Cultural tourism and cultural market in Bosnia and Herzegovina – Promotion strategy of the national product

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Introduction

I. Theoretical part

- Compile the theoretical information about cultural tourism in Bosnia and Herzegovina.

II. Practical part

- Complete the list of historical and cultural sources by their potential to attract tourists.

- Prepare the project of new marketing plan and promotion strategy for 2011 – 2013.

- Submit the project to risk and cost analysis.

Conclusion

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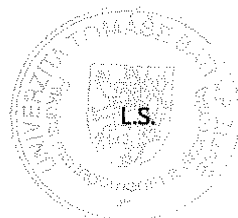
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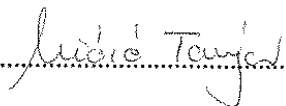
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ABSTRAKT

Kulturní cestovní ruch je odvětvím cestovního ruchu, které je jedním z nástrojů pro ekonomický růst a prochází velkým rozvojem.

Bosna a Hercegovina je země, která má dobrou geografickou polohu a bohatou historii a má v podstatě potenciál pro udržitelný celkový růst.

Bosenská Královská Stezka je projekt realizovaný společností NNO Mozaik a je to první projekt na téma kulturního dědictví cestovního ruchu.

Cílem této práce je provést příslušné výzkumy na téma kulturní turistiky v Bosně a Hercegovině a v Evropě a nabídnout vylepšenou verzi projektu bosenské Královské stezky.

Klíčová slova: kulturní turistika, kulturní dědictví, Bosenské Království, zlepšení, propagace, trvale udržitelný rozvoj, vlastní - udržitelný projekt, realizace projektu.

ABSTRACT

Cultural tourism is a branch of tourism which is one of the tools for economic growth and is going through great expansion period.

Bosnia and Herzegovina is a country which has good geographic position and rich history and they are basically potential for sustainable growth in overall development.

Bosnian Kingdom Trail is a project done by NGO Mozaik and it is a first project on the topic of cultural heritage tourism.

The purpose of this thesis is to conduct applicable researches on the topic of cultural tourism in Bosnia and Herzegovina and in Europe and to offer improved version of the project Bosnian Kingdom Trail.

Keywords: cultural tourism, cultural heritage, Bosnian Kingdom, improvement, promotion, sustainable development, implementation of the project.

ACKNOWLEDGEMENTS

CONTENTS

INTRODUCTION

Tourists today are more knowledgeable, better informed, better educated and they have some previous personal experience. In addition, many tourists want to experience something new contrary to usual circumstances of everyday life.

World trend says that tourists' preferences for specific types of tourism are growing. According to the recent analysis popular types of tourism are: eco-tourism, cultural tourism, thematic tourism, cruises, nautical tourism, adventure tourism, etc.

In major cities Bosnia and Herzegovina offers cultural happenings which emerged after the war in a new age cultural renaissance. Sarajevo is a host to some very influential festivals today regarding movies (Sarajevo Film Festival), music (Jazz Festival) and theatre (Mess Festival).

Bosnia and Herzegovina is a country on a crossroad of West and East. Different cultures and historic periods are meeting in this heart shape country. BiH creates a magical mix of old and new worlds. There are several periods BiH went through – Illyrian age, the Roman period, Medieval Bosnia, Ottoman era, Austro – Hungarian era, the First Yugoslavia, World War II, Socialist Yugoslavia and War in 90's. All of them left a significant trace on a historical mural of this country and in parallel created phenomenal offer of cultural tourism. Obstacles for a realization is an image which was created by the brutality of a war, especially Sarajevo is degraded in this context, then poor political and economic decisions and missing infrastructure, lack of knowledge about funds which exist in order to support development of culture of countries in transition.

Main purpose of this thesis is to present current situation of cultural tourism and techniques of promotion national product in Bosnia and Herzegovina followed by the analysis of market which is used as a base for creation of offer for cultural heritage tourism.

The forthcoming project is consisted of two parts.

Theoretical part will focus on types of cultural heritage and the main issues with handling culture in Bosnia and Herzegovina. Furthermore it will present project about medieval Bosnian Kingdom planned and executed by NGO Mozaik.

Analytical part will group disadvantages of BiH cultural tourism into three strategies which will propose solutions in accordance to political and economic conditions of this country. Analytical part will analyze Bosnia and Herzegovina through examining po-

litical, economic, social and technological factor (PEST analysis). Trends in European Union will be compared using DecisionLab, piece of software, in order to conclude which country has the best conditions for the development of cultural heritage tourism. In this way trends which were successful in other countries could be used as an inspiration or as an example for the BiH case. Project part of this work will present new marketing plan which will point to omissions done by project Bosnian Kingdom Trail. It will present some improvements which could make this project more attractive for consumption.

Overall the main task of this thesis is to analyze and to explain the current situation in cultural heritage tourism field in Bosnia and Herzegovina, and to point out the omissions of the projects done in this field in order to improve atmosphere in which cultural heritage tourism is developing and to bring it on a higher level.

I. THEORY

1.1 Types of cultural heritage

Bosnia and Herzegovina has extremely rich history and the cultural and historical heritage is the resource using which Bosnia and Herzegovina could make its cultural touristic offer more attractive.

From the aspect of cultural and historical heritage as a touristic attraction, offer which could be created wouldn't be directly related to one season, or for just one region or for only one segment of tourists. Proper use of the capacity which is offered to Bosnia and Herzegovina through its history can bring tourism on a completely new higher level.

In the text below basic clusters of cultural and historical heritage which could be considered interesting from the tourism point of view will be explained through examples from Bosnia and Herzegovina.

1.1.1 Type of heritage: Built monument

Definition −Monuments, group of buildings or single building which was build in past, with specific crafts combined with tradition. Today build heritage should be preserved and protected.

Situation in Bosnia and Herzegovina - War which happened in 90s' has as a consequence huge destruction of non-moving heritage. Legacy damaged is characterized by its diversity of dissimilar cultural and historical influences. For restoration and conservation large amounts of money are needed.

Example - Old Bridge in Mostar

This bridge was billed by Ottoman Empire in 16th century. It is made over river Neretva and it unites two parts of this town. During war in 90s' it was destroyed in 1993 on November 9th. This bridge was renovated in 2004, on July 23rd. The World Bank, the Aga Khan Trust for Culture, United Nations Educational Scientific and Cultural Organization (UNESCO), and the World Monuments Fund founded association with a primary goal to supervise reconstruction of historic city centre of Mostar and Old Bridge. Funds for this project were provided by governments of Italy, Turkey, Netherlands, Croatia, Bosnia and Council of Europe Development Bank.

1.1.2 Type of heritage: Spiritual heritage

Definition –Spiritual heritage is religious inheritance of one nation, region or group of nations.

Situation in Bosnia and Herzegovina - Spiritual heritage of Bosnia and Herzegovina is what makes its legacy interesting and exclusive comparing to neighboring countries and their cultures. Bosnia and Herzegovina is presenting four monotheistic religions. In fact there are not that many countries in the world, where it is possible to visit shrines of four main monotheistic religions.

Sarajevo, the capital of Bosnia and Herzegovina, is called Jerusalem of Europe or Jerusalem of the Balkans. This city is famous for its cultural religious and historical variety. In $100m^2$ religious objects of Islam, Catholicism, Orthodoxy and Judaism can be found.

Example -Cathedral of Jesus Heart is located in the centre of the city, on attractive location where all major roads of the city lead to. It was built in 1882 on the initiative of Josip Stadler and project was made by an architect Josip Vancas.

The oldest synagogue in Sarajevo was built in 1581 during the Ottoman Empire. It is located in the centre of the city.

Emperor mosque is the first mosque built in Sarajevo. It was built 1462 on the initiative and funds of Isa Beg Isakovic, who is considered as a founder of the city.

Orthodox Church in Sarajevo is one of the biggest temples of this religion on the Balkans. It is located in the centre of the city. It was build 1859.

Regarding spiritual heritage, famous is 'triangle' on Bašćaršija, old part of a town. Triangle started in old Orthodox Church where candles were lightening up. Next stop was Catholic monastery which is located 5 minutes walk from old Orthodox Church. Entering the Church and lighting up the candles were considered as a second step to good luck. Third and the final step was a Islamic cemetery of seven brothers who were executed during the Ottoman Empire. The ritual for meeting good luck in your life was to put same amount of money in every tombstone. This conditionally said augury long time ago lost its sense of true belief, but from the aspect of touristic attractiveness and protection of the historical and cultural heritage, triangle can be of great value.

1.1.3 Type of heritage: Living heritage

Definition –Living heritage is a living part of culture of one nation of region. In order to be saved it needs to be preserved, but it is called living because it changes all the time and the right way needs to be found to capture it at the moment and to archive it.

Situation in Bosnia and Herzegovina - Living heritage is closely related to religious heritage. Protection of living legacy encloses protection of certain customs, transfer of legends and different stories in the oral way, folk and traditional music, traditional dances etc. Nonmaterial and living heritage has a special treatment lately, because process of globalization makes this legacy more endangered than other forms of heritage. It is predicted that several hundreds of languages will disappear.In 2003 in Paris Convention for safeguarding of the intangible cultural heritage was adopted (UNESCO, 2003).In 2004 public discussions were held how this Convention can be implemented on regional levels. It this debate Bosnia and Herzegovina had its part, but because not being properly legally regulated Bosnia and Herzegovina was inflexible for any solution.

Example: Museum of Sarajevo started a project called Da se ne zaboravi ('Not to be forgotten'). Every year this museum organizes distinctive way of presenting living heritage creating direct thematic connections with museum exhibition. In this way oral heritage is taking care of. Several years ago exhibition was about bread (author: museum custodian Amra Madarević). There were twenty different kinds of bread exhibited. Exhibition included preparation and tasting of bread which was prepared by students of appropriate schools. This program adducted attention of the audience. Next presentation exposed different ways of making national sweets.

Even though interest and visit of these manifestations is extremely large with constant tendency of growth, touristic association, and other related ministries were not interested in this program. The most attractive fact about this program is that assets for this program are not usual, so direct funding of the events is not necessary; it can exist as a self financing happening.

1.1.4 Type of heritage: moving heritage

Definition –Moving heritage are objects on exhibits which are inherited from previous generations. They are collected and are part of museum opus.

Situation in Bosnia and Herzegovina - The forth group of historical cultural heritage is moving heritage, also known as displays which are taking care of, handled and presented by museums. I would like to emphasize that even parts of museums which are holding permanent exhibitions are also in this cluster.

Examples: Moving heritage could be a great addendum to all other types of tourism. Visit to the museum could be easily included in touristic routes of cultural heritage tourism.

1.2 Role of culture in the development of Bosnia and Herzegovina

Sustainable development is mentioned and promoted by UNESCO Convention on the protection and promotion of the diversity of cultural expressions.

'Being aware that cultural diversity creates a rich and varied world, which increases the range of choices and nurtures human capacities and values, and therefore is a mainspring for sustainable development for communities, peoples and nations.' (UNESCO, 2005).

During the war in Bosnia and Herzegovina from 1992 – 1995 industries which present root of economic development were destroyed. In order to bring economic industries to potential revival it is necessary to identify new foundations of added value, and new developing patterns which will be innovative enough to be sustainable for future growth and future generations.

According to Keith Nurse, who is a senior lecturer at the Institute of internal relations culture is a forth pillar along with economic, environmental and social pillars which are important and inevitable for sustainable development.

'Sustainable development marries the ideas of sustainable economic development, meaning development that will not slow or wither away but will be, in some sense, self perpetuating, and ecological sustainability, meaning the preservation and enhancement of environmental values through the maintenance of ecosystems in the natural world. '(Throsby, 2001).

Here one can ask question where does culture actually fit into picture. Today people are using word culture in everyday life and in different contexts. In order to explain purpose and position of culture in the framework of development of one country it is needed to present two main definitions of culture – functional and social. Functional definition of culture is more leaning toward actions done by people and products which appear as a result of those actions. This aspect of culture celebrates ethical, rational and artistic features of a person. Social definition is also referred to as anthropological aspect of culture and is more about social issues, mores, principles, different attitudes and practices shared by a group of people.

Accordingly culture includes all actions which combined with creativity produce something artistic which is further on able to communicate with other individuals. So music, poetry, dance, drama, literature are included in the bottom of the cultural pyramid, then storytelling, film making, radio, design, television, festivals, printed materials and so on.

Cultural tourism is a rapidly growing branch of tourism. Culture is today being used to support beauty and competitiveness of locations exposed to touristic globe. (IVANOVIC, 2009)

1.3   Demand and supply of cultural heritage tourism

Just as any other market, market for cultural heritage tourism has its demand and supply curves. It is an industry which plans, produces and controls market product. As is the case in every industry branch, demand is a quantity of a good or service which is consumed in the same price. Supply factors are used as pull factors which potency enables determination of level of cultural heritage appeal.

There are four perspectives of cultural heritage demand:

1. Use or current demand – these are the numbers of tourists which visited heritage site

2. Option demand – this is the number of future visitors to particular heritage site

3. Existence demand – this refers to the value of the cultural heritage site regardless of its future or current use

4. Bequeath demand – it refers to the need for promotion of ability to pass on the future generations what is inherited from ancestors (BEETON, 2006).

1.4 Marketing of Cultural Heritage Tourism

Marketing of cultural heritage tourism is based on four main principles.

Segmentation of the
market
Behavior of the con-
sumer
Promotion
Partnership
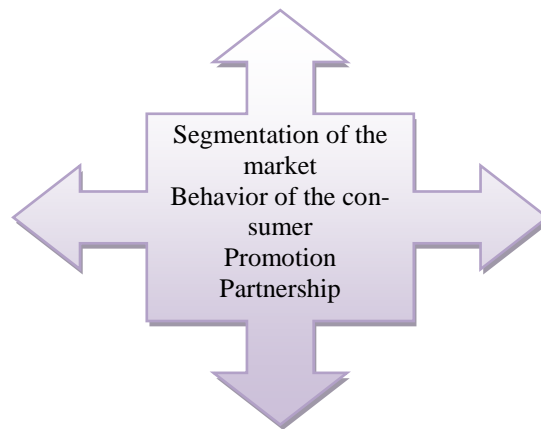
Figure 1- Four main principles of cultural heritage tourism marketing

1. Segmentation of the market has been used quite a lot in order to identify different segments of the market so that appropriate strategy can be created and tourists attracted. Segmentation can be done by demographics, propensity to spend, activities, interests. No matter which one of these segments is chosen goal of the market is to stay competitive and to offer its customer, in this case tourists, what they want.

2. Behaviour of the consumer presents important indicator when it comes to determination of the appropriate marketing strategy. Analysis of tourists' behaviour helps marketing team to identify and to solve potential problems, but also to open a variety of creative and useful opportunities.

3. Promotion is also referred to as communication. It can be divided into two groups - interpersonal and impersonal (Schiffman, 1991). Combination of these two is used in marketing of cultural heritage tourism. Printed advertisements are mostly used mean of communication between the agency which is offering the service of cultural tourism and potential tourists.

4. Partnership in cultural heritage tourism is quite developed and the main purpose is revenue and donation search. Partnership is important because better treatment is offered to organizations and institutions which work in a pair or a group. (MISIURA, 2005)

1.5 Trends in Cultural Heritage Tourism

Every branch of tourism has its own trends which enlarge influence of marketing on planning and success of strategies. Some of them are:

1. Demand trends – as it is said before, cultural heritage tourism is a branch of tourism which is expanding. Reason for that is increase in people's interest in past of themselves and past of others.

2. Increasing competition – today there is oversupply of cultural heritage leaving enough space for growth in demand. As the public interest for the past of others was discovered, countries which have something to present realized that in this way they can gain profit, so they created a touristic offer.

3. Gazinta attitude- gazinta refers to effective utilization of time. Time has become the most important parameter, alongside with money, which determines human behaviour and human choices. Consequently, tourism has to present more than few activities under the same offer and price.

4. Growing demand for authenticity – as the competition increased so the tourists want to obtain real and authentic pieces of history, rejecting fake ones.

5. Cultural heritage vs. politics – presentation of cultural heritage is highly political occurrence. Bosnia and Herzegovina is a country which changed several political systems, which were not complementary. In order to establish new political system politicians use selective memory. This treatment is also called collective amnesia, in this way only some parts of the history are highlighted and the others are 'forgotten'. Some periods of history which country went through but are not support for current political philosophy are most likely to be ignored.

6. Multiculturalism – it is actual and rising trend. Numerous societies which used to be countries of one nation today are enriched with multiculturalism. People discovered colours of multiculturalism and when travelling they demand it.

7. Cultural heritage economics – perspectives which are opened if heritage economics is taken into context are numerous. Not only are that agencies which organized the trip gain profit, benefits present for gas stations, souvenir shops, restaurants etc (Jelinčić, 2009).

2   EUROPEAN UNION AND CULTURAL TOURISM

2.1   Culture in EU

Fifteen years ago European Union did not invest enough in culture. This fact is based on statistics that 45% of overall EU budget was invested in agriculture, 35% for Structural funds and 1% for culture, education, media and other social categories.

In year 2000 Europe decides to form fund for financing culture called Culture 2000. As its name says it has been founded in 2000 and it lasted till 2006. After 2006, Culture 2000 was replaced with Culture 2007 that will last till 2007. It provides bigger budget for establishment and improvement of relationship between EU and non-EU countries.

Period	Name of the Fund	Budget
2000 – 2006	Culture 2000	236,5 million Euros
2007 - 2013	Culture 2007	400 million Euros

Table 1- Culture 2000 and Culture 2007 - budgeting

It is important to mention that this fond is transnational fund, which means that is finances European not national projects. So it does not finance national projects, but national authorities can contribute to the project on the national or regional basis.

As EU changed its priorities, situation in cultural sense is changing and becoming more stabile. One of the most important questions this program tries to solve is an issue of cultural heritage in economical and cultural development. Heritage by itself should be subject of controversy – cultural heritage looks for protection and protection searches for financing (EUROPE, 2002).

Transnational funds include Culture 2007, Media Plus, Leonardo da Vinci, Socrates, Youth, Life III, New Technologies...

After all there are other funds which offer financial support – Structural funds[1]. There are four main Structural funds:

1.   European Regional Development Fund (ERDF)

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[1]80% of EU money intended for culture in Great Britain comes from Structural funds.

2. European Agriculture Guidance and Guarantee Fund (EAGGF)
3. European Social Fund (ESF)
4. Financial Instruments for Fisheries Guidance (FIFG)

Obviously some of the programs by their name do not have orientation connected to culture or tourism, but by following certain criteria it is possible to apply (Commission, 2012).

This is not a definite list of EU fund that support tourism. There are many programs that do not mention words cultural tourism in their official name. The key word which is constantly being monitored in all fields of development, including cultural tourism, is creativity. This is important both in designing and implementing project and in looking for funding.

2.2 Tourism in EU

Sector for tourism in EU is under jurisdiction of DG Enterprise of European Commission, and is founded with a mission to ensure interests of tourism sector, to offer information to all active in this sector and to promote cross-border cooperation (Gavin Jack, 2005).

According to the Sector tourism is an activity which has a great influence on our social, cultural and economical life. It also has a vast role in employment, regional development, education, environment, safety, new technologies, transport, taxation, finance and culture. Multifunctionality is present in tourism just like its visible in the sector of culture.

Sector for tourism in EU concentrates its activities on the importance of tourism in the context of development, prosperity and employment, but it is based on the tasks for improving quality, sustainability and competitiveness of European tourism and tourism companies and follows the trends of tourist interest. Following this principle Sector for tourism ensures optimal contribution to all goals established by European community.

One of the most important tasks of the Sector for tourism is coordination role inside the European Commission in order to ensure that the interests of the tourism are completely taken into consideration during the preparation of the legislations and to implement programs and policies which by themselves are not conceived in terms of tourism objectives. These concepts have significant influence on the development of the tourism industry, interests of tourists and the development of natural and cultural heritage.

Next to the Sector for tourism there are other EU institutions which are directly or indirectly included in the tourism sector – Advisory Committee for tourism, European parliament, Committee for regional politics, traffic and tourism, EUROSTAT etc.

2.3   Cultural Tourism in EU

Even though tourism as a sector is not first on the list of main issues of the European politics, a positive thing is that Department of Tourism, among other things, deals with cultural tourism.

Trends in cultural tourism which are used by Department for Tourism as a basis for further studying explain how EU sees cultural tourism as a medium of cultural identity and one of the indicators for economic development.

- Interaction of culture and tourism dates back to the early days of tourism and because of that it takes on added importance
- Cultural tourism is a key factor for sustainable development and intercultural dialogue
- Cultural heritage is an expression of identity, nation, territory, history, tradition and civilization
- Sustainable tourism brings out the best of heritage and an important economic and social force, and has huge potential for economic development and job creation in tourism
- Increased demand for cultural practices, goods, services associated with a better standard of living, more leisure time and higher levels of education
- Europe has a rich and diverse heritage that can meet this demand
- Approximately 30% of European tourist destination are selected because they have heritage sites that can be visited
- This number increases to 45 – 50% if broader cultural sector is included, such as festivals or important cultural events

Table 2(Klein, 2001)

2.4 Types of EU funds

Opportunity for BiH to be part of European Union opens many potential opportunities for funding new projects, especially if they already have an international dimension. Domestic public funding sources in most of the cases are not covering all the costs of the project, so sooner or later help will be asked from international financial sources.

Experience with EU funds and systematic study of existing programs on culture and tourism could be of great help in establishing orientation through the structures of international organizations.

First, one must differentiate between two types of EU funds that can be used in the field of cultural tourism – these are structural and trans-national funds.

Type of funds	Description
Structural Funds	- Geographically focused - Does not require partners - Based on local decision making - Open access to large funds - Focus on major works or activities of people
Trans – national funds	- Pan - European focus - Partners from different countries - Decision making is not local - Open access to small or medium sized funds - Focus on projects (1 – 3years)

Table 3 Types of EU funds

At thirst glance t is not possible to find fund which is exclusively dedicated to cultural tourism. In order to find appropriate fund and to apply to it, one has to be familiar with these up mentioned funds and inner structure of EU funds especially bodies for tourism and culture.

3 WORLD AND EU INSTITUTIONS IN THE SECTOR OF CULTURAL HERITAGE TOURISM

3.1 UNESCO

UNESCO is abbreviation of the United Nations Educational Scientific and Cultural Organization. This is an UN specialized agency. Main goal is contribution and promotion of harmony, safety, human rights and the rule of law using science, education and culture as its tools.

Head of the UNESCO today is Irina Bokova and the headquarters is in Paris, France.

During the World War II in 1942, governments of several European countries met in United Kingdom with an intention to find ways for reconstruction of their educational systems. This conference was named CAME – Conference of Allied Ministers of Education. In the last part of the conference thirty seven countries decided to form UNESCO on 14th November 1946. First gathering of country representatives was held in Paris from 19th November till 10th December 1946.

UNESCO provides substantial support to Bosnia and Herzegovina through realization of various projects and activities. To have more knowledge about situation in Bosnia and Herzegovina UNESCO established National Commission. Important work for BiH region was done by UNESCO office in Venice and they are responsible for providing expertise in the field of culture and science in the region of Southeast Europe.

A significant number of activities which was done during the period of 2009 – 2011 were carried out through the program Culture and Development. This project was financed from the MDG Funds of UN for achievement of Millennium Development Goals. During this program UNESCO donated $200,000.00 for reconstruction of three symbols of multiculturalism: Convent Plehan in Derventa, Ferhadija Mosque in Banja Luka and Orthodox Church in Mostar. (UNESCO, 2012)

3.2 UNWTO

The World Tourism Organization is a UN organization responsible for promotion sustainable and commonly reachable tourism. It sees and promotes tourism as a tool for sustainable development, and growth in any economic sense.

UNWTO promotes tourism as a tool for accomplishment of United Nation Millennium Development Goals (MDGs) , reduction of poverty and organization of sustainable development.

It has 155 countries as members. Bosnia and Herzegovina was admitted in 1993. Through 2000 – 2009 Bosnia and Herzegovina noted a growth in tourism visits for 7 percent. This presents a great progress, taking into consideration BiH poor political and economical situation. According to UNWTO rise in tourism influenced export earning which doubled from 2000 to 2009 – from 250million to 500 million per year.(GlobalTravelIndustryNews, 2010)

Tourism is going through a growth during last decades and it works hard on it criteria to become the fastest growing industry in the world. Tourism is in an advantage because dynamics of discovering new locations and potential experiences. Tourism has come on the same level based on business quantity indicator with oil or automobile industry. (UNWTO)

Regarding cultural heritage tourism UNWTO is identifying, promoting and protecting cultural heritage. Tourism and Intangible Cultural Heritage is first research done by UNWTO on the topic of heritage tourism, and it was published in the end of 2011 but is still not available online.

4 INTRODUCING: MOZAIK

Mozaik is a foundation for the development of community. Their principle of work quite differs from the principle of work of other NGOs. Instead of looking for donors and sponsors of financial assets, Mozaik gives financial grants and offers advisory support to all local initiatives which share the same interests across Bosnia and Herzegovina. Focus of Foundation is on mobilisation of local resources and sustainability of social and economical development through the implementation of programs which support initiatives of rural communities. In order to properly classify thematic basis for the actions carried out by Foundation, there are three main program areas:

- cultural heritage,
- inclusion/social justice and
- youth support.

With the intention of offering a solution of any other issue, which could not be classified in these three up defined categories, Mozaik defined a section called 'For active communities'. This 'box' is opened as an opportunity to conduct any initiative, but only those approved by members of all other communities.

In 2002 Mozaik started developing a new in-house methodology for problem solving in side communities. Community Driven Development (CDD) is a methodology on a foundation of participation of members of community on a local level. Here are some results of conduction of CDD methodology:

- Solving and simplifying local issues, offering better quality of life to the communities,
- Development of relationships between members of the society and in that way capacities for the use of the local resources are being built and results are positive in the common development on the local level.

Making members of the community a part of the actual methodology used to improve their society and provide full participation in all phases of the implementation of the project, Mozaik encourage communities to

- analyze their needs,
- identify all possible solutions and available resources,
- develop a plan for their activities and

- develop their capacities for the implementation of those activities.

In order to practice their job properly, Mozaik developed seven principles which ensure good results in communities. Seven principles are applied to mostly all activities– development of ideas, selection of the user, consultations for development of the capacities, evaluations, monitoring etc.

1. Local solutions: Commitment to recognize and to use human, natural, cultural and economical resources leads community to certain progress
2. Local benefits: Success of inclusion of the community depends on the benefits which people will have if the project is carried out
3. Participation in planning: It ensures support on the way to fulfil outlined goals
4. Gradual approach: Realistic goals lead to visible results which will build confidence and positive attitude and encourage new initiatives
5. Local partnership: Trust, openness and division of responsibilities between the groups included into common initiative leads to success
6. Local leadership: Individuals who know how to achieve something and individuals who gained the trust of other people will encourage others to become the part of the project/problem/initiative
7. Volunteer work: It offers satisfaction in socialization, pride because of participation in something which is good for the community, and construction of confidence needed for future initiatives.

Mozaik is founded in 2000 and it has its roots in small organization which supported local NGO sector. Leading principle in growth and implementation of projects is that active communities are fertile ground for social and economical development.

In 2007 Mozaik supported 58 actions in different communities. In the end there was collected around 176,666 Euro, and the most interesting thing is that 47% came from state institutions, businessmen,

In order to improve work of those communities, Mozaik introduced volunteers. In the end of 2007, 36,000 volunteer hours was recorded.

In the context of mobilization of local resources in Bosnia and Herzegovina, Mozaik is on the first place.

Here are the results of the actions done by Mozaik in 2007:

- Renewal of 800m of water supply network and one water source,
- Renewal of six bus shelters,
- Renewal of two local roads,
- Renovation of five cultural centres,
- Adaptation of twelve sidewalks for the disabled persons,
- Renewal of two centres for children with special needs, etc.

Mozaik employees are twelve professionals with great experience. Community Driven Development (CDD) is a network of associates who pleads to help communities in planning and implementation of local initiatives. Mozaik is also a member of European Foundation CentreandGrantmakers East Forum.

Mozaik cooperate with different donors and partners - EU, USAID, C.S. Mott Foundation[2], King Baudouin Foundation[3], Austrian and Japanese government, OSF BiH, Balkan Trust for Democracy[4], CIDA, Community Foundation for Northern Ireland[5], Light for the World[6], City of Barcelona, Care International[7], etc.

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[2]The *Charles Stewart Mott Foundation* is a foundation for making grants and it is located in Flint, Michigan.

[3] King Baudouin Foundation (KBF) is a public benefit foundation located in Brussels, Belgium.

[4] Balkan Trust for Democracy is a grantmaking foundation which supports establishment of democracy , good governance, and Euroatlantic integration in Southeastern Europe. It was founded in United states in 2003 by German Marshall Fund http://www.gmfus.org/grants-fellowships/grantmaking-programs/balkan-trust-for-democracy

[5] Community Foundation for Northern Ireland is a centre for philanthropy. It was established in 1979.

[6] Light for the world is a European confederation of NGOs which dedicated their mission to ensuring rights for people with disabilities in developing countries excluding any other discrimination – gender, social group, religion.

[7] Care international is a global confederation of 12 member countries which work together to reduce and to end poverty.

When it comes to determining priorities, Mozaik puts the most vulnerable target groups and the most effective programs on the top of the list and it that way they create incentive for a stabile socioeconomic growth.

4.1 Programs

As mentioned before Mozaik has a final goal improvement of every aspect of local communities in other words economic growth is in focus. Their attention is divided in several program branches:

- Cultural Heritage,
- Inclusion and social justice,
- Youth and
- For active communities.

4.2 Cultural Heritage

This branch of program activity has as a main objective improvement of competitiveness in the field of tourism. In strategy development documentation tourism in Bosnia and Herzegovina is identified as a sector with enormous potential and can have direct and important influence on economic growth of this country.

Project planned, implemented and monitored by Mozaik and which is interesting in the aspect of cultural tourism is a project called Bosnian Kingdom Trail. This project opened new perspectives in a matter of cultural tourism.

Conduction of the idea of presentation of medieval Bosnia opened new viewpoints and basis for other projects not only in hypothetical but also in practical sense. Through this idea of cultural tourism was explained to the local people and people accepted it as a way making money, historical locations were cleaned and prepared for the touristic visit, infrastructure was built (restaurants, gas stations, railways), touristic signalization was set etc.

As the basis for the presentation of Bosnian and Herzegovian history was successfully set, it a great option and a great investment opportunity to widen cultural tourism offer in order to attract more tourists by introducing multimedia, multi-purpose souvenirs which can be used in education (Mozaik, 2011a).

4.3 Bosnian Kingdom Trail

Project Bosnian Kingdom Trail includes ten communities/medieval towns which are interrelated in a cultural/historical sense and with events from the period of medieval Bosnia. Selected communities are:

1. Bobovac (Vareš)
2. Čajangrad (Visoko)
3. Jajce
4. Kraljevska Sutjeska (Kakanj)
5. Kozovgrad (Fojnica)
6. Maglaj
7. Prusac (Donji Vakuf)
8. Tešanj
9. Travnik
10. Vranduk (Zenica)

Mozaik planned to work with ten communities on creating unique branded touristic product within cultural tourism. Development of the product is based on common idea of medieval Bosnian kingdom. The project is aimed at improving infrastructure, content and quality of the entire tourism, especially cultural tourism and promoting common brand of ten listed sites.

The aim of the project was to use subject of medieval Bosnian state as a mean to improve competitiveness of Bosnia and Herzegovina in the field of cultural tourism and to attract more tourists.

Budget of the project is 550,000 Euro.

Planned activities:

1. Improving the attractiveness of touristic destinations
   - Reconstruction and renovation of cultural monuments, less remediation and restoration of the fortresses and monuments, construction of supporting infrastructure (parking places, roads for easier access, cleaning the area, signalization, rest areas)
   - Enrichment of locations, revival of traditional crafts, opening of gift shops
   - Opening and equipping of info points

2. Increasing the qualities of touristic services offered by the touristic location
   - Training of the stuff and personnel of tourism services – training of touristic guides (2 guides for every location) and training of stuff for the work on info points (training after which stuff will receive internationally recognized certificates).
   - Publications – Collections of legends (which proceeds competition for the best legend), regional travel guide, regional map, local promotional materials – leaflets and postcards

3. Creation and selling of cultural product
   - Engagement of experts: archaeologists, historians, ethnologists and marketing experts
   - Creation of the routes: Engagement of the experts for creation of touristic itineraries which will unify information gained by research from local communities in one report which will bind them in one package with a recognizable brand.
   - Promotion of touristic route – public presentation of the routes by travel agencies (listing routes in the official travel agencies)
   - Promotional events – there has been planned a number of promotional events, ceremony of the opening of the project, promotion of publications, theatre performance based on the story 'Bosnian Kingdom Trail', and the final event 'Week of Bosnian Kings' (Mozaik, 2011b)

II. ANALYSIS

5 PEST ANALYSIS FOR BOSNIA AND HERZEGOVINA

5.1 Political factor

Bosnia and Herzegovina is located on a Balkan Peninsula in southeast Europe. On the north, south and west Bosnia and Herzegovina border with Croatia, on the east with Serbia and on the southeast with Montenegro.

Main political and administrative center in located in the biggest city of this country – Sarajevo, which is the capital city.

Bosnia and Herzegovina is a gateway for the Asian and Middle East that are located more on south and south-east. Gaining its independence in 1992 Bosnia and Herzegovina could be considered a new state with a great history.

The war, which followed independence and lasted from 1992 – 1995, was finished

Figure2 Map of Bosnia and Herzegovina

by signing the Dayton Agreement and it was official separation of former Yugoslavia.

This agreement separated Bosnia and Herzegovina into two entities. Federation Bosnia and Herzegovina has 51% of the state and is mainly inhabited with Muslims and Croats. The other entity is Republic Srpska occupying 49% of the state, and being inhabited with mainly Serbian (Union, 1995).

Bosnia and Herzegovina became closer to European Union in June 2008 when signed agreement on stabilization and association (UNION, 2008). In May of 2010 EU allowed citizens of Bosnia and Herzegovina to travel without visa in Shengen-treaty coun-

tries. In the same year Bosnia and Herzegovina received Action Plan of NATO's membership.

When it comes to legal background of Bosnia and Herzegovina it is important to say that this country is characterized by emerging democracy. Decision making process is done on different levels – State, Entity and Canton level. Type of the government is parliamentary democracy.

Bosnia and Herzegovina received its independence in 1992. In the same year the war started and it lasted till 1995. On 14th December 1995 Dayton Agreement was signed and new constitution was adopted and is in force till today.

Presidency is consisted of three members of three constitutional nations – Bosniaks, Croat and Serb. The one who has the most votes becomes chairman. Regardless every eight months a chairman rotates. This is done to ensure equality. At this moment Bakir Izetbegović, Željko Komšić and Nebojša Radmanović are members of presidency, and the current president is Bakir Izetbegović (BiH, 2006).

The institution which is responsible for law creation is Parliamentary Assembly and it consists of two parts – House of Representatives and House of Peoples. House of Peoples also has 5 representatives of each nation – five Serbs, five Croats and five Bosniaks. House of Representatives has 42 people, and when it comes to nationalities of delegates, the same pattern in use – two thirds are from Federation (Bosniaks and Croats) and one third is from Republic Srpska (Serbs).

Even though it has its president(s) and Parliament the highest political power is the High Representative. This is the chief executive officer for the international resident presence and he/she is a head of EU delegation in BiH. From 1st September 2011 till the 30th June 2015 High Representative for Bosnia and Herzegovina will be Peter Sørensen.

It is considered that Bosnia and Herzegovina will have High Representative as far as the country becomes self-sustainable in economic, political and democracy.

5.2 Economical Factor

Bosnia and Herzegovina is trying to fix economy which was torn by civil war (1992-1995). Before the war BiH economy was based on agriculture – barley, cotton, fruits, tobacco, corn, etc., but today agriculture covers less than half food needs.

Mining is important part of BiH economy. Sources of copper, iron, zinc, manganese, etc could be found in all parts of this country.

Before the war Bosnia and Herzegovina was concentrated on the production of raw materials (wood, iron, agricultural products) and intermediate (parts for cars, part for footwear, furniture). Other Yugoslav countries were cooperating with Bosnia and Herzegovina, buying these raw materials and intermediate for production of the final product. During the war, countries which used BiH as a supplier were forced to find someone else to buy materials for further production. To make things more plain and simple Bosnia and Herzegovina lost its place in a world's market and the process of recovery of BiH economy is painful and slow.

When it comes to most developed industries in Srednjebosanski canton are processing industries (metal, wood, textiles, secondary raw materials, leather shoes, and graphics). Trade and agriculture are dominant in this canton. Energetic sources which emphasize an area of Lašva valley there are coal, aluminum, bauxite, iron, magnetite, hematite, mercury, copper, lead, zinc and building materials. Dominant industries of central Bosnia canton are metal and military industry. Production of the canton is less than 10% of GDP in the Federation of Bosnia and Herzegovina.

From 2008 currency in Bosnia and Herzegovina is Convertible Marka (currency symbol – KM, currency code – BAM).

When it was introduced KM was tied to Deutsche Mark (DEM) through currency board having fixed exchange rate where

$$1DEM = 1BAM.$$

For one period DEM was used alongside with BAM, in order for citizens to gain trust into new currency. In January 1999, when Euro (EUR) was introduced, BAM was tied to the EUR with the same rate as DEM.

$$1EUR = 1.99583BAM.$$

Introduction of currency board has shown itself as a great solution to most financial problems BiH was facing. It made BAM stabile and inflation low. Latest researches have shown that inflation is 1% per year.

Easily can be notices how the GDP grew through the years. War lasted from 1992
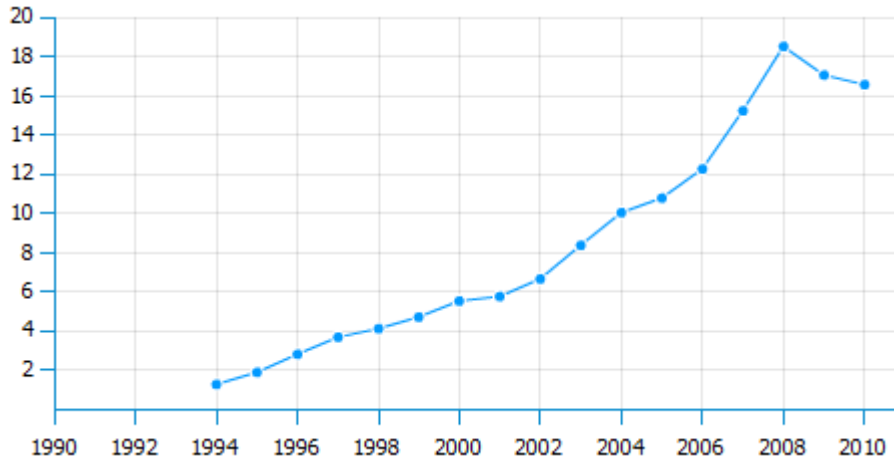
Figure 3 – GDP of BiH from 1994 – 2010(WorldBank, 2011)

till 1995. In 1994 most of the country was out of the war, only Sarajevo, the capital, was in the war till 1995. As Sarajevo is the main political and administrative center, grow was slow. But as the years went by GDP was growing faster and faster till it reached its peak in 2008 and it was 18,294 billion US dollars. After 2008 it started going down reaching approximately 16 billion US dollar in 2010. In 2011 it is estimated by the Central Bank of Bosnia and Herzegovina to be 16, 37 billion US dollars.

GDP per capita (Euro)	The average wage in Euro	Number of employed	The total volume of tourist expenditures
3,330	425	439,473	27,227,180

Table 4 – World Bank, the Federal Institute for Statistics, satellite methodology of balance WTTC, Horwath HLT Archive

The Act on Foreign Investments in Bosnia and Herzegovina says that foreign investors have same rights and responsibilities just as domestic investors.

Foreign investment inflow in Bosnia and Herzegovina started to rise after the war. Most foreign investments went to manufacturing sector (37.7%), in banking around (21%) and in tourism only 1% was invested.
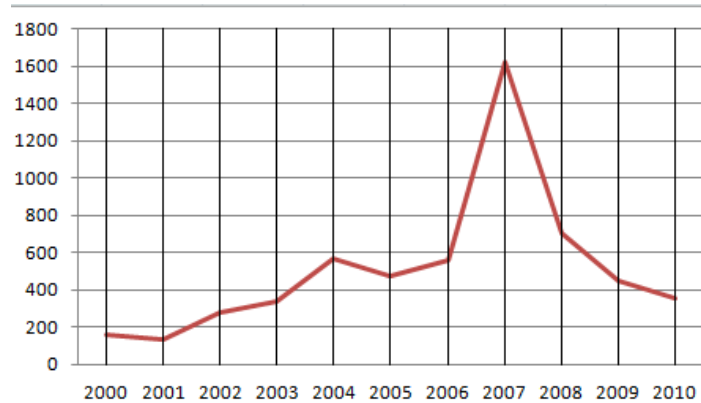
Table 5 - Tabela 1 FDI in Bosnia and Herzegovina

In the period of ten years (2000 – 2010) around 5,661 million Euros was directly invested in BiH. From 1999 to 2000 FDI inflow dropped from 166 million Euros to 159 million. Decline also happened from 2000 to 2001(from 159 million to 133 million). FDI rose unevenly till 2007, where the peak was reached (1,628 million Euros). After 2007 FDI are declining getting to 359 million Euro in 2010.According to unofficial data FDI in BiH was estimated around 950 million Euros (B-H, 2010).

One of the main political goals for Bosnia an Herzegovina is EU integration. In 2007 initiation process for Stabilization and Association Process began. This is one of the first steps countries are going through before they gain opportunity to become part of European Union. So BiH is a potential candidate for EU.

On April 2010 Bosnia and Herzegovina accepted Membership Action Plan. After completing this step, BiH can receive full membership in NATO. It has been indicated that BiH can become full associate of NATO in 2014 or 2015. Year of entering NATO depends on effectiveness and efficiency of the reforms.

5.3 Social/Demographics

On 31st March 1992 last census was done in Bosnia and Herzegovina. Because of the political reasons next census will be held in April 2013.

Number of people living in BiH remained basically the same, only demographics changed. During the war nations moved creating more ethically more clear areas.

All other data which can be found on the Internet are unofficial and they present just assumptions about the BiH demographics.

Here are the results summarized in a table:

	1992	2000*
TOTAL POPULATION	4,354,911	4,622,292
Nations in percentage		
Muslims (Bosniaks)*	43.7%	40%
Serbs	31.3%	31%
Croats	17.3%	14.3%
Yugoslavs (Others)**	7.7%	0.6%
Gender		
Women	2,193,238	
Men	2,183,798	

Table 6 - unofficial data in which can be found on CIA webpage (Agency, 2012)

*Bosniak has replaced Muslim as an ethnic term

**Others are all other people which are not declared as Croats, Muslims or Serbs are put a group of others.

Srednjebosanski canton, where Travnik is located has surface of 31,189, population of 254,992. Structure of population is shown in the table below.

Years	Number of people
0 – 14	50,598
15 – 65	170,564
65+	33,830

Table 7 – Structure of population in Srednjebosnaski canton

Language which is spoken on the territory of Bosnia and Herzegovina is Bosnian and Croatian, which are official and Serbian. There are two ways of writing – Latin and Cyrillic.

Bosnia and Herzegovina is a collectivist country. From birth onwards individuals are establishing strong and long-lasting relations with each other and building tough, consistent groups, often extended families which persist in being protective to them expecting in return loyalty. When it comes to business, people in Bosnia and Herzegovina prefer to

work in teams, although they always keep the right on their own opinion and tend to fulfill their obligations and requirements.

Culture of Bosnia and Herzegovina is particularistic. More attention is being paid on relationships and people tend to treat every situation differently, which means that they do not apply certain rules equally in all situations.

Referring to personal relationships, people consider it extremely important to respect their close relationships. They find it very important to support their friends, especially in their time of need, and they expect them to do the same. This has practically become an unwritten rule in our country.

People in Bosnia and Herzegovina do not consider private space as important as people from other countries do. This does not mean that people do not respect other's privacy and desirable distance that one should keep. It means that they do not get offended or uncomfortable is somebody comes very close to them, which is why they often do the same. People actually consider physical closeness as a way of showing that they like somebody and that they feel pleasant and comfortable when being close to him.

People in Bosnia and Herzegovina and their way of communicating are often completely misunderstood, especially when it comes to them communicating with foreigners. They tend to speak very loudly and to mince. People use facial expressions which are related to their feelings or opinions on certain issues, which can make them look extremely happy or extremely upset over something, even when it is not so. One of the main characteristics of people in Bosnia and Herzegovina is their verbosity. People are generally very open and friendly. They do not seem to have any problems when it comes to communication with unknown people; they are always ready to start the small-talk, even when it is not actually appropriate. However, people in Bosnia and Herzegovina prefer the informal ways of communication then the formal ones.

Uncertainty avoidance is low in Bosnia and Herzegovina. People do not feel uncomfortable in unstructured situations. Strict rules and measures are not so common in this country, which means that it actually has a pretty high level of tolerance for uncertainty. Bosnia and Herzegovina society is a society that does not primary rely on rules, laws and regulations. People in Bosnia and Herzegovina often act spontaneously without previous planning or taking into consideration risk of a certain move and possible failure. However, this is the way these people are used to live, whether it comes to business or everyday life.

5.4 Technology

Bosnia and Herzegovina has proven its technology and research development. In accordance with Global Competitiveness Report published by World Economic Forum, Bosnia and Herzegovina moved up on a rank among 139 world economies.

In the GCR for 2009 – 2010 was on a 109th place among 139 countries. Report for 2010 – 2011 says that BiH moved up for nine places. The last report for 2011 – 2012 describes stages of development of Bosnia and Herzegovina as Efficiency Driven – by the report legend it is the second phase of development (while it ranks 105th by the availability of newest technologies, 117th in FDI and technology transfer, 96th in companies spending of R&D, 124 in capacity for innovation).

BiH is on 68th place among 142 countries in a matter of availability of scientists and engineers. Even though BiH has potential and capable workers, it spends too much money and time in carrying out and trying to solve political problems. This is the reason that engineers and people who can really affect and do positive change in BiH life are leaving country and starting their life somewhere where the better conditions are offered.

As the technology is rapidly developing in the world it affects life and business in Bosnia and Herzegovina. People in BiH are letting technology change their life so they tend to have more trust in internet booking and shopping. Distribution and marketing of products, CRM, are today common practices. But in order to keep competitive environment, firms in BiH are doing their best to follow trend which are imposed by foreign competitors which have their representatives in BiH.

6 ANALYSIS OF CULTURAL TOURISM SITUATION IN BOSNIA AND HERZEGOVINA

Today, Bosnia and Herzegovina is pretty much new and unfamiliar destination. The main reason is the bad marketing and management of the people working in the branch of tourism and poor politics run by local politicians.

Bosnia and Herzegovina has been first visited by tourists around hundred years ago while it was under Austro-Hungarian Empire. The touristic visit was done by Thomas Cook and Sons. The tour lasted for two weeks and it started on the border of Croatia.

This country is rich in history. It is a melting point of variety of cultures, religions and influences from the West and from the East. Character of the country was shaped by Roman Empire, Bosnian Kings, Ottoman period, Austro-Hungarian Empire and in the end by the Yugoslavia, which was run by Tito.

Bosnia and Herzegovina has a great potential for development of cultural heritage tourism. It meets different problems which present obstacles for further identification and growth of cultural heritage market. In order to point out the problems, three strategies are listed. In further text they will be clearly analyzed offering in the end clear insight in cultural market situation in Bosnia and Herzegovina.

Strategy	Brief description
#0	Creation of supervisor body and introduction of marketing and management tools
#1	Introduction of innovations in museums and other exhibit places
#2	Better promotion in cultural tourism (tombstones, fortresses, etc.)

Table 8 – Strategies for solution of three most frequent problems

Note: I decided to put #0 to strategy of creation of supervisory body because that should be fundamental and basic step for creation of sustainable cultural tourism framework.

6.1 Strategy #0

6.1.1 Creation of supervisor body and introduction of marketing and management tools

In Bosnia and Herzegovina there are two institutions for protection of cultural historical heritage. One is in Republic Srpska and one in Federation of Bosnia and Herzegovina. Both of the entities have a Ministry for protection of environment and tourism. These institutions are active in different fields.

Lack of institutions which should present culture through the tourism is first problem why issues about cultural heritage tourism are not considered and solved; consequently development in this sector is slowed down. Power in Bosnia and Herzegovina is divided between local authorities and their collaboration is reduced to minimum. Not having the parent institution in this field is the greatest obstacle for sustainable development. In order to stimulate progress in cultural tourism sector it is important to have an institution which will unite all the local authorities and help them with determination of priorities and to make proper decisions in cultural touristic sector.

In order to create new business politics and to create strategic plan two basic researches are necessary:

- Research in the field of cultural management and cultural politics (this study should investigate how to organize cultural production on local, regional and state level and what should be priorities of cultural politics.)

  Research done in the audience (here participation and interest of different groups which are already players in the cultural world of that particular community should be examined.) (OECD, 2009)

6.1.2 Current situation

Regarding tourism Federation of Bosnia and Herzegovina has Ministry of environment and tourism and Republic Srpska has Ministry of trade and tourism. On the state level there is no institution which as a main subject has tourism. No top organization which would unite ideas results in having strategies without cover.

Dayton Agreement determined that culture is handled on the local level. This resulted that all local communities are responsible for the monument and museums which are

in their area. This further resulted in various ways of treating monuments, museums and all material or nonmaterial heritage.

Tourism and protection of cultural heritage have a contradictory relationship. As the main task tourism does is promotion and it develops strategies in order to enlarge 'usage' of some particular historical site, but protection of cultural heritage institutions tend to preserve and to save heritage.

In order to improve position of cultural tourism in Bosnia and Herzegovina one body should be established. This organization should be perpetrator of actions which are concerning cultural tourism and promotion of cultural tourism and in the same time it should be in cooperation with Institutes for protection of cultural heritage and Ministries for tourism and environment. It should be specialized in a field of research connected to tourism, hospitality and innovative touristic offer which could improve condition of cultural heritage in BiH. Results of research should be available to companies or individuals who would like to invest in this branch of tourism.

Introducing management and marketing methods into cultural institutions is a demand of new age which is enforcing culture need for a success on the market and business effectiveness. Cultural marketing and management should not just be considered as a way of making money in the field of culture and considerably important activity which is giving its contribution in development of cultural production and creation of new audience, but it should be respected as a profession which must develop all forms of marketing and management with the main goal to intervene, to animate and to educate in the field of culture.

Tourism as an industry has entered a world of great competitiveness. Before it reached this stage, tourism products had tendency to be completely equalized, because the only element they competed with was a price. Today marketing and management actions are making tourism products differed one from another.

Putting culture and tourism together could mean a great deal for development of one country. It is a perfect project which is on the first place cost effective and has tendency to become self-sustainable. It is important to understand that tourism is not an end product, but it is developed to achieve and to gain success in economic, cultural or some other development. Main goal of tourism is to accomplish sustainable development in different fields.

Foundation of connection between tourism and development is a discipline which is mostly subscribed and seen as bough to economics.

Tourism and culture functioning together have a direct or indirect impact on each other. This impact can have as a result adaptation of some touristic principles or some cultural offers. Examples can be festivals, crafts or some religious events are being modified and packed making offer that is easier to consume and practice. This adaptation of culture in a way of e.g. mass production of souvenirs is called commodification.

Tourism can have an effect on language, moral behaviour or some host societies norms. This process of change inside of the society is referred to as globalization, but it is clear that tourism is speeding up that process. This process is called acculturation.

Tourism is a tool that should be used to create self identity. In case of Bosnia and Herzegovina tourism would do a great thing in revealing cultural historical heritage giving it a promotion and attention it deserved.

Strategy for development of a cultural organization should take into consideration whole socio cultural field of some specific subsystem of the culture. For example if a theater manager wanted to reconstruct business politics and marketing strategy of a theater, every aspect of theater (educational programs, amateur sector) and media relations (announcements about shows and news about theater events) should be examined and those information should be combined with socio cultural statistical data providing results for managers marketing researches that can be used to identify strategy for reconstruction of business.

Use of all available data is essential for construction of a program and business politics of cultural institution, in order for the institution to be more independent and able to accept the challenge. But the main goal of the research is not only to attract audience but also to find out more about potential sponsors and fundraising.

After the mission is properly defined and strategic analysis is done, it is necessary to set short terms goals and long term goals from which short term will be derived from. Next step is to formulate action plan which will describe strategies and methods for realization of a program activities through which objectives will be achieved in the most effective and most efficient way.

Budget should be done in clearly defined expenditures and earnings, allowing conditions for control and evaluation to establish. Evaluation is the last phase of every cycle and it also presents precondition for new phase in a sequence of strategic planning phases. In most of the cases when the institution creates its mission it also sets parameters which can be later used as indicators for the success. So the agenda for the strategic development of a museum will have indicators for example making the program of the institution international having as a consequence introduction of new audience, improvement of the stuff skills. Efficiency in this case is describing for example short time for production of a show and a team who is well coordinated, effectiveness on the other side is change of the image of the museum, audience loyalty, and how much influence shows set my the museum have on overall culture.

6.1.3 Current situation of cultural tourism in Bosnia and Herzegovina comparing to some European countries

There is a multitude of problems that Bosnian and Herzegovina cultural tourism potential faces.

1. Insufficiently developed system of cultural statistics. Having no data about the current situation on cultural tourism market makes segmentation of the market and other activities which should precede making of effective strategy hard to accomplish;
2. Insufficient knowledge of the project coordinators in the field of cultural management;
3. Centralization and bureaucratization of procedures;
4. Lack of clearly defined and distinctive cultural tourism product;
5. Superficial knowledge of the local population about their own national heritage and history;
6. Insufficient or poorly organized publicity;
7. Lack of cooperation sector of culture and tourism;
8. Lack of counseling institutions for the organizers of cultural tourism projects.

It is widely assumed that cultural tourism sector in Western countries is systematically organized by the central government. There is some information about existence of local initiatives in this sector which are guided by the local authorities. There has been a re-

search on the role of central government in cultural tourism and it has been conducted in UK, Holland, Italy, Finland and Cyprus.

Using Decision Lab 2000 and data given by this research I created ranking of countries by their legal preferences and level state support regarding cultural tourism.

Scale 1 that was used to establish the level of certain criterion was predefined from numbers from zero to four, where zero is non existence of particular criterion, and four is the best situation regarding one specific criterion.

Numerical values	Description
0	It does not exist
1	It exists, but is not developed
2	It exists, and it has tendency of growth
3	It exists, and is quite developed
4	It exists, and is in the full capacity

Table 9 – Scale 1 (DecisionLab)

Scale 2 was established to satisfy criterion which has only two values. These case numerical values of criterion were binary numbers – 1 and 0. 1 means existence, and 0 means extinction of particular standard.

Numerical Value	Description
0	It exists constantly
1	It exists, but only ad hoc

Table 10–Scale 2 (DecisionLab)

Criteria used in this task were the sections of the research conducted on the topic Cultural Tourism in EU countries.

	Criteria
1	State initiatives for cultural tourism
2	Modalities of state subsidies for cultural tourism
3	Existence of state competition aimed at cultural tourism initiatives as a single sector
4	Cooperation of the state with private sector regarding cultural tourism
5	Decentralization

Table 11 - Criteria for the analysis

	Entities
1	Finland
2	Holland
3	Italy
4	Cyprus
5	UK

Table 12 – Countries analyzed by criteria

After defining both criteria and entities, data were put in input table in Decision Lab.

	State initiatives	State Subsidies	Existance of Competition	Cooperation	Decentralization
Finland	Tendency of Growth	Not developed	Does not exist	It exists constantly	Only ad hoc
Holland	Quite developed	Not developed	Does not exist	It exists constantly	Only ad hoc
Italy	Quite developed	Fully in practice	Quite developed	Only ad hoc	It exists constan
Cyprus	Quite developed	Fully in practice	Fully in practice	Only ad hoc	Only ad hoc
UK	Fully in practice	Fully in practice	Tendency of Growth	It exists constantly	It exists constan

Table 13 – Input table

The country with the best conditions for the development of cultural tourism if criteria and countries mentioned in research, conducted in purpose of analyze cultural tourism EU market, are taken into consideration is United Kingdom. Here is a snapshot of the ranking done by Decision Lab 2000, where first place is the worst and 5th is the best.
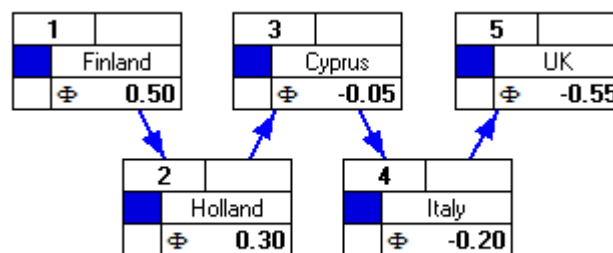
Figure4 – Ranking of countries after obtaining results

6.1.4 Conclusion after analysis

This study showed that the recent trend of decentralization of tourism activities feel even in the sector of cultural tourism, where it shows the great success. However the role of central government as a local coordinator is extremely important. This is particularly evident in the above examples of Italy and Great Britain, especially in the field of cultural tourism in the local level, but the Italy case shows us how the lack of powerful role of central government results in the lack of quality of mutual cooperation.

The main conclusions arising from the study could be summarized as follows:

1. In almost all countries the cultural tourism is highly fragmented, the responsibilities for this sector are divided among many institutions, which consequently cause their mutual cooperation.

2. Cultural tourism sector does not operate within the set of systematic policies. Projects are implemented on the basis of the case.

3. Cultural tourism does better at the local or regional level rather then at the national which is consistent with the trends of decentralization of industry and tourism destination management principles.

4. The issue of cooperation in almost all of these countries through the study confirmed random character. Even when cooperation is strategically required, it rather relies on individual cases than systematic functioning.

5. Variety of identified obstacles for the quality functioning of cultural tourism sector shows the specifics of individual countries with the experience in organizing cultural and touristic projects.

7 STRATEGY #1

7.1 Introduction of innovations in museums and other exhibit places

Use of new information technologies in a purpose of education and protection social cultural and intellectual heritage has already become a trend being used by a large number of museums and other institutions. Modernization became a standard, offering to audience new and easy way of explanation. Presentations done by digital multimedia are opening new channels for distribution of information. In this way accurate and digital replicas are made more available to the audience.

Main idea of multimedia museum would be to present other customs and aspect of Bosnia and Herzegovina as culture which was shaped under the influences of other different cultures.

7.1.1 Museums in Bosnia and Herzegovina – current situation

Firstly it is important to emphasize that museums being 'old-fashion' or multimedia they make available and document parts of the history which have cultural importance. In most of the cases their purpose is beneficial to the community making history visible in an entertaining and educational way. This is the balance which is the most complicated procedure when it comes to managing museums – education vs. entertainment.

Beyond being education and entertainment museums need to offer to its audience new experience which will attract attention of old and new viewers.

After the war (1992-1995) several factors influenced situation of museums of Bosnia and Herzegovina. These factors could be grouped into four main groups:

1. Destroyed location,
2. Need for more expert stuff,
3. Uncertain status of museums as institutions and
4. Financial problems.

Dayton Agreement meant end of the war, but it didn't necessarily mean start of better future of Bosnia and Herzegovina. Poor political and economic decisions drag Bosnia and Herzegovina on the bottom of every scale which determines prosperity. Culture and living standard suffered the most.

7.1.2   Main problems with museums in Bosnia and Herzegovina

War in Bosnia and Herzegovina left a significant mark on environment and people. After the war culture gain a new direction, everything that happened in the world of art was inspired with war. Books, movies, music, exhibitions were founded on a topic of a war. Bosnia and Herzegovina is a country with a rich history. War is not the only thing that should be presented and explained to the tourists.

Most of the museums in Bosnia and Herzegovina don't use platforms or online services during their planning, promotion or invitation procedures. Major problem is education and expertise of stuff working for the museums as institutions. They don't have possibility to improve professionally their skills and to overcome obstacles which come with the use of innovative communication tools. Third basic problem why museums lose their touch with an audience is too small number of new projects, programs and all other museum products. All together this results in poor visit and lack of public recognition.

Using simple scheme it is easier to follow source of problems in museums of Bosnia and Herzegovina and consequences which lead to creation of new problems.

Lower level of the tree explains the consequences if museums lose their contact with audience. Firstly potential which is the main factor for the long term development of the institution is starting to drop. Social and economic valorisation is being lost. Tourists from the region and the world consequently start to lose their interest in something which is not even supported by the local audience. (KOTROSAN, 2005)
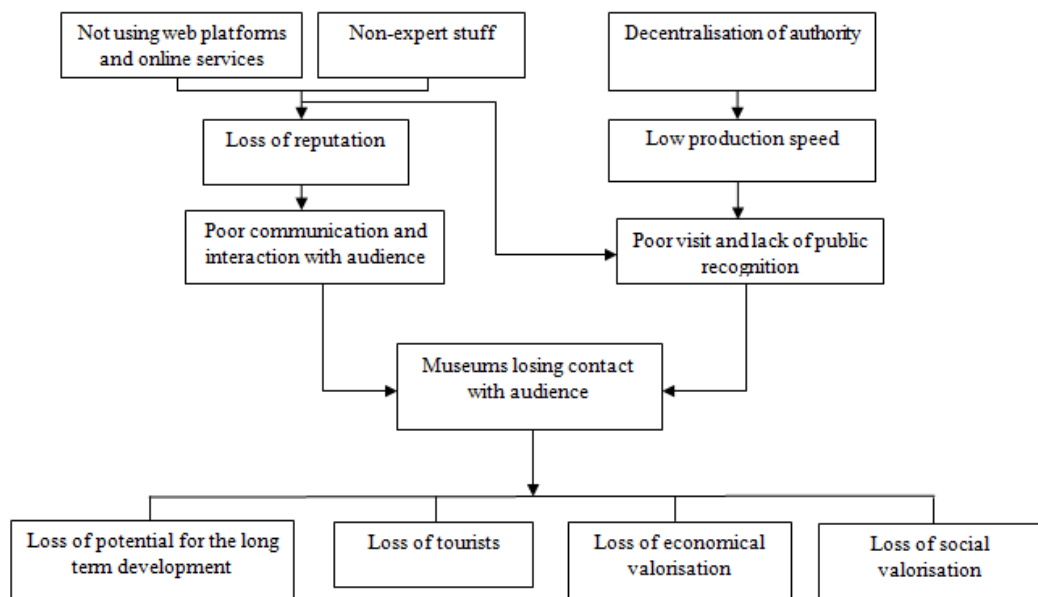
Figure5 – Main problems in museums

7.1.3 Multimedia in museums

In Quebec, Canada in 1992 group of professionals of ICOM (International Council of Museums) started an open discussion about using multimedia and more technology in museums. They have seen a winning formula in symbiosis of sound and image. Combining these two with music collections should improve museum offer and consequently attract more tourists and result in more customer satisfaction.

Multimedia has two roles in museum context:

1. Communication tool – in this case multimedia is used for outer framework of the museum as an institution. Multimedia is used through distribution means (CDs, DVDs, databases). It offers opportunity for visitors to communicate with exhibits, finding out more about history of that particular museum piece through more fun way (short movies, animations, touch displays). Multimedia in museums can be present from simple video projection to different technologies integrated into exhibits. In Bosnia and Herzegovina multimedia is not present in many cases.

2. Documentation tool – using multimedia in this case allows inner structure of the museum to be organised in a better manner. In this way all information about museum exhibits or collections can be recorded into databases and when needed examined more systematically.

Using multimedia in museums allows more supplementary interpretive material to provide information about objects. Information presented in this way bids visitor opportunity to enhance his knowledge of what he is seeing there in much more fun and enthusiastic mode. Multimedia can provide broader range of information to the visitor.

Multimedia improves quality of service museum gives to its visitors. Use technology allows small galleries to become important source of information. Interactive image management allows continuum, comparison, interpretation of information, without using physical space for explanation and exhibition.

Multimedia systems can easily reach the level of virtual reality or computer games. This way of presenting history can easily cross the line of what really happened and illusion. Because of this multimedia has been criticized for dragging attention from actual facts. Multimedia should be carefully used in order not to change facts.

As mentioned before situation in museums in Bosnia and Herzegovina is quite bad. Introduction of multimedia could enlarge interest in museums. Consequently this means more visitors, bigger profit and opportunity to make life of a museum more dynamic and in that way more attractive.

Multimedia is occurrence with many deviations. Success of implementation of multimedia depends on how user friendly is the program and how accessible are the information which multimedia device contains. Realization of multimedia in museums could cost a lot. In further text some multimedia fragments will be mentioned and explained ((ICOM), 2005).

7.1.4 Multimedia gadgets for improvement of museum performance

Giving opportunity to the tourists to collect all information about some particular thing at one place would be irreplaceable. Medieval Old Town fortress in Travnik[8] that is located in Srednjebosanski canton and is made in 11th century offers great proofs of history which happened on that very place. It represents museum on the place where history actually happened. Combination of multimedia and actual history would be a winning combination.

Multimedia information could be offered to the tourists on the fortresses right next to the objects which witness actual history.

Multimedia kiosks, catalogues, QR technology are just some of the instruments which are used for multimedia presentation.

- Multimedia kiosks

Computer terminals of this kind could be found in public places, offering their users information. In touristic sense multimedia kiosks can have a purpose of touristic guide. In interactive way they can explain history of museum building or exhibits which are happening in that very place. They can also include different games and quizzes to check visitors' knowledge and to keep his interest in some particular topic (WiseGeek, 2011).

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[8] More about fortress in Travnik in project part of this paper.

Figure6 – Flexibility of multimedia kiosks

Kiosks used today in tourist purposes are adjusted for easy to use by adults, beginners in technology, children and because of its adaptation of height it could be used by people in wheelchairs.

Most popular are standing kiosk and its design is brought up to perfection. Screens used by multimedia kiosks are multi touch, and today trends are green computers[9]. It uses minimal power, it doesn't produce any fan sound, and the latest processors are integrated inside for the fast processing and user friendly display of information.

- Digital catalogue

Interactive media could be also used in form of digital catalogue. To make things more plain and simple digital catalogue could be a database with all objects included in the exhibition and information about them (about author, place where they are found, year etc.) and of course information about museums (when it was build, who build it, etc.).

Digital catalogues could be published as a part of:

- multimedia kiosks,
- USBs,
- smartphone application or
- burned on CD/DVD.

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[9] Environmentally sustainable computer

By creating a database with information about all exhibitions would allow management of the museum to have a clear insight into activities done by the museum and it would allow them to plan more convenient strategies regarding future existence of an institution. In this way every museum which has a digital catalogue could be put in one common database. This database could be a great instrument to control and monitor the work of all museums.

- QR technology

Introduction of QR technology is a new way to make tourists spend more time on their destinations. At first Quick Recognition (QR) codes were used in production industries, but today smartphones allowed ordinary people to have extraordinary benefits from this type of coding system.

QR codes are special types of barcodes initially created by Toyota in 1994 to make tracking of automotive parts easier. Recognizing the potential two – dimensional codes have, marketing and advertising sector decided to establish new way of giving information to people (BBC, 2012).

When scanned QR codes links online and reveals content (text, multimedia…). QR codes are part of augmented reality – the reality where extra sounds, pictures and information allows reality to get augmented segments. So the main point of introducing augmented reality and QR codes in the world of tourism is to link some specific object in reality to its equivalent in augmented one.

Generation of QR codes is done through QR code generator. Generator can be found online, and it is free of charge. On the other side, used who want to obtain information out of the code needs QR code reader, which could be also downloaded free of charge.

Even though smartphones are relatively new technology, use of QR codes in combination with QR codes reader application for smartphones will become standard, that's why it is quite important to go ahead with time and augment reality.

Figure7 – QR technology in practice

In order to implement QR technology in practice there are few steps that should be followed. First one is generation of the code. QR code generator in order to be popularized became available of internet free of charge. Generator consists of a field where URL which leads to picture, website, or just plain text should be inserted. Input form should be confirmed with the click on the button 'generate'. Generator creates a QR code, which should be printed and posted on a visible physical place.

Tourists should use their smartphones with cameras to take a picture of the particular QR code and using a simple piece of software and internet they should be transferred to the website, document, clip or picture which contains information about the object.

Advantages of this principle are visible – QR codes spare time for explanation and there is no risk that guide could forget to say something about the historical object visited. QR code translator recognizes code of size 4 x 4 inches from the distance of 4 feet and they appear next to the objects, business cards, buses, billboards, etc.

Disadvantages are clearly visible users need to have a smartphone with camera. At this moment only smartphones have the capability to support QR reader software. But the comforting fact is that QR technology is recently introduced and number of its users is constantly rising.

8   STRATEGY #2

8.1   Better promotion in cultural tourism

Promotion programmes should offer tourist information. The way in which promotion material is prepared should be encouraging and should influence tourist awareness and interest into specific cultural heritage site waking up curiosity regarding history. Promotion material needs to protect genuineness of sites.

In order for the cultural tourism to successfully exist it needs to keep in balance conservation and protection of the cultural heritage and tourism aspect of cultural heritage industry. It should make tourist strive to get to meet more of the history which shaped particular cultural heritage site.

The best way to promote cultural heritage sites is to expose as much facts about it as possible. Broadcasting can make people appreciate more things about their history. Consequently adoption of information can help in getting national identity. So one of the best solutions for promotion is education of nation, where the word-of-mouth will be the best way spread the value in order to attract tourists.

Brochures are tools which are being used for a long time as a way to explain why something should be visited. Today generally brochures can be found everywhere – in tourist offices, on the streets, etc. They are still quite useful spreader of information, but they are not good persuader. Brochures should keep its form and level of availability but it should offer something more attractive which will make people want it.

Promotion of the cultural tourism offer is not only presentation and support to actual visit to particular site, but also it is support to traditional products, crafts, tasting local food, learning more about local customs, etc.

8.1.1   Market segmentation and characterization of cultural tourism users

Agency for statistics of Bosnia and Herzegovina does not publish any statistical reports about cultural tourism. Statistical data about touristic visits will be used in this process of market segmentation. 'Ordinary' tourists will be used as potential cultural tourism consumers.

Cultural tourists can be divided into two groups according to age – first group from 20 – 29 years old and second group from 39 – 59 years old (Magro, 2007).

Year	Total	Nights spend	Majority nationalities
2011	686,102	1,504,162	HR, PL, SR

Table 14 – Number of touristic visits and night spend in 2011 (BiH, 2012)

Tourists are group of individuals with different tastes, interests and needs. That is why tourist market segmentation should be done as precisely as possible. When the results are done, several groups of tourists will be visible. By choosing appropriate promotion strategy tourists will have feeling of personalization of offer, and it will attract them more if they see that it covers something (field of art, architecture, food, entertainment, etc) what interest them the most.

According to tourist behavior and first choice researches several groups of tourists are defined according to their choice of activities. But activities which tourist in general find interesting are overlapping so it is hard in the end to have clearly defined groups of tourists according to activity as an indicator. Example is visible with eco – tourism and cultural heritage tourism – trekking in the Himalayas is considered as travel adventurous activity, but during their trips most tourists visit Buddhist temples. It is hard to clearly define groups, but it could be of great help even to know which branches of tourism mostly overlap.

Further more tourists can be classified by their motivations and looked-for experiences. What kind of conditions tourists are willing to accept, including accommodation, level of wilderness of nature, etc. According to this criterion, three groups of tourists are defined – hardcore, dedicated and casual tourists. Hardcore tourists want to be part of a group or join tours and they are motivated by education and gaining knowledge in wildlife. Dedicated tourists want to have comfortable conditions and to visit local areas and to learn more about culture, way of life and history of particular area. First two groups mentioned are knowledge driven. Casual tourists consider cultural and historical travel as an incidental part of a broader journey.

Another way of classification of tourists is by the level of ruggedness and level of challenge offered. These tourists are separated into two groups – hard and soft class. Hard class

tourists like to have element of danger, rudimentary accommodation, on the other hand soft – class tourists prefer commodity, comfortable transport, etc.

Tourists are becoming more interested in ecological protection. Before travelling tourists inform them about level of environmental protection level in that area, and they prefer untouched destinations. This information is collected through internet. Bad or no news about environmental situation in tourist destination could create a great ground for creation of degradation and exclusion of specific location from the list of interesting sites.

When it comes to interest in cultural tourism it is clear that it is expanding and that more and more people wants to be part of this experience. What is missing is quantitative data which will help to identify cultural tourist wants. This is not a problem just in Bosnia and Herzegovina; developed countries such as Great Britain and Netherland have the same problem. It is proposed that establishment of categories of art, music, architecture, language; archaeology could help in identifying sectors in heritage tourism.

In cultural tourism tourists like to travel in smaller groups during shorter stays.

When travelling into new culture, tourists like to have a direct contact with lifestyles and tradition of a culture. According to a mass research done among heritage tourists – history is important just as the knowledge about folklore and traditional crafts.

9 ACTIVITIES APPROVED BY LOCAL COMMUNITIES CHOSEN FOR BOSNIAN KINGDOM TRAIL

Even though intention of NGO Mozaik crew was only to improve cultural tourism and to pick promotion of cultural product on the higher level their ideas didn't always get to the open doors. As mentioned before political framework of Bosnia and Herzegovina is quite complicated, for some reason only several activities were approved by the local authorities.

Table below lists all the locations and activities which were approved and afterwards executed.

	Community	Approved activities
0	**Sarajevo**	Starting point
1	**Bobovac Vareš**	- Opening info points and souvenir shops - Setting up touristic signalization - Preparing access roads/footpaths to Bobovac
2	**Čajangrad Visoko**	- Arranging access to archaeological site of Čajangrad for domestic and foreign tourists - Affirmation of Čajangrad site through the introduction of cultural facilities
3	**Jajce**	- Construction of two trails around old town and retaining walls on the tracks to assure secure trips - Education of citizens about the importance of cultural and historical heritage
4	**Kozovgrad Fojnica**	- Opening info point and souvenir shops - Multimedia presentation to introduce the idea of promotion of cultural tourism to local people

		-	Arrangement of micro location Kozovgrad, summer residence of Bosnian kings
		-	Design of souvenirs
5	**Kraljeva Sutjeska Kakanj**	-	Renovation of the Dom Kulture in Kraljeva Sutjeska in order to place info office and souvenir shop inside
		-	Restoration and setting old fountain
6	**Maglaj**	-	Opening info point and souvenir shops
		-	Setting up tourist signs
		-	Fixing and paving access to the fortress
7	**Prusac Donji Vakuf**	-	Opening info point and souvenir shops
		-	Reconstruction of the towers and walls of the old town
		-	Design of souvenirs
8	**Tešanj**	-	Arrangement of Dizdar tower
		-	Multimedia presentation to introduce the idea of promotion of cultural tourism to local people
9	**Travnik**	-	Opening of the medieval ethno house
10	**Vranduk Zenica**	-	Setting up tourist signalization
		-	Arrangement of the fortress with infrastructure in order to enrich content
		-	Marking Sultan Fatih (Imperial) Mosque and the fortress Vranduk
		-	Organization of workshop of old traditional crafts

Table 15 – Activities approved by local authorities

In order to present adopted marketing plan for Bosnian Kingdom Trail project I will choose only one site out of ten – Travnik. Reason is that in implemented part of the Project Travnik had the least approved activities by local communities.

10 IMPROVEMENT IF BOSNIAN KINGDOM TRAIL

Tourism is a branch of industry which presents a powerful tool toward sustainable development.

Bosnian Trail Kingdom project planned to spend its assets on preparation of ten locations and to bring benefits to its local communities. Idea of investing money in creating touristic offer and in the same time protecting the cultural heritage was not properly implemented and managed.

NGO Mozaik spend its money in order to give a push to local communities, not considering that this project presents big opportunity for promotion of cultural heritage and opens doors of cultural tourism in Bosnia and Herzegovina.

Cultural tourism is one branch of tourism which as any industry needs detailed analysis of cultural tourism market. Analysis prepares ground and gives key information to its strong and weak points.

Use of cultural heritage as anything which is inherited and transferred from one generation to another makes relation between protection and development more complex. Purpose of protection of cultural heritage is to preserve cultural legacy in a state which is transferable to next generations. Development intends to gain profit from use of cultural legacy by people and communities interested in its story. Successful cultural heritage management is keeping these two actions in balance. In order to conduct cultural tourism in a successful manner, political, economical, social, legal factors should be analyzed and that information should be used as stabile foundation for decision making in the process of handling tourism.

Considering cultural tourism systematically and analytically generates cycle of development. This kind of development includes the potential which is hidden in local stories of the heritage; tourism should be used as a tool for extraction of that potential. All of these factors are related and if combined in right manner guarantee development and success. (RENTSCHELER, 2007)

Considering project of Bosnian Kingdom Trail as a simple way to create interesting and creative offer without analysis within the problem of cultural heritage tourism was the move which I do not consider the right one. Tourism is branch that should be considered as a development option, which means that level of development

tors at a particular moment will determinate weight of tourism initiative. So tourism strategy must not be dominant among other strategies, it has to be should be additional and supplementary.

If chosen as an initiative tourism has to do a lot in improvement of life in local communities and in protection on environment.

When trying to fulfill all tourist demands, balance of needs of hosts and environment should not be left out.

Here is the list of objectives and strategies which further are combined into action plan which I my opinion would result in much more successful project and longer lasting with a tendency of self-sustainability.

Process of preparing and offering touristic offer has three main phases:

1. Preservation in purpose of protection of cultural heritage,
2. Cooperation with local authorities combining ideas with their possibilities and
3. Benefit directed toward local community.

Furthermore from three phases objectives are extracted that are listed in the table below.

Objective	Strategy
Creation of the legal framework suitable for development of cultural heritage tourism	- Establishment of an organization that will serve as a platform to all projects of cultural heritage tourism and that will represent interests of heritage protection and tourism in one - Cooperation with local authorities combining ideas with their possibilities
Increasing visibility of touristic, historical and heritage offer of town or village where the Fortress is located	- Developing electronic visibility, in order to attract people from whole world

Offering information to potential consumers of touristic offer	- Creation of set of various information material in order to offer positive image about BiH cultural tourism
Evaluation of the effectiveness of promotion plan	- Preparation of different survey methods to examine effectiveness of promotion plan

Table 16 – Matrix explaining relation between objectives and strategies in marketing plan

According to objectives strategies are defined. In the table below suitable activities are developed from previously defined strategies.

Strategy	Activities
Establishment of an organization that will serve as a platform to all projects of cultural heritage tourism and that will represent interests of heritage protection and tourism in one	- Conservation, protection and touristic promotion of heritage - Design of infrastructure inside so it combines with existing parts of monument
Cooperation with local authorities combining ideas with their possibilities	- Support to local tourist associations - Combined support to local Ministries of culture, Institutes for protection of cultural heritage and Ministries of tourism
Developing electronic visibility, in order to attract people from whole world	- Filming documentary movie about history of Fortress in Travnik - Improvement of the web presentation of the Fortress

	- Publishing brochures in electronic form
Activities directed toward making benefits to local people and local community	- Promotion of local crafts - Promotion of local infrastructure - Leisure activities - Entertainment activities - Workshops in order to present local/historical lifestyle
Creation of set of various information material in order to offer positive image about BiH cultural tourism	- Design and preparation of pop-up picture books - Design and production of souvenirs in order to enrich offer of souvenir shop
Preparation of different survey methods to examine effectiveness of promotion plan	- Develop questionnaires with questions in order to examine satisfaction of tourists after their visit

Table 17 – Action plan

As it was mentioned before tourism is a pretty new social activity and it has become one of the world's biggest phenomenon. WTO has forecasted that by the year 2010 one billion tourists will travel abroad to different locations. By the year 2020 this number will be increased to 1.6 billion – and if transferred to money this is billions of dollars yearly.

Even though economic situation in the world is not good and it is hard to predict what will happen with national debts and problems emerging from national economies, demand for tourism is increasing with a constant trend of 9% annually. Across the world governments are investing money in tourism infrastructures (hotels, resorts, roads, etc) and this number reached $800 billion annually.

Bosnian Kingdom Trail is a project with a good idea, but platform it was ecuted on was not prepared as it should. Analyses to investigate the atmosphere on the market were not done, and in addition to that there were no analysis of the al heritage market done previously. Cultural heritage market in Bosnia and Herzegovina is not even properly defined.

Bosnian Kingdom Trail needs clearly defined objectives and the framework for support and protection of interests of this and similar projects should be created in a form of an organization – governmental or nongovernmental.

As mentioned before, fortress in Travnik will be taken as an example for illustration of what should have been done in the case of Bosnian Kingdom Trail project.

Firstly, Bosnian Kingdom Trail is a group of ten small projects – having ten different locations with different policies of local communities creates ten different atmospheres for development of projects.

10.1 Current situation on the medieval fortress in Travnik

At the moment fortress is well prepared for implementation of different ideas. The path that leads to it is cleaned and signalization is set. Regarding promotion material there are brochures offering basic information about history that happened on that place.

Fortress is only working several hours per day, and it is not opened if it rains or snows, because there is no appropriate infrastructure which can offer a shelter.

Prices for the entrance are in KM, and Euros are not accepted, even though in Bosnia and Herzegovina Euro in banknotes are accepted.

Individual Tickets		
	1st November – 30th April	1st May – 31st October
Adults	-	3 KM (1.5Euro)
Children (5 <)	-	2KM (1Euro)
Dogs	-	-
Collective tickets (more than 8 people, but this kind of visit has to be preannounced)		
Adults	-	2KM (1 Euro)
Children	-	1 KM (0.5 Euro)

Table 18 – Prices for the entrance at the moment

In the next section I will perform SWOT analysis to examine strengths, weaknesses, opportunities and threats of the proposed changes. After that marketing mix will introduce actual changes and new opportunities to Bosnian Kingdom Trail.

11 SWOT ANALYSIS

11.1 Strengths

- Geographic position – Travnik is located in the middle of Bosnia and Herzegovina. It is on the boarder of Federation Bosnia and Herzegovina and Republic Srpska. BiH is also on the crossroad of East and West. This geographic position made the biggest contribution to BiH.

- Rich history – Region of Bosnia and Herzegovina is inhabited from Neolithic age. Periods which followed were Illirian times, the Roman period, Medieval Bosnia, Ottoman era, Austro-Hungarian era, the first Yugoslavia, World War II, socialist Yugoslavia and war in 90's. All this periods BiH went through created specific country and nation which surely needs to be visited.

- Inexpensive art and antiques stores – Bosnia and Herzegovina has still a lot of original craft stores and national products which are handmade. Cultural tourism in BiH is not so developed, so the true value of tradition is not still exposed.

- Everything at one place (historical objects, fortress, multimedia) – This is the main reason why this project about Bosnian kingdom is a good cultural tourism opportunity. It offers legends and actual proofs all at one place. Multimedia improvement of the presentation can only make history more persuasive.

- Renovation of medieval fortress – In order to make an offer for cultural tourism, location where tourists will come has to be properly prepared. Constantly new assets will be invested in improvement of service offered on the fortress.

- Enhancement and improvement of overall life of a community – Attracting tourists' means attracting potential customers for not just cultural tourism product but also everything what Travnik as a city can offer. This means more money in the circulation of the financial system of this town.

- Protection of the cultural heritage – Offering one fortress as a touristic location means bringing its protection on higher level. More people will visit it, and possibility of it being damaged increased, so more attention should be given to protection field.

- Talented and motivated stuff is included in the project – Success of the pro-

ject depends on motivation of team which will implement it and their ability to convert idea to reality.

- Through this project cultural community is growing – At this moment competitiveness in the sector of cultural heritage tourism does not exist. Successful implementation of idea could inspire some organizations or just other people to do similar thing. In this way competitiveness will be created parallel with cultural community which will encourage projects to apply to more funds not just as a single organization but as a group of organizations wanting to do best for the cultural sector of Bosnia and Herzegovina. Chances of winning one tender are enlarged if applied as a group.

- Cultural tourism is not weather dependent

- Construction of Vc corridor – Vc corridor is a road which is going through the central Bosnia and Herzegovina, more accurately through Srednjebosanski canton. When completely finished (10 – 15 years), it will change the touristic and economic picture of BiH.

11.2 Weaknesses

- Lack of will for cooperation from the side of local community

- Inexperience - Uncertain how to successfully use the cultural prospect into the general tourist experience

- Limited cooperation and collaboration among the cultural, heritage and tourism communities

- Undeveloped infrastructure

- Messy and slow institutional political system

- International image is still market by the brutality of war in 90's

11.3 Opportunities

- Growing interest in past – Tourists are become more and more interested in cultural tourism

- Expansion of the project - – NGO Mozaik had in mind to create one route which will connect ten towns with important medieval fortresses. That is a great idea, but the project Bosnian Kingdom Trails has ten different projects inside; every project should be specific as it is written for different location.

- Creation of a self-sustainable project – The main idea of improvement of this project is to create something which will last and be self-sustainable. As the project expanse, which is long term goal, all ten locations should be self – sustainable and connected with new project into one route.

- Regional cultural tourism opportunities – using sky, sea or lake corridor – Expansion of the project is possible by introducing different methods. Geography of Bosnia and Herzegovina allows practice of different sports such as paragliding, of rafting.

- Investment in product development – This project should consequently have a positive influence on rise of popularity and awareness of products of traditional crafts

- Global rise in tourist inflow

11.4 Threats

- Limited funding – Main source of funding are different funds for culture, and in order to provide enough money budgets will have to be planned precisely

- Individual goals and objectives not aligned – At the beginning of the project personal interests between people who are executing project and local people are not on the same level. That is why good cooperation with local authorities needs to be established, so that goals and objectives get to balance, only in that way project can get the support it needs.

- Increase in price of trips due to increasing price of gasoline

- Increasing competition from other cities - Increasing competition can be a threat or an inspiration for further development.

12 MARKETING MIX

12.1 Product

Product of cultural tourism, or just tourism, is different comparing it to the products of other industries. Reason is the complexity of customers/tourist's needs which this product is trying to satisfy.

Product offered by tourism industry often includes accommodation, attractions, recreation, and if it comes to cultural tourism offer it further includes culture and

history.

Product offer of the improved project of Trails of Bosnian Kingdom has two layers. First one is a visit to the medieval fortress of Travnik (further on as this project expanse product will be route of ten medieval towns and visits to the fortresses and complexes build around them). Second layer is infrastructure which will be set on the fortress.

Product[10] which will be offered to tourists will be consisting of:

- Event tents – Tents were chosen because it is not legal on cultural heritage to build anything which can ruin the fortress/building. These tents will be 5 metres wide and 7 meters long. Event tents will allow tourists to relax, use wireless internet, or be part of workshops which will be organised in order to include tourists in tradition and crafts.
- Lazy bags[11] – Relax furniture will be set inside of tents, so that tourists can rest after going around the fortress.
- Documentary movie – This movie will be about history of fortress in Travnik. It will be half documentary half acted by actors, in order to help move closer to history of Bosnia and Herzegovina. Movie will be filmed in Bosnian language but it will be translated in three languages – English, German and French. Visitors of the fortress will get a pair of single use headphones, so they can change the language to the one they understand. Projector will be located inside the renovated, closed parts of the fortress.
- Souvenir shop – At this time there is a souvenir shop on the fortress, but this project proposes improvement of supply of that shop. 3D pop-up souvenirs guarantee fun and learning.
- Wireless internet – Setting up wireless routers on the fortress would allow not only surf on Internet during the visit but also an introduction of QR technology. QR barcodes will be set on every piece of exhibited objects. That would allow tourists to scan it with their barcodes and to immediately go on the web

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[10] More details on infrastructure build on the fortress in the budget part on the project.

[11] Lazy bag is a bag filled with plastic balls that when is sit on form the shape of the body.

site which will offer all information about the object.

- Multimedia kiosks – Information desks will be replaces with multimedia kiosks, which will be directly connected to the website of the project offering all information about the history of the fortress. Kiosks will also have internet access and set of games which will be based on interesting facts about history mentioned by travel guides so that tourists can check their knowledge and have fun in the same time.

- Workshops – According to the section about benefits to local community workshops are great way to offer opportunity to tourists to be part of the tradition. Workshops bring great balance into touristic community. Local people will not feel worthless, they will have a role of a teacher presenting crafts and local legends to people who came there and are willing to learn something new. Workshops will be called make&take. They will allow tourists to make their own souvenirs, where the materials and the knowledge gained will be included in the price of the ticket. Theme of the workshops will be changed from time to time. At the beginning three local craft - skilled people who are well educated in work with wood, will give lectures and practically explain how the wooden subjects in history were made. After the lecture tourists can get aprons and all material needed to try their skills in this old traditional craft. Aprons used during the class will have printed a logo of the fortress on the front side.

12.2 Place

Places where customer/tourist can buy visit to the Travnik's fortress will be at first only on the entrance of the fortress. Information about the project and the offer could

Figure8 – Location of Travnik on the map of BiH

be found on the project's web site and publications which will be published during the initial phase of the project. As the project expanse and starts to include other nine locations of medieval fortresses, this route will be found in the offer of touristic agencies specialized for the cultural tourism and in papers published for the touristic seasons of Bosnia and Herzegovina.

Information about the fortress and what it offers will be available in the state, regional and local tourist agencies. Also information desks around Travnik and Sarajevo will offer free of charge brochures and information kits.

Actual location of Travnik is central part of Bosnia and Herzegovina and location of fortress is central part of Travnik.

Map of the medieval fortress of Travnik can be found in the appendix IV.

12.3 Price

Price is the only part of the marketing mix that creates revenues. Prices should be based on objectives which are determined – market share, competition, position on the market. Price is in one or the other way connected to other marketing mix items – cultural offer needs to be designed, produced, prepared for tourists/customers and every process costs particular amount of money.

Determination of the price is a tricky job. Even though low prices will attract customers/tourists, there is a risk that perceived value of the service offered to a tourist

could be low. This is the unwanted result.

Today the price of the entrance causes the effect of low value perceived. Entrance is 3KM (1.5 Euro) for adults, and 1.5 KM (0.75 Euro) for children.

Individual Tickets		
	1st November – 30th April	1st May – 31st October
Adults	10KM (5Euro)	12 KM (6Euro)
Children (5 <)	7 KM (3.5 Euro)	10KM (5Euro)
Dogs	2 KM (1Euro)	3 KM (1.5 Euro)
Collective tickets **(more than 8 people, but this kind of visit has to be preannounced)**		
Adults	8KM (4 Euro)	10 KM (5 Euro)
Children	5 (2.5 Euro)	8 KM (Euro)

Table 19 - Prices

NOTE: When buying a ticket customer/tourist gets a welcome bag which has new set of singe use headphones, 3D pop-up picture book of Travnik fortress and a bottle of water.

Year is divided into two seasons. From 1stNovember to 30th April is a cold season, and not so many tourists visit Bosnia and Herzegovina. As the better weather comes, so does the bigger number of tourists, and this period is from 1st May to 31st October.

Main idea behind the increase in price, and introduction of two seasons with different price sets offers is self-sustainability of the project. Money for the additional infrastructure will be found after applying to different donation funds, but the further development and expansion of the project will be done only from self-financing.

As the project starts its expansion, when other nine locations become part of the improved Bosnian Kingdom, new price list will be made, with certain discounts and special offers.

12.4 Promotion

Promotion will be done through web page, brochures, pop-up picture books and other

methods in order to increase awareness and demand for the product.

State, local and regional tourism offices will be equipped with information kits about medieval history of Bosnia and Herzegovina.

This project will get its full sense when the expansion of it happens, then the full package of the most important medieval towns could be offered in order to be visited.

Webpage already exists. It has been done by NGO Mozaik (it can be found on we address www.bosnae.ba). Snapshots can be found in appendix III.

Here are some suggestions which could make web site more interesting and more useful.

1. Web page is out dated. All the events and future actions already happened.
2. There is no option for second language. It is contradictory that this project was made primarily for tourists, mostly non-Bosnian speakers, and there is no option for some other language.[12]
3. Introduction of QR technology is one of the propositions. In order to keep things plain and simple web site of Fortress in Travnik should hold all information QR codes are related to. So when captured QR code will lead its user to the same web site every time doing promotion of it consequently.
4. Prices of entrance and everything which could be bought on the Fortress.
5. Schedule of workshops and syllabus of every class.
6. Online shop of all souvenirs offered in souvenir shop with ability to be delivered everywhere in the world.

12.4.1 History of tombstones and fortresses through interactive picture books

Vision of this project regarding promotion is to create a set of interactive books (in-

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[12] Google Chrome and similar web browsers offer possibility of translation of a web page to any language, but there is no guarantee that user of the web site uses the web browser which automatically translates the web page.

teractive picture books in a sense of visual display), mini models and replicas which will have as a mail goal study of Bosnian and Herzegovinian history.

As it is mentioned in the analytical part, people are interested in learning history in entertaining way. Serial of books, models and replicas are firstly intended for the promotion purpose, because of its form and simplicity it can be used by anyone who is studying this field of history.

- Interactive picture books - Tombstones

Tombstones – stecci are medieval gravestones from the Medieval Ages and they characterize history of BiH and neighboring countries. These tombstones were devoted to Bogumili which were related to Bosnian Church (BROCKETT, 2002).

Standing tombstones are built on carved stone in the forms of plates or boxes with pedestal. Shape is mostly irregular and on the surface are decorations and inscriptions. Stecci can be spotted in the wider area but mostly can be found in the middle part of BiH.

Medieval gravestones are certainly the most interesting and most important phenomenon on the art, religion, tradition and history of old Bosnia. As far as it is known there are 60,000 tombstones.

Pictures which are carved in the stone are mostly pictures from hunting, knight tournaments with explanations on Bosancica.

20km from New Travnik there is historic site – necropolis Maculje, containing 101 tombstones. It has been declared a national monument on 17th September 2007.

Tombstones will be the first serial of interactive picture books offered to audience. Before publishing and printing these books five to fifteen most common and characteristic tombstones motifs will be chosen. It would be one book per tombstone. The book would have proportionally done model of a tombstone and basic information about it (location and meaning if it is determined).

- Interactive picture books –Medieval towns and fortresses

Next serial will be medieval fortresses and towns. They will be consisted of pop up

models of crests and actual fortresses which will pop up when the used opens the covers.

Purpose is to educate and to distribute information about Bosnian most valuable historic facts. These books would be made on a principle of pop-up picture books, where medieval fortresses will be printed and they would be in three-dimensional setting inside the picture book.

13 EVALUATION OF THE EFFECTIVENESS OF MARKETING PLAN

Evaluation of effectiveness and quantifying marketing plan is the field which is one of the biggest dilemmas on the market today. Mostly effectiveness of marketing plan is mirrored in ROI – return on investment.

ROI should be positive and it should go up. It is important to identify the sale cycle and the term in which profit is accepted. Some projects need more time to earn profit and become self – sustainable than others.

Next important indicator is satisfaction of tourists and their evaluation of touristic offer. Different survey methods should be developed to examine satisfaction of the customer. Mostly used one is a questionnaire. Questions should be created carefully so the answer could point to the potential problem or strong side of the offer.

14 BUDGET

Medieval history of Old Town Travnik
Played documentary movie
Duration: 45min
Technique:
Producer:
Co-producer:

PREPRODUCTION				2550.00
100	Scenario		1100.00	
101	Authors	800.00		
102	Research	300.00		
200	Production		750.00	
201	Producer	500.00		
202	Co-producer	100.00		
203	Production Assistant	150.00		
300	Directed		700.00	
301	Director	500.00		
302	Director Assistant	200.00		
LINE PRODUCTION				1780.00
400 Production			380.00	
401	Organizer	130.00		
402	Location and studio costs	250.00		
500 Administration			140.00	
501	Administration costs	140.00		
600 Camera			1260.00	
601	Cameraman	400.00		
602	Camera assistant	100.00		
603	Camera dv (3 days)	360.00		
604	Addition equipment (3 days)	150.00		
605	Light (3 days)	150.00		
606	Workers on the scene	100.00		
700 Travel Expenses			350.00	
701	Daily wage (1 day)	150.00		
702	Travel cost (two directions Sarajevo – Travnik – Sarajevo)	200.00		

POSTPRODUCTION				1540.00
800 Montage			640.00	
801	Editor	300.00		
802	Computer montage/special effects	140.00		
803	Designer	100.00		
804	Equipment	100.00		

900	Postproduction of sound			350.00	
901	Sound designer		150.00		
902	Commentator		100.00		
903	Studio Equipment		100.00		
1000	Original music			100.00	
1001	Music editor		100.00		
1100	Translation			450.00	
1101	English		150.00		
1102	German		150.00		
1103	French		150.00		
	TOTAL				5870.00

Medieval history of Old Town Travnik
Infrastructure on the Fortress

INFRASTRUCTURE ON THE FORTRESS					2,900.00
100	Event tents			1,900.00	
101	Tent	(x2)	1,400.00		
102	Lazy bags	(x10)	500.00		
200	Multimedia space			1,000.00	
201	Projector + bulb		500.00		
202	Projector bulb	(extra one)	400.00		
203	Chairs	(x20)	100.00		
PROMOTION MATERIAL					890.00
400	Pop-up picture books			200.00	
401	Design		100.00		
402	Printing	(100 pieces)	100.00		
500	Interactive picture books			200.00	
501	Design		100.00		
502	Printing		100.00		
600	Web-site			240.00	
601	Re-design of the web-page		200.00		
602	Hosting	(per year)	40.00		
700	Promotional clothes			250.00	
701	Aprons with logo	(50 pieces)	100,00		
702	T-shirts with logo	(50 pieces)	150.00		
WORKSHOPS					270.00
800	Work with Wood			270.00	
801	Lecturers	(per lecture)	150.00		
802	Material	(per lecture)	20.00		
804	Equipment		100.00		
TOTAL					4,060.00

14.1 Sponsorship

Bosnian Kingdom Trail should become financially self-sustainable project. One of the main goals of this project is to promote local community and to offer support to

local companies and customs.

Food and drink sold on the fortress will be products of local companies. For example around Travnik there are several sources of drinkable water. Several companies are founded near these springs and they are producing beverages and bottled water.

Main point of the project is to integrate as much as possible cultural tourism inside the local community life, and to make symbiosis between locals and the project function good.

15 RISK ANALYSIS

Even though implementation of the projects in the field of cultural tourism could be done with current political and economic situation, more stabile situation would be with establishment of the political body which would present interest of cultural tourism in higher circles of the society.

Cultural tourism presents great opportunity for BiH economic sustainable growth it has some risks and barriers for implementation.

1. First is further implementation and fund raising without forming any head institution which will be used as a bridge institution for cultural heritage protection and touristic promotion of history. This institution would present interest of the project, if it is accepted, to the higher authorities. This would not make the possibilities of the acceptance of the project bigger, but it would create more stable and better defined factors for development and implementation of cultural tourism projects.

2. Low number of fund tenders regarding cultural tourism. EU started putting more priorities to the development in the cultural tourism sector, but this branch of industry did not reach its peak regarding popularisation.

3. Not getting the financial assets from fund. If the tender is out, no one guaranties that it is going to be won, and that the financial assets for the project will be available. This is the biggest risk; it can leave the project aside for a long time without financial support.

4. Not getting support from the local authorities. Even though the project can be designed perfectly bringing benefits to local community, local authorities can reject the project.

5. Not achieving acceptance from the locals. Bosnian Kingdom Trail and all other cultural tourism projects present part of the history which could be not the favourite part of the past for the locals. Even though the project can be creative and fairly defined no one guaranty that it will be successfully integrated to the local community and that would create obstacles in further development.

6. Not achieving self – sustainability. Final goal of every project in this field of industry is to be self – sustainable in financial and every other matter. If the project does not achieve this phase, it could be considered unsuccessful.

7. General political and economic instability can be a great risk for development of any sector of the society.

16 TIME ANALYSIS USING PERT

In order to do approximation of completion of project, below are presented activities of the project identified as letters – from A to R.

Using WinQSB optimistic, most likely and pessimistic time are guesstimated in the input table, and the out table identifies activity mean time and critical path. Time is identified in weeks.

Activities used to identify project and marketing plan development are listed below:

Letter assigned to the activity	Activities
A	Execution of further analysis on cultural heritage market
B	Developing project
C	Presentation of ideas to local communities in order to gain their support
D	Applying to the funds in order to get financial assets
E	Finding sponsors for beverages and food
F	Conservation and protection of fortresses
G	Design of infrastructure inside so it fits to existing parts

H	Setting up infrastructure
I	Developing marketing plan
J	Filming documentary about fortress in Travnik
K	Improvement of the web presentation of the project
L	Designing e-brochures
M	Designing interactive books
N	Design of souvenirs that will enrich offer in souvenirs shop
O	Education of stuff
P	Workshop organization
Q	Organizing evaluation of the project among tourists
R	Extension of the project

Table 20 – List of activities in project implementation process

The table below in an input table in WinQSB containing activities, immediate predecessors, optimistic, most likely and pessimistic time.

Activity Number	Activity Name	Immediate Predecessor (list number/name, separated by ',')	Optimistic time (a)	Most likely time (m)	Pessimistic time (b)
1	A		3	5	8
2	B	A	1	3	5
3	C	B	1	4	12
4	D	C	1	4	12
5	E	C	3	4	5
6	F	C	3	4	5
7	G	F	1	2	3
8	H	G	1	2	3
9	I	B,C	1	2	3
10	J	I	1	2	3
11	K	I,J	1	1	1
12	L	I,J,K	1	1	1
13	M	I,J,K,L	1	1	1
14	N	I,J,K,L,M	1	1	1
15	O	I,J,K,L,M,N	1	1	1
16	P	O	1	1	1
17	Q	P	1	1	1
18	R	Q	1	3	5

Figure 9 – Input table in WinQSB

According to the output table the project will last for approximately 27 weeks, counting 64 critical paths. Data input in WinQSB are just roughly estimation of how long should some active last. Rough estimation are taken in order to create sense of time and to put actual activities in time and space.

04-29-2012 10:47:49	Activity Name	On Critical Path	Activity Mean Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)	Activity Time Distribution	Standard Deviation
1	A	Yes	5.1667	0	5.1667	0	5.1667	0	3-Time estimate	0.8333
2	B	Yes	3	5.1667	8.1667	5.1667	8.1667	0	3-Time estimate	0.6667
3	C	Yes	4.8333	8.1667	13	8.1667	13	0	3-Time estimate	1.8333
4	D	no	4.8333	13	17.8333	22.1667	27	9.1667	3-Time estimate	1.8333
5	E	no	4	13	17	23	27	10	3-Time estimate	0.3333
6	F	no	4	13	17	19	23	6	3-Time estimate	0.3333
7	G	no	2	17	19	23	25	6	3-Time estimate	0.3333
8	H	no	2	19	21	25	27	6	3-Time estimate	0.3333
9	I	Yes	2	13	15	13	15	0	3-Time estimate	0.3333
10	J	Yes	2	15	17	15	17	0	3-Time estimate	0.3333
11	K	Yes	1	17	18	17	18	0	3-Time estimate	0
12	L	Yes	1	18	19	18	19	0	3-Time estimate	0
13	M	Yes	1	19	20	19	20	0	3-Time estimate	0
14	N	Yes	1	20	21	20	21	0	3-Time estimate	0
15	O	Yes	1	21	22	21	22	0	3-Time estimate	0
16	P	Yes	1	22	23	22	23	0	3-Time estimate	0
17	Q	Yes	1	23	24	23	24	0	3-Time estimate	0
18	R	Yes	3	24	27	24	27	0	3-Time estimate	0.6667
	Project	Completion	Time	=	27	weeks				
	Number of	Critical	Path(s)	=	64					

Figure 10 – Output table in WinQSB

According to the data from the input table, gantt chart was designed and it can be found in the Appendix V.

CONCLUSION

Region around Travnik has been historically focused on other industries that do not include tourism. This area is relatively a beginner in making bids for cultural tourism or tourism at all. The advantage of the rookies is reflected in the fact that no tourist infrastructure is inherited and that most of tourist infrastructure has to be built on Greenfield grounds or extensively upgrading and improving existing infrastructure.

This position provides strategic planning and structuring of new contents and experiences toward successful global practices. In this manner it is possible to innovate and create copy of successful tourism development practices and models and avoid the inefficiency of other destinations/regions/areas.

Considering that cultural tourism is not currently one of the most reputable of economic sectors in BiH, there are no threats or complications between interest groups. On that side the situation is relatively simple because the development of the region in industry context as a consequence starts to create respectable partners for further development. Despite the existence of a market demand, this part of BiH has never been delivered anywhere in the form of competitive tourism region, but if it succeeds it will have the advantage of the first player on the market.

Regardless of current internal and external political situations, Bosnia and Herzegovina will as the time passes enter the process of integration with EU, which is inevitable consequence of its geographic position, cultural heritage and political trends in the region.

The crisis that hit the world and Europe in the late 2007 is the longest and hardest one in the last 60 years. Existence of crisis is expected to be felt in the next 5 years. During these five years the economic growth will intensify and will on the one hand bring more spending power and ease of implementation of further investment.

Besides numerical indicators of the market in the context of potential number of guests and their consumption, with economic growth habits are also changing market demand. Affinities of foreign tourists for the tourism product will change. There will be an increase in demand toward products of gastronomy, rural tourism, cultural tourism, wellness and interest in environmentally protected area of the continent.

This process will increase public sector efficiency, increase the inflow of capital from various funds and raise the overall competitive capacity of Bosnia and Herzegovina.

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LIST OF ABBREVIATIONS

NGO – Non – governmental organization

BiH – Bosnia and Herzegovina

EU – European Union

KM – Convertible Mark (bos: Konvertibilna Marka)

DEP – Directorate for economic planning

NATO – The North Atlantic Treaty Organization

CIA – Central Intelligence Agency

CRM – Customer Relationship Management

WTO – World Tourism Organization

SR – Serbia

CRO – Croatia

PL – Poland

USAID – United States Agency for International Development

OSF BiH – Open Society Fund

CIDA – Canadian International Development Agency

PERT – Program Evaluation and Review Technique

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Appendix IV: Map of the medieval fortress in Travnik

Appendix V: Gantt chart

APPENDIX I – GRAPHICAL LAYOUT OF INTERACTIVE TOMBSTONES BOOKS

(1)

(2)

(1) Front and back cover
(2) Inside the interactive picture book

APPENDIX II – STATISTICAL DATA ABOUT TOTAL NUMBER OF TOURISTS AND NIGHTS SPEND IN BOSNIA AND HERZEGOVINA IN 2011

	Months	Total	Nights spend	Majority
1	January	33,024	74,050	CRO
2	February	37,793	82,080	SR
3	March	47,495	94,879	SR
4	April	52,597	101,765	HR
5	May	74,585	156,131	CRO
6	June	72,669	155,528	CRO
7	July	71,707	190,549	PL
8	August	63,362	158,808	PL
9	September	75,190	164,603	PL
10	October	66,083	141,900	CRO
11	November	45,198	95,120	CRO
12	December	46,402	88,749	CRO
	Total	686,102	1,504,162	

APPENDIX III – SNAPSHOTS OF NGO MOZAIK WEB PRESENTATION OF THE PROJECT BOSNIAN KINGDOM TRAIL
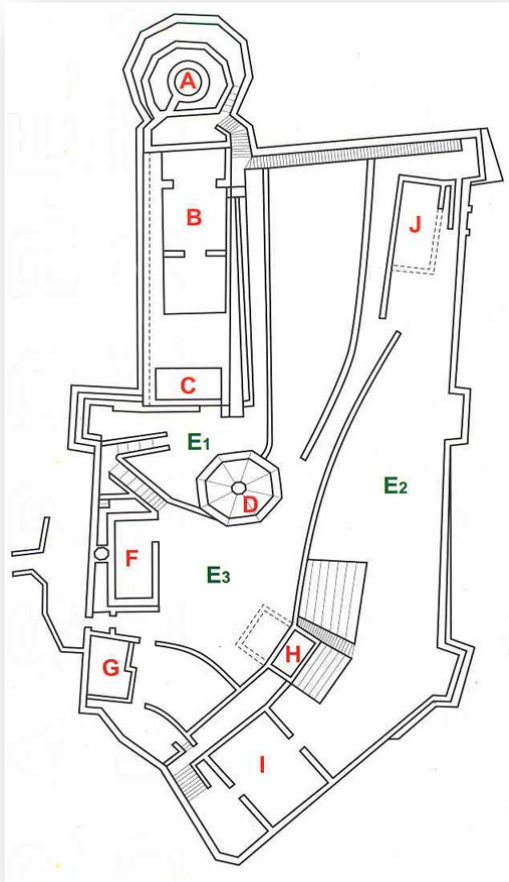

(1)

(2)

(1)   Web presentation of the Project in the www.bosnae.ba
(2)   Web presentation of Travnik in the www.bosnae.ba

APPENDIX IV – MAP OF THE MEDIEVAL FORTRESS TRAVNIK

A – The highest part of the fortress, situated next to bastion. South of the bastion is a small terrace below which water tank was built.

B – 28 meter length of a rectangular courtyard

C - South side yard with a small closed building strong walls with massive stone vault. In the fortress there is only one powder magazine.

D – Fenced part for animals

E1 – hexagonal tower from Ottoman period, put it is supposed that on that place medieval tower also existed

F – Mosque, of which only minaret was preserved. Minaret has been planted in the western wall of the city walls. The latest research shows that the mosque was built in the name of Sultan Mehmed II Fatih in the second half of the 15th century.

G – South of the mosque are the remains of the Ottoman period renovated at the time of the Austro – Hungarian Empire.

H – Remaining of a house which was on two levels. The upper floor was in the **E3** region and the lower area on the **E2**.

APPENDIX V – GANTT CHART OF THE PROJECT