

Mendel University in Brno
Faculty of Regional Development and International Studies

Tourism development in the area of the Brno dam

Bachelor thesis

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Brno 2017

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Abstract:

**RAUS, L. Tourism development in the area of the Brno dam. Bachelor Thesis.
Brno. 2017. 85 pages.**

This bachelor thesis has two parts, theoretical and practical. The theoretical part is focused on the explanation of the destination concept as well as the terms destination management and destination marketing. It also concludes the description of the procedure of the destination analysis, geographical location of Brno dam and its possible inspiration in tourism, what could Lipno dam represent for it.

Practical part is focused on evaluation of the destination analysis of Brno dam in tourism namely with the aid of the destination offer, local stakeholders, the evaluation of organizations of local destination management, execution of questionnaire survey and subsequent summary to a SWOT analysis. The proposals to tool recommendations, which would support development of today's tourism in the Brno dam area, are the part of this work.

Keywords:

Brno dam, tourism, development, destination, stakeholder analysis

Abstrakt:

RAUS, L. Tourism development in the area of the Brno dam. Bachelor Thesis.

Brno. 2017. 85 stran.

Bakalářská práce má dvě části, část teoretickou a část praktickou. Teoretická část je zaměřena na vysvětlení pojmu destinace a objasnění termínů management a marketing destinace. Dále zahrnuje popis postupu analyzování destinace, geografické zařazení Brněnské přehrady a její možnou inspiraci v rámci turismu, kterou by pro ni mohla představovat Lipenská přehrada.

Praktická část je zaměřena na vyhodnocení analýz destinace Brněnské přehrady v rámci turismu a to pomocí analýz nabídky destinace, zainteresovaných skupin, vyhodnocení organizací zdejšího destinačního managementu, provedení dotazníkového šetření a následné shrnutí do SWOT analýzy. Součástí práce jsou návrhy na doporučení nástrojů, které by podpořily rozvoj zdejšího turismu.

Klíčová slova:

Brněnská přehrada, turismus, rozvoj, destinace, stakeholder analýza

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INTRODUCTION

The aim of this thesis is to conduct a complex analysis and evaluation of tourism in the area of Brno dam and to create a set of proposals and recommendations aimed at the improvement of the area. These proposals and recommendations include particular tools for an adjustment of the existing tourism conditions and are addressed to all stakeholders. The thesis is divided into three parts.

The first, theoretical part, contains management of the destination, methodology of the research and basic definitions of tourism and its promotion which are given and explained. Moreover, it includes all the necessary information about the area of Brno dam, its geographical classification, its history and the actual state. A special focus is put on the utilization of the area.

The second, analytical part is then dedicated to the evaluation of the primary and secondary supply of the dam as well as to evaluation of the area unutilized potential. The primary supply is concerned about the natural potential of the destination while the secondary supply deals with the infrastructure of selected area. As there appeared to be many stakeholders in the Brno dam area and it was not evident, who has more power, influence, motivation and willingness to develop this area, the method of stakeholder analysis was used.

Some of the data necessary for the analysis were collected by a questionnaire and a survey. The questionnaire was answered by local stakeholders, who are perceived as the moving force of the future development of the area. The survey gathered data from Brno dam visitors and includes information about the reasons why did they come and whether they are informed about services offered here.

Afterward, all the gathered data are summed up in a summary which serves as a foundation for the complex analysis of strengths, weaknesses, opportunities and threats (SWOT) with the proposals of tools for the Tourism information centre of the city of Brno, for improving the tourism in the Brno dam.

1 MANAGEMENT OF THE TOURISM DESTINATION

1.1 Tourism destination

Many authors deal with definitions of tourism destination. According to my opinion, one of the best definitions is set by T. Bieger, who states that “*destination is a geographic area which is selected by a visitor as a goal of his journey,*” and which “*consists all necessary facilities for accommodation, boarding, entertainment and other activities and by that it becomes an unit of competition in tourism.*”¹ In other words, the basic condition for the existence of the destination is especially a defined area and a supply of different activities for potential visitors.

Destination is basically created by a visitor and his needs – then we may consider the relationships between supply and demand and we can see that the destination is forming its supply according to the visitors demand. Each change in the supply is therefore an outcome of both responses to the change of customer’s needs and responses to other changes of different factors. Although the supply of the destination is created by many different subjects, by visitors it should be perceived as one common unit – therefore the mutual cooperation of these subjects is needed.²

Destination is understood as a competitive, strategically managed unit, which is selected by visitors and which meets certain requirements. Such requirements were summed by D. Buhalis in the form of 6As:

- “*Attractions (natural, man-made, artificial, purpose built, heritage, special events)*
- *Accessibility (entire transportation system comprising of routes, terminals and vehicles)*
- *Amenities (accommodation and catering facilities, retailing, other tourist services)*

¹ BIEGER, Thomas. *Management von Destinationen*. 7., unveränderte Aufl. München: Oldenbourg, c2008. 1 p. ISBN 978-3-486-58628-2.

²BUHALIS, Dimitrios. *Marketing the competitive destination of the future: Tourism management* [online]. 21. [cit. 2017-04-14]. Available at: https://scholar.google.es/citations?view_op=view_citation&hl=es&user=KW2ZrvUAAAAJ&citation_for_view=KW2ZrvUAAAAJ:u5HHmVD_uO8C

- Available packages (pre-arranged packages by intermediaries and principals)
- Activities (all activities available at the destination and what consumers will do during their visit)
- Ancillary services (services used by tourists such as banks, telecommunications, post, newsagents, hospitals, etc.) “³

In the framework of 6As we are also able to conduct an analysis of destination too.

1.1.1 Management of the destination

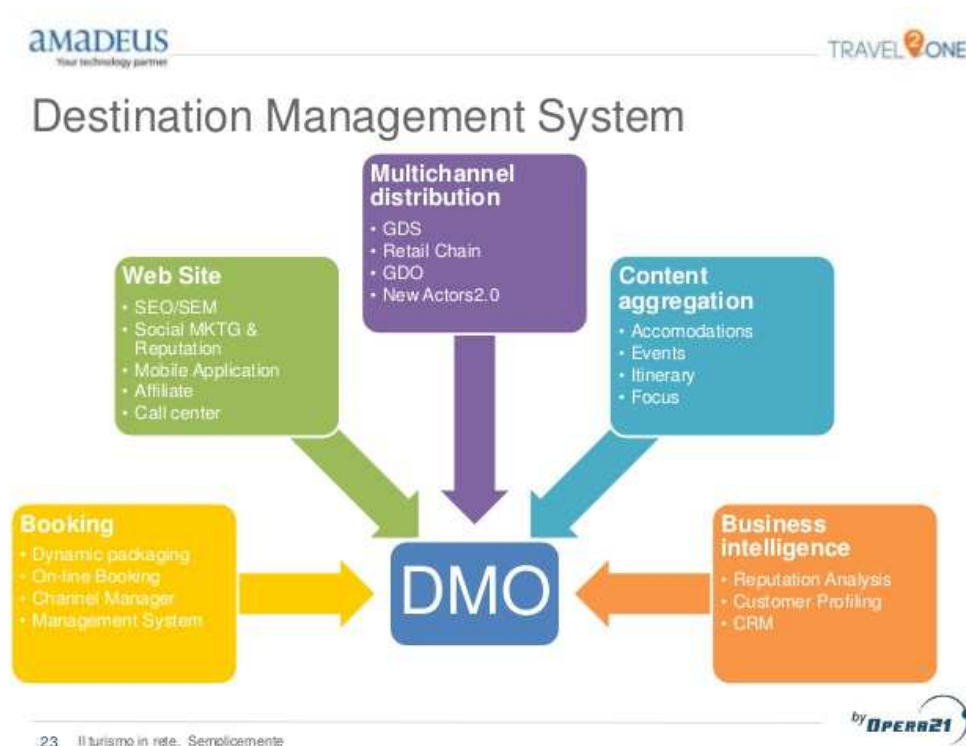
According to my opinion Management of destination is described in the best way by Pásková and Zelenka in their glossary of tourism where it states “*a set of techniques tools, and measures used in coordinated planning, organizing, communication, decision-making processes and regulation of tourism in given destinations. The result of such processes are sustainable and competitive products of tourism, shared logo, quality brand, commonly (shared) information-reservation system, creation of price policy, performing research and collection of statistical data from field of tourism, initiating partnership of public and private tourism sector and support of professional societies, associations and organizations.*“⁴

The concept of destination management is, therefore, a form of the specific management area, which covers the interests of various service providers in the area. An organization which performs destination management bring in the destinations given added value, and thus help into this field. However, according to the World Tourism Organization these organizations should maintain independence and objectivity in their coordinating the activities of these bodies in the area. For a better idea, the picture describing it is attached.

³ BUHALIS, Dimitrios. *Marketing the competitive destination of the future: Tourism management* [online]. 21. [cit. 2017-04-14]. Available at: https://scholar.google.es/citations?view_op=view_citation&hl=es&user=KW2ZrvUAAAAJ&citation_for_view=KW2ZrvUAAAAJ:u5HHmVD_uO8C

⁴ ZELENKA, Josef a Martina PÁSKOVÁ. *Výkladový slovník cestovního ruchu*. Kompletně přeprac. a dopl. 2. vyd. Praha: Linde Praha, 2012, 448 p. ISBN 978-807-2018-802.

Picture n. 1: Destination Management System



Source: *Destination management system* [online]. In: . [cit. 2017-04-14]. Available at: Source: <https://www.slideshare.net/matteociccale/22-04-mtmamadeus>

1.1.2 Destination Management Company

To unify the activities of entities providing services in the territory, it is necessary to establish a specialized destination management organization. This organization is often in literature marked by DMC (destination management / marketing company). This organization is described in the best way by Pásková a Zelenka in their glossary of tourism: *“Organizations focused on destination management in the creation and promotion of the destination and its tourism products on the market realizes the intentions of destination management. DMC is focused on development and active sales of major products, coordinates and manages the creation of tourism products, pricing policies and active sales destination. DMC is usually supported or created by major service providers in the area.”*⁵

⁵ ZELENKA, Josef a Martina PÁSKOVÁ. *Výkladový slovník cestovního ruchu*. Kompletně přeprac. a dopl. 2. vyd. Praha: Linde Praha, 2012, 448 p. ISBN 978-807-2018-802.

Pásková a Zelenka also claim that DMC is typical for the regional level and at the local level where a lack of funds and qualified specialist exist, and therefore at the local level performing this activity is mainly done by government. At the national level in the Czech Republic operates several organizations. The largest is the national one called Czech Tourism. Competence of this organization is a foreign national and state promotion along with marketing support. ⁶ On the contrary Palatková in her publication states that possibility of managing destination is possible on different levels and these levels are:

- Local level,
- Regional level,
- National level.⁷

1.1.3 Marketing of a destination

According to Vajčnerová, destination means a spatial unit, which consists of a menu of attractions and services, history and culture. In order so that given destination would sell its offer successfully it is necessary to have clear marketing strategy. Basic elements for right marketing management in destination are already mentioned above in organization of destination management. Basic components of marketing destinations are:

- Customer orientation,
- Marketing research,
- Analytical approaches and conception creation,
- Planning and strategic decisions,
- Organizational structure and delimitation of competences.⁸

As already mentioned, destination marketing organizations are responsible for destination management. Their main targets are mainly:

- improving the image and reputation of the destination,
- reducing the seasonality,

⁶ *Socr.cz* [online]. [cit. 2017-04-05]. Available at: http://www.socr.cz/file/1510/44_destinacni-spolecnosti-v-cr.pdf

⁷ PALATKOVÁ, Monika. *Marketingový management destinací: strategický a taktický marketing destinace turismu, systém marketingového řízení destinace a jeho financování, řízení kvality v destinaci a informační systém destinace*. Praha: Grada, 2011, 208 p. ISBN 978-80-247-3749-2.

⁸ VAJČNEROVÁ, Ida. *Destinační management*. V Brně: Mendelova zemědělská a lesnická univerzita, 2009. ISBN 978-80-7375-333-7.

- attraction of investors,
- to change the behaviour of visitors, businessmen and residents.

Destination marketing is designed to provide sufficient information to visitors about the destination and its product. Doing so creates an incentive to visit. Destination marketing is responsible for constant customer orientation, conducted marketing research that relates to the planning and control of marketing activities and performance of the marketing plan. To achieve these objectives destination marketing needs, for example, these tools:

- destination brand,
- information system of destination,
- shared propagation materials,
- shared product in cooperation with other destinations.⁹

1.1.3.1 Segmentation

Customer and future consumer services are also important to classify into specific target groups. Generally, customers are divided according to the interests, needs, and desired criteria. With this segmentation the destination is better able to offer its products and quickly respond to changing preferences of its customers. This segmentation can be performed in several respects. It may be, for example terms of age, gender, income or interests.¹⁰

1.1.3.2 Marketing mix

Marketing mix, which is based on the manual of the tourism product to chapter stakeholders, indicates that the correct motivation for the customer it is necessary to introduce a product that offers a destination. Destinations therefore use various activities and talks so called marketing mix. The marketing mix consists of four basic elements. These are:

- Product,
- price,

⁹ ZELENKA, Josef. *Marketing cestovního ruchu*. Hradec Králové: Gaudeamus, 2007. ISBN 978-80-7041-070-7.

¹⁰ PETRŮ, Zdenka. *Základy ekonomiky cestovního ruchu*. 2., upr. vyd. Praha: Idea servis, 2007. ISBN 978-80-85970-55-5.

- place,
- promotion.

Picture n. 2: Marketing mix



Source: *Marketing mix* [online]. In: . [cit. 2017-04-14]. Available at: www.learnmarketing.net

Manual of tourism products also states that tourism is the mix supplemented by other P, which are famous Packaging, People, Partnership, or Programming.

1.1.3.2.1 Destination product

Like was mentioned, the marketing mix consists of 4 basic parts. The first of them is a product. According to this official Tourism product manual published by the CzechTourism “*the product of tourism should be part of the product mix destination.*”¹¹ Products manual also says that “*for the presentation on the national and international level it is needed to select keys products, which are for the destination distinctive and competitive.*” Product thus is a set of partial services (hotels, restaurants, rentals, etc.), mutually connected via common brand or logo of the destination. Tourism product manual also make a distinction between product and package. He says that “*package represents a set of services offered for the certain price, but this compilation of services to the package should be for the cheaper price, than the purchase of each service separately.*”

¹¹ *Manuál produktů cestovního ruchu* [online]. Praha: Česká centrála cestovního ruchu – CzechTourism., 2012 [cit. 2017-04-05]. Available at: https://issuu.com/drincconsulting/docs/manual_produkту

1.1.3.2.2 Price

Another part of marketing mix is a price. Tourism products manual states that *“on the one hand, the price is very important part of marketing mix, but on the other hand it’s fact, that when the destination management organization is not itself a vendor of the service it has very limited possibilities to influence pricing policy. “*

In tourism product manual there is also stated that the prices of products always differs on the dependency of the length of the stay, category of the accommodation, or on the amount of the services offered. As was mentioned in the previous chapter of product in marketing mix, the price of the product which consists of several services should be cheaper than purchase of the same services bought individually.

The three important factors which influence the pricing according to products manual are:

- *“cost structure and its amount,*
- *competitive bid,*
- *the level of demand. “*

1.1.3.2.3 Place and promotion

In the case of distribution manual of tourism products states that: *“tourism products are locally bound, and it is not a typical distribution for such products. The customer must come to the point of consumption to which the product is physically bound. “*In practice, this statement means that a visitor could look, for example, for a castle or chateau and must reach him to a place where it is located.

Tourism product manual also says that the distribution is associated with the promotion. Customers can therefore purchase, for example, the above mentioned service package directly with the providers of tourism services which can be either a travel agency or office or directly by the service provider. Here, according to the manual product *“growing importance of the Internet, which is becoming a necessity to introduce reservation systems, allowing customers to purchase the package to ensure easily from home. “* Regarding the distribution of services that do not show signs of the trip so they can be distributed through travel agencies. Information centers in the area also distributes services but only to those customers who have already had visited the destination.

Distribution also provides service of providers who offer and sell individual parts of the product under their own publicity (information materials about the area at the hotel reception).

1.1.4 Process of destination analysis

In order to find out current state of the destination it is necessary to find out who and what actually forms the current offer. It is also necessary to determine strengths of the destination, however, on the other hand, it is important to find out what should be improved. In order to do this, I need to find the most stakeholder at the Brno dam, which would allow for further development/expansion. It is thanks to this destination analysis that I will be further able to construct possible proposals/designs to improve local tourism.

1.1.4.1 Primary and secondary analysis of the supply in tourism

Manual of tourism products states: “ *Analysis of Supply summarizes what we as a destination are able to offer to potential customers and helps our offer to discover what sets us apart from other destinations - that is our competitive advantage.*“

Offer of the tourist destination is divided into primary and secondary. Primary offer can be understood as elements of culturally-historical and of natural potential. The primary offer may therefore be determined by natural conditions or human-made. Among the primary offer we can also include holding various cultural, sporting and conference events.

In the case of secondary offer it comes mainly accommodation and catering facilities (superstructure), tourism infrastructure (cultural, entertainment and sports facilities), and supporting infrastructure, such as transport links.

However it is important to look into the area a little deeper. It is quite likely that neighboring regions would also have this competitive advantage. Here however grows the importance of comprehensive promotion. Therefore, if the destination is comprehensively promoted with an emphasis on the uniqueness of experiences, than it has a chance to survive despite the competition from similar products.

1.1.4.2 Stakeholder analysis

The next point of analysis it is necessary to define stakeholders of the destination. According to tourism product manual products *“stakeholders are those, who can influence or act to achieve the objectives of the organization influence. In the process of making the product offering it is particularly important to identify and reach out the cooperation with key players of tourism in the region. “*

These are mainly *“ entrepreneurs in tourism and related services, development agencies, government and local authorities, tour operators and travel agencies, information centres, professional organizations, representatives of organizations, cultural, natural and historical heritage, museums, non-profit organizations, media and marketing companies, operators of hotel sites and Internet sites. “*

Involvement of all these actors in the process of making the product offering is a prerequisite for achieving common competitive advantages. *“ Often, this process of unification of partners is complicated, as many perceive each other as competitors and must be convinced that mutual cooperation will bring more to all rather than individual activity which bring nothing. “*¹² After the involvement of all stakeholders it is necessary in the course of cooperation to inform about events happening in the area. Future cooperation between these entities depend on open communication to those involved in the project, they were regularly informed.

There are several ways to properly identify the most stakeholder. For this work I chose the set of questions. This method is commonly used for identifying and analysis of subjects, which are already actively involved in a destination or when they are influenced by the manner the destination is run.

- Whoever wants to succeed (fail)?
- Who can benefit from the outcome, or conversely damages?
- Who is betting on the success (failure)?
- Who has the right of use or ownership rights?
- Who will not be able to apply any interests?

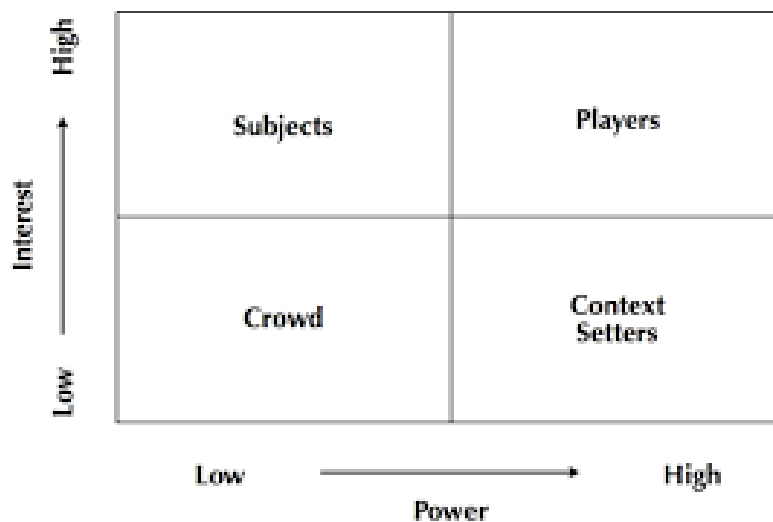
¹² *Manuál produktů cestovního ruchu* [online]. Praha: Česká centrála cestovního ruchu – CzechTourism., 2012 [cit. 2017-04-05]. Available at: https://issuu.com/drincconsulting/docs/manual_produkту

- Who has the financial resources, relevant skills and information?
- Who is for the necessary result, and whose support is needed?
- Who could hinder the realization (preventing)?

With help of these questions, we are able to identify stakeholders in the destination. It is also important to include even those parties which do not conform to these issues and for this reason, in order to identify risks that might put themselves due to misinformation, as well as between stakeholders.¹³

Doležal also provides a matrix of influence and interest, which identifies shareholder groups and classifies them into 4 groups according to the degree of influence and interest. According to Doležal parties are the most important key players who assist in the design and enforcement of decisions. The context setters are also important because of their influence in obtaining the necessary information and promotion decisions. Subjects and crowd are less important because their decisions have no influence.¹⁴ For a clear view, the matrix of influence and interest is attached.

Picture n. 3: Matrix of power and interest



Source: *Matrix of power and interest* [online]. In: . [cit. 2017-04-16]. Available at: <http://www.cihr-irsc.gc.ca/e/43533.html>

¹³ In: *Wikipedia: the free encyclopedia* [online]. San Francisco (CA): Wikimedia Foundation, 2001- [cit. 2017-04-14]. Available at: https://cs.wikipedia.org/wiki/Anal%C3%BDza_zainteresovan%C3%BDch_stran

¹⁴ DOLEŽAL, Jan, Pavel MÁCHAL a Branislav LACKO. *Projektový management podle IPMA. 2., aktualiz. a dopl. vyd.* Praha: Grada, 2012. Expert (Grada). ISBN 978-80-247-4275-5.

1.1.4.3 Likert scale

To allow the above mentioned questions for identification of stakeholders in my practical part, to evaluate, I chose Likert scale. This scale consists of statements to which the respondent can answer on the scale representing the degree of agreement. An example might be a variety of "agree", "rather agree", "half-way", "somewhat disagree" and "disagree". The number of possible answers to their specific name to include or not the central values may vary depending on the particular application. Likert scale allows us to see not only the content attitudes but also its approximate strength.¹⁵

1.1.4.4 SWOT analysis

Further analysis of the destination is a SWOT analysis, analysis of the strengths and weaknesses of destination or their products but also revealing potential opportunities and threats. Among the strengths of destination belongs these that may pose a competitive advantage over other destinations. Opportunities are factors that destination and its products can positively influence in the future. Destinations may also have weaknesses. These can be influenced or uncontrollable. Among the threats of destination belong these factors which, if not adequately treated, may in the future grow into weaknesses.¹⁶

1.1.4.5 Questionnaire

In order to receive information directly from visitors, it is necessary to use one of the marketing research methods - survey. As this method is also used in this work, therefore, this process will be explained.

The questionnaire consists of a series of questions prepared and submitted by a particular group of respondents. The first step is to determine the accuracy of these respondents but also the way they select and either accidentally or deliberately.

¹⁵ Likertova škála. In: *Wikipedia: the free encyclopedia* [online]. San Francisco (CA): Wikimedia Foundation, 2001-[cit. 2017-04-14]. Available at: https://cs.wikipedia.org/wiki/Likertova_%C5%A1k%C3%A1la

¹⁶ *Manuál produktů cestovního ruchu* [online]. Praha: Česká centrála cestovního ruchu – CzechTourism., 2012 [cit. 2017-04-05]. Available at: https://issuu.com/drincconsulting/docs/manual_produkту

The next step is to adapt the questions for the selected segment in order to obtain the required information. Therefore, careful selection and formulation of individual questions at this stage is the most important.

The method of distribution is determined by the range, financial performance and especially the number of respondents.¹⁷

1.2 Defining destination of the Brno dam

As mentioned in the introduction, this work will deal with the area of the Brno dam. Therefore, it is important to mention its geography, history, but also its current state.

1.2.1 Geographic classification

Brno dam, also formerly called Kníničská dam, because of the village which was destroyed, flooding the valley with the original Kníničky municipalities, the water works on the Svatka River dam with a length of 9.3 kilometres, the volume of 7.6 million m³ and an area of 259 ha. Its maximum depth in the deepest places reaches to 23.5 metres.¹⁸

Picture n. 4: Brno dam



Source: In: *Mrk.cz* [online]. [cit. 2017-04-14]. Available at: <https://www.mrk.cz/clanek.php3?id=1372>

¹⁷ FAJTOVÁ, Dominika. *Analýza vybraného segmentu návštěvníků destinace - sjezdové lyžování*. Brno, 2012. Diplomová práce. Masarykova univerzita. Vedoucí práce Martin Šauer.

¹⁸ *Brněnská přehrada* [online]. [cit. 2017-04-14]. Available at: http://www.brnenskaprehrada.cz/p_cisla.html

1.2.1.1 Location

The dam is located in the Northern Region district Brno-city, more specifically on the north-western outskirts of the city at an altitude of 232.50 m. N. M. For more accurate equipment attach a map of the city of Brno and adjacent dam.¹⁹

Picture n. 5: The map of the Brno with adjacent Brno Dam



Source: *Mapy Google* [online]. [cit. 2017-04-14]. Available at:
<https://www.google.cz/maps/place/Brno+Reservoir>

1.2.2 History of the Brno dam

The idea to build this water project was in the last century for several reasons. The main reasons for building regulation was unstable river Svatka which was a common cause of the damage during the floods, obtaining a water source for the city of Brno, controlling the flow rate of the river below the dam, in order to dilute the sewage from municipal sewage, or also because of future use for recreation this water work. As mentioned in subchapter on basic data on the dam, the dam has flooded the valley and the village Kníničky in 1940. Total construction costs totalled 59 million crowns.

In 1946 transport company started its shipping transportation. Two years later it was extended tram line from the chimney of the old Bystrc, which led to the fact that over time the reservoir has become a popular place for recreation and sport which also meant increase of construction of holiday cottages and houses. In the late fifties the dam was

¹⁹ *Povodí Moravy* [online]. [cit. 2017-04-14]. Available at: <http://www.pmo.cz/cz/uzitecne/vodni-dila/brno/>

visited in the summer months by thousands visitors from all edges of the country. This increased interest meant that the quality of the water in the dam began to deteriorate and (Cyanobacteria) started to appear.

Picture n. 6: Recreation at the Brno dam



Source: In: *Brněnská přehrada* [online]. [cit. 2017-04-14]. Available at:
http://www.brnenskaprehrada.cz/p_hist.html

The problem with cyanobacteria in the 80's outgrown until swimming wasn't allowed in the summer months. This obstacle has become one of the key factors that led to a reduction in the number of visitors. In 2012, the dam, thanks to its comprehensive cleanup from cyanobacteria, had again become a place suitable for swimming.²⁰

1.2.3 Present of the Brno dam

Brno reservoir therefore had undergone quite a long way with full of obstacles. Today, the dam is mainly used for leisure activities and relaxation but cannot compete with such far destinations, such as Lipno dam. Let's take a look at the current state of the dam and its surroundings.

In present times Brno dam offers wide choice of free-time activities not only for local residents but also for tourists. The reservoir is surrounded from both sides by deep forests that are literally intertwined with touristically marked trails which are a big lure not only for hiking, but also for passionate mushroom pickers. As a negative can be considered a lack of bicycle paths which would allow cycling around this beautiful dam. For that reason

²⁰ Historie Brněnské přehrady [online]. [cit. 2017-04-14]. Available at:
http://www.brnenskaprehrada.cz/p_hist.html

are families with children dependent on cars in which they can get from Veveří castle up to Kozí horka.

The dominance of this countryside is a state castle Veveří which is located on the right coast of Brno dam and is very popular destination for cultural events and festivals.

As a destination is Brno dam, of course, mainly visited during the summer months when the weather is beautiful and sunny. However, during the winter months, it does not remain lonely, it offers ice skating in natural conditions. There are also created conditions and trails for cross-country skiing or newly arising snowkiting sport for which is the dam with its extensive frozen area ideal place.

It is worthy to mention annually repeated firework show Ignis Brunesis. Variegated scale of lights showing up on water surface adds popularity to the dam and is becoming a tradition.

1.2.4 Inspiration for the Brno dam (Lipno dam)

Present offers of many attractive places what are not only competition for our destination, but are also an inspiration. Therefore, in this chapter, I would like to mention probably the best- known dam which meets both inspirational and competitive quality. It is the Lipno reservoir which is a sought-after location not only of local residents but also for foreign tourists.

Lipno, known also as Lipno lake, consists of the lake itself but also of upper flow of the Vltava river which flows along the state border with Bavaria and Austria.

Picture n. 7: Lipno dam



Source: *Lipno nad Vltavou* [online]. In: . [cit. 2017-04-14]. Available at: <http://www.lipnonadvltavou.cz/>

1.2.4.1 The history of a Lipno dam

In this Chapter, I was greatly influenced by a publication by Ms. Kalabisová & co., who dealt with the measurement of effects of tourism in the township of Lipno nad Vltavou. According to them these days already known touristic place was in the past oriented on completely different source of income. Originally in this area a wood was processed. With the fall of the Iron Curtain this industry became inefficient and unable of competition. The area of Lipno faced many obstacles in these times, for example, high unemployment and very low standards of living of local residents. That very bad situation in the area of Lipno forced Lipno nad Vltavou to search for new directions for development of the area. Local natural conditions did offer considerable potential for tourism, namely because of adjacent national park Šumava. These factors decided and the area started to focus on tourism.

After 1989 it started reworking its territorial plan and even despite of their own minimal means it started buying lands in the cadastre of the village because the village did not own almost any property on its own. This enabled the tourism development and also a development of local infrastructure. The village started to endeavour about unification of its area in 1994 when the territorial plan of the zone(the core of the village with the area of 75ha) was created and approved. This territorial plan included extra so called developer information what the village then used for addressing investors who would concurrently create the primary infrastructure what was the main aid. After successful fulfilment of this aid a project of Marina Lipno area was created. It was an apartment complex together with the port and then also even new square with a promenade. Subsequently the village gained another lands and in 1997 it acceded to create a territorial plan of the whole residential unit. This new territorial plan became very attractive for new investors. Thanks to it, a realisation of investment for 2 billion crowns happened in the village. Suddenly the situation turned about, with increased interest from the investors the village had to approach to regulation. For that reason was on the beginning of 2008 approved a new

territorial plan which included more tools for regulation of interests of incoming investors.²¹

1.2.4.2 Present of a Lipno dam

Nowadays the Lipno is a destination which offers a wide use of sports both in the summer and in winter. As mentioned in previous lines, thank to big investments the tourism in this destination is still developing and because of that the offer of services and activities is constantly expanded. The most of the activities are situated nearby the village what makes the offered services well accessible. To the most attractive services offered by the village of Lipno nad Vltavou it belongs:

1. **Ski area** - this ski area is situated on the slopes of Slupečný hill and Kramolín hill directly above the village of Lipno nad Vltavou. Due to a bad traffic situation, the village has built a cableway leading directly from the village to the ski area.

Picture n. 8: Ski area at the Lipno dam



Source: *Ski areál Lipno* [online]. In: . [cit. 2017-04-14]. Available at:
<https://www.lipno.info/zazitky/skiareal-lipno.html>

²¹ KALABISOVÁ, J; PLZÁKOVÁ, L.; STUDNIČKA, P.; TINKOVÁ, V. *Měření efektů cestovního ruchu v obci Lipno nad Vltavou*. Praha: VŠH, 2012

2. **Lipno bicycle path** – between other important projects belong Lipno bicycle path which leads along the lake of Lipno and connects two villages of Lipno. Because of that this bicycle path has become one of the key elements of tourist infrastructure.

Picture n. 9: Lipno bike path



Source: *Lipno nad Vltavou* [online]. In: . [cit. 2017-04-14]. Available at:
<http://www.lipnonadvltavou.cz/obec-1/projekty-obce/cyklostezka-lipno-frymburk/>

3. **Treetop walkway** - It is worthy to mention also a Treetop walkway. This barrier-free, 40 metres high observation tower offers its visitors unrepeatable view on Lipno dam. A part of this observation tower is also a 52 metres long dry slide.

Picture n. 10: Treetop walkway



Source: *Stezka korunami stromů* [online]. In: . [cit. 2017-04-14]. Available at:
<https://www.lipno.info/zazitky/stezka-korunami-stromu-lipno.html>

4. **Bobsleigh ride** – another one from activities offered by Lipno are two interconnected bobsled tracks which are opened year-round.

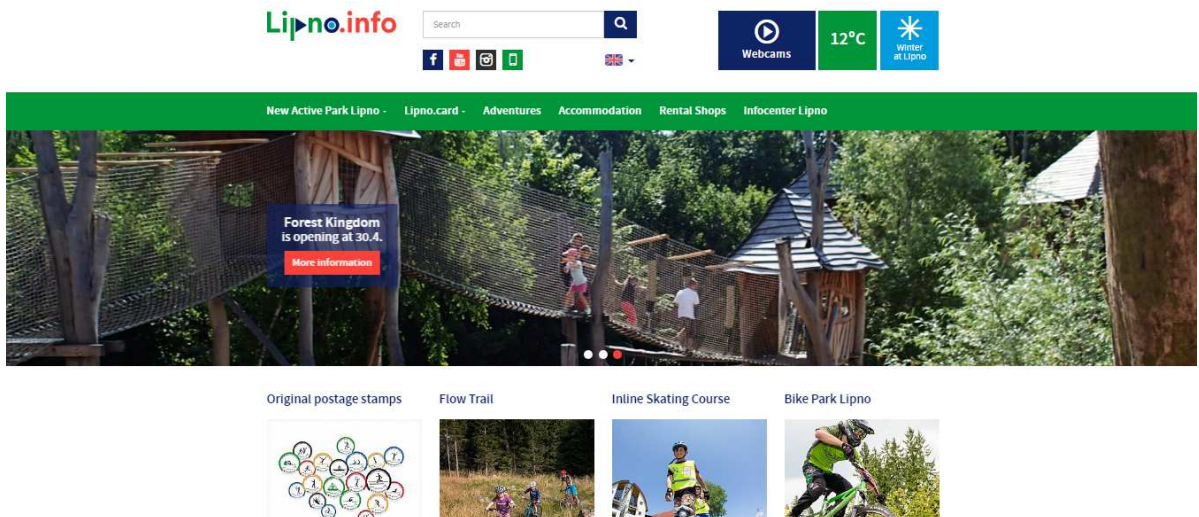
Picture n. 11: Bobsleigh ride at the Lipno dam



Source: *Bobová dráha* [online]. In: . [cit. 2017-04-14]. Available at: <https://www.lipno.info/zazitky/bobova-draha.html>

The offers of all attractions mentioned above can be found on great processed websites of the Lipno nad Vltavou village. The visitors of these websites can find there specific information not only about events which are preparing but also a wide offer of touristic places and tips for trips.

Picture n. 12: Webpage of Lipno



Lipno [online]. [cit. 2017-04-14]. Available at: <https://www.lipno.info/en/>

The part of the service offer is so called Lipno Card. It is a guest card which allows to the visitor fully enjoy their stay in Lipno area, get to know the attractions of the region, enjoy some fun, relax and gain new experience.

It is possible to get this card for free at selected service providers, to buy it in information centres in Lipno nad Vltavou or to order it online.

The holder of this card gains several advantages, primarily discounts on ski pass to Lipno ski area, on borrowing sports equipment, gastronomic services, ride on the cableway, sports activities, entrances to castles, museums and galleries, wellness and much more.²²

Picture n. 13: Lipno Card



Source: *Lipno Card* [online]. [cit. 2017-04-14]. Available at: http://www.lipno50.cz/?page_id=13

Thus, the administratives of Lipno are continually trying to improve their attractions and further offer them using their marketing ways, which are, for example, their webpages, or the “Lipno card”.

It was also the territorial plan what attracted foreign investors and stood at the birth of today’s much visited destination on the South of Bohemia. That is the reason why I took a look at the Territorial plan of the city of Brno, more exactly on the Brno dam area, which is available online and which is possible to find on the end of the following chapter. I found out information covered by next chapter.

1.2.5 Territorial plan of the Brno dam

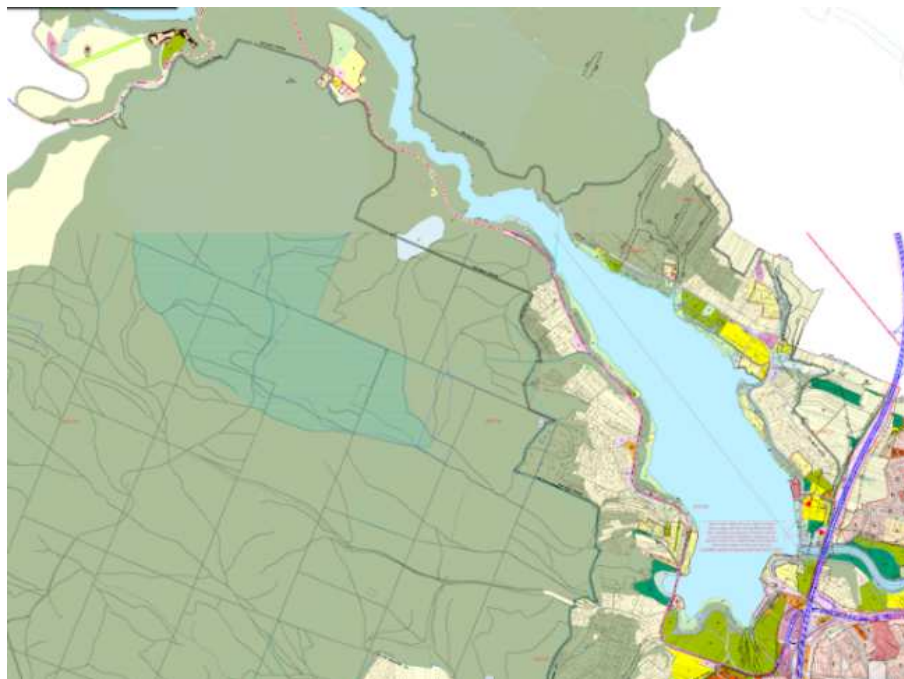
It is visible on the cut-out of the map that the most of the upper and middle part of the dam there are located lands which are destined to filling the function of the forest. In a small extent also a land with the function of the agricultural land fund can be found here.

²² *Obec Lipno nad Vltavou* [online]. [cit. 2017-04-06]. Available at: <http://www.lipnonadvltavou.cz/obec-1/projekty-obce/>

From the territorial plan, it is also visible that the whole water surface is lined by lands filling the function of recreational landscape or universal greenery. As far as to building areas in this upper location we can find them in the area of the Veveří castle and also in the area of Obora settlement.

In the lower part of the dam, there are not any lands to filling the function of forest or agricultural land fund. Building areas predominate here which are mostly situated directly next to the dam. It is, for example, the area Přístaviště, Kozí horka, Rakovec or Sokolský aquapark. For a better imagination, I am attaching a cut-out of Brno territorial plan exactly with the location of Brno dam.²³

Picture n. 14: Brno spatial plan



Source: *Gis* [online]. [cit. 2017-04-14]. Available at: <http://gis.brno.cz/ags/upmb/>

It is, therefore, clear, that the upper part of the dam is not available to build constructions such as hotels or restaurants. It is possible, though, further away from the shore, above the castle Veveří. The lower part of the dam is more accessible for building because it does not contain as many lands to forest function.

²³ *Gis* [online]. [cit. 2017-04-14]. Available at: <http://gis.brno.cz/ags/upmb/>

2 ANALYTIC PART

2.1 Primary and secondary analysis of the supply of the Brno dam

Brno dam is a sought-after location primarily for its offer of sport and free-time activities. Especially the investment flowing both from private sector and from public sector continues to make the offer always better and that contributes to further development of tourism. The biggest concentration of services is nearby the port which is very well accessible. The most visited activities I will also talk about in the following chapters are primarily the offer of wellness hotel Maximus resort, steamers of Transport Company or more and more visited action of the dam what is firework show Ignis Brunensis.

As was already explained in the chapter 1.1.3., the destination offer is divided to primary and secondary offer. Primary offer is created by culturally-historical elements and elements of nature potential. The primary offer can be determined by nature conditions or by a human activity. Variable cultural, sport or congress events taking place can be classified as a primary offer.

In the case of the secondary offer, it is primarily accommodation and catering facilities (superstructure), infrastructure of tourism (cultural, entertainment and sport facilities) and accompanying infrastructure what is, for example, traffic availability.²⁴

2.1.1 Primary supply of the Brno dam

As a primary offer of Brno dam can be considered the dam itself but also **Podkomorské lesy** which surrounds it on its left side. In 1989 was this protected area declared as a National park with the area of 3406, 33ha. We can admire growths with character close to nature and dense network of smaller streams and forest springs. Between protected areas with smaller acreage nearby the dam where can the visitor come is worthy to mention **Natural Park Brenčák** with the area of 28,07ha and **natural monument Skalky** with its area of 1,3398ha. To a culturally-historical potential of the destination

²⁴ *Manuál produktů cestovního ruchu* [online]. Praha: Česká centrála cestovního ruchu – CzechTourism., 2012 [cit. 2017-04-05]. Available at: https://issuu.com/dringconsulting/docs/manual_produkту

belongs with no doubt the **state castle Veverří** which is located on the left shore of the dam in close proximity to the Veverská Bitýška village. To a primary offer also memorable trees belong. One of the most important memorable trees is located in the moat of the Veverří castle and it is **majestic Oak** which was planted probably in 1662. The surrounding of the dam offers ideal conditions for the growth of many both interesting and endangered plant species as is, for example, **Cyclamen purpurascens** or **Allium senscens**. The creation of the extensive water reservoir contributed to create appropriate environment for many animal species as are, for example, **wild geese, seagulls or swans**.²⁵

2.1.2 Secondary supply of the Brno dam

In this chapter I performed an analysis of secondary tourist offers, which I enclose in the following chapters with the intention of pin-pointing both insufficiencies and positives of the secondary tourist offer at the Dam. It was very difficult to reach the information included in this chapter. This information **is not presented publicly**, and it is therefore very difficult to create an image of the services which are offered locally, and what the actual tourist offer is like. This information is not sold in terms of marketing or unanimously. **This development is also one of the goals of my thesis.**

2.1.2.1 Restaurant facilities

Now we will take a look at the possibilities of catering that are available on the Brno dam. The analysis was realized on chosen facilities that are most accessible for the customers from the view of the Brno dam infrastructure.

On the map attached, we can see the placement of the chosen restaurants on the dam. As it is visible the highest density of restaurants is located in the area of the port.

²⁵ MACKOVČIN, Peter. *Brněnsko*. Praha: Agentura ochrany přírody a krajiny ČR, 2007, 932 s. Chráněná území ČR. ISBN 978-80-86305-02-8.

Picture n. 15: Restaurant supply at the Brno dam



Source: *Google maps* [online]. [cit. 2017-04-14]. Available at: <https://www.google.cz/maps>

The following table includes the complete offer of the chosen restaurants on the dam that are opened year-round. It is both the restaurants themselves and about restaurants belonging to hotels. Their total capacity is 2543 seats.

Table n. 1: Restaurant supply at the Brno dam (part 1)

Restaurants	Capacity (inside, outside)	Amenities
Rybářská bašta restaurant	310	Outdoor seating, fresh fish specialities, Wi-Fi seating, Wi-Fi
Přístav u Vodů restaurant	300	Big carpark in front of the restaurant, close to the infrastructure, outside seating, Wi-Fi
Rakovec restaurant	200	Lobby bar, wine shop, outsider seating, Wi-Fi
Jednička restaurant	180	Weddings, corporate celebrations, outsider seating

Table n. 1: Restaurant supply at the Brno dam (part 2)

Restaurants	Capacity (inside, outside)	Amenities
Hotel Veverí restaurant	160	Outside seating, Children´s corner, weddings, Wi-Fi
Hotel Atlantis restaurant	150	Outside seating, Wi-Fi, weddings
Fontana restaurant	140	Wine shop, weddings, cultural events, Wi-Fi
Beach Sokolák restaurant	120	Outside seating, sport teambuilding, Czech cuisine
Princess Tourist restaurant	120	Czech cuisine, outside seating, Wi-Fi, playground
Panorama restaurant	120	Great view on the dam, Wi-Fi, belongs to Santon hotel
Vingl restaurant	120	Non-smoking area, outside seating, Wi-Fi
Zahrádka na Kozí Horce restaurant	95	International cosine, outside seating, weddings, rafts
U Lva restaurant	80	Live music every Friday
U Štíra restaurant	70	Children´s corner, family events, Wi-Fi
Starobrno Pub	68	Musical performances, barbecue, outside seating, Wi-Fi
Hotel Prosperita restaurant	65	Outside seating, Wi-Fi, Czech cuisine

Table n. 1: Restaurant supply at the Brno dam (part 3)

Restaurants	Capacity (inside, outside)	Amenities
U kotvy	65	Weddings, Wi-Fi
U Šuláka restaurant	60	Czech cuisine, calm environment, Wi-Fi
Pension Marie restaurant	60	Outside seating, Czech cuisine
Portum restaurant	60	Luxury restaurant, Wi-Fi, great design, weddings

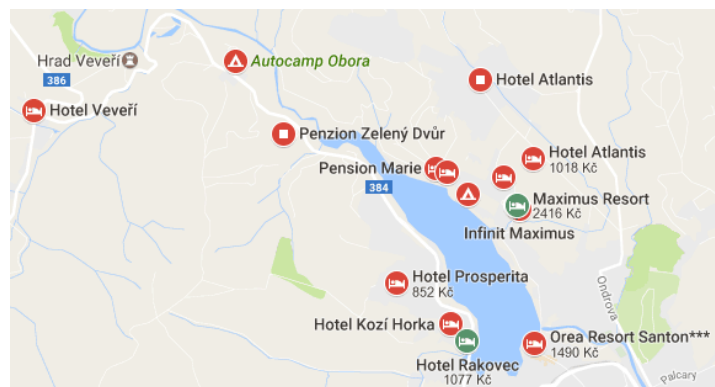
Source: own research (2017)

Except already mentioned restaurants, the visitor can get refreshment at many fast foods stands mostly in the surrounding of the port.

2.1.2.2 Accommodation analysis

Another subchapter about the secondary offer of the dam deals with the offer of accommodation facilities. On the dam and in its close proximity are located both 3* and 4* hotels. Also, guesthouses can be found here and auto kempers for the less demanding visitors are in the offer. The complete offer is formed by 7 hotels, 2 guesthouses, and 2 auto kempers. From the map below is an obvious uniform deployment of the accommodation facilities.

Picture n. 16: Accommodation supply at the Brno dam



Source: *Google maps* [online]. [cit. 2017-04-14]. Available at: <https://www.google.cz/maps>

The following table includes the possibilities of accommodation together with the capacity and other services.

Table n. 2: Accommodation supply at the Brno dam

Accommodation	Hotel capacity	Amenities
Orea Resort Santon hotel	231	Wellness, sauna world, tennis, congress, fishing, Wi-Fi
Maximus Resort hotel	175	Tennis, wellness, sauna world, outdoor pool , bowling, congress, wedding meadow , Wi-Fi
Atlantis hotel	117	Casino, outdoor pool, Wi-Fi
Fontana hotel	81	Wine cellar, congress, Wi-Fi
Rakovec hotel	60	Wellness, bowling, Wi-Fi
Prosperita hotel	41	Billiards, whirlpool, Wi-Fi
Kozí Horka hotel	34	Heated outdoor pool, bike rental, Wi-Fi
Veveří hotel	32	Horseback riding, own parking, Wi-Fi
Zelený dvůr penzion	31	Hidden in forest, silent environment, Wi-Fi
U Šuláka hotel	30	Silent environment, Wi-Fi
Marie penzion	30	Sports camp

Source: own research (2017)

The total capacity of the chosen accommodation facilities is 562 beds (calculated without extra beds). Due to the capacity examined above of the catering facilities chosen by me which were 2 543 places to seat there are, assuming full occupation of the accommodation facilities capacity, and 3 seats in the restaurants per each guest. This situation can be evaluated as good.

2.1.2.3 Infrastructure analysis

The traffic availability for the citizens of Brno is very good because from 1. 1. 2004 were the dam surroundings included to an integrated transport system of South-Moravian region. For that reason, the visitors can get easier to the Brno dam.²⁶

In my opinion, the citizens of Brno, to get to the dam, use the most tram line number 1 what connects the Main train station and the port. They can also use the trolleybus line number 30 what has the final station in the urban part of the Bystrc nearby the Brno ZOO. Lovers of night walks or the restaurants guests do not have to worry that they would not get home in the night. For these people, there is, in the night hours and early morning hours, available night bus line number 92 which alternates the daily public transport. As the connection of Bystrc and Veverská Bitýška, which is located on the other side of the dam, there is for the visitors a regional line number 30 which has a stop at the ZOO.²⁷

The visitors who use the option of their town transport have to stick to the signs which guide them to the Bystrc and later they have to watch carefully the signs that lead to the port. Here can the visitors use two big parking lots with free parking that are located right on the Dock. However, a problem with parking can appear during the winter months when the dam is frozen and many people come here by a car just because of the winter fun.

To the infrastructure analysis also the bicycle paths belong. For now it is possible to ride around the whole Brno dam on a bicycle, however, it does not apply, for example, for the families with children. The bicycle path consists of rocky section by the Veverí castle and second class road that is often very busy. According to an article from 2013 on the iDnes.cz website the leadership of the city is planning improvements of this bicycle path

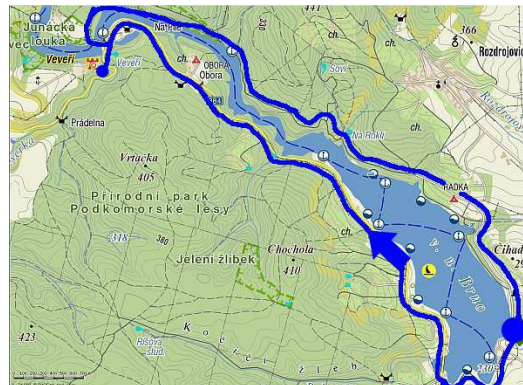
²⁶ *Prygl.net* [online]. [cit. 2017-04-15]. Available at: <http://www.prygl.net/doprava/index.php>

²⁷ *Integrovaný dopravní systém Jihomoravského kraje* [online]. [cit. 2017-04-15]. Available at: <https://www.idsjmk.cz/linky.aspx>

and in 2014 they are able to release five hundred thousand crowns for its modification and in next years up to several tens of millions crowns.²⁸

It is 2017 now but the bicycle path on the Brno dam has stayed unchanged. On the pictures below the text, you can see existing circuit (insufficient bicycle path) but also challenging section by the Veveří castle.

Picture n. 17: Bicycle path at the Brno dam



Source: [online]. In: . [cit. 2017-04-15]. Available at: <http://kolobka.netstranky.cz/trasy-vylety/kolem-brnenske-prehr.html>

Picture n. 18: Dangerous part of bike path



Source: [online]. In: . [cit. 2017-04-15]. Available at: <http://www.cyklo-jizni-morava.cz/okolo-brnenske-prehrady>

To the dam infrastructure belongs also the ship transportation of the Traffic Company of the City of Brno which runs steamers on the dam. In more details, I will pay attention to the ship transportation in the chapter of analysis of stakeholders on the dam.

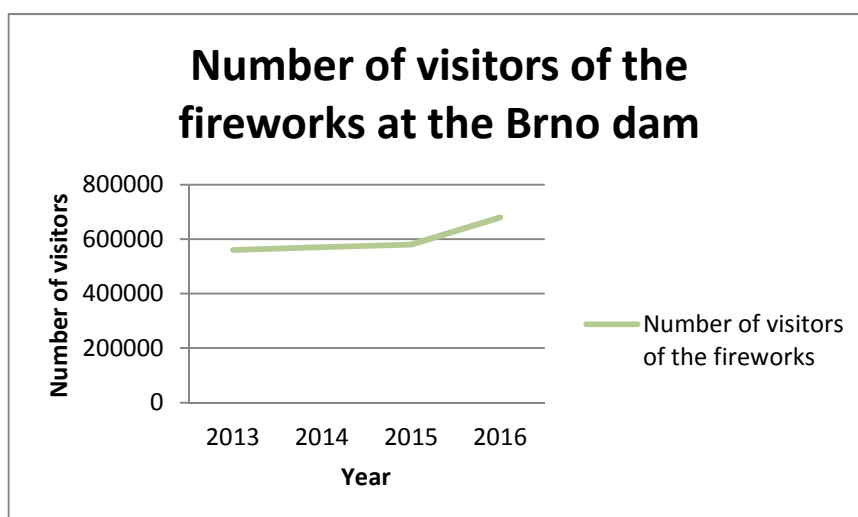
²⁸ *Idnes.cz* [online]. [cit. 2017-04-15]. Available at: http://brno.idnes.cz/cyklostezka-kolem-brnenske-prehrady-dsf-/brno-zpravy.aspx?c=A131220_2014013_brno-zpravy_taz

2.1.2.4 Leisure activities analysis

The weakness of the insufficient bicycle path can be improved by the offer of free-time activities predominantly during the summer time. On the shores of the dam can the visitor find countless rentals of pedal boats or electric boats. Newly the visitor can also borrow for example a Segway.²⁹

A big lure is above already mentioned annual fire show exhibition Ignis Brunensis which takes place during the months from May to June. This fire shows take place both in Brno and on the Brno dam. On the basis of my e-mail communication with Mr. Morávek who is a manager of the Ignis Brunensis marketing, I gained a visit rate statistic of this event on the Brno dam. In the graph which is below the text, we can see that the visit rate increases with every year.

Graph n. 1: Number of visitors of the fireworks at the Brno dam



Source: e-mail communication with Organising company SNIP and Co.

With regard to winter time, the offer of activities is limited and it is also very dependent on the weather. If the dam is enough frozen it is a usual target of ice skaters. In an article from Deník.cz websites from 21.12017, there is written: *“Thousands of people came to run through on the ice skates on the Brno dam. Two kilometres long and several metres wide line of smooth ice track challenged them to sport. However, the drivers were fighting for*

²⁹ TripAdvisor [online]. [cit. 2017-04-15]. Available at: <https://www.tripadvisor.cz/>

parking lots in this area."³⁰ For the reason of high visiting rate of this winter activity the Brno dam cannot offer enough of parking spaces.

2.2 Stakeholder analysis of the Brno dam

In the surroundings of the Brno dam, there are located a wide range of subjects which have different interests on the tourism development in this destination and which manages with different financial funds. The funds can but does not have to be used for the development of the tourism on the dam; they can also fight against it or stagnate it. For this thesis, I have chosen five, due to my opinion, the most influential stakeholders.

It will be necessary to evaluate who has the greatest interest in the potential development of local tourism, for example within the framework of mutual cooperation, but also determine somebody who disposes of the most influential funds which could have the highest potential influence on already mentioned tourism on the dam.

It is possible to reach this aim using a questionnaire survey which tends to every stakeholder, chosen by me, on the dam. The second way is an application of a method called a matrix of influence and interest which was already mentioned in the previous subchapter. In conclusion, I am going to use Linkert scale which will help me with evaluation of the answers on questions given. By summing up it will come to a determination of the most concerned subject on the Brno dam. Now we will introduce the chosen subjects.

2.2.1 Tourism information centre of the city of Brno

The information centre does not figure as a stakeholder in this thesis even though it offers many services to tourists and in a certain sense also promotes the dam and contributes to the tourism development. As was already mentioned in the introduction, I processed the thesis because of the result which will help the information centre with the development of tourism on the Brno dam.

Briefly, I would like to introduce the basic information about the Information centre of Brno city, its activities, and interests.

³⁰ *Brněnský deník* [online]. [cit. 2017-04-15]. Available at: http://brnensky.denik.cz/zpravy_region/po-prehrade-se-mihali-bruslari-po-dvoukilometrovem-okruhu-20170121.html

The touristic Information centre of Brno city has a character of contributory organization which secures the running of tourism in the city. It runs several information centres located in the important places of Brno city. To its main activities belongs guide services, touristic minibus, it takes care also of significant cultural sights, Old Town hall with tower, basement Mincmistrovský, Labyrinth under the Green market and Kostnice at St. Jacob.³¹

The crucial information touristic centre is located right in the port area of the Brno dam. This place needed its own information centre for a long time, where each tourist could get more detail information about local services. For that reason was in 2016 decided opening of a new branch office in the port location. The information stand started its activity at the beginning of June 2016 as July is the beginning of the summer touristic season when not only the citizens of Brno goes to the dam but also many tourists from the whole Czech Republic and from all over the world. Their target is mostly swimming, sunbathing, water sports or trips. The location of the stand is also strategic. The stand is located right at the entrance to the port. The information stand is opened only during the summer months namely from 10 am to 7 pm. The touristic information centre also guarantees that tourists can communicate in many languages.

In the offer of the Information centre, there are both standard services provided and even a possibility to order other services offered on the Brno dam right from this place. The offer is also complemented by summer souvenirs designed for leisure time, for example, Frisbees or inflatable balls.³²

³¹ *Brněnské informační centrum* [online]. [cit. 2017-04-15]. Available at: <http://ticbrno.cz/cs>

³² *Brněnské informační centrum* [online]. [cit. 2017-04-15]. Available at: <http://ticbrno.cz/cs/informacni-centra/informacni-centrum-prehrada>

Picture n. 19: Information centre at the Brno dam



Source: *Brněnské informační centrum* [online]. [cit. 2017-04-15]. Available at:
<http://ticbrno.cz/cs/informacni-centra/informacni-centrum-prehrada>

2.2.2 Brno – Bystrc district

As a first stakeholder, I have chosen the urban part of Brno – Bystrc. Bystrc is an essential city quarter because the Brno Dam is situated in this quarter. It is, therefore, run by the administratives of this city quarter. This urban part is located on the north-western edge of the Brno city. Its population makes it one of the biggest parts of the Brno city. On its territory, there are located many recreational objects of Brno as is a zoological garden, Veveří castle or also the Brno dam surrounded by Podkomorské lesy National park. The Veveří castle just as the south part of the Brno dam were not parts of Bystrc at first. The Veveří castle was for a long time a part of the cadastral territory of Veverská Bitýška, while the south part of the Brno dam belonged primarily to an original cadastral territory of the Kníničky village which was flooded by the dam.

Picture n. 20: Brno - Bystrc district



Source: *Patreal.cz* [online]. [cit. 2017-04-15]. Available at: <https://www.patreal.cz/brno-bystrc-42>

The urban section also provides work offers on its websites.³³

Present main topics of the Bystrc village include the dispute of completion of the D43 motorway, purity of the Brno dam or controversy connected with the construction of Panorama above the dam. A frequent local subject is purity of public areas. Discussed topic is also not functional or just partially functional community life where the insufficient infrastructure is partially responsible for that. The discussion also involves the financing and the purpose of the Ignis Brunensis festival. There is also an increasing dissatisfaction with the Brno zoological garden condition. In 2011 appeared a dispute between supporters and opponents of cableway on the Brno dam.

For the analysis of stakeholders on the Brno dam, it was important to know answers to individual questions needed for complete the analysis; that is why I went to the office of this urban section. After an interview with the Major on local town hall I found out that the Brno dam is, in the framework of tourism, in hands of the Brno city, therefore, there was nobody to answer the questions for stakeholder analysis.

2.2.3 The Brno city transport company (further “DPMB”)

In the analysis of stakeholders of the Brno dam should not the ship transport should not be missing. The tradition of the ship transport on the Brno dam goes to 1946 and falls under the header of the DPMB. For the first time ever did in this year two ships sailed:

³³ *Bystrc.cz* [online]. [cit. 2017-04-15]. Available at: <http://www.bystrc.cz/>

Moravia and Brno. Each of them carried up to 103 passengers. In present times on this dam, the DPMB disposes of 6 ship, one-deck historical ship Brno for 120 passengers and five two-deck ships with the capacity of 200 passengers (Lipsko, Stuttgart, Utrecht, Dallas and Vienna), whose common sign is accumulator drive. Parts of the equipment of this boat park are WC and barrier-free access on each boat.

A sailing season starts, according to weather, in the second half of April and ends in the second half of October. Already from 1992 small or big cruise circuit can be used. The small circuit starts in the Bystre port toward to following stops: Kozí horka, Sokolský aqua park, U Kotvy, Osada and ends in the Rokle stop. The big circuit continues through following stops: Cyklistická, Veverí castle, Mečkov, Skály and Veverská Bitýška. For clarification of these stops locations, I am attaching a map with the surroundings of the dam.

Picture n. 21: The map of the ship stops at a Brno dam



Source: *Prygl.net* [online]. [cit. 2017-04-15]. Available at: <http://www.prygl.net/doprava/loдни-doprava.php>

This service is, unfortunately, chargeable and, in my opinion, the prices are unnecessarily high. The DPMB offers family fare or also free ride for a stroller with a baby, for ZTP (severe health disability) card holders together with their guide or for children between the ages of 3-15 to the day of their 15. birthday what seems to me as a pretty good idea. Unfortunately, the bicycle fee when the cyclist does not have any continuous bicycle path around the dam available so he is reliant on very busy leads,

according to my opinion, to a decrease in interest of active relaxing and using the ship transportation.³⁴

On the other hand, the ship transportation tries to cooperate in the framework of so-called “mobile tickets.” Thanks to purchasing these tickets the visitors will pay 20% less than if they both the ticket and entrance ticket separately. The leader of the ship transportation, Mr. Martin Ecler says: “*In the future, we want to expand the cooperation of other interesting tourist destinations.*”³⁵ Present mobile tickets include amusement science park VIDA in Brno, Veveří castle, Špilberg castle, Permonium and the zoological garden of Brno.

The following table captures questions given to Mr. Martin Ecler, the leader of ship transportation of the DPMB on the Brno dam together with his answers.

Table n. 3: Questions for the ship transportation (part 1)

Question	Answer
Do You have any financial resources which you are using for the tourism development on the Brno dam?	Yes, regular modernization of ship transportation, new barrier-free port built on Kozí horka, new port under the Veveří castle.
Do You have enough information sources of the surroundings of the Brno dam area?	Yes, the information about wind conditions (wind speed – the airport of Brno), water level (Moravia Basin), events on the Veveří castle, cultural or social events in the surroundings of the port.
Would You fight against a development of tourism on Brno dam?	We would, for example, fight against change in legislation which could endanger

³⁴ *Brnenskaprehrada.cz* [online]. [cit. 2017-04-06]. Available at: http://www.brnenskaprehrada.cz/p_doprav.html

³⁵ *Novinky.cz* [online]. [cit. 2017-04-06]. Available at: <https://www.novinky.cz/vase-zpravy/jihomoravsky-kraj/brno-mesto/1796-33757-lodni-doprava-na-brnenske-prehrade-nova-pojizdna-vstupenka-a-rekordni-pocet-cestujicich.html>

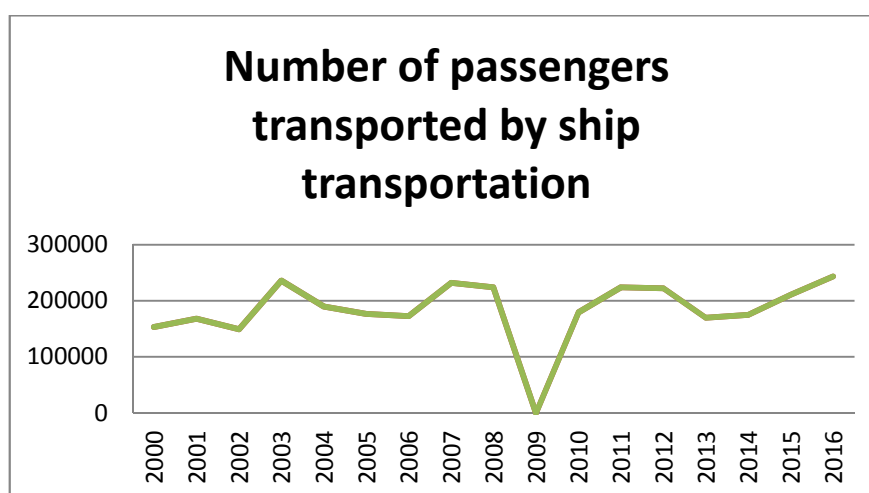
Table n. 3: Questions for the ship transportation (part 2)

Question	Answer
	safety of visitors (permission sails of vessels with combustion motors over 10kW).
Do You have a usufruct or proprietary right?	Yes, however, only for the boats and ports.
Are You important for the development of the tourism on the Brno dam?	Yes, for example, during the last year we transported over 240 thousands of visitors over the dam what is the most over the last 19 years.
Will You be able to apply Your interests during the development of the tourism on the Brno dam?	Yes, our interest is primarily the increasing number of people transported by us.

Source: own research (2017)

The last question was about attendance. Mr. Ecler provided me a graph that shows annual growth of the visitors. The exception was only 2009 when the dam was drained.

Graph n. 2: Number of passengers transported by ship transportation



Source: received from the interview with the manager of ship transportation

2.2.4 Veverí castle

To analysis of stakeholders belongs, with no doubts, also the Veverí castle. This dominant which is located on the right side of the dam is about 7 kilometres far from the port and is a frequent place where many various cultural events like food festivals or annual music festival Hradý.cz (which takes place during the summer holidays) take place.

Picture n. 22: Veverí castle



Source: In: *GotoBrno* [online]. [cit. 2017-04-15]. Available at: <http://www.gotobrna.cz/statni-hrad-veveri>

One of the most extensive castle areas in the Czech Republic was created little by little during almost eight hundred years old history. Originally probably a small hunting castle or only court of Moravian margraves is first mentioned in a source from 1213. Veverí, as a real stone castle, arose probably just before the half of the 13.century. Besides it was a place of royal surveillance over colonization the area up against the river Svatka flow. Very distinctly was the castle, essentially in its present form, extended after the half of the 14.century during the reign of Moravian margrave Jan Jindřich (younger brother of the emperor Charles the Fourth) who made Veverí as one of his headquarters.³⁶

As I needed to get answers for a few questions for the correct and complete construction of analysis I met with Ms. warden and I gave her following questions:

³⁶ *Veveri.cz* [online]. [cit. 2017-04-06]. Available at: <https://www.veveri.cz/cs>

Table n. 4: Questions for the Veveří castle

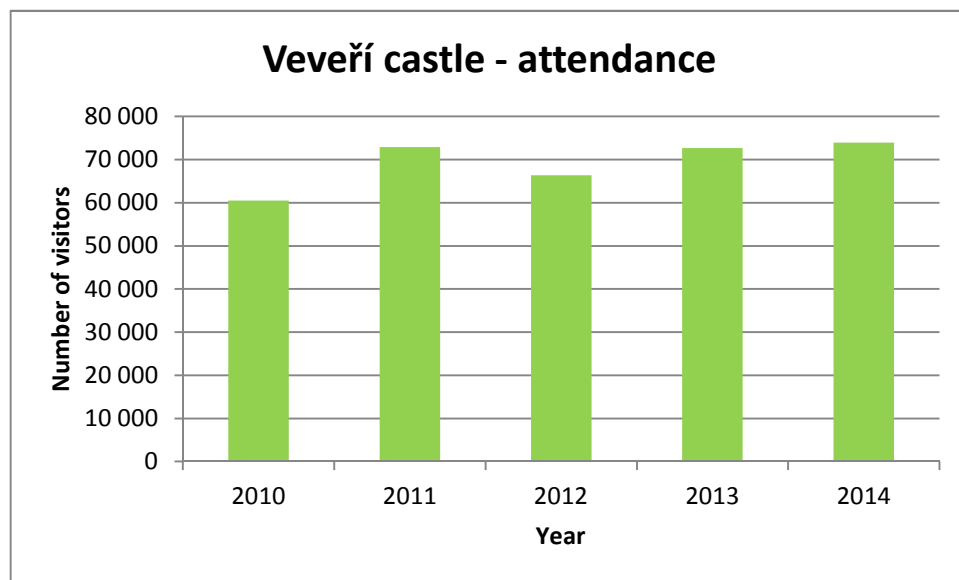
Question	Answer
Do You have any financial resources which You are using for the tourism development on the Brno dam?	The budget is in the hands of the Ministry of Culture. We cannot influence the financing of surrounding activities. As a castle we are able to only finance an exchange of promotional materials.
Do You have enough information sources of the surroundings of the Brno dam area?	We have information only from the public section. However, there are also exceptions when we were not informed about partial closure of the road leading from Bystrc to the castle
Would You fight against a development of tourism on Brno dam?	We would mind building hotels or other accommodation facilities in the surroundings of the castle what would disrupt its exclusivity and the bonus of beautiful nature surrounding the castle.
Do You have a usufruct or proprietary right?	We do not. The National Heritage Institute has all the proprietary rights.
Are you important for the development of the tourism on the Brno dam?	Yes, as a historical monument in the surrounding of the dam and as a frequent target of its visitors.
Will You be able to apply your interests during the development of the tourism on the Brno dam?	Definitely yes. The visitors of the Veveří castle come to us of 2/3 on steamers so the increase of the people transported via the ship transportation on the dam will secure us annual increase of number of visitors on the castle.

Source: own research (2017)

Just as by the ship transportation also here I was interested in the question of attendance. Ms. warden answered me that the castle has noticed a significant decrease in attendance because of the drain of the dam. In the following years, the castle could boast about increase namely about 10 thousand visitors.

From the standpoint of visit rate, one of the top places is also Castle Veveří, which has an average attendance of 70 thousand annual visitors. This fact corresponds with the nationwide trend of increasing visit rate of the monuments in the Czech Republic (in 2014, and 2015 as well, according to the estimation of Národní památkový ústav).

Graph n. 3: Veveří castle – attendance (2010 – 2014)



Source: NIPOS – Národní informační a poradenské středisko pro kulturu, 2015

2.2.5 Brno Zoo

The zoological garden is located in the urban section of Brno-Bystrc nearby the Brno dam, spread out on the slopes of the Mniší mountain. The history of this ZOO goes to 1953 when was 30.8.1953 ceremonially opened. It focuses primarily on ungulates, however, breeds also other attractive animals, for example, tigers, monkeys, polar bears and many others. The ZOO is operated by funded organization of ZOO Brno and station of interest activities.³⁷

³⁷ *Zoobrna.cz* [online]. [cit. 2017-04-06]. Available at: <http://www.zoobrna.cz/>

To analysis of stakeholders I decided to include also this attraction as it, for example, the ZOO cooperates with already mentioned ship transportation, namely in the framework of its mobile tickets where is, together with the boat ticket, offered also a ZOO ticket and the Veveří castle ticket. In short, they cooperate together and also in a certain sense they, from a small part, develop this destination in tourism. I was also interested in the future of this place, whether it can participate in the development of tourism. For that reason, I addressed a spokesperson, Ms. Gabriela Tomíčková, and gave her a few following questions.

Table n. 5: Questions for the Zoo

Question	Answer
Do You have any financial resources which You are using for the tourism development on the Brno dam?	The Brno ZOO has strict rules set for budget spending from its founder. For the tourism development there are not any special means earmarked.
Do You have enough information sources of the surroundings of the Brno dam area?	Only the information from the public section.
Would You fight against a development of tourism on Brno dam?	No, we would not.
Do you have a usufruct or proprietary right?	Not outside the ZOO area.
Are You important for the development of the tourism on the Brno dam?	With increasing numbers of visitors of the dam we can be the next target of their trips.
Will You be able to apply Your interests during the development of the tourism on the Brno dam?	We think yes but only during the long-term stays of the visitors.

Source: own research (2017)

With regard to the attendance, the spokesperson said that on 2016 had the Brno ZOO the second highest attendance over the last 20 years. 306 855 people came to the ZOO. The highest attendance was on 28.3., when 5 380 people came and in the opposite of that the fewer visitors came on 16.11., it was only three people. A year before 257 990 people visited the ZOO. The record still holds the year 2008 when 326 930 visitors came.

2.2.6 Sokolák (beach volleyball playground)

To stakeholders, I have decided to include also Sokolák that is ranked among the largest beach-volleyball playgrounds in the Czech Republic. Sokolák organizes top home and official international tournaments and is located right under the Maximus hotel resort. Together with the accommodation, restaurant, and eight beach volleyball playgrounds, it creates ideal conditions for the training of top athletes and representatives.

The first season was started in 1999. Its prestige the Sokolák achieved thanks to organizing tournaments as are, for example, FIBV Challenger, different leagues of Sokol tournaments, ABV tournaments or Mini volleyball tournaments. Enthusiast and lovers of this sport can rent individual courts or the whole areal to organizing various events. All of the 8 courts are opened according to weather from 9 am to 9 pm every day.³⁸

Picture n. 23: Beach volleyball at Sokolák



Source: In: *Sokolak.cz* [online]. [cit. 2017-04-15]. Available at: <http://www.sokolak.cz/turnaje/>

³⁸ *Sokolak.cz* [online]. [cit. 2017-04-06]. Available at: <http://www.sokolak.cz/>

On the basis of a personal meeting with Mr. Václavík, the manager of this object, I found out the future intensions. These are following: improve the quality of accommodation spaces but also one big project is being prepared that is inspired by the well-known Venice beach. This beach is located in California and it is a sought-after place for active relax of sportsmen where they can sport just by the beach on countless playgrounds and exercise machines.³⁹ This project the Sokolák is planning to realize on the adjoining land which it owns, however, in the cadastral territory it's marked as landscape recreational greenery so it is not allowed to build anything there and it is allowed to use it for private purposes. Sokolák will create a beach with exercise machines and playgrounds for the general public. Below I am attaching a cut-out from the territorial plan of the Brno city where the future beach is marked with red colour.

Picture n. 24: Future project of Sokolák “Venice beach“



Source: *Gis* [online]. [cit. 2017-04-15]. Available at: <http://gis.brno.cz/ags/upmb/>

For evaluation of the analysis of stakeholders, I gave Mr. Václavík following questions which are stated in the following table.

Table n. 6: Questions for Sokolák (part 1)

Question	Answer
Do You have any financial resources which You are using for the tourism development	The entire budget is in the hands of Sokol 1 Brno, however, for the next years we are

³⁹ *Discoverlosangeles.com* [online]. [cit. 2017-04-06]. Available at: <http://www.discoverlosangeles.com/blog/things-to-do-venice-california>

Table n. 6: Questions for Sokolák (part 2)

Question	Answer
on the Brno dam?	planning the project Venice beach for free even for the public.
Do You have enough information sources of the surroundings of the Brno dam area?	We have only public information available.
Would You fight against a development of tourism on Brno dam?	No, we would not.
Do you have a usufruct or proprietary rights?	Sokol 1 Brno has all the proprietary rights.
Are You important for the development of the tourism on the Brno dam?	We have some plans for the future, which could improve the development of local tourism.
Will you be able to apply Your interests during the development of the tourism on the Brno dam?	Our interest is attendance. With tourism development could the attendance increase, especially off-season.

Source: own research (2017)

I also asked Mr. Václavík, the manager of Sokolák, whether he has available some statistics about the attendance of their courts. He answered that he does not own any statistics, however, in the main season their courts are sold out for the whole day.

2.2.7 Hotel Maximus-resort

Into stakeholder analysis, I also included Maximus-resort hotel, for a reason that it disposes of the biggest hotel progress on the Brno dam. This hotel is already such a concept that many people recall it in connection with the Brno dam. This fact is confirmed by the results of a questionnaire which is a part of the penultimate chapter.

In the recent, the hotel management is trying to cooperate with the Brno city. This effort we can see on the hotel websites where it introduces the Brno city, the dam

surroundings and includes useful links with contacts primarily on the main touristic information centres of the Brno city and is trying to connect its services to the services in the surroundings.⁴⁰

I asked a number of questions to Ms. directress of the marketing section together with Ms. department manager of Wellness Infnit.

Table n. 7. – Questions for Maximus – resort (part 1)

Question	Answer
Do You have any financial resources which You are using for the tourism development on the Brno dam?	Yes, already in the past we have funded for example parking spaces that were donated to the Brno city.
Do You have enough information sources of the surroundings of the Brno dam area?	We have only public information available.
Would You defend against a development of tourism on Brno dam?	We would not.
Do You have a usufruct or proprietary right?	In our resorts' property are all the neighbouring buildings (hotel, tennis and wellness). However, our neighbouring parking lot does not belong to our resort. Construction of the parking lot which cost 8 billion crowns we funded, however, as it was built on the Brno city land; all this parking spaces were donated to the Brno city.
Are You important for the development of the tourism on the Brno dam?	We think we certainly are. For example we do not defend against cooperation with other providers of services.

⁴⁰ *Maximus-resort.cz* [online]. [cit. 2017-04-06]. Available at: <http://www.maximus-resort.cz/>

Table n. 7. – Questions for Maximus – resort (part 2)

Question	Answer
Will You able to apply Your interests during the development of the tourism on the Brno dam?	Yes, long-term stays and increased attendance would be key for us.

Source: own research (2017)

Ms. manager of the marketing section together with Ms. department manager of Wellness Infnit told me that from 2013 has the statistics of guests accommodated extraordinarily increased, namely by 12% in average. The wellness attendance also increases, namely by 15% year-by-year.

2.2.8 Evaluation of the most stakeholders of the Brno dam

On the basis of the previous analysis of stakeholders of the Brno dam and questions given I would like to introduce a table whose evaluation was done with a help of Linkert scale. For the stakeholder’s evaluation, I have used the following table that is created also on the principle of Linkert scale. I evaluated the stakeholders on a scale from 1 to 5. Number 5 means the most; in the opposite, the number 1 means the least.

Table n. 8. – Scale for evaluation

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
1	2	3	4	5

Source: https://en.wikipedia.org/wiki/Likert_scale

Table n. 9: Evaulation of the most stakeholder of the Brno dam (part 1)

	Zoo	Veveří castle	Maximus resort	DPMB	Sokolák
I dispose of the biggest financial funds and I am willing to provide	1	2	5	5	4

Table n. 9: Evaluation of the most stakeholder of the Brno dam (part 2)

	Zoo	Veverří castle	Maximus resort	DPMB	Sokolák
them for a development of local tourism.					
I dispose of the most information sources regarding to the dam.	3	2	3	5	3
I would not defend against the tourism development of the dam.	5	2	5	2	5
I have the most usufructs of all stakeholders.	2	1	5	5	1
I am important for the development of tourism on the dam.	2	4	2	5	2
I will be able to apply my interests during the tourism development.	5	5	5	5	4
Total	18	19	25	27	19

Source: own research (2017)

2.2.9 Argumentation of conclusions from the stakeholder analysis

Stakeholder who disposes of the biggest financial funds on the dam is the DPMB. In last years it took care about the biggest investments into the tourism development on the

dam. I can mention here, for example, a present building of barrier-free piers or a sidewalk from the pier to the Veveří castle. That is why I gave five points to the DPMB. The Maximus resort also got five points. Here I would like to mention, for example, an investment intended for parking spaces for approximately 8 billion crowns. Sokolák got two points thanks to its planning project of the Venice beach. I gave only two points to the Veveří castle because it does not contribute to this destination as for example the DPMB does. The castle is willing, in the framework of the tourism development, to contribute only with the exchange of promotional materials. The Brno ZOO got only one point for the reason of unwillingness to contribute to the local tourism development.

The DPMB, with regard to awareness, got again full five points, namely for the reason that it disposes of both information of water level and wind condition information but also it gets information about events taking place on the Veveří castle and others that take place every year on the dam. Sokolák, the ZOO, and the Maximus resort got received three points each. Originally I wanted to give the Veveří castle also three points, however, after I found out that they were not informed enough about partial repairs of the road leading to the castle I decided to deduct one point. So the Veveří castle got only two points.

To the development of the tourism on the dam, according to questions given, would defend both the Veveří castle and the DPMB. That is why I gave them two points only. The DPMB would, for example, be in the future against a change in legislation if it would allow sails of vessels with combustion motors over 10kW. On the contrary, the Veveří castle would not mind if there were the building of hotels or other objects which would disrupt the surrounding nature landscape. Sokolák, the ZOO, and the Maximus resort would not be at all against the development that is why they got full five points. Of the highest share of propriety rights disposes DPMB together with the Maximus resort. DPMB owns the ships or ports. The Maximus resort disposes of similarly big property. That is why these two subjects get five points. The ZOO got only two points for the reason that all the propriety rights relate only to the area of the ZOO. Sokolák and the castle got only one point each. Both of these subjects come under the head of the superior institution so they cannot influence the development in the future in that way on their own.

The most important stakeholder for the tourism development on the dam is the DPMB with their ship transportation. The DPMB with their ship transportation again got all five

points. As it is obvious from the questions given to the Veverí castle, the castle is dependent on the ship transportation by 2/3. Because of this, the ship transportation becomes one of the most important stakeholders on the dam. The Veverí castle got only four points for the reason that the castle is somehow a historical dominant of the dam and in the future could lure more visitors to this destination. Sokolák, the ZOO and Maximus resort received only two points each. These entities perform a function of somehow added value.

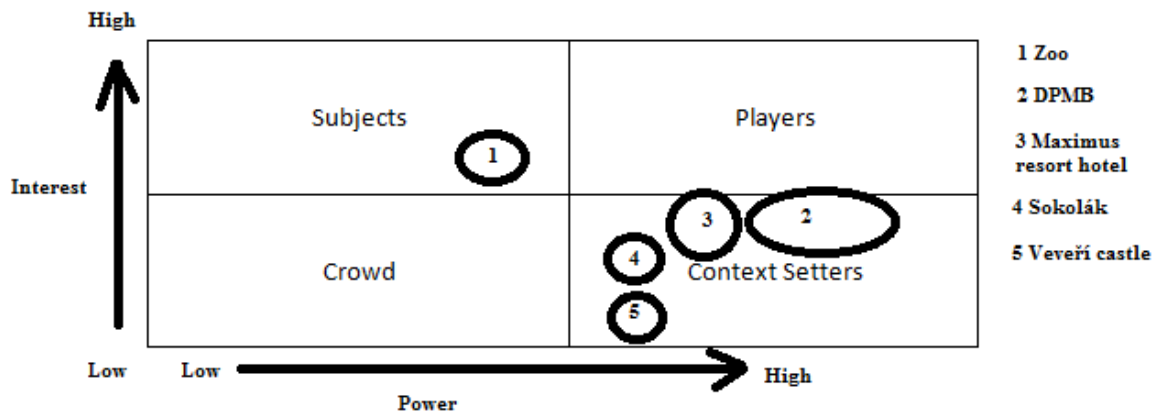
By those who would be able to apply their interests during the tourism development are with no doubt all the stakeholders I have chosen, namely because they all have one common goal what is increasing the attendance. I gave all these entities five points. Sokolák got four points for the reason that from the answer I got the impression that the courts are year-round full yet the Sokolák does not have any plan to increase their number to the future. Their aim is also to increase the attendance, however, in present times Sokolák disposes of only with a limited capacity.

With regard to the Bystrc urban section and its insignificant influence, I decided not to include it in my evaluation yet not to exclude it completely because even it is still in the game and can influence some decisions.

After counting the points the ship transportation of DPMB came out as one of the most influential entities on the dam. The ship transportation has so far the biggest share of the tourism development both in the terms of investment and in the terms of marketing. Here I can mention that as the only on the dam so far they offer common service packages. The ship transportation is key for the other entities even with the fact that the number of people transported by steamers increases what, with the present location of the stops nearby both the Veverí castle, Maximus or Sokolák, is very important primarily in the increase of the attendance.

In the connection with the results of this analysis, I drew these entities to the matrix of the influence and interest.

Picture n. 25: Matrix of influence and interest of Brno dam stakeholders



Source: *Matrix of power and interest* [online]. In: . [cit. 2017-04-16]. Dostupné z: <http://www.cihr-irsc.gc.ca/e/43533.html>, **adjusted by author**

It is necessary that, to the future, all the entities acting on the dam to try for better cooperation primarily with the ship transportation on the Brno dam and with the effective usage of the Maximus resort strength (financial and technical).

2.3 Organisations of the destination management

As was already mentioned in the chapter 1.1.1., it is very important for the destination to have organisations that coordinate and manages the creation of products of the tourism and also the promotion of the whole destination with its subsequent sale.⁴¹ As Ms. Palátková says that there is a possibility of destination management on many levels⁴² I have decided to find organisations which take care of this destination or which would do so in the future. Or they could possibly positively influence the further development of this potential destination, both positively and negatively.

⁴¹ ZELENKA, Josef a Martina PÁSKOVÁ. *Výkladový slovník cestovního ruchu*. Kompletně přeprac. a dopl. 2. vyd. Praha: Linde Praha, 2012, 448 s. ISBN 978-807-2018-802.

⁴² PALATKOVÁ, Monika. *Marketingový management destinací: strategický a taktický marketing destinace turismu, systém marketingového řízení destinace a jeho financování, řízení kvality v destinaci a informační systém destinace*. Praha: Grada, 2011, 208 s. ISBN 978-80-247-3749-2.

2.3.1 CzechTourism

CzechTourism promotes the Brno dam primarily on the kudyznudy.cz website which focuses on domestic tourism. On this website, CzechTourism promotes activities together with interesting places but also attaches articles about news, for example, about the revitalisation of sanitary facilities and changing rooms on the dam. Unfortunately, these websites are only in the Czech language so that is why they are intended for Czech visitors.⁴³ However, kudyznudy.cz is not the only website. To promote the Brno dam the CzechTourism uses also its own websites which are intended primarily for foreign tourists.⁴⁴ On the basis of e-mail communication with Ms. Pilářová, the sustainability of projects department manager, I also found out that this organisation has already been a partner of the firework competition Ignis Brunensis for several times.

2.3.2 Tourist Authority South Moravia

This organisation has precisely specified strategic targets that are: South Moravia as competitive touristic destination, increasing the number of visitors and extension of their stay and increase of economic profitability in the area of tourism.⁴⁵

Tourist Authority South Moravia promotes the offer of the Brno dam both on gotobrno.cz⁴⁶ websites and directly on the websites of South Moravia where the visitor can find useful advices and tips on places in this destinations.⁴⁷ Both of these websites are in addition in English so they are appropriate for foreign tourists.

On the basis of e-mail communication with Ms. Hlávková, project manager of this her organisation, I found out that they work closely with the ship transportation, also with the Veveří castle where this headquarter had cooperate on the product In the footsteps of Luxembourgish in South Moravia but also with services providers at the dam, for example,

⁴³ *Kudyznudy* [online]. [cit. 2017-04-06]. Available at: <http://www.kudyznudy.cz/Vyhledavani/Fulltext.aspx?docid=0&word=brn%C4%9Bnsk%C3%A1%20p%C5%99ehrada>

⁴⁴ *Czechtourism.com* [online]. [cit. 2017-04-06]. Available at: <http://www.czechtourism.com/c/brno-reservoir/>

⁴⁵ *Ccrjm.cz* [online]. [cit. 2017-04-06]. Available at: <http://www.ccrjm.cz/cz/>

⁴⁶ *Gotobrno.cz* [online]. [cit. 2017-04-06]. Available at: <http://www.gotobrno.cz/brnenska-prehrada>

⁴⁷ *Jizni-morava.cz* [online]. [cit. 2017-04-06]. Available at: <http://www.jizni-morava.cz/objekt/31542-brnenska-prehrada>

with the hotels on the offer of accommodation or congress services as are: the Maximus resort, the Fontana hotel or the Santon hotel.

2.3.3 Local action group

On the basis of e-mail communication with Ms. Šťastná, the manager of the Brno gate action group, who was asked a question if this local action group contributes to a development of the Brno dam, I found out that the Local action group Brno gate could not support projects in no way yet. However, it is connected with the Brno city with programs an integrated operational program, Operational Program of Employment and Rural Development Program. I was also told that the Brno dam is located from its bigger part in the area of the Brno city so it is not represented in their local action group and also does not have any initiative from the Brno city to any common project. **In present times the Brno dam is not under the heading of any local action group which could promote it and to participates in its development.**

2.4 Visitors research

For the resultant suggestions of tools for improvement of tourism on the Brno dam was also necessary to get information directly from the visitors. This research was in the form of the on-line questionnaire for the time during 4, 5 months, namely from December 2016 to the half of April 2017. Altogether 100 respondents answered the questionnaire. Their sex, age and place of the residence you can find in the table I am attaching just below the text.

Table n. 10: Information about the respondents

		Percentage of the people
Sex	Female	62%
	Male	38%
Age	Till 15	2 %
	15 – 26	57%
	26 – 60	38%
	60 and more	3%
Place of the residence	Brno	76%
	Surroundings of the Brno city	21%
	Another region than South-Moravian region	3%

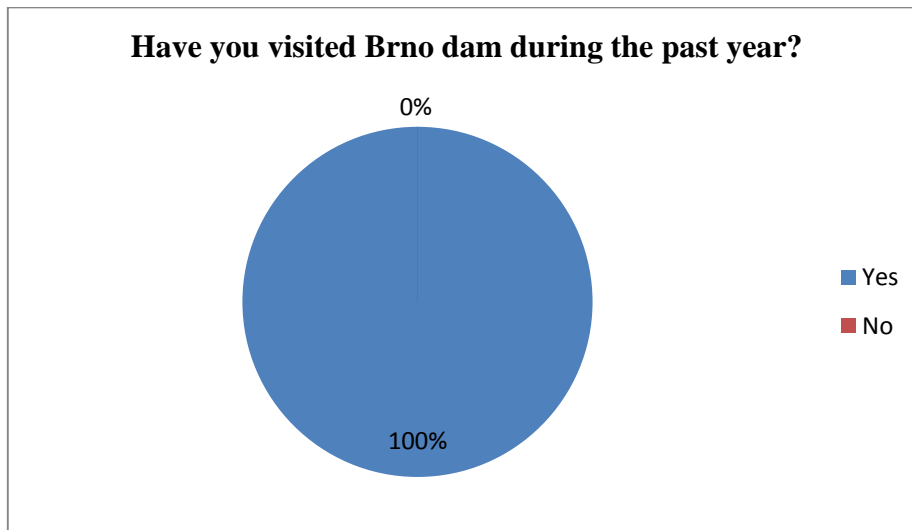
Source: own research (2017)

Primarily I was interested in the purpose why they visit the Brno dam, whether they are informed enough about services provided and whether they have experience with the cooperation of local services providers. The questions I asked You can find in the lines following. The original questionnaire is attached as a part of this thesis.

Have you visited Brno dam during the past year?

By this question, I studied whether anybody at all have visited the Brno dam during the past year. I got a surprising answer that is possible to read from the graph following.

Graph n. 4: Have you visited Brno dam during the past year?

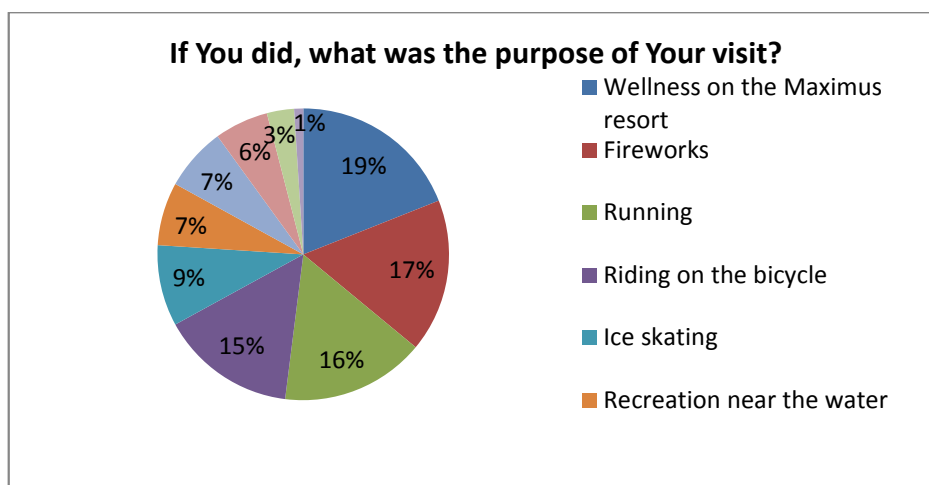


Source: own research (2017)

If you did, what was the purpose of your visit?

Another question builds on the previous one. I asked it because I was interested why tourists go to the Brno dam. The first place took the Maximus wellness; another favourite activity of respondents was watching the fireworks. Between the other answers appeared riding a bike, skating, relaxation, walks or work. The other answers were rather individual, swimming for example.

Graph n. 5: If you did, what was the purpose of your visit?

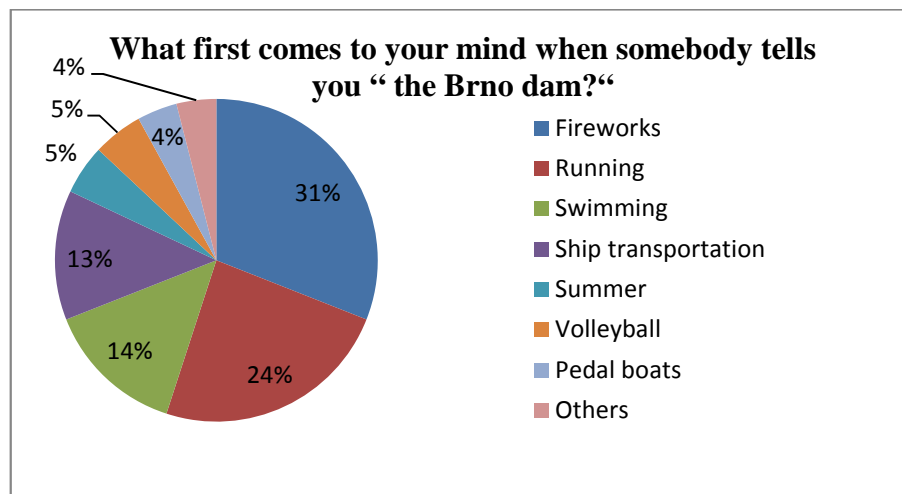


Source: own research (2017)

What first comes to your mind when somebody tells you “the Brno dam?”

By using this question I was ascertaining the first thing or event which the respondent connects with the Brno dam. The most often answer were the fireworks, the seconds place took running and the third place took swimming. Other places took steamer together with summer, volleyball and pedal boats. The other answers were mostly individual, answers like, for example, Maximus resort or trips to the surroundings appeared.

Graph n. 6: What first comes to Your mind when somebody tells You “ the Brno dam“?

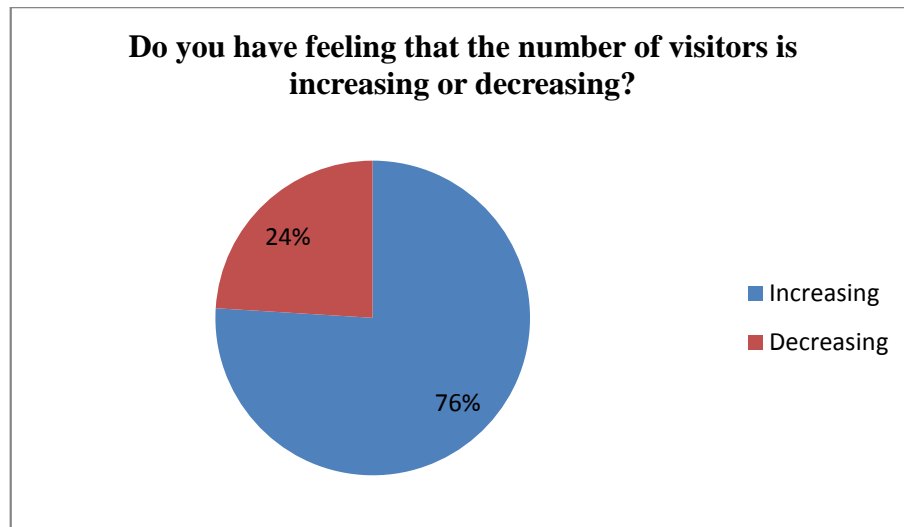


Source: own research (2017)

Do you have feeling that the number of visitors is increasing or decreasing?

This question was already answered in the previous chapter, namely in the chapter of stakeholder analysis where I asked single services providers about their statistics. I was interested in how it sees the visitors of the dam. Their guess was identical with reality when overwhelming half agreed on the increase of the attendance.

Graph n. 7: Do you have feeling that the number of visitors is increasing or decreasing?

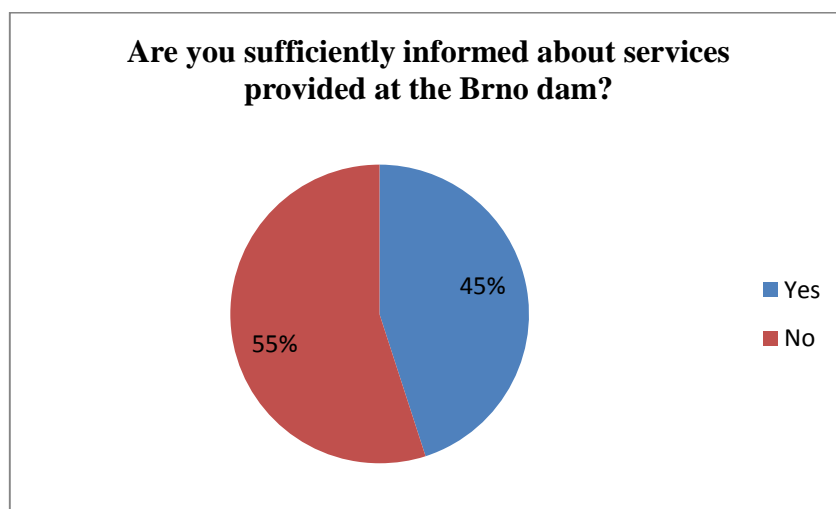


Source: own research (2017)

Are you sufficiently informed about services provided at the Brno dam?

The key question for my thesis became a question about sufficient awareness of the visitors about services provided on the Brno dam. With the help of this question, I analyzed present situation of the awareness of visitors of the dam about various services provided in this destination. **Over a half of respondents answered they are not informed enough about the services provided.**

Graph n. 8: Are you sufficiently informed about services provided at the Brno dam?

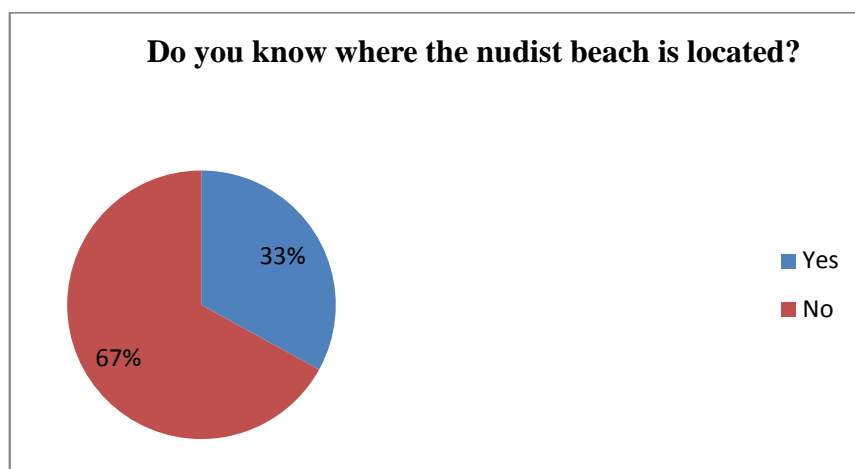


Source: own research (2017)

Do you know where the nudist beach is located?

This question builds on the previous one. I asked it for one simple reason, namely whether the visitors know where on the dam are the less known places are located. I used the nudist beach example for the reason that even I consider it as a less known place. Here the half of the respondents interviewed again answered that they have no idea where this place is located. That is why the problems of poor orientation will be the subject matter of the tools suggestion for the information centre.

Graph n. 9: Do you know where the nudist beach is located?

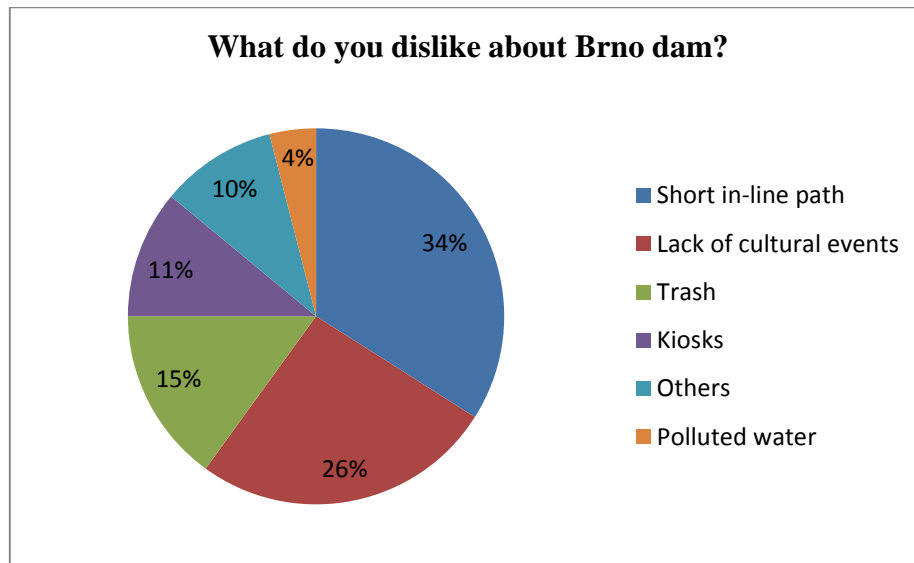


Source: own research (2017)

What do you dislike about Brno dam?

An important part of the questionnaire was what the visitors dislike about the dam and what they do not like there. In the front there were answers like polluted water, lack cultural events or too short in-line path. Among other answers were kiosks, or ubiquitous mess and garbage.

Graph n. 10: What do you dislike about Brno dam?

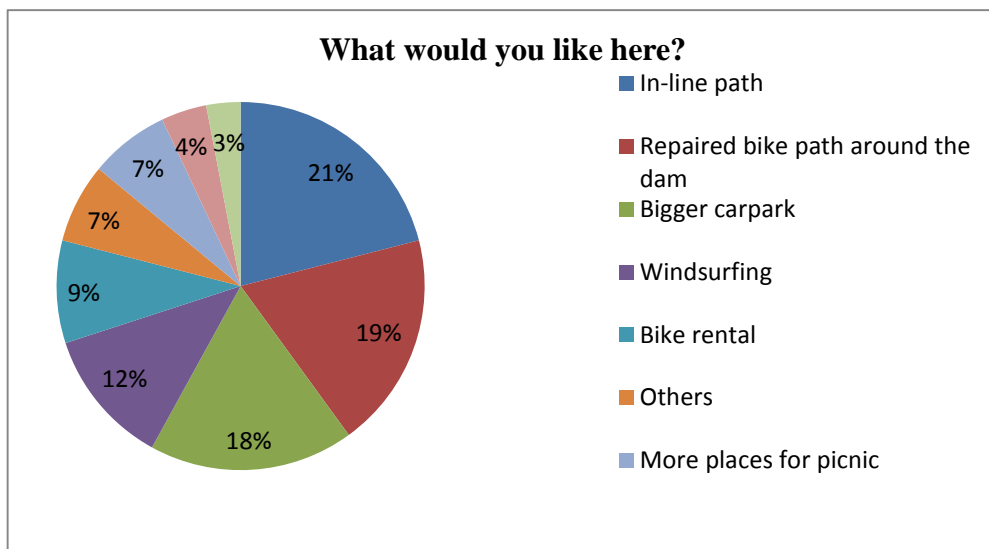


Source: own research (2017)

What would you like here?

The most frequent answer on this question was in-line path, bike trail together with bigger parking lot. Among others questions were bike rental, more picnic sites, more sports activities and cleaner water.

Graph n. 11: What would you like here?

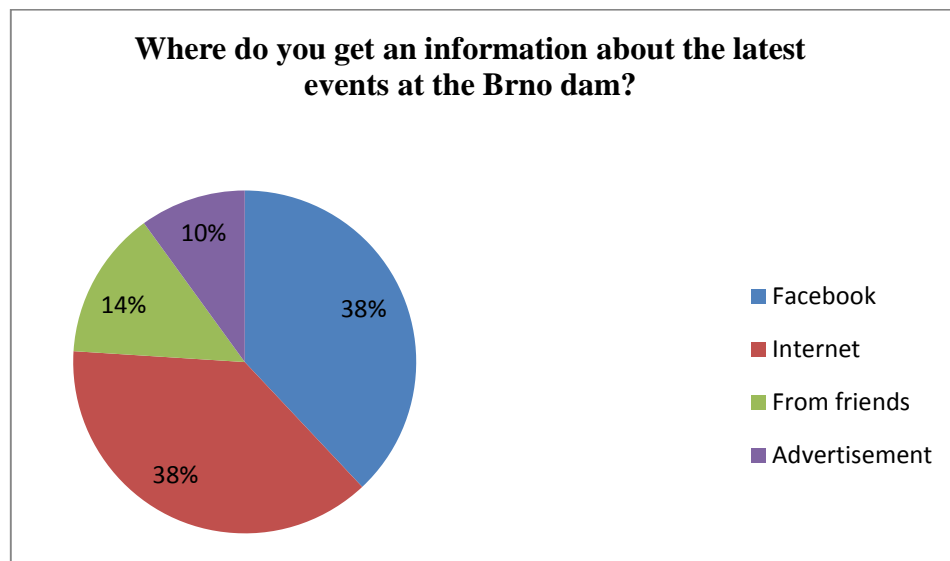


Source: own research (2017)

Where do you get information about the latest events at the Brno dam?

For my future proposals of tools, I decided to include also this question to this questionnaire. I was wondering from where the visitors get information about the latest events and from where they get information about the Brno dam. Among the most frequent was answered Facebook together with the internet. Other answers were, for example, from friends, and from advertisement.

Graph n. 12: Where do you get information about the latest events at the Brno dam?

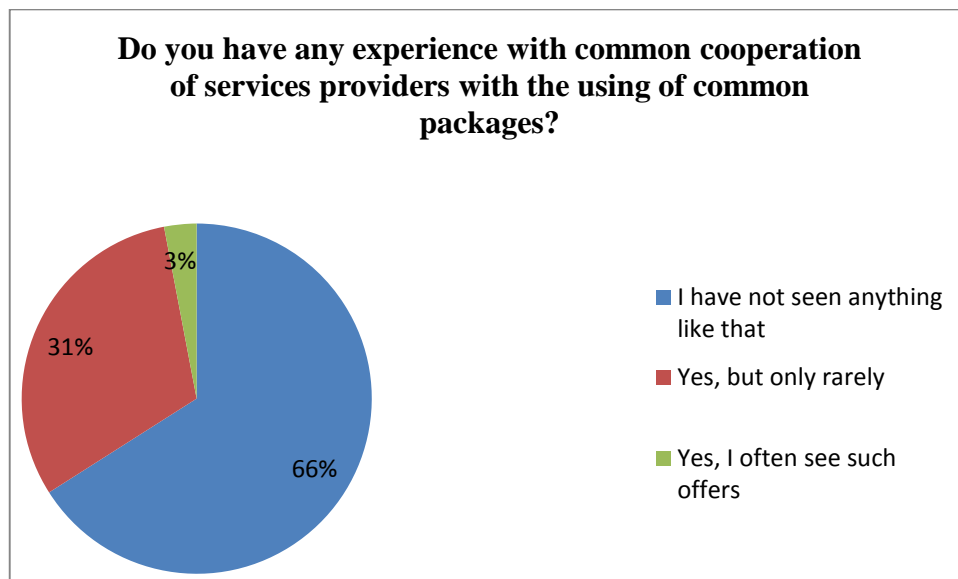


Source: own research (2017)

Do you have any experience with mutual cooperation of services providers with using of common packages?

This question was also a subject matter of the tools suggestions. I have already got partial answers in the chapter of stakeholder analysis. However, I was wondering how the visitors of the dam see it. An overwhelming majority answered that they have not seen anything like this. One third answered yes, however, only rarely. Three percents of the respondents answered that they see very often various offers of the providers.

Graph n. 13: Do you have any experience with mutual cooperation of services providers with the using of common packages?



Source: own research (2017)

2.4.1 Summary of visitors research

The results of questionnaire survey confirm that the Brno dam has a huge potential. Increasing interest about this destination proves it. The most of the visitors go to the dam in order to passive or active relaxation. Among the visitors also reigns specific unfamiliarity of local attractions but also a bad awareness of events which take place just in the location of the Brno dam. Another scarceness of the dam is also a bad connection between the subjects that provide services. Concretely it is a bad awareness of the main targets location and events on the dam together with their promotion but also the connection between the services providers which I will concern of in the chapter of tools suggestions where I will introduce the suggestions for improving this situation.

2.5 SWOT analysis of the Brno dam

The aim of this thesis was, among other things, also a destination analysis of the Brno dam destination. This was performed in the form of SWOT analysis. So the aim was to plat the strong and weak aspects of the dam but also to find a potential for so called

opportunities and stake the eventual threats by which could the destination be endangered in the future.

This SWOT analysis evaluates the Brno dam as a destination of tourism from the view of postulates of tourism, geographic location, the range of quality of the tourism services but also according to the rate of cooperation of the stakeholders.

Table n. 11: Strengths and weaknesses of Brno dam (part 1)

Strengths	Weaknesses
Good location (15 minutes from the city of Brno).	Unsufficient number of parking places.
Good nature and climatic conditions.	No local management and no local propagation in case of organisations of destination management.
Sufficient capacity of accomodation facilities.	Lack of informations about the activities provided on the Bno dam.
New revitalized social facilities for the public.	No social propagation of services providers on the internet.
Cruise along almost the whole reservoir.	Poor quality of bike path along the dam.
Place of annual fireworks shows.	No bike rentals.
New built tourist center.	Except from a few exceptions,there is no cooperation within city of Brno and other stakeholders of the Brno dam .
A wide range of rentals (canoes, pedal boats, paddle).	A little influence of Bystr district to affect development on the Brno dam.
Location of the Veveří castle near the dam.	No winter activities for tourists.
Willingness of local stakeholders to cooperate	

Table n. 11: Strengths and weaknesses of Brno dam (part 2)

Strengths	Weaknesses
together.	
Functional destination management on the national and regional level.	
Increasing number of visitors.	

Source: own research (2017)

Table n. 12: Opportunities and threats of the Brno dam

Opportunities	Threats
Enough spaces for building bigger carpark.	The Veveří castle and the ship transportation could have reservations regarding to the development of local tourism to the future.
Effort of some stakeholders to improve services supply.	After some time, unwillingness of the services providers to cooperate can occur.
Very good position of ship company for starting cooperation between other stakeholders.	Lack of financial resources for the tourism development.
Future Destination management organisation, local action group the Brno gate, on the local level.	Threat of pollution due to increasing number of visitors.
Annual fireworks shows Ignis brunensis.	A small interest in domestic holidays.
Planned project especially of Sokolák in case of their Venice beach.	

Source: own research (2017)

3 CONCLUSION

The topic of my bachelor thesis was chosen for the reason of slowly developing tourism on the Brno dam, not fully used the potential of this area and also increasing a number of visitors. On the basis of SWOT analysis performed in the last chapter of this thesis are the most important strong aspects of the dam firstly a good availability for the visitors of the city of Brno, wide offer of services, great climatic and nature conditions and also a great work of the Destination management primarily on the national and regional level.

On the contrary, among the highest-risk weak aspects, there is primarily a bad awareness of the visitors, insufficient work of the Department management on the local level and low range of cooperation of local stakeholders. Among the weak aspects of the dam also belongs a bad quality of the bicycle paths and insufficient amount of parking spaces especially during the times of the biggest workload of days. The example are winter weekend days when many thousands of skaters arrive on the dam.

The effort of some stakeholders on the dam to improve the services offers seems like a big opportunity. Here is also growing up a great opportunity for local stakeholders to cooperate with the DPMB (with their ship transportation) that came out of the analysis of the most interested parties as one of the most influential.

Tourism on the Brno dam could, to the future, face up even several threats. It concerns primarily a bad settlement of stakeholders, namely in the framework of tourism development. Here I can mention reservations which would the Veveří castle have against the building of hotels nearby the castle. Local tourism also could, to the future, face up to deficiencies of finances which could slow down the development. Threat for the Brno dam could also be a pollution, namely because of the increasing number of visitors. In the opposite case it can come to decrease of interest of Czech visitors in the Brno dam destination.

For improvement of these weak aspects and reducing threats I suggested few tools that could in the future improve the tourism development right in this destination.

4 PROPOSAL PART

Thanks to the analysis performed in the analytical part I would like to perform my suggestions for tourism improvements on the Brno dam. I would also be glad if, in the future, thanks to these suggestions, the visitors feel like in real touristic destination, to understand it as a resort where they come, get complete information about local attractions, activities and touristic destinations.

Services providers of the Association

In the analysis of stakeholders, I came to the conclusion that in present the most influential entity providing services on the dam is the Ship Transportation of the DPMB. The DPMB is trying to interconnect the services provided not only on the dam but also in the centre of Brno. In present, the DPMB cooperates, in the framework of the Brno dam, only with the Veverí castle and the Brno ZOO. From the questions given straight to the stakeholders I found out that, for example, the Veverí castle during the last times was not informed about repairs of the road leading to the castle what could influence its attendance. On the contrary, with regard to cooperation, none of these stakeholders does not have any problems to evolve the dam together in the future.

My first suggestion concerns of improving the cooperation of these subjects by creating Association of services providers. The members of this Association would be chosen stakeholders of this thesis (ship transportation, Maximus resort, Veverí castle, the ZOO, Sokolák, and Brno information centre). During the times the Association could poliferate of more services providers who would also want to participate on mutual aims. This Association would meet once in a month in the spaces settled in advance, however, on the Brno dam the best. The subject matter of the sessions would be the deficiencies of the dam in the framework of the tourism. For example, the deficiency of the communally offered packages, unitary promotion, proceeding about finishing of the bicycle path or securing of regular clean-up. The advantage for services providers, who would be in this Association, would be the promotion of services offered by them and different providers what would increase the number of visitors. Each of these providers in the Association would every

month contribute to mutual budget with the amount settled in advance. This budget would serve both to a mutual promotion and also to, for example, securing regular clean-up.

Prígl card

Another suggestion build on the above mentioned mutual promotion of the Union of services providers. It would be a benefit card that would be offered by each service provider completely for free. On the content and funding of this card would the Union agreed on in advance. This benefit card would offer to its holder cheaper entrance to chosen activities on the dam. To better motivation for the visitors having this card would for every use of one service from the benefit card get one point. After collecting ten points during one year the visitor would get one service chosen by him for free. On this chosen service would, of course, the Union agreed on in advance. However, it would be the best to choose a service in which are people not so interested because it is new and people does not know about it. As the “Brno card” (offering advantageous entry fee and traveling expenses in the city of Brno) is finding its popularity nowadays, it might be good for both the cards to merge into one.

Business card box

The business card box is also a plan how to inform potential visitors about future events or services offered using so called newsletter. Business card boxes would be places directly in the port at the information stand of the Brno city. In the framework of better promotion of the business card box would in its close proximity placed an informational board with the description of what would be offered in the framework of the box. Visitors can throw their business card into the box and for these who do not have any is a simple form prepared where they fill in their personal data and e-mail. These e-mails would be used by the Information centre as a source for sending newsletters related to news about the dam. To motivate visitors to paste their e-mail into the box there was prepared a small lottery for them in which they can play for 5 prizes every month. The form of the prizes would be again agreed on with the stakeholders Union. These prices would differ, of course, according to the time of the year. In the summer it could be borrowing a canoe for one hour for free, in the winter it could be one hour in the sauna for free in a chosen hotel. It is also necessary to come up with more variants of prizes both for children and for adults.

The aim of this tool is to raise visitor's awareness about services offered and also increase their utilization.

A billboard of touristic targets

From the questions given to the visitors is also obvious that there is appreciable unawareness of the local surroundings among them. I would like to solve this problem with a billboard of tourists' targets that would be located directly in the port where both the information stand and boarding passes sale are. It means in the centre of events. The financing of this billboard would be from the common budget of the service providers Union on the dam. This billboard could help the visitors to orientate better, for example, in the distance from the steamer stop so the Veveří castle. For a better imagination, I am attaching a visualization processed by me.

Picture n. 27: Billboard of the tourists targets



Source: [online]. In: . [cit. 2017-04-16]. Available at: <http://www.mrk.cz/clanek.php3?id=1372>, [online]. In: . [cit. 2017-04-16]. Available at: <http://www.turistika.cz/mista/brno-bystrc-kotva-u-pristaviste/>, **adjusted by**

author

Facebook page

From the questions given straight to visitors of Brno dam, I have found out that the most of them get their information about events taking place on the dam from the Facebook page. From the answers, it also obvious a dissatisfaction of the visitors who thinks that there are still not enough events taking place on the dam. However, the reality is different. At least

once in a month for the whole year, there are many of various events. It can be, for example, Festival of smoked meat on the Veveří castle, Sauna nights on the Maximus, running races or annual fireworks exhibition. The people are just not informed enough. To that could help a Facebook page where would be these planned events inserted together with information about events mentioned above, for example, prigl card or business card box. On the title and the common logo, the Union would agree on. To make the content of this page united it would be necessary again to agree on it in the Union and say who will take care about the page. The advantage of Facebook also is the fact that it is worldwide so it is not a promotion for Czech tourists only but also for foreign tourists. The matter, of course, would be giving information not only in Czech language but also in English.

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9 SUMMARY OF ABBREVIATIONS

SWOT – Strengths, weaknesses, opportunities, threats

DMC – Destination Management Company

DMO - Destination management organization

10 ANNEX

Visitor's questionnaire

Rozvoj cestovního ruchu na Brněnské přehradě

Jste muž či žena?

- Muž
- Žena

Jste ve věku:

- 5-15
- 15-26
- 26-60
- 60 a více

Odkud jste?

- Z Brna
- Okolí Brna
- Jiný kraj, než Jihomoravský

Navštívili jste přehradu v posledních třech letech?

- Ano
- Ne

Jestli ano, za jakým účelem?

Co se Vám jako první vybaví, když se řekne Brněnská přehrada?

Máte pocit, že počet návštěvníků na přehradě spíše klesá, či roste?

- Klesá
- Roste
- Nevím

Jste na přehradě dostatečně informováni o poskytovaných službách?

- Ano
- Ne

Co by jste na přehradě rádi uvítali?

Co si naopak myslíte, že Brněnskou přehradu kazí?

Kde se dozvídáte aktuální informace o budoucím konání akcí jako jsou například festivaly na hradě Veveří, ohňostroje a jiné události?

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Máte zkušenost s tím, že poskytovatelé služeb (hotely, restaurace, lodní doprava, hrad Veveří) spolu spolupracují, například v rámci svých nabízených balíčků, kde nabízí služby i od ostatních poskytovatelů než - li jen od sebe a společně tak tihnou po rozvoji cestovního ruchu na Brněnské přehradě?

- Neviděl jsem nic takového
- Ano, docela často vidím různé nabídky
- Ano, ale jen zřídka