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Sustainable and Smart Tourism: Book of Teaching Case Studies

Edited by: Petr Šauer, Aleš Lisa

Authors: Petr Šauer, Ticiano Costa Jordão, Aleš Lisa, Gudrun Helgadottir, Wilson Jordão Filho, Áskell Heiðar Ásgeirsson, Julianna Burrill, Pavel Černý, Petr Janeček, Ajay Kumar, Lucie Nencková, Selina Ohrnberger, Zdenka Petrů, Rico Sattler

SUSTAINABLE AND SMART TOURISM

BOOK OF TEACHING CASE STUDIES

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C o n t e n t s

Introduction

Schola Ludus – an idea of J. A. Comenius, famous Czech scholar, who is also known as the “teacher of nations” – is an idea related to efficiency of active participation of students in the teaching-learning process: *“Schola ludus seu Encyclopaedia viva, hoc est Januae lingvarum praxis scenica, res omnes nomenclatura vestitas et vestiendas sensibus ad vivum repraesentandi artificium exhibens amoenum.”* (Komenský, 1656)[1]

People generally learn better and the quality of learning is higher if they are interested in the subject and in learning itself. Modern methods of teaching can enhance the level of interest in learning and thus bring the subject itself to attention. Modern teaching should build on and develop the knowledge already acquired. Moreover, some modern teaching methods can even make it possible for students to partially shape the content of their learning based on their needs and interests. Students learn better when they do not know the answers in advance and have the opportunity to react independently to a situation and to confront views and solutions of others. Modern methods of teaching, if applied well, also enable one to take into the account the fact that each person has an individual style of learning, and thus needs appropriate conditions for it.

Teaching through case studies is one of the above-mentioned modern forms of teaching and learning. Active learning using teaching case studies is becoming an increasingly common teaching method around the world. It allows students and teachers alike to more easily connect theoretical knowledge from their own and other disciplines with practice.

This book is a collection of teaching case studies related to courses of sustainable and smart tourism. The collection can serve a special seminar alongside sustainable and smart tourism courses. It is also possible to use selected cases for other relevant courses. The course could be taught at both bachelor and master level.

[1] *"The school, a lively encyclopedia, that is, the practice stage of language doors, presents an enjoyable art of representing all things adorned and to be adorned with senses vividly."*

The book consists of the following teaching cases:

1. Tourism development dilemma at exotic island: A mini-case
2. Living farm museum of Evju Bygdetun
3. Music festival in a small village
4. Approach to tourism clusters: A case of Pardubice Region
5. Bathing waters: Visiting traditional or new sites in the domestic settings
6. Evolving glacier tourism in a melting world
7. Climate change adaptation in the tourism sector: A case of two destinations in the Czech Republic
8. Investment in a pension in village of Kněžice
9. Untapped potential of religious tourism: A case of Milevsko
10. Assurance of environmental quality in Rjukan tourism destination: Role of standardization and labelling
11. Michelin stars for the Czech Republic: Government subsidy to support Czech tourism
12. Sustainable and Smart sports events and tourism: A case of Ice Hockey World Championship
13. Contemporary forms of tourism in rural tropical villages: An example of Thailand
14. Tourism Act: Content preparation and political advocacy

Lecturers' notes, which provide confidential information on how to teach the individual cases, are available from the Institute for Sustainable Business, Prague University of Economics and Business.

Teaching case studies in university programmes

This approach is particularly close to various (traditional) forms of university seminars and tutorials, where practical situations are also discussed and debated with applications of the theories taught designed to understand and resolve the situations. For example, the case study discussed here tends to be a student paper, a lecture by a practitioner invited to class, a recommended article in a professional journal, a practical example in an exercise script, etc. However, with the exception of the last one, these forms contain a certain opinion on the solution to the situation. Thus, they are not "genuine" teaching case studies.

In this chapter, the standard nature of the research case study is briefly described first. The typical differences between a research case study and a "genuine" teaching case study is addressed in the next chapter. This is followed with chapters/notes for teaching case writers – "how to write a good teaching case study", students – "how to learn from the teaching case study" and teachers – "how to teach the teaching case study".

For a more comprehensive text about case teaching, including relevant citations of literature and literature resources, see Lisa Aleš (2023): Principles of case teaching in societal science-oriented courses, Prague University of Economics and Business, available on-line at: https://isb.vse.cz/.

1. What is a research case study?

In science, the case study (method) has developed as "an opposition" to quantitative research and its limits. Up to now, the notion itself has been interpreted in three different ways at least: *(a) a method of getting knowledge; (b) a particular case (to be understood); (c) results of the case study method application*.

The case study (method) has been most of the time outside the mainstream of scientific inquiry. It has been criticized mostly for its: (a*) subjective character (selection of cases, particularly with the explicit or implicit aim to prove a hypothesis); (b) limits related to hypothetically deductive understanding of scientific methodology; (c) limits related to the issue of generalization.*

Research case study focus is:

- Mostly qualitative
- Mostly on one case
- Searching for explanatory factors, conditions, causes
- Testing/disproval of a hypothesis
- Support to some theory development
- Interconnectivity of quantitative and qualitative aspects of knowledge
- “Environment” of the case (context).

Research case studies could be divided according to major goals:

- Instrumental: Deep insight into a studied problem. The case itself is of less importance – it serves as a vehicle for generalization.
- Multiple: Serves to understand a broader set of cases.
- Intrinsic: To understand the studied case itself. Understanding/illustrating generic phenomena, constructs and /or development of theory is of less importance (if possible at all).

Research case studies according to their function can be:

- Descriptive – systemic description without deeper theoretical background;
- Interpretative (explanatory) – to prove (make clearer) a theory;
- Heuristic and/or generating a hypothesis (deviant cases); or
- Exploratory.

2. What is a "genuine” teaching case study?

A teaching case study usually either builds on a research case study (or multiple studies), or is loosely based on them. Also, fully made-up teaching case studies can work well for specific purposes (hypothetical situations).

A teaching case study, in particular, is a situation where a (real) solution to a problem is being sought, in either the public or the private sphere. The teaching study contains necessary data, results of investigation, opinions and attitudes of parties involved. The specific content depends mainly on the methods, concepts and theories it wants to illustrate. It can summarize the different pressures and conditions to which the decision-maker is exposed. It illustrates common situations of incomplete or controversial information available at the time of decision-making. ***However, it does not itself explicitly offer a solution.*** **This is the main task for students – to make up their own minds about the problem and its solution and to be able to argue well for it.** Thus, it brings a part of the real world into the classroom. However, there may be good-quality teaching case studies which may have the aim of, for example, just applying a particular method of calculation. The differences between a “conventional” (research) case study and a teaching case study are summarized in Table 1.

Table 0/1: Main differences between research case study and teaching case study

Characteristics	**Research case study**	**Teaching case study**
Scope and level of detail	Can be very extensive and detailed	Must be only reasonably long, cannot bring too many details
Solutions to problems	Are included	Must not be included in the study (possible solutions can only be a part of the teacher's notes)
Balance of opinion	May contain alternative opinions, views and solutions, but often contains “major stream” solutions	Must present balanced information so that the student has the opportunity to find alternative solutions
Matching the situation described with reality	Addresses a real situation	The situation may be partially modified to reflect a typical situation or to allow the application of a method, concept or theory

Although plots and "dramas" related to decision-making are the main "spice" of teaching through teaching case studies, the main objective of some teaching case studies may be to illustrate the possibilities of using, e.g., different exact approaches to prepare materials for decision-making, etc. In our case, studies leading to a deeper understanding of the principles of sustainable and smart tourism may be designed differently from those designed more to understand other fields of policy.

In principle, teaching case studies can be used in two ways:

a) The first is more or less traditional, where the teacher uses the case study directly to illustrate his/her own lecture (and also gives some opinion on the solution), or
b) He/she recommends it as required reading for the topic being taught, which is discussed in depth during the lecture. Only the latter way is actual teaching through case studies ("case method teaching").

This method has several main features:

- the student receives the material in advance, thus having enough time to acquire additional literature (mostly via the Internet), to review or consult theories that may help solve the problem, etc.;
- the principle is that all students must be prepared for the lesson (not just some, as is often the case with conventional papers, co-papers, student presentations, etc.);
- preparing for a lesson requires much more effort and time than preparing for a “traditional” lesson. For example, the student has to understand the nature of decision-making dilemmas, formulate a strategy and recommendations, and prepare arguments to defend them in discussion. If necessary, he/she must review relevant theories and other knowledge that can be used to better prepare his/her presentations, including knowledge from related disciplines and subjects;
- in the classroom itself, the teacher does not “read the lecture” but rather moderates a discussion between the students, which itself leads to their learning from each other and enriches their real understanding of the issues that have been “embedded” in the teaching study;
- the level of engagement of individual students in the discussions is the main focus of the continuous assessment and, where appropriate, the final marking.

The overall result of this way of teaching then depends on several factors:

- the quality of the prepared teaching study;
- the quality of the students, including their "knowledge background", their ability to use it outside the specific subject taught, their ability to assert themselves in an appropriate way at an appropriate moment in the discussion;
- the quality of the teacher, i.e., the extent to which he/she is able to manage the class discussion in the planned way.

3. How to write a good teaching case study?

It should be assumed that a teaching case study serves as a teaching tool. It is therefore important to first clarify what **the main learning objectives – the "key lessons"** – are that we want to teach with the help of the teaching case study. Thus, the interest of the plot alone may not be a sufficient guarantee of quality from a pedagogical point of view.

The search for good teaching cases for a given subject of study can go both ways: to find a suitable case from practice for the theories and problems being taught, and vice versa, i.e., when studying research papers (case studies), to think about what issues could be taught with their help and how they could be developed into teaching case studies. In the actual processing, there may be some shifts from the original intention, but the original aim should in principle be pursued throughout the processing, unless this aim is added to or changed explicitly.

The topic and its form should be chosen to allow for some generalization, so that the teaching case study covers a particular set of analytical or decision-making problems.

It is important that the author(s) of the teaching case study have access to sufficient information. If the information is confidential (company information, tender documents, etc.), it is possible to **change names** (of people, companies, etc.), **modify certain data**, etc., in the teaching case study.

In spite of the **simplifications** that are necessary for the preparation of teaching case studies, it is necessary to preserve and sometimes highlight the diversity of perspectives, approaches to solutions and conflicts of interest that are associated with the case. The existing (and evident from the teaching case study) diversity of perspectives and their controversy is one of the prerequisites for the emergence of a quality discussion.

A collaboration between two or more authors may be appropriate, where one may be a **leading expert on the issue** (author of relevant research case study, etc.) and the other may have **experience in writing teaching case studies**. One of the requirements for a good teaching case study is that it should be readable.

A teaching case study can consist of two (separate) parts: the first can provide the basis for a discussion of what someone should and could do in a given case and where the "open end" is. The second part may then contain the basis for a discussion of what was actually done in practice (what methods of resolution were used, what the decision was, etc.) and what the other implications are. In this case, the first part should be written in such a way that the reader does not feel at any given moment that the event has already happened and has been resolved in some way.

The fact that the teaching case study is based on a case that has already occurred may not be a disadvantage – it allows comparison of the suggestions arising from the discussion and often data and other information is more readily available for such a study.

The actual structure of the teaching case study must follow the **pedagogical goal.** If it is in the area of a particular policy debate, the following is usually recommended:

a) An introduction where the main plot is briefly stated.

b) The content itself must be concise, but must give a clear and as complete a picture of the issue as possible, but not contain excessive detail, as is generally desirable for case studies.

c) If it is a description of specific events, it must be structured in time; if this helps to increase interest in the problem, it is possible to suggest a dramatic denouement at the beginning and then return to the chronological sequence of events.

4. How to learn from the teaching case study or what to advise students?

The student's actual thorough preparation for this form of lesson, although very demanding, leads to a much deeper understanding and retention of the material, including the broader context, than just listening passively to the teacher or the usual study by reading some text. In addition to focused work such as a thesis, this form provides a link between the methods, concepts and theories taught and the practical problems.

As already noted, the teacher assumes (and requires) **very demanding student preparation for the class**. One reading of the study and subsequent thinking is not sufficient. For most studies, at least two readings are required. The first involves familiarizing oneself with the basic situation in the case. Next, one should formulate questions, if not already prepared in the text, and try to find answers to them.

For teaching case studies oriented mainly towards decision-making processes, a more general scheme of questions can be given, to which answers should be found gradually in preparation for the lesson. It may be useful to try to put oneself in the role of the main decision-maker. In this case, the focus should be on:

- Who are the decision-makers in the study?
- What is the decision(s) they should make?
- What are the possibilities of applying exact methods to prepare (further) grounds for discussion and decision-making?
- Who are the other relevant actors in the case and what are their interests and objectives?
- What are the key contentious issues in the case, and how do they affect the discussion of the issue?
- What is the environment in which the decision-maker finds himself? What are his constraints? (and, conversely) What are his options?
- What can the decision-maker do?
- What are the likely consequences of these options, the chances of success, what will other actors do? (etc.)

It is important to **work properly with the data** in the teaching case study as information. The problem can be the large amount of seemingly less clear data and the existence of redundant information in the study, or conversely the absence of certain data as sources for addressing much needed information. The same facts may also be presented differently by different stakeholders, which a good teaching case study also tries to capture. Appropriate calculations can allow testing of hypothetical, pre-formulated solution options. The ability to use procedures that are not taught in the subject matter, i.e., a subject where teaching is done by means of a "case", is also valued.

It is useful to note a few more general principles for verifying calculations:

- before making specific calculations, it is always necessary to be clear about the precise aim of the calculations;
- larger calculations should be divided into parts;
- attention should be paid to units and orders of magnitude;
- a logical check of the results should be made;
- where possible, it is advisable to do more than one version of the calculations.

It is advisable, if possible, to discuss the solution informally in advance (before the actual seminar) with fellow students, e.g., on campus. It is also advisable to do some written preparation, even if it is not required by the teacher.

5. How to teach the teaching case study?

The teacher, like the students, needs to be well prepared for the lesson. As already mentioned, the teacher's role is mainly to **moderate the discussion and monitor the contributions of individual students so that they can be evaluated**. If the school or faculty is new to teaching or learning through teaching case studies, including how to assess students, this should also be explained at the beginning of the course. It is also possible to formulate some questions about the teaching case study discussed in the following lesson.

A classroom set-up where students are able to see each other during the discussion (circle or semicircle) is appropriate. They can have their names printed in large print in front of them for ease of addressing during the discussion and for evaluation by the teacher. It is also advisable to think in advance how the progress and results of the student discussion will be recorded (layout of the board area, use of overhead projector, loose sheets of paper, etc.).

More specifically, the **teacher can ask an introductory question or questions at the beginning of the lesson**, for example to recapitulate the overall situation or to formulate the problems contained in the learning study. If students have not prepared enough, the teacher can continue the class only with those prepared. Those not prepared for the class can be dismissed from the class (and lose points for both attendance and discussion activity).

If necessary, it is also possible to initially "elicit" a response from the students, but not to surprise them (e.g., prior eye contact is appropriate). However, the quality of the tutorials, the way they are taught and, last but not least, the way in which students' active participation in the discussion is assessed should rather **stimulate the students themselves to participate actively**. The teacher should set up the situation right from the start so that students really "get into the action".

In any case, however, the teacher should see the students as colleagues with whom the problem needs to be solved. The **main problems discussed should not be too many in one lesson**, certainly not more than 3-5.

Manage the discussion to allow **maximum interaction among the students themselves**. Keep the discussion on topic. Limit to very brief inputs (requiring or adding something) where appropriate. Record the discussion or partial results in certain structures. These structures will normally have been prepared in advance by the teacher. However, it is necessary to be prepared for other perspectives from the students, which can be very interesting. Students are also expected to pose questions to each other in the discussion. Use logical transitions between contributions to the discussion to continue it in a particular direction.

At certain points, the teacher can summarize the results of the discussion so far (e.g., the solutions proposed in the discussion), while emphasizing or synthesizing the necessary points (the subject matter of the lesson) or taking the discussion elsewhere (to other problems).

At the end, it is possible to recapitulate the main issues, to suggest some broader implications, or to ask questions for reflection after the lesson. This is necessary even if there is not much time left for the conclusion. Students should also be involved as much as possible in the formulation of conclusions.

Overall, the following are important: individual comments and opinions and group thinking, to which one needs to be able to listen well, and one's own lesson plan.

Students (but also the teacher) need to be prepared for a different solution being discussed than they were ready for. It is even fair to say that it would not be a good study if it suggested one solution known to all in a short time.

In conclusion, the best teaching studies will emerge where there is the capacity and space to write good-quality research case studies. This method of teaching is most effective where both parties – students and teacher – derive intrinsic pleasure from it. There is no point in forcing it.

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1. Tourism development dilemma in exotic destinations: A mini-case

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In contemporary times, spending winter vacations in exotic seaside destinations has become increasingly popular in developed countries. The first part of this mini-case presents the results of a study utilizing a multi-criteria analysis method to compare the benefits of visiting two traditional destinations (KoChang in Thailand and the Maldives) and two new destinations – Socotra Island and Senegal. The second part offers selected examples of typical discussion contributions addressing the complexities of sustainable tourism development in such new destinations.

1. Results of the study comparing the benefits of exotic seaside winter vacation destinations

The study employed the Weighted Sum Approach (WSA) method, allowing for both analytical and comprehensive expression of the benefits of a particular asset or service – in this case, visiting exotic seaside destinations in winter (Šauer et al., 2023, p.195).

For analytical expression, a scoring scale of 1 to 4 points was chosen to assess the quality of each criterion:

- 4 points: Fully satisfactory quality
- 3 points: Rather satisfactory quality
- 2 points: Rather unsatisfactory quality
- 1 point: Unsatisfactory status of the criteria

Criterion weights were calculated using the pairwise comparison method.

Table 1/1: Results of multi-criteria analyses

Factor	Thailand	Maldives	Senegal	Socotra
Destination safety	2.5	4	3	4
Hygienic conditions	3	2	2	2
Quality of the beach	4	3.5	3	3.5
Exploring tangible monuments	2.5	2	3	1
Getting to know the local culture	2.5	3	4	3
Destination awareness and crowdedness	1	3	4	4
Facilities and services in the destination	3	4	2	3
Availability and credibility of destination information	4	4	2	1
Quality of scenery	3	4	3	4
Staff in the destination	3	4	2	2
Transport accessibility and conditions of entry into the country	4	3	3	1
Average points without weights	**3.0**	**3.3**	**2.8**	**2.6**
Weighted results	**2.96**	**3.28**	**2.86**	**2.58**

2. Dilemmas of developing new tourist destinations

In the context of future tourism development in emerging destinations, various issues of sustainable development have been discussed (Valek, 2023).

Environmental protection: How to maintain ecological balance and protect sensitive ecosystems in the area from the negative impacts of tourism, while striving to increase tourist traffic and profits? For instance, national parks and protected areas face the pressure of increased tourist traffic. In Norway, for instance, you can observe the approach taken by the Lofoten region, which aims to limit the number of visitors and create special trails to minimize negative impacts on nature (Lofoten, 2023).

Preservation of cultural authenticity: How to ensure that tourism development does not lead to the loss of local authenticity and culture amidst the growth of commercial tourist activities? In Bhutan (TC Bhutan, 2023), preserving cultural authenticity is a key goal. For instance, Bhutan practices the national "Happiness Index" policy, where the preservation of traditions and culture is evaluated. This policy regulates tourist traffic and protects local authenticity.

Social impacts on the local community: How to minimize the negative social impacts of tourism on the local population, such as changes in social structures, increasing housing costs, and the loss of traditional employment? In the Cuzco region of Peru, one can see how the development of community tourism projects helps local communities to provide new employment opportunities for locals and supports traditional crafts (Planeterra, 2023).

Infrastructure challenges: How to manage the strain on infrastructure in remote areas that may not be prepared for a sudden increase in tourist traffic? In the Galápagos Islands in Ecuador, it is estimated that over 200,000 tourists visit the islands annually. This puts significant pressure on infrastructure, particularly on transportation systems and waste management. It highlights the need for strategic planning and investment in infrastructure to prevent negative environmental impacts (Galápagos, 2023).

In each of these examples, attempts to balance tourist traffic with the protection of nature, culture, and local communities are evident. Sustainable tourism strategies are crucial for addressing these challenges.

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Table 1/1: Questions for brief recapitulation of the case at the beginning of the class

1.	Is the benefit of visiting emerging destinations different from traditional destinations? If yes, then in what way?
2.	What are the main aspects of the tourism development perspective in emerging destinations from a sustainable development point of view?

Table 1/2: Questions to be discussed in the class

1.	What are the motivations/interests of businesses to support or not support sustainable tourism?
2.	What are the motivations/interests of politicians to support or not support sustainable tourism?
3.	What other dilemmas in the development of tourism in exotic areas can be identified?

2. Living farm museum of Evju Bygdetun

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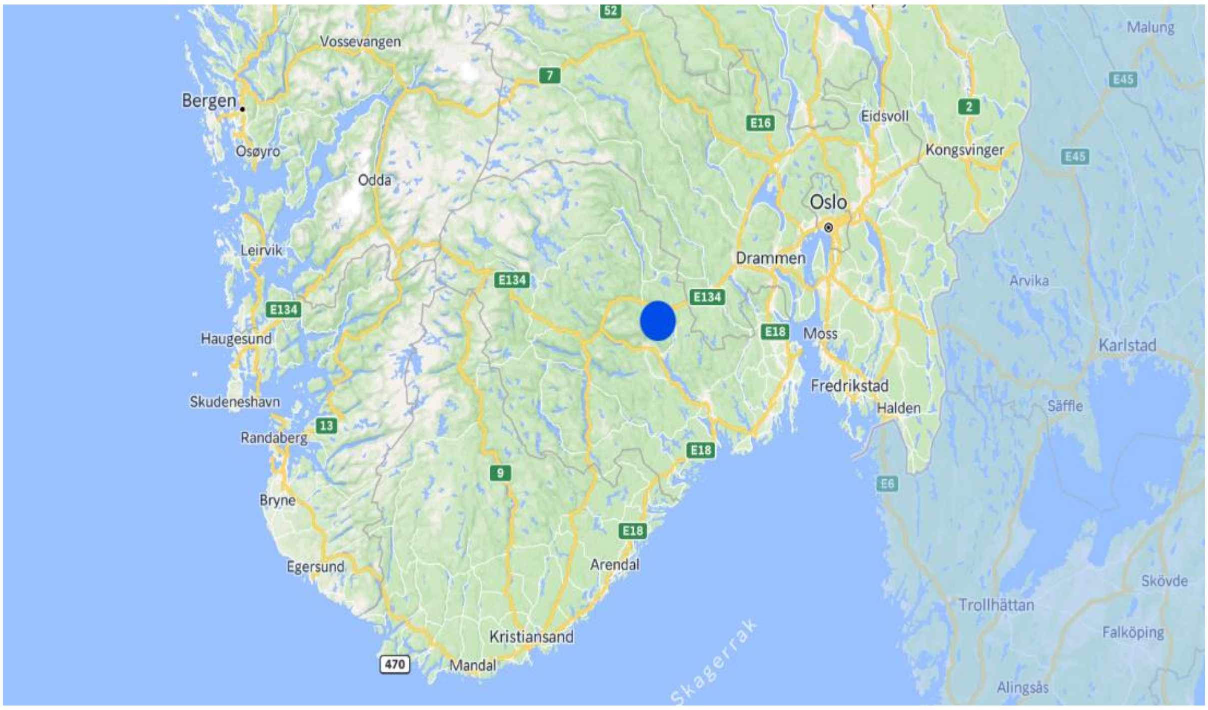
The teaching case is inspired by the living farm museum Evju Bygdetun situated in the Norwegian countryside. It is surrounded by green fields, farms and a river, nestled next to a mountain range. The museum is run by a nonprofit organization with the aim to teach about traditional farming culture. This is done by attracting as many people as possible with a diverse spectrum of activities. School groups, locals as well as tourists visit the museum for different purposes throughout the year. The challenges arising from seasonal differences, economic aspects of running a nonprofit organization, as well as social aspects such as the involvement of volunteers serve as a base for possible class discussions of the case.

1. The living farm museum

The living farm museum is situated in the countryside, about a ten-minute car drive from the closest town of Bø i Telemark in the south of Norway. For more details of the location, see the map (Picture 2/1) below (Visit Bo, 2022).

The surroundings of the museum are characterized by green fields and agricultural land. Several working farms are scattered across the neighbourhood. A river is just a short walk away and visitors can reach its banks by following a trail starting right from the museum. From the trail, visitors can see sheep and horses grazing, and in the distance, a mountain range that surrounds the valley in which the museum is nestled is visible. On the grounds of the museum there are chickens that go around freely and rabbits are found in a hutch that can be taken out to pet. Those are usually the highlight among visiting families. Next to the animals, the museum has a food garden. Local fruit trees, berry bushes, herbs and potato plants grow there. The garden is not just nice to wander through and to look at, its produce is also used in the museum's café to offer visitors a local food experience.

Picture 2/1: Map of the area



Source: Visit Norway (2024)

The museum itself consists of several old farm buildings, dating back to the 18th and 19th centuries. Not all buildings are part of the original farm. Several buildings that are located on the museum's ground today have been restored and moved from other farms to add to the original farm. The museum offers a wide range of activities with the main objective of preserving the traditional farming culture. This is done by attracting as many people as possible. The main focus lies in targeting children and youth, locals as well as tourists. Within the past year, over 10,000 visitors have been registered by the museum (Evju Bygdetun, 2023c).

Picture 2/2: Illustration photos of the museum

Source: Evju Bygdetun (2023a)

We have to travel back in time to learn how the museum came into existence. The teacher Jon Evju was the last owner of the farm. He collected historical objects from the area, was very interested in keeping family traditions and thus preserved the farm well. He bequeathed the farm in 1975 with the wish of keeping it alive and functioning as an open cultural centre. Since then, the farm has been run and further developed as a nonprofit organization consisting of a board of several members of which Jorid Vale is the leader. The organization endeavours to run the Living Farm Museum with respect for the past, which gives in their perspective greater knowledge about the present and a sustainable future.

Watch the following two videos to learn more about the living farm museum and the manager Jorid Vale:

Evju Bygdetun (2023, April 19): on-line: www.youtube.com/watch?v=V7K-GIhJneg
Business Innovation Norway (2017): on-line: www.youtube.com/watch?v =kBGNR5l1Png

2. The living farm museum's visitors

To target children and youth, locals and tourists, the museum offers a wide range of activities on its grounds throughout the year. Among those activities are concerts, lectures, food days, markets and exhibitions. In addition to the organized activities, the farm is always open for visitors to wander through individually.

The living farm museum and school groups

The living farm museum has fixed days dedicated to teaching children and youth from the schools of the local area about farming culture. Those teaching days usually range from May to October and the programme changes according to the season.

A typical day for school groups in the living farm museum could look as follows: After the school group arrives by bus, the visit would start with a warm greeting from the museum's director Jorid. She is dressed in a traditional folk costume, called bunad and gathers the group by singing a traditional Norwegian folksong. She explains that this song was used to call in the cows in the old days. Then she points at the big wooden basket beside her and offers all the children to take out a piece of clothing. The boys dress up in blue farmer shirts and the girls can choose a pink and white checkered apron and a colourful headscarf. The programme is adapted to the season and we imagine it to be an early autumn day. It is planned to spend the day harvesting potatoes, picking wild herbs, cooking a warming soup and sharing it communally around the table in the museum's traditional kitchen house. Throughout the day, the children are divided into working groups with different responsibilities. Whilst one group is responsible for washing, peeling and cutting the potatoes, another group picks wild edible herbs that grow around the farm. Once dinner is served and all children sit around the table, Jorid shares stories about the family that once lived on the farm. After a final folksong that Jorid teaches the children to sing along, it is time to say goodbye and the children are picked up by their bus again to drive back to their school in town.

The living farm museum and locals

Besides school groups, the living farm museum also targets local people. The use of the museum by locals can be divided into four main categories. Firstly, several volunteer groups from the local area get the chance to use the buildings of the living farm museum as a meeting and working space throughout the year. Those groups work with activities connected to cultural traditions such as handicraft or dance and often meet in one of the museum's buildings every week.

Secondly, the living farm museum is a popular starting point for hikes or cycle tours. People from the neighbourhood often choose the area around the museum for those activities and that way pass through the museum year-round. This means the museum has a natural stream of local visitors passing by due to its idyllic surroundings.

Thirdly, the buildings can be booked by individuals for events such as weddings or other celebrations. It is not a surprise that someone from the local population wants to invite friends for a celebration in one of the well-preserved buildings in the picturesque surroundings of the living farm museum.

And lastly, the local population is involved with the museum by engaging themselves by volunteering there. This can involve helping out at the events that happen throughout the year, or doing maintenance work around the museum's grounds. More information about volunteering at the museum follows in the section *Economic aspects of the living farm museum*.

The living farm museum and tourists

Besides children, youth and the local population, tourists are targeted by the museum. The tourists who visit the living farm museum are mostly from Norway, but also a small amount of international tourists visit the farm during the summertime. The tourist season starts in mid-June and lasts until the beginning of August. It is thus short but intense. During those two months, many activities happen that are offered exclusively during the tourist season.

An annually changing exhibition can be found in the museum's barn building. This past summer, the exhibition had the history of the schools in the local area as a main theme. To see the exhibition, visitors have to take part in a guided tour. Those do not have fixed starting times, but take place whenever a visitor shows interest.

The café can be found in the museum's traditional kitchen house, where food and drinks are offered. The lunch plate that is sold is filled with produce from the food garden. A fresh salad and sourdough bread with green pesto are part of the plate decorated with edible flowers. As a dessert, it is possible to order Norwegian pancakes that are called svele. Those are freshly fried on a big pan in the open-air kitchen when ordered. The svele are served with a variety of homemade jams. By offering local produce, the museum aims to teach the tourists about local food traditions and offers a local food experience.

Tourists are free to organize their visit at the museum. They can take part in the offered activities that were just described, but they can also wander around independently among the museum buildings, through the food garden or the surrounding cultural landscape. There are several seating areas spread out across the area.

3. The living farm museum and seasonality

The summertime is the museum's high season. It is short and intensive and lasts for just about two months from June to August. This is the time of the year in which all target groups, children and youth, locals as well as tourists visit the museum. During this time of the year, the otherwise closed exhibition and the café are open to welcome guests, and animals such as chickens and rabbits are rented in to live on the museum's grounds. During the summer season, the museum also employs two additional workers besides the museum's manager. One of them is responsible for tourist guiding, and the other one is responsible for running the café.

In contrast, the wintertime is characterized by being rather calm. Once the temperature drops and the days get shorter, the tourist season as well as the teaching days for the school groups stop. From then on, the museum is mostly visited by locals passing by to go for a walk or attending an organized event such as the annual Christmas market in December, where locally crafted produce is sold. Otherwise, the museum's activity during the winter season is mostly shaped by its buildings being rented out for private events. Only a limited number of activities connected to the museum take place during the winter season. The winter also brings the possibility for Jorid to take a holiday after an intensive summer.

For more details on the programme offered throughout the year, see the website of the living farm museum (Evju Bygdetun, 2023b).

4. Economic aspects of the living farm museum

The museum sustains itself financially through several income streams. It is to consider that income through ticket sales, the gift shop and the café only occurs during the summer season, whereas income from events, local grants and support, and venue rentals occurs all year round. Tables 1 and 2 below give an overview of the income streams and costs of the living farm museum. Hypothetical data are used for a simplified representation.

Table 2/1: Living farm museum's annual income streams

Ticket sales	During the two summer months, the museum generates 300,000 NOK through ticket sales, with an average admission fee of 100 NOK per visitor.
Gift shop	10,000 NOK of revenue is generated through the sale of merchandise, books and souvenirs related to the museum.

Café	The café earns 30,000 NOK through the sale of food and beverages.
Events	Hosting special events throughout the year such as the Christmas market or food days generates an additional 10,000 NOK in funding.
Local grants and support	Individuals or local companies might contribute with a donation to support the museum. This includes monetary donations or goods, but also time such as through volunteering. Additionally grants from regional authorities that support the museum's educational programmes for school classes are applied for and are about 40,000 NOK.
Venue rentals	The museum buildings are rented out for private events and generate income from venue fees, which are an additional 5,000 NOK.

Table 2/2: Living farm museum's annual costs

Operational costs	50,000 NOK for day-to-day costs such as utilities and maintenance.
Maintenance costs	10,000 NOK for creating and maintaining the exhibition.
Employee salaries	Allocates 300,000 NOK for the manager's year-round 70% position and two full-time employees during the summer months (one to run the café and one for guiding through the exhibition).
Marketing	5,000 NOK are associated with advertising, promotional materials and outreach to attract visitors. A large amount of marketing is done verbally.
Educational programmes	5,000 NOK are associated with developing and running educational programmes.

5. Social aspects of the living farm museum

Attracting as many people as possible for the museum's purpose to teach about farming culture comes with both high potential for sustaining the living farm museum and challenges.

One important social factor that helps sustain the museum is a Norwegian phenomenon called dugnad. A dugnad could be described as a group of people from a local area coming together to engage themselves voluntarily. For more details about the role of dugnads, in Norway see the article by Oddrun Midtbo, (Midtbo, 2018).

Evju Bygdetun invites to several dugnads throughout the year to get maintenance tasks done and to help with the public events. Those could include tasks such as painting, simple building projects or clearing leaves from the ground, but also preparing and selling food for visitors at events. Jorid makes sure that the volunteers have a good time whilst attending the dugnad. For instance, she provides everyone with a homecooked meal whilst volunteering. Volunteers typically enjoy a warm and social atmosphere whilst working. Dugnad attendees usually include people from different age ranges, from students to retirees, providing the possibility for social exchange between them. By creating a positive atmosphere, Jorid manages to motivate individuals to not only attend one dugnad but to feel part of Evju Bygdetun and return for several dugnads throughout the year. The pool of returning volunteers counts about 30 individuals, who are all more or less actively involved. This is an important support for the museum to sustain itself.

Besides helping in dugnads to maintain the museum and helping out at public events, volunteers might also engage themselves further by directly shaping the summer programme. It is not unusual that a volunteer has a passion that they would like to share with the museum's visitors during the summer season. For instance, a young woman from a neighbouring farm offered to spend one hour every day on the museum's grounds to teach visitors a Norwegian folk dance. The summer programme offered thus depends on the engagement of local people, their interests and time capacities. This results in the programme changing from year to year, or even from week to week, or from day to day, depending on who engages themselves, what they would like to offer and how much time they have to give.

Here are some data to better understand the volunteer situation in Norway. During the past year, 62% of the local population has done voluntary work. This is a slight increase from the previous year. The increase in voluntary work can be primarily traced back to the mobilization of individuals who were not previously involved, rather than to more voluntary work from those who were already participating. The main motivational factors are the wish to contribute to something (52%), the value it brings to the community (38%), the passion for something (38%), and to socialize (33%). Those factors have been stable throughout the past years (Frivillighet Norge, 2023).

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Table 2/3: Questions for brief recapitulation of the case at the beginning of the class

1.	Where is the living farm museum of Evju Bygdetun located? Describe the surroundings.
2.	What are the activities offered by the living farm museum?
3.	Who are the guests who visit the living farm museum?
4.	What does the living farm museum aim to teach its guests?
5.	Describe the living farm museum's income streams and costs.

Table 2/4: Questions to be discussed in the class

1.	The summer season is short. Discuss development towards a year-round business.
2.	Economic aspects play a crucial role for the living farm museum to sustain itself over the long term. Consider the living farm museum's income streams and costs outlined in Tables 1 and 2. How might the museum balance its financial sustainability while following its aim of preserving the local farming culture? Explore innovative ideas for generating new income streams that align with the museum's focus on local farming culture and community engagement. How can the museum leverage partnerships and community support to enhance both its economic viability and cultural impact?
3.	Social aspects are important for the living farm museum to sustain itself over the long term. Elaborate on the role of the Norwegian phenomenon of dugnad for the museum to sustain itself. Where do you see potentials and challenges? Also discuss the relevance of locals engaging themselves and how this can enrich the tourists' experience at the living farm museum.

3. Music festival in a small village

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Bræðslan is a popular music festival held in the tiny fishing village of Borgarfjörður Eystri, East Iceland, in July every year. It attracts around 3000 guests to the village that has around 100 inhabitants. This throws up challenges for the event managers, regarding how to maintain sustainable connections between the festival guests and the locals.

1. Meeting at the port in Akureyri town

"Good day."

"Good day."

"May I ask where you're from?"

"Do I look like so exotic that you're asking where I'm from?"

"No, but with this small fishing gear you have, and in this place, where we teach little children how to fish, it looks strange. Adults go on a boat further into the fjord or out to the open sea..."

"I'm Czech, visiting a university here. I always bring this small rod to fit into my suitcase as a hobby whenever I'm by the sea, to try it out."

"Well, welcome to Akureyri, you're in the right place..."

"And are you local?"

"Not exactly – about 300 km further east, better fishing place then here. By the way, we're organizing a music festival there next week."

"That sounds interesting. Who plays there, who attends?"

"Bræðslan is a popular music festival held in the tiny fishing village of Borgarfjörður Eystri, East Iceland in July every year. Imagine, it attracts around 3000 guests to the village that has around 100 inhabitants!"

"That reminds me of a small festival in the USA. I'm from Litomyšl in the Czech Republic... There, descendants of emigrants from our region live. I was the first person from Litomyšl in the Czech Republic to visit Litomysl in the USA. They started a tradition of a smaller 'Smetana composer-style' festival, like we have in Czech Litomyšl on a larger scale."

"Ah, we almost forgot to introduce each other. I am Petr."

"I am Áskell, nice to meet you."

"Good to see you."

"Petr, would you like to visit the festival?"

"That doesn't sound bad. I have a return ticket in a week. I wanted to see a bit of Iceland while I'm here. And, I like 'sustainable traveling' where I know someone local. Like in the American Litomysl."

2. Bræðslan – big festival for a small Iceland village

Bræðslan is a popular music festival held in the tiny fishing village of Borgarfjörður Eystri, East Iceland in July every year. It was started in 2005 by two brothers who were born and raised in the village. Right from the beginning, the aim of the festival was to help build up tourism and help the village that had been in decline from the 1980s. The beautiful nature of Borgarfjörður had attracted tourists before the festival, but better infrastructure and awareness about the place was needed.

After three years of running, the festival sold out in 2008 with 1000 tickets sold for the main event, a concert on a Saturday evening in an old and abandoned fish processing factory from where the festival takes its name (Bræðslan). One thousand tickets do not sound like a big festival, but with those guests come annually around 2000 guests without tickets and, given that the village only has around 100 inhabitants, the festival really tests the social structure of the village. Since 2008 the festival has sold out every year and the organizers have brushed off all the ideas of making the festival bigger.

Off-venue concerts are now organized by local restaurants and bars on the day leading up to the main concert, so now the village is very busy for at least 5 days around the main concert. The main emphasis of the festival has been on growing sustainable connections between locals and the guests and preserving the locals' happiness towards the festival while delivering an experience for the guests that they like. So far this seems to be working, but it is a delicate matter and one that needs constant work.

Research has been done into the happiness of festival attendees and the locals towards the festival and so far, the results have been very positive. Few small matters have come up in these surveys throughout the years such as issues with toilets and the camping place, and the organizers have responded and fixed these things.

Local people help with the festival in different ways. Local restaurants and cafés bolster their supply and staff number, locals volunteer in building stages and setting up equipment for the festival and locals work for the local rescue squad as security guards for money from the festival that the rescue squad gets.

In these almost twenty years since the festival started, the village of Borgarfjörður Eystri has changed a lot. The official number of inhabitants in the winter has not risen a lot, but the people living there in the wintertime now are younger people with children. The number of people who have bought a house in the village and stay there during the summertime has risen a lot. Two hotels have been opened in the village in the last years along with a spa, local brewery and two pubs. Overall, the optimism and spirit of the locals have risen and so has the number of tourists visiting the village. The tourist season has also grown longer and is now from April to October.

But has Bræðslan music festival got anything to do with this turnaround in the fortune of the village of Borgarfjörður Eystri? The answer is yes, it has helped, but how much is difficult to say. Investments in tourism have been big in the village in recent years, both by local private investors and by the government, which has, for example, built a great platform for people to visit the beautiful bird, the puffin. The puffin draws tens of thousands of guests to the village and hiking trips in the area are also very popular.

Since the festival started, it has gained huge popularity in Iceland, not least because the national radio has broadcast live from the main concert since 2006 and the national TV are now broadcasting from the main concert, free for everyone to see.

The festival has tried to stand for social sustainability and the organizers are very aware that the festival's future hinges on the fragile relationship between the locals and the festival guests. One of the things that the festival has done is to try to utilize the latest technology to help with crowd control. The festival has sold its tickets only online since 2008 and, by doing so and sending strong messages about the festival being sold out, the festival has kept people away who might otherwise have attended hoping to get a ticket by the gate.

All these things mean that organizing the music festival, which is small, but big in the tiny village that hosts it, is an interesting challenge. And after almost twenty years, it is normal to look back to the future and think about how the festival can continue to be a positive force in the village and the environment. So far, the festival has been organized by two brothers who both live in other parts of the country but have a second home in the village. The festival is not a full-time job for them, and it is still very reliant on a group of volunteers who help with physical preparation of the festival. New issues are knocking on the door such as climate change and competition with other festivals and activities. Taking the eye of the ball and giving a discount on quality is not allowed and new and innovative ways must always be in the forefront.

For those who like moving and sounds – about 7 minutes of promotion video is available here: https://www.youtube.com/watch?v=NMrWPy3HErg (Bræðslan, 2021).

3. Islandic out-migrants contributing to their former homes through cultural events

"Bræðslan generates a massive increase in the local companies' turnover, even though the expenses of the festival itself, equipment, technicians, travels etc., are paid to bodies outside of East Iceland. Around 50% of the budget comes from financial support and sponsorship. The festival has had an immense effect for the branding of the village and the development of tourism in the area. The festival and the village, Bræðslan and Borgarfjörður Eystri, are often mentioned as a pair. The location is very important. It has had an effect on the infrastructure. Due to the tiny population of the village, most inhabitants are, during the festival, busy working around it, while the returning out-migrants and other guests enjoy the entertainment. The festival seems to be well established and even though some inhabitants have expressed tiredness about the workload following it, few want it to come to an end. The two organizers, brothers, are vital for its continuation; if they decide to stop, who knows if it would continue.” (Adopted from Pétursdóttir et al., 2015)

4. Research into the Bræðslan music festival

Research based on surveys and interviews where both guests and locals were asked about the festival has been performed. The main results suggested that both groups were very happy with the framework of the festival and with the cooperation between guests and locals. The results also showed that both groups were happy with the size of the festival and did not want to see it growing. Interviews with locals running restaurants and cafés showed that up to 30% of their annual turnover was received in the week leading up to the festival. They also showed that the festival had helped raise the spirits of local people and helped advertise other services and tourism in the area (Ásgeirsson, 2014).

5. About the festival in the USA

The Holy Trinity Catholic Church of Litomysl (located 8 miles south of Owatonna, Minnesota) will be showing off their country church pride at their 52nd Annual Summer Festival on Sunday, 28 July 2024. The 170 families of the parish will host the event, which is one of the largest summer parish festivals held in Minnesota each year. The country-style festival draws people from all over.

Czech traditions, from delightful pastries to polka music, will be alive and well once again in Litomysl, Minnesota, where can you combine Mass, music, games, silent auction, eats and treats, a used-a-bit sale, face painting, live pony rides, raffles, pull tabs and wagon rides.

At 10:15 a.m. there is the traditional Polka Mass that has participants sing traditional hymns to the beat of polka music, led by the Litomyslaneous Polka Group.

Music will echo throughout the grounds. The Dan Stursa Band and the Gary Brueggen Family Band from Wisconsin will entertain the crowd when they grace the stage north of the church. The Klecker Band, who have played at all of the past 51 Festivals, will delight listeners on the south side of the church. Hans Hohrman will be playing by the Parish Center.

The Festival, now in its 52nd year, brings several thousand people to one small spot in Steele County for fundraising, music, food, games and perhaps most importantly, fellowship. The Litomysl Summer Festival, a Steele County tradition, is always held on the last Sunday in July. People come from all over as they look forward to this as something fun to do every year.

By 11 a.m. all outdoor activities begin with many food booths available to delight anyone's appetite. Festival-goers won't leave hungry, as the Holy Trinity community will be stocked with pork rib sandwiches, pork burgers, brats, hot dogs, walking tacos, root beer floats and refreshments to quench the thirst of all ages.

In the air-conditioned church basement, pie and ice cream and filled biscuits will be available, as well as a place to sit and relax. Everyone will have the opportunity to view the old gas engines and water pump action between the school and the garage. In the St Isidore Parish Center there will be a Silent Auction, along with a used-a-bit sale, with bargains galore. A country store with garden produce will be by the church.

People of all ages will be eager to await their turn to partake in the many games they choose from plinko, bingo, spin the wheel, fish pond, dime toss and the ever-popular root beer barrel game. As has been the case in years past, many local businesses and individuals have donated thousands of items to be used for prizes in the games. Thousands of items have also been donated for the used-a-bit sale in the Parish Center and for the Silent Auction. The annual "Big Ticket" raffle, has many prizes (with a value of over $6,000), the first 3 prizes being $500. The drawing will be at 4:00 p.m. north of the church.

The ladies of the parish will make many, many dozen prune, poppyseed and apricot biscuits ("buchty" in Czech). They will go on sale at 11:00 a.m. in the church basement. Buchty is a traditional Czech biscuit filled with prunes, apricots or poppy seed. The women make sweet yeast dough, roll it out, cut it into small squares and fill the squares with prune, poppy seed or apricot filling. The corners of the square of dough are lifted up kitty-corner and folded in the middle and the dough is pinched together. The dough has four eyes on top with the filling peeping out: these eyes are called the four eyes of God.

A tractor pulling a tram will help people get to the Festival more quickly, when they park their cars on the roads surrounding Litomysl.

Text adopted from: https://litomyslchurch.org/festival (Litomysl, 2024)

6. Talks in an Borgarfjörður Eystri pub

Petr, Áskel and his brother are enjoying Beljandi beer and talking.

"So, Petr, how did you like the festival? Don't you regret coming here…"

"I did like the whole spirit, the atmosphere of the event a lot, particularly the outdoor part/activities. Concerning the music itself, I am rather 'old fashioned' 😊 Next time you might want to introduce probably the most worldwide famous Czech song: 'Beer Barrel Polka' (also known as 'Rosamunda')"

Those who like "crazy music" may visit Youtube: https://www.youtube.com/watch?v=j11MOncimNQ or an original Czech version as written in 1927 'Škoda lásky': https://www.youtube.com/watch?v=QmRSIXmXB3k.

"OK, I will try…"

"By the way, do you have successors in organization of the festival? Some festivals, like the one in the USA, have many decades of tradition…"

"Do we looks so old? 😊 But of course, you are right, we will have to find some friends to continue….".

"And what about introducing more SMART technology to help with the organization in the future?"

"Well, we're also discussing this already. Petr, would you like to have one more beer…?"😊

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Table 3/1: Questions for brief recapitulation of the case at the beginning of the class

1.	What is the Bræðslan music festival about?
2.	What is the Litomysl festival about?

Table 3/2: Questions to be discussed in the class

1.	What are the most important things to keep in mind regarding social impacts of festivals organized in small villages?
2.	What actions can help with sustainable development in festival tourism in a small village like Borgarfjörður Eystri?

4. Approach to tourism clusters: A case of Pardubice Region

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This teaching case is specifically developed to analyse the main factors interfering in a region for innovative rural tourism development when adopting a tourism cluster. Clustering is applicable wherever local forces need to develop their capacity building for integrating local businesses and related initiatives to remove their limitations. This is to be supported by higher education institutions' (HEIs') educational packages intentionally aimed to include tourism clusters in sustainable and smart tourism development (SSmTD) issues.

Tools available refer to their acknowledgment and empowerment in accessing green, digital and entrepreneurial skills through top managerial and high-tech tools for providing social inclusion, citizenship awareness and competitiveness. The European Commission includes rural tourism in a context of sustainable and smart regional development, where the Quintuple Helix Model (QHM) is recommended, preferentially with clustering and incentives for circular economy.

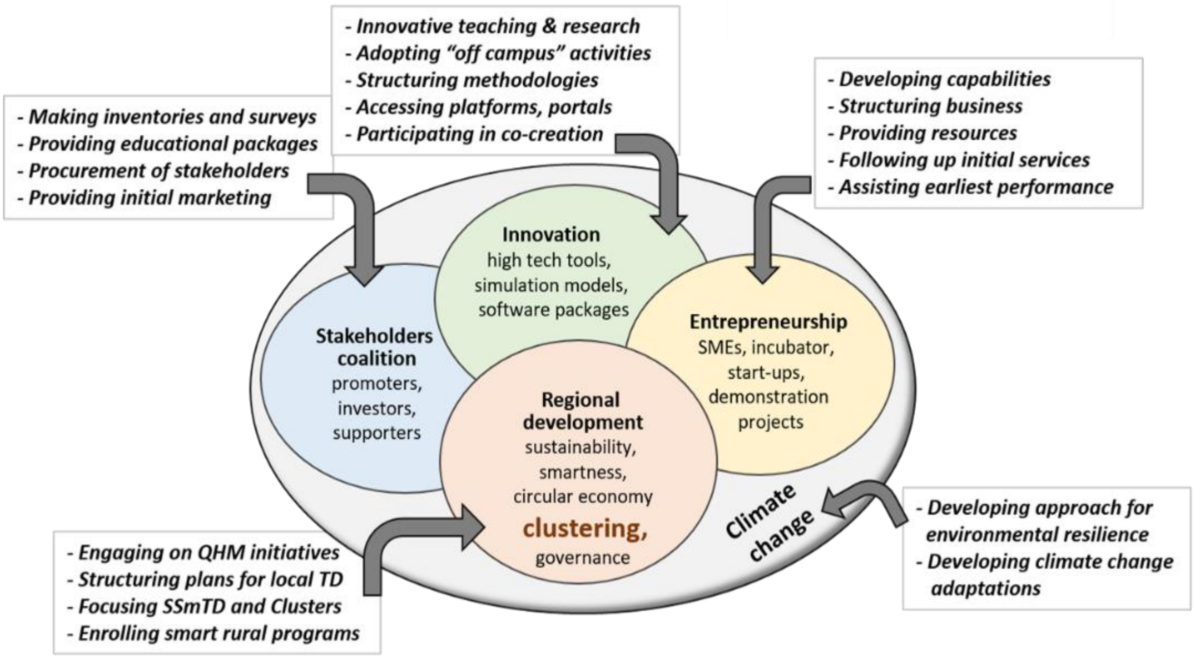
Stakeholder coalitions covering the five sectors (academia, government, business & industry, NGOs & associations, and local communities), may promote their assisted development encompassing these SSmTD issues to make a suitable "tourism agglomeration cluster", maximizing benefits for local forces. This alignment is in conformity with the European Commission's recommendations for cluster configuration, in which promoters make a system network approach to tourism niches, seen as cluster spots. It involves the sharing of resources, interests, interconnectivity and interdependence. The selected area for a tourism cluster demonstration was the Pardubice Region and its neighbourhood in borders matching Bohemian and Moravian cultures.

1. Understanding tourism clusters

Tourism cluster definition

Clusters are the most advanced societal alternative for providing regional development through tourism in rural destinations. They are a remarkable tool when dealing with areas needing socioeconomic recovery. Reputable institutions and entities regularly recommend cluster analysis whenever dealing with tourism connected to regional development. For instance, the European Commission, UNWTO, OECD, etc. Figure 1 gives an idea of the importance of clustering in tourism, while exhibiting the main functions that HEIs may perform in this framework.

Figure 4/1: Framing the clustering in SSmTD approach to rural destinations



Source: Author for INNOVATUR Project, 2023

The role of various subjects in supporting tourism clusters

Following subjects support tourism clusters:

Academia can play a valuable role in supporting tourism clusters by providing research and training. Research can be used to identify tourism opportunities, assess the impact of tourism and develop best practices for tourism development. Training can be provided for tourism businesses and employees to improve their skills and knowledge. Academia can also work with governments and the private sector to develop tourism clusters and to promote tourism research.

Government plays a vital role in supporting tourism clusters by providing funding, infrastructure and regulation. Funding can be used to support the development of tourism products and attractions, as well as to promote tourism through marketing and advertising. Infrastructure can be provided to improve access to tourism destinations, such as by building roads, airports and other transportation facilities. Regulation can be used to ensure the quality of tourism products and services, as well as to protect the environment and cultural heritage.

The **private sector** is also a key player in supporting tourism clusters. Businesses in the tourism industry, such as hotels, restaurants and tour operators, provide the products and services that tourists need. They also invest in tourism development and marketing. The private sector can also work with governments and academia to promote tourism clusters and to develop innovative tourism products and services.

Local communities are the foundation of tourism clusters. They provide the culture, history and natural resources that attract tourists. They also play an important role in the delivery of tourism services, such as providing food and accommodation. They can support tourism clusters by engaging in tourism planning and development, providing tourism services, promoting tourism as an alternative for new incomes, protecting the environment and cultural heritage for benefiting their living conditions.

NGOs and associations can play a valuable role in supporting tourism clusters. This can be done by providing technical assistance for local communities and businesses in the tourism industry, advocating for the interests of tourism stakeholders (local communities, businesses and tourists), building the capacity of tourism stakeholders through training and workshops, and promoting responsible tourism by raising awareness about the impact of tourism on the environment and culture.

2. Tourism cluster as the subject of holistic apprenticeship

In innovative tourism there is a vanguard and holistic approach to face the complexity of the tourism sector when applied to a regional framework. In rural destinations, there is a need for a deeper involvement in a multidisciplinary and multisector framework, in which tourism is included. The curricula, disciplines and methodology offered in SSmTD could be enriched by the applicability of learning to some relevant topics referred to as a tourism cluster. The main issues to be acknowledged are:

Sustainability: Tourism clusters should be developed in a sustainable way, considering the environmental, social and economic impacts of tourism. Sustainable practices in tourism development are to be highlighted, minimizing waste, conserving energy and protecting the environment. In addition, the surety of tourism benefits to the local community and economic activities and businesses.

Smartness: Tourism clusters should be smart, using technology to improve the efficiency and sustainability of tourism. This could include using smart technology to manage tourism traffic, mobility, provide tourists with information and promote tourism marketing to potential visitors.

Social responsibility: Tourism clusters should be socially responsible, ensuring that they benefit the local communities and that they do not exploit local people or resources. This means creating jobs for local people, supporting local businesses and contributing to the local economy.

Regional planning: Tourism clusters should be integrated into regional planning, so that they complement other economic activities in the region and do not conflict with them.

Circular economy: Tourism clusters should adopt circular economy principles, which aim to reduce waste and pollution and create a more sustainable economy.

Environmental aspects: Tourism clusters should operate in a way that minimizes their impact on the environment. This could include using sustainable transportation, reducing energy consumption and conserving water.

Local community and authorities: Tourism clusters should work closely with the local community and authorities to ensure that they are supported and that they benefit the community. This could involve providing jobs for local people, supporting local businesses and contributing to local infrastructure.

Business industries: Tourism clusters should work with businesses in other sectors, such as agriculture, manufacturing and transportation, to create a more integrated and sustainable economy.

Tourism services: Tourism clusters should work with tourism service providers, such as hotels, restaurants and tour operators, to ensure that they offer high-quality and sustainable services.

3. Scientific ICT and computer science advances affecting tourism development

The advances by ICT and computer sciences are benefiting network systems, smartness and, of course, the clustering for their joint applicability to tourism development:

Big data analytics: Big data analytics can be used to collect and analyse large amounts of data about tourists, such as their travel preferences, spending habits and social media activity. These data can be used to improve the planning and management of tourism destinations, as well as to target marketing campaigns more effectively.

Virtual reality (VR) and augmented reality (AR): VR and AR can be used to create immersive experiences for tourists, such as allowing them to explore a destination before they arrive or to learn about its history and culture. This can help attract more tourists and to increase their satisfaction with their experiences.

Artificial intelligence (AI): AI can be used to automate tasks in the tourism industry, such as customer service, booking reservations and providing recommendations. This can free up human resources to focus on more creative and strategic tasks.

Blockchain: Blockchain is a secure and transparent way to store data. It can be used to track the movement of tourists, goods and money in the tourism industry, which can help improve efficiency and security.

Internet of things (IoT): The IoT refers to the network of physical objects that are connected to the internet. It can be used to collect data about tourists' movements and activities, which can be used to improve their experiences and to make better decisions about tourism planning.

These are just a few examples of the many ways that ICT and computer sciences are being used to benefit tourism development. As these technologies continue to evolve, we can expect to see even more innovative and effective ways of using them to improve the tourist experience.

Network systems: ICT and software packages can be used to create and manage complex network systems. Tourism can use them in adaptive efforts to analyse transportation networks, communication networks and distribution networks. This can help improve the efficiency and connectivity of tourism destinations.

Smartness: ICT and smart algorithms can be used to make tourism destinations smarter by incorporating simulation models connected to sensors, actuators and other devices to collect and analyse data about the environment and the tourists. These data can be used to improve the efficiency of tourism operations, such as traffic and visitor mobility management, marketing & sales, waste disposal, etc.

Clustering: ICT and cluster software packages can be used to cluster tourism destinations into groups based on their similarities. This can help improve the efficiency of tourism planning, marketing, management and governance, and consequently the dynamic synergy of the cluster.

4. Reasons for “clustering” in rural development

Clustering is a strategic approach for promoting economic development in rural areas by bringing together businesses, organizations and individuals in a particular industry or sector. The goal is to create a critical mass of businesses and organizations that can work together to compete more effectively in the global marketplace. The reasoning for using rural cluster development in rural areas is that it can help address some of the challenges that these areas face, such as the lack of infrastructure, geographical isolation and competitiveness with urban areas.

When clustering combines with modern approaches with smartness in rural areas, promoters expect signs for rural prosperity, social inclusion and citizenship, as follows:

Increased productivity: Modern approaches can help improve the efficiency of businesses and organizations, leading to increased productivity.

Improved quality of life: Modern approaches can help improve the quality of life in rural areas by providing better access to education, healthcare and other services.

Reduced environmental impact: Modern approaches can help reduce the environmental impact of economic activity in rural areas.

5. Information about EU tourism clusters

The remarkable European tourism clusters are:

The Romantic Road in Germany: This 350-kilometer (217-mile) route winds through some of Germany's most beautiful medieval towns and villages, including Würzburg, Rothenburg ob der Tauber and Dinkelsbühl.

The Cinque Terre in Italy: This string of five villages clings to the cliffs along the Italian Riviera. The villages are Manarola, Riomaggiore, Corniglia, Vernazza and Monterosso al Mare.

The Amalfi Coast in Italy: This dramatic coastline is known for its stunning views, cliffside towns and crystal-clear waters. The towns along the Amalfi Coast include Positano, Amalfi and Ravello.

The Azores in Portugal: This archipelago of nine volcanic islands in the middle of the Atlantic Ocean is known for its rugged beauty, hiking trails and hot springs.

The Douro Valley in Portugal: This UNESCO World Heritage Site is home to some of the most beautiful vineyards in the world. The Douro River winds through the valley, and there are many opportunities for wine tasting and river cruises.

The Galway Coast in Ireland: This rugged coastline is known for its stunning cliffs, charming villages and abundant wildlife. The towns along the Galway Coast include Galway, Clifden and Roundstone.

The Lake District in England: This beautiful region is home to some of England's most iconic lakes, including Windermere, Derwentwater and Ullswater. There are also many opportunities for hiking, biking and camping in the Lake District.

The Scottish Highlands in Scotland: This wild and mountainous region is home to some of Scotland's most famous landmarks, including Loch Ness, Ben Nevis and the Isle of Skye. There are many opportunities for hiking, fishing and wildlife watching in the Scottish Highlands.

The Alsace region in France: This region is known for its wine, its medieval villages and its Germanic influence. The towns along the Alsace wine route include Colmar, Ribeauvillé and Eguisheim.

These clusters play a significant role in the economic development of the EU, and they help make the EU a leader in innovation and technology.

6. Peculiarities and system topology of a tourism cluster in a rural destination

The main peculiarity of business clusters in a geographic area is that they do not follow the regular limits of political administrative organization of a country. This can make it difficult for governments to effectively manage and support these clusters. However, it can also create opportunities for collaboration and cooperation between governments and businesses in different jurisdictions.

The factors influencing this structure are economic and historical:

Economic factors: Businesses often cluster in areas where there are strong economic fundamentals, such as a skilled workforce, access to capital and a supportive business climate. These factors can transcend political boundaries, leading businesses to locate in areas that are not necessarily within the same state, municipality or district. Businesses often cluster together to benefit from agglomeration economies, which are cost savings that businesses can achieve by locating in close proximity to each other. These savings can come from shared resources, such as transportation, labour and utilities, as well as from knowledge spillovers, which occur when businesses share information and ideas with each other. Agglomeration economies can be strong enough to overcome political boundaries, leading businesses to locate in areas that are not necessarily within the same state, municipality or district.

Historical factors: The location of business clusters can also be influenced by historical factors, such as the presence of natural resources, transportation infrastructure or educational institutions. These factors can create a path dependency that makes it difficult for businesses to relocate, even if political boundaries change. Because of these factors, business clusters can often be found in areas that do not conform to traditional political boundaries.

A suitable **system topology** for a tourism development initiative in rural destination is a cluster. It could contain the development goals in various forms of rural tourism, such as ecotourism, agritourism, cultural tourism and community-based tourism. It would involve creating a network of interconnected nodes and regions to effectively manage and promote tourism activities. Given the Czech context of towns, villages, agricultural areas, wilderness and green spots, the following spatial structure is recommended:

Regional level: At the highest level, a Regional Tourism Board should be established, representing all local forces and stakeholders from different districts and municipalities within the region. This board will serve as the overarching authority responsible for coordinating and overseeing the development of rural tourism across the entire region. It would also be responsible for marketing, policy-making, resource allocation and infrastructure development.

District level: Within the region, individual districts should form their own District Tourism Committees. These committees will consist of representatives from the towns, villages and relevant local authorities within each district. They will work closely with the Regional Tourism Board and focus on implementing regional policies and strategies at the district level. They will also have the authority to tailor certain initiatives to meet the unique characteristics and attractions of their specific district.

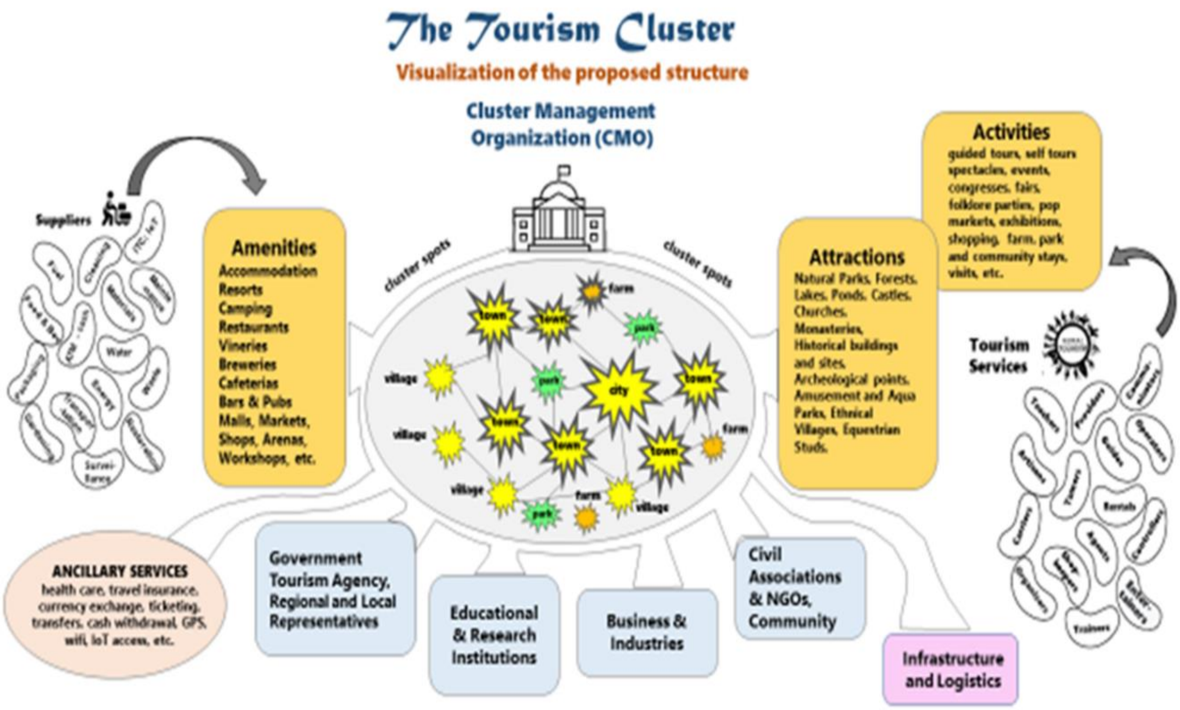
Municipal level: At the municipal level, Municipal Tourism Associations should be formed for towns that have significant tourism potential. These associations will be responsible for coordinating tourism activities within their respective towns and ensuring alignment with regional and district-level plans.

Village level: In villages and smaller settlements, Community Tourism Committees should be established. These committees will play a crucial role in developing community-based tourism initiatives. They will collaborate with local residents, farmers and artisans to create unique experiences for visitors, such as agritourism activities, cultural exchanges and nature-based tours. The committees will ensure that tourism benefits are shared among the villagers and contribute to sustainable livelihoods.

7. Physical structure of a tourism cluster

The physical structure and dynamics of business spots forming a tourism cluster may create a more convenient and enjoyable experience for tourists. Additionally, collaboration between businesses can help promote the destination and attract even more tourists. The visualization of a comprehensive approach to a tourism cluster is shown in Figure 2.

Figure 4/2: Visualization of a comprehensive approach to a tourism cluster



Source: Author for INNOVATUR Project, 2023

The physical components of a tourism cluster involve the geographic agglomeration of initiatives having common interests and exhibiting some interdependence, the majority conceived as business units. They are currently divided into the above categories:

Amenities (accommodation, restaurants, breweries, wineries, distilleries, bars, cafeterias, malls, arenas, stadiums, etc.);

Attractions (natural, amusement and theme parks, castles, churches, monasteries, museums, monuments, historical and archaeological sites, etc.);

Activities (guided tours, folklore parties and festivals, congresses and symposia, experience stays on farms, green parks, spaces for community livelihood, etc.);

Tourism services (providers, carriers, rentals, teachers, controllers, operators, officers, receptionists, trainers, organizers, entertainers, etc.);

Ancillary services (transfers, currency exchange, travel insurance, healthcare, ATM for cash withdrawals, banking, GPS, IoT applications, social network access, online ticketing, etc.);

Support of infrastructure and logistics (airports, railways, roads, internet, IoT, utilities, mobility for people and merchandise).

8. Proposed approach for a tourism cluster in the Czech Republic

The approach to rural destinations in the Czech Republic may envisage potential areas in the 13 regions (“kraje” in the Czech language). Factors to evaluate how promising they are involve:

a) concentration of tourist attractions, such as historical sites, natural wonders or cultural attractions;

b) a strong tourism infrastructure, such as hotels, restaurants and transportation;

c) a commitment of local authorities to primary tourism development.

Arguments for eligibility of Pardubice Region in Eastern Bohemia as the sample for the case study

Based on these criteria, a preliminary investigation points out Eastern Bohemia as very promising region to analyse tourism cluster development, specifically the Pardubice Region. The reasons for selecting the Pardubice Region in Eastern Bohemia (the Czech Republic) as a priority area for investigating tourism cluster development are:

International airport (Pardubice Airport): The presence of an international airport in the Pardubice Region provides a significant advantage for tourism development. Pardubice Airport facilitates convenient access for both domestic and international tourists, which can contribute to boosting the region's tourism potential. A well-connected airport can attract travellers from various parts of the world and make the region more accessible, enhancing its overall appeal.

Important EU railway axis: The strategic location of the Pardubice Region along an international EU railway axis is a key asset. Efficient rail connectivity enables seamless travel for tourists within Europe and beyond. The accessibility provided by this railway axis can attract tourists who prefer sustainable transportation options and are interested in exploring multiple destinations in a single trip.

These fair transportation links make it easy for tourists to reach Pardubice and explore the surrounding region.

Rich cultural heritage: Pardubice is home to a number of historical and cultural attractions, including the Pardubice Castle, the Pardubice Museum and the Pardubice children’s petting zoo. The region is also known for its traditional folk culture, which is celebrated in festivals and events throughout the year.

Cultural contrast: The Pardubice Region lies at the border of Bohemia and Moravia, two historically and culturally distinct regions within the Czech Republic. This unique geographical position offers tourists the opportunity to experience a rich blend of traditions, languages, architecture and cuisine from both regions. This cultural contrast can be a major draw for tourists seeking diverse and immersive travel experiences.

Varied natural attractions: The Pardubice Region is home to a variety of natural attractions, including the Žďárské vrchy Mountains, the Železné hory Highlands and the Polabí Region. These areas offer opportunities for hiking, biking, fishing and other outdoor activities.

Historical and architectural attractions: The Pardubice Region is home to numerous historical sites and architectural gems that reflect the region's rich history and cultural heritage. Castles, chateaus, churches and old towns offer a glimpse into the past and provide visitors with engaging opportunities to explore history firsthand.

Strong rural tourism sector: The Pardubice Region has a strong rural tourism sector, with a number of small villages and towns that offer traditional accommodation and activities. This makes it a great destination for tourists who are looking for a more authentic Czech experience.

Rural tourism spots: The Pardubice Region boasts an impressive number of small tourism spots that are well-suited for rural and nature-based tourism. The region's picturesque landscapes, charming villages, historical sites and outdoor recreational opportunities provide a perfect setting for travellers looking to escape urban life and immerse themselves in nature and local culture.

Existing equestrian resources, events and stud farms: The Pardubice Region is renowned for its strong equestrian tradition. The region hosts various equestrian events and competitions, including the prestigious Velká pardubická steeplechase, one of the most challenging horse races in Europe. The presence of equestrian stud farms, riding schools and opportunities for horseback riding and training can attract equine enthusiasts and professionals, contributing to a niche segment of tourism.

Boat tours on the Elbe River: The Elbe River runs through the Pardubice Region, offering a picturesque setting for boat tours and river cruises. Tourists can enjoy scenic views of the surrounding landscapes, historic landmarks and charming towns along the riverbanks. Boat tours provide a unique way for visitors to explore the region and its natural beauty from a different perspective.

Medical and wellness spas on hot springs: The Pardubice Region is home to natural springs that have been historically recognized for their therapeutic properties. Establishing medical and wellness spas can attract tourists seeking relaxation, rejuvenation and wellness treatments. The combination of natural mineral-rich waters and professional spa services can create a unique wellness experience for visitors.

Cycling and outdoor sports: The region's varied landscapes, including flat plains and hilly terrains, make it an excellent destination for cycling enthusiasts. Well-maintained cycling routes, trails and paths cater to both leisure cyclists and more serious riders. Outdoor sports such as mountain biking, hiking and birdwatching can further enhance the tourism offerings for active travellers.

Arts and crafts tourism: The Pardubice Region's artistic heritage and craft traditions can be leveraged to create arts and crafts tourism experiences. Visitors can explore local workshops, galleries and craft markets, engaging with artisans and learning about traditional and contemporary art forms. Hands-on workshops and cultural exchanges can enrich the overall visitor experience.

Educational and cultural experiences: The region's diverse cultural attractions, historical sites and museums provide opportunities for educational and cultural tourism. Tourists can delve into the history, architecture and folklore of the region through guided tours, exhibitions and interactive experiences.

Folk festivals and cultural events: The Pardubice Region celebrates its cultural heritage through various folk festivals and cultural events. These gatherings display traditional music, dance, crafts and local cuisine, creating vibrant and festive atmospheres that attract tourists interested in authentic cultural experiences.

Wine and gastronomy: While Eastern Bohemia is not typically associated with wine production, the region's fertile soil and climate provide opportunities for a niche of wine tourism. Local wineries can offer wine tastings, tours of vineyards and insights into the winemaking process, contributing to a multifaceted gastronomic experience.

Cross-border tourism: The Pardubice Region's proximity to neighbouring countries such as Poland and Slovakia can facilitate cross-border tourism initiatives. Collaborative efforts can be established to create cross-border travel packages, promoting a broader regional experience.

Selected area for case study of Czech cluster

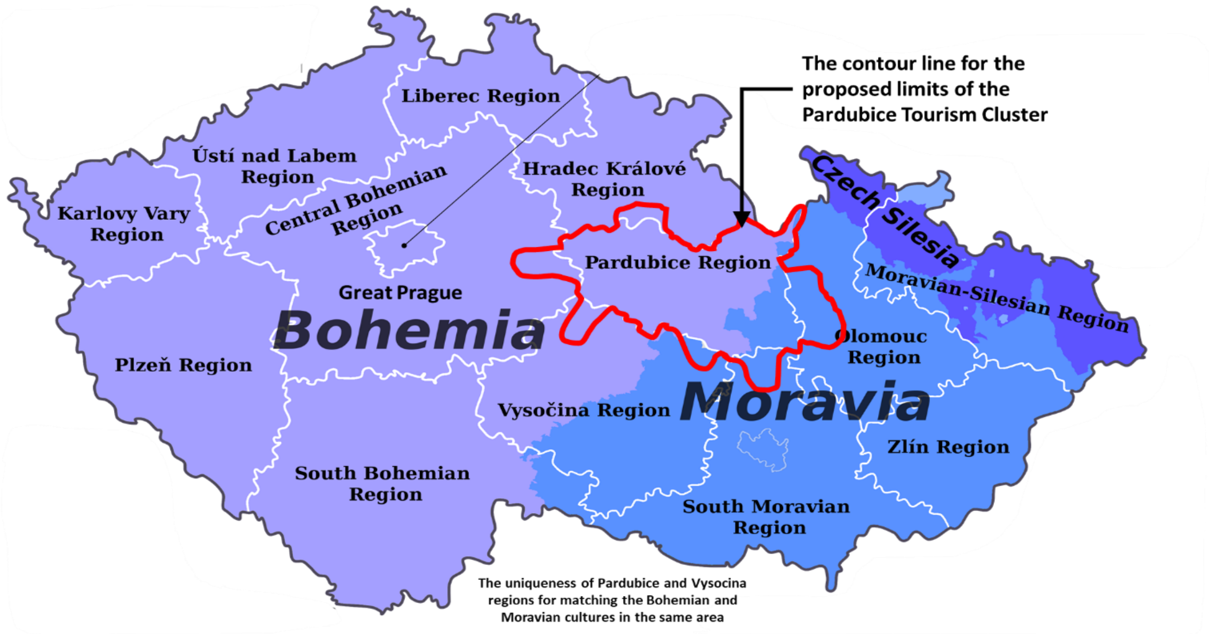
The geographic location of the proposed cluster is in Eastern Bohemia, at the borders of Moravia. The envisaged perimeter comprises the entire Pardubice Region plus a few neighbouring areas in Central Bohemia, Hradec Kralové, Vysočina, South Moravia and Olomouc Regions, where noticeable tourism spots exist or can be favourably stimulated to be a part of the cluster. The following figure presents the location of the proposed cluster area. It is clear from the picture that only Pardubice and Vysočina Regions have territories covering simultaneously Bohemian and Moravian areas, which make them primarily considered for the analysis for a tourism cluster by offering higher numbers of cultural options to visitors.

The preliminary choice was made by electing the Pardubice Region as the most promising area for developing a tourism cluster, if some remarkable tourism spots in its vicinity could also become members to increase the potential and attractiveness for visitors by tourism services benefiting synergy and interdependence. Therefore, this case study proposes that about 50% of the spot lies in Pardubice Region and the other 50% lie close to its borders in Vysočina, Central Bohemia, Hradec Králové, Olomouc and South Moravia Regions.

Further investigations should improve the selection of components and there may be inclusions and discards. However, the final size of the active components (attractions) can be maintained in the order of a hundred to give greater expression to the cluster.

The figure evidences that the tourism cluster is located in the geographic centre of the Czech Republic, benefiting from the numerous tourism spots in the nearby regions outside its borders, one more reason for its choice.

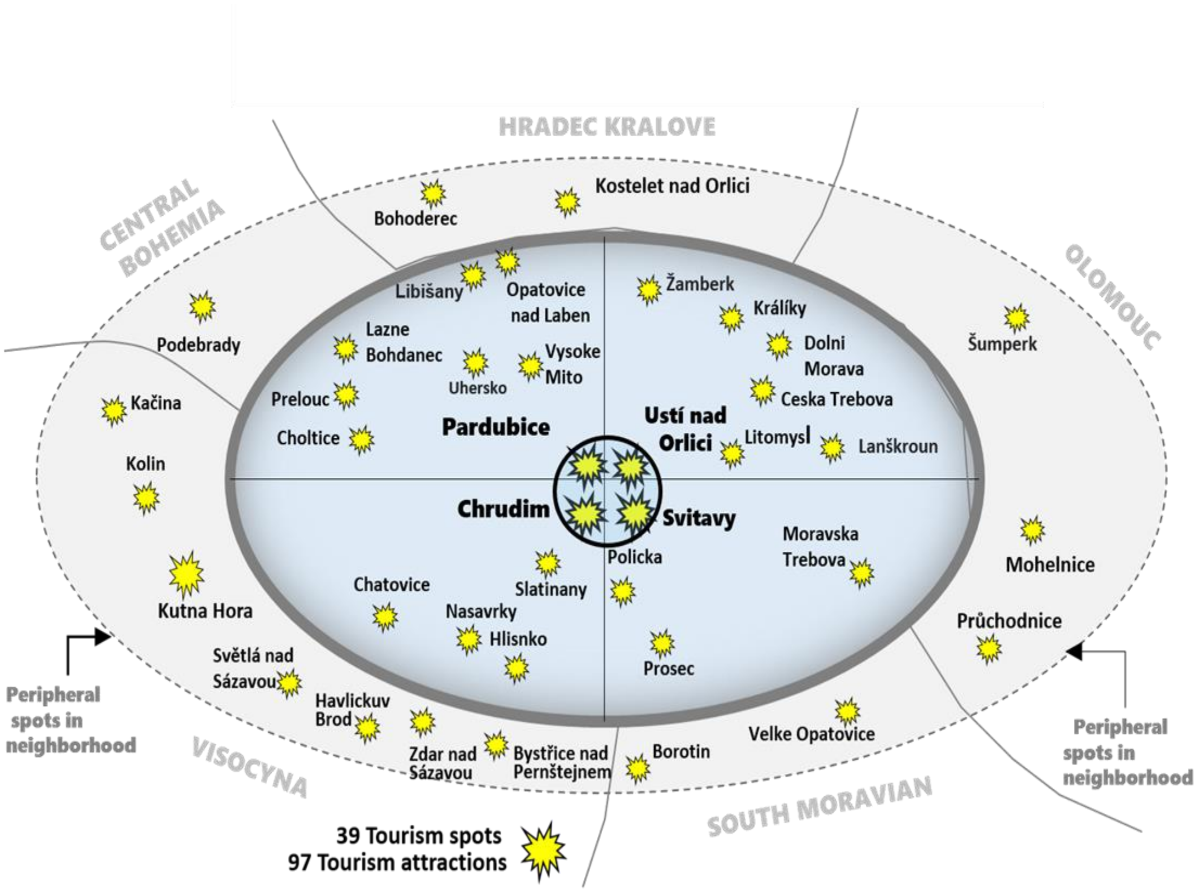
Figure 4/3: Map with selected area for case study of Czech cluster



Source: Author for INNOVATUR Project, 2023

However, Pardubice Region enjoys a better infrastructure and logistics, and has more tourism options in urban and rural areas, which led to its selection for the case study. The investigation for tourism spots in the main categories of ecotourism, agritourism and cultural tourism revealed 39 noticeable points to be considered in the cluster formation. The following schematic view shows an impressive number of tourism spots, being 24 inside Pardubice Region and 15 outside, in neighbouring regions. This preliminary geographic accounting is considered sufficient to support the implementation of a regional tourism cluster.

Figure 4/4: Tourism cluster proposed for Pardubice Region: schematic view



Source: Author for INNOVATUR Project, 2023

As tourism clusters are not restricted to the geographical limits of political divisions in a country, the proposed Pardubice Tourism Cluster involves several spots in its neighbouring areas aiming to increase the appeal of the original idea. These spots belong to other Czech regions but can be connected to the cluster through proper actions by promoters. Their majority is made of spots for cultural heritage tourism, but there are some related to ecotourism and agritourism. The total number of spots (tourist attractions) preliminary inventoried is 97 as each nucleus may have one or several attractions to consider.

The number of attractions found inside Pardubice Region totals 48 and is as follows:

Pardubice city (9), Chrudim city (5), Ústí nad Orlicí city (3), Svitavy city (3). Libišany (1), Lázně Bohdaneč (1), Přelouč (2), Choltice (1),Vysoké Mýto (1), Opatovice nad Labem (1), Žamberk (1), Králíky (2), Dolní Morava (3), Česká Třebová (4), Litomyšl (3), Lanškroun (1), Polička (1), Proseč (1), Moravská Třebová (1), Chotovice (1), Nasavrky (1), Hlinsko (1), Uhersko (1).

Outside the Pardubice region, in its neighbouring areas, the number found is 49 as follows:

Kutná Hora (6), Poděbrady (5), Kolín (2), Kačina (1), Borohrádek (6), Kostelec nad Orlicí (3), Havlíčkův Brod (5), Žďár nad Sázavou (1), Světlá nad Sázavou (4), Velké Opatovice / Borotín (5), Mohelnice (2), Průchodnice (1), Šumperk (5), Letovice/Železnice (3).

Figure 5 illustrates a schematic view of location for all spots where attractions are found.

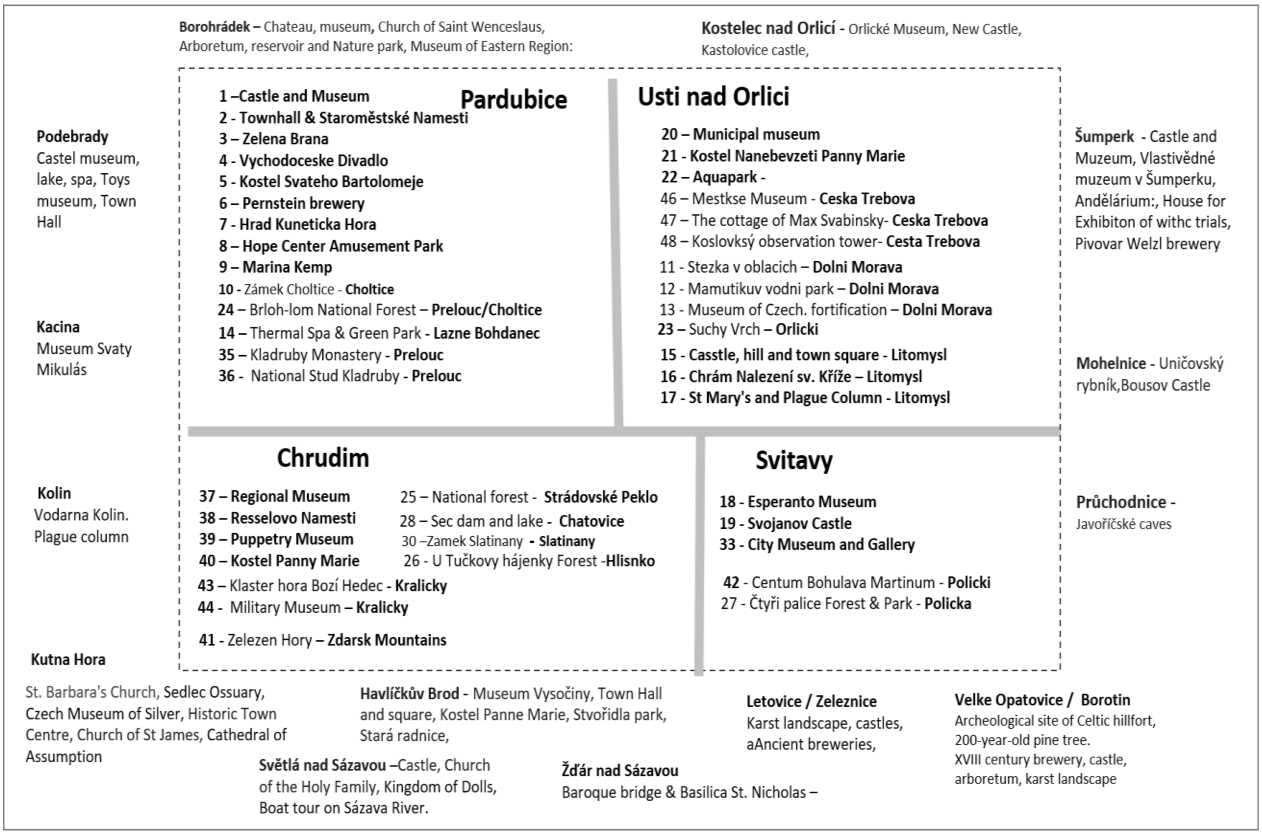
From that, one can see that the four spots represented by the cities of Pardubice, Chrudim, Ústí nad Orlicí and Svitavy comprise 19 attractions, while the remaining districts provide 24 attractions, and the remaining 54 are located outside Pardubice Region but close to its borders.

There is a clear predominance for cultural heritage tourist attractions, followed by ecotourism, wellness & spa, sport & recreation and entertainment.

The further conceptual elaboration for this proposed cluster will consider inclusions and discards based on deeper analysis of data, supported by field inspections and contacts with institutions and entities dealing with tourism.

There is much work to be done to make a tourism cluster better balanced among several modalities, aiming to attract visitors of different origins and preferences, and HEIs may play a relevant role in deriving affordable solutions based on innovative ideas and co-creation interventions with local, regional and national stakeholders.

Figure 4/5: Major cities and attractions in Pardubice Region



Source: Author for INNOVATUR Project, 2023

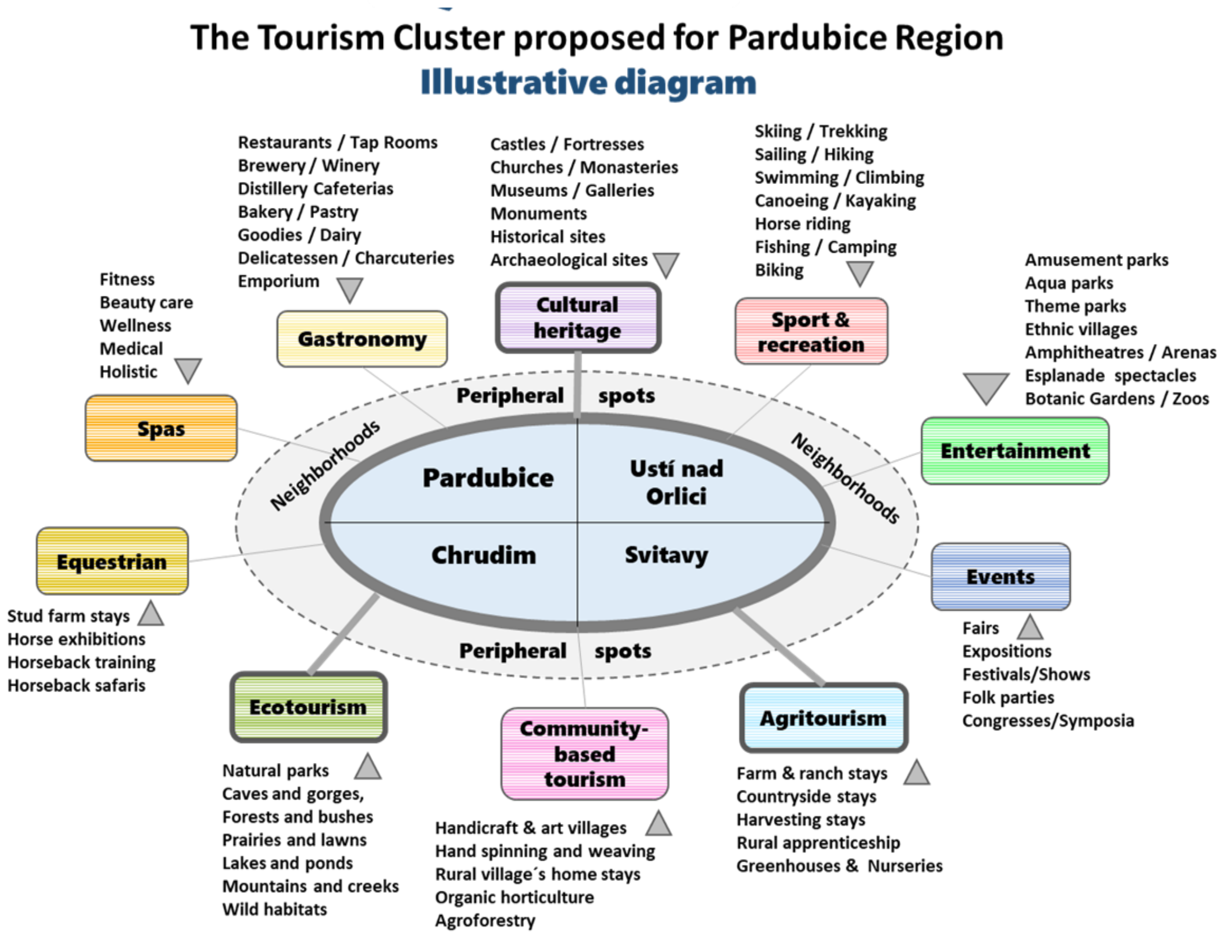
Nature and structure of tourism cluster in rural destination

The proposed tourism cluster intends to expand the business activities much beyond the existing ones found in the investigation. Besides regular activities at attractions predominantly in cultural heritage and ecotourism, with a bit on spa and recreation, there is much to be enrolled aiming to consolidate an integrated profile of multiple tourism sectors in the cluster. The approach to SSmT through the cluster indicates promising chances for development in agritourism and community-based tourism in rural areas and villages, as well as sport & recreation and entertainment.

The scope of tourism modalities to consider for any cluster depends essentially on the existing tourist attractiveness offered by the region, and those identified as “potential” through local research. Actually, the cluster comes to raise the regional and local economy, change the residents' mind, empower people by the use of managerial routines, building capacity by high technology and social networks, change residents' behaviour in citizenship and entrepreneurship, and generate competitiveness in business. It is always desirable to have the greatest number of tourism modalities involved in the cluster, to generate the most effective and comprehensive response in tourism via the cluster. Quite often new modalities will appear later, brought by external stakeholders attracted by the business opportunities enhanced by the cluster.

For Pardubice Region, it is affordable to start the cluster with the existing tourism modalities in cultural heritage, gastronomy, spas, equestrian, ecological and sport & recreation. The remaining modalities are to be gradually included as their potential is identified. The following figure shows an illustrative diagram formed with the ten basic modalities. It gives an overall view of the tourism activities to be considered along the assessment and feasibility studies.

Figure 4/6: Tourism cluster proposed for Pardubice Region: illustrative diagram

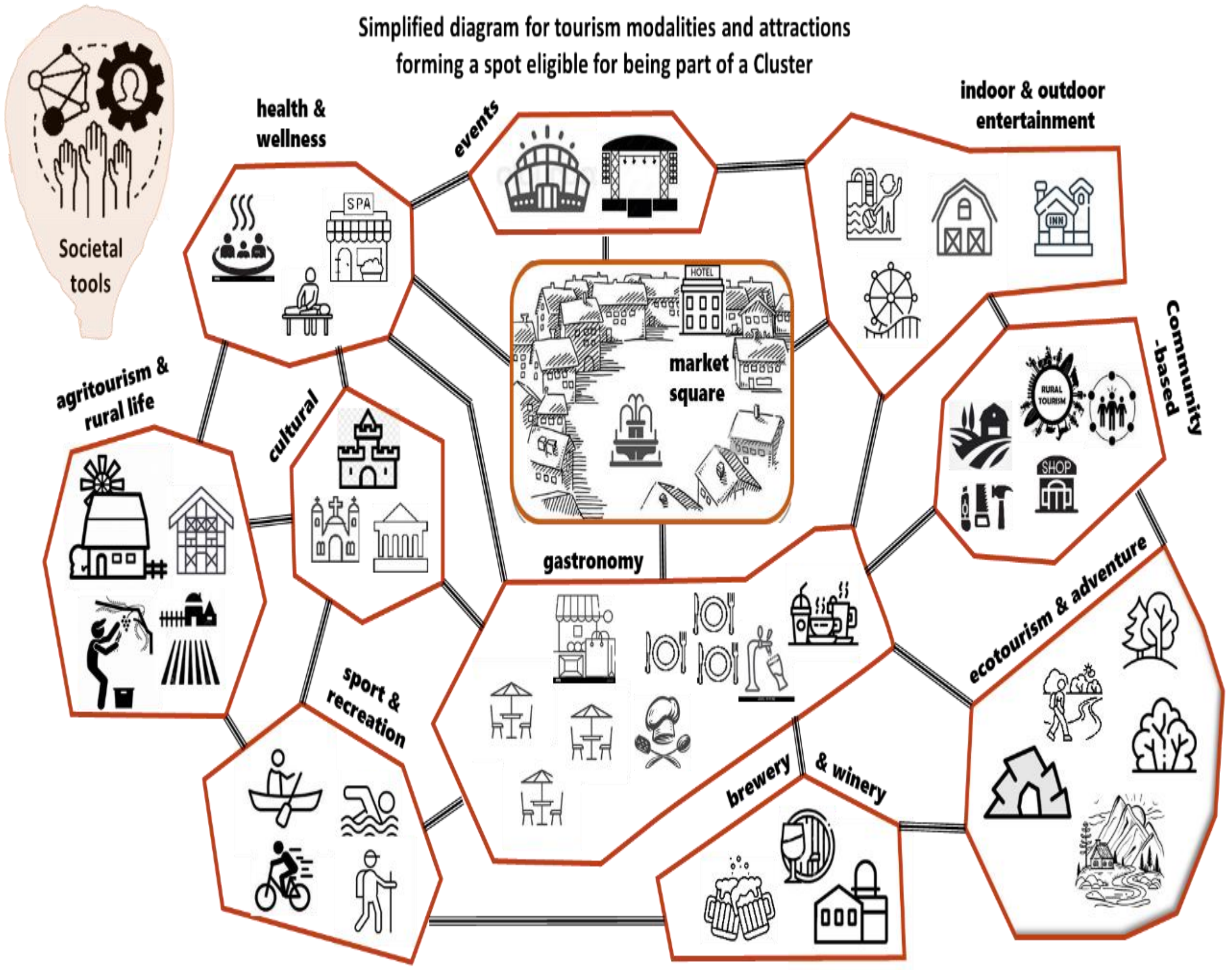


Source: Author for INNOVATUR Project, 2023

9. Mosaic of rural tourism to include in cluster

Figure 7 illustrates a simplified diagram of a tourism spot eligible to engage in a cluster, with their main theoretical tourism modalities. It contains their main attractions to be interconnected for a possible evaluation as parties of a tourism cluster. A tentative matching for didactic purposes shows the interactions among the most frequent tourism modalities in a rural destination.

Figure 4/7: Simplified diagram of tourism modalities and attractions forming a spot eligible for being part of a cluster



Source: Author for INNOVATUR Project, 2023

10.Thirteen tasks when developing a tourism cluster

Developing a tourism cluster in a rural destination could fit Pardubice Region, where there are several spots in the districts, involving cities, towns, villages and rural properties, requiring careful planning for development. A fair conceptual approach shall focus on sustainability and smart techniques, welcoming stakeholder engagement, including:

1 - Stakeholder consultation and collaboration: Engage all relevant stakeholders, including local governments, businesses, residents, environmental groups and tourism operators, from the early stages. Ensure their active participation in the planning and decision-making processes.

2 - Destination assessment and visioning: Conduct a comprehensive assessment of the area's tourism potential, natural assets, cultural heritage and existing infrastructure. Develop a shared vision for the tourism cluster that incorporates sustainability and smart concepts while preserving the region's unique identity.

3 - Integration of Sustainable Development Goals (SDGs): Align the tourism cluster's goals with the United Nations' SDGs, incorporating responsible practices that address environmental, social and economic aspects. Set measurable targets to monitor progress and impact.

4 - Environmental protection and conservation: Identify sensitive ecosystems, biodiversity hotspots and water bodies. Develop strategies to protect and conserve these natural resources. Encourage sustainable tourism practices and promote eco-friendly infrastructure.

5 - Smart technology and innovation: Utilize smart technologies to enhance visitor experiences, improve transportation and infrastructure efficiency and monitor resource usage. Implement digital tools for information dissemination, online booking and interactive tourism experiences.

6 - Capacity building and training: Invest in training and capacity-building programmes for local communities, businesses and tourism operators. Focus on sustainable tourism practices, hospitality and environmental awareness.

7 - Cultural heritage preservation: Develop strategies to preserve and promote the region's cultural heritage. Engage with local communities to safeguard their traditions and crafts, creating opportunities for cultural tourism.

8 - Infrastructure development: Plan and invest in infrastructure improvements that support sustainability and smart techniques. Prioritize public transportation, pedestrian-friendly spaces, renewable energy sources and waste management systems.

9 - Marketing and promotion: Develop a cohesive branding and marketing strategy to attract tourists to the rural destination. Emphasize the area's unique selling points, such as natural beauty, cultural experiences and sustainable practices.

10 - Tourism governance and management: Establish a robust governance structure to oversee the tourism cluster's development and operations. This could involve forming a partnership between municipalities and relevant organizations to ensure effective coordination and resource allocation.

11 - Monitoring and evaluation: Continuously monitor the impact of tourism on the area, including its environment, society and economy. Regularly assess progress towards sustainability goals and adjust strategies accordingly.

12 - Community benefits: Ensure that the local communities benefit from tourism through job creation, income generation and opportunities for small businesses. Encourage responsible tourism practices that contribute positively to the local economy.

13 - Collaboration with academia and research institutes: Collaborate with educational and research institutions to access expertise, conduct studies and implement innovative approaches to sustainable tourism. By adopting this conceptual approach, the tourism cluster in the rural destination can effectively integrate sustainability and smart concerns into its planning and implementation, leading to a thriving and responsible tourism industry that benefits both visitors and local communities.

11. Sequence of procedures to develop a tourism cluster in a Czech rural destination

The conceptual approach to planning and implementation for tourism clusters in a rural destination shall consider:

A - Steps before and during the implementation:

Conduct a feasibility study to assess the potential of the area for tourism development. This study should consider: (a) the natural and cultural resources of the area; (b) the existing infrastructure, attractions and amenities; (c) the potential demand for tourism in the area; (d) the integration of tourism in the local and regional economic activities; (e) the level of competition from other tourism destinations in the country; (f) the level of technology and awareness of local forces for facing sustainability and smartness in business, livelihood and governance.

Develop a master plan for the tourism cluster. This plan should outline the long-term vision for the cluster, as well as the specific goals and objectives to achieve. In addition, it should identify the potential key stakeholders involved in the development of the cluster, and the roles that they will play.

Develop and implement an action plan. Based on the master plan, a sequence of executive procedures will formulate an action plan. This will involve a variety of activities, such as: (a) building new infrastructure and amenities and their interconnectivity; (b) developing marketing and promotional campaigns; (c) preparing an HEI educational package aimed at promoters under coalitions (pool of alliances) to assure their awareness and empowerment; (d) training local businesses and residents in the concerns of tourism industry for the necessary capacity building of communities, entrepreneurs and authorities.

Implementing initiatives by promoters in a pool of alliances supporting the HEIs' educational packages. The main initiatives to consider for implementing educational packages supporting promoters for tourism cluster development in rural destinations are:

Create awareness of the benefits of tourism clusters: One of the first steps is to create awareness of the benefits of tourism clusters among promoters and other stakeholders in rural destinations. This can be done through workshops, seminars and other educational activities. The awareness must comply with environmental, social & cultural, political & institutional, business & economic concerns and issues imposed on the cluster.

Develop training programmes: Once there is awareness of the benefits of tourism clusters, it is important to develop training programmes that will teach promoters the skills they need to develop and manage tourism clusters. These training programmes should cover topics such as cluster analysis, marketing and finance. They must fit green, digital and entrepreneurial skills, as well as market competitiveness and social responsibility.

Provide technical assistance: In addition to training programmes, promoters may also need technical assistance to develop and manage tourism clusters. This assistance can be provided by government agencies, non-profit organizations and private sector consultants.

Create a supportive environment: Finally, it is important to create a supportive environment for tourism cluster development in rural destinations. This includes providing access to finance, infrastructure and other resources.

Requirements about the educational packages: The packages should be tailored to the specific needs of the promoters and other stakeholders in each destination, as follows:

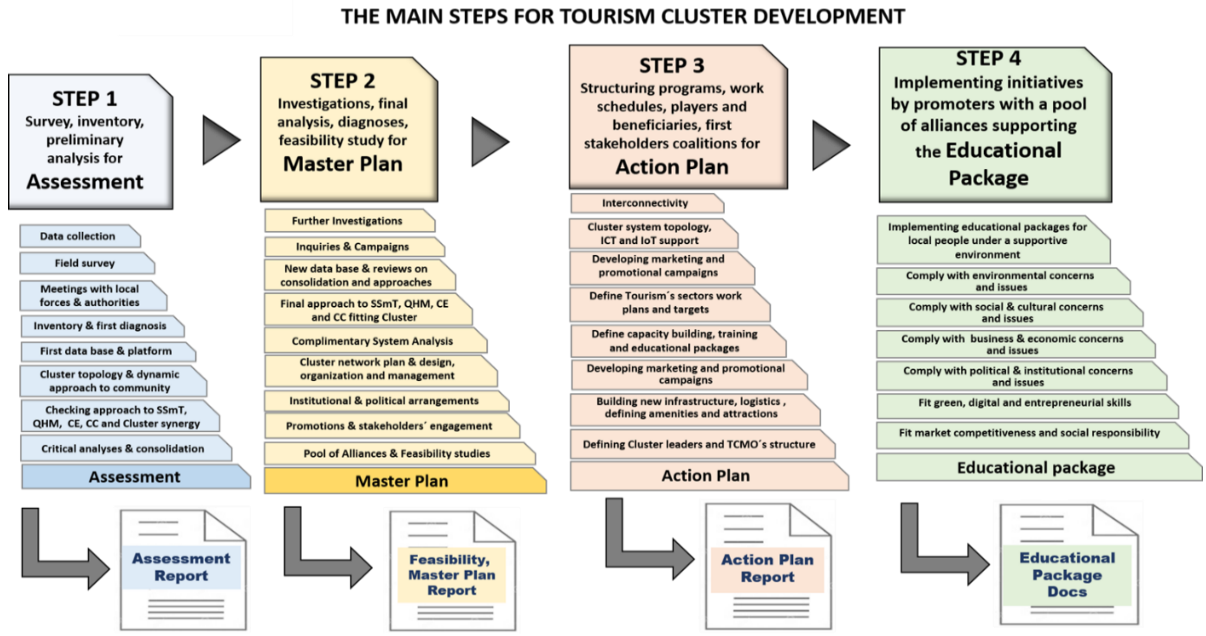
• The packages should be flexible enough to be adapted to changing circumstances.

• The packages should be delivered in a way that is engaging and interactive.

• The packages should be evaluated to ensure that they are effective in achieving their goals.

The illustration below (Figure 4/8) gives a clear idea of the main items to consider for each step during the implementation.

Figure 4/8: Main steps for tourism cluster development



Source: Author for INNOVATUR Project, 2023

B – Steps after the implementation:

Monitor and evaluate tourism cluster performance. This will help ensure that the cluster is gradually meeting its goals and objectives, and that it is being managed in a sustainable way, covering the economic, business, environmental, social & cultural and political & institutional issues. It is important to note that the conceptual approach outlined above is only a general framework. The specific steps to be taken will vary depending on the specific characteristics of the rural destination in question.

Adopt regular updating for sustainability and smart concerns and techniques. This has to be done wherever planning and implementing a tourism cluster. This means taking into account the environmental impact of tourism, and using technology to make the cluster more efficient and sustainable. For that, some specific examples of how sustainability and smart techniques can be incorporated into the planning and implementation of a tourism cluster are: use renewable energy sources to power the cluster's infrastructure; recycle and compost waste materials; use and reuse water-efficient systems; develop sustainable transportation and mobility options for visitors; use technology to manage the cluster's resources more efficiently.

By incorporating sustainability and smart techniques into the planning and implementation of a tourism cluster, it is possible to create a destination that is both attractive to visitors and environmentally friendly.

12. EU platforms to support tourism cluster investigation applicable to the case study

Many EU platforms related to tourism development could support early investigations for the Pardubice Tourism Cluster proposed in the case study to promote educational packages for local forces in tourist spots:

The European Tourism Platform (ETP): The ETP is a knowledge-sharing platform that connects tourism stakeholders from across Europe. It provides access to a wealth of information and resources, including best practices, case studies and research reports.

The European Tourism Data Platform (ETD): The ETD is a repository of tourism data from across Europe. It provides access to data on a wide range of topics, including tourism flows, tourism expenditures and tourism employment.

The European Tourism Research Institute (ETRI): The ETRI is a research institute that focuses on tourism development in Europe. It conducts research into a wide range of topics, including tourism policy, marketing and sustainability.

The European Tourism Education and Training Network (ETTNET): The ETTNET is a network of tourism education and training providers from across Europe. It provides a forum for sharing information and best practices, and for developing new training programmes.

The European Tourism Alliance (ETA): The ETA is a network of tourism organizations from across Europe. It works to promote tourism in Europe and to represent the interests of the tourism industry.

These are just a few examples of EU platforms that could support the early investigations. By accessing their information, stakeholders can gain a better understanding of the tourism industry and develop a more effective plan for promoting educational packages for local forces in tourist spots. In addition, there are also national and regional tourism organizations that could provide support. These organizations can offer guidance on developing tourism products and experiences, promoting the region to tourists and working with local businesses.

12. Applicability of cluster software packages and tools to tourism clusters

There are a number of cluster software packages that have been used for dealing with tourism clusters. Some of the most popular packages include:

Higowell: This software is specifically designed for managing medical tourism clusters. It offers a variety of features, including:

- CRM and contact management
- Patient scheduling and appointment management
- Financial management
- Marketing and lead generation

Tourism Cluster Management System (TCMS): This software is designed for managing tourism clusters of all sizes. It offers a variety of features, including:

- Membership management
- Project management
- Marketing and promotion
- Financial management
- Analytics and reporting

ClusterUP: This software is designed for helping clusters of all types to improve their performance. It offers a variety of features, including:

- Benchmarking
- SWOT analysis
- Strategic planning
- Capacity building
- Networking and collaboration

Tools: In addition to software packages, there are a number of other tools and resources that can be used to manage tourism clusters. These include:

- Cluster maps: Cluster maps can be used to visualize the relationships between different businesses and organizations in a cluster. This can help identify potential areas for collaboration and cooperation.
- Cluster analysis: Cluster analysis can be used to identify groups of businesses and organizations that share common characteristics. This can help identify potential clusters and to assess their strengths and weaknesses.
- Cluster benchmarking: Cluster benchmarking can be used to compare the performance of different clusters. This can help identify best practices and identify areas for improvement.
- Cluster networking: Cluster networking can be used to connect businesses and organizations within a cluster. This can help facilitate collaboration and cooperation.

By using a combination of software packages, tools and resources, tourism clusters can improve their performance and competitiveness.

References and further readings

Academic

Daniele Iammarino and Roberta Rabellotti (2005): The Role of Tourism Clusters in Regional Development in the European Union. In: Regional Studies, vol. 39, no. 4, pp. 751-764.

This paper examines the role of tourism clusters in regional development in the European Union. The authors find that tourism clusters can play a significant role in promoting economic growth and job creation in peripheral regions.

Claudia V. Peeters et al. (2012): The Impact of Tourism Clusters on Innovation. In: Annals of Tourism Research, vol. 39, no. 3, pp. 1315-1337.

This paper examines the impact of tourism clusters on innovation. The authors find that tourism clusters can promote innovation by facilitating knowledge sharing and collaboration between businesses and other stakeholders.

Maria G. Bellini et al. (2014): The Role of Tourism Clusters in Sustainable Development. In: Journal of Sustainable Tourism, vol. 22, no. 1, pp. 27-45.

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This paper examines the impact of the digital age on tourism clusters. The authors find that the digital age is creating new opportunities for tourism clusters to innovate and compete.

A. Del Chiappa et al. (2017): The Role of Tourism Clusters in the European Tourism Industry. In Tourism Management, vol. 61, pp. 134-149.

This paper examines the role of tourism clusters in the European tourism industry. The authors find that tourism clusters can play a significant role in promoting economic growth and job creation in the European tourism industry.

M. Marchesi et al. (2018): Tourism Clusters and the Sharing Economy: A Literature Review. In Current Issues in Tourism, vol. 21, no. 7, pp. 785-805.

This paper reviews the literature on tourism clusters and the sharing economy. The authors find that the sharing economy is creating new opportunities for tourism clusters to innovate and compete.

S. Buhalis et al. (2019): The Impact of Tourism Clusters on Destination Competitiveness. In: Annals of Tourism Research, vol. 78, 102759.

This paper examines the impact of tourism clusters on destination competitiveness. The authors find that tourism clusters can contribute to destination competitiveness by promoting innovation, collaboration and knowledge sharing.

Li, J. et al. (2020): Tourism Clusters and the Sustainable Development Goals. In: Journal of Sustainable Tourism, vol. 38, no. 5, pp. 721-738.

This paper examines the role of tourism clusters in achieving the Sustainable Development Goals. The authors find that tourism clusters can contribute to achieving the Sustainable Development Goals by promoting economic growth, job creation and environmental protection.

Volgger, C., et al. (2021): Tourism Clusters in the COVID-19 Era. In: Tourism Management, vol. 87, 104341.

This paper examines the impact of COVID-19 on tourism clusters. The authors find that COVID-19 has had a significant impact on tourism clusters, but that these clusters are also resilient and are adapting to the new challenges posed by the pandemic.

Table 4/1: Questions for brief recapitulation of the case at the beginning of the class

No.	Question
1.	What is a tourism cluster?
2.	What are the roles of various subjects in supporting tourism clusters? At least mention the panoramic view for local societal sectors, and the educational sector.
3.	What are the different ways for dealing with regional tourism in geographic agglomeration business development? System networks vs. cluster networks
4.	What are the main components of a tourism cluster?

Table 4/2: Questions to be discussed in the class

No.	**Question**
1.	Why must tourism students become aware of principles and practices of SSmTD and tourism clusters to deal with initiatives in rural destinations?
2.	What are the main components of a physical structure of a tourism cluster? Think about the cluster complexity when gathering spots, attractions, amenities and define their connectivity.
3.	What is the role of tourism students or professionals in participating in the development and implementation of educational packages on SSmTD in rural destinations, with special regard to the cluster option?
4.	Why are tourism clusters the preferential alternative for tourism regional development in rural destinations?
5	Why do the original idea, topology and components usually change in space, time and value in different steps of cluster development?
6	Explain how to interconnect the political, environmental, social and economic issues through a tourism cluster for supportive management.

5. Bathing waters: Visiting traditional or new sites in the domestic settings

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This teaching case study illustrates, on the example from the Czech Republic, application of rather exact approach — the Weighted Sum Approach (WSA) — to support the decision making process of consumers, specifically visitors to "bathing waters". in the Czech Republic. Understanding the utility resulting from such visits helps to better develop and apply SMART management of the respective destinations. The evidence presented in this case study also prompts a discussion on the use of old ecological burden sites, such as a mined-out opencast coal mine, for water recreation and other activities.

1. Various options how to utilize a mined-out opencast coal mines

Mined-out opencast coal mines, also known as open-pit or open-cast coal mines, can pose significant environmental and other challenges. Once mining operations are complete, there is a need for responsible and **sustainable post-mining land use** to minimize the negative impacts on ecosystems and communities but also to maximize benefits for the society. Several potential ways, how to use mined-out opencast coal mines are usually discussed when solving this problem:

Ecological restoration: Restore the natural ecosystems and habitats close to the status that existed before mining operations. This can involve replanting native vegetation, reintroducing wildlife, and restoring water bodies. Implementing erosion control measures to prevent soil degradation and promote the recovery of the ecosystem could be a part of this model of the site recovery.

Recreation and tourism: Convert the reclaimed land into recreational areas or nature reserves where people can engage in activities like hiking, bird watching, or camping. This model could have more or less sustainable forms. When promoting sustainable tourism, we suggest to develop tourism infrastructure that educates visitors about the ecological recovery process and the importance of environmental conservation, and has minimal negative impacts on the ecosystems.

Agriculture and forestry: The reclaimed land can be used for agriculture or forestry practices. Thinking about this option, it could be desirable to promote sustainable development and so implement agroforestry systems that combine trees with crops or pasture to enhance biodiversity and ecosystem services. It is also important to select suitable plant species that can thrive in the reclaimed soil conditions to avoid undesirable problems

Renewable energy projects: I the conditions are feasible, it is possible to explore the potential for installing solar, wind or geothermal energy projects on the reclaimed land. This can help repurpose the area for sustainable energy production.

Water management: Convert the mined-out pits into water storage or reservoirs, contributing to water management efforts in the region. Such reservoirs could have multiple kind of use – both for the nature itself (support of aquatic habitats and biodiversity) and human beings (like is the tourism use in our teaching case study).

Landfill sites: Also, there is a big effort of modern societies to transfer ourselves to circular economy with minimal waste, in some cases, reclaimed opencast coal mines may be suitable for landfill sites, given proper engineering and environmental considerations. Behaving environmentally also in this case, following waste management regulations and best practices to prevent pollution and ensure the safe disposal of waste.

Industrial or commercial development: Repurposing the land for industrial or commercial activities that align with environmental sustainability at such sites is better than to develop commercial sites at “green areas” (such as agricultural land, forests). Minimizing negative impacts of such projects is hopefully obvious.

Research and education centers: At some regions, establishing research or educational facilities could be a good solution. They could focus on environmental science, ecology, and land reclamation.

When planning what to do with a mined-out opencast coal mine it is important from the beginning:

Collaborative planning with communities: Involve local communities in the decision-making process regarding the post-mining land use. Their insights and preferences can contribute to more sustainable and culturally sensitive solutions. It is particularly important to consider social and economic development opportunities that benefit **local communities**.

Monitoring and adaptive management: Because having enough time, it is possible to implement long-term monitoring programs to track the success of reclamation efforts and address any emerging issues.

It's important to approach the reclamation and reuse of mined-out opencast coal mines with a comprehensive, sustainable and Smart mindset. Collaboration between government agencies, environmental experts, local communities, industry stakeholders and academia are crucial to ensure that the reclaimed land is used in a manner that benefits both the environment and society.

2. Principle of WSA with an application on this case

Weighted Sum Approach method relies on constructing a linear utility function.

In the instances presented in this teaching case study, the total utility derived from visiting various touristic destinations, specifically bathing waters sites *(Xi),* is calculated as the weighted sum of partial utilities. These partial utilities correspond to the individual criteria:

$$\boldsymbol{u(Xi) = \sum_{j=1}^{11} rij * vj}$$

Where:

i = 1, 2 … m (number of bathing water sites),
j = 1, 2, …. n (number of criteria),
rij = quality of given criteria at specified site in points,
vj = normalized weight of the given criteria.

The qualities of the criteria are assessed using grading points scale as follows:

4 points	fully satisfactory quality of the given criteria
3 points	rather satisfactory quality
2 points	rather unsatisfactory quality
1 point	fully unsatisfactory status of the criteria
0 points	the situation is assessed as critical (i.e. if this criterion is assessed as “0”, the total quality/utility of visiting the site is “0”

No “normalized“ scales (built on data about the state of the individual criteria) are used.

The Fuller method, also known as pairwise comparison, was employed to determine the criteria weights. The weights were calculated as the arithmetic average obtained from individual respondents.

Normalized weights for individual criteria were calculated using formula:

$$\sum_{k=1}^{n} v_k = 1$$

Where:

k = 1, 2, …., n (number of respondents in the research).

3. List of criteria

A literature review, series of in-depth interviews, and consultations with artificial intelligence (ChatGPT) were conducted to identify relevant criteria, representing the partial utilities from visiting bathing waters:

1. Water quality - likelihood of water quality deterioration during summer season (June - September)
2. Safety - presence of lifeguards or water rescue service (WRS), and identification of dangerous objects on the beach or in the water
3. Catering facilities - quality and variety of catering facilities
4. Capacity and overcrowding – availabuility of sufficient space on the beaches
5. Leisure activities - possibility for barbecues, picnics, walks in the surroundings, etc.

6. Sports activities - availability of amenities for beach volleyball, table tennis, paddle boarding, mini golf, pedal boats, etc.
7. Quality of beaches and infrastructure - appearance of beaches, facilities with toilets and showers, and provision of lockers
8. Parking – availability of ample, secure, and shaded parking, etc.
9. Cleanliness - regular cleaning services, and the possibility to sort waste
10. Attractiveness of the area – presence of attractions around the water area within a 3 km radius
11. Public transport - public transport stop in walking distance.

4. Weights of the criteria

Following weights of the criteria (see Table 5/1) were obtained using Fuller triangle method (as mentioned above):

Table 5/1: Norm weights of the criteria

Criterion	**Weights (Fuller method)**
1) Water quality	0,166
2) Safety	0,096
3) Catering facilities	0,076
4) Capacity and overcrowding	0,127
5) Leisure activities	0,057
6) Sports activities	0,066
7) Quality of beaches and infrastructure	0,139
8) Parking	0,070
9) Cleanliness	0,081
10) Attractiveness of the area	0,073
11) Public transport	0,049
Total	1,000

5. Introducing the selected bathing waters sites

Lake Lhota

The first lake selected was Lake Lhota, located in the village of the same name in Central Bohemia region, approximately 20 km north-east of Prague. The lake was created by mining gravel, which began in 1965 for the construction of the first Czechoslovak highway and metro in Prague. This extraction was stopped in 1983 and created a lake of about 25 hectares (Jezero Lhota, 2023).

Lake Most

Lake Most is another body of water. This lake was created by the reclamation of a former brown coal mine north of the present-day town of Most. In its place there used to be a former royal town of Most, which had to give way to coal mining. This ended in 1999 and subsequently reclamation began. The filling of the lake began in 2008 and ended four years later. In the following years, the water was replenished to stabilise the level. The lake was opened to the public in 2020 (Lake Most, 2023)

Water reservoir Slapy

The Slapy reservoir is located approximately 30 km south of Prague. The dam is part of the Vltava Cascade and was put into operation in the 1950s. Slapy reservoir is a popular recreational area and there are many campsites, hotels and beautiful nature. There are several different beaches around the reservoir. For the purposes of this the presented research, following three ones were assessed - Nová Živohošt', Měřín and Rabyně (Kudyznudy.cz, 2023).

For more details about the sites consult the pages shown in citations and References.

6. Results

Table 5/2: Criteria quality assessment without weights

Criteria	Lhota	Most	Slapy
1) Water quality	4	4	4
2) Safety	3	3	3
3) Catering facilities	4	3	2
4) Capacity and overcrowding	2	4	4
5) Leisure activities	2	2	2
6) Sports activities	4	3	4
7) Quality of beaches and infrastructure	3	3	2
8) Parking	3	3	2
9) Cleanliness	3	3	3
10) Attractiveness of the area	1	3	4
11) Public transport	3	4	3
Total	**32**	**35**	**33**

Table 5/3: Results with weights

Kritérium	Lhota	Most	Slapy
1) Water quality	0,666	0,666	0,666
2) Safety	0,287	0,287	0,287
3) Catering facilities	0,302	0,227	0,151
4) Capacity and overcrowding	0,255	0,509	0,509
5) Leisure activities	0,115	0,115	0,115
6) Sports activities	0,264	0,198	0,264
7) Quality of beaches and infrastructure	0,416	0,416	0,278
8) Parking	0,210	0,210	0,140

9) Cleanliness	0,244	0,244	0,244
10) Attractiveness of the area	0,073	0,218	0,291
11) Public transport	0,146	0,195	0,146
Total	**2,978**	**3,285**	**3,091**

The results show that Lake Most, which only opened to the public in 2020, can compete with well-known and popular other recreational areas. To achieve this however, the development of the new site needs to have a clear Smart plan and vision to ensure that the site is as far as possible to satisfy increasingly demanding visitors. The current generation of young people has high expectations and growing up with information technology, so it is necessary to work with this. It is necessary to communicate with all stakeholders and to focus on target groups and their needs.

References

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Jezero Most (2023). Web pages of Jezero Most, on-line: https://mosteckejezero.com/, [December 12, 2023].

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Table 5/4: Questions for brief recapitulation of the case at the beginning of the class

1.	How mined-out opencast coal mines could be used after the mining ends?
2.	What are typical criteria of visitors of bathing waters?
3.	How relevant/important are these criteria for young people?
4.	Is the quality of bathing service provided bat old/traditional and new/restored? sites comparable?

Table 5/5: Questions to be discussed in the class

1.	Are/could be some conflict of interest in alternative options of the use of large sites after end of strip mining?
2.	Is there a good chance for more environmentally friendly use of the new sites comparing to the old ones?

6. Evolving glacier tourism in a melting world

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Jostedalsbreen is the largest ice cap in Europe and is being affected by climate change. Glaciers extending from this ice cap have experienced various levels of impact, as some have shown slow and steady changes while others are profound. For this case study, two glacial arms residing on opposite ends of Jostedalsbreen have experienced different levels of glacial decline and therefore different challenges in tourism. These cases are used to better understand challenges for tourism actors and introduce theory for adaptation to conceptualize the future trajectories of tourism in this comparative case study example.

1. Glaciers

Glaciers have long been thought of as natural wonders and phenomena of fascination (Dannevig & Rusdal, 2023). Tourists have sought them out to witness and explore them, and tourist operators have used them for unique and immersive experiences (Stewart et al., 2016; Welling et al., 2015). As glaciers change and diminish, tourism operators must make decisions on how their businesses will evolve and change. Within this case study, there is much to understand about tourism of natural phenomena changing due to climate change and the potential for understanding, learning and engagement in tourism experiences.

A glacier is not just an object or natural feature, it is a phenomenon created by forces and processes of nature (Andreassen et al., 2012). The result of many years of snow accumulation that exceeds melting (usually referred to as "ablation" in natural sciences) creates a body of dense ice that is continually moving over land under its own weight (Meier, 2023). The creation of glaciers takes many years or centuries. Forces of pressure will create distinguishing features in glaciers such as large cracks called crevasses, and glaciers can be strong enough to shape the valleys and mountainsides in which they reside (Meier, 2023; Welling et al., 2015).

Glaciers, though rare, are present across most continents except Australia, spanning from the high-latitude islands of Oceania in New Zealand, to the polar expanses of Antarctica, Greenland and the Canadian Arctic (USGS, 2023). They are also found at high altitudes near the equator in countries such as Ecuador, Kenya, Uganda and New Guinea (Meier, 2023). Notably, the Antarctic and Subantarctic regions host vast ice formations, including immense “ice sheets” comparable in size to countries (Meier, 2023). Other notable glacier locations include the Rocky Mountains in North America, the Alps, the Caucasus and the Scandinavian region, including Iceland and Norway.

The role of glaciers for humankind has evolved and changed. At times, glaciers have created barriers for human transportation or migration of animals (Furunes & Mykletun, 2012). Some humans created ways to cross them, using new equipment and information to engage with them directly. While much of scientific research has engaged with topics such as sea level rise and the effect of fossil fuel emissions, there is also some research into the connections that humans have with natural places such as glaciers (Allison, 2015; Gagné et al., 2014; Meier, 2023; Sherry et al., 2018). In many cultures, glaciers are revered as sacred entities and can be intertwined with local folklore, spiritual beliefs and traditions (Allison, 2015; Gagné et al., 2014). For instance, some indigenous communities view glaciers as ancestral spirits or deities, embodying natural purity and the essence of life (Allison, 2015).

2. Glaciers and climate change

Glaciers are crucial for scientific research and have significantly influenced Earth's landscape, acting as key freshwater reservoirs (Meier, 2023). Their melting affects dependent ecosystems, illustrating their broader ecological importance (Bosson et al., 2023). While glaciers themselves are phenomena of fascination, the unique ecosystems around them have also created diverse places of interest (Cook et al., 2021). Glaciers are valuable for scientific research, offering insights into past climate conditions, helping scientists understand the effects of fossil fuels, and providing data on how landscapes and ecosystems respond to climate change (WGMS, 2021). In addition, glaciers are sensitive indicators of climate change (Beniston, 2003; Welling et al., 2015). Their growth or retreat provides valuable data for understanding the status of Earth's health and offers the opportunity to predict future climate patterns (Bosson et al., 2023;

WGMS, 2021). Given that glaciers react to changes in the climate very quickly, there can be challenges for the ecosystems that rely on them as climate change from fossil fuel emissions continues. Scientific studies and research can use glaciers for valuable insights into understanding how the choices of humans affect the Earth and in turn how changes in nature affect humans.

However, glaciers are changing at unprecedented rates with significant changes occurring at both global and local levels (IPCCa, 2022). Globally, ice sheets in Greenland and Antarctica have shown accelerated rates of glacial loss that can have worldwide impacts on coastal areas and may affect weather patterns such as the Gulf Stream (van den Broeke et al., 2023). The IPCCa (2022) has estimated that by the end of the 21st century, many small glaciers will disappear and it can be seen that the retreat of glaciers is dramatically altering landscapes. Some glaciers that have been retreating rapidly can affect local water supplies, agriculture, hydropower and tourism (Wood et al., 2020). The transformation of glaciers thus has far-reaching implications, from environmental and ecological consequences to socioeconomic impacts on communities that depend on them.

3. Glaciers and tourism

Although glaciers are found on almost every continent, they are not easily accessible to many. In the present day and age, glaciers have become phenomena of fascination and allure in tourism (Furunes & Mykletun, 2012). The stunning visual beauty of glaciers is undeniable. They present a landscape unlike any other – vast, serene expanses of white and blue ice, often contrasted against rugged mountains and deep valleys. This unique aesthetic draws photographers, nature enthusiasts and artists seeking inspiration from their raw, untouched beauty. Glaciers can provide a profound connection to nature where visitors may experience a sense of awe and humility in the face of such grand natural formations, fostering a deeper appreciation for the planet and its natural wonders (Dannevig & Rusdal, 2023; Salim et al., 2021). In some cases, visiting a glacier can be a part of an educational journey offering a first-hand look at the impacts of climate change, with many tours and exhibits focusing on environmental education (Dannevig & Rusdal, 2023).

Glacial tourism is a subset of nature-based tourism experiences and a newer type of "adventure tourism", where participants are testing themselves physically as well as mentally while engaging in nature (Purdie et al., 2015). To participate in an activity on a glacier, specialized knowledge, equipment and skills are necessary. Guides will assess safe entry points and routes on the glacier, leading the group through obstacles of the phenomenon safely. Guides tie all tourists in a rope system and lead them on the experience of being on the ice. Tourists are given ice crampons that allow safe travel on the slippery ice and ice axes to help navigate the walk on the glacier.

4. Two examples in Norway

The Jostedal Ice Cap is the largest in mainland Europe (WGMS, 2021). Two glacial arms radiate from Jostedalsbreen, one on the west side of the ice cap called Briksdalsbreen and another on the east side called Nigardsbreen. They are ideal for comparison as they have been used in similar ways (Burrill, 2023). These two glaciers have shown very different levels of glacial retreat and different responses in tourism. Briksdalsbreen was very popular for glacial tourism activities until 2007, when it became too steep and dangerous to access to continue commercial guiding activities (Stensland et al., 2014). Nigardsbreen is still used for commercial glacial guiding; however, there are concerns on how the glacier may change and how tourism will be affected, and how this will affect the local economy and community. Since these glaciers have been used in similar ways for tourism but are in very different stages of glacial retreat, they make suitable examples to compare, contrast and conceptualize (Burrill, 2023).

Briksdalsbreen

To access Briksdalsbreen, one must go through the Olden Valley up to the Briksdal Valley where the Briksdal glacier lies. This is an incredibly popular tourist area and has been for many years and a cruise ship port in nearby Olden makes it a more accessible stopping-point for tourists docked in the nearby fjord. The town of Olden itself is quite small, with 486 local inhabitants that live near the beautiful fjord and tall mountains (Askheim, 2022b).

As one enters the end of the road to Briksdalen, the glacier is then accessed by walking up through waterfalls and a fast-moving river fuelled by glacier runoff. There is also a choice if one does not desire to walk to take what has been branded as “Troll cars” which are small 6-person ATV-type vehicles to be transported close to the glacier. Briksdalsbreen is accessed from a viewpoint beside the glacial lake, and what is left of the glacier is still a stunning sheet of ice spilling down with mountains surrounding the valley.

In 1999, it was discovered that Briksdalsbreen would be an optimal glacier to have guided glacial tours, so locals set up a business where participants were guided onto the glacier itself (Burrill, 2023). As the glacier began to recede, its end moved back towards the mountain and the walk to the glacier became longer and the walk on the glacier became shorter and steeper (Andreassen et al., 2007). The glacier continued to recede and in just six years it was clear that glacial guiding on Briksdalsbreen would soon meet its end. In 2007, the last glacial tours were completed and Briksdalsbreen can only be seen from a designated viewpoint (Stensland et al., 2014). The glacier is still incredibly popular to witness to this day, although it is retreating steadily every year and there is concern about what will happen to tourism and local systems when the glacier retreats out of sight from the current observation area (Burrill, 2023).

Nigardsbreen

Nigardsbreen, situated on the opposite side of Jostedalsbreen near the town of Jostedal, is more inland compared to Briksdalsbreen, making it less accessible to cruise ships. Jostedal is also more isolated geographically than Olden and relies heavily on Nigardsbreen for tourism as it remains one of the few glaciers offering commercial guided tours (Burrill, 2023). The town has one grocery store and a hotel, and many of the local operators are a part of tourism businesses.

Access to Jostedal is a 46 km journey from Gaupne passing through farms and wide valleys. The nearby river, created by runoff from Nigardsbreen and other glaciers, adds to the area's natural beauty. The Breheimsenteret is located near the entrance to Nigardsbreen which is partly a café, museum, learning centre and gift shop. To reach Nigardsbreen, tourists must either take a boat across the glacial lake or undertake a 45-minute hike to the start of the glacier’s edge.

Nigardsbreen itself is one of the largest glacial arms, estimated to be 10% of Jostedalsbreen (Andreassen et al., 2022). The glacier has a gentle downward slope and has both retreated and thinned as it has changed (NVE, 2020). Nigardsbreen has mostly retreated since the start of the 21st century, with the last advance of the glacier occurring in 2009, and has overall retreated over 577 meters since 2004 (Askheim, 2022a). The front, or terminus, of the glacier is a dynamic area where ice calving occurs especially in summer, leading to the formation of a swift river. While the calving process is a spectacular sight, it poses significant dangers.

Tragically, there have been instances where six tourists lost their lives due to being struck by ice at the terminus of Nigardsbreen (Askheim, 2022a).

There is one major glacial guiding company that runs tours to walk on the glacier itself (Burrill, 2023). There are other companies that offer various activities that also include glacial guiding, kayaking, rafting, hiking tours, mountaineering tours and other active tourism services. The tours start near the lake, where participants pick up their equipment and meet their guide. They take the boat across the lake and hike up to the front of the glacier, then put on equipment and do a tour on the glacier. If tourists do not wish to walk on the glacier, they can walk up to viewpoints and witness the terminus of the glacier. Guides are very aware that the glacier is changing and receding, which is evident from both scientific measurements by the Norwegian Water Resources and Energy Directorate (NVE) and the experience of seeing the glacier year after year (NVE, 2020). There is the acknowledgement and worry of the changing glacier, but it also seems that Nigardsbreen will still be able to be used for tourism purposes for years to come before major changes are necessary.

5. Challenges in glacial tourism

Climate change, as defined by the IPCCa (2022), differentiates human-induced changes, primarily due to fossil fuel emissions, from natural climatic variations. The IPCC outlines various global warming thresholds, each with a range of warming and likelihood of consequences. Under these scenarios and given the current trajectory of climate change, it is estimated that even if fossil fuels are massively curbed, glaciers will continue to retreat. It is very likely too late for glaciers to “make a comeback”. As human-induced climate change is a global problem, glaciers themselves are positioned in local environments and will inevitably change at different rates, forms and with different impacts (Kuhn, 1985). Some areas will incur drastic changes, while others will be able to weather a slow and gradual change, each with different implications. Given that the retreat of glaciers is inevitable, the challenge is to understand how to adapt to it (IPCCa, 2022).

Changes to glaciers are occurring all the time as they are moving phenomena, but glacial retreat due to climate change has increased two kinds of main challenges. Firstly, retreating glaciers impose new physical challenges that are more difficult to manage and contend with and there are also the concerns of accessibility (Haeberli & Beniston, 1998; Kääb et al., 2005; Purdie et al., 2015; Welling et al., 2015). As for physical changes, increased rockfall is a key issue, as well as debris making access trails slippery and dangerous (Purdie et al., 2015). In glacial retreat, glaciers themselves can take new formations that are challenging to adapt to, such as becoming steep and thereby unsafe to enter (Burrill, 2023).

Access to glaciers can also become more difficult as they retreat (Furunes & Mykletun, 2012; Ritter et al., 2012; Welling et al., 2015; Wilson et al., 2014). In some examples, it is no longer possible to access glaciers that were typically approached by foot for tourism purposes. In some of these examples, glacial access was then done by mechanical means, such as by flying helicopters onto the glaciers or by building transport systems such as a cableway up to new access points.

These options come with their own strengths and weaknesses. For example, building in nature to access glaciers that are shrinking is also a controversial idea, for it will inevitably include changing and possibly destroying natural places for better access. The use of transport such as helicopters in adapting to glacial retreat is also marked by irony, for while they provide access to increasingly inaccessible glaciers, they also contribute to pollution and higher emissions (Demiroglu et al., 2018). This inadvertently adds to the very problem of glacier retreat, as increased emissions can accelerate melting processes (Demiroglu et al., 2018). These examples often play out in highly local contexts with their own set of conditions, challenges and contexts to work with.

For tourism operators, many of these choices come from trying to provide suitable alternatives to changing glaciers. Some research has found that tourists may not take glacial retreat as a factor in their travel plans, but for some regions, tourists have indicated they would not visit if seeing a glacier was not possible (Stewart et al., 2016). This would have major consequences for those who have built their livelihoods and lives around tourism businesses.

There is one phenomenon that also can complicate understanding how tourists react to retreating glaciers, and that is the concept of “last chance tourism” (LCT). LCT is a type of tourism where sites that are endangered, where they could vanish or transform, are becoming major tourist attractions (Groulx et al., 2016; Lam & Tegelberg, 2019; Lemelin et al., 2010). This may benefit operators in the short run only and it is not yet known how tourists may react if the phenomena they expect are no longer accessible or visible (Dawson et al., 2011; Lemelin et al., 2010). There is also the paradox of LCT for glaciers that long-distance travel may likely affect glaciers to continue to retreat (Dawson et al., 2011; Eijgelaar et al., 2010; Gössling & Hall, 2006; Higham & Lück, 2007). LCT has also been considered a "maladaptation" to a phenomenon like a glacier that may retreat or disappear (Demiroglu et al., 2018). Maladaptations are "solutions" that create worsening conditions and situations, where vulnerabilities and exposure to climate change problems increase (Schipper, 2020). Overall, there are many topics to consider in the challenges of glacial tourism.

6. Introduction to adaptation and systems thinking

Significant efforts are underway to envision the world's future under the effects of climate change. Sustainability discussions often revolve around reducing fossil fuel reliance and adapting societies to mitigate harm, acknowledging that the transition to a low-carbon society is gradual and challenging. But what does adaptation entail in this context?

Adaptation involves responding to stressors such as climate change, which requires varied approaches depending on the context. For this case, Pelling (2011) outlines three adaptation pathways: resilience (maintaining the status quo), transitioning (incremental changes) and transformation (radical change). Adaptation, as Pelling (2011) expands, involves actors reflecting and implementing changes in risk-generating practices and institutions. There is very clear distinction between coping mechanisms, which is how a system survives within established rules and dynamics, and adaptation, which occurs when institutions and practices are themselves changed (Pelling, 2011). By using these definitions, it can be easier to evaluate the consequences or benefits of each pathway. Outcomes that do not lead to coping and adaptation can be classified as maladaptation (Pelling, 2011). Therefore, this framework is important to define and understand as it will influence the outcome of the case study and results along with interpreting consequences or trajectories of potential decisions.

7. Research in Briksdalsbreen and Nigardsbreen

Interviews were performed with the largest guiding companies in Briksdalsbreen and Nigardsbreen and guides who had more than 3 years of experience working on each glacier (Burrill, 2023). Semi-structured interviews were completed, transcribed and then coded and thematically analysed. The interviewed companies provided tourist numbers and revenue for additional sources of data if it was possible, and social media trends were analysed. Since this was a case study approach done with examples in contemporary and real-life situations, many sources of data were considered that can help with comparing the two cases.

Briksdalsbreen

The results for Briksdalsbreen found that guides could cope with changing weather patterns and glacial conditions for some time. Guides are often well-trained and prepared to be flexible. Tourists are often trusting their guides and their judgement and were usually still pleased with glacial tours even if they were cut short for safety reasons. In Briksdalsbreen, guides felt the “normal” weather patterns had intensified and there were some dangerous instances of hard ice where safety equipment such as crampons was no longer useful. For the most part, coping mechanisms are a part of the guide’s job even with challenging conditions. Guides also had to cope with accessibility issues and needed to walk longer and longer to access the start of the glacier. The most significant challenge was the increased steepness of the glacier, making it unsafe and eventually untenable for tours. By 2006, guides anticipated only one more year of feasible operations. By 2007, the glacier's angle made it necessary to cease glacial tours, a development that caught guides off-guard with its rapid onset.

Just like coping with physical realities, businesses had to cope as well. In Briksdalsbreen, companies had to shift their products and match the need for safety on the glacier. When safety was not possible, businesses either transitioned away from guiding on the glacier to other glaciers and only letting tourists see the glacier from a viewpoint. Some businesses were downsized or terminated as a result, while others benefitted from tourists coming to see the viewpoint only.

In the analysis of tourist interest through social media trend counts, Briksdalsbreen still remains a popular spot even if it has transitioned into a new experience for tourists. It was felt by many of the guides that Briksdalsbreen had good strategies in place and a range of activities to keep tourists interested in visiting the nearby area. Cruise tourists especially mean there is a constant flow of visitors in the area; coupled with other types of tourists, the industry is still flourishing in the areas around Olden. The viewpoint to see the glacier was important in making sure tourists would not suddenly desert the area, and although the experiences have changed in Briksdalsbreen, it retains its prominence as a place to visit.

Nigardsbreen

In Nigardsbreen, guides also noticed occurrences of rock fall and a retreating glacier, affecting their trips and services, but similarly felt that coping was a part of their job, knowledge and skillset. Guides were largely concerned with accessibility issues, in that walking to the glacier was becoming much longer and tourists were spending a disproportionate time on the glacier itself. The physical changes to Nigardsbreen itself have made it a less exciting, more boring glacier to guide on, as it is retreating and thinning. That was not the case some ten years prior, where big crevasses were a challenge to manage safely. Still, coping mechanisms are completely suitable for the time being in Nigardsbreen. Businesses also had to cope but could change products in Nigardsbreen to reflect conditions and continue tourist safety. Tourist counts from the largest glacier guiding company and social media trends mirror this, in that tourists are still interested and attracted to visiting this glacier.

In learning lessons from Briksdalsbreen, the community around Nigardsbreen often discussed the challenge of understanding what the terrain under Nigardsbreen might look like, as this could give valuable insight into predicting challenge points for tourism and at what point in time. Some participants interviewed in Nigardsbreen expressed much more concern and worry if the glacier would lose popularity and fewer tourists would come. They felt more isolated and farther away from major tourist points and worried that tourists would not visit if the chance of seeing a glacier was difficult or non-existent. This would have major impacts on their livelihoods and community.

As for what this information means for coping and adaptation, it was found that coping mechanisms would reach a threshold that match physical changes. The most important physical change is not that a glacier is retreating or thinning, but that it becomes too steep to safely guide on. After this threshold is reached, others may also present themselves such as a glacier retreating so much it cannot be seen from a viewpoint. These thresholds represent physical realities such as unsafe conditions and subsequent choices a business must make.

After the threshold is reached, there are new choices to make that can have various impacts. There are also factors that influence these thresholds and spur new changes that may need to be made. In Briksdalsbreen, some of the factors for thresholds are the nearby infrastructure, constant influx of tourists along with ease of access; the ability of businesses to transform and substitute alternatives for glacial tourism were important in understanding the lack of impact on tourism after significant glacial retreat. Nigardsbreen has a different set of thresholds, since the glacier is still usable for tourism purposes and will still likely be able to be for some time. The lack of large-scale infrastructure, distance from major tourist ports, and remoteness of the location were noted as factors that could potentially affect Nigardsbreen as a destination if it should cross certain thresholds such as steepness, lack of visibility or complicated accessibility to reach the glacier.

In applying adaptation theory, it is important to make an assessment on what pathways different forms of tourism are following. The three different kinds of systems were identified as glacial guiding, where tourists can have experiences on the glacier itself, glacier tourism, where the glacier is viewed or used for tourism purposes, and the last is general tourism in the areas of both locations that may or may not include glaciers. Most of these systems were found to be on a resiliency path, where these systems are doing their best to cope with changes in the environment to maintain the status quo.

Table 6/1: Briksdalsbreen and Nigardsbreen comparison

	Briksdalsbreen	Nigardsbreen	Time perspective
Glacial guiding	Resiliency	Resiliency	Short-term
Glacier tourism	Transitional	Resiliency	Short-term
Tourism	Resiliency	Resiliency	Long-term

In Briksdalsbreen, though, some aspects of transition were apparent in the glacier tourism system, where tourists shifted from engaging with the glacier directly to viewing it from a distance. As Nigardsbreen is still used for glacial guiding and glacier tourism, it is no surprise it is maintaining its resiliency path to keep to strategies that have worked in the past and still work today. The general time perspective is important in that it shows how far ahead tourism systems are planning to deal with potential changes.

For comparing the two locations, what occurred in Briksdalsbreen in tourism systems may not completely resemble what might happen in Nigardsbreen. Briksdalsbreen represents a testament to the unpredictability and speed of climate change with the unfortunate luck of a small, retreating glacier becoming steeper as it moved back. Nigardsbreen may unfold more slowly, as it is a larger glacier, and the community may have more time to prepare and plan for possible changes to the glacier in the years ahead.

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Table 6/2: Questions for brief recapitulation of the case at the beginning of the class

1.	How do the unique characteristics and ecological aspects of glaciers influence tourism?
2.	What are some of the key issues addressed by this case study regarding glacial tourism and its sustainability in the face of climate change?
3.	Identify and describe the challenges faced by glacial tourism operators and nearby communities, as highlighted in this case study.
4.	What insights are gained from comparing tourism impacts and adaptation strategies of each glacier?
5.	Come up with at least 3 strategies to adapt to glacier tourism that might be maladaptive. Consider different viewpoints of who will benefit and what consequences might occur in each scenario.

Table 6/3: Questions to be discussed in the class

1.	How do the main challenges in Briksdalsbreen and Nigardsbreen align or differ, and what are the implications of these challenges for the future of tourism in these areas?
2.	Discuss some of the paradoxical and contradictory themes encountered in tourism and adaptation strategies in the context of glacier retreat. How do these paradoxes affect decision-making in glacier tourism?
3.	Why is the selected theoretical framework useful for analysing these examples? In what way does it help frame results and draw conclusions?
4.	Why is understanding and defining “adaptation” important in this case study? Discuss how varying definitions could alter interpretations and conclusions.
5.	Based on this case study, what future scenarios can you envision for glacial tourism? Consider both environmental and socioeconomic aspects in your discussion.

7. Climate change adaptation in the tourism sector: A case of two destination in the Czech Republic

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This teaching case study constitutes an integral component of the broader discourse surrounding climate change mitigation and adaptation, with a specific focus on adaptation strategies within the tourism sector.

It aims to provide practical examples and conduct a detailed examination of how businesses in the tourism industry are addressing the challenges posed by climate change.

The case offers materials for conducting comparative analysis and in-class discussions between two different types of tourism destinations: (i) the city of Český Krumlov, renowned for its cultural heritage within an uzrban settings, and (ii) Beskydy Mountains - a rural area celebrated for its natural landscapes.

By examining real-world scenarios, this case study aims to bridge the gap between the theoretical knowledge presented in the textbooks and the practical realities faced by businesses operating in the tourism sector.

1. Tourism contribution to climate change and mitigation options

Tourism is a significant contributor to climate change, primarily through:

Transportation emissions: Travel to and from tourist destinations often involves the use of fossil fuel-powered vehicles, such as cars, buses, airplanes, and cruise ships. The combustion of these fuels releases carbon dioxide (CO2) and other pollutants into the atmosphere, contributing to the greenhouse effect.

Energy consumption in accommodations and catering facilities: Hotels, resorts, and other accommodations and catering facilities require energy for heating, cooling, lighting, cooking and other services. If this energy comes from fossil fuels, it can contribute to carbon emissions.

Land use changes: The development of tourist infrastructure can result in deforestation, habitats destruction, and alterations to local ecosystems. This can contribute to biodiversity loss and impact the ability of ecosystems to sequester carbon.

Cultural and social impacts: While not directly related to climate change, the social and cultural impacts of tourism can lead to changes in local lifestyle, resource consumption patterns, and community resilience. These changes can indirectly affect the environment.

Sustainable tourism practices encompass endeavors to reduce carbon emissions, promote energy efficiency, and preserve natural environments, all aimed at contributing to the mitigation of climate change, especially when:

Promoting sustainable transportation: encouraging the use of low-emission or electric vehicles for transportation; supporting public transportation systems, promoting walking, cycling, and other eco-friendly modes of transportation.

Improving energy efficiency: implementing energy-efficient practices in accommodation, such as using energy-saving appliances and lighting; investing in renewable energy sources, such as solar or wind power, for hotels and other tourism-related infrastructure).

Supporting and investing in carbon offset programs that fund projects aimed at reducing or capturing greenhouse gas emissions elsewhere. Offering travellersthe option to offset their own carbon footprint by contributing to relevant projects.

Protecting natural habitats and biodiversity: implementing responsible tourism practices to minimize habitat destruction and protect biodiversity, encouraging visitors to follow sustainable practices, such as staying on designated paths and avoiding disturbance to wildlife, etc.

Supporting (local) communities engagement and benefit sharing:

Supporting regulations, implementing certifications, education, information, raising awareness. This is valid both for tourists and firms doing business in tourism.

Investing in research and innovation to develop and implement new technologies and practices that can further reduce the carbon footprint of tourism.

2. Climate change adaptation measures and adaptation strategies in tourism

Climate change adaptation measures in tourism involve strategies and actions to help the tourism industry and destinations cope with the impacts of climate change. These measures are important because the mitigation measures and strategies bring rather long-term positive impacts. Adaptations reduce the risks and damages in shorter time.

These measures aim to enhance the resilience of tourism operations and protect the natural and cultural assets that attract visitors. Some key climate change adaptation measures in the tourism sector are as follows:

A) Technological options

Infrastructure resilience: designing and constructing resilient infrastructure that can withstand extreme weather events, such as hurricanes, floods, or storms; elevating or relocating vulnerable infrastructure away from high-risk areas.

Diversification of tourism offerings: promoting diversified tourism products and experiences that are less susceptible to climate-related risks; developing alternative attractions and activities that can thrive under changing climate conditions.

Water resource management: implementing water conservation and management strategies to address changes in precipitation patterns and water scarcity; developing efficient irrigation systems for landscaping in tourism facilities.

Natural resource protection: implementing measures to protect and restore natural habitats and biodiversity, such as coastal ecosystems, coral reefs, and wildlife reserves; establishing buffer zones to safeguard against rising sea levels and other climate-related threats.

Early warning systems: establishing and improving early warning systems to provide timely information on extreme weather events; training tourism operators and local authorities to respond effectively to emergencies.

B) Management, education and other options

Risk assessment and planning: conducting comprehensive risk assessments to identify vulnerabilities and potential impacts of climate change on tourism destinations; developing and implementing climate change adaptation plans that address specific risks and vulnerabilities.

Community engagement and capacity building: engaging local communities in the development of adaptation strategies and ensuring their active participation; building the capacity of local communities and businesses to respond to climate change impacts.

Insurance and financial mechanisms: exploring and promoting climate-resilient insurance products for tourism businesses to mitigate financial losses resulting from climate-related disruptions; encouraging the establishment of financial mechanisms to support recovery and reconstruction after climate-related events.

Flexible tourism planning: adopting flexible and adaptive tourism planning approaches that can be adjusted based on changing climate conditions; considering climate projections in long-term tourism development plans.

Education and awareness: educating tourists about climate change and promoting responsible and sustainable travel practices; raising awareness among tourism stakeholders about the importance of climate change adaptation.

Collaboration and Partnerships: Facilitating collaboration between governments, local communities, businesses, and non-governmental organizations to implement effective adaptation measures; sharing best practices and lessons learned within the tourism industry to enhance collective resilience.

Research and Monitoring: conducting ongoing research to monitor climate change impacts on tourism destinations; using scientific data to inform adaptive management strategies and update adaptation plans.

To effectively adapt to climate change in the tourism sector, a holistic approach is necessary, involving various stakeholders and taking into account the distinct characteristics of each destination. By implementing such measures, long-term sustainability and viability of tourism can be ensured in the context of a changing climate.

3. Adaptation measures and strategies related to tourism in the Czech Republic

The Czech Republic, renowned for its rich cultural heritage and diverse landscapes, has has historically attrected tourists seeking a fusion of history, architecture, and natural beauty. Nevetherless, the emergence of climate change is reshaping both the environmental and socio-economic landscapes of the country, bearing significant implications for its tourism sector.

Agricultural transformations and gastronomic tourism

The Czech Republic's agricultural sector, a cornerstone of its rural economy and a significant contributor to its tourism, is facing profound transformations due to climate change. Research conducted by Trnka, Dubrovský, and Žalud (2004) has underscored the susceptibility of spring barley production, a crutil element of the Czech brewing industry, to changing climatic conditions. The potential decrease in both quality and quantity of barley could have far-reaching implications for gastronomic tourism, particularly the realm of craft beer experiences that form an integral part of the Czech cultural identity.

Furthermore, Navrátilová et al. (2020) further emphasize the impact of climate change on agriculture, focusing on the sugar content of grapes, which is pivotal for the wine industry. The sustainability of grape production under changing climatic conditions raises concerns for viticulture and enotourism, sectors that significantly contribute to the rural tourism experience in the Czech Republic.

Land use changes and ecosystem services

The research conducted by Lorencová et al. (2013) provides a spatially detailed analysis of how land use and climate change are converging to alter the Czech landscape. The observed reduction of arable land, particularly in border regions, and its subsequent conversion to grasslands, signify a shift in ecosystem services. These changes not only affect carbon sequestration and soil erosion dynamics but also have the potential to reshape the visual and recreational aspects of the landscape that are appealing to tourists.

The alteration of natural habitats carries implications for biodiversity, potentially leading to a decline that could affect nature-based tourism and activities such as bird watching, hiking, and educational eco-tours. As a result, these changes underscore the need for proactive conservation measures to safeguard the ecological integrity of the Czech landscape and preserve its attractiveness as a tourism destination.

Public health and comfortable tourism

The study by Kyselý and Plavcová (2012) sheds light on the changing patterns of mortality during hot spells, suggesting a societal adaptation to increased temperatures. This adaptation is critical for tourism as it affects the comfort and health of visitors. Tourists may adjust their travel plans to evade peak heat periods, thereby influencing the seasonal distribution of tourism flows. Moreover, the increased frequency of heatwaves could necessitate the development of climate-controlled environments and infrastructure to maintain a comfortable experience for tourists, thereby increasing operational costs for tourism businesses.

Rural tourism and crop production

The study conducted by Žalud and Dubrovský (2002) on maize growth under climate change scenarios highlights broader concerns for rural tourism. As staple crops encounter climatic challenges, rural communities may need to diversify their economies, potentially through the promotion of agritourism. This shift could lead to new forms of tourism, such as farm stays, agricultural tours, and local food festivals, which could enrich the tourism experience but also require new skills and investment.

Forest fires and their impact on tourism

The susceptibility of the Czech Republic to forest fires has been exacerbated by climate change, resulting in notable increase in the frequency of such events, particularly in its warmest and driest regions. Mozny et al. (2020) emphasize that the escalation in vegetation fires correlates significantly with climatic conditions, including prolonged droughts and heatwaves, which are becoming more common due to global warming.

An analysis of future forest fires occurrences as influenced by climate change and attack time for the central Bohemian region in the Czech Republic highlights that rising temperatures, diminished humidity levels, and intensified winds attributable to global warming could lead to more extensive forest fires. This has significant ramifications for both agriculture and tourism, as increased fire risk can jeopardize agricultural lands and deter tourists (Lohmander et al., 2022).

Economic impacts on protected areas

Dickie et al. (2014) offer insides into the economic implications of management options for Šumava National Park, a prominent tourist attraction. The study emphasizes the need to strike the balance between conservation efforts wand tourist access to ensure the sustainable utilization of the park's natural resources while maintaining its economic viability as a tourism destination.

These impacts of climate change on the Czech Republic's tourism sector are not isolated but interconnected, manifesting in diverseways. These impacts span from the quality and availability of local food and beverages to the health and well-being of residents and visitors, as well as the preservation of natural landscapes. Climate change exerts a pervasive influence that necessitates comprehensive adaptation strategies to safeguard the sustainability of tourism in the Czech Republic.

Adaptation and resilience building

Krkoška Lorencová, Loučková, and Vačkářů (2019) delve into the perception of climate change risk and the necessity for adaptation strategies in the Czech Republic. Their findings suggest that the awareness and understanding of climate change risks are crucial for developing effective adaptation measures that can mitigate impacts on tourism and ecosystem services.

The cumulative impacts of climate change on the Czech Republic's tourism sector emphasize the urgency of implementing robust adaptation strategies. These strategies must be multi-faceted, addressing the necessity for sustainable agricultural practices, conservation of natural landscapes, protection of public health, and development of resilient tourism infrastructure. Collaboration among stakeholders across the sector is essential to ensure that the Czech Republic remains a vibrant and attractive destination in the face of climate change.

In urban areas like Český Krumlov, adaptation efforts may entail enhancing the resilience of historical structures, managing tourist flows and minimize wear and tear, and fortifying the urban landscape to withstand extreme weather events. In contrast, rural areas such as the Beskydy Mountains may prioritize initiatives aimed at protecting biodiversity, maintaining the integrity of natural landscapes, and supporting the livelihoods of local communities reliant on nature-based tourism.

5. Information about Český Krumlov

Český Krumlov, UNESCO World Heritage site, epitomizes the urban tourism experience within the Czech Republic. Renowned for its architectural heritage, particularly the Český Krumlov Castle, as well as its vibrant cultural scene, the town is an appealing location for both international and domestic tourists. Thus, Český Krumlov is an urban jewel steeped in history and culture. Its winding alleys, historic structures, and the majestic Český Krumlov Castle draw visitors from around the world, eager to step back in time. Yet, beneath its timeless charm, Český Krumlov faces the pressing realities of climate change.

Český Krumlov, nestled in the southernmost part of the Czech Republic, is a beacon of medieval charm and a testament to the region's rich history. Its compact size belies its immense appeal, with a bewitching atmosphere that transports visitors back to ancient times. The town's medieval architecture, including the Český Krumlov Castle complex with its unique baroque theatre and the meandering Vltava River, has earned it a well-deserved UNESCO World Heritage designation since 1992. As a vibrant cultural hub, Český Krumlov offers a plethora of cultural events, from museum and gallery visits to music festivals and traditional celebrations. The town's medieval streets, stone townhouses, and the city arms featuring a five-leaved rose, all contribute to its cosmopolitan allure, making it a magnet for those seeking an enchanting and culturally rich travel experience. The town's historical narrative, preserved through its architecture and cultural traditions, plays a pivotal role in the Czech Republic's tourism, offering an immersive experience into the life of past centuries.

The town's ethos is one of living culture; it's not uncommon to find cultural experiences just outside your window, with the town's vibrant events calendar ensuring there's always something to enrich the visitor experience. From boating to biking, the town encourages exploration and relaxation in equal measure, whether within the confines of its historic center or in the lush surroundings.

This case study will explore how Český Krumlov is navigating the threats resulting from climate change, such as increased flood risks, and the preservation of its historical assets, while maintaining its allure as a premier urban tourism destination.

6. Information about Beskydy Mountains

In contrast, the Beskydy Mountains area offers a rural tourism experience rooted in the Czech Republic's natural beauty. The Beskydy Mountains, a serene expanse of rolling hills and verdant forests in the easternmost part of the Czech Republic, stand as a testament to the country's natural beauty. This rural idyll is a sanctuary for nature lovers, hikers, and trekkers who are drawn to its extensive network of trails that offer panoramic views and encounters with diverse wildlife. The mountains are not just a natural playground but also a cultural repository, with traditional wooden architecture and folklore enriching the visitor experience. The region's natural beauty is complemented by the warmth of rural hospitality, making it a cherished destination for those seeking tranquility and an escape from the urban hustle.

As a destination for outdoor enthusiasts, the region is famous for its hiking trails, winter sports, and rich biodiversity.

This natural paradise, a haven for hikers and nature enthusiasts, boasts breathtaking landscapes and a serene atmosphere. However, the tranquility of the Beskydy Mountains is under the shadow of climate change, with its biodiversity, trekking traditions, and natural resources at risk.

The case study will delve into the environmental challenges faced by the Beskydy Mountains, including changes in seasonal weather patterns and their implications for tourism activities, as well as the community-led initiatives aimed at fostering resilience against the backdrop of climate change.

7. Climate change impacts on Český Krumlov

Český Krumlov's historical and natural assets, however, faces several challenges resulting from climate change, which threaten its structural integrity and cultural legacy. Among these predicted challenges the following ones might be mentioned:

Flooding: While the Vltava River enhances the town's allure, it also presents a heightened risk of flooding, compounded by climate change. Rising precipitation levels and extreme weather occurences may result in more frequent and severe floods, endangering the structural stability of historic buildings and the town's infrastructure. Past flood events have underscored the potential for substantial damage to historical landmarks, such as the castle, where water infiltration into foundations and erosion of ancient stonework have been observed.

Erosion and structural damage: Changes in weather patterns, with more intense and frequent downpours and storms, could accelerate erosion of the town's ancient structures. The castle complex, in particular, may suffer from weather-related deterioration, which could undermine its stability and aesthetic value.

Biodeterioration: The shift in climate conditions can lead to increased humidity and dampness, fostering the growth of biological agents that can damage frescoes, woodwork, and other historic materials used in the construction of Český Krumlov's iconic buildings.

Cultural loss: Climate change not only affects the physical landscape, but also poses a significant risk to intangible cultural heritage. Traditional festivals and outdoor cultural events, which are integral to Český Krumlov's tourism appeal, may encounter disruptions owing to unpredictable weather patterns. The potential loss of these events, even if temporary, could result in a cultural void, loss, detrimentally affecting the town's vibrancy and economic sustainability.

The tourism profile of the town, intricitaely linked with its historical and cultural offerings, faces the imperative of navigating various challenges to safeguard its legacy while offering unforgettable experiences for visitors. Adaptation measures, including sustainable management of the Vltava River, conservation efforts for historic buildings, and the development of climate-resilient cultural practices, will be vital to safeguard Český Krumlov's tourism appeal in the face of climate change.

8. Climate change impacts on Beskydy Mountains

The Beskydy Mountains, while a haven for outdoor enthusiasts, are not immune to the impacts of climate change. The region is facing a range of challenges:

Shifts in biodiversity: The delicate balance of the Beskydy Mountains' ecosystems is at risk as climate change alters habitats and species distributions. Native flora and fauna may struggle to adapt, potentially leading to a loss in biodiversity that could diminish the natural appeal of the region.
Altered trekking seasons: As global temperatures rise, the traditional trekking seasons may shift. Warmer winters could shorten the snow season, affecting winter sports, while hotter summers might lead to less comfortable and potentially hazardous conditions for hikers.
Increased risk of natural disasters: The frequency and intensity of natural disasters, such as landslides and flash floods, are likely to increase with climate change. These events can devastate trails, disrupt access, and pose risks to the safety of residents and visitors alike.
Trail erosion: More extreme weather events, including heavy rainfall and storms, can lead to accelerated erosion of hiking trails. Maintaining these paths will become more challenging and costly, potentially impacting the accessibility and safety of trekking routes.
Water scarcity: Changes in precipitation patterns could lead to water scarcity issues in the Beskydy Mountains. Streams and rivers that hikers rely on for hydration may become less reliable, complicating long-distance treks and potentially damaging local ecosystems.

To preserve the allure of the Beskydy Mountains, proactive measures are essential. Conservation efforts must prioritize the protection of biodiversity, while simultaneously reinforcing infrastructure to withstand the impacts of climate change. Implementating adaptation strategies, such as diversifying tourism activities and promoting off-season travel, can aid in mitigating the economic repercussions of altered seasons. By embracing sustainable practices, the Beskydy Mountains can maintain their status as a heaven for individuals seeking solace in nature and the thrill of exploration despite amidst the challenges presented by a changing climate.

9. Climate change adaptation measures and strategies in Český Krumlov

Current measures and strategies

In the urban context of Český Krumlov, adaptation strategies to climate change are as intricate as its historic streets. Nestled along the banks of the Vltava River and crowned by the grand Český Krumlov Castle, the city confronts distinctive challenges owing to its UNESCO World Heritage Site designation. Balancing the preservation of its architectural and cultural heritage with the necessity for contemporary adaptation measures is paramount.

One pivotal strategy already underway is the integration of greenery into urban spaces. Prioritizing the planting of street trees not only enhances the city aesthetics but aslo plays a crucial role in regulating microclimates, mitigating the urban heat island effect, and enhancing air quality. Additionally, the implementation of street infiltration strips is underway, aimed at managing stormwater runoff, minimizing flood risks of flooding, and replenishing local aquifers.

Nevertheless, these initiatives face constraints imposed by the stringent regulations governing alteratuions within historic centers. Structural modifications must undergo a rigorous approval process to ensure they harmonize with the city's historical significance, imposing limitations on adaptation efforts.

Potential measures and strategies

Certainly, Český Krumlov can explore various strategies to bolster its resilience against the impacts of climate change. Some potential avenues for adaptation could include:

Enhanced water management. Given the city's vulnerability to flooding, enhanced water management systems could be developed. This could involve the creation of urban wetlands, which would serve as natural flood barriers while also providing new habitats for urban wildlife.

Building resilience in architecture. For new constructions and renovations, incorporating climate-resilient design principles could help protect the city's infrastructure. This might involve the use of materials that are better suited to withstand extreme weather conditions and the integration of green roofs and walls to provide insulation and reduce runoff.

Energy efficiency in heritage buildings. While preserving the historical integrity of buildings, there exists an opportunity to enhance energy efficiency by thoughtfully integrating modern insulation materials, energy-efficient lighting, and heating systems.

Community engagement and education. Engaging the local community in adaptation efforts is crucial. This could be facilitated through educational programs that focus on the importance of sustainability and heritage conservation in the face of climate change.

Tourism management. With tourism being a significant part of the city's economy, developing sustainable tourism practices is essential. This could include managing visitor numbers to reduce wear and tear on the city's infrastructure and promoting off-season tourism to spread the economic benefits throughout the year.

It's important to note that while some of these strategies may not be currently implemented, they represent a proactive approach to safeguard that Český Krumlov can continue to thrive as a living historical city in a changing climate. The blend of implemented and potential strategies forms a roadmap for the city's sustainable future, ensuring the preservation its charm for generations to come.

10. Climate change adaptation measures and strategies in Beskydy Mountains

Current measures and strategies

The Beskydy Mountains, with their picturesque rolling hills and verdant forests, stand in striking contrast to the urban landscape of Český Krumlov. Here, adaptation strategies to climate change are intricately linked with the preservation of natural landscapes and biodiversity. The region, particularly within the CHKO Kysuce and CHKO Beskydy protected areas, has embarked on proactive measures, to bolster its resilience against the adverse effects of climate change. One of the central strategies already being pursued is the conservation and restoration of natural habitats. This includes the reforestation of areas with native species that are more resistant to climate extremes and pests. By doing so, the region strengthens its biodiversity, which is crucial for maintaining ecosystem services and resilience.

Another critical measure is the monitoring and management of wildlife populations to ensure the support of species essentiakl to the ecosystem's health. This entails conducting scientific research and implementing conservation practices adaptable to the changing climate.

Furthermore, there is a strong emphasis on the management of management of water resources, with concerted efforts aimed at preserving the quality and quantity of water in mountain streams and rivers. This is vital not only for the sustenance of local flora and fauna but also for thewell-being of communities and tourists who depend on these water sources.

Potential measures and strategies

Looking ahead, the Beskydy Mountains could adopt additional strategies to further enhance their climate resilience:

Sustainable forest management. Developing and implementing sustainable forest management plans that account for future climate scenarios can help ensure the health and productivity of forest ecosystems. This may include adjusting logging practices and planning for increased fire risks.

Eco-tourism development. Promoting eco-tourism can provide economic benefits while also fostering a greater appreciation for the natural environment. This could involve the creation of educational trails, conservation volunteering opportunities, and the promotion of local eco-friendly products.

Infrastructure resilience. Building and maintaining trails, shelters, and other tourism-related infrastructure with climate resilience in mind can prevent future damage and reduce maintenance costs. This includes using materials and designs that can withstand extreme weather and considering the impacts of soil erosion.

Disaster preparedness and response. Establishing clear protocols for natural disasters, such as landslides or severe storms, can protect both residents and tourists. This includes early warning systems, evacuation plans, and emergency response training for local communities.

Climate research and monitoring. Continuous research and monitoring of climate impacts on local ecosystems can provide data necessary for informed decision-making. This could involve collaborations with academic institutions and international bodies.

Diversification of rural economy. Encouraging the diversification of the rural economy beyond tourism can provide a buffer against climate-induced fluctuations in visitor numbers. This might include supporting local agriculture, crafts, and other sustainable business ventures.

The strategies already in place in the Beskydy Mountains demonstrate a commitment to preserving the region's natural heritage. Through the ongoing development and implementation of forward-thinking measures, the area can sustain its appeal as a premier destination for nature enthusiasts, while safeguardingthe resilience of its ecosystems in response to climate change.

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Table 7/1: Questions for brief recapitulation of the case at the beginning of the class

1.	What is the climate change? What is the difference between mitigation and adaptation to climate change (in general and in tourism sector)?
2.	What are the main measures and strategies of adaptation to climate change in tourism sector?
3.	Describe Cesky Krumlov as touristic destination. What are the key climate changes impacts on it?
4.	Describe Beskydy Mountains as touristic destination What are the key climate changes impacts on it?
5.	What are current and perspective measures and strategies of climate change adaptation in Cesky Krumlov?
6.	What are current and perspective measures and strategies of climate change adaptation in Beskydy Mountains?

Table 7/2: Questions to be discussed in the class

1.	How do adaptation strategies differ between the heritage-focused tourism of Český Krumlov and the nature-based tourism of the Beskydy Mountains? Consider the types of interventions that are prioritized in each location.
2.	Compare how each location might diversify its tourism economy in response to climate change. What alternative tourism activities could be developed that are less climate-dependent?
3.	Evaluate the existing tourism infrastructure in both locations. How might they be modified to withstand the predicted impacts of climate change, such as flooding in Český Krumlov and trail erosion in the Beskydy Mountains?
4.	Discuss the role of different stakeholders in each location in developing and implementing adaptation strategies. How might their approaches to collaboration and decision-making differ?
5.	Contrast the ways in which cultural heritage in Český Krumlov and biodiversity in the Beskydy Mountains influence the adaptation strategies. How do these priorities shape the response to climate change?

8. Investment in a pension in village of Kněžice

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Karel Bílý, an engineer at the Prague University of Economics and Business, enjoys a stable net income of CZK 50,000 per month. Having accumulated savings of CZK 5 million, he has made the decision to invest in a pension in his favorite village of Kněžice, where he was born and currently resides with his family. His objective is not only to manage his business effectively ensuring a reasonable income but also to actively contribute to the sustainable and SMART development of the village.

1. Kněžice Village

Although Kněžice is situated near the spa town of Poděbrady, it is not a widely recognized tourist destination. The village lacks standard tourist attractions and is situated in an intensively used agricultural area of the Polabská lowlands. Despite this, Kněžice stands out for its uniqueness, attributed to the innovative concept of being an Energy Self-Sufficient Municipality (ESO Kněžice, 2023)

2. Inspirative municipality of Hostětín

Taking inspiration from the successful model of Hostětín municipality, renowned for its thriving rural tourism, Karel Bílý is drawn to its distinctive features within the Czech Republic. "The uniqueness of Hostětín in the scale of the Czech Republic lies in its complexity, concentration of model projects, their interdependence and functionality in the life of an ordinary municipality" (Veronica, 2023).

One of the inspiring projects in the municipality of Hostětín for Karel Bílý is the project "Educational and Information Centre Centrum Veronica" (for more useful details visit: https://hostetin.veronica.cz/o-nas).

3. Technical and economic alternatives for the investment in Kněžice

Karel Bílý envisions leveraging the concept of energy self-sufficiency in Kněžnice to create a compelling tourist attraction. His idea involves establishing a visitor center with a with a strong emphasis on education in the field of renewable energy, aligning with the principles of SMART and rural tourism.

Karel Bílý has the opportunity to utilize the partially revitalized brownfield building, known as "Kněžický mlýn" (“Kněžice Mill", No. 167) for his envisioned visitor center in Kněžice. The revitalization efforts were undertaken in 2012. The building has a new roof and a renovated ground floor, which now features a hall with a capacity of 100 people, along with amenities such as a hall with a capacity of 100 people, sanitary facilities, kitchen, and storage. The first floor presents an opportunity, according to an architectural study, to accommodate either another hall with a capacity of 60 people, or 10 rooms offering a maximum capacity of 40 beds. On the second floor there is a space available for the construction of a maximum of 4 rooms, designed as superior suites, with a combined capacity of 16 beds. The property has a garden spanning 2,000 square meters, providing additional potential for outdoor amenities or green spaces.

Additional construction works on the exterior (land) require CZK 900,000, the construction costs for the hall and kitchen equipment amount CZK 1 million. The construction costs for one room are CZK 650,000, the construction costs for a suite room are CZK 800,000. Karel Bílý also plans to purchase indoor equipment, specifically he wants to purchase models of renewable energy technologies for CZK 600,000, as well as outdoor models of the same nature for CZK 500,000 (windmill, watermill, solar panel). These costs provide a comprehensive overview of the financial considerations for the project, covering both construction and equipment expenses.

The current owner of the Kněžický Mlýn agrees to sell the property to Karel Bílý for CZK 5 million or lease it to him for 10 years at a symbolic CZK 1 per year. In both cases, Karel Bílý plans to undertake extensive building modifications, following the architectural study mentioned earlier, and incorporate the acquisition of technological models.

Karel Bílý utiklizes various publicly available sources on the Internet such as Seznam Zprávy (https://www.seznamzpravy.cz/clanek/domaci-zivot-v-cesku-jsou-pozice-na-ktere-uz-proste-cecha-nezamestnate-rika-hotelier-237731) to manage his kitchen. In determining pricing for the sale of drinks and meals, he follows the model presented at Hosteling (https://hostetin.veronica.cz/cenik-sluzeb). Karel has established his own costs for drinks and meals at 50 % of the selling price in the catering business. He views food and beverage costs as variable expenses.

In the operation of the visitor center, he envisions the employment of 1.5 full time equivalent (FTE) of kitchen staff, 1.0 FTE professional guide, and 1.0 accommodation staff. These personnel costs are deemed fixed, irrespective of the number of visitors to the center, and are calculated at an average gross salary of CZK 30 000 per FTE per month (excluding social security and health insurance contributions). Additionally, Karel Bílý considers energy costs, including heating costs at CZK 200,000 per year, and electricity and water costs at CZK 120 000 per year, to be fixed. He also considers other operating expenses related to accommodation, marketing, insurance, etc. amounting to CZK 240,000 per year, classified as fixed costs.

3. Financial and economic analysis of (investment) projects - theory and methods

Turning point analysis

In break-even analysis, the objective is to determine the level of product output (or quantity of services provided) at which the total revenue equals total costs (or zero profit). To achieve this, we need to allocate the costs from the generic breakdown according to their fixed or variable nature. The next figure we need to have is the unit price of the output or service.

The turning point is then calculated from the formula:

QBZ = FC/ (p-b)

where:

QBZ is the volume of output at which zero economic

result,

p is the price per unit of output/service,

b is the unit variable cost,

FC is the fixed cost.

Net Present Value

Net Present Value (NPV) - is the sum of the present value of the future cash flows arising from the investment and the cash flow at zero year (capital expenditure):

$$NPV = CF_n / (1 + r)^n$$

where:

NPV is the net present value of the project,

CF_n is the cash flow for each year considered (cash flow),

n is the considered lifetime of the project (investment),

r is the chosen interest rate (discount rate).

1. Options for public support of similar projects

Despite the limited possibilities for using public support for private projects in the European Union, the Czech Republic has a "Rural Development Programme" (Programme, 2023):

"The main objective of the Programme is restoring, preserving and enhancing ecosystems dependent on agriculture especially through agro-environmental measures, further investment for competitiveness and innovation of farms, support of the entry of young people into agriculture or landscape infrastructure. The programme will also support the diversification of economic activities in rural areas in order to create new jobs and boost economic development. Support will be given to the community-led local development, respectively the LEADER method, which contributes to better targeting of the aid to the local needs of the particular rural area and the development of cooperation between the stakeholders at the local level."

In EU countries, it makes sense to get familiar with EU funds in the given country for Programming period 2021-2027. For the Czech Republic:

- EU Funds in the Czech Republic after 2020 (The leaflet introduces main sources of funding from the EU funds in the 2021-2027 programming period.)

- Priorities of Cohesion policy 2021-2027 (Five objectives of the main EU investment policy in the Czech Republic.)

For more details about programs consult: https://www.dotaceeu.cz/en/evropske-fondy-v-cr/kohezni-politika-po-roce-2020

There may be financial option of a support for participants in events organized by the pension.

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Table 8/1: Questions for brief recapitulation of the case at the beginning of the class

1.	Briefly characterize the village of Kněžice.
2.	What makes the village of Hostětín inspiring?
3.	What is the Veronika Centre? What role did it play in the early development of Hostětín? For what products/services does the Veronika Centre collect sales, what is its product portfolio?
4.	What is the idea behind Karel Bílý investment?
5.	What are the possibilities of obtaining public financial support for similar actions?

Table 8/2: Questions to be discussed in the class

1.	How would you advise Mr. Bílý to decide - based on the technical and economic data on the project presented in the text - to invest, and if so, how? Detailed questions can be used to answer: Q1: What is the composition of the interior space layout to be implemented by Karel Bílý? What information will he need to make this decision? Q2: Which property acquisition option (purchase or lease) will Karel Bílý choose and why? Q3: How much external financing will Karel Bílý require, assuming he invests all his savings (CZK 5 million)? What would be the annual annuity payment for external funding with a maturity of 12 years and an interest rate of 7% per annum? Q4: If Karel Bílý accepts the option of selling the Kněžický mill in negotiations with the owner, will he use all his savings, what annual revenue must he generate to achieve a discounted payback period of no more than 10 years at the discount rate/rate of 4%? Sub-question: If Karel Bílý is guided by the Veronica price list (for more details see: https://hostetin.veronica.cz/cenik-sluzeb), when he considers: hall rental is 800 CZK/1 hour, or 5000 CZK/1 day depending on the type of educational event with an average of 50 participants using full board. How many hours/days does the hall need to be rented for per year to cover a) fixed costs, b) fixed costs and loan repayment? If he realizes sales only in this way, will he implement this project? Q5: If Karel Bílý agrees to the lease option when negotiating with the owner of the Kněžický mill, will he use all his savings to generate the annual revenue he needs to achieve a discounted payback period of 10 years at an average inflation rate of 4%? Sub-question: If Karel Bílý again assumes the Veronica price list (https://hostetin.veronica.cz/cenik-sluzeb), i.e. again the hall rental is 800 CZK/1 hour, or 5000 CZK/1 day depending on the type of training event

	with an average of 50 participants using full board, how many hours/days must the hall be rented per year to cover a) fixed costs, b) fixed costs and the loan repayment? If it only realises revenue in this way (i.e. the above training events for groups of 50), will it deliver this project? Q6: How will Karl White's thinking change if he discovers that he can receive a 40% subsidy for the capital costs of the project from a grant, the Rural Development Programme?
2.	What more could Mr. Bílý do to sustain or grow his business? What target group should Karel Bílý focus his marketing and distribution activities on, given the seasonality of tourist demand in the Czech Republic? How would you quantify the size of this target group (specific addressable market)?
3.	What could the community do to make the guesthouse business sustainable? Can it take inspiration from Hostětín?
4.	Do you think that Mr. Bílý could leave his job at the University of Economics and devote himself fully to his project?

9. Untapped potential of religious tourism: A case of Milevsko

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The picturesque South Bohemian town of Milevsko, with approximately 8,000 inhabitants, has historically been predominantly focused on industrial production, providing employment for a significant portion of the population. Recent changes in the employment structure appear to have contributed to the exodus of young people and the continuous decline in the town's population. Outside the town centre stands a historically significant monastery complex owned by the Premonstratensian Order. While the monastery had undergone partial renovations in recent years and attracts tourists, particularly from the surrounding area and within the Czech Republic, it is not frequently visited by foreign tourists, despite its international importance – a situation, the current town leadership aims to change. The city has developed relevant strategic documents to promote the monastery as a destination for religious tourism.

The Premonstratensian Order also owns a monastery in the capital city of Prague. The Prague monastery represents a well known and important tourist centre mainly visited by foreign tourists. Supraisngly, the monastery in Milevsko is not actively promoted by the Order as a religious tourism destination, even on its website. This is hapening despite of the fact that a significant archaeological discovery has been made in the Milevsko monastery that has garnered interest from both professionals and the general public.

Milevsko lacks a direct train connection to the capital and has insufficient tourism infrastructure, with accommodation and restaurant facilities not meeting the standards of more discerning clientele. Although there is significant potential for tourism development that could benefit the city and the region, infrastructural obstacles and local resistance hinder progress. Questionnaire surveys and in-depth interviews reveal reluctance among the local population to transform the monastery grounds into local cultural centre and tourism destination.

In 2018, a pivotal strategic development document „the Strategy for the Development of eCulture, Sport and Tourism“, was formulated (Milevsko, 2018).

This strategy has been implemented through the Live Milevsko: SMART REGION project. Within this initiative, one of the city's objectives is to advance activities that facilitate digitization and accessibility of cultural data to bolster the development of culture and tourism in Milevsko and its surroundings.

A specific sub-objective within this framework involves the modernization of information and communication technologies in the city. The emphasis is particularly on enhancing communication between the Municipality and various stakeholders, including citizens, tourists and other target groups.

A key strategic document is the „Development Strategy of Milevsko for the period 2022-2030“, where the promotion of tourism is taken into account. This instrumental strategic document takes explicit consideration of tourism promotion as a key component. This comprehensive strategy underscores Milevsko's commitment to advancing its cultural and tourism landscape through a forward-looking approach to technology and communication

One of the primary challenges hindering Milevsko from becoming a significant regional tourism centre is the insufficient promotion of the Milevsko Premonstratensian Monastery as a potential tourist destination and its development as a key attraction in the area. However, such promotion and support for development is difficult when the object of interest is in privately owned rather than city-owned. The attitudes of residents are less-than-enthusiastic, often stemming from lack of information about the potential benefits of promoting and supporting the monastery's development as a tourist destination.

The obstacle intensifies due to the absence of effective cooperation and communication between the city administration, the Premonstratensian Order, the citizens and local businesses. Residents may not fully grasp the positive impact such development could have on the town, including the potential enhancement of the quality of life for local residents.

Addressing these challenges necessitates collaboration among all stakeholders, following the principles of the so-called quadruple helix framework. . This cooperative approach, crucial for achieving objectives, aligns with the principles of sustainability and emphasizes a SMART perspective. Such cooperation can also be supported by leveraging financial instruments from the European Union, specifically the LEADER/CLD (Community-Led Local Development) method, which is directly designed to support the development of rural areas through Local Action Groups (LAGs).

1. Selected data on population in Milevsko

Table 9/1 presents selected statistical data on the development of the population, its age structure, and the share of the unemployed in Milevsko for the period 2015-2022. The data provides insights into demographic trends and employment dynamics within the community during this time frame.

Table 9/1: Selected demographic data for Milevsko in the period 2015-2022

Year	Number of Inhabitants										Average age	Percentage of non-placed persons
	Total	0 - 14			15 - 64			65+				
		Total	Men	Women	Total	Men	Women	Total	Men	Women		
2022	8 033	1 074	582	492	4 757	2 401	2 356	2 202	928	1 274	46,9	2,5
2021	8 185	1 095	575	520	4 866	2 430	2 436	2 224	937	1 287	46,7	3,0
2020	8 280	1 121	585	536	4 980	2 493	2 487	2 179	916	1 263	46,4	2,3
2019	8 277	1 112	581	531	5 043	2 525	2 518	2 122	894	1 228	46,0	2,0
2018	8 380	1 142	581	561	5 154	2 564	2 590	2 084	889	1 195	45,6	2,1
2017	8 474	1 146	575	571	5 310	2 655	2 655	2 018	857	1 161	45,2	3,1
2016	8 540	1 127	565	562	5 440	2 718	2 722	1 973	847	1 126	44,9	3,6
2015	8 649	1 150	573	577	5 570	2 778	2 792	1 929	816	1 113	44,4	-

Source: CZSO, 2023

2. Promotion of Milevsko Monastery by the Premonstratensian Order in public space

Considering the promotion of Milevsko Monastery by the Premonstratensian Order in the public space, it is insightful to explore two key sources. Firstly, a comprehensive overview is available on the website of the Premonstratensian Order's headquarters in Prague (Strahov, 2023; please refer to the References for the link). Additionally, valuable information regarding the monastery in Milevsko can be accessed on its dedicated website (Milevsko, 2023; please refer to the References for the link).

3. Article about a unique archaeological find in the monastery in Milevsko

An intriguing article detailing a remarkable and unique archaeological discovery in Milevsko monastery was published on the Internet daily Aktuálně.CZ in September 2022 (text adopted from Kužník, 2022; translated by editors of the teaching case book; for the access to the original Czech version see References):

„A new discovery from Milevsko. The Holy Spike Found in a Box with the World's Most Expensive Blue Paint“

In 2020, archaeologists uncovered a section of a wrought iron spike in a secret passageway of the Milevsko monastery. Initial suspicions of its significance were quickly surpassed by subsequent analyses. The nail, potentially linked to the crucifixion of Jesus, was stored in an oak box coated with a paint even rarer than gold. Remarkabbly, the Discovery was dated to the 4th century AD, marking the inception of the cult of Passion relics.

To the untrained eye, it appears as an unassuming six-inch piece of iron. Yet, closer examination reveals a small gold cross embedded in the stud on its broader side. From a historical perspective, this is an object that people considered to be a relic directly associated with the crucifixion of Jesus Christ, likely a nail from the True Cross.

From the point of view of early medieval man (specifically the fourth or fifth century), this artifact held immense value, believed to possess supernatural powers. This significance is evident in the intricate decoration of the reliquary housing the spike.

Missing precious stones

In the summer of 2020, researchers from the Our History Association retrieved the spike from a secret hiding place at the bottom of the vault in the northern wall of the Church of St.Jilja in the Milevsko Monastery. The archaeologists present at that time, led by Pavel Břicháček, were already discussing the absence of the traditional decoration consisting of precious stones.

In addition to the spike, the scientists also recovered the remains of two boxes from the hiding place. The older oak one was dated by Dr Ivo Světlík of the Czech

Radiocarbon Laboratory to the years 338 to 416 by radiocarbon analysis. There were no precious stones in the vault. Nor was the traditional blue colour that symbolises Jesus Christ.

The absence of the precious minerals surprised scientists, because their still inimitable brilliance was considered supernatural in the Middle Ages and was associated with the relics of saints.

"The glow of precious stones was inexplicable to medieval man. According to contemporary interpretation, they were the least material part of our world. It helped the angels and at the same time multiplied the powers and energies that emanated from the relics placed inside the jewelled box," explains Jiří Šindelář, a geoinformatician and head of the Our History Association.

The amount of gold found therefore corresponded to the relic's contemporary significance, but some of the expected equipment was seemingly missing. The explanation came with laboratory analysis of pieces of oak wood from the reliquary.

World's most expensive blue color

The archaeologists extracted samples from the debris of the discovered boxes, including the older oak and younger larch), for various analysis, including the examination of colour pigments. Dr. Radka Ševců conducted this analysis in a specialised laboratory at the National Gallery in Prague. The results proved to be astonishing even for the experts in the laboratory. Initially, optical microscopy revealed a fragment of a compact layer of blue colour. Subsequent structural analysis using Raman microspectroscopy unveiled the presence of so-called natural ultramarine.

Dark ultramarine, also known as natural or real ultramarine, is a rare colour obtained in a complex manner, as was done in the Middle Ages, by crushing the semi-precious stone lapis lazuli. This stone is found in only a single deposit, located in what is now Afghanistan. The rarity of the colour is also reflected in its name, composed of the Latin words "ultra" (above, further, thus figuratively also behind, from behind) and "mare" (sea).

In our region, this colour is found only in very rare cases, typically associated with royal or imperial courts.

When restoring the epitaph stone on the Golden Gate of St. Vitus Cathedral after 2000, we aimed to use natural ultramarine for colouring the inscription, just like the original author. At that time, one hundred grams of this colour were up to three times more expensive than the same amount of gold," recalls restorer Tomáš Rafl, who was involved in the cathedral’s restoration. The high price of the dye is atributed not only to the unique origin of the stone but also to the very lengthy and demanding production process.

It is said that even Michelangelo could not afford ultramarine. His famous contemporary, the painter and architect Raffael Santi, used it only on highly visible parts of surfaces because of its high cost. Although a synthetic version of the dye has existed since 1824, it cannot replicate the unique refraction of light offered by natural ultramarine.

A hidden box?

During the research, it was also essential to explore the possibility that the spike itself conceals another cavity, perhaps for storing spikes from the actual spike of the True Cross. This idea was prompt, in part, by the legend of Longinus' spear, which was said to have pierced the side of the crucified Jesus Christ by a Roman soldier. The surviving spear was probably likely crafted in the eighth century, with part of the presumed nail from the True Cross was inserted into its blade.

Archaeologists speculated that just below the inscribed gold cross (gold tausia) on the broader side of the spike, there could be a small liturgical box for the relic. To investigate this, experts at the CTLAB X-ray computed tomography laboratory at CEITEC conducted a comprehensive X-ray examination of the spike.

"During the tomographic inspection, over 2,000 X-ray images were taken, from which a 3D model of the nail was subsequently created, providing complete information about its internal structure. The main area of interest was the 21-carat embedded cross, under which archaeologists believe a liturgical box might be found. However, the presence of any kind of cavity has been refuted with absolute certainty," says Michaela Škaroupková, Sales and Marketing Director of CTLAB CEITEC.

At the very beginning

The relatively straightforward design of the reliquary alligns with the ancient Byzantine reliquaries known to us. According to the legend of Saint Ambrose, Empress Helena (later canonized) discovered the remains of the crosses and other relics associated with the crucifixion of Jesus Christ on 13 September 326.

For context, Cyril and Methodius did not arrive to Moravia until 863, placing us at the inception of the fervor for Passion relics – those linked to crucifixion of Jesus Christ.

"It is unusual that we have no surviving information about such an important relic, and it was not placed on the high altar. This raises the question of how it got to Milevsko in the first place. Circumstances suggest that it may not have been obtained through the proper channels. Any handling of such a precious relic was subject to strict regulations and required the ruler's permission," outlines Dr Pavel Břicháček, the head of archaeological research, pointing to other mysteries surrounding the spike that are still awaiting resolution.

4. Strategy for the development of eCulture, sport and tourism

Within the framework of this strategy, a SWOT analysis for tourism was prepared. It provides an interesting basis for reflection on the individual aspects from the position of day visitors and from the position of (overnight) tourists, especially foreign tourists (Milevsko, 2018).

Table 9/2: SWOT analysis for tourism in Milevsko

STRENGTHS	WEAKNESSES
• Robust organizational security of tourism development in Milevsko	• Significant prevalence of day visitors with limited spending in the destination
• Sufficient accommodation capacities in the town and its	• Few major supra-regional tourism attractions included in a

surroundings (very low occupancy outside the main summer season)	renowned network of labels (UNESCO, national park, etc.)
• Adequate network of additional services in the area (bike rental, catering services, etc.)	• Lack of supporting attractions and products for the winter (but also autumn and spring) season
• Experience with service packages and the offer of more complex products targeted at more specific groups of visitors (despite limited offer and marketing communication is compared to many competing destinations Milevsko is "one step further")	• Not very convenient opening hours of the information centre, especially outside the summer season
• The existence of a few unique destinations and events on which to build visitor development (the monastery, the Milevské masquerade museum, Zemráj, the Milevské masquerade and Milevské festivities)	• Limited potential of the area for the development of tourism associated with business trips
• Superior facilities for sports activities and rural tourism	• Prevailing lower quality of accommodation services
• Dense transport network meeting the needs of tourism	• Limited offer of complex tourism products
• Quality web information portals related to Milevskå	• Poorly coordinated and insufficiently detailed monitoring of visitors to the city and the region
	• Bland or deteriorated tourism image

OPPORTUNITIES	**THREATS**
• Long-term and short-term growth of tourism in the Czech Republic and Europe, growth of purchasing power	• The trend of shortening length of stay - the need to adapt the offer and marketing
• Dynamic growth of visitors to the Czech Republic, South Bohemia and Toulava	• Stagnation in the number of children and families with children and thus the limited potential of this social category in terms of travel (growth can only be achieved by redistribution between destinations)
• Trend of more short holidays allowing partial extension of the season beyond the summer months	• Increasing demands of tourism participants for quality of service, which may lead to uncompetitiveness of some establishments
• Increasing visitor demands for destination security and simultaneous reduction of security in some Mediterranean destinations	• Frequent concept changes at national level, lack of long-term planning
• Development of information technology and social enabling communication with customers "remotely"	• Inconsistent implementation of the national concept of tourism development
• A boom in environmentally friendly forms of tourism and tourism associated with health care (wellness...) localizable in almost any rural area of the Czech Republic	• Limited external financial resources available for tourism development
• Declining linkage of tourist routes to specific traditional sites in domestic tourism	• Reduced effectiveness of traditional tourism campaigns, which contradicts the fact that

	these campaigns are still frequently used in the Czech Republic
• Growth in the number of seniors in the Czech Republic coupled with the growing interest of this age category in travel	• Relatively low potential for foreign visitors due to the geographical location and structure of tourism attractions
• Very favourable image of South Bohemia in tourism	
• Significant potential for domestic visitor development due to the geographical location and structure of tourism attractions	
• Established hierarchy of institutions coordinating tourism development (JCCR, Toulava)	
• Ambitious objectives of superior (state, regional) strategic documents of tourism development	

5. From the Development Strategy of the City of Milevsko for the period 2022 - 2030

In the Development Strategy of Milevsko, tourism is addressed in section B.3.3 (Milevsko, 2022):

Measure B.3.3 The Development Strategy of Milevsko outlines specific activities under Measure B.3.3, focusing on the tourist use and development of the monastery and other historical buildings:

Overview of activities:

- Enhancing the attractiveness of the monastery museum to reach higher numbers of visitors - linking activities with the town museum;
- Reconstruction of part of the monastery into accommodation, catering and relaxation facilities;
- Creation of virtual tours of historical buildings, promotion of monuments on social networks;
- Support for investments through the LAG - CLLD instruments.

6. The interview with a 54-year-old resident of Milevsko highlights several key challenges and perspectives within the community:

"In our town we are facing a number of problems, Milevsko is getting older, the population is decreasing, young people are leaving and moving either to Prague or to bigger towns in the vicinity. They leave to study and usually do not come back. The older people in the city want to be more quiet and are not very enthusiastic about tourism, nobody is curious about tourists, they want better pavements and more services. No one is very aware that with tourists the infrastructure in the city would improve, both the "hard" and the "soft", our city could be more modern and more attractive to locals.

Naturally, we are most proud of the monastery, which lies outside the city centre, cut off from it by the main road. Fortunately the town has invested in a new pavement, which now makes it a nice and safe walk. We always go there when we have visitors. On the other hand, it's owned by the Premonstratensians and repairs and maintenance are their responsibility, I don't see why the city should get involved, and on our tax dollars. We don't know much about the plans for the monastery. I've heard that there are ongoing meetings between city leaders and representatives of the monastery, but the meetings are not open to the public."

7. Public survey Milevsko 2030

The "Milevsko Development Strategy for the period 2022 - 2030" involved a public survey conducted in 2022, with the following key details:

A total of 195 respondents took part in the public survey, the collection of questionnaires was carried out through the CAWI method. The survey was completely anonymous and was carried out over a period of one month, namely from 25 March 2022 to 25 April 2022.

The most frequent answer of the respondents to the following questions was always "monastery":

1. What comes to mind when you say Milevsko - what do you associate the town with, what is typical for the town in your opinion?

8% of respondents said "monastery".

2. When your friends come to visit you, what do you show them in the city?

15% of respondents said "monastery".

3. What do you personally consider to be the biggest advantage of the city, what do you like about it?

8% of respondents said "the monastery".

8. Quadruple and quintuple innovation helix framework

Recall the basic principles of cooperation according to the quadruple helix framework and the meaning shift in the case of the quintuple helix towards sustainability. Use your lecture notes or open sources such as Wikipedia:

https://en.wikipedia.org/wiki/Quadruple_and_quintuple_innovation_helix_framework

9. Working together to achieve the goals as one of the 17 Sustainable Development Goals

Although Goal 17 is understood in a global context to "Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development", it can also be seen in a local, regional or national context simply as a prerequisite for the successful implementation of actions. The "SDGs wedding cake" model also reflects this approach. Recall it from lectures or look it up, preferably together with the definition of SDG 17, in open sources.

LEADER/CLLD

On the website of the European Network for Rural Development of the European Commission, LEADER/CLD methods are listed as possible sources of funding for activities supporting stakeholder cooperation in rural areas.

LEADER is a local development method which has been used for 30 years to engage local actors in the design and delivery of strategies, decision-making and resource allocation for the development of their rural areas.

It is implemented by around **2 800 Local Action Groups (LAGs),** covering 61 % of the rural population in the EU and bringing together public, private and civil-society stakeholders in a particular area *(situation as of end 2018 - EU-28)*.

In the rural development context, LEADER is implemented under the national and regional Rural Development Programmes (RDPs) of each EU Member State, co-financed from the European Agricultural Fund for Rural Development (EAFRD).

In the 2014-2020 programming period, the LEADER method has been extended under the broader term **Community-Led Local Development (CLLD)** to three additional EU Funds:

- the European Maritime and Fisheries Fund (EMFF);
- the European Regional Development Fund (ERDF); and
- the European Social Fund (ESF).

Source: European Commission (2021)

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Table 9/3: Questions for brief recapitulation of the case at the beginning of the class

1.	What demographic difficulties is the town of Milevsko facing?
2.	What strategic documents has the city of Milevsko prepared in the field of regional development and tourism?
3.	Does the City of Milevsko declare the use of new technological tools to improve communication with tourism stakeholders?
4.	Is there a good cooperation between stakeholders in Milevsko to promote tourism, especially the Premonstratensian Brothers Monastery in Milevsko as a major attraction?
5.	Are there appropriate ways of funding in the field of cooperation support for rural areas of the European Union suitable for the Milevsko region?

Table 9/4: Questions to be discussed in the class

1.	What are the main barriers to the development of tourism in connection with a visit to the monastery in Milevsko in terms of accessibility for Czech and foreign tourists?
2.	What could be the reasons why the local population refuses to make the monastery grounds a local cultural centre?
3.	What are the possibilities to improve the promotion of the monastery in Milevsko as a tourist destination?
4.	What is the role of collaboration/partnership in achieving goals? How to implement the measures proposed in the Milevsko Development Strategy for the period 2022-2030 through improved communication and cooperation? What technological or innovative tools can be used for this purpose?

10. Assurance of environmental quality in Rjukan tourism destination: Role of standardization and labelling

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In 2018, Innovation Norway's Sustainable Destination Standard attained the prestigious "GSTC-recognized standard" status.

Innovation Norway's Sustainable Destination Standard comprises 45 criteria and 108 indicators that are assessed, recorded and monitored. This comprehensive standard encompasses aspects such as nature, culture, environment, social values, community engagement and economic viability. The performance is measured and improved continuously, with the brand being reviewed every three years.

Obtaining the GSTC-recognized status signifies that the sustainable tourism standard has undergone a thorough review by GSTC technical experts and the GSTC accreditation panel. It has been deemed equivalent to the GSTC criteria for sustainable tourism. Furthermore, an organization must administer the standard while meeting GSTC requirements. it is important to note that GSTC recognition does not guarantee the reliability of the certification process itself; rather, it indicates that the set of standards utilized for certification includes the essential elements for ensuring sustainability. The aim of GSTC programmes is to recognize genuine practitioners of sustainable tourism, thereby fostering consumer confidence and credibility.

Rjukan in Tinn municipality, situated in the serene and rustic northern region of Vestfold and Telemark County, boasts breathtaking landscape and abundant natural beauty. It serves as the home for Visit Rjukan, the destination marketing organization. With tourism being the primary focus for business growth in Tinn municipality, over 90% of the local population supports the development of sustainable tourism practices (Rjukan, 2024). As a testament to its commitment to sustainability, Rjukan earned the prestigious "Sustainable Destination" label from Innovation Norway in 2021.

For more information about Rjukan, see its web pages (Rjukan, 2024): https://www.visitrjukan.com

1. Background information

In the serene town of Rjukan, nestled amidst the breathtaking Norwegian landscape, an air of anticipation hung as the Gaustablikk Hotel's warm glow illuminated the evening. The hotel, a beacon of hospitality, was the chosen venue for a significant gathering of destination managers. Their shared purpose? To delve deep into the topic of "promoting tourism sustainably". Among the delegates was Neil Thorson, a name synonymous with Visit Rjukan, who brimmed with enthusiasm to host this noteworthy event and glean insights from the distinguished participants.

Neil's choice of setting for his evening coffee could not have been more fitting. As he gazed out at the stunning silhouette of Gaustatoppen, a tourist attraction, he was joined by an equally passionate peer, Andreas Fet, the destination manager of Visit Røros (Visit Røros and Østerdalen, 2024). This chance rendezvous kickstarted a conversation that would linger in their minds long after that evening.

Their discourse meandered through the strategies employed in their respective destinations to allure tourists and the unique challenges that each of them grappled with. However, it was a particular notion shared by Andreas that struck a chord with Neil and planted a seed of curiosity in his mind. The concept in question? The “Sustainable Destination” label, awarded by Innovation Norway, a stamp of recognition for destinations committed to sustainability.

Intrigued by Andreas's mention of this label, Neil's curiosity got the better of him, and he probed further. As they savoured their coffee, Andreas unveiled the story of how Visit Røros grappled with a pivotal question during the strategic revision meetings in 2010. Faced with a surge in the interest of sustainable tourism among certain travellers, the burning query surfaced during a pivotal board meeting: "How can we distinguish ourselves among other destinations and proudly exhibit our dedication to sustainability for the discerning 'green tourists'?"

What followed were arduous discussions, careful considerations and a collective resolve to embrace a transformative journey. The decision was made, and it was no small undertaking. In 2013, after two years of meticulous efforts and unwavering support from Innovation Norway, Visit Røros proudly achieved the esteemed status of a “Sustainable Destination”. The initial toil was soon justified, as the destination noted a perceptible surge in tourists' awareness of sustainability and their contributions to the sustainable development of the destination.

It was during a subsequent presentation by Innovation Norway, where they unveiled the intricate process, benefits and challenges of attaining the “Sustainable Destination” label, that Neil's mind began to churn with questions. The concept of sustainability, with its far-reaching implications, lingered in his thoughts, setting the stage for a thought-provoking journey that would reshape the future of tourism in Rjukan.

2. Before applying for the process

In the picturesque town of Rjukan, nestled amidst the stunning Norwegian landscape, a whisper of change began to stir. Neil, a passionate advocate for sustainability and the driving force behind Visit Rjukan, embarked on a transformative journey. Just a few weeks after the resolute decision to chart a course towards sustainability, Neil took a significant step. With a sense of purpose and a vision for a more sustainable future, Neil extended a heartfelt invitation to local businesses, dedicated representatives of Tinn municipality and the various stakeholders entwined within the intricate web of the local value chain. Their shared mission? To explore the uncharted territory of achieving the “Sustainable Destination” label, a recognition of commitment to the cause of sustainability.

The gathering, charged with anticipation, aimed to unravel the current challenges and the unique endeavours that each stakeholder, whether a longstanding business or a humble family enterprise, had undertaken within the destination. Yet, as Neil and the participants soon discovered, the path to sustainability was destined to be anything but a leisurely stroll. A chorus of concerns reverberated through the meeting room.

Some voiced their doubts, questioning the need for investing time, resources and finances in ushering changes into well-established routines. "Our business is thriving," they asserted, "and growth is a testament to our success. Why should we complicate matters with this sustainability pursuit?" The resounding refrain of "We're a family business" or "We're already doing our part by reducing waste" further underscored their apprehensions. The query of sourcing locally when traditional suppliers offered cost-effective alternatives, or the belief that Norway's abundant hydropower granted a sufficient “green” status, formed the crux of the scepticism. To some, sustainability seemed a distant and enigmatic concept.

However, in the midst of apprehension, there shone a glimmer of hope. Several businesses, driven by a passion for sustainability, saw the opportunities concealed within the challenges. A few proudly displayed the "Eco-lighthouse" label as a testament to their green initiatives, and they attested to the tangible benefits. Positive tourist reviews and the power of word-of-mouth publicity had propelled their businesses. For tourists, these initiatives emerged as deciding factors when choosing where to stay, dine or engage in activities.

Neil, a steadfast advocate for the sustainability cause, seized the moment to address the assembly. He articulated a compelling vision—a vision where “Sustainable Rjukan” was not just a label, but a declaration of responsibility and a promise to work earnestly towards a sustainable future. With this label, Rjukan would not only build trust with tourists but also provide an enriched experience, one that seamlessly integrated sustainability into every facet of the destination.

In the days that followed, Neil embarked on a mission to engage in candid discussions with individual businesses. He sought to illustrate the grander vision and the long-term advantages of embracing the “Sustainable Destination” label. With each conversation, he chipped away at the scepticism and unveiled the panorama of possibilities that awaited those willing to take the leap. These conversations sowed the seeds of change and garnered vital support from businesses of all sizes.

The crescendo of this endeavour culminated in the hallowed boardroom of Visit Rjukan, where Neil presented the audacious vision of “Sustainable Rjukan”. The board, recognizing the urgency and significance of this journey, issued the resounding green light to proceed. The stage was set to join hands with Innovation Norway and embark on the intricate process that would ultimately redefine the future of Rjukan as a beacon of sustainability.

3. During the application process

The journey towards obtaining the “Sustainable Destination” label, while imbued with noble intent, was not without its fair share of challenges and opportunities. As the passionate stakeholders of Rjukan embarked on this ambitious endeavour, they were met with an intricate web of complexities that often tested their resolve.

Neil, in his capacity as the Director of the Destination Marketing Organization (DMO) for Rjukan, emerged as the linchpin of this transformative mission. With unwavering commitment, he spearheaded the initiative, fostering an environment where sustainability was not just a buzzword, but a shared vision that transcended individual businesses. Several local businesses, echoing Neil's enthusiasm, took up the gauntlet with zeal. Their participation went beyond the mere pursuit of a label; it was a testament to their collective commitment to sustainability. The “Eco-lighthouse” label had become a beacon of progress for them, driving them to make substantial contributions to the cause. Their endeavours, backed by the positive customer reviews and word-of-mouth endorsements, infused renewed energy into the quest.

The Tinn municipality played a pivotal role in this pursuit. As the administrative body overseeing the region, it bore the weighty responsibility of aligning local policies and resources with the sustainability agenda. The municipality recognized that sustainability was not merely an aspiration; it was a fundamental principle that could shape the destiny of the region. Consequently, it extended invaluable support and commitment to the cause, creating an environment conducive to sustainable growth.

Lady Maria, the external process supervisor from Innovation Norway, stood as a beacon of experience and expertise throughout this demanding journey. Her role was instrumental, given the complexity of the labelling scheme. The intricacies of the indicators and themes necessitated a guide, and she fit the role perfectly. Drawing from her wealth of experience and comprehensive oversight, she became a trusted ally not only to Neil but to the entire pyroject. She provided valuable assistance to the project manager, navigating through the labyrinth of requirements and benchmarks.

The journey towards sustainability in Rjukan was marked by its own set of trials and tribulations, each testing the unwavering commitment of the stakeholders involved. First among these challenges was the formidable task of fostering meaningful dialogue between the local businesses and the external process supervisor. Achieving alignment on sustainability objectives demanded effective communication, yet this was often easier said than done. Negotiating the complexities of multiple stakeholders' perspectives and priorities required patience and tact. Another significant hurdle that emerged was the need to work on multiple indicators concurrently. Each indicator within the labelling scheme represented a unique facet of sustainability, necessitating meticulous attention and adherence to diverse criteria. This multi-pronged approach proved demanding, calling for a dedicated allocation of effort and resources, all the while striving to maintain a coherent and harmonious strategy.

Perhaps one of the most significant challenges was the hurdle of expertise and resources, particularly for smaller family-owned enterprises. The aspiration for sustainability was palpable, yet for some, it remained just out of reach due to limitations in knowledge and resources. The pursuit of sustainable practices often appeared daunting without external support and guidance. These challenges served as formidable adversaries on the path to sustainability, testing the resilience of the Rjukan community. However, the collective determination to overcome these hurdles and achieve the “Sustainable Destination” label was a testament to the unwavering commitment of all involved, propelling them further towards their sustainability goals.

Against the backdrop of challenges that marked their journey, the stakeholders in Rjukan astutely seized the multitude of opportunities that emerged, shaping their pursuit of sustainability. First and foremost, the ardent pursuit of the “Sustainable Destination” label ignited a significant surge in awareness regarding sustainability indicators. As local businesses aspired to attain this prestigious recognition, they embarked on a learning journey that expanded their comprehension of sustainable practices. This educational odyssey laid the foundation for a broader understanding of the multifaceted world of sustainability, transforming businesses into beacons of informed environmental stewardship.

The success stories of businesses that had already earned the coveted “Eco-lighthouse” label became powerful catalysts for change. Inspired by the achievements of their peers, several businesses, fuelled by a desire to emulate these pioneers, took the plunge and sought the “Eco-lighthouse” label independently. This surge of individual initiatives not only bolstered the local sustainability landscape but also contributed to the overarching cause of sustainability. In their collective pursuit, these businesses became torchbearers, illuminating the path to a greener, more responsible future.

Perhaps one of the most remarkable outcomes of the ambitious sustainability pursuit was the emergence of a newfound dialogue among local businesses. Fuelled by their shared goals and an understanding of the challenges that lay ahead, they began to share insights, experiences and best practices. These conversations sparked the genesis of a collective vision of sustainability that transcended individual interests. In the tapestry of challenges and opportunities, the journey towards sustainability in Rjukan took shape, undeniably transformative. It was a testament to the power of commitment and collaboration, foretelling a future where “Sustainable Rjukan” would transcend being a mere label, emerging as a living, breathing embodiment of their dedication to sustainability.

More information about this process is available at (Norway, 2024):

https://business.visitnorway.com/no/barekraftig-reiseliv/

4. After acquiring the label

Obtaining the "Sustainable Destination" label was a significant milestone for Rjukan, but it marked not the end of their journey, but rather the beginning. The label, a symbol of their commitment to sustainability, signified that Rjukan had embarked on a path towards a more responsible and environmentally-conscious future. However, with this achievement came a fresh set of challenges and a world of opportunities that would shape the next chapters of their journey.

One of the primary challenges that Rjukan faced after acquiring the label was the shift in support. While Innovation Norway had played a pivotal role in guiding and supporting them throughout the certification process, now Rjukan found itself in the position of self-reliance. The responsibility of maintaining and building upon their sustainable practices rested on their shoulders. It was a transition that demanded careful planning, dedication and a deep-seated commitment to their sustainability goals.

Convincing more companies within the destination to seek certification emerged as another formidable challenge. Despite the success of some businesses in achieving the "Eco-lighthouse" label, not all were on board. Even the Tinn municipality office, the very heart of local governance, had yet to attain this certification. Bridging this gap and encouraging wider participation in the sustainability cause was a task that required innovative strategies and a shared vision.

The prospect of setting up a robust sustainability marketing strategy also loomed large. With the "Sustainable Destination" label, Rjukan now had the opportunity to promote its commitment to sustainability to a wider audience. Crafting a message that resonated with both tourists and businesses, one that communicated their dedication to sustainable practices, was a strategic challenge that demanded careful consideration.

In the midst of these challenges, a world of opportunities lay in waiting. Tourists, increasingly conscious of the environmental impact of their travel, began to prefer Rjukan for its sustainable practices. Sustainability was not just a label but a way of life in the destination, with businesses and residents alike integrating sustainable practices into their daily routines. This authentic commitment to sustainability not only set Rjukan apart but also helped combat the issue of greenwashing, where businesses merely pay lip service to sustainability without genuine action.

As Rjukan forged ahead, the journey of sustainability became not just an endeavour but a way of life. The challenges served as catalysts for innovation, while the opportunities illuminated the path to a future where Rjukan's commitment to sustainability was not merely a symbol but a deeply ingrained ethos, one that would continue to shape the destiny of this remarkable destination.

5. Conclusion

As the sun began its descent over Rjukan, casting a warm, golden hue across the landscape, Neil and Andreas found themselves once again at Gaustablikk Hotel, gazing at the picturesque view of Gaustatoppen. Their coffee cups cradled in their hands, they exchanged knowing smiles, the weight of their collective journey palpable in the air.

"Andreas," Neil began, breaking the tranquil silence, "It's incredible to see how our destination has transformed since we embarked on this journey of sustainability. Tourists are recognizing the 'Sustainable Destination' label, and it's becoming a deciding factor for them when they choose where to stay, dine or explore. We've become a magnet for green tourists."

Andreas nodded in agreement, his eyes reflecting a sense of pride. "You know, Neil, it was a tough road convincing businesses to join this sustainability movement. Many were sceptical at first, questioning the need for change. But look at us now. The success stories of those who embraced the 'Eco-lighthouse' label have been a powerful catalyst, and businesses are starting to realize that sustainability is not just a trend; it's the future."

Neil leaned back, savouring his coffee and the moment of reflection. "Indeed, Andreas, it's been a challenging but incredibly rewarding journey. Rjukan is not just a destination; it's a living example of our dedication to sustainability. The label was just the beginning; it marked our commitment to the cause. We're setting an example not only for our fellow businesses but for the world. And it's a journey I'm proud to be on."

With that, the two destination managers continued their conversation, discussing the promising future that lay ahead for Rjukan as a beacon of sustainable tourism, where the commitment to sustainability was not just a label but a way of life.

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Table 1: Questions for brief recapitulation of the case at the beginning of the class

1.	What measures or strategies do destination managers typically adopt to enhance sustainability in their tourism operations?
2.	What are some of the reasons destination managers would go for certification/accreditation related to sustainable tourism?
3.	Can you provide examples of specific certifications or accreditations in sustainable tourism that destination managers commonly pursue and their respective benefits?

Table 2: Questions to be discussed in the class

1.	How can we use certification/accreditation to combat greenwashing?
2.	What challenges and opportunities do you face when you apply for a certification as a destination manager?
3.	It is the responsibility of the destination marketing organisation only to make sustainable certification/accreditation visible. Comment.

11. Michelin stars for the Czech Republic: Government subsidy to support Czech tourism

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Gastronomy is a fundamental aspect of the cultural identity of any country or region, contributing to the formation formation of its national identity. This is prominently reflected in the interest surrounding certain destinations. Noteworthy examples of gastronomic or culinary tourism destinations include Champagne, Bologna, Brittany, Naples, Piedmont, Valencia, Andalusia, San Sebastian or La Rioja. A commonality among these places is the inclusion of their gastronomic establishments in the prestigious Michelin guides.

Czech gastronomy, recognized abroad for its beer and wine culture, is often stereotypically perceived as centered around dumplings and heavy, fatty food. Braking away from this label is crucial. Despite limited effectiveness of state intervention in this area, various strategies are being explored, with much left to the private sector. One promising avenue is fine dining certification, such as the Michelin Guide. This certification not only elevates the destination's profile but also stimulates demand, fostering competition and improving overall quality across the sector.

However, Michelin's decision to charge destinations for its services, with the stipulation that private businesses need not pay, adds complexity to the issue. This structure complicates decisions for Destination Marketing Organizations (DMOs) or governments considering whether to bear this fee.

This teaching case study provides essential information to navigate the challenges of decision-making related to providing financial support to garner to get more Michelin stars in the Czech Republic.

3. The role of gastronomy in tourism and economy (World; Czech Republic)

Gastronomy typically serves as a strong motivator in destination selection. However, a study by Kupčíková (2020), a researcher at the Institute of Tourism, gastronomy, indicates that gastronomy holds very low importance as a motivator to visit the Czech Republic. This suggests a discrepancy in realizing the potential offered by the current behavior of foreign tourists and prevailing trends.

For a foreign tourist visiting the Czech Republic, expenditure on gastronomy constitutes 24-26% of total spending. According to credit card provider survey, approximately 20% of all payments are made in restaurants. To gauge the overall contribution of gastronomy to the Czech economy, consider a table highlighting the ten most creditworthy markets (calculated by the average spending per day and by the number of arrivals and the number of overnight stays, i.e. taking into calculation the "weight" of the destination).

For the highlighted countries, spending on gastronomy exceeded 27% from 2019 to 2022 (Italy 34%, USA 27%, UK 30%, Austria 29%, Germany 26%, Hungary 36%, Japan 30%, France 29%, Canada 28%). Notably, these figures position these countries among the top contributors to the country's economic benefit, with five of them featuring in the top 10 markets.

Table 11/1: Market credibility

MARKET 2019	MARKET CREDIBILITY	SHARE OF ARRIVALS	SHARE OF OVERNIGHTS
GERMANY	9,7 bil. CZK	21,3	24,3
RUSSIA	4, 1 bil. CZK	5,8	9,5
USA	3, 6 bil. CZK	6,0	5,9
GB	2, 9 bil. CZK	5,1	5,1
POLAND	2, 7 bil. CZK	6,9	5,7
SLOVENIA	2, 7 bil. CZK	7,7	6,1
ITALY	2, 4 bil. CZK	4,2	4,4
CHINA	2 bil. CZK	6,3	3,7

FRANCE	1,6 bil. CZK	3,2	3,2
SOUTH KOREA	1,6 bil. CZK	4,0	2,5
TOTAL	33,3 bil. CZK	70,4	70,6

Source: www.tourdata.cz

Gastronomy tourists share similarities with sightseeing and culture tourists. Typically comprising couples aged 30-50 with above-average incomes, higher education levels and tend to exhibit higher spending habits compared to their 'cultural' counterparts. Noteworthy is their inclination to stay longer, often choosing accommodations in multi-star hotels.

Gastrotourism, a key component of cultural tourism, stands out as one of the primary products within the framework of the four basic products delineated by the CzechTourism agency. It plays a crucial role as one of the pillars of the marketing strategy of the CzechTourism agency, contributing significantly to building the destination's image, attracting a creditworthy clientele, and establishing tourism beyond the confines of Prague.

4. Michelin in the World

Official web pages of Michelin company offer the basic information about history and current status of Michelin guide:

"In fact, its roots were far more humble: the little red guidebook was originally conceived simply to encourage more motorists to take to the road. It all started in Clermont-Ferrand in central France in 1889, when brothers Andre and Edouard Michelin founded their eponymous tire company, fueled by a grand vision for the French automobile industry at a time when there were fewer than 3,000 cars in the country.

In order to help motorists develop their trips - thereby boosting car sales and in turn, tire purchases - the Michelin brothers produced a small guide filled with handy information for travelers, such as maps, information on how to change a tire, where to fill up on petrol, and wonderfully - for the traveler in search of respite from the adventures of the day - a listing of places to eat or take shelter for the night.

For two decades, all that information came at no cost. Until a fateful encounter that remains a favorite anecdote, we repeat today, when Andre Michelin arrived at a tire shop to see his beloved guides being used to prop up a workbench. Based on the principle that "man only truly respects what he pays for", a brand-new MICHELIN Guide was launched in 1920 and sold for seven francs.

For the first time, it included a list of hotels in Paris, lists of restaurants according to specific categories, as well as the abandonment of paid-for advertisements in the guide.

Acknowledging the growing influence of the guide's restaurant section, the Michelin brothers also recruited a team of mystery diners - or restaurant inspectors, as we better know them today - to visit and review restaurants anonymously.

In 1926, the guide began to award stars for fine dining establishments, initially marking them only with a single star. Five years later, a hierarchy of zero, one, two, and three stars was introduced, and in 1936, the criteria for the starred rankings were published.

During the rest of 20th century, thanks to its serious and unique approach, the MICHELIN Guides became best-sellers without equals: the guide now rates over 30,000 establishments in over 30 territories across three continents, and more than 30 million MICHELIN Guides have been sold worldwide since.

Today, the remarkable foresight of the founding Michelin brothers has given the company a vocation that is as relevant in 2018 as it was in 1900 – namely, to make driving, tourism and the search for unforgettable experiences available to all." (Michelin guide, 2024)

5. Current rules/policies of Michelin

Michelin´s rating system extends to cover both restaurants and hotels. The restaurant system divides in three components – Michelin star rating (represented by stars, ranging from 0-3); Michelin Comfort and quality (indicated by spoon and fork symbols, ranging from 1-5); Bib Gourmand (characterized by the Bibendum – Michelin Man symbol); the Plate Michelin (depicted with plate and knife and fork symbols); and Global Variance (featuring symbols such as Notable wine list - wine grape symbol; Notable sake list - sake bottle symbol; Notable cocktail list - cocktail glass symbol; Local food – Toothpick symbol; Quality pubs – beer mug symbol.

Michelin proposes a five-year cooperation project to the Czech Republic as an exclusive international partner in the gastrotourism segment. The objective of this collaboration is not only to enhance the Czech Republic's status as a fine dining destination, but also to ensure the visibility and appeal in an environment marked by intense competition from other Central European countries. This initiative aims to attract prestigious international clientele travelling for gastronomy, who, on average, spend more per day on travel than the typical tourist.

Michelin outputs:

1. Analysis of gastronomic potential and inspection of restaurants

- Identification of the gastronomic potential across various regions of the Czech Republic, categorized by individual awards such as stars, BIB Gourmand, and Michelin Selection).
- Creation of a shortlist featuring at least 30 Points of Interest, specifically highlighting places outside Prague, showcasing the restaurants with the highest culinary potential.
- Implementation of mystery shopping for each shortlisted restaurant, evaluaiting and rating them based on the unique methodology of the MICHELIN Guide. Implementation of mystery shopping for each shortlisted restaurant, evaluating and rating them based on the unique methodology of the MICHELIN Guide.
- Compilation of a final report providing a comprehensive overview of the state of gastronomy in the Czech Republic.
- Presentation of the results derived from the Culinary Potential Analysis.

COSTS: ca. € 190 000 for a period of 5 years

2. Restaurant awards, marketing campaign

- Official presentation of the first national selection (Michelin Guide Czechia Selection). Awarding of stars and other accolades outside Prague, potentially involving the organization of a gala event of international stature utilizing the Michelin brand.
- Annual evaluation and publication of the Czechia Selection.
- Online campaign on Michelin channels:

- Marketing support for award-winning restaurants in the Czech Republic, introducing the first national selection, accompanied by online campaigns on social media and the Michelin website.

COSTS: ca. € 1 960 000 for a period of 5 years (averaging around ca. € 383 000 per year)

6. Czech cooperation with Michelin and its history

The first Michelin star in the Czech Republic was bestowed upon the Prague restaurant Alegro in the Four Seasons Hotel in 2008, with Andreo Accordi achieving this prestigious recognition three times consecutively. Unfortunately, after Accordi's departure to St. Petersburg, the restaurant couldn't maintain the accolade. In 2012, the restaurant Alcron, under the leadership of Roman Paulus, earned a Michelin star, but regrettably, it lost it in 2018. Currently, only two restaurants in the Czech Republic that have achieved one Michelin star. La Degustation Bohême Bourgeoise, where the chef Oldřich Sahajdák showcases his culinary skilss, and Field, led by Radek Kašpárek, a familiar face from the Masterchef competition.

Michelin stars are granted based on evaluations of Michelin inspectors, who remain completely anonymous. Inspectors, all culinary school graduates, undergo rigorous training. Their visits to restaurants are unannounced, accuring every eighteen for re-evaluation. Michelin inspectors demand perfection, assessing every aspect from the service to the final bite, with no room for leniency (Volfová, 2022).

7. Private/business benefits from having Michelin star(s)

Interview with Radek Kašpárek (owner of Field restaurant, award-winning restaurant with one Michelin star).

"What is the biggest impact of Michelin star for your restaurant, Mr. Kašpárek?"

"Well, we usually think about the positive impact of the star:

- *Strong impact on business economic performance – Examples form abroad show that average increase in turnover of 50% after winning the first star, 20% after the 2nd star and 25% after the 3rd star.*
- *Strong impact in supply chain. Restaurants have big supply on fresh and local food in high quality. That support local cooperation and production of local food.*
- *Direct marketing support. Award-winning restaurant are presenting on the award event and also on the guide, web page and gives place in press release.*
- *Michelin brand attract high spend customers and customers from abroad."*

"You suggest some negative impact of the Michelin stars? What should be the negative impact?"

"Yes, sure everything has both sites. The Michelin star raging make a big pressure on the chefs all over the world. There are some examples of big psychical problems of chefs and managers or owners of awarded restaurants. Some have refused the award, some of them unfortunately commited suicide. But I have to say for my perspective the positives outweigh the negatives"

8. Social benefits from Michelin star(s).

The significance of award-winning restaurants, particularly those recognized by Michelin, is substantial when travelers are choosing a destination. Here are key insights:

- 84% trust the Michelin selection,
- 42% have used the guide when deciding on a dining establishment,
- 57% of travelers express a willingness to extend their stay in a destination solely based on the presence of Michelin-starred restaurants,
- However, less than 80% of business travelers are inclined to extend their stay for bleisure (a combination of business and leisure tourism) if the destination boasts Michelin-starred restaurants,
- Michelin as a decision factor is particularly strong for budget tourists from distant markets.

Impact on tourism and the hospitality industry

- The release of a new Michelin Guide serves as a catalyst for tourism, drawing a global attention to the culinary offerings of a destination.

- By attracting a global clientele, the Michelin Guide contributes to building long-term destination awareness and branding by attracting a diverse global clientele.
- Michelin Guide contributes to international reputation by creating sensation and long-term media coverage.
- The Michelin Guide increases the activity and revenue of award-winning restaurants, acting as an engine for industry development and job creation; the multiplier effect on new employment in the hospitality, food and other sectors is particularly significant in places like Singapore and San Francisco, where it surpasses 2.
- The Michelin Guide's positive influence goes beyond economic impact, leading to improvements in the overall quality of the hospitality industry. It attracts new talent to the sector, raising awareness of local gastronomy.

Media impact

The case studies for San Francisco and Singapore demonstrate the substantial impact of the Michelin Guide on the international visibility and media coverage of these destinations:

- Case study San Francisco: Since the announcement of the first Michelin stars in San Francisco, the number of international press articles dedicated to the destination's gastronomy has shown a consistent growth, increasing by an average of 7% per year.
- In Singapore, the launch of the Michelin Guide resulted in a remarkable 16% increase in the number of international press articles within just one year.

9. Experience from abroad

Michelin International Comparison Guide

- Czech Republic: 2 restaurants awarded one star (La Degustation Boheme and Field), both in Prague
- Germany: 315 restaurants with one or more stars
- Austria: 17 restaurants awarded one or more stars
- Hungary: 7 restaurants awarded one or more stars
- Slovenia: 10 restaurants awarded one or more stars
- Poland: 1 restaurant awarded one star
- Slovakia: 0 restaurants

Always financed by public institutions, with the only one exception in Asia, in Europe all contracts are with national tourism hubs or boards.

Slovenia case:

- National selection announced for the first time in 2020: 1 two-star, 5 one-star, total of 52 restaurants mentioned in the guide;
- Michelin Guide 2022: 1 two-star restaurant, 9 one-star restaurants;
- Budget: EUR 425,000/year;
- Financing method of the Slovenian Tourist Board - 97% of the budget from public funds.

The research conducted by Hanžek and Sušic (2020) highlights a positive case in a Michelin-starred restaurant in Croatia, emphasizing several noteworthy findings. Michelin-starred restaurants overwhelmingly prioritize cooking with local ingredientsfrom local suppliers and build links with other local partners. This engagement strengthens the local supply chain and fosters economic benefits within the community. It also promotes sustainable tourism and contributes to creating an authentic tourism product. The study suggests a positive impact on the wine industry and wine tourism. Michelin chefs have a large media reach (especially nowadays thanks to social media) and act as ambassadors of the destination and local culinary traditions.

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Table 11/2: Questions for brief recapitulation of the case at the beginning of the class

1.	What does Michelin Czech Republic offer for the project?
2.	What are the main benefits of working with Michelin?
3.	What is the image of Czech gastronomy abroad?
4.	Which main source markets spend the most on gastronomy?

Table 11/3: Questions to be discussed in the class

1.	Is the investment in working with Michelin reasonable in the context of other similar cases of government subsidies?
2.	What is the risk if the project with Michelin does not realize?
3.	Who should participate on the cost of this project/cooperation?
4.	Furthermore, where should the intervention of the gastronomy sector take place?

12. Sustainable and smart sports events and tourism: A case of Ice Hockey World Championship

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According to the United Nations World Tourism Organization (UNWTO), major sports events play a crutial role in the development of tourism destinations and have become traditional attractions for tourisst. People willingly travel to attend these significant sports events. Ice hockey, a beloved sport for the Czechs and many other nations, takes center stage.

One of the most important events, aside from the corresponding tournament at the Winter Olympics, is the annual Ice Hockey World Championship. This event holds appeal not only for Czech fans but also for international enthusiasts.

The interest in hosting such an event is tied to its predominantly positive impact on the local economy and destination promotion.

The Czech Republic boasts a tradition of successfully organizing of various sports events, showcasing prowes not only in sports and organization but also in fostering a vibrant atmosphere among organizers, tournament participants, and the audience.

This teaching case study shed light on the role of sports tourism, specifically the role of sports megaevents events in tourism, highlighting their importance for various stakeholders and destinations where these events takes place. This case study aims to illustrate the procedure of arranging a sporting event, such as the Ice Hockey World Championship. Students will gain insights into the factors influencing the organizational process and the impacts of such an event on the destination. The focus is on organizing a smart and sustainable event.

This teaching case study can serve as an examplary model for any other sports or cultural events.

1. Mega sports events and tourism

According to the World Tourism Organization and International Olympic Committee (UNWTO, 2001), tourism and sports are interconnected and complementary. Whether as a professional pusuit, amateur engagement, or leisure activity, sports involve a considerable amount of travel to partake in competition across various destinations and countries. Major sports events have evolved into into potent tourist attractions, making a profoundly positive contribution to the tourism image of these destinations.

Sports events attract tourists as active participants or enthusiastic spectators, prompting destinations to infuse local flavor to distinguish themselves and provide authentic local experiences.

Mega sports events, such as the World Championship in Ice Hockey, can serve as a catalyst for tourism development, when effectively harnessed for destination branding, infrastructure development and various economic and social benefits (UNWTO, 2001).

Sports tourism (UNWTO, 2019) has the potential to contribute to sustainable development and the realization of the 17 Sustainable Development Goals (SDGs). Sports tourism can play an important role in achieving various SDGs if the sports events are developed with consideration.

Mega events bring benefits to a host destination by attracting visitors and garnering global attention to the destination (UNWTO, 2017). While these advantages are short-term benefits, mega events also serve as powerful marketing tool, promoting the destination to a broader and more diverse audience. Consequently, this influence can extend to longer-term tourism development. According to the UNWTO Secretary-General (UNWTO, 2023), 'Sports tourism plays a key role in enhancing economic growth and social development in many destinations. It creates jobs and supports businesses in cities and rural communities alike. To maximize its potential, public and private sector actors must collaborate'.

In tourism research, considerable attention is dedicated to investigating the impact of mega sports events. Scholars such as Fourier & Santana-Gallego (2011) focus on their influence on tourism arrivals. Zawadzki (2019), delves into their impact on selected elements of the tourism sector, while Knott et al. (2015) explore the effects on the quality of life of host city residents. Additionally, Al

Hallaq et al. (2020) contribute isnights into the perception of mega events among residents and their level of support.

2. Mega Ice Hockey events and the Czech Republic

Despite being one of the smaller states, the Czech Republic (Czechia), has a very good name in the ice hockey world, both in terms of players and organizers. Ice hockey is one of the favorite sports not only among the athletes themselves but also among the spectators (see the article “11 Most Popular Sports in Czech Republic, 2023). Internationally renowned names in ice hockey, such as Jaromír Jaágr and Dominik Hašek, have contributed to the global recognition of Czech ice hockey.

With a history dating back to 1908, ice Hockey in the Czech Republic until 1992, Czechoslovakia) has a long history. By the 1940, Czechoslovakia emerged as an ice hockey powerhouse. Ice hockey in the Czech Republic is governed by the Czech Ice Hockey Association.

The Czech Republic participated in almost all Ice Hockey World Championships and was successful in many of them, securing one of the three top medals (IIHF, 2023).

The Czech Republic has successfully hosted several Ice Hockey World Championships, as noted in the Past IIHF Men's World Championships report (2023). The mosr recent World Championship in Ice Hockey held in the Czech Republic was in 2015. This world championship still holds the historic maximum attendance record of 741,690 spectators as of 2023. The president of the Czech Ice Hockey Association (Mr. Tomáš Král) expressed his belief that it was the best World Cup in history: “I believe it was the best World Cup in history”. It was.

The Czech Republic has successfully hosted several Ice Hockey World Championships, as noted in the Past IIHF Men's World Championships report (2023). The most recent World Championship in Ice Hockey held in the Czech Republic was in 2015, which still holds the historic maximum attendance record of 741,690 spectators as of 2023. The president of the Czech Ice Hockey Association, Mr. Tomas Kral, expressed his belief in 2015 that it was the best World Cup in history—a sentiment that still resonates.

Table 12/1: Selected statistical data of the IIHF Ice Hockey World Championship in 2015

Broadcasting countries	165
TV viewers	over 1 billion
Attendance (Game Average)	11.589
Home/Foreign Spectator Ratio	68 % / 32 %
Give-Away Tickets for Kids & Youngsters (up to 15)	35.000
Profit Share Financing Czech Junior Program Development in 2015-2020	100 %

Source: 2015 IIHF Ice Hockey World Championship

Table 12/2: Selected economic facts of IIHF Ice Hockey World Championship in 2015

Total costs	EUR 22,2 Mio
Turnover/Revenue	EUR 38,9 Mio
Profit Gross	EUR 16,7 Mio
Subsidy (from Government, Moravian-Silesian Region, Host Cities)	EUR 5**,8** Mio
Gross Profit Subsidy	EUR 10,9 Mio
Public Budget Revenues	EUR 51,3 Mio

Source: 2015 IIHF Ice Hockey World Championship

Representatives of the Czech Tourism Agency have affirmed the importance and significance of the IIHF Ice Hockey World Championship and other sports events organized in 2015 contributing to increased prestige of the Czech Republic and a rise in tourist numbers (COT, 2015). The Ice Hockey World Championship is always a major sporting event, with the International Ice Hockey Federation (IIHF) always collaborating in its organization alongside the host country's ice hockey federation. Specific rules and procedures, as outlined by Chappelet & Parent (2015), are followed during the organization process.

3. Application process

The Ice Hockey World Championships are an annual internationalmen's ice hockey tournaments organized by the International Ice Hockey Federation (IIHF) (with some exceptions, such as the year 2020 when the event was affected by the COVID-19 pandemic). Over the years the tournament has undergone several rule changes. The current format features 16 teams. Those 16 teams are split into two groups based on their world ranking. During the preliminary round, each team within the group faces one another. The top four ranked teams from each group progress to the quarterfinals, where the matches are played in a cross-over format. The first-place team in each group in a preliminary round group is playing the fourth-placed team of the other group, while the second-placed team plays the third-placed team of the other group.

The winners continue to semi-final games, then the bronze medal game, and the final game. In this type of tournament game organization, the championship lasts 17 days. The tournament takes place in May when the ice hockey season in Europe is over, and before the playoffs of the National Hockey League (NHL) to enable US and Canadian professional hockey players to participate. Throughout the tournament, awards are presented by the tournament directorate to acknowledge the top goaltender, forward, and defenseman. Additionally, there is an award for the world's most valuable player. The media members also vote to determine the all-star team.

The rules for tournament organization as well as the game rules are approved by the IIHF which also sets the criteria for selecting the host country. In general, there tournament is mostly hosted by s one host country, but recently there were also two countries sharing the organization of the World Championship. The selection of the future host country is made always during the IIHF Annual Congress, which takes place during the World Championship, 2-3 years in advance. The applicants have to present a detailed bid project plan, followed by a bid presentation at the IIHF headquarters and arrange the site visit.

The host country, represented by the National Ice Hockey Association, must be aware of the values of the IIHF and organize the Championship with respect to international standards to serve the best interest of the sport and the

Championship, as well as to regulations about international player transfers, sports technical matters, seeding, games schedules, medical, health and first aid, medical doing control, disciplinary cases, the actual playing rules and bidding procedure (IIHF, 2022).

The bidding requirements are announced for each Championship and are listed in the Bid Manual (e.g. FIH, 2022). In the bid requirements for facility are of the special importance. The host must secure and cover the expenses of a maximum two competition venues with one designed as a primary arena, which will include medal round games. Further, there are other requirements, such as on seating capacity, the distance between facilities, accommodation of teams, transport, details on melas, and others. Other requirements concern the host community, including, but not limited to, financial commitments, marketing, volunteer support, staff support and other requirements. When the host country is selected, the National Ice Hockey Association has to sign a contract with the IIHF and its Commercial Partner.

4. Organizers and stakeholders

Chappelet and Parent (2015) highlight the challenge of managing sports events, attributed to their diverse scopes, sizes, and shapes. The complexity arises from the multitude of stakeholders involved, each with expectations that must be met, contributing significantly to the co-creation of the event. Stakeholders are those who can impact or be affected by the Championship. In general, the stakeholder groups can include:

- The organizers: the promoters, professional sports event bidding and hosting organization, the organizing committee staff, and volunteers.
- The sports organizations: the sports event owners and the sports federations.
- The participants: the athletes (ice hockey players) and the spectators (fans).
- The support: ice hockey players family members and friends and the delegation mission staff, VIPs.
- The community: the residents, community groups and the local tourism organizations and businesses.
- The funders: the local, regional, and national host governments and the sponsors.
- The media: the broadcasters (radios, TV), written press and social media.

- Other stakeholders: the security agencies, non-governmental organizations, and others.

When organizing the Ice Hockey World Championships, it is crucial to consider the respective stakeholders, their roles (whether passive or active), as well as their expectations and needs.

5. Process of the event realization

There are many recommendations how to process organization of any sports event (Witkowski et all, 2016). In general, four stages ot phases can be defined: 1) decision and plan to organize the sports event (application and bidding as mentioned above), 2) preparation: content, number of categories, procedure criteria, organizational instructions, place, provision of services (by themselves or with the use of intermediaries), 3) realization of the sports event, 4) closing and evaluation.

Based on the previous Ice Hockey World Championship in 2015, following fundamental questions need to be solved and answered: WHAT (major goals), WHEN (timeline), WITH WHOM (stakeholders), WHERE (facilities, hotels), HOW (financial resources – public authorities support, sponsors, ticket sale, marketing-promotion, mascot, people…). That means for a successful Championship to have a good feasibility study, timetable, budget, cooperation and partnership, and marketing.

After the contract is signed between IIHF and the National Ice Hockey Association is signed, the realization of the Championship is overseen by the organizing committee. The local organizing committee comprise several commissions, including but not limited to sport-technical, program-marketing, economic, health-security, transport, accommodation-catering, information.

For a successful Championship, revenue from ticket sales is crucial. There is always an important revenue for ticket sales. Thus, tickets sale strategy plays a very important role and includes the right pricing, a simple system of prices (price categories), ticketing, and timing of sale. For a successful championship, revenue from ticket sales is crucial. Therefore, the ticket sales strategy plays a pivotal role and encompasses aspects such as appropriate pricing, a straightforward system of prices (price categories), ticketing logistics, and the timing of sales."

6. Evaluation of the Ice Hockey World Championship

The success of the Ice Hockey World Championship is contingent upon a combination of external and internal conditions and factors. External factors can be assessed through a PESTLE analysis, which considers political, social, environmental, economic and technological influences. From the point of view of the National Ice Hockey Association as an organizer to external conditions could be included also the conditions given by IIHF.

The primary internal conditions affecting the Ice Hockey World Championship are the personnel (including staff and volunteers) and financial conditions. The key factor for successful championship is cooperation of all stakeholders involved.

The organizers are evaluating the Ice Hockey World Championship in a comprehensive report covering sporting results, economic outcomes (including costs, revenue, and profit) and to attendance (based on ticket sales and complimentary tickets) and their satisfaction. This report is partly integrated into IIHF annual report. Furthermore, different stakeholders, such as sponsors, media, and local communities, conduct their own evaluations. Notably, economic and tourism-related impacts are frequently analyzed, as highlighted by Toft et al. (2018) and e.g. Chalupa & Petricek (2020, 2021).

7. Smart aspects of Ice Hockey World Championship

Ice hockey has always been a dynamic and fast sport, and it's not just the players who are driving evolution. The technology behind the game is also advancing. Here are some notable innovations:

- Smart equipment for performance enhancement (smart skates with real time feedback on skating technics, intelligent helmets that monitor impact data for player safety…
- Enhanced training with virtual reality (VR), which offers players an immersive training experience, allows them to practice scenarios…

- Data analytics and performance metrics for coaches, players, ad analysts for better understanding the game.
- High-tech arenas for enhanced fan engagement. Ice hockey arenas are becoming high-tech entertainment hubs. Enhancing the fan experience in numerous ways (high-definition video screens provide instant replays and detailed player statistics. Some arenas experimenting with augmented reality experiences, allowing fans to interact with digital elements.
- Real-time communication for coaches and players using wireless headsets.
- Improved stick and equipment design.
- Others.

Despite the technologies for athletic performance, monitoring and analytics, technologies for event management, the new media technologies have a great impact upon the televised ice hockey product for spectators. For spectators on site, mobile fan experiences, augmented (AR) and virtual reality (VR), big data, social media are those technologies which are popular these days to enhance fan experiences (O´Relly & Rahinet, 2006; Rathonyi et al., 2018). All these must be considered when planning and organizing the championship.

8. Sustainability aspects of Ice Hockey World Championship

Sustainability is a key consideration for the Ice Hockey world Championship, and its evaluation is incorporated into the report. The assessment covers all three pillars economic: social, and environmental. Impact evaluation utilizes input and output Key Performance Indicators (KPI) linked to Sustainable Development Goals (SDG), as outlined in the Tables 12/2, 12/3, 12/4.

Table 12/2: Common Indicators for Economic Impact, and their links to the UN SDGs

Objective	Input Area	Input KPI	Output KPI	SDG	Outcome KPI/Calcs
ECONOMIC Economic impact from tourism & event expenditure	**Spectators**	No. of event days	No. of unique spectators from outside host economy	8	Direct economic impact, including: • Total additional visitor expenditure • Net organiser GDP impact on host economy from hosting the event
		No. of event venues	Average length of stay in the host economy		
			Total bed nights in paid accommodation by visiting spectators		
	Participants	No. of nations participating	No. of visiting attendees who aren't athletes or spectators	8	
		No. of athletes participating	Total bed nights by visiting "attendees"		
	Organiser Expenditure	Total budgeted event expenditure	Value of contracts to local suppliers	8	
		Proportion of event budget funded by the public sector	Proportion of event costs funded by commercial revenue	17	
	Infrastructure	Total planned investment in infrastructure for long-term use	Money invested in venues & equipment for long-term use	11	
			Money invested in transport for long-term use		

Source: https://eventhostevaluation.com/about/economic-impact/

Table 12/3: Common Indicators for Social Impact, and their links to the UN SDGs

Objective	Input Area	Input KPI	Output KPI	SDG	Outcome KPI/Calcs
SOCIAL Positively benefit people's well-being Positively impact communities	**Community Engagement**	Targeted local community engagement plan in place	No. of local residents viewed or followed the event	3, 16	Perceived benefit to local residents, expressed in financial terms % change to community outcomes, e.g. reduction in crime rates during event
			% of local residents proud		
			% of local attendees more happy as a result of the event		
	Volunteers	Planned no. of volunteers	No. of volunteers from target segments of local population	10	
			Average no. of hours volunteering per person		
	Activation	Planned no. of attendees at free activity related to the event	No. of attendees from target segments of population	10	
			Average no. of hours attending per person		
	Outreach	Planned no. of participants in programmes	No. of participants from target segments of local population	17	
		Local community groups benefiting from outreach activity	Average no. of hours participating per person		
	Diversity & Inclusion	Equal opportunity policy in place	% of participants female	5, 10	
			% of participants from minority communities		
		Gender athlete pay ratio Male/ Female	% of participants disabled		
	Skills	Targeted skills development plan in place	No. of people trained in new skills	4	
		Public commitment to meeting international labour rights standards	No. of people from target segments trained in new skills		

Source: https://eventhostevaluation.com/about/social-impact/

Table 12/4: Common Indicators for Environmental Impact, and their links to the UN SDGs

Objective	Input Area	Input KPI	Output KPI	SDG	Outcome KPI/Calcs
ENVIRONMENTAL Increase environmental awareness Minimise negative impacts	**Environmental Promotion**	Public commitment to environmental policies	ISO20121 accreditation	12	Net event carbon footprint, inc: • energy from renewable sources • carbon offset
		Measurement of carbon footprint in place	% of spectators reporting a positive change in behaviour	13	
	Transport	Strategy to encourage workforce, attendees and spectators to use sustainable transport	% of spectators using public or sustainable transport	11	
	Waste	Waste management plan in place	% of event waste diverted from landfill	12	
	Energy	Renewable energy plan in place	% of energy used from renewable resources	7, 12	
	Procurement	Sustainable Procurement Code in place for all products and services	% of contracts awarded that comply with sustainability standards	11	
			% of event food & drink ethically sourced		
	Landscape & Biodiversity	Local environmental initiatives in place	No. of initiatives delivered addressing local environments and biodiversity	15	

Source: https://eventhostevaluation.com/about/environmental-impact/

To facilitate assessments of these impacts, it is essential to collect data before, during and after the championship. According to Event Host Evaluation service company measurements should extend to include aspects such as the image and sport impact.

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Table 12/6: Questions for brief recapitulation of the case at the beginning of the class

1.	How can sports events contribute to SDGs?
2.	What needs/aspects to be considered when organizing sports events?
3.	What technology and innovations can be used and at what stage of event organization?
4.	Which factors(external/internal) influence sports event organization?
5.	History and specifics of the Ice Hockey World Championships?
6.	What are the criteria for organizer (host) selection?

Table 12/7: Questions to be discussed in the class

1.	Who sets the rules of the championship? How changing the game system will impact the organization?
2.	What affects the price of tickets? How to organize ticket sale?
3.	What risks should be taken into consideration when organizing the championship?
4.	What smart technologies can be implemented?
5.	What data should be collected to evaluate the championship´s sustainability?
6.	Promotion of the championship?

13. Contemporary forms of tourism in rural tropical villages: An example of Thailand

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Tourism significantly affects the land and local communities, particularly in rural areas where increased tourism can create challenges. While tourism can have positive and negative impacts on the environment and infrastructure, it can also present new job opportunities and sources of income. In the example of a rural village in Thailand, this case study examines various forms of tourism and the strategies employed to manage them locally. This case study aims to highlight the opportunities by compiling multiple examples from rural areas. It challenges the hospitality industry presents to rural areas and the lasting impact different approaches can have on the land and its people.

This teaching case study is designed to be taught 2-3 lectures. In the first part (A), there is a „text book style" introduction. In the second part (B), there is the text of the teaching case.

Part A – Introductory text

1. Rural tourism

Rural tourism refers to tourism activities that occur in rural areas. However, the definition of "rural" can vary greatly across and even within countries (Lane, 2009). Rural communities are often celebrated for their ecological and rural diversity, as they have long relied on abundant natural resources. In the 20th century, technology, politics, and economics transformed agriculture and renewable resources, making rural communities more reliant. This brought both opportunities and challenges. Today, ecotourism and rural tourism are essential for sustainable community development (Dorobantu et al., 2012). This process involves various factors, including the impact of tourist activities on the environment, the complexity of social relations generated by tourism, and the overall characteristics of sustainable development.

2. Tourism in tropical countries

In recent years, tourism in tropical countries has seen a significant upswing, providing a major boost to the economic development of these regions. However, this surge in tourism has also brought with it a range of challenges and issues that need to be carefully considered. This academic discourse delves into the complex nature of tourism in tropical countries, highlighting its positive economic impact while also addressing the environmental concerns that come with it. The paper emphasizes the need for sustainable tourism practices that balance economic growth and ecological preservation. Tropical countries have become popular tourist destinations with their diverse ecosystems and natural wonders. The tourism industry in these regions has become a key driver of economic growth, creating job opportunities, facilitating cultural exchange, and generating revenue. Nevertheless, the unprecedented influx of tourists has also led to many challenges requiring comprehensive examination.

Tourism in tropical countries boosts local economies, creates jobs, supports small businesses, and fosters cultural exchange. The growth of tourism in tropical regions has led to growing environmental concerns. The combination of overcrowding, unregulated development, and insufficient waste management has further exacerbated environmental degradation, placing vulnerable ecosystems such as coral reefs and rainforests at risk. Tourism in tropical countries can bring economic benefits and environmental challenges, making it a double-edged sword. Adopting sustainable tourism practices is crucial to balancing economic growth and ecological preservation. To achieve this, governments, local communities, and the tourism industry must collaborate and create a tourism model that supports economic growth while ensuring the long-term well-being of tropical ecosystems.

3. Thailand

Thailand, located in Southeast Asia, has emerged as a noteworthy contender in the world economy, largely due to the impressive growth of its tourism industry.

In the following discourse, we shall present a concise academic examination of Thailand's economic advancement, highlighting the pivotal role played by tourism. Given its status as a developing nation, Thailand's economic trajectory and the obstacles it has encountered present an intriguing subject for scholarly inquiry.

Over the past few decades, Thailand has enjoyed strong economic growth thanks to a diverse economy that encompasses agriculture, manufacturing, and services. The country's GDP has consistently expanded, and its strategic location has made it a key player in the regional economy. While agriculture was once the backbone of Thailand's economy, the country has shifted towards a more service-oriented landscape.

Thailand's flourishing tourism industry has been a major driving force behind its economic prosperity. The World Travel & Tourism Council (WTTC) reports that travel and tourism made up 21.2% of Thailand's GDP in 2019, highlighting its significant role in its overall financial health (WTTC, 2019). With its stunning scenery, diverse cultural traditions, and bustling urban centers, Thailand continues to draw in millions of visitors from all around the globe every year.

Despite the rapid expansion of Thailand's tourism industry, it faces several obstacles like environmental harm, and cultural sustainability concerns. Achieving an equilibrium between economic growth and environmental preservation is essential to the nation's progress (TAT, 2020). To address these challenges, it is crucial to implement sustainable tourism projects and promote responsible development policies.

4. History of tourism in Thailand

Thailand’s tourism industry has transformed remarkably, evolving from a niche destination to a global hotspot. This academic discourse explores the key historical milestones, economic impacts, and cultural shifts that have shaped Thailand's tourism industry.

The inception of Thailand's international tourism industry dates to the mid-20th century when the Tourism Authority of Thailand (TAT) was established in 1960 (TAT, 2020). The government's strategic emphasis on promoting the nation's natural beauty, cultural heritage, and hospitality laid the foundation for a sustained growth trajectory. This resulted in Thailand's emergence as a key player in the global tourism market, and the country still attracts many tourists.

Tourism has emerged as a pivotal component of Thailand's economy, with significant ramifications for the country's economic development. According to data furnished by the World Travel & Tourism Council (WTTC) for 2019, the travel and tourism sector contributed 21.2% to Thailand's Gross Domestic Product (GDP). This contribution indicates the sector's immense potential to generate employment opportunities and foster economic growth, thereby underscoring its pivotal role in the country's economic landscape (WTTC, 2020).

The upsurge in tourist arrivals has presented various challenges for the host country. The need to reconcile the economic benefits of tourism with the imperative of preserving cultural heritage and ensuring environmental sustainability has become increasingly pressing. In response to this challenge, strategies have been developed to promote responsible tourism and institute conservation measures to safeguard the nation's natural and cultural assets.

Thailand has consistently maintained its position among the top visited countries worldwide. As per the United Nations World Tourism Organization (UNWTO) 2019 report, the country witnessed the arrival of more than 39 million international tourists. This remarkable feat underscores its destinations' enduring charm and attractiveness (UNWTO, 2019).

In recent times, the tourist profile visiting Thailand has become increasingly diverse. While the country continues to attract leisure travelers seeking tropical beaches and lively cities, there has been a discernible surge in interest in cultural and eco-tourism experiences. Notwithstanding the challenges faced by Thailand's tourism industry, including political volatility, natural calamities such as a devastating tsunami in 2004, and the COVID-19 pandemic's global impact, it has demonstrated remarkable resilience by adapting its marketing strategies, prioritizing domestic tourism, and implementing effective health and safety protocols.

5. Tourism in Thailand nowadays

Tourism history in Thailand is a complex narrative influenced by cultural, economic, and social factors. This academic summary provides insights from key books and journals contributing to understanding Thailand's tourism evolution.

The impressive economic progress over the past decades, largely attributed to its thriving tourism industry, offers a captivating subject for academic study. The nation's transformation from an agricultural-based economy to a diversified economic landscape highlights its flexibility and fortitude. As Thailand charts its course towards responsible tourism practices, scholars and policymakers must confront the obstacles to ensure a fair and comprehensive development path. Thailand's tourism industry has undergone a dynamic journey characterized by milestones, obstacles, and transformations. Tourism is crucial to the Thai economy, creating millions of jobs and contributing significantly to export earnings. Surprisingly, there needs to be more empirical research exploring the connection between tourism development and economic growth in Thailand, despite the potential for growth to drive overall economic progress. It is essential to investigate this relationship to promote sustainable growth. As the country grapples with the increasingly complex terrain of global tourism, it is imperative to underscore the significance of sustainable practices and a steadfast commitment to safeguarding its cultural and natural heritage to ensure long-term success (Chancharat, 2011).

The expansion of the tourism industry in Thailand has undoubtedly led to the creation of employment opportunities for unskilled workers, which has had a direct and positive impact on poverty reduction. However, it is noteworthy that a significant proportion of the gains from tourism growth tend to accrue to factors other than unskilled labor, which may exacerbate income inequality. Consequently, government policies promoting tourism growth may be incompatible with reducing income inequality (Chancharat, 2011). In addition, the expansion of tourism may engender the displacement of low-skilled jobs in other sectors, and agricultural land returns, which constitute a vital source of income for people experiencing poverty, may decrease because of tourism expansion (Wattanakuljarus and Coxhead, 2008).

6. Rural tourism in Thailand

Rural tourism in Thailand has emerged as a pivotal component of the country's broader tourism industry, providing unique opportunities for travelers to engage with local communities and experience authentic aspects of rural life. This academic text undertakes a multidimensional analysis of rural tourism in

Thailand, encompassing economic, socio-cultural, and environmental perspectives.

Economic dimensions: Rural tourism in Thailand significantly contributes to economic diversification, particularly in villages traditionally reliant on agriculture. According to Pimdee et al. (2019), income generated through rural tourism contributes to poverty alleviation and promotes sustainable economic development. Homestays, guided tours, and locally crafted souvenirs serve as income sources, reducing the dependency on volatile agricultural incomes.

Cultural authenticity and socio-cultural impact: One of the distinctive features of rural tourism in Thailand is its emphasis on preserving cultural authenticity. As highlighted by Nunkoo and Ramkissoon (2012), rural tourism provides a platform for local communities to showcase their traditions, rituals, and craftsmanship, fostering a sense of pride and cultural continuity. This cultural exchange enriches the visitor experience and enhances the preservation of Thailand's diverse cultural heritage.

Community empowerment and involvement: Rural tourism initiatives often involve local communities in decision-making processes and encourage community participation. Community-based tourism projects empower villagers to contribute actively to developing tourism activities. Studies by Gurung (2016) suggest community involvement leads to a more equitable distribution of benefits, strengthening social bonds and creating a sense of ownership among residents.

Environmental sustainability: The sustainability of rural tourism in Thailand is intricately linked to environmental conservation. As Garrod and Gössling (2008) asserted, responsible management of natural resources and ecosystems is paramount for the longevity of rural tourism. Efforts to implement eco-friendly practices, such as waste management, sustainable farming, and conservation initiatives, contribute to preserving Thailand's pristine landscapes.

Challenges and opportunities: Despite its positive impacts, rural tourism in Thailand faces challenges. Overcrowding in popular destinations, cultural commodification, and potential environmental degradation necessitate careful management. Scholars like Stronza (2008) argue that addressing these challenges presents opportunities for innovation, such as developing responsible tourism practices, capacity building, and community-led initiatives.

Rural tourism in Thailand occupies a critical niche in the country's tourism landscape, offering a symbiotic relationship between tourists and local communities. Its multidimensional impact encompasses economic diversification, cultural preservation, community empowerment, and environmental sustainability. As Thailand continues to evolve as a global tourism destination, the ongoing commitment to balancing the benefits and challenges of rural tourism will be pivotal for fostering sustainable and responsible development.

7. Tourism challenges in Thailand

The tourism industry in Thailand, renowned for its cultural richness and natural beauty, faces many challenges that have evolved with changing global dynamics. This academic text aims to thoroughly analyze the obstacles confronting the Thai tourism sector, considering economic, socio-cultural, and environmental dimensions.

Economic challenges: The economic challenges of the tourism industry in Thailand are pronounced, particularly in the aftermath of the COVID-19 pandemic. With international travel restrictions and reduced global mobility, Thailand experienced a drastic decline in tourist arrivals, impacting various sectors of the economy (World Bank, 2020). The dependence on international tourism as a major revenue source has heightened economic vulnerability during global crises.

Socio-cultural impacts: Rapid tourism growth has led to socio-cultural challenges, including cultural commodification and social disintegration concerns. As Hall (2008) highlighted, the influx of tourists into culturally significant areas often disturbs local traditions and dilutes cultural authenticity. Overcrowding in popular destinations also raises concerns about preserving local identity and heritage.

Environmental sustainability: Environmental challenges in the Thai tourism industry stem from unsustainable practices and the pressure of mass tourism on delicate ecosystems. Issues such as coral reef degradation, deforestation, and waste management have become pressing concerns (Chonlatee, 2019). The delicate balance between tourism development and environmental conservation requires careful consideration to ensure long-term sustainability.

Political instability and safety concerns: Periodic political instability in Thailand has impacted the tourism industry, deterred potential visitors, and affected investor confidence. Events such as protests and government changes can lead to travel advisories and influence the perception of Thailand as a safe destination (WTTC, 2021). Ensuring political stability is crucial for rebuilding trust among tourists and stakeholders.

Technological disruptions: The rise of technology has introduced opportunities and challenges for the tourism industry. The increasing prevalence of online travel platforms has altered consumer behavior, challenging traditional business models. Additionally, the advent of digital platforms raises concerns about data security and privacy issues (Xiang et al., 2015).

The tourism industry in Thailand is navigating a complex landscape marked by economic uncertainties, socio-cultural intricacies, environmental concerns, political dynamics, and technological disruptions. A holistic approach, incorporating sustainable practices, cultural preservation, and crisis management strategies, is imperative for addressing these challenges. Collaborative efforts between the government, industry stakeholders, and local communities are vital for steering the Thai tourism sector toward resilience and sustainable growth.

8. Sustainable approaches in Thailand

Sustainable tourism means balancing environmental preservation with the appeal to visitors. It involves maintaining the destination's uniqueness while considering future generations (Nistoreanu, 2005, p.42). Sustainability is becoming increasingly important in rural tourism, and using smart and energy-efficient technologies can be highly beneficial in such settings. Research indicates that sustainability can give rural tourism businesses a competitive edge as more and more travelers prioritize sustainable practices in the industry. However, the need for knowledge about sustainable tourism among rural business owners and visitors is a significant issue that must be addressed. Sustainable tourism is responsible for disseminating knowledge and raising awareness among stakeholders in rural tourism. Furthermore, the study found that people are willing to travel to sustainable rural tourism areas and pay a premium, highlighting the potential for sustainability to provide a competitive advantage to rural tourism destinations if it is effectively promoted to the appropriate segments (Sachaleli, 2023).

Table 13/1: Sustainable Tourism Destinations

The Global Sustainable Tourism Council (GSTC) defines four main criteria, destinations must fulfill to be considered a sustainable tourism destination:
"(i) demonstrate sustainable destination management, (ii) maximize social and economic benefits for the host community and minimize negative impacts, (iii) maximize benefits to communities, visitors, and cultural heritage and minimize impacts, and (iv) maximize benefits to the environment and minimize negative impacts (GSTC, 2013)".
Those criteria should be considered when looking at different approaches to tourism.

9. Festival tourism

Festival tourism is a specialized form of travel where visitors actively participate in cultural celebrations and events. This segment of tourism has significant economic and cultural impacts on the destination. In this scholarly article, we examine the dynamics of festival tourism, exploring its effect on the economy and the cultural exchange between tourists and host communities. Festival tourism offers travelers unique opportunities to engage with and experience local cultural events and celebrations. It encompasses many traditional and modern festivals, from religious celebrations to music and arts festivals. Festivals contribute substantially to local economies through ticket sales, accommodation, food, and merchandise. Scholars such as Richards and Palmer (2010) point out the economic benefits festivals bring to host communities, creating employment opportunities and stimulating various sectors of the local economy.

One of the distinctive aspects of festival tourism is the cultural exchange that takes place between tourists and host communities. Festivals offer a platform for sharing traditions, rituals, and artistic expressions. Researchers like Wang and Bakari (2015) emphasize the role of festivals in promoting intercultural understanding and appreciation. Despite its benefits, festival tourism also presents challenges such as overcrowding, environmental impacts, and the potential commodification of cultural practices. Researchers like Getz (2008) suggest the need for sustainable practices to balance festival tourism's positive and negative aspects.

However, festival tourism represents a dynamic and culturally enriching segment of the tourism industry. Its economic contributions and the potential for meaningful cultural exchange make it a valuable area of study. As the field continues to evolve, researchers and practitioners must address the challenges to ensure the sustainable growth of festival tourism.

10. Culinary, handcraft, and cultural exchange tourism

Tourism has come a long way from its traditional ways of sightseeing. It now encompasses immersive experiences that revolve around gastronomic delights, handcrafted traditions, and deep cultural exchanges. This academic text explores the interconnected aspects of food, craftsmanship, and cultural sharing in the context of tourism. It emphasizes the mutually beneficial relationship between tourists and the communities they visit.

Culinary tourism has become increasingly popular to attract travelers looking for authentic and diverse gastronomic experiences. According to Hall and Sharples (2003), exploring local cuisines is a key aspect of this type of tourism, allowing visitors to engage with the culture through its unique flavors and culinary traditions. This immersive approach often involves visiting local markets, taking cooking classes, and dining in authentic settings, enhancing the tourism experience.

The tourism industry has been witnessing a growing trend towards handcraft tourism. Tourists are increasingly keen on exploring traditional handcraft traditions, recognizing the cultural value embedded in handmade goods. They actively seek opportunities to engage with artisans, witness the creation of traditional crafts, and be a part of the craftsmanship narrative. According to Pine and Gilmore (1998), this trend transforms purchasing into an experience where tourists can participate in workshops and demonstrations.

Culinary and handcraft experiences are vital in promoting cultural exchange between tourists and the host communities they visit. By participating in local customs, rituals, and festivals, tourists can gain a deeper understanding of the cultural diversity around the world. Smith (2003) observed that these exchanges foster mutual respect, break down cultural stereotypes, and contribute to a more enriched global perspective. For instance, in Italy, culinary experiences not only allow tourists to savor regional delicacies but also enable them to participate in pasta-making classes. Similarly, in places like Oaxaca, Mexico, handcraft-centric tourism showcases the intricate process of crafting traditional textiles and pottery, creating a bridge between artisans and visitors. Tourism’s culinary, handcraft, and cultural exchange represent a harmonious fusion of appreciation and participation. The symbiotic relationship between tourists seeking authentic experiences and host communities preserving their cultural heritage underscores tourism's potential to catalyze mutual understanding and sustainable development.

11.Backpacking

The backpacking tourism industry is thriving in Thailand. This scholarly work delves into the unique characteristics and workings of backpacking tourism in Thailand. Our analysis sheds light on the reasons for its widespread appeal and its impact on visitors and local residents. Backpacking tourism is characterized by budget-conscious travelers who explore destinations on a more intimate and immersive level. They prioritize interactions with local communities and seek authentic experiences, often in off-the-beaten-path destinations. (Cohen, 1973).

Thailand's appeal to backpackers lies in its diverse landscapes, rich cultural heritage, affordability, and well-established backpacker infrastructure. Popular destinations include Chiang Mai, Pai, and the Thai islands, which offer natural beauty, cultural experiences, and budget-friendly accommodations. Additionally, Thailand is known for its vibrant street markets and cultural festivals. The presence of backpackers in host communities can bring positive and negative effects. On the one hand, cultural exchange can enhance the local economy as backpackers spend their money on various goods and services, such as markets, guesthouses, and transportation. On the other hand, there are valid concerns regarding environmental sustainability and cultural commodification. To avoid potential negative consequences, it is essential to adopt sustainable tourism practices, as scholars like Richards and Wilson (2006) emphasized.

Backpacking tourism is a great way to encourage direct engagement between travelers and local communities. By staying with local families, volunteering, and participating in local activities, backpackers can actively contribute to cultural exchange. These interactions often lead to a deeper understanding of the destination's culture and a more meaningful travel experience. The realm of backpacking tourism in Thailand presents several hurdles, ranging from overpopulation in favored locales to environmental deterioration and cultural discord. However, these obstacles allow one to implement inventive solutions and promote sustainable tourism practices. To address these challenges adeptly, it is crucial to involve regulatory frameworks and communities in managing the effects of backpacking tourism.

Backpacking tourism holds a significant and impactful role in Thailand's travel industry. Its appeal to a varied group of intrepid and culturally inquisitive travelers must be addressed. To make the most of its potential while addressing its challenges, policymakers and the tourism industry must thoroughly understand the unique characteristics and effects of backpacking tourism.

12. Luxury tourism

The growth of luxury tourism in Thailand has been impressive as travelers look for lavish experiences amidst the country's natural and cultural wonders. This scholarly article examines the intricacies of luxury tourism in Thailand, highlighting the rising significance of sustainability in this industry. Thailand's high-end tourism sector is gaining traction, drawing in a growing number of discerning travelers seeking personalized and exclusive experiences. With a range of luxury resorts, private villas, and culturally immersive activities, Thailand caters to luxury travelers' refined needs and wants. Its stunning beaches, lush landscapes, and rich cultural heritage further enhance its reputation as a top-tier luxury destination. Pine and Gilmore first noted this surge in luxury tourism in their seminal 1998 study.

Sustainability is on the rise in Thailand’s luxury tourism industry. Travelers are increasingly conscious of their impact on the environment and local communities, prompting luxury establishments to adopt eco-friendly practices that reduce their ecological footprint. Sustainable luxury tourism involves preserving cultural heritage, supporting local communities, and minimizing environmental degradation. This shift towards sustainable tourism is a welcome change for both the environment and the tourism industry.

In Thailand, luxury resorts are taking significant strides toward sustainability by incorporating eco-friendly practices in their daily operations. This includes using energy-efficient technologies, sustainable architecture, and waste reduction initiatives. These high-end establishments also seek eco-friendly certifications like EarthCheck and Green Key to showcase their commitment to reducing environmental impact. The luxury tourism industry in Thailand is now placing a greater emphasis on preserving the country's cultural heritage and engaging with local communities. Travelers can now enjoy upscale experiences that involve authentic interactions with local artisans, guided tours of historical landmarks, and collaborations with indigenous communities. These initiatives aim to promote the protection of Thailand's rich cultural heritage in a positive and meaningful way.

While progress has been made in this regard, challenges still need to be addressed to maintain this balance. Fortunately, these challenges present an opportunity for innovation, as luxury establishments can differentiate themselves by integrating sustainable practices into their core offerings. This ongoing commitment to sustainability benefits the environment and local culture and enhances the overall travel experience for visitors. As Font, Buckley, and Weaver (2017) note, luxury tourism in Thailand has the potential to reinvent itself by embracing sustainable practices and setting an example for the rest of the industry.

13. Involving the local community

In recent years, recognizing the significance of involving local communities in sustainable tourism initiatives, Thailand has taken measures to ensure equitable sharing of economic, environmental, and socio-cultural benefits. This academic text delves into the active participation of local communities in sustainable tourism initiatives in Thailand, highlighting their contribution to preserving cultural heritage and promoting responsible development of the tourism sector.

In recent years, **community-based tourism** (CBT) initiatives have emerged as a key strategy to promote sustainable tourism and engage local communities. By highlighting their cultural heritage and traditional practices, these projects empower communities in Thailand and provide visitors with an authentic experience. Furthermore, they generate income for the locals, making it a win-win situation for everyone involved. As noted by Nyaupane and Paris (2011), CBT has proven to be highly effective in achieving these goals.

Homestay programs are vital in promoting sustainable tourism practices while preserving cultural heritage. They enable tourists to enjoy a fully immersive experience by staying with local families and participating in cultural activities.

Through this, visitors witness traditional ways of living and gain valuable cross-cultural insights. (Aguiló & Frigola, 2016)

Participatory decision-making goes beyond mere participation in tourism activities and involves local communities in developing tourism plans. By applying them in decision-making processes, their opinions and concerns are considered, creating a collaborative approach that prioritizes the needs and interests of residents. This approach fosters a greater sense of ownership and pride within the community, as Stronza (2008) noted.

Local communities in Thailand are taking active steps towards **environmental conservation** in the context of tourism. These efforts include waste management programs, biodiversity conservation projects, and sustainable farming practices. The initiatives are often led by community members who understand the significance of preserving natural resources for future generations (Blangy, 2007).

Active **community participation and empowerment** play a critical role in ensuring the sustainability of tourism. Despite this, numerous obstacles exist, including financial inequalities, cultural objectification, and external factors that require attention. To surmount these hurdles, it is imperative to equip local communities with the necessary tools through education, capacity building, and instilling a sense of appreciation for their natural and cultural legacies (Gurung, 2016). Thailand's local communities are integral to the success of sustainable tourism. These communities are crucial in promoting responsible and equitable tourism development through their commitment to cultural preservation and environmental conservation. As Thailand prioritizes sustainability, it's essential to cultivate authentic partnerships between the tourism industry and local communities.

14. Conclusion

An easy solution? When you think about it, wouldn’t it be easy to change tourism in Thailand? Involve local communities and build an environmentally friendly infrastructure. Taking immediate and decisive action is crucial to protect the environment and preserve the natural beauty of these areas. Sustainable tourism aims to minimize negative impacts while maximizing benefits for local communities. This is achieved by implementing environmentally sustainable practices, promoting responsible tourist behavior, and employing conservation measures in tropical regions. Local communities must be involved in tourism development to benefit from and actively participate in the industry. Infrastructure development should focus on sustainable options that minimize environmental impact, such as eco-friendly accommodations, waste management systems, and renewable energy sources. Additionally, educational programs should be developed to raise awareness among tourists about the importance of responsible travel and environmental conservation. When we look at all those aspects and consider that all involved companies aim to make a profit, while tourists often travel on a budget, suddenly the solution seems much more complete, and this is where we all come in.

Part B: Case study of a rural village in central Thailand

In contemporary tourism, pursuing sustainable practices has emerged as a critical imperative, reflecting a global commitment to environmental conservation, community empowerment, and responsible economic development. This case study delves into the transformative journey of the village, a destination committed to redefining its tourism landscape through sustainable initiatives. The introduction elucidates the goals of the town. It sets the stage for a comprehensive exploration of its sustainable tourism practices.

1. Initial situation of the Thai Village

Nestled in the heart of central Thailand, the village under scrutiny is characterized by its agricultural dependence and proximity to regional hubs. With a population of approximately 2000 residents, the community is predominantly agrarian, relying on rice cultivation, vegetable farming, and small-scale animal husbandry as primary livelihoods.

The economic foundations of the village are intricately tied to the agricultural sector, reflecting a reliance on traditional farming practices. Rice paddies, interspersed with vegetable plots, form the visual tapestry of the landscape. Despite the prevalence of agriculture, many residents are engaged in supplementary trades, such as local handicrafts and food production for the regional market.

The economic situation is influenced by challenges common to many rural communities. Fluctuating market prices for agricultural produce and susceptibility to climatic variations impact the village's financial stability. Water scarcity during dry seasons and occasional flooding during monsoons pose significant challenges to crop yields, contributing to the agricultural sector’s vulnerability. In the past decade, seasons have been shifting due to global warming, which makes growing crops increasingly difficult.

The employment landscape is predominantly characterized by familial involvement in agricultural activities. While some villagers engage in non-agricultural pursuits, formal sector employment opportunities are limited, leading to occasional migration to urban centers for employment. The need for diversified economic activities poses challenges for sustainable income generation.

Recently, there has been a modest influx of tourists seeking authentic rural experiences. The village, recognizing the potential of tourism, has initiated community-based tourism projects, including homestays and local cultural tours. However, the economic impact remains modest, and challenges related to infrastructure and marketing persist.

To address economic challenges, the village has implemented community initiatives, including cooperative farming ventures, skill development programs, and microfinance projects. These initiatives aim to diversify income sources, empower local entrepreneurs, and enhance the overall economic resilience of the community.

The economic situation of this central Thai village reflects the complexities inherent in rural economies. While deeply rooted in traditional agriculture, the community is grappling with the need for economic diversification and resilience in the face of external challenges. Sustainable development strategies, community-based initiatives, and potential collaborations hold promise for steering the village towards a more economically robust and resilient future.

The village, nestled in the heart of Thailand, stands as a testament to the evolving ethos within the tourism industry. Positioned amidst natural splendor and cultural richness, the destination has embarked on a strategic reorientation to balance the burgeoning tourism demands with a commitment to sustainability.

The metamorphosis of the village reflects a conscious effort to address the multifaceted challenges posed by rapid tourism growth, aiming to harmonize economic prosperity with environmental and socio-cultural preservation.

The primary goals of the village encapsulate a holistic vision for sustainable tourism. At its core, the destination aspires to achieve a delicate equilibrium between economic viability, social inclusivity, and environmental integrity. The overarching objectives include:

The village endeavors to mitigate its environmental impact by adopting eco-friendly practices, promoting biodiversity conservation, and implementing sustainable resource management strategies.

Recognizing the pivotal role of local communities in the tourism ecosystem, the village seeks to empower residents through community-based initiatives, capacity-building programs, and the equitable distribution of tourism benefits.

The destination aims to preserve its rich cultural heritage by fostering cultural authenticity, promoting traditional practices, and ensuring that tourism activities respect and contribute to local identity.

The village recognizes the importance of financial sustainability and aims to diversify its income sources, reduce dependency on mass tourism, and create opportunities for entrepreneurship within the local community.

As embraced by the village, sustainable tourism transcends a mere commitment to environmental conservation. It represents a paradigm shift in the way tourism is conceptualized and practiced. At its essence, sustainable tourism seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Report, 1987).

2. First attempts at community-based tourism

In response to the central Thai village's economic challenges, the community has embarked on a transformative journey by introducing culinary, handicraft, and community-based tourism initiatives in collaboration with a local college in Thailand. Student programs help conceptualize business plans and connect the villagers with the tourism sector. This strategic shift aims to diversify income sources, enhance local skills, and foster sustainable economic growth. The following narrative delineates the initial steps and changes observed in the village's economic and social fabric.

Recognizing the rich culinary heritage of the village, a group of residents initiated culinary tourism experiences. Traditional recipes, often handed down through generations, became the centerpiece of immersive culinary tours. Local families opened their kitchens to visitors, offering cooking classes and authentic dining experiences. This showcased the village's gastronomic diversity and provided an additional income stream for participating families.

Building on the village's inherent artistic skills, handicraft tourism initiatives were introduced. Local artisans, adept in traditional crafts such as weaving, pottery, and wood carving, began showcasing their talents to visitors. Artisan markets were established, allowing villagers to sell their handmade products. The infusion of tourism income into the handicraft sector revitalized these age-old traditions, empowering artisans and preserving cultural heritage.

The village embraced community-based tourism to capitalize on the appeal of authentic rural experiences. Homestays were established, allowing visitors to immerse themselves in the community’s daily life. Guided tours introduced tourists to agricultural practices, local festivals, and cultural rituals, fostering a deeper understanding of the village's way of life. The revenue generated from community-based tourism initiatives contributed to infrastructure development and skill enhancement programs.

Introducing these tourism initiatives has brought about notable changes in the village's economic and social dynamics. Firstly, there is a palpable increase in income diversification, reducing the community's reliance solely on agriculture. Families engaged in culinary and handicraft tourism report supplementary income, providing a financial cushion during lean agricultural periods. Secondly, there is a visible boost in local entrepreneurship. Once primarily dependent on subsistence farming, villagers have transformed into culinary instructors, artisan entrepreneurs, and community guides. This entrepreneurial spirit contributes to a more vibrant local economy and enhances the villagers' sense of agency and pride. Lastly, community-based tourism initiatives have facilitated cultural exchange and strengthened social ties. The influx of visitors has encouraged inter-community collaboration, as residents work collectively to offer an authentic and welcoming experience. Social cohesion has improved, with villagers sharing stories, traditions, and skills with a global audience.

In conclusion, the first culinary, handicraft, and community-based tourism attempts have proven transformative for the central Thai village. Economic diversification enhanced entrepreneurial opportunities and strengthened community bonds, exemplifying the positive changes unfolding in the wake of these initiatives. The town stands poised for continued growth and sustainable development as it harnesses the potential of cultural tourism.

3. Festival Tourism

Over time, more people took notice of the picturesque village. The tranquil town in central Thailand underwent a transformative journey through the initiation of the Mooban Festival. In this Phase, we explore the impact of the techno music festival on rural tourism development, emphasizing community-based approaches that have reshaped the village's socio-economic landscape.

The Mooban Festival began as a grassroots initiative in the early 2000s, evolving from a local gathering into a prominent techno-music event with international acclaim. The festival's unique blend of electronic beats and traditional Thai charm attracted visitors from diverse backgrounds, making the village a thriving destination for techno enthusiasts.

Hotels, restaurants, and shops opened in the village and experienced increased patronage during the festival, resulting in a significant boost in revenue and job opportunities for villagers and nearby communities.

The festival encouraged entrepreneurial initiatives, with locals starting businesses like souvenir shops, offering unique items that reflect techno culture and traditional Thai craftsmanship. Many villagers sell snacks such as popsicles and drinks such as coconut water, orange juice, and alcoholic beverages in front of their houses during the festival.

The festival facilitated a cultural exchange between techno enthusiasts and the local community. Visitors were introduced to Thai customs, traditional music, and artisanal crafts, fostering a deeper appreciation for the village's cultural heritage.

Villagers actively participated in organizing cultural seminars during the festival, showcasing traditional Thai dance, music, and culinary arts. The villagers are always the first to perform on the festival’s opening day, showcasing traditional Thai dance on the main stage.

The village embraced community-based tourism by offering more homestay experiences. Visitors could stay with local families, immersing themselves in the village's daily life and gaining a more authentic cultural experience.

Locals became tour guides, leading visitors through the village's historical sites, traditional markets, and natural landmarks. This empowered the community to share their unique stories and perspectives.

The community actively participated in the festival's organization, contributing to tasks such as decoration, logistics, and hospitality. This sense of involvement strengthened social bonds within the village. Outside volunteers, both from Thailand and internationally, are a main pillar of the festival.

Residents acquired new skills in event management, marketing, and hospitality through involvement in the festival, enhancing their employability and fostering a sense of pride.

The festival organizers and villagers implemented eco-friendly practices, such as waste reduction, recycling initiatives, and promoting sustainable transportation options. This commitment to sustainability contributed to the village's reputation as an environmentally conscious destination.

The Mooban Festival has not only put the village on the global tourism map but has also led to positive transformations within the village. Through community-based tourism initiatives, economic development, and cultural exchange, the festival has created a sustainable model for rural tourism that preserves local heritage while embracing the global appeal of techno music. This case study serves as a testament to the potential of cultural events in fostering inclusive and sustainable rural tourism.

4. A decade of growth and challenges

Changing Dynamics (Years 10-20): Over the next decade, the Mooban Festival continued to gain global attention, drawing an increasing number of techno enthusiasts worldwide. While the festival's success contributed significantly to the village’s economic development, it also brought forth challenges that underscored the need for careful management and sustainable tourism practices.

The global popularity of the Mooban Festival resulted in a surge in tourist numbers, exceeding initial expectations. The once quaint village accommodated a growing stream of visitors during the festival and throughout the year.

The local village experienced a significant influx of tourists, bringing positive economic benefits. However, this sudden tourism surge also had unintended and adverse consequences. One of the major challenges was the strain on the village's resources, which needed to be increased to meet the needs of the growing number of visitors. This led to an increase in the amount of waste generated, straining the local waste management systems. The traditional village lifestyle was also under pressure due to the sudden rise in tourists. One of the most impacted areas was the demand for accommodations, which surpassed the village's capacity, forcing the construction of makeshift lodgings that needed to be equipped to handle the needs of the tourists.

The need for more infrastructure planning became evident as the village struggled to cope with the increased load on basic amenities. The surge in waste from festival-goers and tourists overwhelmed the existing waste management systems, and the strain on water and electricity resources became more pronounced.

As the festival gained global attention, cultural clashes and instances of misbehavior became more prevalent. Some visitors, unfamiliar with local customs and traditions, engaged in behaviors that were disruptive to the village's way of life.

Recognizing the challenges posed by the unsustainable strain on the village, various stakeholders, including festival organizers, local authorities, and community leaders, implemented a series of strategies to mitigate the negative impacts:

In collaboration with festival organizers, the village tries to establish a maximum capacity for attendees. This is intended to help regulate the number of visitors during the festival and throughout the year, ensuring that the village's infrastructure adequately supports the influx.

Infrastructure improvements are being made to balance tourism growth with preserving the village's environment and identity. Investments are being made in waste management, water supply, and accommodation facilities.

A comprehensive community engagement and education program is intended to be implemented to promote responsible tourism. Visitors shall be provided with information about local customs and guidelines to respect the village's cultural sensitivities.

The villagers are pushing for a sustainable tourism certification, ensuring that the village meets specific environmental, social, and cultural criteria. This certification aims to attract conscientious travelers who respect the principles of responsible tourism.

As the Mooban Festival enters its second decade, the village faces the dual challenge of managing its newfound global popularity while preserving its cultural and environmental integrity. The implementation of sustainable mitigation strategies has just started, and the community, organizers, and local authorities have committed to striking a balance between economic development and the well-being of the local community. The case of the village serves as a valuable lesson in the ongoing dialogue surrounding the sustainable management of rural tourism in the face of rapid global attention.

5. Possible scenarios and future outcomes

Scenario One: Harmonious coexistence, unsustainability (years 20-30)

In this scenario, the village and the festival coexist harmoniously, creating a unique and vibrant atmosphere. However, the challenges of unsustainable tourism practices persist, posing long-term threats to the village's cultural and environmental integrity.

The festival has proven to be a key contributor to the economic well-being of the village. Its support of local businesses and the creation of employment opportunities has helped drive economic growth and prosperity. Its positive impact on the community, bringing people together and fostering a sense of unity and togetherness, has been felt far and wide. The festival has played a vital role in the village's ongoing success, whether by selling local goods and services or providing jobs to local residents.

The festival remains a platform for cultural exchange, attracting visitors interested in the fusion of techno music and traditional Thai culture.

The rise in tourism can have harmful effects on the environment. As tourist numbers increase, the demand for resources like water, energy, and food increases, putting a strain on natural resources. Waste management can also become a challenge, as the surge in tourist activity leads to increased waste production. This, in turn, exacerbates environmental issues such as pollution, deforestation, and soil erosion. Additionally, constructing new tourist infrastructure and facilities may increase greenhouse gas emissions, contributing to climate change. Therefore, we must be mindful of our environmental impact and take necessary measures to minimize it.

The continuous influx of tourists may dilute the village's cultural authenticity as it adapts to meet the preferences of a larger, global audience.

Resource Depletion: Over time, the village faces challenges related to water scarcity, increased pollution, and degradation of natural habitats.

The strain on resources and the potential erosion of cultural identity may lead to dissatisfaction among villagers, causing tension between the community and festival organizers.

Scenario Two: Sustainable focus, reduced tourists (years 20-30)

In this scenario, the village and festival organizers prioritize sustainability, resulting in a more balanced and responsible approach to tourism. Although the number of tourists decreases, the focus shifts towards preserving the village's cultural and environmental assets.

The village has taken significant steps towards implementing eco-friendly practices to promote a more sustainable way of living. These measures help to reduce the negative impact on the environment and ensure the preservation of important local resources, such as natural habitats, water sources, and wildlife. By prioritizing sustainability, the village sets an example for others to follow and contributes to a cleaner, healthier planet for future generations.

Efforts are made to preserve and showcase the village's cultural heritage, encouraging responsible cultural tourism.

Due to the festival's strong focus on sustainability, there has been a noticeable decline in the number of tourists attending the event, which has significantly impacted the festival’s overall revenue. As a result, festival organizers are exploring new ways to balance the need for sustainability with the financial viability of the event.

The village faces financial challenges due to the reduced profitability of the festival, necessitating alternative strategies for economic development.

The village takes great pride in preserving its environment and cultural authenticity. This commitment ensures the long-term sustainability of the community and the festival. The environment remains resilient through careful planning and management, providing a natural backdrop for the festival's activities. This approach also safeguards the village’s cultural heritage, ensuring that traditions are passed down through generations. By prioritizing environmental and cultural preservation, the town can continue to thrive and provide a unique and authentic experience for all visitors to the festival.

As over-tourism starts to decline, the village’s residents can now enjoy a higher quality of life. They no longer must deal with the negative impacts of an influx of tourists, such as overcrowding, increased noise pollution, and higher living costs. With fewer tourists, they can now have more peaceful and enjoyable day-to-day lives. Additionally, the reduction in over-tourism allows the village to preserve its natural beauty and cultural heritage, making it a more attractive destination for responsible and sustainable tourism in the long run.

Scenario Three: Mainstream tourism, profitable but disconnected (years 20-30)

In this scenario, the festival organizers prioritize profitability over community engagement, transforming the Mooban Festival into a mainstream tourism event. While profitability soars, the essence of community-based tourism diminishes.

The festival is a significant draw for tourists from various backgrounds, attracting diverse visitors seeking to participate in the festivities. This increased popularity translates into higher profits for the organizers, who benefit from the surge in demand for the event.

The festival gains widespread international recognition, attracting a diverse audience from various demographics.

As the festival progresses, the villagers slowly withdraw their participation, deteriorating the once vibrant community-based tourism experience. The absence of the locals' active involvement in the festival's cultural and traditional activities leaves a void that is hard to fill, and the visitors miss out on the true essence of the event.

The festival's programming may prioritize mainstream appeal over cultural authenticity, potentially diluting the village's unique identity.

The village's economy heavily relies on tourism revenue, which means that its financial stability becomes intertwined with the tourism industry. While beneficial in favorable economic conditions, this dependence makes the village vulnerable to any external factors that may affect the tourism industry. This includes economic recessions, political instability, or natural disasters, which may cause a decline in tourism and significantly impact the village's economy.

The traditional cultural aspects of the village may fade away as the festival caters to a more generic, mainstream audience.

The village's future lies at a crossroads, with each scenario presenting a distinct path for the town and its relationship with the Mooban Festival. The choices made during this critical period will not only shape the festival's future but also determine the long-term sustainability and well-being of the local community. Balancing economic prosperity, cultural preservation, and environmental sustainability will be paramount in ensuring the continued success and resilience of the village in the decades to come.

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Table 13/2: Questions for brief recapitulation of the case at the beginning of the class

1.	Describe the village's initial socio-economic situation.
2.	Which challenges and opportunities in the areas of economic growth and tourism development can be identified?
3.	How the village decided to approach existing socio-economic challenges?
4.	Which potential forms of tourism development were identified? Which were applied? Which major results were achieved?
5.	What happened in the area of tourism development?
6.	Which major community-based tourism initiatives were implemented?

7.	Which key social impacts of the festival on tourism development can be seen?
8.	What happened in the area of tourism development?
9.	Which major community-based tourism initiatives were embarked?
10.	Which key social impacts of the festival tourism development can be seen?
11.	Which challenges resulting from the Mooban festival raising popularity did the village face? How were these challenges approached?
12.	What is the concept of community-based tourism? Provide examples from the case study.
13.	Characterize the three scenarios of the festival development?
14.	What are potential benefits and risk of these scenarios? What are there pros and cons?

Table 13/3: Questions to be discussed in the class

1.	What lessons can be drawn from the case study of this local Thai village in terms of balancing economic development, cultural preservation, and environmental sustainability?
2.	How might other rural communities learn from the experiences of this rural village in Thailand in developing and managing tourism initiatives?
3.	At which point in the village's development as a tourist destination could precautions have been taken to ensure sustainable growth? And what could these measures have looked like?
4.	If the village in this case study continues to develop as a sustainable tourist destination, what would the situation look like in 50 years?
5.	Reflect on the concept of sustainable tourism certification mentioned in the case study. How can obtaining and maintaining such certification benefit a rural destination like the village in this case study, and what challenges might it pose?
6.	Discuss the role of volunteerism in the context of the Mooban Festival. How did volunteerism contribute to the festival's success, and what broader implications does it have for community engagement in rural tourism?
7.	How could the village continue to strive as a tourist destination if the festival organizers decide to discontinue the festival?

14. Tourism Act: Content preparation and political advocacy

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The tourism sector is a highly complex industry involving a wide range of actors. A significant challenge to tourism development is that tourism operates within public space and utilizes free, public and private economic goods. Consequently, tourism requires effective coordination. This coordination is achieved through the statutory regulation of the basic governance structure of tourism in tourism in developed countries. In the Czech Republic, the debate on the tourism regulation has persisted for decades. The current reopening of discussions on tourism law is attributed to the Czech government's recent declaration of systematic support for tourism. This case aims to engage students in this ongoing discussion.

1. The socio-economic importance of tourism in the word and Czech economy

Tourism holds a relatively modest economic significance in the Czech Republic. From an economic standpoint, the tourism sector in the Czech Republic is rather less influential, constituting only 1.9% of domestic supply, whereas the European average is 3.4%. This disparity cannot be solely attributed to the high share of the industrial sector in the Czech Republic.

Several factors contribute to this lower performance. Firstly, there is a low number of inbound tourism guest-nights, with countries like Austria or Spain hosting up to three times the number of guest-nights per resident. Tourists in the Czech Republic also exhibit relatively low spending habits, averaging $170 per night compared to $230 in Poland or $277 in Austria. Additionally, their duration of stay is below the European average. These deficiencies are reflected in the comparatively low physical productivity of the tourism sector in the Czech Republic, which is approximately 50% lower per job equivalent than in Austria or Poland, even after adjusting for price differences.

Regarding regional distribution, inbound tourism is overly concentrated in the capital city, and thus does not contribute sufficiently to the economic development of a many regions. Another challenge faced by tourism in the Czech Republic is the negative externality it generates. In certain locations, tourism can alter the character of the destinations, shifting the focus from meeting the needs of residents to pricing and supply of services primarily oriented to tourists. This may lead to residents feeling irritated by these changes.

Press release (CzechTourism, 2022): "… 60% of residents in areas heavily visited by tourists think that tourism is an important source of income that would otherwise be lacking in their place of residence. The majority of them (90%) have a positive perception of tourism. They also say that it has a positive impact on interpersonal relations and cultural and moral values. Similarly, the majority of residents (80%) of the most popular tourist locations realize that the standard of living in the area is improving or is at a good level due to tourism. For the reasons mentioned above, many residents (43%) would like local governments (regions, cities and municipalities) to support tourism as much as possible…."

2. Tourism stakeholders in the Czech Republic

There are many stakeholders in tourism destinations with potentially rather opposing goals. These stakeholders can be divided into six groups:

Government and Ministry

The highest level of government plays a significant role in tourism by creating the legal and economic conditions for the industry. The Ministry of Regional Development is specifically responsible for tourism in the Czech Republic, with other ministries, such as Finance, Industry and Trade, and International Relations, also significantly influencing tourism policies.

Local government and municipality

Regional governments and municipalities manage tourism trough the local regulations (e.g. regulation of tourism tax, etc.). They are responsible for overseeing tourism infrastructure and destination environments and provide local subsidies to tourism. They benefit from tourism by collecting tourism taxes and redistributing income taxes.

Residents

Resident has two roles in tourism. First as a tourist (domestic) and the second as a part of the tourism destination. They bring the life and culture to the destinations. They work in tourism businesses.

Businesses (tourism & others)

Tourism is a business opportunity especially for SMEs. Local businesses provide services to tourists and sell them their products. They usually benefit from tourism as it becomes a part of their supply chain.

Non-profit organizations

They have special position in tourism, because they usually care about historical, cultural and social elements of destinations (e.g. historical attractions, culture life etc.). Tourism is usually the opportunity how to make some money for their goals and keep their activity.

Tourists

Tourists come to tourism market as a part of demand. They satisfy their needs by purchasing tourism products, including goods and services.

3. Importance of tourism law, its positions in Czech law system

Speech by the adviser of the Ministry of Regional Development at the Tourism Forum 2023 in Prague: “Currently, in the field of tourism in the Czech Republic there is only a law protecting consumers in relation to travel intermediaries and travel agencies. The issue of the tourism management system is not anchored in any document of a legislative nature. In the Czech Republic, there is a destination management system, but it is based on a voluntary basis and the competences of the individual destination management organizations are not clearly defined, which hinders the effective management of tourism in destinations. In many destinations there are coordination problems (e.g. overtourism, environmental degradation, touristification, etc.).”

1. Examples of tourism law in abroad

Newspaper interview between tourism journal reporter and manager of national tourist board Austria Werbung:

Reporter: “Good morning, Mr. Smidt, I'd like to ask about the tourism law structure in Austria. Is there one general tourism act in Austria or are there tourism acts in each federal state?”

Mr. Smidt: “Good morning, thank you for the invitation to this interview. The legislative system in the field of tourism is very complex in Austria. We have more than one acts that covers whole country, and every federal country has its own more specific tourism act that covers the finance system of DMO, collecting tourism tax, or membership to Chamber of Commerce for all businesses and their financial support to tourism.”

Reporter: “Wow, it is very complex and complicated system”

Mr. Smidt: “Yes, it is, but it was created for decades with the tourism development in our country. This legislative system has evolved from the tourism management system in Austria, considering current situation and changes in tourism as an industry. The basis of this system dates back to the forties of the 19th century. It has been very long and not easy path to have this system accepted by all stakeholders.”

Reporter: “Yes, indeed Austria is very typical tourism destination, as are other alpine destination. Do you know about some other complex tourism law system in Europe?”

Mr. Smidt: “Yes I do. For example, the tourism law system in Switzerland or Croatia is very complex. In Croatia, the HORECA segment is also very strictly covered by law, and other tourism services providers are also governed by the legislation of tourism. The different legislations cover the tourism services, the financial system of tourism, membership in tourism organization, or tourism tax.”

2. Process of developing a new law

According to the Constitution, the right to submit bills is vested in the deputy, a group of deputies, the Senate (only as a whole), the government, and regional councils. In addition to the text of the bill, the draft bill includes an explanatory memorandum. The memorandum must assess the current legal situation, explain the need for the new regulation, describe the expected impact on public budgets, and elucidate the proposal's compliance with the constitutional order and international treaties.

The draft law is submitted to the President of the Chamber of Deputies, who forwards it to the Committee on Organizing and to the deputies. If the Government is not the proposer of the bill, the Chairman of the House sends the proposal to the Government for its opinion. The Committee on Organization of the Chamber of Deputies proposes a rapporteur for the first reading and suggests to which committee the Chamber should assign the draft law for the first reading. This is followed by a debate in the relevant Committee and the 2nd and 3rd readings of the law. If the readings are successful, the draft goes to the Senate.

The Senate follows a similar procedure to the Chamber of Deputies, except that there is only one reading. After a successful process in the Senate, the law is submitted to the President for signature.

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Table 14/1: Questions for brief recapitulation of the case at the beginning of the class

1.	What are the social and economic consequences of tourism in the world?
2.	What are the economic and social problems of tourism in the Czech Republic?
3.	What are the key stakeholders in tourism?
4.	What is the experience (law design?) with tourism act in country Austria?
5.	What is the procedure of developing the law in the Czech Republic?

Table X/2: Questions to be discussed in the class

1.	Where is tourism impacting everywhere?
2.	Which stakeholders are entering tourism development?
3.	What fields should be governed by a tourism management system / tourism act?
4.	How should tourism and its institutions be involved in environmental protection, culture and spatial planning?
5.	Is legislation necessary to support the tourism system?

Sustainable and Smart Tourism

Book of teaching case studies

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