the concerts themselves, but also of the overall experience of visiting the city.
- The application has a multiplier effect in the field of tourism—it connects cultural experiences with other services in the region and motivates visitors to stay longer in Pilsen and use local services.

This innovative approach shows how a symphony orchestra can expand its influence beyond musical performances and become an active part of the broader cultural and tourism ecosystem of the city. Digitalization brings new opportunities for communication with visitors and supports cooperation with other entities in tourism and services.

What data can be collected:

- Basic user information (for example, during registration in the app or when using bonus features).
- Statistics about which events users attend, how often, and how far in advance they purchase tickets.

- Information about the use of bonuses – which discounts and offers are most frequently redeemed (for example, for refreshments, accommodation, or other cultural institutions).
- Data on interaction with the app – which sections are most visited, which features users use the most.
- Possible geographic data (for example, where users come from, if the app's settings allow this).

How the orchestra uses this data:

- For better planning of programs and events according to visitor interests, which enables more effective marketing targeting and audience development.
- To optimize the offer of bonuses and partner services – the orchestra can identify which discounts and collaborations are most popular and further develop them accordingly.
- To improve the user experience – based on the analysis of app usage, its features and content can be enhanced.
- For reporting and evaluating the success of individual campaigns, events, or festivals, which is also important for communication with partners and founders.
- Data on changed patterns of visitor behavior (for example, a trend of last-minute ticket purchases) allow the orchestra to adapt sales strategies and communication.

In this way, the application not only supports the cultural and tourist ecosystem but also provides the orchestra with valuable information for strategic decision-making and further development.

SMART CONTROL ROOM – VENICE

Reviving tourism is a top priority for Venice, which is now experimenting with innovative strategies to manage tourist flows more efficiently than before the Covid-19 pandemic. The central question guiding these efforts has been: “How many people are too many for the city?” This led Venice to develop a sophisticated technological system designed to monitor visitor numbers and manage boat traffic throughout its iconic canals.

At the heart of this initiative is the “Smart Control Room” – a centralized dashboard that consolidates critical data needed for effective city management. This interactive platform, developed in partnership with Italian telecom company TIM following a public tender, continuously tracks a wide range of indicators, including air quality, tidal levels, mobility infrastructure, and both water and land traffic.

Located in a repurposed warehouse on the island of Tronchetto, the Smart Control Room acts as a “control tower” for the city. Here, data is gathered, filtered, and analysed, providing real-time insights that have attracted international media attention.

One of the standout features of the Smart Control Room is its people counter. This tool provides live tracking of individuals in the city, identifying their nationality via SIM card data, and distinguishing between residents, regional visitors, and tourists from other parts of Italy or abroad. This wealth of data is crucial not only for managing the enormous tourist flows – Venice welcomed 30 million visitors annually before the pandemic – but also for enhancing services and infrastructure on the mainland, such as at the airport, and in the surrounding lagoon areas.

For medium- and long-term planning, Venice relies on an open data platform that aggregates real-time information from the Smart Control Room and breaks the city down into smaller sections. Understanding the origin and age group of tourists helps the city tailor services and information to different visitor segments. These insights also support better management of day-trippers and commuters, helping local authorities and police reduce congestion in the city’s busiest areas.

The installation of laser sensors in key city locations has proven effective for real-time crowd monitoring. This technology not only provides a current snapshot of visitor numbers but also informs future improvements in mobility, access, and city services.

Besalú is a small, well-preserved medieval town in Catalonia, Spain, renowned for its rich heritage and unique urban layout. The town, which has been a protected heritage site since 1966, is characterized by its concentration of historic buildings within a compact area, bordered by the Fluvià River and remnants of ancient walls. Located near the popular Costa Brava and the heritage city of Girona, Besalú attracts a significant number of day visitors, with a high tourist-to-local ratio but limited accommodation options, confirming its status as a day-trip destination.

The town's historic center, while attractive for its authenticity, poses challenges for tourism management due to its narrow streets, hilly terrain, and limited space. In response to growing tourism pressure and concerns about overtourism, data collection, and surveys were started and the municipal government initiated a participatory process to address key issues: economic development, parking, and mobility. Residents were involved through public debates and surveys, leading to a series of targeted actions.

1. Visitor dispersal and parking management

To alleviate congestion in the historic center, parking facilities were refurbished and expanded in strategic locations. Urban structures like benches and flower pots were added to prevent illegal parking, and dedicated bicycle parking areas were established. Improved signage and alternative itineraries around the town encouraged visitors to explore beyond the central area.

2. Mobility and accessibility

Efforts to regulate vehicle access included the installation of automatic pylons to restrict traffic, though these proved complex and sometimes problematic. Time-limited loading and unloading periods for freight trucks were introduced to improve accessibility for businesses and residents.

3. Enhancing visitor experience

The town diversified its tourism offer by extending guided tour schedules, introducing self-guided options, and organizing cultural and nature-based itineraries, such as the “green ring” route around Besalú. These initiatives helped reduce the seasonality of tourist arrivals and positioned Besalú as a top inland destination.

4. Regulation and resident well-being

Municipal regulations on parking and transit were adapted to balance the needs of residents and businesses. Night parking lots functioned well, though occasional relocations for events caused some inconvenience.

5. Visitor segmentation and local benefits

Marketing efforts targeted new visitor segments, including Jewish tourists interested in heritage tourism. Campaigns promoted local shops and products, incentivizing shopping in small, traditional stores and organizing events linked to local culture.

Tourism management in Besalú is shaped not only by local policies but also by broader regional programs in urban development, social, and environmental sectors. These collaborative efforts have improved the town's aesthetics and infrastructure, enhancing both resident and visitor experiences. Mobility remains a challenge, especially for the aging population, requiring ongoing adaptation and exceptions. Besalú has succeeded in de-seasonalizing tourism and diversifying its offer, balancing heritage and natural attractions. The town's experience highlights the importance of participatory governance, flexible regulation, and integrated planning in managing tourism sustainably in small heritage destinations.

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