

Strategy of the tourism development in Brno with the focus on Brno – city of students

Diploma Thesis

Supervisor:

MgA. Ing. Barbora Podhrázká

Author:

Bc. Patrícia Urbanová

Brno 2017

Declaration

I declare that I carried out this thesis: **Strategy of the tourism development in Brno with the focus on Brno – city of students** independently and only with the cited sources, literature and other professional sources. I agree that my work will be published in accordance with Section 47b of Act No. 111/1998 Coll. on Higher Education as amended thereafter and in accordance with the Guidelines on Publishing University Student Theses.

I understand that my work relates to the rights and obligations under the Act No. 121/2000 Coll., the Copyright Act, as amended, in particular the fact that Mendel University in Brno has the right to conclude a license agreement on the use of this work as a school work pursuant to Section 60 paragraph 1 of the Copyright Act.

I undertake to request for a written statement of the university that the license agreement in question is not in conflict with the legitimate interests of the university, and undertake to pay any contribution, if eligible, to the costs associated with the creation of the thesis, up to their actual amount.

In Brno:

Bc. Patrícia Urbanová

Acknowledgement

I would like to thank my supervisor MgA. Ing. Barbora Podhrázská for her expert guidance and valuable advice which was very helpful for completing this diploma thesis. Further, I am thankful to HOPE GROUP s. r. o., especially to Ing. Jan Šild who allowed me to be a part of the working group which represents a key part for processing my diploma thesis.

Abstract

The diploma thesis deals with the tourism strategy in Brno focusing on the theme of the Brno city of students. The work consists of two parts. In the theoretical part is a research of literary and internet sources of solved problems. The main focus is on strategic planning and strategic documents of the tourism for the Czech Republic at national, regional and local levels. The main aim of this diploma thesis is to detect and verify whether the target group of students and the topic - Brno student city will acquire higher priority and higher representation in the new Program, which was created during the preparation of this diploma thesis. Two more goals are formulated in the paper. Through an exploration among foreign universities, it will be verified whether these universities cooperate with the home city and how. The survey research will detect how foreign students perceive the city of Brno. The practical part summarizes the results obtained from the performed research and their interpretation.

Key words

Brno, students, regional development, strategic documents, Program of the tourism development

Abstrakt

Diplomová práce je zaměřena na strategii cestovního ruchu v Brně, a přitom se soustředí na téma Brno město studentů. Práce je složena ze dvou částí. V teoretické části je zpracována rešerše literárních a internetových zdrojů řešené problematiky. Hlavní pozornost je věnována strategickému plánování a dokumentům regionálního rozvoje pro Českou republiku na národní, regionální a lokální úrovni. Hlavním cílem této diplomové práce je zjistit a ověřit, jestli cílová skupina studentů a téma Brno - město studentů získat vyšší prioritu a vyšší zastoupení v novém Programu, který byl vytvořen právě v období přípravy této diplomové práce. V práci jsou formulovány další dva cíle. Prostřednictvím průzkumu mezi zahraničními univerzitami bude ověřeno, jestli tyto univerzity spolupracují s městem a jak. Dotazníkové šetření má zjistit, jak zahraniční studenti vnímají město Brno. V praktické části jsou shrnuté výsledky z provedených výzkumů a jejich interpretace.

Klíčová slova

Brno, studenti, regionální rozvoj, strategické dokumenty, Program rozvoje cestovního ruchu

Content

| | | |
|----------|--|-----------|
| 1 | Introduction | 11 |
| 2 | The Objectives | 12 |
| 2.1 | The goal of the theoretical part..... | 12 |
| 2.2 | The goal of the practical part..... | 12 |
| 3 | Methodology | 13 |
| 4 | Literature Review | 15 |
| 4.1 | Regional Development | 15 |
| 4.2 | Definition of the Region | 16 |
| 5 | Strategic Planning | 19 |
| 5.1 | Collaboration in Regional Development Planning Process..... | 21 |
| 5.2 | The Strategic Plan and its Structure | 22 |
| 6 | The Strategic and Program Documents of the Tourism | 26 |
| 6.1 | The Structure of the Tourism Development Program | 27 |
| 7 | Strategic Documents of the Tourism for Czech Republic | 28 |
| 7.1 | National level..... | 29 |
| 7.1.1 | National Tourism Policy of the Czech Republic 2014 - 2020 | 29 |
| 7.1.1.1 | The vision, measures and priorities of National Tourism Policy..... | 29 |
| 7.2 | Regional level..... | 31 |
| 7.2.1 | Tourism Development Program of South Moravian Region | 32 |
| 7.2.1.1 | Priorities and Measures of the Program for South- Moravian Region..... | 34 |
| 7.3 | Local level | 35 |
| 7.3.1 | Evaluation of the Tourism Development Program of the city of Brno ... | 36 |
| 7.3.2 | The goals | 37 |
| 7.4 | The main topics | 38 |

| | | |
|-----------|--|------------|
| 7.5 | The target groups | 39 |
| 7.5.1 | Suggestions for Design Part of the Program 2016 – 2020 | 40 |
| 8 | Integrated Development Strategy of the Brno Metropolitan Area | 41 |
| 8.1 | Definition of the Brno Metropolitan Area | 42 |
| 8.2 | Socioeconomic analysis of the Brno Metropolitan area | 44 |
| | Practical part | 46 |
| 9 | The Tourism Development Program in Brno 2016 – 2020 | 47 |
| 9.1 | Vision of the Tourism Development Program in Brno | 52 |
| 9.2 | Objectives and Topics of the Tourism Development Program in Brno | 53 |
| 9.3 | The Target Groups | 56 |
| 9.3.1 | The TOP Products for Targer Groups | 58 |
| 9.4 | The Topics | 61 |
| 9.4.1 | Defining the Brand of Brno as a Tourism Destination | 65 |
| 10 | The Exploration among foreign universities | 67 |
| 11 | Analysis of incoming foreign students in Brno Universities | 70 |
| 11.1 | Masaryk University | 70 |
| 11.2 | Brno University of Technology | 72 |
| 11.3 | Mendel University | 73 |
| 12 | The Survey detecting the opinion of foreign students about Brno | 76 |
| 13 | Overall Assessment and Recommendations | 85 |
| 14 | Conclusion | 90 |
| 15 | References | 92 |
| A | List of the questions for foreign university | 96 |
| B | The Questionnaire for students | 98 |
| C | Description of Brno in SMS to friend | 100 |
| D | Photos from the work group | 103 |

List of Figures

| | |
|--|----|
| Fig. 1: The magic pentagon of sustainable tourism | 16 |
| Fig. 2: Integrated Regional Planning Framework..... | 21 |
| Fig. 3 The Structure of the SWOT analysis | 24 |
| Fig. 4: Pyramid of the strategic tourism documents for Czech republic | 28 |
| Fig. 5: Priorities and measures for the Czech Republic..... | 31 |
| Fig. 6: Priorities and measures of the South-Moravian Region..... | 35 |
| Fig. 7: Map of the BMA territory | 43 |
| Fig. 8: BMA position in the South - Moravian region..... | 44 |
| Fig. 9: Table of students target group with TOP products..... | 50 |
| Fig. 10: Priorities with partial goals for tourism development in Brno | 54 |
| Fig. 11: Structured amount of the TOP products for each target group | 57 |
| Fig. 12: Total amount of the TOP products | 57 |
| Fig. 13: Key words that characterize Brno | 65 |
| Fig. 14: TOP Countries for Masaryk University | 71 |
| Fig. 15: TOP Countries for VUT | 73 |
| Fig. 16: TOP Countries for Mendel University | 74 |
| Fig. 17: The nationality of the respondents | 77 |
| Fig. 18: The representation of the universities | 78 |
| Fig. 19: The length of the study | 78 |
| Fig. 20: The Source of the Tourist Information | 79 |
| Fig. 21: Reasons of choosing Brno by foreign students | 80 |
| Fig. 22: Characteristics for Brno..... | 82 |
| Fig. 23: What the foreign students like in Brno..... | 83 |
| Fig. 24: What the foreign students do not like in Brno..... | 83 |

List of Tables

| | |
|---|----|
| Tab. 1: Strategic vision of the Czech Republic | 30 |
| Tab. 2 : TOP products for TOP target groups of Brno | 60 |
| Tab. 3: TOP Products of the tourism divided into topics | 63 |
| Tab. 4: Total number of foreign students for MU | 72 |
| Tab. 5: Total number of foreign students for VUT..... | 73 |
| Tab. 6: Total number of foreign students for MENDELU | 75 |

1 Introduction

Nowadays is important for every city to have a suitable strategy which responds to main challenges that have arisen in recent years. Brno is the second largest city in Czech Republic. It is known for its industry and business centres, infrastructure hub, strong historical tradition and last but not least the city is known as an educational centre with 14 colleges. What is interesting is that more than half of a million people are moving daily within the city. Most of them are tourists and students. Students are an important element for Brno which brings to the city new ideas, lively and young atmosphere.

A study abroad became a major trend in recent years. Thanks to supporting the mobility not only by the European Union, the number of students studying abroad is steadily growing and the Czech Republic is becoming an attractive country for students around the world. Making of international contacts and attracting more foreign students to Brno can bring many benefits to the city and its development in many ways.

To declare this fact, Brno is ranked among top 10 student cities according to students coming out from the article “Top 10 Student Cities – According to Students!”. Besides cities such as Montreal and Nottingham, Brno is 4th best student city in the world. On the website of Top universities, the author says that although Brno is less known than Prague, the delivering capital and student experience are almost the same. Brno is described as a tolerant city with good location, low cost of living and good night life. The Brno is attractive to students because of the friendly student community (Bridgestock, 2017).

2 The Objectives

In this thesis are formulated objectives firstly for theoretical part and consequently for practical part.

2.1 The goal of the theoretical part

The goal of the theoretical part of this diploma thesis is to analyze available literature related to the basic definitions of the regional development, the strategic planning and the tourism program documents. Furthermore, the tourism development strategies for Czech Republic are identified and briefly described at national, regional and local level

2.2 The goal of the practical part

The main aim of this diploma thesis is to verify the hypothesis related to the theme for the city of Brno in the period 2016 – 2020 in the field of tourism development. This hypothesis is following:

- The topic Brno – city of students will be one of the main topics for Brno and its tourism development in programming period 2016 – 2020.

On the basis of the main goal were formulated following research questions:

1. Do foreign universities cooperate with their home city and how?
2. How foreign students perceive the city of Brno?

The research methods used for reaching these goals are described in next chapter Methodology.

3 Methodology

First part of this diploma thesis is based on the literature review of the suitable literature and available internet resources. The thesis deals with the theoretical introduction to the problem. It includes basic terminology related to regional development and strategic planning and describes strategic documents of the tourism for the Czech Republic at the national, regional and local level.

The main part of the thesis is based on verifying the hypothesis which is tested during the work groups. The working groups are the important element for the creating strategic document called “Program rozvoje cestovního ruchu města Brna 2016 – 2020” The Tourism Development Program in Brno 2016 - 2020 (hereinafter Program 2016 - 2020). The hypothesis was formulated in January 2016 when the actual Program did not exist yet.

Thanks to the internship the author was a part of the work group of members which was creating the whole Program. During the workshops there were applied many methods such as creative thinking, focus groups, managed interviews, brainstorming and feedback. This research work was held during April 2016 – June 2016. The outcome of the Program was a clear definition of the target groups (for which Brno currently has and in the future will have tourist products) and the topics (which are defined by the amount of the TOP products for each target group).

The first research question is related to how universities from abroad cooperate with the home city. There was an exploration among foreign universities on the basis of inter-institutional cooperation and bilateral agreements among Mendel University and foreign universities. The questionnaire received in total 15 universities from different countries through e-mail communication in the form of 11 mostly open ended questions. Data

was collected for one month. Through this exploration it would be possible to formulate certain recommendations for Brno universities how to cooperate with the city of Brno in order to attract more foreign students and to make them feel better and more welcomed in the city. Results of the exploration could be helpful to the city of Brno in the field of the tourism marketing.

In order to answer the second research question firstly there will be analyzed data of incoming students for individual academic years 2010 - 2017. These data are provided by Masaryk University, Brno University of Technology and Mendel University. For obtaining of the data about how the foreign student perceive the city of Brno is used the survey methodology. In this survey, the questions are conceived for obtaining of qualitative data. Open-ended questions require spontaneous response, there are not predetermined alternatives and the respondent creates the answer himself and expresses his opinion and attitude. Through completely open-ended questions the researcher will explore the problem more deeply and gain new insights (Švec, 1998 and Survey Methodologies, 2010).

The questionnaire was created in electronic form and was intended for foreign students that are currently studying or studied before in Brno. The questionnaire was sent to Study Departments and International Relations Offices of each public university in Brno through e-mail with kind request to send a bulk e-mail to all students from abroad. The questionnaire was created in English and includes 9 questions. Most questions are open-ended with the aim to not influence answers of the respondents. The author is aware that the processing of the answers will be more difficult. The copy of the questionnaire is attached at the end of this work (appendix A). The Microsoft Excel was used for evaluation of the obtained data, where the data were processed into charts and tables.

Results of the survey can be useful for Brno Municipality, as they can help in the further development of the city. Brno Municipality has already confirmed an interest in the outcomes and conclusions of this thesis.

4 Literature Review

4.1 Regional Development

Nowadays, it is hard to describe regional development just by one right definition. Because the regional development is very extensive topic and there is no space for it, this chapter will be focused on basic information related to regional development, which correlate with the topic of this thesis.

According to Folmer (2013), regional development can now be defined as the dynamic aspect of a regional system or, more precisely, as the changes that take place in the states of the regional system as time progresses. In this respect, it is important to note that although changes in a regional system proceed continuously over time, the measurement of these changes takes place predominantly at discrete time intervals.

Hudec et al., (2009) define the regional development as growth of socio-economical and environmental potential and competitiveness of regions leading to increasing of lifestyle and quality of the citizen's life. In this respect, it is dynamic and balanced development of regional structure of the territorial unit and its parts (regions, micro-regions) and removing or mitigation of regional disparities.

From the touristic point of view, Giautzi and Nijkamp (2006) tried to describe sustainable tourism development by so called magic pentagon (see Fig. 1). This pentagon shows the balance between economic health, the well-being of the local population, the protection of natural resources, the satisfaction of visitors and the health of the local culture. Any imbalance in only one factor will have negative influence on utility of all included actors.

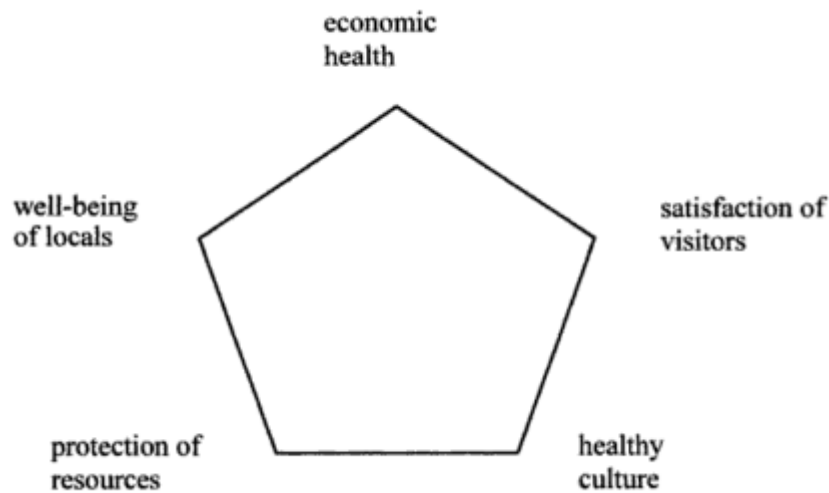


Fig. 1: The magic pentagon of sustainable tourism (source: Giatzi and Nijkamp, 2006)

4.2 Definition of the Region

Region, as such, is comprehended by many various expressions and interpretations. Džupka et al., (2009) say that the region is related to the term of regional policy, and it means smaller territorial unit that is a part of bigger spatial or territorial entity, the state. In other words, middle medium-large areas of discrete spatial unit inside the state with area that is smaller than the state and larger than a municipality.

Pike et al., (2010) describe the region as a space for generating development and shaping global processes opens up new spaces of social and political struggle and strategy within globalizing economic structures.

Act No.248/2000 Coll. on Support to Regional Development defines the region as “*a territory defined within the existing administrative borders of NUTS III regions, districts or municipalities, development of which is supported in accordance with this Act.*”

According to the perspective of EU regional policy, the regions are classified on NUTS and Euroregions. NUTS are part of the system of unified structure of territorial units which were established by EUROSTAT. NUTS are classified on:

- NUTS I - state
- NUTS II- higher territorial units
- NUTS III – region
- NUTS IV- district
- NUNTS V – municipality (Lacina, 2005)

Lacina (2005) describes four basic types of the region according to Act on Support to Regional Development:

1. **The structurally affected regions** are defined by these indicators- unemployment rate, employment share in industry and range of attenuation of industrial sector.
2. **The economically weak regions** are defined by weak economic performance and low income of citizens.
3. **The rural regions** are characterized by low population density, decreasing of number of inhabitants and higher share of employment in agricultural sector.
4. **Other regions** that need different support, as was mentioned above, are: border regions, former military territories, regions afflicted by natural disasters, regions with heavily spoilt or damaged environment, regions with less favourable conditions for agriculture development, regions with the higher average unemployment rate.

According to Stough et al., (2006) in recent years the role of regions has changed significantly in national economies. It is because of globalization and structural adjustment. In 1950s and 1960 industries were strictly specialized and faced to the government policies as tariffs. Many regions used a lot of energy with low labour skills. The mass production was on daily basis. In the contrast, in the 1970s, the regions implemented new processes of change. This step reorganised many regions in one hand

with their economy. For example oil crisis brought new technologies; production became less dependent on the inefficient operations and intensive consumption of energy. New technology means new type of work labour – highly skilled employees who are flexible. After that, many rural regions lost their agricultural specialization.

These definitions of the region were valid before, but Brno is specific as a **metropolitan area** which includes surrounding municipalities and villages. The current situation shows that strategic planning is not limited by administrative boundaries of the city Brno. There are plenty of problems that can be meaningfully resolved only with the cooperation of neighbouring villages in the hinterland. The chapter 8 is addressing the city Brno and its integrated development strategy for the programming period 2014 – 2020. This strategy is very important tool for regional development in Brno.

5 Strategic Planning

Strategic planning represents a very important tool for regional development. The main benefits of the strategic planning are:

- helps to get clear directions desirable for long-term development and focus all efforts and resources to solve key issues;
- shows how to best prepare for the future evolution of external conditions, how to minimize the negative impact of threats and maximally utilize opportunities that may emerge in the future;
- creates an objective basis for making decisions about priorities;
- solves problems in the long term and comprehensively;
- enables an optimally using of human and financial resources.

(Strategické plánování, 2017)

According to Petruj (2013, p.8) definition of the strategic planning is following: *“The strategic planning is a process with a goal of planning and realizing changes that will affect current situation in given area in a way that is defined based on needs and ideas of the subjects living in the area; not to purposefully prepare an document, i. e. a strategic plan”*.

Strategic development planning has important specifics. Primarily it monitors a different purpose than strategic planning for commercial enterprises. City, village or micro-region are more complex organizations than usual enterprise or common institution. In here meet much more different and often opposing interests. And much more diverse processes are progressing in here. They bring the problems that have different causes and are of different nature. That is why they have various options that can be solved in different time. For this reason, for strategic planning of the city, community or micro-region is the best model focused on the definition of strategic areas (Strategické plánování, 2017).

BASIC STEPS AND TOOLS

Basic strategic documents are created by strategic team on workshops led by experts according to a standard methodology, which is usually based on the techniques of group stimulation of creative thinking (Strategické plánování, 2017).

Basic steps and tools for strategic planning are:

- formulation of the **mission** (the main purpose of the strategic development plan of the city, municipality or micro-region);
- processing of the **city profile** (as autonomic product which is usable as a basis for internal and external analysis);
- **SWOT analysis** (evaluation of our own assumptions and external factors of the subject for the development);
- defining of **strategic areas** (areas that are crucial for the development of the town);
- formulation of a **vision** (desired target state, shared ideas about how the city of the future looks like in defined strategic areas);
- setting **strategic goals** (desired key trends in evolution of city, municipality or micro-region in particular strategic areas, evaluation of the importance of individual intents and a description of their interrelationships);
- processing of the **Action Plan** (setting specific milestones for implementing individual strategic intent and the resulting tasks, prioritizing goals and objectives, implementation plan tasks including start and end dates, responsibilities and conditions necessary for their fulfillment);
- **establishing monitoring** (creation of a system for monitoring and evaluating of process and results of the implementation of the strategic plan);
- **implementation of action plans** (practical measures);
- **monitoring** (monitoring and evaluating of implementation process of the strategic plan);
- **adaptation** (modification of the strategic plan, depending on the process and results of implementation, on the situation in the city, municipality or micro-region and on the changes in the external environment).

Primary outcomes of the strategic planning are the strategic documents that contain the basic orientation for territorial development and strategy development in individual areas including specific processes (Strategické plánování, 2017).

5.1 Collaboration in Regional Development Planning Process

Svetikas (2014, p. 45) states that *“the need for integration of different sectors and participation and collaboration of stakeholders’ regional development planning process is evident in all European countries and also at the community strategic planning level.”*. This integrated process is illustrated on followed diagram.

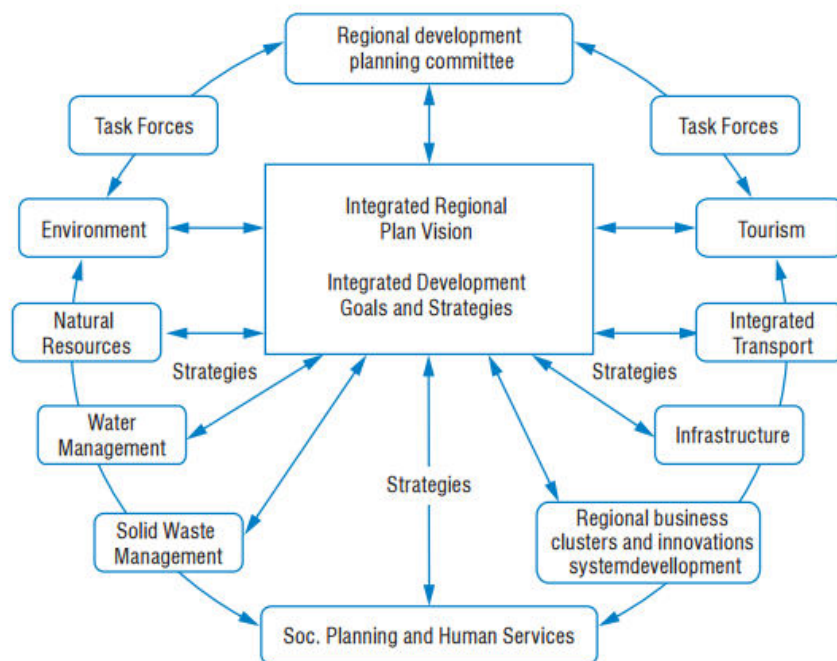


Fig. 2: Integrated Regional Planning Framework (source: Svetikas, 2014)

According to Svetikas (2014) the integrated regional development strategic planning includes these steps:

1. Definition of the region – “How do we define our region?”;
2. Analysis of the region – “Where are we now?”;

3. Vision and goals – “Where do we want to be?”;
4. Strategies and antecedence – “What we need to get there?”;
5. Action program with particular projects.

5.2 The Strategic Plan and its Structure

The strategic plan applies at all self-government levels from the smallest levels - strategic planning for municipalities, cities and micro-regions, through the development strategy of larger areas (particularly regions) to national level (Strategické plánování, 2017).

CRITERIA FOR STRATEGIC PLAN

According to Lacina (2005), the Strategic Plan should fulfil following criteria:

- **Long duration** – this characteristic distinguishes strategic plans from spatial plans. Strategic plan should be processed in the period of 10 years and more but also it depends on concrete conditions of the territory.
- **Complexity** – strategic plan deals with the relevant issues and circumstances and their interdependence.
- **Openness** – The strategic plan should not be created apart by the small group of experts without support from the public for approving of proposed project.
- **Difficulty**- related to feasibility. To achieve the goal supposed to be adequately difficult, not too easy nor too difficult. In both cases there is a possibility that the expert or municipality, or region will lose motivation.
- **Reality** - If the actual realization of the objectives and the changes contribute to a better condition of the area, we can say that the strategic plan is good and has not been made in vain.
- **Comprehensibility**- the strategic plan has to be understood in the first place by those who will realize it. It is necessary that together with authors also

representatives of municipality and region and the public have to actively participate on the preparation of the strategic plan.

THE STRUCTURE OF THE STRATEGIC PLAN

According to Petrůj (2013) the strategic plan should include analytical part, synthetic part, design part and implementation part.

1. Analytical part

According to Petrůj (2013) the analytical part of the strategic plan is based on determination of territory, definition of conditions for social and economic development, issues and identification of causes in problematic sphere, comparison with micro region or region (it has to be comparable with higher geographical unit), determination of who are main participants in the territory and what are other subject's activities and their results.

2. Synthetic part

The synthetic part represents SWOT analysis (see fig. 3) that is very important and necessary for identification of main issues and leads to determining of development strategies. This analysis represents a classification method which is composed of four categories: strengths, weaknesses, opportunities and threats. Strengths and weaknesses represent an internal factor to the organization or project. In contrast opportunities and threats represent an external factor to the organization or project (Junek, 2015 and Petrůj, 2015).

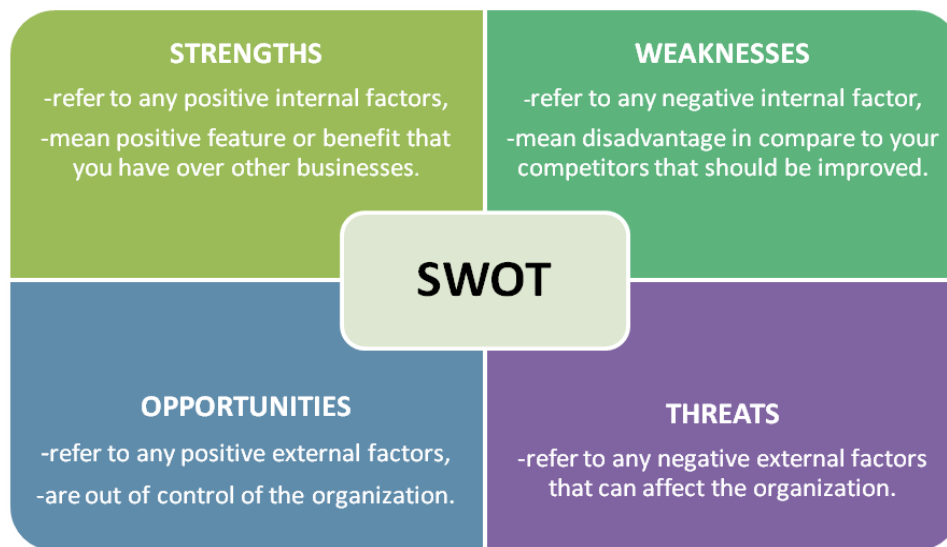


Fig. 3 The Structure of the SWOT analysis (source: Junek, 2015, edited by author)

3. Design part

The design part includes the development vision of the territory. This vision should be reached in the future period by putting into effect the strategic plan. Part of the vision is identification of problems or problematic areas, setting of long – term goals, strategies and arrangements. The financial frame and sources of funding are also required in design part. Here can be found a system of indicators to control the fulfillment of strategic goals (Petrůj, 2013).

In order to achieve goals successfully, they have to fulfil SMART criterion. Every goal has to be **SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC AND TIMELY**. The long- term goals are detailed description about what we want to reach to fulfil the vision. The arrangements are understood as practical steps that help to fulfil strategies. Strategy is based on short-term goals leading to achieve a long-term goal (Petrůj, 2013).

4. Implementation part

Implementation part is also called as realization part includes an action plan. This plan is a set of planned projects and activities through which the goals of the Strategy are fulfilled. The action plan can be part of a strategy (or its implementation document), or it may be a separate document that is related to these documents (Petrůj, 2013).

THE ACTION PLAN

The action plan of the Concept is an essential element of the implementation of tourism policy. Action plans are selecting and updating the specific form of the proposed measures and activities every two years. Specific projects are defined in here that will lead to the fulfilment of the priorities, measures and activities of the Concept. The action plan will be designed to bring clear and measurable indicators of performance goals and measures of the Concept (MMR ČR, 2013).

6 The Strategic and Program Documents of the Tourism

The strategic and program documents represent important management tools. Vystoupil et al., (2007) characterize these documents and their sentence accordingly:

THE STRATEGIC DOCUMENT

The strategic document is a strategy which helps to organize and manage changes in the environment systematically. The document characterizes strengths and weaknesses of particular area, determines basic priorities of the development, defines objectives of the development and individual measures leading to their fulfilment among present and future society.

THE PROGRAM DOCUMENT

Program documents are implementation documents that fulfilling the Strategy. The Program is particular management tool that helps to answer on these questions: what, who, when, and where. And it has to ensure the fulfilment of the goals of the concept. In the case of long-term horizon the Concept coincides with the Plan.

The Strategy has more general character and the program can be considered as the tool of fulfilment of set goals in the strategy.

According to the Act No.248/2000 Coll. on Support to Regional Development the Program must include definition of the region, goal (that has to be achieved), identification of areas including proposed measures, conditions for providing of financial support and ways of its providing, funding for various measures including their allocation.

6.1 The Structure of the Tourism Development Program

According to long term practice, the processing of the Tourism Development Program of region and municipality has usually an analytical and then a design part. The analytical part represents analysis of the problems and an evaluation of the documents related to the territory. The design part comes out from the results of the analytical part.

1. Analytical part

According to Vystoupil et al. (2007) the analytical part is based on:

- analysis of previous documents;
- basic profile of the territory;
- bid analysis (analysis of goals and tourism attractivity, analysis of touristic infrastructure, analysis of transport options);
- analysis of the tourism organization + marketing strategy + propagation and presentation (image of the territory);
- demand analysis (visitor profile, analysis of the tourism forms);
- competitive analysis;
- synthesis (SWOT analysis, categorization of the territory);
- analysis of actor's opinion in tourism.

2. Design part

Vystoupil et al. (2007) argues that design part has to include:

- the development vision of the territory (should be reached in the future period by putting into effect the strategic plan);
- setting of goals, measures and development activities;
- basic defining of the competencies and tasks of individual subjects;
- the formulation of an Action Plan which has to contain specific steps.

7 Strategic Documents of the Tourism for Czech Republic

For the processing of practical part this diploma thesis it is necessary to analyze strategic documents related to the tourism. The task of this chapter is not to make a detailed analysis of these documents but to stress main goals, priorities and measures.

Among the actual key tourism documents for the Czech Republic belong:

1. “Konceptce státní politiky cestovního ruchu v ČR na období 2014 – 2020” - **AT NATIONAL LEVEL,**
2. “Program rozvoje cestovního ruchu Jihomoravského kraje pro roky 2014 - 2020” - **AT REGIONAL LEVEL,**
3. “Evaluace Programu rozvoje cestovního ruchu města Brna 2010– 2015“ - **AT LOCAL LEVEL.**

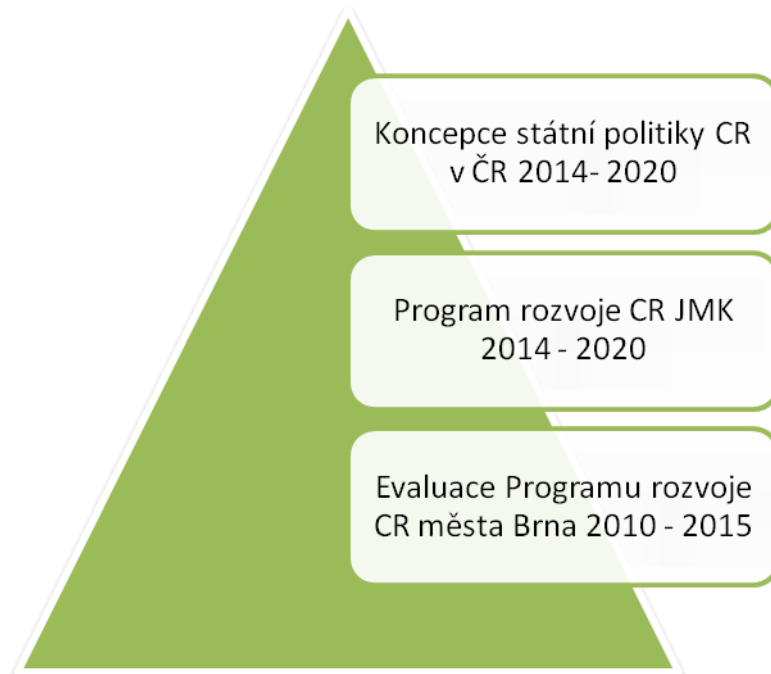


Fig. 4: Pyramid of the strategic tourism documents for Czech republic (source: author, 2017)

It is good to distinguish between two terms: concept and strategy. **Concept** contains basic way out and direction, while the **Strategy** is more specific and defines specific objectives and their values. The concept can be similar in nature as policy, the difference is primarily in their time horizon (the concept is rather short-term to medium-term implementation, while the policy is medium-term to long-term implementation) (MMR ČR, 2013).

7.1 National level

As it was already mentioned, the key document for national level of the Czech Republic is called “Konceptce státní politiky cestovního ruchu v ČR na období 2014 – 2020” National Tourism Policy of the Czech Republic - 2014 – 2020.

7.1.1 National Tourism Policy of the Czech Republic 2014 - 2020

The Czech Republic has historical, natural and cultural potential for tourism development. There are many historical, cultural and technical landmarks, including monuments recorded in the UNESCO list. This potential is not fully exploited currently. The main reason is the low quality of basic and supplementary tourism services connected with the quality and skills of the labour force, which operates in this sector. Furthermore, there are problems of cooperation and coordination of activities within the tourism destinations. For now, the essential factor which affects the balance of the Czech tourism is a significant concentration in the capital city of Prague. (MMR ČR, 2013)

7.1.1.1 The vision, measures and priorities of National Tourism Policy

The strategic vision and goals of tourism in the Czech Republic are coming from the fact that tourism is largely based on small and medium business. It is also based on a

system of priorities and support measures. The policy of supporting tourism in the Czech Republic is implemented at both the national level and at the level of regions and municipalities (MMR ČR, 2013).

VISION

Tab. 1: Strategic vision of the Czech Republic

| | | |
|--|-------------|---------|
| The basic strategic vision of tourism for the period 2014 - 2020 | | |
| Attractiveness | Development | Skills |
| Destination Czech Republic - number one in the heart of Europe | | |
| Competitiveness | Cooperation | Quality |

Source: MMR ČR, 2013

The strategic vision of tourism for the period 2014 - 2020 represents the Czech Republic as a destination:

- with high positive international image
- which has qualitative and attractive tourist products and programs,
- offering qualitative services with pleasant and educated operating staff,
- offering interesting cultural- historical experiences, sports, attractive natural interests,
- offering a safe holiday experience of domestic and foreign visitors;
- with commonly applied principles of sustainable development into practice;
- offering attractive job opportunities in tourism.

(MMR ČR, 2013)

GLOBAL AIM OF THE NATIONAL TOURISM POLICY OF THE CZECH REPUBLIC

The global objective of the concept is to increase the competitiveness of the entire tourism industry at national and regional levels and to maintain its economic performance as a result of achieving a balance between economic, socio-cultural, environmental and regional development (MMR ČR, 2013).

PRIORITIES

The national concept for the Czech Republic has four main priorities. Every priority has a several suggested measures. There is a connection between a priority and measures.



Fig. 5: Priorities and measures for the Czech Republic (source: MMR ČR, 2013, edited by author)

7.2 Regional level

Strategid document “Program rozvoje cestovního ruchu Jihomoravského kraje na období 2014 – 2020” Tourism Development Program of the South Moravian Region for the years 2014 – 2020 is more specific document of priorities for the development of tourism in the territory which is defined at the level of NUTS 3 by South Moravian Region.

7.2.1 Tourism Development Program of South Moravian Region 2014 – 2020

Holeček et al., (2013) argue that strategic vision is a long-term view about the future of the county, about how the region will change and improve tourism. Vision represents a "sign" of development. The strategic vision of the South Moravian Region is up to 2020. The strategic vision is based on four development principles:

1. Coordination and cooperation - is an essential attribute needed to fulfil the strategic vision for the development of tourism in South Moravia. If this is not fulfilled, we cannot assume of meeting other principles of development. Coordination and cooperation must be based mainly on resolving the situation in tourism management at the regional level, including coordination of the relevant departments of regional office of SMR (South Moravian Region). On the other hand a setting of management structures mainly in the form of institutional security at the level of tourist areas of the region. The basic requirement of these facts is the involvement of a wide range of actors from the territories. Coordination and cooperation with such a set of structures must take place both at vertical and horizontal level.

2. Segmentation - is needed at several levels of development of the region. Primarily, it is necessary to start applying segmentation when managing the development of tourism in the region, namely in the territorial structure of the region-area-location.

Consequently, it is necessary to segment the target groups of domestic and foreign visitors, and according to them to start applying selected tools for building the necessary infrastructure and services and consecutive marketing tools that will help not only attract to the region but especially holds a large number of visitors for longer time.

3. Efficiency – is in current "saving" time and in the period of the changing habits of visitors a principle by which should govern all the players who are concerned with development of tourism in the region. Efficiency must be applied especially in the area of quality marketing activities and tourist's services and must be based on mutual cooperation and coordination of relevant entities. In order to make effective realized activities, it is necessary to know the proper feedback.

4. Quality - is a principle that is most directly connected with visitors of the region and it usually ranks among the essential aspects of deciding on the return of satisfied visitors back to the territory. The client pressure on increasing quality can be seen at least in the last 10 years. But an adequate response to this trend is not yet in all parts of the region showed. And for that reason it will be necessary to provide support for the development of tourism infrastructure and services for the purpose to improve their quality.

Based on above mentioned facts the motto of the South Moravia region Holeček et al., (2013) define as: "The South Moravia- a region which is a joy to live in."

STRATEGIC GOALS

Following developing strategic goals were suggested at the level of region (South-Moravian Region) and also at level of individual tourist areas. Overview of strategic goals:

- to support the construction of adequate and effective organizational structures at the level of individual tourist areas of the region;
- to improve a basic and expand a supporting tourism infrastructure;

- to create and offer competitive tourism products and stay programs to targeted groups of visitors;
- to enhance and support the availability of tourism objectives by public transportation, including its public transport promotion and information campaigns;
- to concentrate marketing activities for sales support and distribution of these products and programs;
- creation of new job opportunities and the development of small and medium enterprises (particularly in economically weak areas with high unemployment);
- increase of tourism income to public budgets;
- to promote measures leading to a more equable spreading of visitors in attractive locations in the region and to the wider environment;
- to extend the average length of stay of visitors in the region;
- to raise the overall positive image of the region in the Czech Republic and abroad.

(Holeček et al., 2013)

7.2.1.1 Priorities and Measures of the Program for South- Moravian Region

Based on the results of the analytical part of the document and defined starting points for 2014-2020 are proposed four priorities with 11 measures for development of tourism in the South Moravian Region. These priorities and measures are illustrated in the following diagram.



Fig. 6: Priorities and measures of the South-Moravian Region (source: Holeček, et al., 2013, edited by author)

7.3 Local level

At the local level, it is for strategic planning for the city of Brno to necessarily have a program document of the city development. In the field of tourism the main development document for the city of Brno is called “Program rozvoje cestovního ruchu města Brna 2016 -2020” The Tourism Development Program of the city Brno 2016 - 2020.

At the time of processing this diploma thesis, the validity of the original Program document was ending and a new Program did not exist. That is why the author of this diploma thesis comes out of the document “Evaluace Programu rozvoje cestovního ruchu města Brna 2010 – 2015” **Evaluation of the Tourism Development Program of**

the city of Brno 2010 – 2015 (hereinafter Evaluation 2010 – 2015). In this chapter will be included conclusions of the Evaluation 2010 – 2015 from the author MgA. Ing. Barbora Podhrázská and colleagues, who finished it at the time when the author started to process this diploma thesis.

Evaluation 2010 – 2015 represents **analytical part** of the Program and its **design part** Program 2016 - 2020 will be described in practical part of this work.

7.3.1 Evaluation of the Tourism Development Program of the city of Brno 2010 – 2015

In the document Evaluation 2010 – 2015 the authors analyzed if the vision, goals and priorities of the previous Program (2010 – 2015) were fulfilled. The text is structured accordingly: firstly there is a definition of the problem from previous Program (2010 – 2015) secondly, the comment if the problem was solved or fulfilled.

Was the vision of the previous Program fulfilled?

In 2015, Brno is considered as an attractive tourist destination in area of city tourism - living Moravian metropolis, which is worth a visit.

In 2015, Brno has structured offer of quality services, city environment is comfortable for its visitors and they are happy staying there. Brno has a quality tourism infrastructure. These qualities Brno can present by modern and attractive marketing methods. A functioning cooperation between entities in tourism is seen as matter of successful tourism development and as such it also works in practice.

Authors of the Evaluation (Podhrázská et al., 2015) evaluated the vision accordingly.

1. What Brno achieved during the monitored period certainly is a "**living Moravian Metropolis**" - it results from partial surveys among visitors of the city and from a

number of actions which are increasingly organized in Brno. Bars, café and pubs scene is other factor. They gain nationwide awards in comparison of the top places and they are even ahead of Prague in some categories.

2. **Tourism infrastructure.** City environment and quality tourism infrastructure during the monitored period achieved a very significant improvement (measured by the number of investment projects specifically devoted to tourism and the look of the city itself). The vision has not completely fulfilled the entrance gate of the city.
3. State of the **tourist information center** (hereinafter TIC) did not significantly change in last five years. TIC is visible, easily accessible and works.
4. In the case of **modern marketing** Brno has good direction (one tourist portal, good design and update information) but what is missing is translations and helpfulness for foreigners and a larger presentation of tourist topics. What is recommended is: reducing fragmentation of information on various portals, leaving from long texts and replace them by high-quality large-format photographs, not only in the online environment, but using them also, for example at entrance gates of the city.
5. In the case of **cooperation** there were those changes that were proposed in the Program: clarification of competencies, changes in the organizational structure. However, there was no progress in systematic cooperation.

7.3.2 The goals

The previous Program identifies the external and internal goals. **The external goal** of the Program is following:

SATISFIED VISITOR, SPREADING GOOD NAME OF BRNO, WHICH:

- ✓ uses more attractions
- ✓ stay longer,
- ✓ spend more,
- ✓ comes back
- ✓ and recommend the destination to others.

Podhrázská et al., (2015) evaluated the external goal accordingly:

1. The extent and structure of offered tourist attractions has increased multiplied.
2. One portal for presenting of tourist information, continuously improving
3. Reconstruction of squares and public places in city centre, but no changes in reconstruction of bus station and railway station.
4. Improving of the city environment was not caused by this strategic document but contributed significantly to the satisfaction of visitors of the city. Or better yet - will contribute in the future.
5. The successful result of the Program was clarification of positions and competencies of the entities managing / organizing tourism in the city.

The internal goal of the previous Program was to ensure effective cooperation among tourism entities. Podhrázská et al., (2015) argue that the internal goal of the Program was successfully achieved in some parts. The TIC became a main destination management of the city, the Tourist Authority South Moravia (hereinafter CCRJM) at regional level and regional initiative in tourism area stops to overlap with TASM activities. There is still a lack of systematic approach in information transfer among professionals in tourism.

7.4 The main topics

In the Program (2010 - 2015) were defined four main topics:

1. Brno Congress
2. Brno Functionalist
3. Brno Centre for Science and Research
4. Brno Cultural

The authors of the Evaluation said that many experts in the working group proposed to combine the theme of the congress and scientific research, but even so it probably will not be the topic of a widely publicized. This theme is suitable for narrow target group. The question for updating of themes is certain horizontal line, which would connect 1-2 themes. "Experience" can be developed in both topics. Unfortunately, it is an overused term that does not differentiate the city from others (Podhrázská et al., 2015).

7.5 The target groups

According to Podhrázská et al., (2015) in view of the fact there is a shortage of materials is not possible to relevantly answer if the target groups for Brno were chosen correctly.

Professional Visitors- nobody cares specially about the participants of congresses and conferences realized in Brno.

Students- not processing at all and this group is considered as huge untapped potential that was mentioned in the previous program many times.

Young Adults- Fortunately for this group attractions arise directly from local -bar / café / pub scene, cultural events, wellness resort Maximus, but of course also interesting new tourist destinations (Labyrinth, Ossuary underneath the Church of St. James etc.).

Seniors- for this target group were not implemented specific activities. New discovered group is disabled. A special tourist routes with regard to the specific needs and disabled visitors were created. Guides were trained in this area. However this is not the result of systematic work and implementing of the strategy.

With children in the town- there is a suggestion of children routes on the web page GOtoBRNO, but there is so little information and a map is completely empty. With children in our town, it is still rather big fighting game than a pleasant stay.

7.5.1 Suggestions for Design Part of the Program 2016 – 2020

The aim of the Program remains – to support tourism development in Brno, to intensify the development of the city in the field of tourism and to define steps to fulfil those goals. From the economic point of view, it is mainly about the increase in the number of city visitors – domestic and also foreign which will help with a clear product offer, quality services that save the tourist time and especially a much higher degree of communication with foreign tourists (Podhrázská et al., 2015).

Among the other suggestions can be mentioned for example: global availability of the city, untapped potential of the airport, changing the composition of foreign visitors, to take advantage of growing target group - Singles and prepare an interesting offer for it, suggestion for new themes from the work groups: Wine and gastronomy, Brno Congress & Science + BVV, Creative and so on.

The target group of students represents a large potential for Brno and its tourism development. That is why author of this diploma thesis chose to analyze this target group in the practical part.

8 Integrated Development Strategy of the Brno Metropolitan Area

This approach is very common and proven in Western European countries plus the European Union allows large metropolitan areas in the period 2014-2020 to use new approaches to strategic planning and financing their development (SPF Group, 2015).

Statutory city of Brno is the monocentric core of the Brno metropolitan area (hereinafter BMA). BMA is a functional urban area characterized by strong daily links to the city of Brno. The whole area consists of 167 municipalities with 610 000 inhabitants. A lot of economic activities and also issues are concentrating in this area. These issues have to be done by integrated way, which create positive effect for the whole area (SPF Group, 2015).

According to strategic document “Integrovaná Strategie rozvoje Brněnské Metropolitní Oblasti pro Uplatnění Nástroje Integrované Územní Investice” **Integrated Development Strategy of the Brno Metropolitan Area for the city Brno** has been processed to apply tools of Integrated Territorial Investment (ITI). This is coming from the Regulation of the European Parliament and Council Regulation (EU) no. 1303/2013 of the Common Provisions, which defines the so-called "Integrated approach" to territory development. Its implementation is described in the Partnership Agreement for the programming period 2014-2020 concluded between the Czech Republic and the EU. It further specifies an integrated strategy that will be implemented by a fund ESI by following way:

- Integrated Territorial Investment;
- Integrated Development Plan (IDP);
- Integrated strategies for community-led local development (CLLD).

The integrated development strategy of Brno metropolitan area is divided into four topics:

1. SMART mobility
2. Environment
3. Competitiveness and education
4. Social area and health

Among the typical integrated activities can place for example support of the development public transportation that should be in BMA focused on transfer terminal of public transport with accompanying infrastructure or on advanced traffic management systems called telematics. Among the other areas that are suitable for integrated strategy is the environment, for example, flood protection measures. Within ITI can associate these interventions so that they can be coordinated and their resulting effect will be the greatest. Through these investments will be ensured that operators will be able to use more resources to solve a complex problem and therefore they will be able to reach coupled effect (SPF Group, 2015).

8.1 Definition of the Brno Metropolitan Area

Regional Development Strategy of the Czech Republic defines a total of six metropolitan areas: Prague, Brno, Ostrava, Plzeň, Hradec-Pardubice and Ústecko-Chomutov agglomeration. These metropolitan areas include more than 55% of GDP in the Czech Republic and with population of more than 45% of the citizen. These have a key importance for the Czech Republic, especially in terms of economic growth and international competitiveness. Metropolitan areas are the areas on which is planned to use the integrated territorial investment (SPF Group, 2015).

Brno metropolitan area determination of territory (see fig. 7 and 8) is based on analyses of organization and intensity of spatial (functional) relations. The study worked with five groups of indicators:

1. indicator of labor relations, taking into account data from the years 1991, 2001 and 2011, with increasing weights of 1, 2, respectively 3;
2. indicators of commuting to school, separately evaluated commuting flows and the proportion of children aged 6-14 years commuting to schools in Brno;
3. time availability indicator of individual automobile transportation;
4. indicators of time accessibility by public transport and the amount of public transport links during weekdays from 0.00 to 9.00 am to Brno;
5. indicator of migratory relations as a control parameter outside of the actual synthesis.

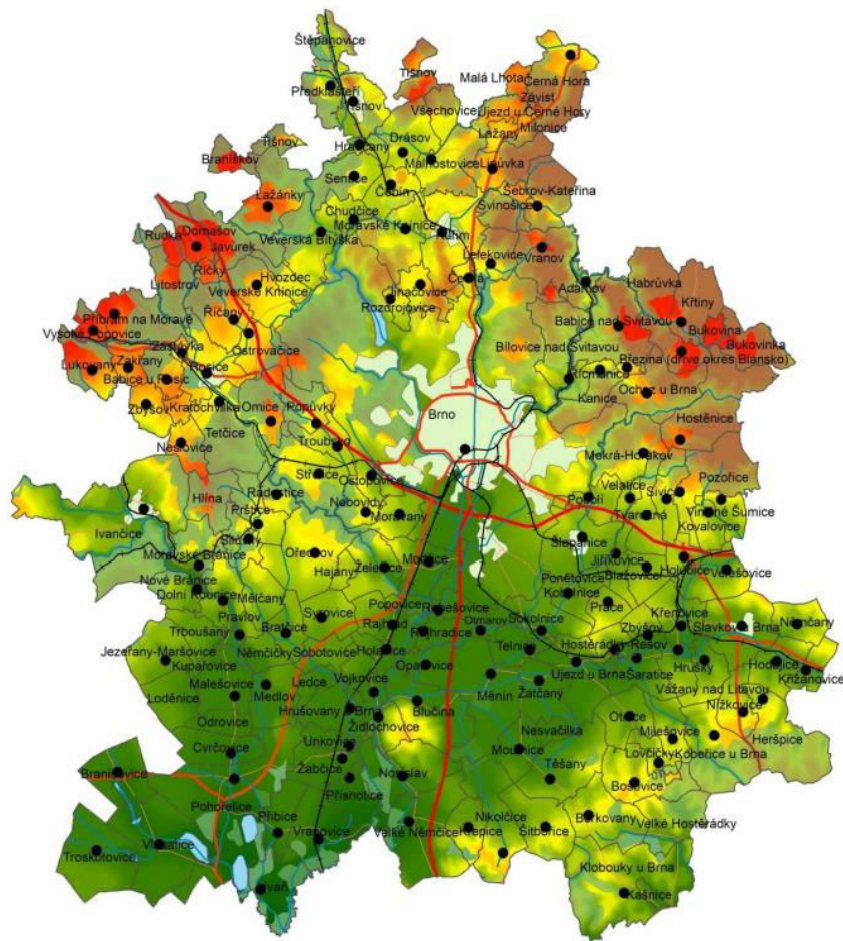


Fig. 7: Map of the BMA territory (source: SPF Group, 2015)

The outcome of the study is the definition of BMA in the range of 167 municipalities with a total population size of 609.114 inhabitants. The definition of the territory is illustrated on the following map (SPF Group, 2015).

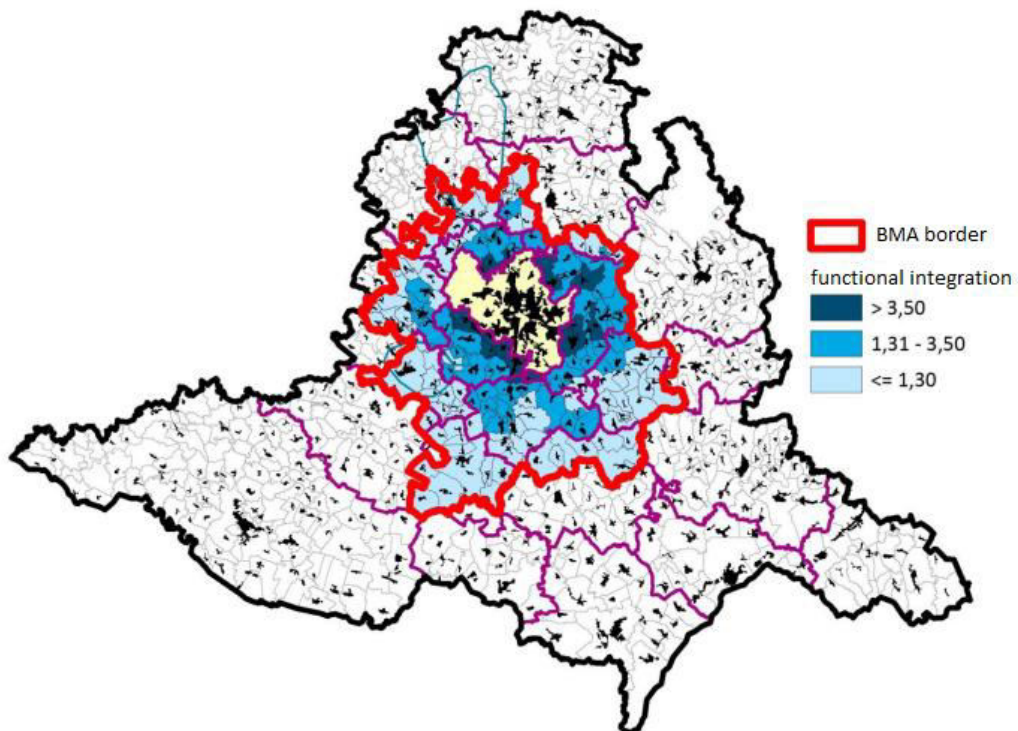


Fig. 8: BMA position in the South - Moravian region (source: Muliček et al., 2013)

8.2 Socioeconomic analysis of the Brno Metropolitan area

In this part are included basic information about BMA, such as size and location in the Czech Republic and South Moravian region, and especially the processes of commuting to work and schools, which are an important factor in defining the Brno metropolitan area.

The result of this analysis is:

- Brno metropolitan area is one of six metropolitan areas identified by the strategy of regional development in Czech Republic. According to the functional definition is comprised of 167 municipalities, including Brno.
- In 2011 in the BMA lived 609.000 inhabitants (about 5.84% of the population) on a total area of 1,755 km².
- A total of 16 municipalities have the status of a town and 10 villages have the township status.
- Almost 96% of municipalities falls into the category of up to 5 000 inhabitants and more than half of the municipalities in the category of up to 1000 people.
- Besides Brno, other local centers of larger cities and township are Pohořelice, Slavkov u Brna, Kuřim or Modřice.
- Municipalities in the vicinity of Brno have a negative commuting balance. Up to 50% of the population in age 15 to 64 years is commuting to Brno because of work.
- In the case of commuting to school again Brno has an apparent dominance as the main center. Other major cities and township have a positive balance within BMA, for example Ivančice, Židlochovice and Slavkov u Brna.
- Majority of municipalities have a positive balance of commuting to school. A large part of the municipalities have a primary school.
- Negative balance of commuting to school in the village near Brno is primarily due to the influence of suburbanization that results is often reflected in commuting of parents to Brno that is associated with school attendance of children.

(SPF Group, 2015)

This socioeconomic analysis deals with many problems such economy, inhabitants, infrastructure, transportation, tourism and many others. As it was mentioned before, this is a very large topic and there is no place for detailed analysis. However, the author considers as important the determination of the Brno territory.

Practical part

9 The Tourism Development Program in Brno 2016 – 2020

The author of this diploma thesis was a member of the consulting team which prepared the whole new Program document for the period 2016 – 2020. Members of the team managed work groups that started in April 2016 and finished in June 2016.

During the workshops many methods were applied such as creative thinking, focus groups, managed interviews, brainstorming and feedback. How these sessions worked is described in details in chapter 10.1.1. The members of the team were Ing. Jan Šild and Ing. Lukáš Beránek from HOPE GROUP s. r.o., Ing. MgA. Barbora Podhrázká from the Dring Consulting s. r. o., Mgr. David Blažek, Mgr. Monika Slezáková and MgA. Ludmila Dvořáková from MEDIA AGE s. r. o. and Bc. Patrícia Urbanová from Mendel University.

Due to large extent of the whole Program, the author will deal with one specific topic and that is **Brno - city of students**. During the meetings of the workgroups, the target group of students was defined and evaluated as the untapped potential. In the evaluation of the Program, it was proposed to compare it with other countries in order to see how strong this group is for the tourism development in Brno.

This Program comes out from analysis and detection described in Evaluation 2010-2015. This Evaluation document deals with evaluation of the period 2010-2015 and includes the description of the current state of the tourism in Brno. The team has processed the new Program from April 2016 till June 2016. As was already mentioned the author was a member of the processing team that means, that the author participated in the creation of actual Program.

Šild et al., (2016) refer that the present Program builds on the Evaluation and brings us the new design part. Within it:

- vision and objectives are redefined,
- it is proposed narrowing the target group of Brno,
- the key themes of tourism Brno are defined,
- fundamental problem areas are kept (but their number is narrowed down to 3 areas),
- marketing with brand is clearly shifted to the foreground including a specification of the proposed activities through project fiches within the Action Plan,
- 2 levels of understanding communication are new (the image × the product, including recommendations on who should be the carrier of that type of communication),
- marketing plan is including thematic design campaigns for 2017 and 2018.

ASSESSMENT OF THE EVALUATION

After assessment of the Evaluation has been identified a number of points that have been proposed to discuss in workgroups, because to some conclusions of the Evaluation relatively recently processed can now look differently in particular at the target groups.

WORKGROUPS

Firstly, it has to be defined what is a workgroup and why the author of this paper will mention it. The main goal of the workgroup was to gain adequate inputs for high-quality processing of the Design part of the Tourism Development Program in Brno. It comes from the Evaluation of the Program and the meetings held between April 2016 to June 2016. There were three meetings in total.

Šild et al., (2016) say that meetings of workgroups represented a key element in the process of design part of the Program. Its purpose was to involve the key institutions that form or significantly affecting tourism in Brno. These entities have the closest relationship to the tourists that are visiting Brno and tourism products that are offered to them.

I. WORKGROUP

The meeting took place on 22. April 2016. The workgroup was attended by 30 representatives of 22 organizations or institutions. They were in two groups with tasks to try to define the so-called TOP products for tourist visitors in six prepared target groups, in four categories: for Czech and foreign visitors, simultaneously the division "currently existing product" and future product (product has been deliberately planned, carried out its preparation, in the short term will be available to tourists). Each participating institution had to choose a maximum of two products in each category. In the fig. 9 can be seen the photo of target group of students with TOP products.



Fig. 9: Table of students target group with TOP products (source: author Lukáš Beránek, 2016)

Target groups bind to a target group defined in the previous Program and complement other categories currently perceived by potential visitors to Brno:

- Seniors
- Empty Nest
- Professional visitors
- Families with children
- Young adults

- Students

After selecting the products for the mentioned target groups, participants in the second group's task had to assign these products, in particular topic of tourism in Brno. The topic could be selected from the previous Program, but at the same time could be renamed or create a completely new topic.

The output of the first working group was designs of tourism products for Brno and themes by which Brno can be presented and profiled. These topics indicated for which target groups Brno has the greatest potential for tourism (Šild et al., 2016).

II. WORKGROUP

At the second working group (15. May 2016) had participated only employees of City Strategy Office (hereinafter CSO), the Tourist Information Center (hereinafter TIC) and the representative of the Tourism Headquarters - South Moravian Region. They verified designed and expertly sorted out results of the tourism products and suggested topics of tourism in Brno. At the same time it was also discussed the division of powers and competences in the management, control and implementation of the Program between the CSO and the TIC.

The outcome of the working group was to confirm directing of the Program through target groups and topics that came out from the first working group. Furthermore, the working group gave a good basis for setting the division of competences in brand management in Brno in the field of tourism (Šild et al., 2016).

The often used topics were mentioned and also there were created very new topics. The three strongest topics for Brno are:

- **Funny Brno/ Experience Brno**
- **Cultural Brno**

- **Epicurean Brno**

The most TOP Products Brno offers to these target groups:

- **Young Adults**
- **Students**
- **Empty nest** – new target group, it is a category that could replace the unused target group of seniors - Brno for this category has a much greater offer, atmosphere, infrastructure etc.

III. WORKGROUP

In the final working group (9. June 2016) were the representatives of institutions and organizations who participated in the first working group. Its aim was to show the outputs of the first two working groups and discussion of the proposed target groups, themes and activities, which were in the form of measures proposed for the Program. During the subsequent discussion with all participants in the working groups were proposed target groups, themes and actions clarified, confirmed or refuted by factual arguments.

Thanks to correspondingly adjusted Program, the sequence of tasks and active approach of all participants in the working groups have become a key tool for the design part of the Program and can thus be said that the design part was significantly processed from bottom, on the basis of suggestions from a number of tourism professionals in Brno and not only by an expert team of program makers and representatives of the city of Brno (Šild et al., 2016).

9.1 Vision of the Tourism Development Program in Brno

Šild et al., (2016) argue that vision reflects all areas that were chosen by workgroup. The core of the success of fulfilling the vision and goals of tourism development in the

near future is to start more active marketing communications. Without active communication will be not created image of Brno, without image there is no demand and without demand there is no fulfilling of goals.

Brno is perceived in 2020 among domestic and foreign visitors as lively and young city with a spirit of authentic atmosphere, rich cultural offerings and unique architecture that lives. Attractive and vibrant city centre is cherished heart of the metropolis, which is continually evolving and surprising. Brno is an entrance for visitors to Southern Moravia. Brno knows its target groups and regularly monitors them. The marketing communication is at a high level, creates a strong image and use the communication tools that are appropriate for these target groups - young people and empty nest (Šild et al., 2016).

9.2 Objectives and Topics of the Tourism Development Program in Brno

GOALS OF THE TOURISM IN BRNO FOR THE PERIOD 2016-2020

Goals of tourism of Brno were set in relation to the objectives of the previous Program to ensure long-term continuity in tourism development. External and internal goals of the previous Program are described in the chapter of Local Concept in theoretical part of this diploma thesis.

Authors of the actual Program for the period 2016-2020 define only one main objective to increase visit rate in Brno through the implementation of measures in three priorities:

- Priority 1: Marketing and brand
- Priority 2: Cooperation
- Priority 3: Conditions of development

Implementation of individual measures of the Program contributes to fulfil the overall objective. The measures are divided into priorities that set partial goals.

Specifying objectives, priorities and partial goals for the development of tourism in Brno are shown in the following figure.

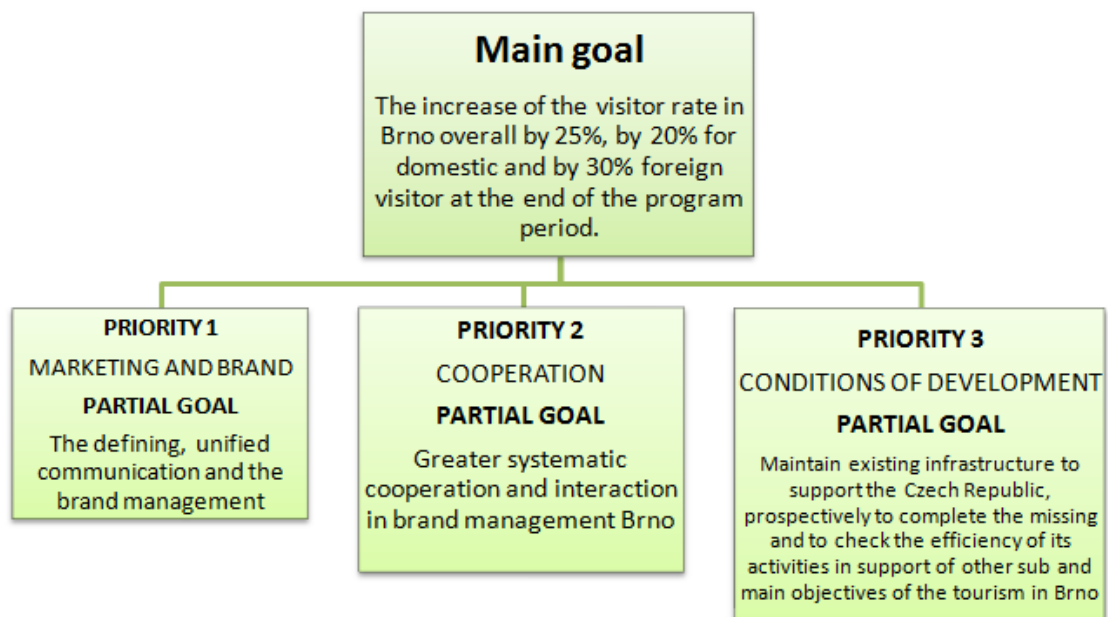


Fig. 10: Priorities with partial goals for tourism development in Brno (source: Šild, et al. 2016)

Given the setting objectives and expected number of visitors, the authors came out of the following looking at the desirable level of development of tourism, which was discussed in workgroups:

- The goal is not to create Brno as outdoor museum for tourists without an authentic atmosphere and local people that this value creates.
- Brno is not and will not be a mass tourist destination. Brno, however, wants to take specific target groups (intellectuals, the educated public, singles, urban tourists, youth expats etc.) for which Brno has the unique tourist offer and especially the atmosphere of the city. By this it differs from other towns and with better

promotion has a chance to get into the viewfinder (hence the shopping cart), this type of tourists.

- Do not compare Brno to Prague or Vienna - from this comparison Brno always comes out as the loser. We want to be top in something different than the number of arrivals. It is needed to keep writing about Brno - about specifics, uniqueness, local atmosphere that brings us into a completely different rankings (Europe and worldwide).
- Our ambition is to clearly say who is in Brno welcome and for who we will be happy to create and extend the tourist offer. Thus Brno will be clearly profiled and therefore recognizable.
- Brno, due to its potential, has ambition to gradually become one of the top visited destinations in the Czech Republic by selected target groups.

(Šild et al., 2016)

PRIORITY 1 – Marketing and Brand

Partial goal is primarily to define the brand, keeping unified communications and ensure communications of relevant topics to relevant target groups. By properly implemented communications, by support and managing of brand will be fulfilled the main objective of the Program of tourism development.

PRIORITY 2 – Cooperation

Sub-objective is primarily directing to effective support of cooperation among all relevant stakeholders and systematic mutual and regular communication among all stakeholders. By systematically linking the relevant actors and effective communications will be fulfilled the main objective of the Program of tourism development.

PRIORITY 3 – Conditions of the development

This partial target is seen primarily as a support for Priority 1 and 2, but Priority 3 measures also contribute to achieve the overall objective of the Program.

The proposed measures of priorities are described in more detail in the PTDB document. In this diploma thesis there is no space to analyze this problem. The diploma thesis is directing to target groups.

9.3 The Target Groups

When authors of the Program (2016-2020) selected target groups of Brno for tourism they came out from the previous Program, as well as from the Evaluation. It was recommended to focus primarily on students and young adults, including the singles category and add group the empty nest. Categories families with children and seniors should not be the primary target group of the city. This hypothesis was tested at the working groups.

The task was to find a key target group, for which Brno has a quality and attractive offer of top products now and in the near future (1-2 years). The authors think that effective marketing is needed to build on authentic, real and attractive TOP Products that visitor really finds in Brno. Therefore, the first task is to find these TOP Products. TOP Products are described in detail in next chapter.

The target groups, where are the most recorded TOP products, then there is made a narrow selection of TOP target groups of the city (see fig. 11 and 12). Then this selection was subjected to discussion with the client and due to strategic reasons there has been added another target group.

In this case, it was verified for which target group Brno has fair and high-quality tourist offer and for which target groups Brno is not sufficiently prepared. Subsequent marketing and communication will focus precisely on these key target groups.

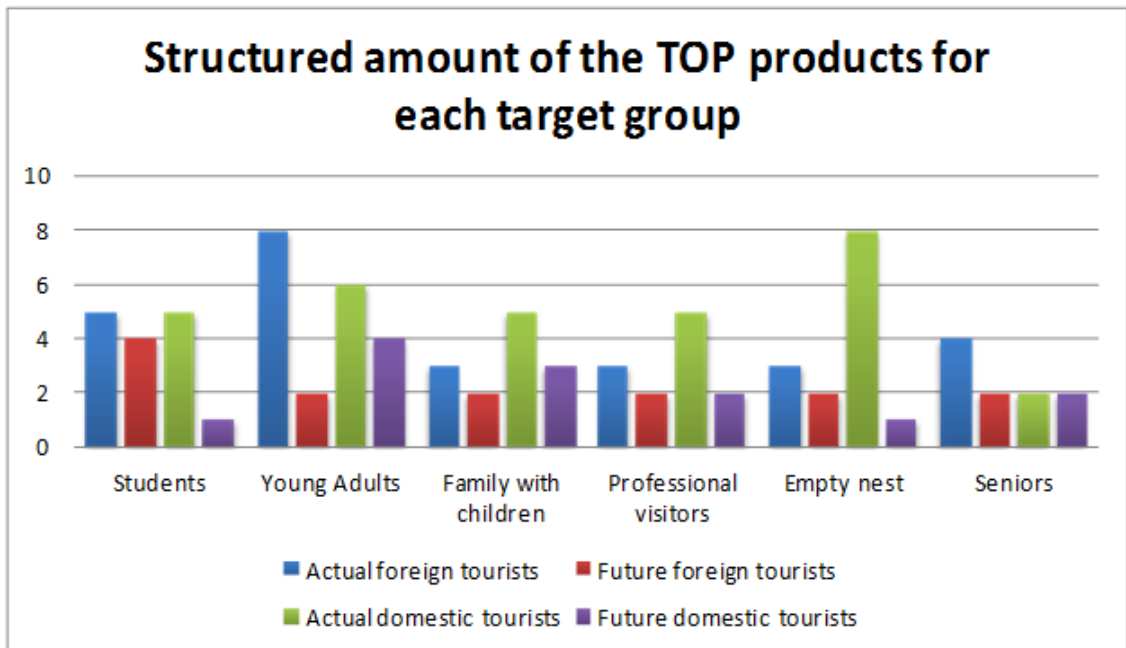


Fig. 11: Structured amount of the TOP products for each target group (source: Šild et al., 2016)

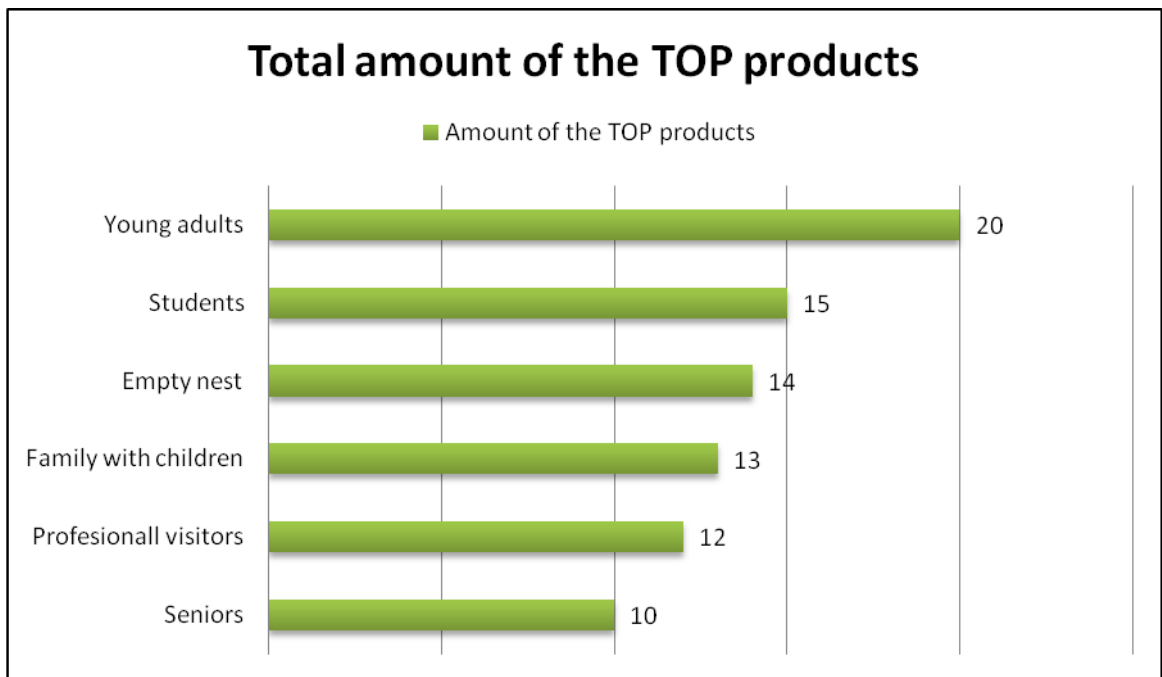


Fig. 12: Total amount of the TOP products (source: Šild et al., 2016)

The most of TOP products in Brno were identified for the target groups: **Empty nest, Students and Young Adults**. In the case of a merger last two groups for their remarkable similarity is obvious that for the target group of young people in Brno is the widest range of tourist products.

It may seem that there is no offer of products for professional visitors. According to the working group outputs for this group there is not systematically produced offer of tourist products. However, the authors considered this target group with great potential. It belongs among the target groups to which the Program for period 2016-2020 is focusing but with a lower weight and specific form of communication linked to the activity of conference nature (presented below in brackets) (Šild et al., 2016).

Selected target groups for Tourism Development Program of Brno 2016-2020 are therefore:

- **Young adults**
- **Students**
- **Empty Nest**
- **(Professional Visitors)**

9.3.1 The TOP Products for Targer Groups

The TOP products for the tourist offer of Brno are considered real products, certified, with trans-regional overlap, at which is evident planned development over the next 2 years and respecting the foreign visitor.

Some products are very similar. Because of that, they were summed into one product, such as:

- The café scene, city tours, city centre = **ATTRACTIVE LIVELY CENTRE**
- Pubs, clubs, bars, music club events = **NIGHT BRNO**
- Gourmet, gastronomic tours, top restaurants = **GASTRO EXPERIENCE**

- Relax on the dam, Maximus Resort, Resort Santon = **DAM RESORT**

The following table shows the TOP products (or topics with clear potential to become a TOP product) for TOP target groups of Brno. For clarity, current products + products soon projected were grouped into one group. This table should be the basis of quality product offerings for tourism with which TIC Brno should primarily work.

Tab. 2 : TOP products for TOP target groups of Brno

| TARGET GROUPS | DOMESTIC TOURISTS | FOREIGN TOURISTS |
|----------------------|---|---|
| STUDENTS | Attractive lively city centre | Attractive lively city centre |
| | Brno Underground (not only labyrinth, ossuary but also atomic shelter and events organized in underground) | Brno Underground (not only labyrinth, ossuary but also atomic shelter and events organized in underground) |
| | Night Brno (bars, pubs...) | Night Brno (bars, pubs...) |
| | Open air concerts (Majáles...) | Fireworks Ignis Brunensis |
| | Play Brno – Brno city games | VIDA After Dark |
| YOUNG ADULTS | Attractive lively city centre | Attractive lively city centre |
| | Festivals – fireworks, Brno and wine, Moravian castles, Janacek Brno Festival, Spilberk Festival | Festivals – fireworks, Brno and wine, Moravian castles, Janacek Brno Festival, Spilberk Festival |
| | Night Brno | Night Brno |
| | Brno - the gate to the wine region | Dam – wellness resort |
| | Brno architectural manual + 4 villas | Brno architectural manual + 4 villas |
| | Play Brno – Brno city games | Play Brno – Brno city games |
| | Gastro Tours | Gastro Tours |
| | Centre as a shopping centre | |
| EMPTY NEST | Attractive lively city centre | Attractive lively city centre |
| | Gastro Tours | Gastro Tours of high quality |
| | Dam – wellness resort | Dam – wellness resort |

| | | |
|--|---|---|
| | Brno architectural manual + 4 villas | Festivals – fireworks, Brno and wine, Moravian castles, Janacek Brno Festival, Spilberk Festival |
| | Brno Underground (not only labyrinth, ossuary but also atomic shelter and events organized in underground) | Brno Underground (not only labyrinth, ossuary but also atomic shelter and events organized in underground) |
| | Brno city of theatres | |
| | Festivals – fireworks, Brno and wine, Moravian castles, Janacek Brno Festival, Spilberk Festival | |
| | Centre as a shopping centre | |

Source: own processing, 2016

Table of TOP Products for Professional visitor was not created during the work groups, because there is no sufficient amount of TOP Products to consider this target group as preferred. However, after expert discussion this target group for its undeniable importance was included among key target groups (despite lacklustre range of tourism products).

9.4 The Topics

The output of the first workgroup is a following report showing the number of products for the individual topic. The themes were from the previous program and also the new themes were designed (see tab. 3).

Based on the discussion of the outcomes at the last two working groups for the Tourism Development Program of Brno in the period 2016-2020 were selected the following topics:

ENTERTAINMENT & PLEASURE - in itself is not enough, it must be linked to a specific tourist attraction (for example: the centre of Brno, Spilberk castle, dam, etc.).

CULTURE - a unique and lively culture, unusual interpretations of classical works (music, theatre, visual arts, literature), the overwhelming number of cultural events in Brno.

MODERN ARCHITECTURE - not only in terms of building themselves, but also experience that can be experienced locally - targeted to extraordinary experience. In this concept of modern architecture is all about Art Nouveau and functionalism (especially the construction of the first half of the 20th century).

Tab. 3: TOP Products of the tourism divided into topics

| TOPIC | TARGET GROUPS | | | | | | THE STRENGTH OF THE TOPIC* |
|-----------------------------------|---------------|--------------|----------------------|-----------------------|------------|---------|----------------------------|
| | Students | Young adults | Family with children | Professional visitors | Empty nest | Seniors | |
| Brno ENTERTAINING/ EXPERIENCE | 11 | | | 1 | 11 | | 23 |
| Brno CULTURAL | 4 | | | 3 | 3 | 3 | 13 |
| Brno HEDONISTIC | | 12 | | | | | 12 |
| Brno ENTERTAINMENT - EDUCATION | | | 8 | | | | 8 |
| CONGRESS Brno | | | | 5 | | | 5 |
| Brno – MODERN ARCHITECTURE | | 3 | | | | 2 | 5 |
| CREATIVE Brno | | 5 | | | | | 5 |
| RECREATIONAL Brno | | | | | | 4 | 4 |

| | | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|---|
| Brno SPORTS – EDUCATION | | | 3 | | | | 3 |
| Brno – CENTRE OF SCIENCE AND RESEARCH | | | | 1 | | 1 | 2 |
| Brno GASTRONOMIC | | | | 2 | | | 2 |
| Brno PROTURISTIC | | | 2 | | | | 2 |
| FUNCTIONALISTICS Brno | | | | | | | 0 |
| RELEVANCY OF THE TG | 15 | 20 | 13 | 10 | 14 | 10 | |

Source: Šild et al., 2016

*The strength of the topic is measured by amount of the different TOP products included in one topic.

9.4.1 Defining the Brand of Brno as a Tourism Destination

In this chapter will be only a short introduction about the brand of Brno. In this diploma thesis the author will not primarily deal with priorities of the Program. But it has to be mentioned that important role in the formation of the brand are playing Students.

Šild et al., (2016) argue that the stated outcomes of the working groups regarding the key target groups, TOP products and supporting major themes of Brno contributed significantly to the awareness of the brand essence of Brno as a tourist destination. Brand can hardly be described in one word. There are major key words that characterize Brno now and in the future it should continue (see fig. 13).

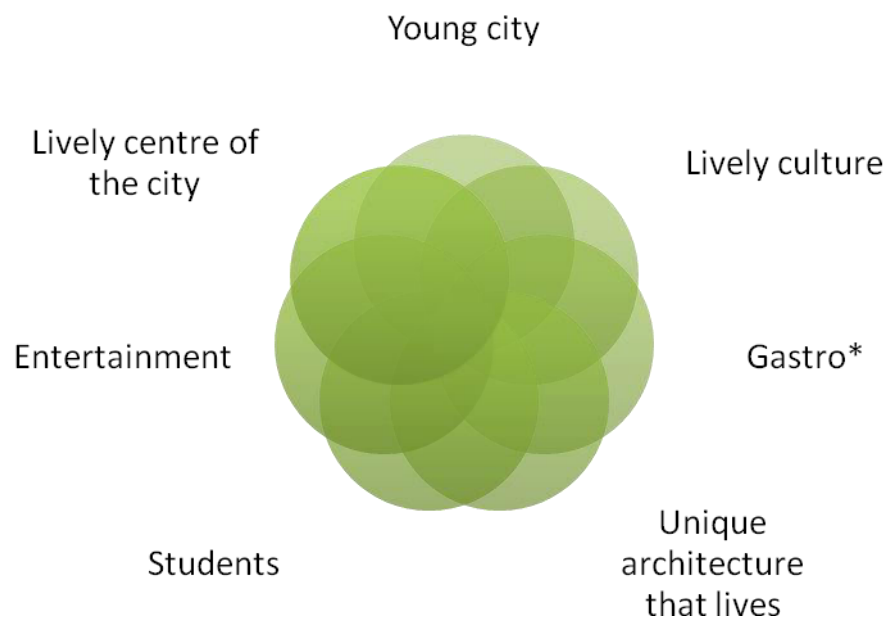


Fig. 13: Key words that characterize Brno (source: Šild et al., 2016, edited by author)

*Gastro includes restaurants, café, bars, culinary festivals and events.

CONCLUSION

Based on the information above it is obvious that students play an important role in the formation of tourism in the city of Brno. This group is strong enough to be one of the main target groups for Brno in 2016 – 2020. The city of Brno has for this target group a large amount of the TOP product for foreign students also for domestic students.

Regarding the topics for Brno in the period 2016 – 2020 students did not succeed but it can be seen under the topics Brno cultural and Brno entertaining/experience, where the target group of students has large representation.

Students are mostly young people who are looking for entertainment in young cities and all these aspects are interconnected in the brand of Brno.

10 The Exploration among foreign universities

In order to answer the first research question, it is necessary to have an exploration among the universities abroad in order to find out whether there is any cooperation with the city and how it works in different countries. The results should be helpful for Brno universities in the area of cooperation with city in order to attract more foreign students and to make them feel better and more welcomed in the city.

The exploration was carried out through 10 mostly open ended questions designed for foreign universities to find out how these universities cooperate with the home city. The results of the exploration will be helpful for Brno universities on one hand with the city of Brno. The questionnaire was sent to foreign universities on the basis of inter-institutional cooperation and bilateral agreements among Mendel University and foreign universities. The questions received in total by 15 universities from different countries through e-mail communication. Data was collected from 1st March to 31st March. The list of the questions is attached in Appendix A.

The return of the questionnaire was about 33%. The universities that answered questions are: Häme University in Finland, Zeppelin University (Germany), Technical University of Munich, Technical University of Madrid, Eötvös Loránd University (Budapest).

ANALYSIS OF COLLECTED DATA

1. Based on the findings it can be stated that **only 2 from 5 universities have adaptation programs with the home city.**
2. Students from the Zeppelin University in Germany have a lot of student initiatives. They organise several events during the year and the city is always involved on the basis of the invitation. As an example, the university states “Night of Music”. This event is organized by students who play in several groups during this night.

3. Three universities have direct contact with their tourist information centre and the remaining two have no contact with any city institution.
4. Technical University of Munich and Zeppelin University say that they have a partner in public administration. Partners are the City Hall and the Major of the city and the universities meet with them at most irregularly.
5. Among specific events that the Zeppelin University implements with the home city are for example: walking in the city, Night of the Music, Singing Balconies and Cooking events.
6. An important element in the cooperation seems to be the city financial participation on the “welcoming of students “in the city. At the Zeppelin University the students receive a starter package with a lot of necessities.
7. The Zeppelin University provides for incoming students promo materials about the home city which include general information.
8. The Technical University of Munich is involved in the development of cultural activities in the city, such as architectural events and city planning.
9. One of the cooperation between university and cultural institution can be with a museum for architecture which is specific for Technical University of Munich.

RECOMMENDATION

Brno universities should be more initiative and create adaptation programs with Brno. By organizing events for students where the city will be invited, the city can gain a greater overview about this target group. The universities should have regular direct contact with TIC in Brno. Welcoming of the incoming students with starter packages from the city can be for foreign students very helpful, mainly during the first days in Brno. Every university should prepare promo materials about Brno that would be available for foreign students during the whole academic year. In the framework of the cooperation with City Hall, the welcoming of new students from abroad in City Hall should become common. The city can also take the initiative in cooperation with universities and suggest meeting regularly with universities, for example quarterly.

With these sessions, the city can gain a better overview of the needs not only of foreign students.

From the analysis is obvious that universities in Germany cooperate with home cities. Because of that, representatives of the city together with representatives of universities should visit mentioned universities to see how this kind of cooperation works.

11 Analysis of incoming foreign students in Brno Universities

By this analysis, the author wanted to provide insights into which countries find the city of Brno most attractive as a place for study. The exploration among Brno universities was also focused on obtaining the necessary information about how foreign students perceive Brno, how they feel in this city, what they like and also do not like in here and why they choose Brno for studying. From Masaryk University, Mendel University and Brno University of Technology was collected data regarding the number of the incoming foreign students from different countries in particular academic years. However, none of 3 universities have recorded any official data related to the perception of Brno by foreign students. That is why the author created the questionnaire directed at foreign students in order to gain necessary data and could provide answers to the third research question (chapter 13).

The aim of this chapter is to analyse what countries Brno and its universities attract the most. Based on the data provided by universities in Brno, author evaluated the amount of incoming students for the last 7 academic years. Data was provided by representatives of International Offices from Mendel University, Masaryk University and Brno University of Technology through e-mail communication. Author chose the mentioned universities because of their large range of study fields. Collected data are processed in graph expression.

11.1 Masaryk University

According to data from Masaryk University (hereinafter MU) it is obvious that Brno is attractive not only for European countries but also for United States of America. Countries such as **Poland, Germany, France, Spain and USA** are considered as TOP countries from which students come to Brno every year (see Fig. 14).

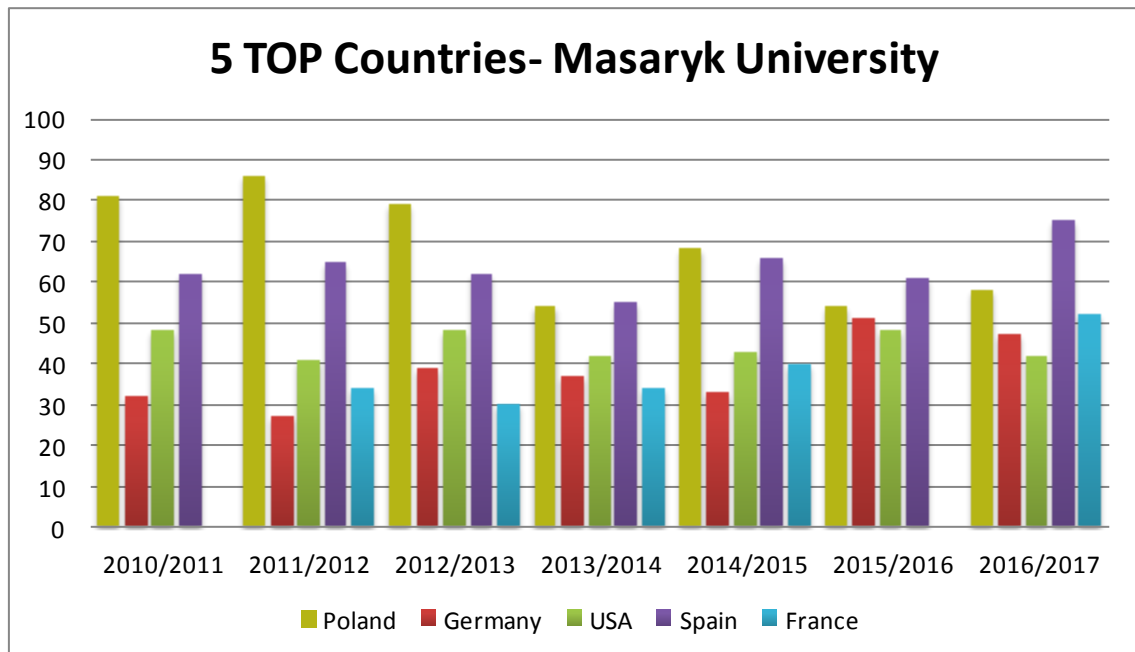


Fig. 14: TOP Countries for Masaryk University (own presentation of data based on MU, 2017)

In first three academic years the largest representation of foreign students are the polish students. However in last academic years they are in second place. In academic year 2015/2016 students from Spain represented the largest share with 61 students and in 2016/2017 with 75 students.

From the following table (tab.4) it can be observed that the total number of foreign students that came to study at MU is increasing annually. From academic year 2010/2011 the total number increased by 328 students in 2016/2017. According to author of this thesis, the increase can be caused by the Erasmus program and other Exchange mobility programs which are getting more and more popular among the students than it was before and also because of the fact that Brno is every year more known as a city of students.

Tab. 4: Total number of foreign students for MU

| Academic year | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Foreign students totally | 511 | 562 | 616 | 619 | 705 | 765 | 839 |

Source: own presentation of data based on MU, 2017

11.2 Brno University of Technology

Incoming students are admitted into the University of Technology (hereinafter VUT) through Exchange Mobility Programmes such as Erasmus, Freemover, Memorandum, CEEPUS and others. Unfortunately, the university could not provide data for current academic year 2016/2017. So the data will be compared only in the academic years 2010/2011 – 2015/2016. According to data from VUT among TOP countries are **Spain, Greece, Portugal, France, and Turkey** (see fig.15). The number of students from Spain is obviously prevailing, and has over other countries in last 5 academic years. In 2015/2016 came 137 Spanish students which is two times more than representation of other countries. In the second place are students from Greece with 75 students in 2015/2016, 82 students in 2014/2015 and 74 students in 2013/2014. The representation of the other countries is comparable.

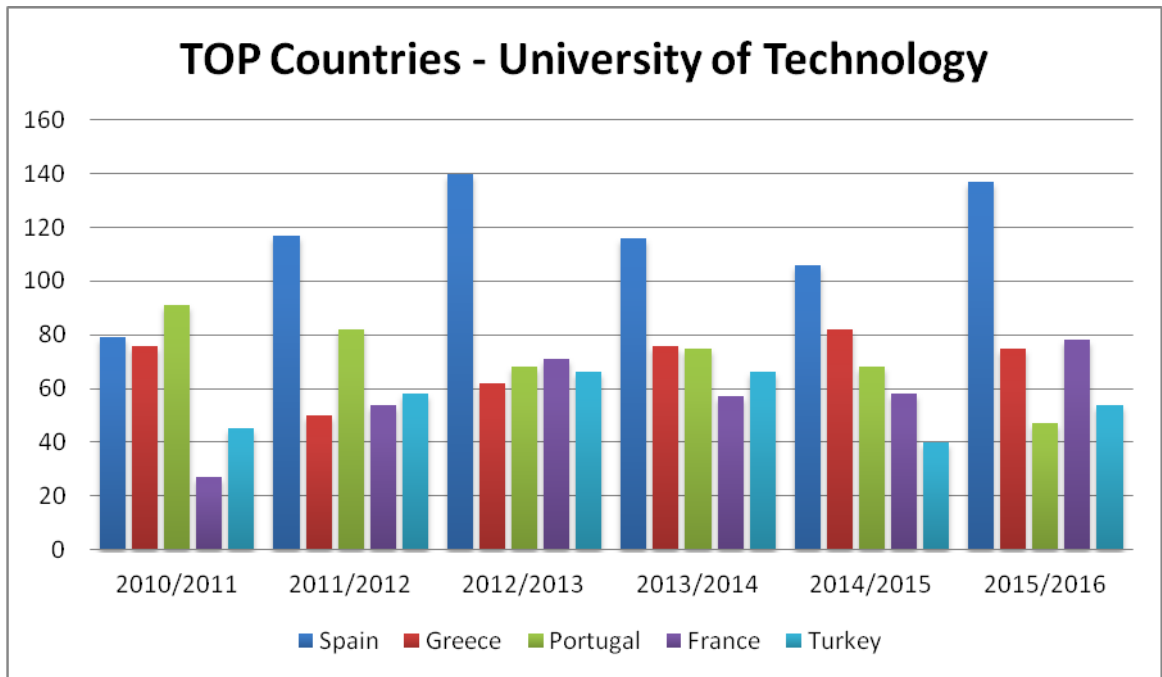


Fig. 15: TOP Countries for VUT (own presentation of data based on VUT, 2017)

The total number of foreign students (tab. 5) that came to VUT is increasing annually. From academic year 2010/2011 the total number increased by 324 students in 2015/2016. The increase can be caused by the same facts as was mentioned above.

Tab. 5: Total number of foreign students for VUT

| Academic year | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Foreign students totally | 380 | 551 | 634 | 657 | 690 | 704 |

Source: own presentation of data based on VUT, 2017

11.3 Mendel University

Unfortunately, the representative of the International office in Mendel University (hereinafter MENDELU) could provide data of TOP countries, only from academic

year 2013/2014. The reason is that the data from previous academic years are in archive and there is no time possibility to obtain them. However, data of total number of incoming exchange students are known from academic year 2010/2011 till 2016/2017.

From the following graph, it can be observed that the most students, who came to study at MENDELU in last four academic years, are from Spain. In 2016/2017 came 62 students from Spain and 43 students from Italy and France. Italy and France are on the same level also in academic year 2014/2015. Other TOP countries besides **Spain** are **Italy, France, Finland** and **Turkey**. It is obvious that the smallest number of incoming students represents students from Finland. But it changed in the last academic year when, there were only 26 students from Turkey, which are 2 less than from Finland.

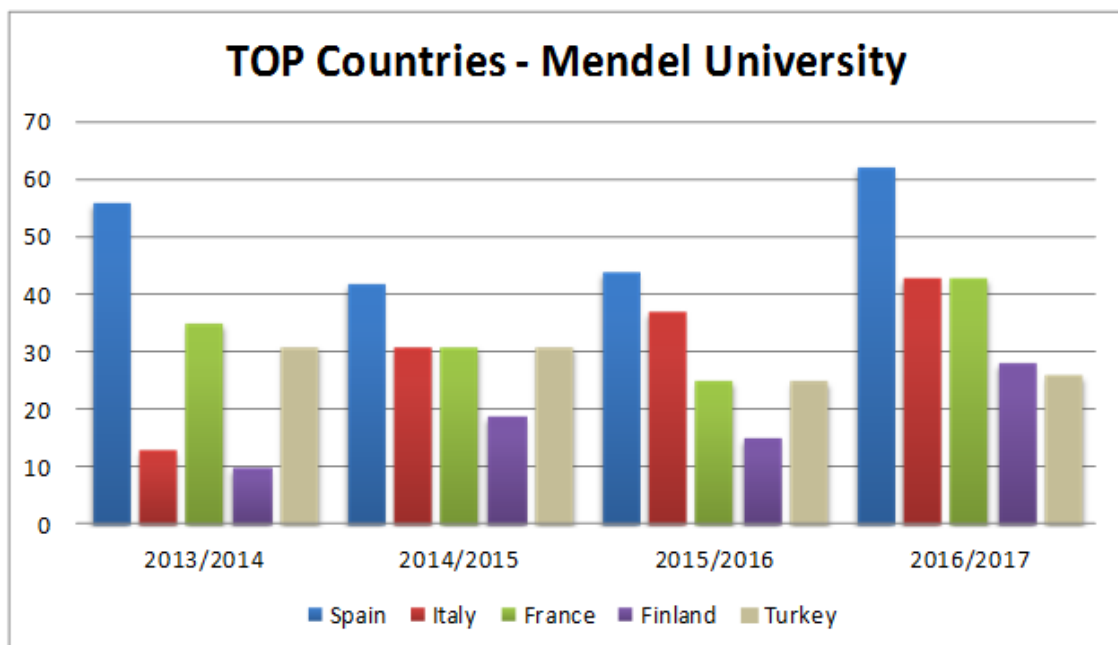


Fig. 16: TOP Countries for Mendel University (own presentation of data based on MENDELU, 2017)

The total number of foreign students (tab. 6) that came to MENDELU is increasing annually. Since academic year 2010/2011 the total number increased by 222 students in 2016/2017. The increase can be caused by the same facts as was mentioned above and it applies for each university in Brno.

Tab. 6: Total number of foreign students for MENDELU

| Academic year | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Foreign students totally | 167 | 211 | 239 | 265 | 265 | 300 | 389 |

Source: own presentation of data based on MENDELU, 2017.

CONCLUSION AND SUGGESTIONS

Based on the findings above representation of countries is different for each university. Students from Spain and Poland are mostly interested in MU. VUT is mostly attractive for students from Spain and Greece and at MENDELU study mostly students again from Spain, France and Italy. France and Italy are on the same level regarding number of students. It is obvious that the students from Spain have the largest representation in every university.

The total number of foreign students from each University is annually increasing. The increase can be caused by the Erasmus program and other Exchange mobility programs which are getting more and more favoured among the students than before and also because of the fact that Brno is every year more known as a city of students.

These findings can help the city of Brno in forming of tourism marketing activities. Countries such as **Spain, Poland, Greece, France and Italy** are where Brno should invest most of its marketing activities. These investments will be returned in the form of expenditure which students from these countries would make in Brno.

12 The Survey detecting the opinion of foreign students about Brno

Here the second research question (how foreign students perceive the city of Brno) will be answered. For detection of the data was applied, the most popular and the most frequently used method of collecting data - the questionnaire, which was created in electronic form and was intended for current and past foreign students in Brno. Author did not want to influence the answers of the respondents that is why most of questions are open ended. The questionnaire is attached at the end of this work.

A total 95 respondents participated in the survey of which 55% of Europeans students, 20% of Asian students, 12% of Africans students, 8% of Americans students and 5% of Russians students (see fig.17). The questionnaire was sent to study departments and International Relations Offices of each public university in Brno through e-mail with kind request to send a bulk e-mail to all students from abroad. The questionnaire was sent also to state University of Defence, but there was no cooperation from this university. In addition, students were requested to fill out the questionnaire through various Facebook groups associating students. The collection of data took two months (March – April 2017). From the survey were excluded answers from one Czech student because of his nationality. The author is interested in opinions of the students from abroad.

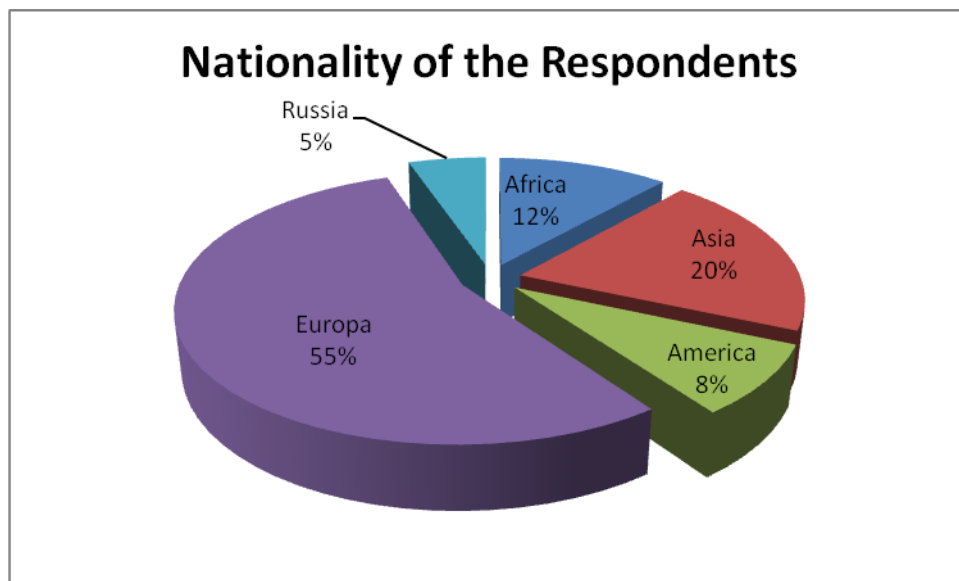


Fig. 17: The nationality of the respondents (own processing, 2017)

Only students from 3 universities engaged in the survey. The representation of individual universities is shown in fig. 18. The largest share represents students of Mendel University, where 44 foreign students filled the questionnaire. The research was attended to by 29 foreign students from Masaryk University and 21 foreign students from Brno University of Technology. Unfortunately, there are no data from the University of Defence, Janacek Academy of Music and Performing Arts in Brno and University of Veterinary and Pharmaceutical Sciences.

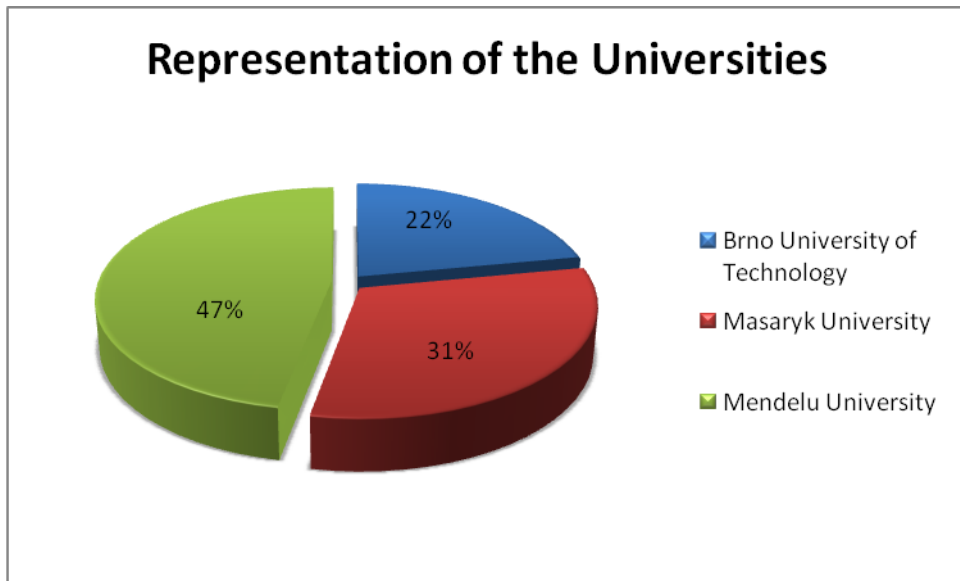


Fig. 18: The representation of the universities (own processing, 2017)

From the following graph, it can be observed that more than half of the respondents studied in Brno for 1 semester. Further 15 of respondents studied in Brno for 2 semesters. 12 of the foreign students studied here for 2 years. One year of the study is represented by 4 respondents and 8 respondents study here in the range of 4 -5 academic years. Among other possibilities have answers less than one semester and more than 5 years.

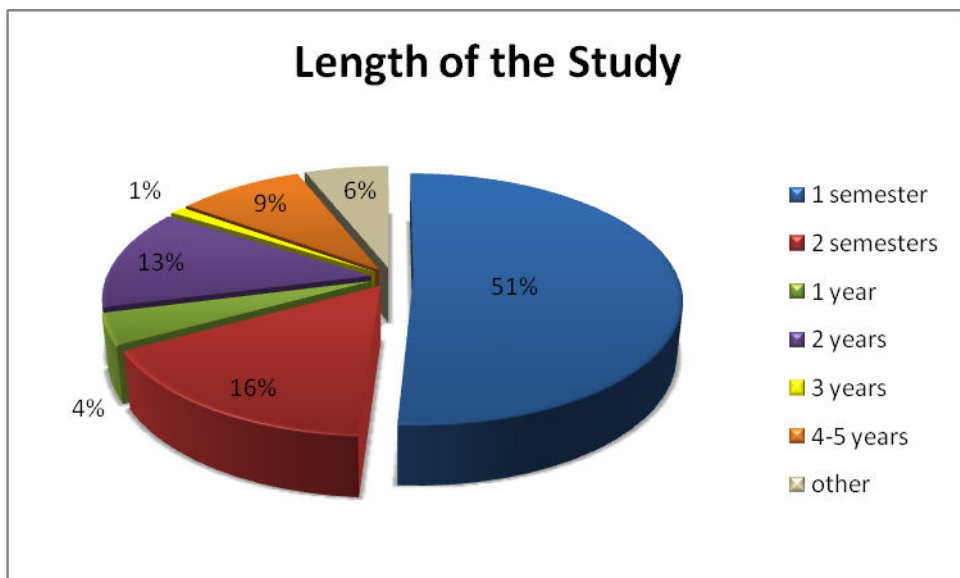


Fig. 19: The length of the study (own processing, 2017)

The aim of the next question was to detect what tourist sources about the city, the foreign students use and where they get tourist information. Many respondents provided more than just one source and 4 of them state that they do not look for tourist information at all. The most used sources are shown on fig. 20. Among other sources that foreign students used are, for example: Tripadvisor, Facebook, Maps, Google, Numbeo, ISC VUT and Yelp.

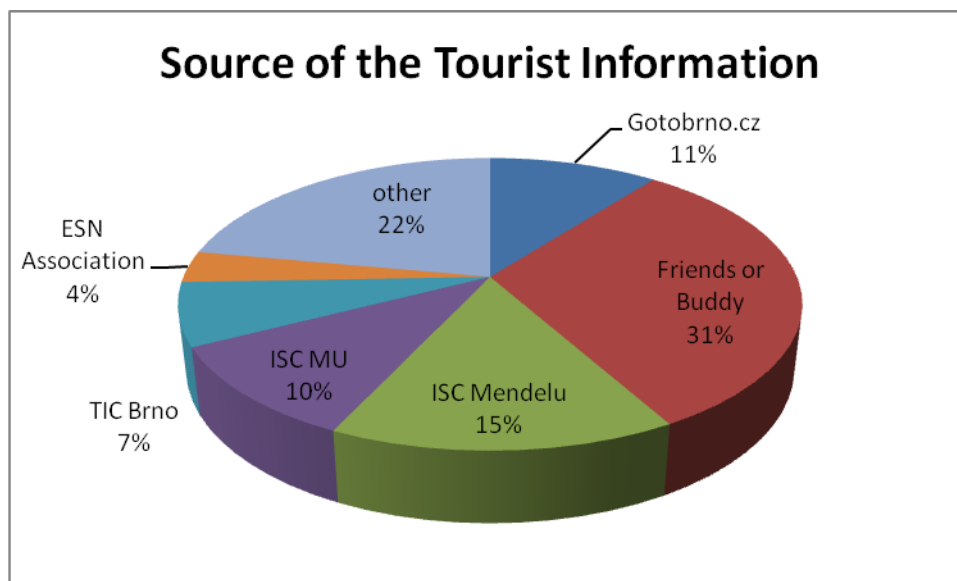


Fig. 20: The Source of the Tourist Information (own processing, 2017)

The following graph (fig. 21) shows the main reasons why students from abroad choose Brno as a place for study. The respondents did not have the choice of various options because the author did not want to influence their opinions. They had to provide their own opinions. Because of a large amount of different responses the most similar answers were summed into one group.

The 3 main reasons that were repeated the most often are:

- 1. University and Cost of living**
- 2. Location**
- 3. Student Life/ Erasmus**

First place belongs to **the university and cost of living**. Under the universities, reasons mentioned were various study fields in universities, the bilateral agreement between universities and review of universities. The reason cost of living includes cheap prices and affordable accommodation.

Second place belongs to category of **location** of the Czech Republic and its advantage that it is situated in the heart of the Europe. Students feel the opportunity to travel around. And some of them choose it because their home country is near to Czech Republic.

Third place takes **student life/ Erasmus**. This category includes many foreign students in Brno, making of new friends around the world and benefiting from diverse cultures.

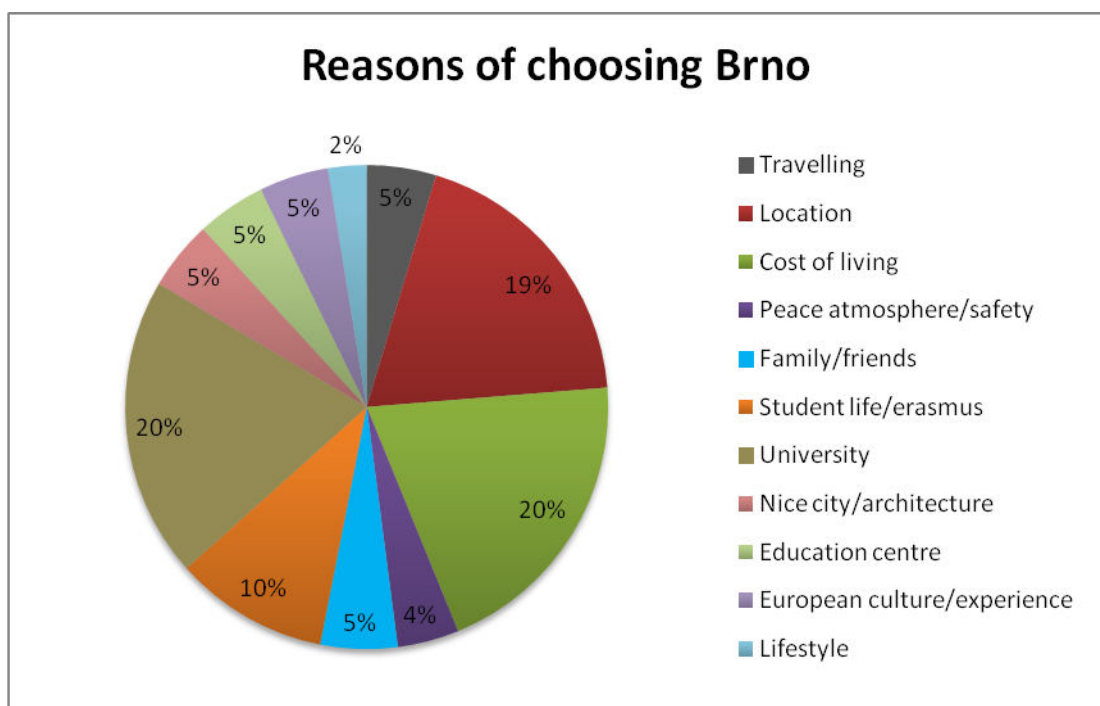


Fig. 21: Reasons of choosing Brno by foreign students

Due to subsequent marketing, the respondents were asked to describe Brno in SMS to a friend. Because of a large amount of the answers only 3 SMS which reflect most common answers have been chosen. All answers are attached in Appendix 2.

SMS 1: “Student city, cheap beer, good transport, good places for take beer and coffee, not everyone speak English, dogs in everyplace (I love it!) and nice party.”

SMS 2: “Brno is a nice place in the heart of Europe with several interesting features from architecture to different fun activities.”

SMS 3: “It's a small pretty town, where we feel good, each season is particular, there is every day something to do, culture, sport, meeting people from around the world because of foreign students and population.”

The next question was asking what adjective you would add to the word “Brno”. Again, there were provided no options in order to do not influence the answers of the respondents. The answers that are similar 5 and more times are shown in graph 22. The most common choice was **“city of students”**; this option was chosen by 35% of respondents. 10 respondents marked Brno as **“pretty”** in this category were included adjectives as magic, lovely and beautiful. 7 respondents characterized Brno as **“peaceful”**. This category includes adjectives as quiet and calm. 8 respondents consider the city as **“young/fresh”**. 5 respondents marked Brno as **“lively”**.

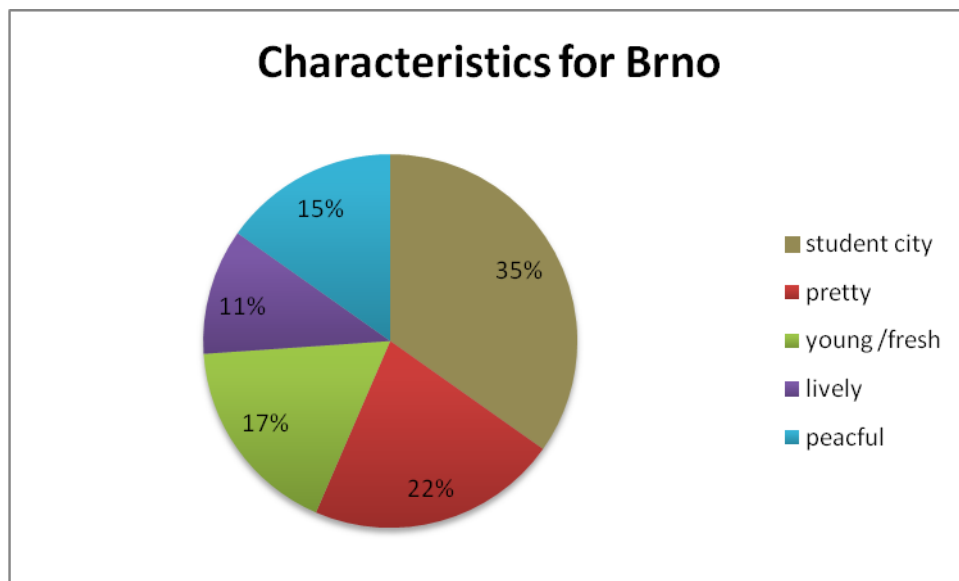


Fig. 22: Characteristics for Brno (own processing, 2017)

In the following graph (fig. 23) are shown 3 best things that foreign students like in Brno. The task was to state 5 examples and rank them from the best. Not everyone provided all 5 examples that is why only first three places were evaluated. It is obvious that perfect **public transport system** is admiring by the foreign students the most. Brno can be proud of its **architecture** which is also appreciated by foreign students. **Nature** together with the **gastronomy** takes third place. The respondents like the large range of different kind of restaurants and cafes and the most of them like the Czech beer.

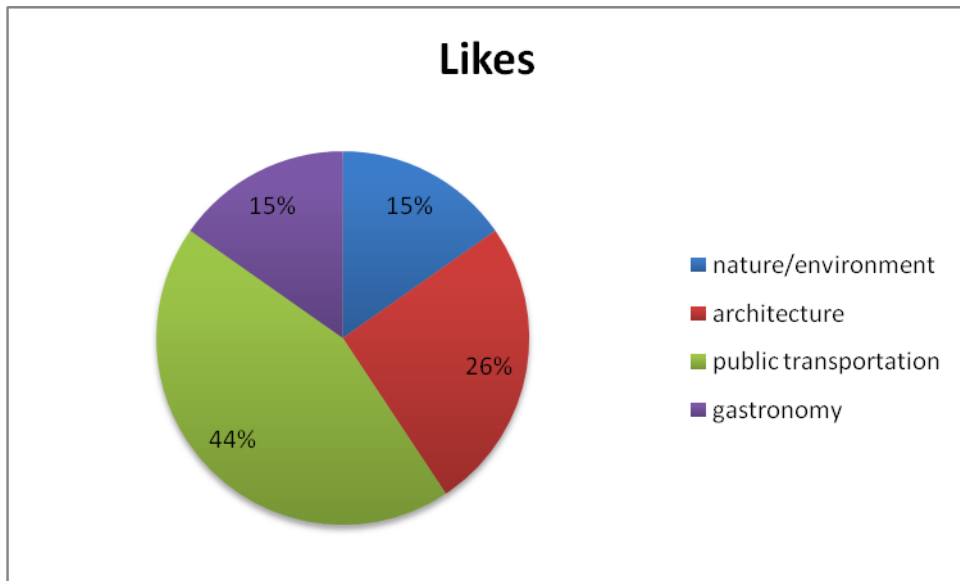


Fig. 23: What the foreign students like in Brno (own processing, 2017)

According to collected data (see fig. 24) the respondents dislike the most: **lack of English** (almost nobody speaks English at public offices, problematic to find information in English, locals do not speak English), **smoking in public places** (this problem will be solved very soon by the government restriction) and **the main train station** (looks very old and dirty, many homeless people around and gypsies).

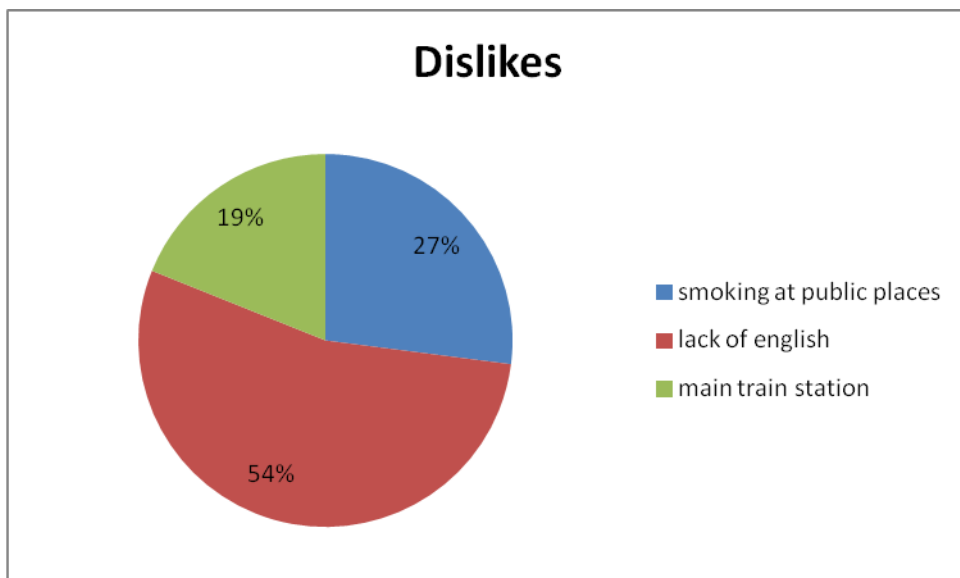


Fig. 24: What the foreign students do not like in Brno (own processing, 2017)

CONCLUSION

The survey got involved foreign students from Masaryk University, Mendel University and Brno University of Technology. The respondents are in Brno studying from all around the world. Half of them are students from Europe. 51% foreign students study in Brno for one semester. It can be assumed that they are here thanks to Erasmus program or other Exchange mobility programs.

SOURCE OF TOURIST INFORMATION:

- friends or buddies,
- information centres in universities,
- gotobrna.cz,
- TIC Brno.

THE MAIN REASONS WHY STUDENTS CHOOSE BRNO:

- the university,
- cost of living,
- the location and
- student life.

LIKES FOR BRNO

- public transportation,
- architecture of the city and its history,
- green nature and clean environment and
- gastronomy.

DISLIKES FOR BRNO:

smoking in the public places
lack of English
the main train station.

13 Overall Assessment and Recommendations

1. BRNO- CITY OF STUDENTS

The first part of the practical part was dealing with the Program of tourism development in Brno 2016 – 2020. The main aim was to verify the hypothesis related to the theme for the city of Brno in the period 2016 – 2020 in the field of tourism development. The topics of the previous Program were not related to students at all. Among the main topics were Brno Congress, Brno Functionalist, Brno Centre of the Science and Research and Brno Cultural. The target group of students was one of the main target groups of previous Program.

On the basis of outcome from the work groups which helped to formulate new topics and target groups for Brno, **the hypothesis was not 100% confirmed. The theme city of students did not become a single main topic. However, it can be seen under the topics culture and entertainment/experience**, where the target group of students has large representation. Above all, the students appeared among the main keywords of Brno brand. Regarding to target groups of Brno, **students were confirmed and accepted as the main target group for Brno** by the consultancy team again.

2. COOPERATION AMONG FOREIGN UNIVERSITIES AND HOME CITY

Through the first research question it was investigated how the foreign universities cooperate with their home city. Despite the non-representative sample, it can be said that **most foreign universities do not cooperate with the home city at all**. The author expected that this kind of cooperation is very known and common abroad. It was surprising that only a few universities cooperate with the home city. On the basis of the results were made suggestions and recommendations for Brno universities and also for the city of Brno.

The suggestion for Brno universities

The suggestion for Brno universities is to be more initiative and to create adaptation programs with Brno. By organizing events for students where the city will be invited, the city can gain a greater overview about this target group. The universities should have regular direct contact with TIC in Brno.

Welcoming of the incoming students by starter package from the city can be for foreign students very helpful, mainly during the first days in Brno. Every university should prepare promo materials about Brno that would be available for foreign students during the whole academic year. In the framework of the cooperation with City Hall, the welcoming of new students from abroad in City Hall should become common.

The suggestion for the city of Brno

The city should provide promo materials not only about the city and its structure but also about upcoming events and festive days. These promo materials which are in English and other foreign languages should help foreign students to orientate better in Brno and participate in many events. This will have also a good impact on the economy of the city.

Another good tool how to raise awareness of foreign students about Brno is to project a short film about Brno and its interesting things during the orientation week. It can be held in the university or in City Hall.

Brno could focus on the greater promotion of student life in foreign countries. Through lectures at foreign universities and participation in various international trade fairs, thus spreading the awareness of Brno as an ideal place to study. However, it is also necessary to take into account the amount of expenses associated with the promotion of these events and the return on this investment.

3. HOW FOREIGN STUDENTS PERCEIVE BRNO

The second research question was related to foreign students living in Brno. How do they perceive Brno? The data was collected through exploration among Brno universities and through survey designed for foreign students. Based on the findings, city Brno can be inspired how to improve some things in the city and gain interesting information which could help to make better tourism marketing. Below is described suggestions and recommendations resulted from the results of the questionnaire.

Into countries as Spain, Poland, Greece, France and Italy Brno needs to invest most of its tourism marketing activities and increase the awareness about the city and its image. From mentioned countries, the most students come to study to Brno every academic year. These marketing activities may attract even more students and expenditures related to these marketing activities will be returned in the form of income from the expenditures of incoming students.

The total number of foreign students from each university is increasing annually. The increase can be caused by the Erasmus program and other Exchange mobility programs which are getting more and more favoured among the students than they did before and also because of the fact that **Brno is every year more known as a city of students.**

The foreign students are coming to study in Brno from all around the world. Half of them are students from Europe. 51% respondents study in Brno for one semester. It can be assumed that they are here thanks to Erasmus program or other Exchange mobility programs.

Most of tourist information they get from friends or buddies. Also through information centres in universities and few of them know Gotobrnno.cz. Just a few of the foreign students get the tourist information from TIC Brno. The main reasons why students from abroad choose Brno are: **the university, cost of living, location and**

student life. These findings support facts from the article about TOP Universities which was mentioned in the introduction of this work.

In Brno are situated a lot of educational and scientific institutions with a large range of study fields from which students can easily match their courses with courses from the home university. These institutions are considered as recognized central universities. The living in Brno is affordable for foreign students and many of them can afford to live here from their scholarship. The students prefer the location of the Brno so they can travel around the Europe. Because of the fact that in Brno live 80 thousand students everyone can feel the student life around. Every semester many Erasmus students come to Brno and so they participate in creating of student atmosphere too.

Through other question was detected what the respondents like the most in Brno. They like the **public transportation system** which is available also during the night, they like that the trams are on time. They like **architecture of the city and its history**. Mainly places such as Petrov, Veveri, Spilberk, ZOO and the dam. The respondents love **green nature** and clean **environment around the city**. Brno is rich in different kinds of the **restaurants and pubs**. By these, the TOP products (Gastro Experience and Attractive Lively Centre) of the actual Program for Brno were confirmed. These reasons can be perceived as advantages of Brno.

What foreign students do not like in Brno and can be improved in near future are: **smoking in public places, lack of English and the main train station**. Smoking in the public is prohibited by government. The law is to come into force on 31st May 2017 at the annual World No Tobacco Day. For foreign students is problematic to find information in English and to be understood in English at public offices. These problems can still be improved by the city. Other problem foreigners see is the main train station, which really looks dirty and old. Many respondents are mostly afraid to go there at night because of the homeless people and gypsies.

Results of the survey represent for the city of Brno valuable information about target group of students which is an important element for tourism in Brno. Obtained data will help the city in decision-making in areas, where to address marketing activities, what are advantages of Brno above other countries and what is a burden and need to be improved or solved.

14 Conclusion

This thesis dealt with three main research topics. First of all the hypothesis related to the theme city of Brno was not 100% confirmed. Despite of its great potential it did not become one of the main topics by which Brno can be presented and profiled. However, it can be seen in other main topics for Brno such as culture and entertaining/experience. It was deducted during the work groups through methods such as creative thinking, focus groups, managed interviews, brainstorming and feedback. Students gain the representation among main target groups for the program period 2016 – 2020.

Thanks to the internship the author had the opportunity to be a part of the great “project”. During the work groups, it was inspiring how representatives of tourism institutions could cooperate together with creators of tourism offer in order to create an important outcome for Brno. Thanks to these meetings it could be seen how everything is interconnected. All these institutions participate in the creation of a better place and that is why they should continue to cooperate together.

The second research topic was related to foreign universities and their cooperation with the home city. It is surprising that only few of them have adaptation programs with cities. Despite of non-representative sample some suggestions arise for Brno and Brno universities.

From the last research question it was detected how foreign students perceive Brno. In Brno, students study mostly from Spain, Poland, Greece, France and Italy. To these countries Brno should invest most of its marketing activities. The total number of foreign students from each University is increasing annually. The increase can be caused or attributed to the Erasmus Program and other Exchange Mobility Programs. The foreign students are choosing Brno for its good location, cost of living, and its universities and students life. These are the main advantages where Brno is favoured

over other cities of different countries. Brno has to be aware of it and adjusts its strategy to it.

In the end it can be said that students have a significant influence on the creation of the city identity, its social structure and cultural aspects. The city should take advantage of it and go ahead with creation of appropriate strategies for better future of Brno. Results of this thesis support the idea that Brno is really the city of students and it is recommended to consider its value for next Program of the Tourism Development in Brno.

The goals of this diploma thesis were fulfilled. The obtained data will be useful for Brno Municipality, as they can help in the further development of the city. Brno Municipality has already confirmed an interest in the outcomes and conclusions of this thesis.

15 References

Act No.248/2000 Coll. of June 29, 2000 on Support to Regional Development [online].2001.[cit.2017-04-11]. Available from: file:///C:/Users/Patricionela/Downloads/Act_on_Support_to_Regional_Development_(2000).pdf

BRIDGESTOCK, Laura. *Top 10 Student Cities – According to Students!*. In: *TOP UNIVERSITIES* [online]. 2017 [cit. 2017-04-26]. Available from: <https://www.topuniversities.com/university-rankings-articles/qs-best-student-cities/top-10-student-cities-according-students>

FOLMER, H. *Spatial Inequalities and Regional Development*. New York: Springer Science & Business Media, 2013, 258 p. ISBN 0-89838-006-5

GIAOUTZI, Maria a Peter NIJKAMP. *Tourism and Regional Development: New Pathways* [online]. Burlington: Ashgate, 2006 [cit. 2017-04-05]. ISBN 10:0754647463. Available from: https://books.google.sk/books?id=wMQay1z-5nYC&printsec=frontcover&dq=regional+development&hl=sk&sa=X&redir_esc=y#v=onepage&q=regional%20development&f=true

HOLEČEK J. et al. *Program rozvoje cestovního ruchu Jihomoravského kraje na období 2014–2020: Návrhová část* [online]. Brno, 2013 [cit. 2017-01-11]. Available from: file:///C:/Users/Patricionela/Downloads/PRCRJMK_C%252bD%252bE%252bG_Navrhova_cast_FINAL.pdf

HUDEC, Oto, Nataša URBANČÍKOVÁ and Peter DŽUPKA. *Podoby regionálneho a miestneho rozvoja*. Košice : Ekonomická fakulta, TU Košice, 2009, 2009. ISBN 978-80-553-0117-4.

JUNEK, Alexandr. What is SWOT analysis? In: *Easy Project Hub* [online]. 2015 [cit. 2017-02-28]. Available from: <http://easyprojecthub.com/what-is-swot-analysis/>

LACINA, Karel. *Veřejná správa a regionální rozvoj*. Kunovice: Evropský polytechnický institut, 2005. ISBN 8073140705. 2005. 2005. 202015/Program%20rozvoje%20CR%20analytická%20část.pdf

MMR ČR, 2006. *Strategie regionálního rozvoje*. 1. vyd. Praha. ISBN 80-239-7497-1

MMR ČR, 2013. *Koncepce státní politiky cestovního ruchu v České republice na období 2014-2020* [online]. Praha [cit. 2017-01-28]. ISBN 978-80-87147-40-5.

Available from: <https://www.mmr.cz/getmedia/01144b63-0600-43c1-9bf5-cdd487c313fb/MMR-Cestovni-ruch-v-Ceske-republice.pdf>

PACASOVÁ, Martina et al. *Program rozvoje cestovního ruchu města Brna 2010 - 2015: Analytická část* [online]. Brno, 2009 [cit. 2017-02-11]. Available from: <http://www.ccrjm.cz/userfiles/file/Strategické%20dokumenty/Program%20rozvoje%20cestovního%20ruchu%20města%20Brna%202010%20-%20>

PETRŮJ, Michal. *Programs and strategy of regional development: study book*. Brno : Mendel University in Brno, 2013. ISBN 9788073758158.

PIKE, A., RODRÍGUEZ-POSE, A., TOMANEY, J. *Handbook of Local and Regional Development*. New York: Routledge, 2010, 664 p. ISBN 978-1-1369-0537-7

PODHRÁZSKÁ, Barbora et al. *Evaluace Programu rozvoje cestovního ruchu města Brna 2010– 2015* [online]. Brno, 2016, p. 102 [cit. 2017-01-22]. Available from: http://www.brno.cz/fileadmin/user_upload/sprava_mesta/magistrat_mesta_brna/KMSM/Evaluace_PRCRMB_2015_FINAL.pdf

SPF GROUP, 2015 . *Integrovaná strategie rozvoje brněnské metropolitní oblasti pro uplatnění nástroje integrované územní investice (ITI)*. Brno : [online][cit. 2017-02-25], 2015 . Available from: http://www.brno.cz/fileadmin/user_upload/sprava_mesta/Strategie_pro_Brno/dokument

STOUGH, R R. -- ROBERTS, B H. -- STIMSON, R J. *Regional Economic Development: Analysis and Planning Strategy*. Berlin Heidelberg New York: Springer, 2006. 452 s. ISBN 3-540-34826-3.

Strategické plánování [online]. VIDIA-DESIGN, 2017 [cit. 2017-02-26]. Dostupné z: http://www.econsulting.cz/strategicke_planovani.html

Survey Methodologies. UNITE FOR SIGHT [online]. 2010 [cit. 2017-05-15]. Available from: <http://www.uniteforsight.org/global-health-university/survey-methodologies>

SVETIKAS, Kostas Žymantas. *Strategic Planning for Regional Development: An introductory textbook*. Vilnius: Mykolo Romerio universitetas, 2014, 2014. ISBN 978-9955-19-621-1.

ŠILD, Jan et al. *Program rozvoje cestovního ruchu města Brna 2016–2020* [online]. Brno, 2016 [cit. 2017-03-13]. Available from: http://www.brno.cz/fileadmin/user_upload/sprava_mesta/magistrat_mesta_brna/KMSM/PRCRMB_2016-2020_final.pdf

Švec, Š. *Metodológia vied o výchove*. Bratislava : IRIS, 1998, 304 s. ISBN 80-88778-73-5

VYSTOUPIL J. and coll., 2007. *Metody pro tvorbu strategických a programových dokumentu cestovního ruchu*. Brno, 2007. ISBN 978-80-210-4290-2.

Appendix

A List of the questions for foreign university

COOPERATION AMONG THE UNIVERSITY AND THE HOME CITY IN THE FIELD OF TOURISM DEVELOPMENT

Dear representative of university, please inspire the city of Brno how it should cooperate with universities in order to attract more foreign students to the city.

1. What is the name of your University?

2. Does your university have any adaptation programs or feedback programs among the university and the city to make a student feel good at university and at the same time in the city?
-If YES, can you be more specific?

3. Does the university have any direct contact with:
 - a) the city
 - b) tourist information centre
 - c) destinations company
 - d) no contact
 - e) other

4. Who is your partner in public administration?

5. How often do you meet?
 - a) every month
 - b) quarterly
 - c) twice a year
 - d) irregularly

-
6. What specific events do you implement with the city?
 7. Does the city financially participates on "welcoming students" in the city? If yes, what does the city typically finances?
 8. Do you provide any promo materials of the university hometown for incoming students?
 - If YES, Can you shortly describe how the system works? What type of materials about the city do you offer to students?
 9. Is your university involved as an active stakeholder in the development of cultural activities in the City?
 - If Yes, what is university role in shaping the cultural strategies + events of the city?
 10. Can you provide any specific examples of successful cooperation between university and cultural institutions?

Thank you for your time!

B The Questionnaire for students

HOW FOREIGN STUDENTS PERCEIVE CITY OF BRNO

Dear students, this questionnaire is for foreigners who study or studied in Brno. Please take a few minutes to fill it out and help us to change "the face of Brno" for students coming after you!

By the way Brno was currently ranked as the 4th best student city in the world. Besides cities such as Montreal or Nottingham.

1

Where are you from?

Type one or a few words

50 characters remaining

2

What university do/did you study in Brno?

- Masaryk University
- Mendel University
- Brno University of Technology
- University of Veterinary and Pharmaceutical Sciences
- Janacek Academy of Music and Performing Arts in Brno
- other

Type your answer

3

How long have you stayed in Brno?

- 1 semester
- 2 semesters
- 1 year
- 2 years
- 3 years
- 3-5 years
- Other

Type your answer

100 characters remaining

4

Where did you get tourist information about the city? (if web page, please tell us which one)

Type a sentence

250 characters remaining

5

Why did you choose Brno ? (state 3 most important reasons)

Type a sentence

250 characters remaining

6

Please, describe Brno in a short SMS to a friend from your country.

Type a sentence

7

What adjectiv would you add to the word „Brno“ (example „Fresh Brno“ , „Brno - city of architecture“...)

Type a sentence

250 characters remaining

8

What do you like in Brno? (state 5 examples and rank them from the best -for you personally)

Type a sentence

250 characters remaining

9

What do you dislike in Brno? (state 5 examples and rank them from the worst)

Type a sentence

250 characters remaining

Thank you for your time. Have a nice day! :)

C Description of Brno in SMS to friend

| 6 Please, describe Brno in a short SMS to a friend from your country. | | | |
|--|--|---|--|
| City with good public transportation! | Beautiful city, with amazing gardens near the old castle where you can walk with your dog. Beautiful architecture. Police and people in public places are mean. | awesome city, nice people, don't know why I'd rather would have been going to Prague | I'm in Brno, in Czech Republic. This city is really cool and chill! You can go wherever you want in a few with the great transportation system and I'm having such a great time :D |
| It's a small pretty town, where we feel good, each season is particular, there is everyday something to do, culture, sport, meeting people from around the world because of foreign students and population. | Nice places where we can have many experiences. | It's very similar to our home town, but it's much cleaner, the transport is wonderful, but nobody speaks English in the city | A small and calm city with lots of nature to enjoy, many foreigners to meet and eat food from all around the globe. |
| there are a lot of students, it's quiet place with a lot of possibilities, friendly people, beautiful architecture | This is your absolute best choice! | i love public transportation, student city, parties, beer, smoking inside, nice city, always something is going on | It is a small city but it is super dynamic with a lot of opportunities. The city is real pretty with a huge diversity of architecture. And it is the perfect city for student, to hang out in coffee or go out in bar. |
| Its great! | Brno is a student-friendly city in the Czech Republic with a low living cost. Not only that, but its public transport is always on time and clean. Talking about food and the people, both are great. You can admire the ancient churches and a castle. | Friendly , cool , clean , respectful | There s nothing im brno but the country side is amazing |
| It is amazing here. I have so good time. | Brno, great parties, great beer and prices, calm and nice architecture. | It's very nice. Lots of shops, restaurants, etc.. Easy to move in the city... | Great city, a lot of party, a lot of studentes, totally different. |
| Бира, порно, партита, събития и трамваи! Безобразно яко е! Beer, porn, parties, events, trams. It's awesometacular ! | Great city,with kind people | Brno is a nice place in the heart of Europe with several interesting features from architecture to different fun activities. | A student city which needs to be visited |
| Come here. So cool! | It's a very quiet city but also full of students. You can find most of the things you need and it's close to other cities of other countries in Europe, so it's also a good choice if you want to travel. And you can live with your scholarship just fine | Very good place for student | Brno is a very beautiful city, people here really like to have fun and drink beer. The only thing that I don't like is that people don't talk English a lot and for example in shops it is hard to understand some things. |
| Perfect and lovely | There is always something to do! You will enjoy lot of fun and meet people around the world. | It's like Kaunas, Lithuania, just a little bigger. City center is beautiful, but not very big. It has really good public transport system. | Student city, cheap beer, good transport, good places for take beer and coffee, not everyone speak english, dogs in everyplace (I love it!) and nice party |
| It is a city, created for students! | Best student life for cheap price. | super living student life but cold. | |
| Brno is a city of just the right size - not too big, so it's easy to get around and meet friends when you're out, but big enough to have everything you need. It is very much a student city but the old architecture also adds a different flair. | | People don't speak English here almost at all, they are very rude and impolite to foreigners. It has beautiful museums and cahterdrals. And you can have a nice stroll. | |
| Hi, Patricia How are you?! I live in Brno and Brno has one of the best student life in Europe. You can come | | Brno is a beautiful city | |

| | | | |
|--|---|---|--|
| Hi, Patricia How are you?! I live in Brno and Brno has one of the best student life in Europe. You can come to visit me and see how we live in brno. | meet people around the world. | Brno is a beautiful city full of young people and good atmosphere. | everyone speak english, dogs in everyplace (I love it!) and nice party |
| Brno is a nice small city, not too large or small with plenty of things to do | Best student life for cheap price. | Great city, big enough but not too big. Lots of sport, cultural and other activities | . |
| Brno is a relatively small place about 2,5 h from Prague. It's quite a green city with pretty architecture, there are things and places to do and go to, not many tho. it's quite chill here and safe. it's better to come here in the spring/ summer | My dear Mara, Brno is just great! Life in this city is much cheaper than I imagined. Great restaurants, cafes, clubs ... Because of the great prices I can afford to live almost in the center. You have to come visit me, it's just a dream. | Brno is an interesting and lively community with good transportation system, but trust me you hate it when schools go on vacation, its killing | Hallo Patricia, life in Brno is absolutely perfect! Here live many good people which helped me many times. Also I really like typical czech food, beer and dance clubs , because Brno never sleep :) |
| Brno is a small city. There is really nothing much to see here. | Really pretty and magnificent city with attractions for all ages) especially the best location for students from the whole world) Come to me to see it :P | Brno is awesome ! It's not a big city but there are many students, so it's really dynamic and we are always going out It's also a city full of surprise with the architecture and all the little "jokes " like the horse at Ceska I love it ! | It's very cheap and erasmus people is awesome, but czech people is not very friendly |
| nice city to do erasmus, and so good to travel around | cool. not bad | Brno is a picturesque city with refreshing gardens and parks. Expect to see a city full of job opportunities and a world-acclaimed for transportation system | You definitely have to come here! |
| Brno is a city, a bit bigger than Padua, but surely better, talking about public transport and everyday life, I have never got lost there! The only problem I had was with the food, I haven't been used to eating so much meat. | Orderly and environmentally friendly city. | Brno is really a nice city. It is not too big but enough for walking in the city and making parties. It is very good located you can travel really easily. | nice and lovely city; people especially older ones are sometimes not welcoming or ready to speak english |
| Dude you have no idea how it feels to be here! At first i was like what is this place, but within two days everything changed and i started to love this city! The people are so nice, beer is good and girls are soooo pretty. What else can you ask for? | Brno is very comfortable city with a lot of students. It is also safer than most of the European cities, even though you go out at 2 - 3 am you should know that nothing will happen to your safety. Also, it has cheap alcohol, so enjoy ;) | Ženy, víno, rap | small and peaceful city affordable living and less populated. |
| BRNO is nice city where you can just chill-out everywhere, you can drink beer in park, smoke weed without being arrested. Sometimes its boring but you can find a lot of great places here so just come and you will see how nice it is | Brno is the second largest city in Czech Republic. It is located in Moravian region. The landscape and climate is really nice. There is a beautiful historical center, business center, trade market. The coolest thing is transport in here- trams | Brno is beautiful city with a great architecture but sometimes it is also a little bit boring. | Brno is the best students University!! It is full of students and you always have some plans to do!! The public transport is great and you have so many forests to walk around and to do sport there so close that you never gets tired. |
| Little calm city with nice people, | Its an apt, friendly place for all students who love travelling and drinking with a lot of potential for loadz of development... :) | Brno, city of universities, quality research in CEITEC, nice people | You must come here, there is no place like this city in the world. Universities, different countries and students speaking in the language of study, friendship and love for enjoying the best experience you can have while being as a student. |
| Charming and historic city with excellent and | its a beautiful place (not too big and not too small) not really touristic though, i hate the winter weather here, people are nice, transportation is great. | Its good for foreigner student for education. | It is a calm and serene pollution free city of students |
| | Brno is nice with a lot of | Wonderful city especially for the people like us Bhutan | Brno is a nice place for Erasmus because it combines cheap and exciting life.. |
| | | Brno is a very nice city full of Kofola and other nice stuff. You can very | Drinking beer and having lots of free time, visit me ! kisses |

| | | | |
|--|--|---|--|
| Little calm city with nice people, | though, i hate the winter weather here, people are nice, transportation is great. | especially for the people like us Bhutan | exciting life.. |
| Charming and historic city with excellent and cheap beer, populated by lovely women. | Brno is nice with a lot of pubs and nice coffee bars in the city centre. People are nice and the city is full of students. | Brno is a very nice city full of Kofola and other nice stuff. You can very easily travel to big cities in Europe. | Drinking beer and having lots of free time,visit me ! kisses |
| | | | man.., Brno is awesome fucking good. |

D Photos from the work group



Fig. 26: Presentation on first work group (source: author Lukáš Beránek, 2016)



Fig. 25: Room and materials for first work group (source: author Lukáš Beránek, 2016)

