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## **HISTORICAL HERITAGE POTENTIAL AND TOURISM MARKETING: THE EXAMPLE OF OLOMOUC<sup>1</sup>**

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**Abstract:** The period after 1989 is characterised in most of post-communist countries by rapid changes in socioeconomic base of town and cities. Many of them lost their original economic bases because of deindustrialisation and should solve the problem of transition towards post-industrial socioeconomic base. At the same time market forces and higher level of competition among cities, regions, among post-communist countries and also globalisation started to play more important role too. One of possible responses during the period after 1990 was focusing more on utilisation of unused heritage potential in tourism and the important tool for that was place (or territorial) marketing of particular cities.

This is also the case of Olomouc – no doubt the city with great historical heritage potential. In the light of the above our aim is to look closer at strategic documents dealing with evaluation of tourism potential of Olomouc and how these documents are implemented in the last almost twenty years.

**Key words:** historical heritage, tourism, Olomouc, strategic development documents

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### **INTRODUCTION**

The period after 1989 is characterised in most of post-communist countries by rapid changes in socioeconomic base of town and cities. Many of them lost their original economic bases because of deindustrialisation and should solve the problem of transition towards post-industrial socioeconomic base. At the same time market forces and higher level of competition among cities, regions, among post-communist countries and also globalisation started to play more important role too. One of possible responses during the period after 1990 was focusing more on utilisation of unused heritage potential in tourism and the

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<sup>1</sup> This article is based on a research carried out within the framework of Visegrad Fund project (Enhancing Competitiveness of V4 Historic Cities to Develop Tourism). Its original version was published in a book containing results of this project.

important tool for that was place (or territorial) marketing of particular cities. In case of the Czech Republic (or Czechoslovakia) where the economic system was very rigid till the fall of the iron curtain, these changes came quite sudden and many municipalities were relatively unprepared to them. But for example Hungary was surely the country which has gradually opened already during 1970s and 1980s and could be especially in tourism a good example for the other post-communist countries including the Czech Republic. When we look closer at the problematic of historical heritage potential utilisation and tourism marketing, there are certainly on the one hand similar features like the similar framework of socioeconomic development, transition of economy, property rights, re-establishing of an independent municipal self-government, which make the problems and tools for their solution similar. On the other hand there are specific features of each town or city which make the “recipe” for successful place marketing and utilisation of its historical heritage potential relatively unique. This is also the case of Olomouc – no doubt the city with great historical heritage potential. In our article we would like to look closer at strategic documents dealing with evaluation of tourism potential of Olomouc and how these documents are implemented in the last almost twenty years.

## **THEORETICAL BACKGROUND**

Looking at the history of heritage planning and marketing, the constitution of current methodology and tools emerged in Western Europe in 1970s and 1980s having roots in much earlier times (Bujdosó, 2014; Kozma, 2014). The shift can be characterised by implementation of integrated heritage planning which includes preservation, conservation, but also social and political function (Kozma, 2014). It can be also characterised by rising professionalization, integration and holistic approach. More over the criteria of monument protection became an organic part of area utilisation. There were passed at the central level laws which define the tasks in terms of inventory taking, maintenance and protection (Kozma, 2014).

After we look at the most important characteristics of heritage, which are defined for example at (Kozma, 2014), we have to look at different types of heritage. There can be defined three main types of heritage:

- natural heritage
- physical (tangible) cultural heritage
- intangible cultural heritage

All these three sorts mingle, of course. But they create just potential for heritage utilisation. And here we are coming to the most important characteristics of heritage planning. Heritage planning is basically situated at the intersection of three dimensions: built environment, using of built environment and whole the process is conducted within the framework of urban planning and the elaboration of appropriate regional strategies (Ashworth, 1991 in Kozma 2014, p. 106).

When creating a heritage products, there can be distinguished various components. The historic resources are composed of the wide and varied sum of material and non-material elements related to a particular place. During the selection process are highlighted some of these elements and at the same time some are suppressed. The process of selection is to some extent random but should be managed according to certain pattern. The next stage is focused on “packaging” of selected resources. Here must be taken into consideration two things: non-tangible elements are standing here often in the centre like emotions, pride, nostalgia and fantasy. And the other thing is that different heritage products can be produced from the same sources (suited the emerging demands). The last stage is the targeting when the developed product is forwarded to the costumers (Kozma, 2014, p. 107). At last but not at

least must be also stressed the importance of institutional setting. Different institutions (formal, informal) must fit together to elaborate and bring into life feasible heritage plan. Both public and private sector, administration, self-government must agree on implementation and see it profitable for themselves. To which extent strategic planning in different branches (not only tourism!) has been recognised and implemented over time by key players in the city? Has it been created sufficient institutional background for professional analytical and implementation activities? How is heritage planning process recognised by private sector and by other public sector players (curators of historical heritage site and similar). Without it is the implementation problematic or impossible. So institutional setting is very often limitation for implementation of any ideas, plans or strategies.

## **POTENTIAL OF OLOMOUC AND INSTITUTIONAL LIMITATIONS OF ITS USING**

Olomouc, till 1645 the capital of historical land of Moravia, is after Prague the second largest urban reservation in the Czech Republic. Olomouc is more over historically the religious centre of Moravia (the seat of bishop and later archbishop from 1063) and from 1573 the seat of the second oldest university in the Czech Republic. Through centuries took place here different historical events with at least Central European importance so historical heritage is naturally the most important source of tourism potential. But this potential is only now being used and also discovered not only by local but also by international tourists. The biggest potential is however concentrated in the historical core which has been almost completely preserved thanks to the enlightened administration of the town at the break of 19<sup>th</sup> and 20<sup>th</sup> century. By this time the town turned from closed military fortress town which expansion was strictly limited by the army use to a modern Central European town. Probably the biggest role on preservation of the physical structure of the predominantly baroque town has an urbanist and the author of the first master plan, Camillo Sitte. Historical events of the 20<sup>th</sup> century and especially the period after 1945 rather undermined or inhibited the using of its historic potential. It was too much connected with church and army – both very sensitive and “ideologised” topics during the communist era. More over the use of many potential physical cultural heritage was limited by military use (especially after 1968 many military buildings were used by Soviet occupation army as in Olomouc with population of 100 000 inhabitants resided over 30 000 soviet soldiers, including family members).

Only after political changes in 1989 there was finally opportunity for substantially better use of Olomouc historical heritage for both its internal needs and also for attracting of tourists and putting the city on the international touristic maps and itineraries. There was transfer of the Soviet army from the city in 1990-92 and substantial shrinking of Czech(oslovak) army in 1990s. This gave an opportunity for using of former military real estates and also many places originally by the army became accessible for non-military use (incl. tourism use). But generally speaking, whole the life, including spatial planning and heritage planning in Olomouc was by that time subordinated to the dominant role of Soviet army in the town. And it was also true in the historical core with the highest concentration of potential heritage sites. Also the religious role of Olomouc, including its role as a seat of archbishop of Moravia used to be neglected before 1989. Many churches and monasteries which are located in the centre regained its original role and became integral part of its historical and cultural heritage.

It is not the aim of this article to present complete overview of all cultural and historical heritage sites but let us summarise the three most important types of heritage.

### *Natural heritage*

Natural heritage is usually not the most important part of heritage in urban spaces. This is also the case of Olomouc. Here can be highlighted especially cultural landscape modified by human activities over centuries. In Olomouc as an important religious centre it can be found especially in connection with the “baroque holy landscape”. The space and axis (tree alleys, the station of the cross) between the historical centre and the pilgrimage place Svatý Kopeček (Holy Hill) with Basilica minor from 18<sup>th</sup> century represents the most important and the most impressive part of the natural heritage in connection with cultural and spiritual heritage.

The next most important example is the ring of parks around the historical centre which has been established after abolishing of the military status or better to say fortress status of the city in 1880s. Thanks to the enlightened municipal self-government and also the master plan by C. Sitté it surrounds almost whole the historical core of the town. By now it is used for recreation, as an exhibition site (the Central Europe known horticulture exhibition Flora Olomouc followed by many other exhibition during the season). Also the Morava riverscape is becoming one important part of natural heritage which is more and more used by tourism (river rafting and exploring the city by boat became popular by tourist too).

### *Physical (tangible) cultural heritage*

In urban spaces is this sort of heritage very important and very often creates “*genius loci*” of the city, in some cases just the scenery if the non-tangible heritage is already gone. At the same time it mirrors unique history of each city or town. In case of Olomouc we can go almost one thousand years back to the history. From the architecture point of view all Central European building styles from Romanesque over Gothic, Renaissance to Baroque and Classical are present. However Baroque prevails thanks to the fact that the town was almost completely demolished during the 1<sup>st</sup> half of 17<sup>th</sup> century and almost completely rebuilt. There is a famous notion of “Olomouc Baroque” known not only among Art Historians but also among general public and is more and more used for promoting of its cultural heritage. Olomouc, it is unique mixture of religious, military and civic building. Now days many of them are used not only as exhibition places or tourist attractions (Archbishop palace, Archdiocese museum, many galleries in historical houses, clubs, pubs, restaurants, pensions, shops) but of course for other public use. Very important role is played by the university. Palacký University faculties are located to a big extent in the historical centre buildings and it gives to it very specific university town spirit too. Many of these buildings have been renovated after 1989 because they were very often in very bad physical condition. Very important physical heritage is connected with military history of the town, especially with the status of Theresian fortress (it has existed from 1750s to 1880s) and this potential could be gradually used only in the last two decades. By now there are many ongoing project focused on rehabilitation of former military sites and their incorporation into the touristic infrastructure.

### *Intangible cultural heritage*

Intangible cultural heritage represents probably the biggest potential for creative tourism marketing (or for creation of new tourist products) from all three presented types of heritage. In case of Olomouc this heritage is really rich. It is mostly based on highlighting of different historical events, cultural traditions, but also newly established habits connected with recent history or revival of already forgotten traditions. These products can “refresh” the traditional tourist offer, they can give a reason to come back, or attract a new target group of tourists.

Their creation is possible with relatively smaller effort than in case of natural or tangible heritage. In case of Olomouc can be named some specific groups:

- connected with general history (for ex. coronation Franz Joseph II. as Austrian emperor in 1848 or Mathias Corvinus as Czech king in 15<sup>th</sup> century)
- connected with military history (Olomouc fortress and its life, Swedish troops attack reconstruction, general Laudon's days)
- connected with catholic church (pilgrimage sites at Svatý Kopeček, religious tourism connected with St. Jan Sarkander)
- connected with university life (events connected with the university history, presence of important scientists, Academia film Olomouc, congress tourism)
- connected with art (Dvořák music festival, annual chorus festival, annual organ festival)
- connected with the year's calendar (horticulture exhibitions, advent in Olomouc, ecological Days of Earth, Christmas – Figure 1)
- connected with gastronomy (sensitive connection of both regional and international cuisine, farmer markets)



**Figure 1** Olomouc Christmas market: one of important new phenomena and attractor of tourist in lower tourist season

All these groups represent a potential which is being used or could be used for tourism marketing. But as it was mentioned above it is necessary synergy with other elements of tourist infrastructure, including correct institutional setting.

## **TOURISM MARKETING DEVELOPMENT AFTER 1989 – A SHORT OVERVIEW AND PERIODIZATION**

By 1990 tourism marketing and general tourism development was at initial stage. Olomouc used to be typical so-called “stage town” (Šprincová, 1975) where tourist stopped just for a few hours and continued further to other more attractive “target destination”. The general perception of tourism in the city was not very advised both among the town representation and citizens. The tourism infrastructure was relatively weak – there was missing fundamental infrastructure starting from price competitive or higher standard accommodation, over insufficient quality and variety of gastronomy, very few opportunities to visit heritage sites next to the most important churches, generally poor quality of the physical status of the buildings (Ptáček et al., 2003), only limited skills and offer of tourist agents. In comparison with other tourist magnets in the Czech Republic like Český Krumlov or Kutná Hora not speaking about Prague or Karlovy Vary there was substantial lack of coordination and effort from both public and private actors to change this situation. More over the geographical location has played some role. In comparison to towns and cities in the Western part of the country which benefited to a big extent from physical proximity of Western countries (especially Germany or Austria) or better accessibility (airport in Prague) has Olomouc been quite in their shadow. What did also some tourist actually like was the paradox that there are not many tourists in Olomouc. In 1990s Olomouc has been presented quite often in the international tourist guides as “the most underrated city in the Czech Republic” (Rough Guide, Lonely Planet).

How to change this relatively unfavourable situation? This was the main question in 1990s. One of the main efforts focused on rehabilitation of the physical structure of the centre. Thanks to the fact that many buildings have not been restituted back to original owner (Germans or Jews prevailed as the owner till 1945) the city hall has had some tool how to involve the rehabilitation of the historical centre through involving of ownership structure and use of building (Ptáček et al., 2003). Houses were privatised and than later reconstructed by the new owners. One of the main efforts in tourism marketing in 1990s focused on inscription of Olomouc on the UNESCO world heritage list. Original idea was to inscribe whole the historical centre, but later it was changed to the collection of baroque fountains and the Holy Trinity Column. At the last stage only the Holy Trinity Column remained on the list and Olomouc became thanks to this single column the member of this “elite league” in 2000. This can be marked as a mile stone of the effort how to put Olomouc on the international tourist map. However this was not the only effort. The general tourist infrastructure has improved over 1990s as well as the physical structure of the centre, many places became accessible for tourist (Archbishop palace, new museums, galleries and other rehabilitated public spaces – very often also thanks to the university effort to reconstruct neglected buildings and bring them also for use to general public) and made the centre much more lively and pleasant for tourists to stay longer than a few hours. In tourist guide books the opinion started to change too. In some of them it was written that it is enough just 30 minutes to one hour for the visit but the reasons why to stay longer were gradually changing but not overnight.

After inscription of the Holy Trinity Column on the UNESCO heritage list in 2000 it has symbolically started the new period of more systematic heritage marketing (Figure 2). It started to be based more on standard tools used in Western countries and also the institutional setting became more sophisticated or at least it became standard one, coordinated the most important actors. The city government started to systematically support tourism marketing, including using of EU structural funds, Norway and Swiss funds for improving of all segments of the heritage. Department of tourism became finally an independent department at the city government with their own autonomy and qualified staff.



**Figure 2** Olomouc main square with the town hall and the Holy Trinity Column (on the UNESCO heritage list since 2000)

## **HOW TO USE THIS POTENTIAL? MARKETING STRATEGY: PAST, CURRENT AND FUTURE EFFORTS FOR TOURISM MARKETING**

For efficient heritage marketing it seems to be necessary to elaborate medium or long term strategies. This became up-to-date in case of Olomouc only in the second half of 1990s. First strategy was created and later new strategies followed. One of the main aims of this article is to present and critically evaluate the past and ongoing strategies which have been elaborated for tourism and heritage marketing in Olomouc. The first document dealing with the analyses of tourism potential and the strategy of tourism marketing has been elaborated by prof. Würzel and his team from Vienna, Austria in 1996-1997. One of the main reasons was that Austria belongs the most experienced and successful countries in Europe in this topic and also because of cultural, geographical and mental proximity to the Czech environment. This strategy has been elaborated for years 1998-2007. The next strategy for the period 2008-2013 has been elaborated internally by the Department of External Relations and Information of the Olomouc City Government. The periodization corresponded with the period of EU structural funds time span and has been quite narrowly focused on the use of EU structural funds in tourism marketing but also in general increasing of attractiveness for tourists. The last strategy is being discussed just now. It is prepared again by external team, the private agency m-ARK and its time span should be 2014-2020 – again the next planning period for EU structural funds.

*First tourism development strategy from 1990s - the beginning of a new era*

The tourism development and marketing in the Czech Republic began to be comprehensively dealt after 1989 in the context of social and economic changes after the Velvet revolution. Also Olomouc during the early 1990s has undergone changes that required a change of approach to tourism, its systematic support and development. For this was necessary create comprehensive analysis that had to reflect initial state (after forty years of socialist era and the transformation process of the early 90s). The first strategic document was created in years 1996-1997 and was created for ten years period (1998-2007). In the Czech Republic it was at that time a unique achievement (e.g. in comparison with Prague or Český Krumlov).

The City of Olomouc chose the acclaimed Austrian expert, professor Würzel who created the development strategy of tourism. He worked at it with great care and responsibly. He moved for some time with his students to Olomouc, where they caught up the local atmosphere and worked on the field researches in the city and its surrounding. The result of the work of his team was the creation of a comprehensive tourism development strategy.

The strategy included the analytical part, the draft measures to improve the situation, including a timetable of measures which should lead to the realization of the goals. The measures was categorized from the necessary immediate measures to those that should be taken in the next several years (until 2007). Strategy paper also reflected the changes in behaviour of people and new ways of life and spending of leisure time after 1989. That all pointed to the importance of development of tourism in Olomouc.

In the analytical part strategy was done very comprehensive study of the initial base for the development of tourism in the Olomouc region. The strategy reflected the situation not only in Olomouc, but also in its wider hinterland. There were solved many thematic branches and each branch has got its own SWOT analysis.

The tourism has got own chapter in analysis of strategy. Its structure is observed in all possible aspects, in terms of quality, range of services and quality of infrastructure for tourism. Wide is also the topic Society, Arts and Culture. In this chapter the authors say that it has not been overcome the legacy of the socialist era yet. Authors recommended cooperation with Palacký University, as well as targeted promotion Olomouc as an attractive destination for foreign tourists. But it is necessary to improve the quality of services in tourism. The strengths of Olomouc is in historical role of city, picturesque surroundings and a lively cultural life. The weakness of Olomouc is the lack of awareness, lack of tourist signage and information materials. The potential was not yet used (in the middle of 1990s).

Authors say that big mistake is the lack of interest of the Olomouc city government in tourism – they underestimate its importance. In 1990s also missing The Department of Tourism (under the city government) - now it exists. There were also no relevant marketing and tourism researches in 1990s.

*Summary of results of SWOT analysis by prof. Würzel:*

There are many opportunities for tourism development according authors of strategy. Generally: quality of environment, the historical richness of the city. However, it is necessary to renovate the heritage of city, develop the services and increase their quality. The recommendations were directed at that time already anticipated inclusion of the historical centre of Olomouc city on the UNESCO World Heritage List. But at the end only The Holy Trinity Column was included on the List of UNESCO in year 2000, not the whole historical centre of the city – which was the original intent).

Threats sees author in neglected neighbourhood of city. There are also poor signage of tourist trails, passive approach of service providers, "oddness" and enviousness instead of creating a common sense of belonging and cooperation.

The strategy should be implemented by the project manager and should strive to fulfil this strategic objectives. Expanding of tourism (especially longer stays with accommodation) - that should be connected with growth of numbers of job positions and with increase of interest in the city. Olomouc in 2008 had become a city of Central Europe format and importance. Specific recommendations for the future were directed mainly to the creating of tourism organisation in Olomouc, with own sufficient budget and competencies. Furthermore, should be based tourism organization Central Moravia region that should be sought and the possibility of local and regional associations in tourism. Also was recommended creation of the Department of Tourism at Palacký University.

Thanks the „view from outside” has to be implement many strategic and interesting ideas and suggestions in the strategy. The strategy hit wide range of aspects of tourism development in Central Moravia region and also the city of Olomouc. But the material was too ambitious (today's workers of tourism department say that some of the proposed measures was not realizable at the time, respectively were too visionary). On the other hand, it is necessary to say that this Strategy Paper was an important step and an impulse to the systematic development of tourism management support, enable targeted focus on the promotion of historical and cultural heritage. Very detailed SWOT analysis became a good basis for future strategic planning. In selected parts of the Strategy are the recommendations of prof. Würzel still valid even though the strategy as a whole is already obsolete. Many of the recommendations were adopted, infrastructure and facades of houses were repaired, but often there is still unhealthy rivalry, eccentricities and enviousness, instead of healthy cooperation. Potential of the strategic material has never been fully exploited due to the not very great interest the then city leaders.

### *Second tourism development strategy of the City of Olomouc for the period 2008–2013*

After the Czech Republic's accession to the EU was necessary update the strategy of prof. Würzel (respectively created the new one). The second strategic material was elaborated by Department of External Relations and Information, respectively by employees (mainly by head) of Department of Tourism of the City of Olomouc that means that the document was elaborated internally.

The tourism development strategy 2008–2013 has got three typical parts: analytical, synthetic (SWOT analysis) and the proposal part. The document put emphasis on coordination with national and regional documents in tourism and also on utilization of EU funds. So this strategy was also basic background material for the creation of an integrated development plan in the field of tourism in Olomouc region. This document was also important for the Regional Council of the Central Moravia region (NUTS II) to announce a grant calls in tourism under the EU Regional Operational Programme Central Moravia.

Higher focus on EU funds and the fact that the strategy has been created internally caused that there has not been so complex view than in the previous strategy. But nevertheless there is a chapter on marketing and advertisement in this strategy.

In the first part there is an analysis of tourism offer (natural conditions, human potential, infrastructure and tourism organizations). There is also a demand and competition analysis (benchmarking). The analysis also defined barriers of tourism in the city. The proposal part presents the vision of further development of tourism in the light of the potential of the city and trends of tourism in the world. In the proposal part is also the think-tank of project ideas which can be realised by subjects participating in the development of tourism in Olomouc.

So the strategic document defines the following primary goals: urban tourism, sightseeing tourism (cultural, religious), congress and incentive tourism, business and exhibition tourism, travelling for exhibitions (for example development of the traditional

Flora exhibition). Among the defined secondary goals included: shopping tourism, so called "wedding" tourism (organizing weddings), sports tourism (biking, hiking, wellness, tennis, extreme sports). In the document were also defined target groups according to length of stay in Olomouc: day visitors (the aim is to extend their stay in Olomouc minimally for one night) and overnight visitors. The defined priority countries for tourism development in Olomouc were: Czech Republic, Germany, Poland, Slovakia and Russia.

After the year 2010 Olomouc became more popular also in "western" countries. For example the Lonely Planet tourist Baedeker included Olomouc in the book and gave to the city mark "Olomouc – the most beautiful Czech city". On the web page Lonely-Planet is available article Olomouc: the Czech Republic's best kept secret?<sup>2</sup> The Department of Tourism and also entrepreneurs in Olomouc took advantage of this marketing chance and Olomouc become more known.

This all new opportunities were incorporate to the 3<sup>rd</sup> strategic document that is now in approval process. New strategic document is necessary because of the new program period of the EU funds (2014–2020) and also because of new trends and challenges in tourism sector.

### *Third tourism development strategy of the City of Olomouc for the period 2014 – 2020*

Latest tourism strategy for the city of Olomouc was prepared during 2014 by m-ARK Marketing and Advertising Ltd. The company has long focused on the tourism sector, has created a number of outputs for a variety of subjects, especially for travel agencies, tour operators, tourism associations, regions and municipalities. The company also has long-term experience in processing of similar strategic documents.

Documents are quite fundamentally different from the previous strategies, especially for its emphasis on the widest possible preparation of the action plan, as well as for the variability and spreads of proposals. The processor provides together with The Action Plan another strategy document entitled Proposals for projects in the field of tourism in the Olomouc region. This proves that the outputs of the strategy are not only conceived as available financial options, but also as a vision of the direction of tourism in Olomouc.

Representatives of m-ARK did not remain only in their own thoughts and ideas, but they tried to involve participants, who have influence on the situation in Olomouc, in creation of strategy. So the strategy creation includes also public debates and the effort of feedback. Complete documents also underwent detailed public commenting. The strategy was handed over to Olomouc City in early autumn, its approval by the city council, however, was delayed due to the post-election changes between political representatives. The strategy was approved by the City Council of Olomouc on 17. 3. 2015 with remark that it is still necessary to submit the finalized documents of Action and Marketing Plan.

### *Third Tourism Development Strategy 2014 - 2020 is divided into three parts: Analytical part, Proposal part and Action plan.*

The analytical part of the strategy is relatively extensive document which tried to describe in detail analysis of the current state of tourism in the city. The result is a synthetic part in the form of a SWOT analysis, defining the main development opportunities and focus on current shortcomings.

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<sup>2</sup> The Lonely Planet - Olomouc: the Czech Republic's best kept secret? [online]. © 2014 [cited 6<sup>th</sup> March 2015]. Available from WWW: <<http://www.lonelyplanet.com/czech-republic/moravia/olomouc/travel-tips-and-articles/olomouc-the-czech-republics-best-kept-secret>>

The SWOT analysis indicates a number of key points that are advantages or limitations for tourism development in the city. There is evaluated the general availability of transport and position to large agglomerations in very positive way, although transport accessibility of some of them is still insufficient (especially Vienna). Critical situation is found out regarding traffic situation and parking at widely attended Svátý Kopeček (Holly Hill) with regional pilgrimage site and Zoo. Problematic is also low awareness of the region in terms of destination for bike tours a number of specific problems of cycling network and associated infrastructure. Although there is well evaluated potential in terms of urban, cultural and religious tourism, study on the other hand pointed to the fact that the perception of Olomouc as a tourist destination is still at a low level, and the city is in terms of competition in Central Europe barely visible. Development of cultural and historical potential is perceived as key factor of the further growth of tourism in the city. Although the development of attractions in the last strategic period is evaluated positively, as well as their renewal, there is on the other hand pointed to the insufficient development of modern forms of presentation eg. in the case of Exhibition Flora Olomouc or Olomouc fortress fortifications. Study sees development opportunities to build new tourist destinations focused on leisure, entertainment and experiences that Olomouc lacks, however, there is a strong demand for them. There is special focus on adventure tourism, new thematic parks and new experience services. The result of SWOT analysis also points to the fact that the city is missing one big prestigious event associated with the potential of Olomouc and in some relation to regional products. Such event, which would have been well-known by visitors from a wide region and that would be tightly connected with the name of the town.

Results of analysis show positive development in tourist infrastructure, especially the number and quality of accommodation, but negatively evaluate high number of vacant hotel rooms and especially the fact, that good accommodation at a reasonable price is missing. Generally, the price of accommodation is unreasonably high, thus Olomouc becomes uncompetitive in terms of rates for the individual tourist. Hotels remain relatively passive in joint cooperation, and in approach to promotional offers initiated by the city.

In terms of marketing, analysis evaluates positively the extraordinary growth, which in recent years occurred. Fundamental changes are seen in a new uniform visual style of the city, in the new tourist portal or in thematic product offers of the city: for example tourist packages Advent Olomouc or Baroque Olomouc with great potential for the future. On the other hand there is still missing conceptual work on building brand of the city as a cardinal tourist destination, systematic marketing planning and sufficient budget on marketing activities.

Based on the Analytical part it was processed Proposal part which contains visions, sets key priorities and actions, including specific activities for future tourism development of Olomouc. This part is based on a strategic vision that identifies tourism as an important segment of the economy of Olomouc. The strategic goal is to take advantage of the potential of tourism to promote key tourist destinations and services in order to perceive Olomouc as a creative, experience place for a vacation with Central European significance. Within the Proposal part there were defined four main development priorities of the city. The first main development priority is to develop new tourist destinations, revitalization, and reconstruction of existing ones. Within this priority there was set basic aim on the development of new attractive tourist destinations with high attendance (eg. thematic and amusement parks), on the development of cultural and museum facilities, military monuments, exhibition sites for leisure and also increase in attractiveness of some areas.

The second priority is the development of tourism infrastructure and services. It is supposed to focus primarily on supporting congress and incentive tourism (thanks to the great development of infrastructure for congresses and conferences in recent years),

supporting the building of affordable accommodation infrastructures, supporting the development of local gastronomy (with the aim of building a brand of Olomouc as a gastronomic experience destination) and supporting of the development of additional infrastructure.

The third main priority was determined by the development of tourism organization, brand building and marketing. Here is emphasized creating competitive products, destination marketing and building city brand (using slogans from the excellent reviews of city by guide Lonely Planet), support of popular events (with an emphasis on one major event), active management of the surrounding region and the formation of incoming travel agency providing product sales and tours.

The last main priority is the development of transport infrastructure and related services. Here the emphasis is primarily on the development of new bike and in-line routes and also on support of road transport infrastructure.

The strategy is completed by the Action Plan for the period 2015-2020, which is a set of activities that would help implement the recommendations contained in the proposal part of the strategy. For each activity, there is a proposed supervisor, who decides whether the project will be processed on their own or in cooperation with other entities. There is also determined time and financial framework. Action Plan is not binding on defined schedule of events, but rather a set of suggested themes. Project themes are based on the proposal of public and private sectors, in total there is proposed to implement 73 projects of different implementation complexity.

With supplementary document *Suggestions for projects in the field of tourism in the Olomouc region*, the company m-ARK tries to introduce a vision of tourism development in Olomouc, which is often composed of realization of quite ambitious projects. The proposed projects are a response to major development priorities of the city. Among them appears connection between Olomouc and Kroměříž through a new bike route, based on a common story (history) of both cities. Both cities are connected by common cultural and historical heritage as important archbishopric cities. Nowadays they are also connected by existence of UNESCO heritage sites in both cities that have its roots in existence of local archbishopric. Another proposed project focus on creation of new attractive target - a lookout directly between treetops in Olomouc parks with a view of the historic city center panorama. Development of Flora Exhibition grounds is conceived as an extension of the exhibition in the form of building a year-round gardening business park of flowers and trees, which is based on the famous thematic exhibitions that take place at the Exhibition grounds. Revitalization of existing attractions, creating of attractive new target and solution of unsatisfactory traffic situation then connects in the idea to build a cable car or outdoor escalators at the pilgrimage site Holy Hill together with the solution of parking spaces in the yet unused peripheral location.

## CONCLUSION

If we would like to evaluate heritage marketing in Olomouc, one of the most important potential tourist destinations in Central Europe, it must be taken into account a couple of limiting circumstances. Olomouc “has been starting” from less favourable position after 1990 than other „tourist magnets” in V4 countries. Neglecting of physical state of buildings, the role of army in use of many sites in the centre, less favourable geographical location and also fragmented effort for coordination could be mentioned as some of important factors. On the other hand we can observe the long term effort for systematic marketing and management of tourism. This effort is being observed since the middle of 1990s. As the main actor in co-ordinated tourism marketing seems to be the Municipal Council of Olomouc and especially

its Department of Tourism and External Relations. Over time it can be observed varying approach of political representation and rather competitive approach of business sector.

What are the weaknesses, opportunities, threats and tasks for the next period? Based on the interview with the Head of Tourism Department, Olomouc city Government, Mrs. K. Vykýdalová could be at the end created some kind of SWOT analysis. Tourism *branding* of the city seems to be one important task. There is a weak association with “something” – only the logo by Lonely Planet “Olomouc – the most beautiful Czech city” is not enough. Unused potential is definitely in using of UNESCO brand in general, but also there is a weak awareness about UNESCO heritage site in Olomouc among local citizens. Another problem is the weak *networking* and collaboration of hotels. They have rather competitive approach which is not profitable at the end for anybody. Also varying quality of services in restaurants has been mentioned as a problem. By experts there is chronically mentioned as one of limiting factor for increasing of international tourism not very comfortable accessibility of Olomouc by public transport from other touristic centres (especially from Vienna and Krakow). For example long term efforts for establishing of direct train or bus connection to Vienna has been fruitless.

Another challenge is how to overcome the reputation of Olomouc as a “stage destination” where tourists come just for a couple of hours but do not stay overnight. Because of weak networking there is missing offer of more-days stays programmes which would include also traveling in the region. As a possible solution there is an effort to establish some kind of incoming tourist agency partly run by the city government. It could help networking among both public and private actors all over the region, not only in Olomouc. Propagation in Vienna, Krakow and possibly other destinations could help to attract tourists for more days stays.

To attract a broader spectrum of tourists it requires better use of cultural heritage too. The biggest potential seems to be in systematic development of experience tourism. This is still quite a new phenomenon and perspectives how to use it are not very clear. Some of examples could be rafting on Morava river and exploring of the heritage “from the boat”. Definitely underrated phenomena is religious (or spiritual) tourism. Olomouc is an important religious centre with extraordinary concentration of religious memorial on very small area. Developing of this sort of tourism is only starting. There are efforts from the side of parishes in Germany and Italy but on the other hand there is rather passive role of the Catholic Church. Military tourism on the other hand is developing quite promising (Figure 3). Till 2000 there was quite tough limitation by using of many military objects by army. And also this is more limited target group. To use this part of heritage there is more effort from the side of NGOs (for example Sdružení pevnosti etc).



**Figure 3** Olomouc Crown fortress – one of emerging new tourist destination in military tourism

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