

Czech University of Life Science
Faculty of Economics and Management
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Diploma Thesis

Dark Tourism

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Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Michalová Anna

Economics and Management

Thesis title

Dark Tourism

Objectives of thesis

The objective of submitted thesis is creating the new product or inovating the old one of Lidice Memorial.

Methodology

Methodology is based on the analysis of supply and demand where will be suggest anothe possibilities of the memorial or upgraded an existing products.

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Declaration

I declare that I have worked on my diploma thesis titled 'Dark Tourism' by myself and I have used only the sources mentioned at the end of the thesis.

Prague

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Dark Tourism

Temná turistika

Souhrn

Diplomová práce se zabývá návržením nového produktu pro Památník Lidice. V první části literární rešerše je uveden cestovní ruch ve světě a v České republice, nové trendy a temná turistika se svými specifiky. Literární rešerše se nadále zaměřuje na vymezení pojmů, které se budou vyskytovat v analýze Památníku Lidice a na tragédii obce Lidice. Vypracování produktové analýzy vychází především z rozboru současného stavu Památníku, jeho produktů, schopnosti propagace v médiích a porovnání s národní a mezinárodní konkurencí. Na základě výstupů ze zpracované analýzy byly navrženy nové nebo inovovány stávající produkty, které by mohly zvýšit návštěvnost Památníku Lidice. Je zde řešena také otázka financování navržených produktů.

Summary

This thesis deals with suggestion for new products for the Lidice Memorial. The first part of the literature review presents an overview of global tourism in general and in the Czech Republic in particular, concentrating on new trends and dark tourism. The review continues with determination of terms which are used in the analysis of the Lidice Memorial and on the tragedy in the village Lidice. The analysis is based primarily on an analysis of current state of the Lidice Memorial, its products, promotion in media and comparison with national and international competitors. Suggestions for new or upgraded existing products are based on the outputs from the analysis. The issue of financing suggested products is also analyzed.

Klíčová slova: Temná turistika, cestovní ruch, Lidice, nové trendy, Památník Lidice, analýza, nový produkt

Keywords: Dark tourism, tourism, Lidice, new trends, Lidice Memorial, analysis, new product

Content

1. Introduction.....	6
2. Objective and methodology	7
2.1 Objective	7
2.2 Methodology	7
2.2.1 Literature review	7
2.2.2 Analysis	7
2.2.3 Outcomes	8
3. Literature review	10
3.1 Characteristics of tourism	10
3.2 Characteristics of tourism in the Czech Republic	11
3.3 New trends in tourism in the Czech Republic.....	12
3.4 Dark tourism.....	14
3.4.1 Types of Dark tourism	16
3.4.2 Motivations in Dark tourism.....	18
3.4.3 Dark tourism in the Czech Republic.....	19
3.5 Terms for the analysis of Lidice Memorial.....	21
3.5.1 Product	21
3.5.2 Unique selling point & Strategic excellence position.....	22
3.5.3 Competitiveness.....	22
3.5.4 Benchmarking	22
3.5.5 Communication.....	22
3.6 Lidice.....	26
3.6.1 Lidice until 9 th June, 1942	26

3.6.2	Lidice after 9 th June, 1942	28
3.6.3	The resurrection of Lidice.....	29
4.	Analysis of Lidice Memorial	30
4.1	Analysis of current situation	30
4.1.1	Basic information.....	30
4.1.2	Location of the Memorial and its transport accessibility.....	30
4.1.3	Segmentation	31
4.1.4	Number of visitors	33
4.1.5	Sales	35
4.2	Analysis of current products	37
4.2.1	The main products	37
4.2.2	Partial products	42
4.3	Unique selling point & Strategic excellence position.....	44
4.4	Competitiveness	44
4.4.1	Ležáky.....	44
4.4.2	Zákřov	46
4.4.3	Javoříčko.....	47
4.4.4	Summary of competitiveness of Lidice Memorial	48
4.5	Benchmarking	48
4.5.1	Tokajík, Slovak Republic	48
4.5.2	Oradour-sur-Glane, France	49
4.6	Communication	49
4.6.1	Above-the-line communication	49
4.6.2	Below-the-line communication.....	51

4.7	Summary of analysis	51
4.7.1	Advantages of Lidice Memorial	51
4.7.2	Disadvantages of Lidice Memorial	52
5.	New products and its implementation	53
5.1	QR code.....	53
5.1.1	Cost	54
5.2	Free guide.....	56
5.3	New design of the website	57
5.4	Timegarden	59
5.4.1	Embedding feature.....	61
5.5	Financial sources for products	62
6.	Conclusion	65
7.	Sources.....	67
7.1	Literature	67
7.2	Internet	69
8.	Supplements.....	71
8.1	Supplement 1 – Impact of film tourism	71
8.2	Supplement 2 – Places named after Lidice	72
8.3	Supplement 3 – Quotes survivor - Marie Šupíková.....	72
8.4	Supplement 4 – Website lidice-memorial.cz	73

1. Introduction

Tourism is a tool that helps mutual understanding and comprehension between individuals and the nations. Tourism also increases education, such as language skills, history, religion, geography, etc. Tourism helps with developing of regions as a source of income and contributes to the creating of employment.

Tourism industry is one of the most dynamically developing industries. Tourism is also very sensitive to any changes and it is subject to the economics, trendiness, threats of terrorists and other changes in society. Services providers must come up with ever new ideas to meet variable demand for services in tourism. So the new demand is shown in new trends that are always changing and developing.

People have been fascinated by death from time immemorial. But dark tourism as a new form of tourism has been defined a few years ago. Although this is not directly a new form, it can be considered as a modern phenomenon, because it was not specifically named in the past. Dark tourism focuses on death, violence, suffering and everything connected with these. Due to the negative feelings that may inspire death and morbidity, the term dark tourism is relatively new and controversial phenomenon. Attention Therefore this phenomenon merits an ethical consideration. There is little literature on this topic because dark tourism was only recently defined.

Dark tourism provides visitors an opportunity to visit places connected with some tragedy. Very often it is connected with the Second World War. It is important to remind, mainly the younger generation, the tragedies of the Second World War. People should visit places connected with such tragedies. To prevent tragedies, it is crucial to educate young people to secure peace for the future. Dark Tourism fulfills this function very well, highlighting errors of humanity.

2. Objective and methodology

2.1 Objective

The objective of the thesis is to analyse the activities of the Lidice Memorial and to propose new product and/or innovating of existing ones. The outcomes of the thesis may be used by the Lidice Memorial to increase number of visitors.

2.2 Methodology

2.2.1 Literature review

The literature survey is based on an analysis and comparison of literature and other sources. Tourism globally, as a sector, is analysed as well as tourism in the Czech Republic. Further, selected new trends are analysed. An important part of the literature survey is dark tourism and its definition, types, motivation of participants and its position in the Czech Republic with examples. Afterwards the terms used in the product analysis of the Lidice Memorial, such as product, unique selling point & strategic excellence position, competitiveness, benchmarking and communication are explained. Other parts of the literature survey deals with the village of Lidice – until and after 9th June 1942 and its resurrection.

2.2.2 Analysis

Analysis of the Lidice Memorial is divided into seven sections:

- I. Analysis of current situation - where is described basic information and location of the Memorial and its transport accessibility, afterwards total and also partial number of visitors, revenues and segmentation is evaluated. Segmentation is divided into demographic segmentation and geographic segmentation. Demographic segmentation includes adults, students, free entry, other and culture/weddings and geographic segmentation includes domestic visitors and foreign visitors.

- II. Analysis of current products – there are analysed products offered by the Memorial. Products are divided into the main products (museum, gallery and reverent area) and partial products (accommodation, weddings, refreshment and the rose garden).
- III. Unique selling point & Strategic excellence position – is used when it is necessary to establish untapped potential of the Memorial.
- IV. Competitiveness - the comparison of competitiveness can be done in two ways – the first way is by quantitative indicators and the second way is by qualitative indicators. For this research it was decided to use quantitative indicators. Indicators are selected to the needs of thesis and to the needs of marketing strategy. Indicators are – price, distance from Prague, the diversity of supply and partial services. Lidice is compared with Ležáky, Zákřov and Javoříčko.
- V. Benchmarking – is done on international levels and Lidice is compared with Tokajík in Slovak Republic and Oradour-sur-Glane in France.
- VI. Communication – is analysed by above-the-line (such as advertising in print, newspapers, radio, internet and TV) and below-the-line (such as sale promotion, personal sales, point of purchase and event marketing).
- VII. Summary of the analysis – where are emphasized advantages and disadvantages of the Memorial that are based on the outcomes of the analysis.

For the analysis research of available resources for collecting and comparing data to determine where is the opportunity for another use or for any improvement. Data from 2006 – 2013 were utilized because all buildings in the area were in reconstruction till 2006. So the Lidice Memorial opened all buildings and activities since 2006. Since then nothing has been created to influence number of visitors or other events.

2.2.3 Outcomes

In the final part of the thesis new products are suggested that are based on the analysis of the Lidice Memorial. A key part of the study is the creation of new products/services – QR code, free guide tour, new design of the website lidice-memorial.cz and starting co-operation with the website timegarden.com. There is described its implementation

and cost. Afterwards financial sources for products that the Memorial may use are provided.

3. Literature review

3.1 Characteristics of tourism

Tourism is one of the most important industries in the world. Over 1,035 million international tourist arrivals were counted in 2012, it was 9 % more than in 2011. Yearly the most of tourists came to Asia and Pacific (+7.0 %). The total revenue from tourism was, for the first time in history, higher than \$ 1 billion. The total revenue increased by 11.7 % compared to the previous year. (Czech Statistical Office, 2013)

Share of world GDP on tourism was 9.4 % in 2013 and in total created 265.8 million jobs. Therefore it is clear that tourism is an important part of income of all economies. All countries have a potential of tourism such as nature, culture or history. Tourism can be the main source of income in some countries and may form a share of GDP bigger than 50 %, for instance island states of Pacific. (Palatková, 2014)

Tourism is very sensitive on development of economic cycle. In a case of growth, tourism is developing and incomes are higher, because people have enough means to spend in tourism and vice versa – if the economy of some country is in recession and income of inhabitants is decreasing, cost on tourism is the first limitation of consumer. In this case, the holidays become luxury goods. (Palatková, Zichová, 2011)

Tourism is a source of many jobs (in 2013 – 265.8 million). It creates direct employment and indirect employment. Direct employment is where people work in a sector which provides services to consumers in tourism. Indirect employment is such that provides work which is not primarily connected to services but its function is support for industry directly focused on tourism. (Palatková, Zichová, 2011)

Tourism is one of the most dynamically developing sectors which have to adapt and change to new market requirements. Tourists search for undiscovered places. That is almost impossible with a growing number of world's inhabitants. Humans desire for changes, active holidays, authentic experiences and adrenalin. (Palatková, Zichová, 2011)

One of the influences which operate in tourism is trendiness. Consumers are often influenced by advertisement, opinion of their friends etc. Trendy destination may be affected by the social position of consumers. For consumer with higher income may be trendy destination Seychelles, while for consumers with lower income is trendy destination Bulgaria. Trends in tourism are changing very quickly. Thus, if a destination or form of tourism is trendy, destination should strive to obtain maximum benefit. (Kotíková, 2013)

The rapid development in tourism has been impacted on by technologies and their use in tourism. Especially, development of air transport helped tourism by its ability to carry thousands of passengers daily. Air transport was previously symbol of luxury with first class services. Today, with the effort to make price as lower as possible, services level began to decline, mainly in low cost airlines. (Ryglová, Burian and Vajčnerová, 2011)

Palatková (2014) describes vision 2020 and vision 2030. These visions were made by UNWTO¹. Vision 2020 estimates that 1.561 mld. international arrivals globally, that is 2.5 times more than in 1990. And vision 2030 estimates growth of international arrivals on 1.8 mld.

UNWTO defined tourism as follows: ‘Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes’. (UNWTO, 2014)

3.2 Characteristics of tourism in the Czech Republic

The Czech Republic was visited by 7.3 million tourists in 2013, 2 % more than in the previous year. Increased arrivals were from China (+12.7 %), South Korea (+14.0 %), Finland (+18.1 %), Norway (16.0 %) and from Sweden (12.8 %). Over 20.7 million overnight staying by tourist in the Czech Republic were made in total. (Czech Tourism, 2014)

¹ UNWTO is the World Tourism Organization which is promoting tourism as a driver of economic growth, development and environmental sustainability. UNWTO has a membership of 156 countries. (UNWTO, 2014)

There were 231,266 employed workers in tourism in the Czech Republic by 2011. From this number of workers 79.2 % were employees and 20.8 % were self-employed. The share of tourism in total employment is 4.56 %. The highest rate of employment was in restaurants (69,229 workers) and in hotels and similar establishments (41,764 workers). And the lowest rate of employment in tourism was in water transport (only 56 workers). (Beránek et al., 2013)

Because tourism is important industry in the Czech Republic, Ministry of Regional Development founded the organization CzechTourism in 1993. CzechTourism promotes the Czech Republic on the foreign market (since 1993) and also on domestic market (since 2003). This organization support incoming and domestic tourism through cultural heritage, adventure and active holidays, spa and congress and incentive tourism. I-site of CzechTourism was visited by Prime Minister Sobotka and Minister of Regional Development Jourová in July 2014 - this happened for the first time in the history of CzechTourism. (CzechTourism, 2014)

3.3 New trends in tourism in the Czech Republic

Tourism is one of the most dynamic economic sectors in which new trends appear more frequently. The following paragraphs analyze selected new trends. The main source of this part is Kotíková (2013). From this source were picked new trends such as: food tourism, medical tourism, adventure tourism, event tourism, volunteer tourism and film tourism.

- I. Food tourism** – sometimes is called as ‘culinary tourism’ which was first used by Lucy Long in 1998. (Long, 2004). Kotíková (2013) ranked catering services into the basic services in tourism (with accommodation and transport). Food may be aim of the travel. Gastronomy is important part of culture heritage and it is written in the list of intangible culture heritage UNESCO such as gastronomic meal on the French, traditional Mexican cuisine, Mediterranean diet. Food tourism has good potential for development in the Czech Republic. Czech Republic has a long history of brewing and winemaking. Czech beer is famous around the world. History of brewing has started in 11th century. There

are 191 breweries in the Czech Republic. CzechTourism supports food tourism through a project called Czech Specials. This project represents Czech gastronomy as a whole and also gastronomy of each region.

- II. Medical tourism** - Connell (2011) see medical tourism as a journey of patients who travel abroad for operation and other surgery. He writes that the most tourists are from developed countries and the main destination is Asia. The Czech Republic has a high potential for developing medical tourism. The Czech Republic can offer reasonable price, high quality of medical care, high qualify doctors, old traditional of spa and good travel connection. CzechTourism sees in medical tourism high potential, so they collaborated with the Czech Ministry of Health and issued a guide to Medical Tourism in the Czech Republic in 2011. (Kotíková, 2013)
- III. Adventure tourism** - according to Taylor, Varley and Johnson (2013, p.7) 'adventure is term that surrounds us in contemporary society, and is used in a positive sense to convey merits of all sorts of experiences and products.' Kotíková (2013) in her book mentions that adventure represents limited activity in time, strong emotional involvement of the individual, uniqueness, unpredictability, subjective feeling of danger and mainly challenge – to get over personal limits. Authors agree that adventure tourism needs special skills and components which are influenced by the participation. (Taylor, Varley and Johnson, 2013 and Kotíková, 2013). Because of all these factors adventure tourism is very popular on the market and many of travel agencies provide adventure and sport tours. This trend arrived in the Czech Republic in the 90's.
- IV. Event tourism** - Getz (2008) describes events as an important motivator of tourism and destination competitiveness. Create event is complicated, risky and must satisfy numerous of strategic goals because of its importance. Event management is a field of study and area of professional practice applied at production and management of planned events such as festivals, sport events, art events, political events, exhibitions, etc. The term event tourism was not widely used till 1987 when the New Zealand Tourist and Publicity Department reported about it as a fast-growing segment of the tourism market.

- V. Volunteer tourism** - volunteer tourism is rapidly developing in global world and is popular especially in young generation. It brings authenticity, proximity to local people, many experiences and visiting exotic countries with minimum costs. Volunteer work is governed by Czech legislation through Act No. 198/2002 Coll. Volunteer Service. World Wide Opportunities on Organic Farms (hereinafter WWOOF) is a good example of a global network of volunteer tourism. It was founded in 1971 and nowadays is operating in 60 states in four continents. The Czech Republic joined WWOOF in 2012 and by 2013 61 farms joined this project. Volunteers do not pay for accommodation and meal and hosts do not pay for volunteer work. (Kotíková, 2013)
- VI. Film tourism** - film tourism was a reaction to the growing popularity of film and television. Literary tourism was a predecessor of film tourism. The main motive of film tourism is visiting places associated with some film or visiting attractions and events related to the movie, series or other similar audiovisual works. Tourist visits places depicted in the film, attractions connected to film, film studio tours or film festival. The most famous Czech film festival is International Film Festival in Karlovy Vary. The first edition was held in 1946 and is thus one of the oldest festivals of all. (Kotíková, 2013). Hudson and Ritchie (2006) suggest the model of five depending factors on film tourism – destination marketing activities, destination attributes (scenery), film-specific factors (the success of the film), film commission and government efforts (lobbying, tax breaks) and location feasibility (resources, taxes, costs, labor). At part of film tourism is the actual filming and staff stays in a particular location. Film crew is made up of many people who stay for all the time of filming. Film industry brings lots of economic advantages thus many countries try to attract filmmakers to their country, especially with financial tools. (Kotíková, 20013)

3.4 Dark tourism

People have been interested in death from time immemorial. Roman gladiator battle and public executions in the Middle Ages were normal event according to society norms

of that time. Currently the death is taboo and frightening issue. Despite its inevitability and its necessity for life circle. (Tarlow, 2005)

Dark tourism is a multi-layered mixture of history and heritage, tourism and tragedies. Dark tourism is connected with nostalgia by touching danger without actually being in it. Tourists are expected to learn from the past and to carry the information forward to avoid bad history happening again. (Tarlow, 2005)

The web site Dark Tourism (2014) defines dark tourism as travel to sites of death, disaster, or the seemingly macabre.

According to Sharley and Stone (2009) the first mention about dark tourism became after disaster of cruiser the SS Morro Castle from Havana, Cuba to New York, USA in 1934. Plenty of people were travelling to see wreck of the Morro Castle.

The term dark tourism may be different around the world or in literature. Some synonyms are following: thanatourism, morbid tourism, black spot tourism, grief tourism or fright tourism. The term dark tourism is the most often used term and first appeared in the mid-nineties of the 20th century. First who coined this term were Malcolm Foley and John Lennon in 1996. (Temná Turistika, 2014)

At dark tourism is becoming a global tourism trend. Dark tourism has become a global phenomenon from the 90s of the twentieth century, in a positive or negative sense.

Tarlow (2005) sees the commercial side as a negative of dark tourism – making business, such as souvenir shops in the place of tragedy. Positive sense should be lessons from the mistakes committed in the past.

Its popularity ensures that plenty of unhappy events and disasters are of interest to international filmmakers. Filmmakers make their fans interested in the place connected with the film. For instance: Schindler's List by Steven Spielberg or World Trade Centre by Oliver Stone. An important role in dark tourism is played by mass media. The information about disaster or catastrophe goes to the general public through mass media. Thereby the destinations connected to dark tourism become popular. (Sharley, Stone, 2009)

3.4.1 Types of Dark tourism

Dark tourism can be divided into several types. Definition and distribution of types may be different in different sources. It is because dark tourism comprises a wide range of destination and objects of interest. Some of the destination may be also included under more kinds of dark tourism. Types are as follows: battlefield tourism, cemetery tourism, disaster tourism, ghost tourism, holocaust tourism, prison tourism, and slavery – heritage tourism. (Grief Tourism, Kotíková, 2014)

I. Battlefield tourism

Battlefield tourism includes journey to places which are connected with war conflict. It is not only battlefield but also other places that are influenced or associated by war, such as monuments, memorials, military forts and other buildings - military museums etc. The most famous are places connected to the Second World War, such as Omaha Beach in Normandy, France, Pearl Harbor in Hawaii, USA or Hiroshima in Japan. (Grief Tourism, 2014)

The most famous battle in the Czech Republic is from Napoleonic War, for instance battle of Austerlitz in 1805 and battle of Chlum in 1866, which was the largest and bloodiest battle of the Austro-Prussian War. (Czech Tourism, 2014)

II. Cemetery tourism

Cemetery tourism is a form of tourism which is connected with visiting a cemetery. According to Kotíková (2013) cemeteries are attractive for its romantic atmosphere or some tombstones have artistic and historical value. The aim of visit may be cemetery of itself or graves of famous people.

In the Czech Republic is example of cemetery tourism Vyšehrad with grave Slavín. (Temná Turistika, 2014)

III. Disaster tourism

According to Kotíková (2013) the destinations of disaster tourism are places that are connected to nature disaster or disaster which were made by human - intentionally or unintentionally. The most famous destination is Ground Zero in New York after terrorist attack on 11th September 2001.

Another favorite destination is New Orleans ravaged by hurricane Katrina in August 2005 and Phuket in Thailand that was hit by tsunami in December 2004. (Grief Tourism, 2014)

IV. Ghost tourism

This kind of dark tourism is a part of something mysterious and supernatural.

Historical buildings such as a castle, fort, monastery, etc. are located almost in every city and almost each historical building is connected with a legend of ghost who appears under certain conditions. Ghost tourism is based on a story describing incidence of phantom or ghost and offer visitors feel the atmosphere of fear. Possibility to go through several routes is in Prague such as ghost and legends of the Lesser Town. (Praguewalks, 2014)

V. Holocaust tourism

Holocaust tourism is connected with the Second World War and crimes against humanity. This category includes places such as concentration places – Auschwitz, where more than 1,300,000 victims of Nazis lost their life, monument to the victim of holocaust or museum – Anna Frank Museum in Amsterdam, the Netherlands. (Grief Tourism, 2014)

The memory of holocaust in the Czech Republic is Jewish ghetto in Terezín. (Památník Terezín, 2014)

VI. Prison tourism

This form of tourism is based on travelling to former prisons. These prisons are used only for tourist purposes. Tourists may see and feel how life in prison looks like. Some of prisons can be connected with the personality of "famous" criminals who are serving their sentences. One of the most famous prisons is Alcatraz in the west coast of the USA and its famous criminal was Al Capone. One of the trends in prison tourism is to re-built old prison to a hotel and provides an authentic experience to tourist from overnight staying.

The most famous former prison in the Czech Republic is Špilberg castle and in Terezín.

VII. Slavery – heritage tourism

The targets of this tourism are places connected with slavery. Place such as Cape Coast Castle, Elmina Castle in Ghana, Goreé Island in Senegal etc. (Kotíková, 2013)

Ghana's Cape Coast Castle one of about thirty slave castles. Slaves were held in this castle before they were loaded onto ships and sold in the Americas. (Ghana Tourism, 2014)

3.4.2 Motivations in Dark tourism

Tarlow (2005) describes four emotions which interact with dark visitors psychologically: an insecurity sense, a gratitude sense, humility feelings and superiority feelings. Visiting a dark attraction may cause a range of feelings, such as:

- Romanticism, is usually found at battlefields, where visitors can imagine themselves fighting for something special.
- Barbarism, makes visitors feel superior to the perpetrators of the crime and compassion for the victims.
- A pretext to understand our own age, visitors should learn from mistakes from the history.

Tarlow (2005) sees as a major motivator media – television, film and internet. They have impacts on the visiting of dark attractions - the World Trade Centre is visited and tragedies in Africa are ignored.

'Because we care, we suffer, we visit dark tourism sites, but because in reality we are citizens of another time and place, we are visitors rather than participants. In other worlds – we come, we see, we leave.' (Tarlow, 2005, 57p.)

Kotíková (2013) mentions four factors of motivation in dark tourism:

- Commemorate the dead, a tribute to the dead and suffering – visitors want to honor memories of significant or ordinary people who were murdered or imprisoned during the catastrophe.
- Education, knowledge – visitors are educated through visiting a historically significant place (for instance Auschwitz in Poland).
- Personal experience of fear, threat, sadness – it may be visiting objectively dangerous places or reconstruction of historical battles or being on funerals of celebrities.

- Game, entertainment – events which happened a long time ago lost the ethical aspect of piety in relation to death and become a source of entertainment. For instance: Count Dracula.

3.4.3 Dark tourism in the Czech Republic

Even in the Czech Republic there are many places that visiting can be assumed as dark tourism. The term 'dark tourism' is not familiar in the Czech Republic. Only in the past few years has, the term been in official use. It is hard to find the term dark tourism in the Czech literature. Although knowledge of dark tourism is negligible except by experts in the field, attractions for this type of tourism here are more than sufficient. The most visited sights are from the Second World War.

Dark tourism was mentioned in a publication in the web portal *czech.cz*, managed by Ministry of Foreign Affairs, in 2012. And a year later the agency CzechTourism published an article in the project *Kudy z nudy* as 20 tips of dark tourism in the Czech Republic.

Web portal *Kudy z nudy* is a product of CzechTourism. The aim of this project is to support and increase domestic tourism. This portal is one of the tools that CzechTourism employs to support local entrepreneurs. These entrepreneurs may promote their offers without charge. The web portal *Kudy z nudy* was visited by 7.2 million visitors in 2013 and users viewed over 26 million articles. (CzechTourism, 2014)

Czech web portal *Kudy z nudy* (2013) issued 20 tips of dark tourism in the Czech Republic.

1. Terezín memorial – Terezín is a military stronghold from 18th century. Nowadays is known as a symbol of thousands of people, especially Jewish, who were arrested during the Second World War.
2. Charnel – house in church St. Peter and Paul in Mělník– this charnel – house is one of the biggest in the Czech Republic. This crypt is a Gothic room with the remains of 10 to 15 thousand people.
3. Lower cemetery in Žďár nad Sázavou – in Žďár nad Sázavou's chronicle record was found a record about vampire who is resting in peace in this cemetery.

4. Plošina memorial – this memorial is national culture monument and was built as a memorial to victim of the Second World War and the occupation of Zlín district. Plošina was a settlement where a few days before the end of war SS commando burned down the settlement. 24 people died in the flames.
5. Red tower of death in Škoda in Ostrov – the former complex of Škoda served in the fifties as a labor camp for political prisoners. Around 300 prisoners worked in the camp and a lot of them found death there.
6. War memorial Lešetice – this is the only surviving communist camp in the Czech Republic. The camp was in the communist regime a prison for political prisoners, people who were uncomfortable then regime.
7. Memorial Životice tragedy – this memorial was built to honor the victims of Nazi liquidation on the 6th of August 1944 where 36 men were shot. The memorial Životice is also a reminder of the resistance Těšínsko area in 1938 – 1945.
8. Church of St. Jacob in Světec – church was founded in 1232 and is connected to many legends. The most favorite is the one of the severed arm that still hangs on a chain inside.
9. Crematorium and Jewish cemetery in Terezín – in Terezín 35,000 people died. Exposition is located in crematorium and cemetery is rebuilt to a sacred place.
10. Remnants of the border fortifications around Strážný – the remains of border situated in the vicinity of Strážný in Šumava are fortifications.
11. Charnel - house by the church of St. Jacob – is located in Brno. More than 50,000 buried people are in this charnel – house and thereby is the second bigger charnel – house in Europe.
12. Memorial Cairn of peace – this memorial was built in honor of victims of battle at Slavkov on 2nd of December 1805.
13. Evening in Sedlec Abbey – this tour is unique because the main component is a night tour. Cathedral of Nanebevzetí Panny Marie and St. John Baptist are illuminated only with candles and guides dress in costume of monks.

14. Museum of the Prussian-Austrian war – museum remembers the battle at Chlum from 3rd June 1866. Nowadays, 400 monuments are located on battlefield.
15. Bull rock – is located in South Moravia. This big white rock is connected with lot of legends. One of them tells about singing, shouts, calls or lights where there are no people.
16. Houska castle – this castle is connected with rumor of gate to the hell.
17. Lidice Memorial – memorial area reminiscent of the old Lidice that was exterminated by the Nazis.
18. Charnel – house in Sedlec – charnel – house is decorated mainly with human bones from times of plague epidemics and the Hussite wars, in total 40,000 victims.
19. Museum of concentration camp underground aircraft factory Rabštejn – during the Second World War prisoners excavated 5.5 kilometers of corridors and production halls with a total area of 17.500 m². More than 80 prisoners lost their life there.
20. Capuchin tomb – is in Brno. In the crypt of the Capuchin church lie forever mummified body of religious and secular figures.

3.5 Terms for the analysis of Lidice Memorial

3.5.1 Product

According to Jakubíková (2012) a product is a part of marketing mix. Marketing mix is used to achieve marketing aims on the selected market. Marketing mix is created of 4 elements: product, price, place and promotion.

Product can be defines in a several ways. Jakubíková (2012) defines a product as something what can be used for consumption, attention or for using on the market and that has attributes that satisfy wishes or needs other people. Products can be an idea, service, goods or combination these three categories. A product of tourism is defined as all supply of private and public entity doing business in tourism. Products from the perspective of destination of tourism, consists from primary and secondary

supply. And the last definition of product from marketing viewpoint is – a product is not merely physical goods, it includes brand, design, execution and benefits that provides.

3.5.2 Unique selling point & Strategic excellence position

- Unique selling proposition or unique selling point (hereinafter “USP”) is a reason why visitors visit Lidice Memorial. Why visitors should visit the memorial, what is its uniqueness. (Entrepreneur, 2014)
- Strategic excellence position (hereinafter “SEP”) is a strategic advantage.

3.5.3 Competitiveness

High competitiveness allows higher flexibility on the market. Competitiveness allows to the firm make businesses which are mainly for its strategy, for instance – loyalty of customers, increase the value of its brand, creating new products or innovating old one and increase market effectiveness.

Michael Porter, professor of Harvard Business School, determines 5 forces that influence competition in the selected industry – threat of new entrants, threat of substitute products or services, bargaining power of customers, bargaining power of suppliers, competitive rivalry. (Kourdi, 2011)

3.5.4 Benchmarking

This tool helps to improve own inputs, processes, methods and product of firms on the base compared to competitors and its subsequent implementation. Objective is to be the best of the best. (Palatková and col., 2013)

3.5.5 Communication

Marketing communication offers to customer information about product. It should help customer with decision making about buying a product or service. Information must be under certain conditions: intelligibility, connect with customer, original and easy to remember. The objective of marketing communication is to inform customer and change his/her decision about product and convince him/her to buy it. Another goal is to keep

the customer - a loyal customer, communicate with him/her and create a reason to return. (Pelsmacker, 2003)

Communication mix represents all tools, which a company use for communication with public. The communication mix is subsystem of the marketing mix. It is created by promotional mix, strategy of the brand, internet communication, sponsoring, or lobbying. Tolls of communication mix are personal and mass. The method which addresses a wide range of customers through mass means is called Above-the-line (hereinafter “ALT”). The other method which is used for personal approach is called Below-the-line (hereinafter “BLT”). (Pelsmacker, 2003)

ALT communication is important part of marketing communication in the case of mass media. It is a high paid space in television, radio, newspapers and in banner campaigns on the web. New trend in ALT communication is moving advertisement on LCD screens in the cities. In addition, among ALT includes advertisement in cinema, preceding films. Among components of ATL communication includes - advertising in print, TV advertising, sponsoring TV shows, radio spots, internet advertising and outdoor advertising. (Pelsmacker, 2003)

- **Advertising in print and in newspapers** – despite a big internet boom the advertisement in print is still popular in tourism. It is possible to send them by post to customers or offer them on fair. Advertising in newspaper or magazine can reach more people. (Pelsmacker, 2003)
- **Advertising in radio** – radio has no visual aspect. Information must be precisely defined by verbal expression. Radio advertising is cheaper than TV advertising. Advantages of radio advertising are: high audience ratings, emotional effect, flexibility, possibility of segmentation, low cost. And disadvantages of radio advertising are: inability to see product, unsuitable for transmission more information, incompleteness. (Pelsmacker, 2003)
- **Advertising on the internet** – nowadays the internet is used as a mass communication. In the website is seen how many people visit the web, how they find it and how long they stay in the site. The big disadvantage is a high level

of competition. There are lot of options to push through own project or firm. Important promotion is through e-mail or social webpage.

The website must be effective, easy to orient on it, transparent and brief. (Ruibar, 2005)

Use of internet in marketing:

- Search Engine Optimization is a file of techniques that endeavor to obtain site traffic through unpaid search results. Web pages are made and optimized to being high when using search engine.
 - Pay per click - the search engines is displayed as a sponsored text link mostly on 3 lines. In the content network as text, banner or video advertising. In Seznam.cz PPC (pay-per-click) program list is called Sklik and Google AdWords. PPC is term uses for advertising programs.
 - Web banner is the most common form of internet advertising. Banner has different formats / dimensions. Banner attracts with visual content.
 - Social media, such as Facebook.com, Linked.in, Twitter, Google+, enable communicate with 'fans' and monitor their behavior.
 - Email advertising is a direct mail. Nowadays firms that send bulk email, usually newsletter and spam. (Academia Journals, 2012)
- **Outdoor advertising** – in this type of advertising it is crucial that the statement should be readable from a big distance, and includes the most important information. Among outdoor advertising includes all types of advertising using the outdoor to communicate with customer, for instance billboards, exterior posters and stickers. Advantages of outdoor advertising are: can be well regionally targeted, visibility 24 hours a day, low cost and long-term. Disadvantages are: contact time with communication is to short, limited by slogan and visual, susceptible to damage, inaccurate monitoring. (Marketing Journal, 2008)
 - **TV advertising** – nowadays the television is the most viewed medium. The best and the most expensive advertising time are in week from 18:00 to 22:00, at the weekend and on national holidays. Advertising can be well targeted because

of small televisions, for instance advertising related to tourism have advertising in ČT2 or prima zoom where there are travel programs. Advantages of TV advertising are: high viewer ratings, addressing both audio and video, placement in a suitable type of program will ensure the identification of the target group of the product. Disadvantages are: high cost, viewer ratings depends on the attractiveness of the program. (Marketing Journal, 2008)

BLT communication – as an alternative or complement to ATL advertising is BTL (below the line) communication. Its advantage is exact targeting to a specific group. Among below the line communication belong sales promotion, personal sales, public relations, sponsoring, point of purchase and event marketing. (Marketing Journal, 2008)

- **Sale promotion** – is a marketing communication that influences customers by additional incentives. Its main features are the time limitations and active participation of customers. The typical examples of sale promotion are coupons, lottery games, rebates, samples or price reduction. These activities are related to the time period and customer is actively participant on it. Individual sales support tools differ from each other mainly by its potential to achieve specific objectives. Price discount or free samples induce customer to buy a product immediately. Program of benefits creates loyalty to the brand. The main target of sale promotion is to make positive reaction of consumer. (Marketing Journal, 2008)
- **Personal sales** – is a tool of direct communication. The objectives of personal sales are searching for the clients, communication with customers, selling product to the customers, providing services, collecting information etc. Strategy of personal sales is to be by the right time in the right place. Advantages are direct contact, feedback, answer all questions. Personal sale is used just for some specific products. Wider use is in the market business to business. (Jakubíková, 2013)
- **Public relations** – is a tool directed at creating, maintaining and managing communication processes between firm and its environment and its target and interest group. Public is divided into two section – internal and external. Internal public represents family members, employees, suppliers and customers.

External public are those who have no long-term interest with the company. (Jakubíková, 2013)

- **Sponsoring** – is a part of public relation. Sponsoring provide service to obtain service in return. Sponsoring provide financial or material gift to achieve its marketing objectives. Sponsoring is usually associated with sports, cultural or social. (Jakubíková, 2013)
- **Point of purchase** – is also known as POP marketing or marketing retail. POP marketing causes consumers immediate reaction. POP materials that are placed at point of sale or point of demand follow a clear purpose: to increase sales. Well directed POP influences customer's decision of purchase. POP materials may include, for instance, racks, wall banners, sample holders, info boards, LCD display, etc. All materials have just one purpose – to communicate with customers when they think about making a purchase. (Small Business, 2014)
- **Event marketing** – important tool of marketing. Events help to deepen relationships with business partners or attract new client. Aims of event marketing are that customers remember the firm and its products. Event marketing is mainly used in tourism. (Jakubíková, 2013)

3.6 Lidice

Lidice is small agriculture village near the city Kladno, west of Prague. First mention about village was written in 1300. Since then it is known that village was burned down three times. (Hanzlíková, 2009)

During Hussite War and the Thirty Years War - mainly St. Martin's Church and the last and fatal fire was during the Second World War. (Stehlík, 2004)

3.6.1 Lidice until 9th June, 1942

Lidice was touched even by the First World War when adult men from the village were recruited to the military. In 1918, when the First World War was over and the Czechoslovak Republic came into existance, men were returning back home. But 15 of them lost their life in the First World War.

Inhabitants of Lidice worked in agriculture but main employer was Poldi Smelting Works in Kladno. The factory was founded in 1889 and employed men and youngsters with skill certificate.

Life in Lidice was ordinary as elsewhere. A murder was committed in house number 59 on 19th December, 1938. František Saidl killed his oldest son and after this crime he reported himself to the authorities. Because of the crime František Saidl was sent to prison for four years, till 23rd December, 1942. When he was on liberty he headed back to Lidice. He didn't find his village but he found the truth. He went to Gestapo to report himself. Nobody believed him and he became only man from Lidice within the border of the Protectorate to survive the destruction of Lidice. (Stehlík, 2004)

During the Second World War inhabitants of Lidice had normal life. Tragedy of Lidice occurred in the summer 1941 when Hitler appointed Reinhard Heydrich Reichsprotector. His main task was consistent pacification of the occupied territories and the final solution of the Jewish question in Europe. Heydrich declared martial law and started with terror against the population that alarmed the government in exile in London, led by Edvard Beneš. Resistance in exile wanted to organize larger events of resistance against Nazism. After negotiations they decided to assassinate Heydrich. This operation was called Antropoid. Two Czech parachutists, Josef Gabčík and Jan Kubiš, carried out assassination of Reinhard Heydrich on 27th May, 1942, he died on 4th June. Hitler wanted revenge for that assassination. Following the assassination over 1,000 people were killed. (Ministerstvo zahraničních věcí, 2012)

But searches for assassins were unsuccessful. On Wednesday, 3rd June 1942, letter arrived at the factory Palaba in Slaný. The letter was addressed to Anna Maruščáková but she was ill at the time. The factory owner opened the letter. The letter: 'Dear Anna! Excuse me for writing this late and hope you will understand me because you know I have worries. What I wanted to do, I have done. I slept somewhere in Čabárna on the fatal day. I am well. I will see you this week, and then never again. Milan.' (Stehlík, 2004, 70 p.)

The letter seemed suspect to the factory owner, so he reported it. Anna Maruščáková was arrested that same day and author of the letter one day later. During interrogation Maruščáková mentioned name Josef Horák and Josef Stříbrný. Gestapo found out

that Stříbrný and Horák had been missing from December, 1939 and had joined the Czechoslovak Army in the United Kingdom. Gestapo arrested members of their families on 4th June, 1942. Destruction of Lidice was decided on 9th June, 1942. (Stehlík, 2004)

3.6.2 Lidice after 9th June, 1942

K. H. Frank reported to Prague at 7:45 p.m. the following: shoot all adult men, transport all women to a concentration camp, take appropriate children for Germanization and the rest kill in some way and burn down all village.

All men older than 15 years were taken to Horak's farm, children and women were taken into the school in Lidice and then were transported to Kladno. (Stehlík, 2004)

Men were taken into Horak's garden and killed in the morning 10th June 1942. Each of them was shot with three bullets – two bullets at the chest and one bullet at the head. In the same day Gestapo brought to Lidice thirty-six Jewish from the Terezín concentration camp. These Jewish had to dig common grave dimension 9 x 12 meters and 4 meters deep and put all 173 men into the grave.

Women with children were taken to Kladno into gymnastics hall of the local grammar school. Gestapo transported women to three concentration camp, Ravensbruck, Auschwitz, Lubin, as a political prisoners, on Friday 12th June. Sixty women died in these camps.

Children were taken in camp at Lodz. All children were killed by gas in a gas van on 2nd July. Only nine of children were lucky and they were re-educated. Seven children under one year were taken into the German children's home in Prague – Krč. Only seventeen children returned to Lidice. (Hanzlíková, 2009)

Lidice was destroyed between 10th and 24th June 1942. All this process was filmed on order of K. H. Frank. Miroslav Wagner and Franz Treml filmed all tragedy in Lidice. (Stehlík, 2004)

President Edvard Beneš had a speech to Lidice tragedy in BBC on 13th June 1942. His speech had a worldwide acclaim and destiny of Lidice became a worldwide symbol of inhuman Nazi atrocities. (Ministerstvo zahraničních věcí, 2012)

3.6.3 The resurrection of Lidice

This Nazi's crime triggered a wave of solidarity. US Secretary of Navy William F. Knox said: 'If the future generations ask why we fought in this war, we shall tell them about Lidice.' (Stehlík, 2004, str. 110)

Many places in the world adopted after 10th June 1942 the name of Lidice, so that contributed to the preservation of lasting memories of suffering and annihilation of its citizens. Idea to re-build Lidice was around the world. In the United Kingdom it was popular especially with miners. They founded organization called 'Lidice shall live!'. British miners sent voluntarily part of their wages. Also other British workers supported the organization to fulfill its goal. (Stehlík, 2004)

Also the world's film industry reacted to the tragedy of Lidice. With topic of Lidice many films were filmed. The most famous for Czech people is relatively new film called 'Lidice'. This film is based on screenwriter Zdeněk Mahler Nocturne and it is about personal drama of ordinary people from village Lidice. (Film Lidice, 2014)

The Czechoslovak government decided to build new Lidice on 6th June 1945 and give a house to each Lidice women and children who survived. The first Lidice women moved into new houses in 1949. (Hanzlíková, 2009)

Nowadays the memorial is in former Lidice. One of the memorials is dedicated to children victim and is called 'Memorial to the Children Victims of the War'. Memorial is a statue of the 82 Lidice children murdered by Nazis in the extermination camp at Chelmno in summer 1942. The statue is composed of 82 children, 42 girls and 40 boys, aged 1 – 16. The creator of this memorial is Marie Uchytlová, she started to work on it without any order and at the beginning from her own saving. Unfortunately she died before she finished the statue. But her husband finished her work and memorial was completed on 10th June 2000. The creator of the memorial didn't make an effigy of children. Marie Uchytlová wanted the memorial to be for all children victim of the Second World War.

The Czech president Miloš Zeman gave Marie Uchytlová Merit Medal on 28th October 2013 and said that it is: 'the most beautiful and at the same time the saddest monument he ever seen in his life'. (Stehlík, 2004, Lidice memorial, 2014)

4. Analysis of Lidice Memorial

4.1 Analysis of current situation

4.1.1 Basic information

The first Lidice Memorial was built on 3th June, 1945. The first museum was opened at the beginning of fifties. New Museum was built by architect František Mark in 1962. The Rose Garden was developed on initiative of an English doctor Barnett Stross on June, 1955. To the garden was given 29 thousand of rose plants from 32 countries around the world. Since then, the rose became as a symbol of Lidice. Lot of artists helped Lidice, such as Marie Uchytilová and her Monument of children. Or Barnett Stross, member of movement 'Lidice Shall Live!' invited an artist around the world to give their art pieces to Lidice collection which contains of modern art. The former state representative connected the Memorial with communism era and stopped providing any financial support of the Memorial. Because of the lack of financial sources the condition of the Memorial declined. Everything changed when the Ministry of Culture established a benefit organization of the Lidice Memorial on 30th December, 2000. This benefit organization should take care of the historical objects and the area of the Lidice Memorial. The Rose Garden was renovated and the Lidice Gallery was reconstructed in 2003. Repairing the gallery brought further changes and to re-establish the children International Art Exhibition and a new restaurant was opened for the visitors to the memorial. The museum was again renovated and opened a multimedia exhibition entitled 'An innocent were guilty...'. New educational centre for youth was opened in newly reconstructed space under tribunes in April, 2008.

4.1.2 Location of the Memorial and its transport accessibility

Lidice is situated in Central Bohemia at an altitude of 343 meters. It is located 20 km northwest of Prague, close to Buštěhrad and Kladno. Accessibility is by car, bus or train.

- By car – to get to Lidice from Prague by using highway R7, go out exit 7 and continue to road 61 to Kladno. The route is 17 km long and takes 20 minutes.

- By bus – from Prague take bus A56 to Kladno and get off at the bus stop Lidice. Bus goes every 30 minutes.
- By train – the nearest train station is in Středokluky, 5 km from Lidice.

4.1.3 Segmentation

Table 1 - Demographic segmentation

Demographic segmentation	2006	2007	2008	2009	2010	2011	2012	2013
Adults	6,492	8,410	5,312	5,256	4,265	7,580	6,552	5,832
Students	16,670	18,825	18,825	16,041	17,271	17,358	19,728	17,001
Free	7,449	12,129	8,626	8,713	7,310	10,337	21,557	11,288
Other	2,700	1,832	1,943	2,570	4,113	5,211	6,420	3,458
Culture/weddings	3,063	2,320	3,264	3,316	4,150	2,790	3,261	3,881

Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

Visitors with disability, retired, etc. have free entry to the Lidice Memorial. Other are guides, program for kids, etc. And data for culture are taken from culture program every Wednesday from 6pm to 8pm.

From table 1 is visible that the largest share in terms of segmentation are students, followed by adults and visitors with free entry and at the end other and culture/weddings.

Table 2 - Segmentation according to individual objects

MUSEUM	2006	2007	2008	2009	2010	2011	2012	2013
Adults	5,279	7,566	4,606	4,909	3,862	6,761	5,838	5,030
Students	13,540	16,598	17,257	14,704	16,237	16,647	19,009	16,305
Free entry	4,367	9,928	6,556	6,929	5,543	7,727	19,133	9,017
Other	2,429	1,579	1,613	2,205	3,793	4,732	5,611	3,006
Weddings	1,780	1,270	1,284	1,460	1,546	815	1,069	1,639
GALLERY	2006	2007	2008	2009	2010	2011	2012	2013
Adults	1,213	844	706	347	519	819	714	802
Students	3,130	1,886	1,568	1,337	1,034	1,225	719	696
Free entry	3,082	2,201	1,568	1,784	1,769	2,610	2,424	2,271
Other	271	253	330	365	315	3,016	809	452
Culture	1,283	1,140	1,980	1,856	2,490	1,975	2,192	2,242

Source: own processing on the basis of data from annual report of the Memorial 2006 - 2013

Lidice Memorial has no exact statistic data about how many visitors visit museum or gallery. Visitors cannot buy separate tickets for museum and gallery. Visitors buy only one ticket and they have an entry to museum and gallery. Table 2 shows that museum is more visited than gallery, but this may not be true. Table 2 shows that visitors buy more ticket in museum and starts discovering the memorial from museum.

Table 3 - Geographic segmentation

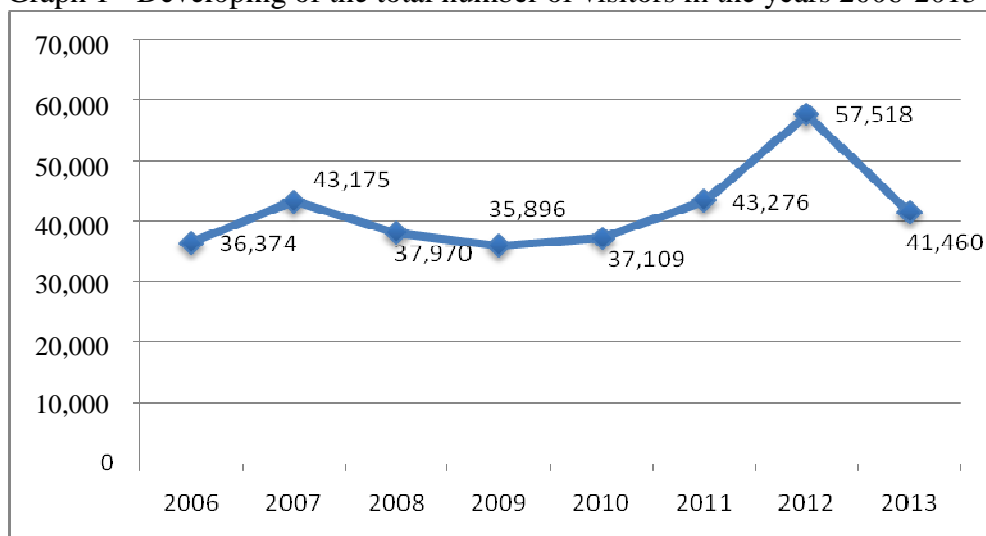
Geographic segmentation	2006	2007	2008	2009	2010	2011	2012	2013
Domestic adults	3,754	5,339	2,868	2,872	2,171	5,673	4,571	3,800
Domestic stud.	7,075	8,184	7,554	7,122	7,248	8,787	9,871	7,050
Foreign adults	2,738	3,071	2,444	2,384	2,094	1,907	1,981	2,032
Foreign stud.	9,595	10,300	11,271	8,919	10,023	8,571	9,857	9,951

Source: own processing on the basis of data from annual report of the Memorial 2006 - 2013

Table 3 refers to the geographic segmentation. Foreign student are the largest group of visitors. The most foreign visitors are from Germany (5000), USA (1380), Italy (500) and the United Kingdom (671). Numbers of foreign visitors are only approximate and refer to the year 2013.

4.1.4 Number of visitors

Graph 1 - Developing of the total number of visitors in the years 2006-2013



Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

Graph 1 shows developing number of visitors. The highest numbers of visitors are in the years 2011 and 2012. Number of visitors in the Memorial could increase due to a premiere of film Lidice in 2011 and on the occasion of the 70th anniversary of the destroying of village Lidice in 2012. The Memorial was visited by 57,518 visitors in 2012.

Table 4 - Number of visitors according to individual objects

	2006	2007	2008	2009	2010	2011	2012	2013
Museum	27,395	36,941	30,963	30,207	30,981	36,682	50,660	34,997
Gallery	8,979	6,324	6,269	5,689	6,128	6,594	6,858	6,463
Total	36,374	43,175	37,970	35,896	37,109	43,276	57,518	41,460

Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

Table 5 - Total number of visitors by month

Total Number of visitors by month	2006	2007	2008	2009	2010	2011	2012	2013
January	531	707	622	419	841	1,170	1,406	1,115
February	609	1,169	1,259	1,230	1,804	1,362	1,222	1,898
March	840	2,072	1,891	1,890	2,305	1,979	2,622	2,508
April	2,618	4,238	3,419	2,764	3,073	3,219	3,905	2,457
May	4,059	5,067	4,611	4,710	4,530	6,200	6,976	4,906
June	9,184	14,255	9,222	9,506	8,383	9,946	22,684	11,061
July	3,136	2,457	3,178	2,634	2,811	4,393	3,636	3,506
August	2,727	2,428	2,209	2,092	2,602	3,320	3,390	2,572
September	7,325	4,876	5,672	4,705	3,168	3,396	5,161	3,955
October	3,249	3,954	3,790	3,867	5,288	4,809	4,075	4,788
November	1,599	1,425	1,359	1,352	2,144	2,348	1,799	1,534
December	497	527	738	726	565	834	842	910
Total	36,374	43,175	37,970	35,896	37,109	43,276	57,518	41,460

Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

The collected statistical data shows that the high season includes the months from May to September, with the most significant increase in June. The peak in June is made

up by students who come to see the memorial or join special program for school at the end of school year. Then the number of visitors of the memorial decrease.

Table 6 - Comparison of number of visitors with Lety and Ležáky

	2006	2007	2008	2009	2010	2011	2012	2013
Lidice	36,374	43,175	37,970	35,896	37,109	43,276	57,518	41,460
Ležáky	-	-	5,291	8,852	10,494	9,696	16,063	11,029
Lety	-	-	-	-	10,657	10,428	11,963	8,480

Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

Lidice is on the top of comparison of number of visitors with Lety and Ležáky. Number of visitors has been monitored in Ležáky since 2008 and in Lety since 2010. Ležáky became a part of Lidice Memorial in 2007 on the decision of the Czech Ministry of Culture. Municipality Ležáky had no enough means to manage the memorial and the destiny of two Czech villages were similar. Lety became a part of Lidice Memorial in 2009. Its Number of visitors has been monitored since 2010 and has been not exact. In Lety is memorial and exposition with its counter. The numbers who visit just the memorial are not counted.

4.1.5 Sales

Data are available in an electronic form annual report. For the analysis are important data from 2006 to 2013. The subsequent tables present the budget of the Lidice Memorial.

Table 7 – Sales of the Lidice Memorial

In thousands, CZK	2006	2007	2008	2009	2010	2011	2012	2013
Revenue	22,017	22,149	31,766	29,575	30,121	33,857	34,386	33,008
Expenditure	22,017	22,149	31,766	29,575	30,121	33,857	34,386	33,008

Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

Table 8 - Revenues

In thousands, CZK	2006	2007	2008²	2009	2010	2011	2012	2013
Entry	1,180	1,613	1,249	1,242	1,369	1,710	1,843	1,543
Contribution of the Ministry of Culture	16,367	16,088	25,218	21,355	21,235	22,055	20,860	20,290
Other revenue	3,855	3,207	4,610	6,978	7,517	10,092	11,683	11,175
Economic activity	615	1,241	388	360	409	202	278	202

Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

From table 8 it is evident when Lidice Memorial began to manage Ležáky and Lety. Contribution of the Ministry of Culture increased between 2007 and 2008, from 16,088,000 CZK to 25,218,000 CZK. This increase occurred with extended administration of Lidice Memorial to Ležáky Memorial.

Table 9 - Expenditures

In thousands, CZK	2006	2007	2008³	2009	2010	2011	2012	2013
Material costs and energy	3,269	2,540	4,119	3,883	3,733	3,738	3,353	3,279
Services	9,211	7,957	6,379	6,656	7,326	5,787	6,109	6,515
Total personal costs	4,338	5,485	6,741	7,233	5,845	5,737	8,092	7,864
Other costs	4,584	4,926	5,410	11,803	13,217	18,596	16,832	15,350
Economic activity	613	1,164	259	261	300	90	117	80

Source: own processing on the basis of data from annual report of the Memorial 2006 – 2013

² The revenue were supported by local government units with 33 thousands CZK and by EU with 268 thousands CZK only in 2008.

³ The expenditures were increased because of repairs and maintenance by 8,729 thousands CZK in 2008.

4.2 Analysis of current products

The analysis of current products describes all products which are offered by the Lidice Memorial. Products are divided into two groups – the main products and partial products.

4.2.1 The main products

In the case of Lidice Memorial the main products are: museum, gallery and reverent area.

I. Museum

The museum was built by architect František Mark in 1962. The museum was reconstructed and renovated in 2005. It included a multimedia exhibition entitled ‘An innocent were guilty...’. Exhibition offers visitors emotional entry into history of the village. Exhibition is based on the confrontation austere concrete space with light images of non-existing people and their village. The exhibition won the main prize of Czech Interior in 2006 and the Special Prize by Gloria Musaealis in the category Museum exhibition of 2006.

Nazis wanted a complete annihilation of Lidice but two things survive – church door and fire engine. Both things are exposed in the museum.

The museum also includes hall In Memoriam which is used for thematic exhibition connected with the destiny of Lidice. (Lidice Memorial, 2014)

Table 10 – Opening hours

Museum			
March	daily	from 9am	to 5pm
April - October	daily	from 9am	to 6pm
November - February	daily	from 9am	to 4pm

Source: Lidice Memorial, 2014

Table 11 – Entrance fee

Museum	
Adults	80 CZK
Children 15 years old and under	40 CZK
Student (ISIC)	40 CZK
People 65 years old and above	40 CZK
Disabled people	40 CZK
IYTC, ITIC card holders	40 CZK
AMG card holders	free
Family entrance (2 adults+max. 4 children)	140 CZK
Package group (20 people and more)	10% discount

Source: Lidice Memorial, 2014

II. Gallery

The building of the gallery started in 1957 and served as a municipal house. The building passed into private ownership and started to ruin. The building was bought by state between years 2002 – 2003 and re-built for today's use. The final reconstruction of the building was in 2012.

In the ground floor of the gallery is a permanent exhibition. This exhibition contains art pieces from all over the world – almost 350 art pieces by 264 artists from 28 countries. At the permanent exhibition a comment of curator of the exhibition is available. This must be ordered one week before and takes 30 minutes.

A part of the gallery is an international children's exhibition of fine art Lidice. It was established to commemorate the children victims of the Second World War. The exhibitions had been a national competition until 1972. Nowadays it is worldwide famous competition where kids from more than 70 countries send their work.

The gallery also offers accompanying program of films. It is possible to see 13 films and the majority of them are in language mutation. A basic film about the history of the village Lidice is available in English, German, Russian, Danish, French, Dutch, Italian, Portuguese and Spanish.

In the gallery there are educational programs for children of different ages as well as for teachers.

The gallery centre of culture events which are different every month and the program is very rich and diverse.

Table 12 – Opening hours

Gallery			
March	daily	from 10am	to 5pm
April - October	daily	from 10am	to 6pm
November - February	daily	from 10am	to 4pm

Source: Lidice Memorial, 2014

Table 13 – Entrance fee

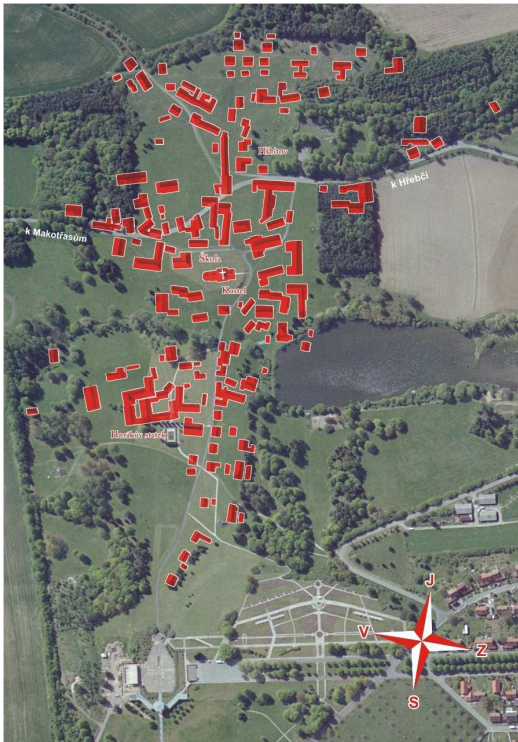
Gallery	
Adults	80 CZK
Children 15 years old and under	40 CZK
Student (ISIC)	40 CZK
People 65 years old and above	40 CZK
Disabled people	40 CZK
IYTC, ITIC card holders	40 CZK
AMG card holders	free
Family entrance (2 adults+max. 4 children	140 CZK
Package group (20 people and more)	10% discount
Audio-guide to the Lidice Collection	free

Source: Lidice Memorial, 2014

III. Reverent area

The reverent area is located in the place of the original village Lidice and is wheelchair accessible. Figure 1 shows the original village before the Nazis destruction.

Figure 1 – Silhouette of the original village



Source: Lidice Memorial, 2014

Lots of monuments are located in the reverent area to keep awareness and knowledge of Lidice tragedy.

The reverent area is free entry. Visitors can download audio guide to the smartphones for free as well or they can order a guide. It is necessary to book ahead for a guide form on the website of Lidice Memorial.

Table 14 - Guides

Reverent area - guide	
Czech language	300 CZK
German language	500 CZK
English language	500 CZK

Source: Lidice Memorial, 2014

1) The Alley of Dr. Barnett Stross

The alley was established in memory of Dr. Barnett Stross who was the main initiator of movement 'Lidice Shall Live!'. Dr. Barnett Stross also helped with the Lidice collection of art and with Garden of Roses. The alley was reconstructed in 2004.

2) Gloriet

Gloriet is a building with two wings in the middle of reverent area. Creator of gloriet is František Marek. The building was completed at the beginning of sixties.

3) Educational Centre

The new educational centre was opened on 1st April 2008. It is used for educational programs for schools, workshops for teachers, art and literary competitions. There is a computer lab with projections of digitized historical collections.

4) In Memoriam

Exhibition hall was set up under the patio-type stairs. Its use is for thematic exhibitions, for instance villages with the similar destiny as Lidice.

5) The Monument of children

The Monument of children is dedicated to all children victims of the Second World War. Statue is composed from 82 Lidice children – 42 girls and 40 boys. Creator of the Monument is Marie Uchytlová.

6) The grave of men

Memorial of the grave of Lidice men was revealed on 3rd June 1945. It was built by soldier of the Red Army. The first commemoration ceremony to commemorate the victims of the Lidice tragedy took place on June 10, 1945. This act of mourning announced former interior minister Václav Nosek report on the construction of new Lidice.

7) Foundations of the church

Baroque church of St. Martin used to be a dominant feature of Lidice. It was built in 1352. Nowadays the Church recalls only the outline in the grass and stairs to the church itself.

8) Foundations of the school

The first mention of Lidice school was in 1713. Women and kids were sent by Nazis to the school before going to Kladno. Women saw their husbands and boys from the window go on to their death. Nowadays the school recalls only the outline in the grass.

9) The old cemetery

Nazis wanted to Lidice erased from the map. They also destroyed the old cemetery including the exhumation of death. Today it consists of the outlines of the original graves with gravestones or crosses.

4.2.2 Partial products

In the case of Lidice Memorial the partial products are: accommodation, weddings, refreshment and the rose garden.

I. Accommodation

In Lidice Gallery there are seven double rooms and two single rooms available with shared facilities, including a lounge area with kitchen. Visitors can use garden gallery during the summer. Accommodation in gallery is primarily for participants of seminars, competition judges, theater members, international art competition winners for symbolic price 25 CZK per person per night. If the rooms are available it can be used by anyone for 250 CZK per person per night. In the first quarter in 2014 50 visitors were accommodated and in the second quarter in 2014 62 visitors were accommodated.

II. Weddings

Lidice Memorial in co-operation with the Local Authority offers a complete wedding ceremony in garden of roses since 2005. Weddings are from the mid June until the end of September. Newly married couple can plant a new rose in the garden. According to the wish of guests it is possible to arrange wedding banquet in the Lidice Gallery or in Lidice Gallery Garden and accommodation in Lidice Gallery 250 CZK per person per night.

Table 15 – Price list - weddings

Gazebo 4x3 meters	75 CZK
Tables, tablecloths and bench	100 CZK
Sound system installation	75 CZK
Flower on the table	200 CZK
Total price	450 CZK

Source: Lidice Memorial, 2014

III. Refreshment

In the Lidice Memorial area are two options for refreshment:

a) Restaurant

Restaurant is located in the building of the gallery. There can be organized weddings, corporate parties and other social events.

b) Bistro

One bistro is located in parking area and other bistro in museum area. Menu corresponds with the bistro style and prices are friendly low.

IV. The Rose Garden

The rose garden of peace and friendship was established in 1955. At the incentive of British doctor Barnett Strosse a hundreds of roses from around the world were imported. After the revolution the garden was given to the municipality which had not enough means for maintenance. Consequently, the garden ceased to exist. The garden was renovated between the years 2001 – 2003 by architect Pavel Bulíř. 29 thousands roses from 32 countries were donated. Rose became a symbol of new Lidice. In the garden is Peace sculptural by sculptor Karel Hladík from 1955 and a semicircular memorial to municipalities that had similar destiny as Lidice by sculptor Bedřich Stefan.

4.3 Unique selling point & Strategic excellence position

On the basis of the Number of visitors analysis the unique features of Lidice Memorial was established. The unique features should be developed and support with creating and innovating of products. In this was the object will achieve the best result.

USP of Lidice Memorial is uniqueness of the place – history, reverent area and permanent exhibition in museum.

SEP of Lidice Memorial is year-round opening, employees and their interest of their work.

4.4 Competitiveness

Competitiveness analysis provides information on whether the Lidice Memorial properly applies its competitive advantages in comparison with others. The competing facilities are: Ležáky, Zákřov and Javoříčko. These objects have similar history regarding to the Second World War.

4.4.1 Ležáky

1. General information

Ležáky was a village located 147 km east from Prague. It was small village with 8 houses around a mill on at brook called Ležáky.

2. History

The village of Ležáky reached the same destiny as Lidice. Gestapo had information that the radio transmitter which belongs to the group Silver A was in Ležáky. The Gestapo besieges Ležáky on 24th June 1942. Nazis murdered 34 inhabitants of Ležáky, 18 women and 16 men, on the same day. Another seven inhabitants of Ležáky were shot with more than 40 fellows of the troopers on 25th June. All 11 children were transport to Chelmno where they were murdered by gas. Only two girls, Marie and Jarmila Štulík, were suitable for Germanizing. Nazis burned village down. The remains of Ležáky were liquidated to the ground by 65 captives of work camp by December 1943.

3. Services

Ležáky Memorial provides guide, educational centre – similar as in Lidice, nature trail, hiring bicycle and refreshment. Nature trail is connected to the Ležáky tragedy, it was built in 2010. The nature trail can be taken by bicycle. In Ležáky it is possible to hire bicycle for 100 CZK and deposit 200 CZK.

Ležáky has established a project called ‘The Victims and Heroes’, whose aim is to involve students to research their area to find out fate of Czechoslovak citizens. Those who faced German oppression or were victims of Nazi’s revenge during 1938 – 1945. The project has started on 3rd September 2014 to 31st January 2015.

Ležáky also has a bistro located within the memorial. The menu is typical for bistro, but it is possible to short order for lunch menu.

4. Entry and opening hours

Table 16 – Entrance fees

Adults	30 CZK
Children from 7 to 15 years	20 CZK
Children younger than 7 years	Free of charge
Students (ISIC)	20 CZK
People older than 65 years	20 CZK
Disabled people	20 CZK
 Holders of IYTC and ITIC cards	20 CZK
 Holders of AMG card	Free of charge

Source: Ležáky Memorial, 2014

It is possible to have a guide in Ležáky. Audio guide in Czech is for free and personal guide in English cost 500 CZK. It is necessary to order guide at least two days before planned arrival.

Table 17 – Opening hours

From April until October	from 9am	to 5pm
Closing days:	Monday	
From November until March	from 9am	to 4pm
Closing days:	Saturday, Sunday	

Source: Ležáky Memorial, 2014

It is possible to order visiting during the closing days. But it is necessary to send a request at least two days before via telephone or email.

4.4.2 Zákřov

1. General information

Municipality Zákřov is located 304 km from Prague, close to Olomouc. First mention about village was in 1349. Nowadays the tragedy brings to mind the memorial of the victims.

2. History

Zákřov was affect by the fury of the Nazis by the end of the Second World War. Russian Cossacks in German services went to Zákřov on 18th April 1945. Russian Cossacks and Gestapo carried out arrests of inhabitants under the pretext that center of partisans are in Zákřov. 23 men were arrested and taken to the Velký Újezd. They were interrogated and tortured for 2 days. Gestapo let off 4 of them. The other 19 men were taken to wooden hut on 20th April 1945. Wooden hut was doused with gasoline and set on fire. After the Second World War the burned bodies were recovered. Medical examination found that all of the killed men had broken femur and were burned alive. (Cílek, Richter and Veverka, 2011)

On the place of the tragedy is a memorial called 'Zákřovská žalov'. The memorial was made by academic sculptor Vladimír Navrátil.

On the grave of the victims is the name and photography of each victim. (Vypálené Obce, 2014)

3. Services

Zákřov provides no services in reverent area.

4. Entry and opening hours

There is no entry or opening hours. Reverent area is available every day in every hour.

4.4.3 Javoříčko

1. General information

Javoříčko is village located 235 km from Prague, close to Olomouc. The village had only 17 houses. To preserve a memory of Javoříčko a civic association Javoříčko was established. This organization in a non-government organization registered with the Ministry of the Interior. Establish members are children and grandchildren of victims of the tragedy. The aims of this organization are: to participate in working on the monument and grave of the victims of the tragedy, to participate in working around monument, to take care of appearance of municipality, to increase tourism and built reverent hall.

2. History

At the end of the Second World War this village was destroyed. The German contra-partisans unit razed village to the ground on 5th May 1945. It was a relation for the increasing activity of partisans. The Germans murdered 38 men and boys who were in the village at the time. Even if they were not inhabitants of the village and they just walked through the village. The whole village was burned down except school and chapel. There is a memorial place to the victims remembering this tragedy. (Cílek, Richter and Veverka, 2011)

3. Services

Javoříčko provides no services in reverent area.

4. Entry and opening hours

There is no entry or opening hours. Reverent area is available every day in every hour. (Vypálené Obce, 2014)

4.4.4 Summary of competitiveness of Lidice Memorial

Table 18 – Summary of competitiveness

	Opening hours	Entry Full/reduced	Distance from Prague	Services
Lidice	9am-6pm	80/40	20 km	Audio guide, guide
Ležáky	9am-5pm	30/20	147 km	Audio guide, guide
Zákřov	No opening hours	No entry	304 km	No services
Javoříčko	No opening hours	No entry	235 km	No services

Source: own processing based on analysis

Lidice and Ležáky have opening hours, because they provide service to the visitors. To the reverent area visitors can come anytime. Zákřov and Javoříčko have just monument as a reminder of the tragedy. They provide no services to the visitors. From the point of services can compete with Lidice only Ležáky.

The entry is only in Lidice and Ležáky because they provide many services to the visitor. The main important is guide.

Lidice Memorial is the closest memorial of the Second World War to Prague, only 20 km. From the chapter competitiveness it is seen that the most competitive is Lidice Memorial. Lidice Memorial provides educational activity, accommodation, refreshment and reverent area.

4.5 Benchmarking

Lidice is compared also on international level – with Tokajík, Slovakia and Oradour-sur-Glane, France.

4.5.1 Tokajík, Slovak Republic

Municipality Tokajík is located in the east of the Slovak Republic. The village was attack by Nazis on 19th November 1944. Nazis killed 32 men. They were buried into mass grave and exhumed 4th April 1945. On the occasion of 15th anniversary of the tragedy memorial

was built on the grave of victims. The monument was made by academic sculptor Fraňo Gibala. To commemorate the tragedy a museum was built in 1969, but it had not enough money to sustain itself. It was reconstructed in 2009. Opening hours are every Monday till Friday from 8am to 12pm. Entry is voluntary.

4.5.2 Oradour-sur-Glane, France

Oradour-sur-Glane is a French village where Nazis massacred 642 inhabitants on 10th June 1944. Victims included 205 children. The village was re-built near old village after the Second World War. The ruins of the original village are as a memorial of the massacre. In the area is a museum. Unfortunately the original website oradour-sur-glane.fr is only in French. It is not possible for the author of this thesis to find more specific information about reverent area.

4.6 Communication

Lidice Memorial mainly uses above-the-line communication – advertising in print, radio, internet and TV. From the below-the-line communication uses sale promotion, personal sales, point of purchase and event marketing.

4.6.1 Above-the-line communication

According to the ethic code of Lidice Memorial communicate with media can only be by the director of the Memorial or him authorized employee.

- **Advertising in print and in newspapers**

Many articles have been written about Lidice and its tragedy in the newspapers. The New York Times published article called ‘Nazis Blot Out Czech Village; Kill All men, Disperse Others’ immediately after tragedy in 1942.

Countless articles about Lidice have been published mainly in Hospodářské newspapers, Lidové newspapers, Mladá fronta, magazine Ona DNES and many others.

- **Advertising in radio**

Radios - Impuls, Český Rozhlas, Plus, Wave, Radiožurnál, Regina, Hitrádio and many others have talked about Lidice.

Radio Český Rozhlas mentions Lidice many times. The director of the Lidice Memorial Milouš Červencel was on the air 21th May 2014. Other mentions of Lidice have been talked in the section 'Memory of Nation' where contemporary witnesses talk. This project joined Lidice women and Lidice children.

- **Advertising on the internet**

The most widely used search engine

- Google is the top search engine for Lidice Memorial. Google displays web site of the Memorial, exact location, Lidice in Wikipedia, web site of Lidice as municipality, film Lidice. Web is clear and easy to read in it.
- Seznam also displays web site of the Memorial, location, web site of Lidice as municipality, film Lidice. But web is not easy to read in it.
- Centrum displays just links to the Memorial, Lidice as municipality, film Lidice. There is no location. Web is not clear and is not easy to read in it.

Website has a clear and easy to remember web address - <http://www.lidice-memorial.cz/>.

- Positive – introductory photo – map of the reverent area with all stop, possibilities to change the language of the web site – German, English, Russian
- Negative – design, no possibilities of searching on the web site

Lidice Memorial has a fan page in social network facebook. The page has more than 4,000 fans. Facebook is updated regularly. Posted there are issues concerning the Memorial, actions that happen in the area or representing the Lidice Memorial out of the reverent area.

- **TV advertising**

The tragedy of Lidice was filmed as feature film. Premiere of the film was in 2011. Film refers to the tragedy of the village. The end of the film was filmed in the reverent area

of the Lidice Memorial. Film was good advertisement. Number of visitors of the Memorial increased from 37,109 visitors in 2010 to 57,518 visitors in 2012.

4.6.2 Below-the-line communication

- **Sale promotion**

The Lidice Memorial is a member of Association of museum and gallery in the Czech Republic. The Memorial provides free entry for holders of AMG card and discount 20 % off for holders of Shpere cards.

- **Personal sales**

In the gallery is possibility to buy many books about Lidice. Books are in Czech, English and German language.

- **Point of purchase**

Leaflets are in the gallery of Lidice, in Ležáky and Lety, in the Library in Kladno and in i-site in Kladno.

- **Event marketing**

The Lidice Memorial organizes many culture events – mainly in the off season in winter.

4.7 Summary of analysis

4.7.1 Advantages of Lidice Memorial

- ✓ Uniqueness
- ✓ Location
- ✓ Year-round opening
- ✓ Own accommodation
- ✓ Off-season themed events
- ✓ The main target group – students
- ✓ Parking

- ✓ Transport accessibility
- ✓ Wheelchair access
- ✓ Partnership concept
- ✓ New products

4.7.2 Disadvantages of Lidice Memorial

- ✓ Language skills of employees
- ✓ External guide
- ✓ Paid parking
- ✓ Lack of financial resources
- ✓ Competition
- ✓ Lack of interest from Czech students
- ✓ Old design of the website

5. New products and its implementation

New products are developed on outcomes from analysis of the Lidice Memorial. The new suggested products are QR code, free guide, a new design of the website lidice-memorial.cz and starting co-operation website Timegarden.

5.1 QR code

Technology is developing every day and users have high requirements that should respect the Memorial. The target group is, according to number of visitors, students (foreign and domestic).

Different applications exist in the tourism industry, 3D tours and other software product designed for supporting tourism.

Developing of any application is highly costly but in some European countries it is standard as a supporting tool for tourism. Lots of places, such as information centers, some culture-historical buildings use virtual tours or applications in the Czech Republic.

TripAdvisor's application is a good example of applications that are used in tourism. The application is focused on supporting cognitive tourism in a city. It provides information based on accommodation, restaurant, attractions, to buying a ticket, having own itinerary, navigation and the feedback for author of application. A great bonus of this application is the linking of individual applications (according to the city) into one big application across continents and whole world.

Based on the analysis of the Lidice Memorial it is evident that the Memorial misses that kind of application. The application could be created for reverent area. The reverent area offers only audio guide in a form of QR code. The recommendation of this thesis is to create a video of each monument in the reverent area. Each monument, such as the monument of children, the grave of men, foundations of the church, foundations of the school, the old cemetery plus the alley of Dr. Barnett Stross and rose garden, would each have a QR. The visitor could take a picture of the QR code and it would be redirecting them to a YouTube channel where they could view the video. Each video

would consist of history of the particular place and would be long 4 – 7 minutes. How it looked like before Nazis arrived, how it was destroyed, and how it looks today, with audio guide describing the video. All 13 films from the Gallery would be used as a material for those videos. The process of creating the videos would use the best parts from the films to best describe the history of a particular monument. All videos would be in many languages mutation.

To be able to see those videos the visitors must have smart mobile devices with integrated camera and installed application to read QR codes.

The main aim of this thesis is to create new products and to increase the number of visitors that each product would attract; this attraction should be aimed at everyone, including those who do not own smart mobile devices with integrated camera. So it would be necessary to have some smart devices for renting. Smart devices for renting could be tablets. Everyone who would want to rent a tablet for viewing videos on YouTube, would have to sign the agreement to protect the device theft. Visitors would sign the agreement with the deposit and their ID card and this deposit would be return when visitor returns the undamaged tablet. According to the Czech law it is possible to hold ID card only if the person agrees with it and it would have be a part of the agreement.

Viewing the videos on YouTube channel would be needed good internet connection (Wi-Fi) in the reverent area. Wi-Fi would be password protected. The password would be changed time to time to protect using connection by everyone. The password for Wi-Fi would be written on the signs in the museum, gallery and reverent area.

This product would be for free.

5.1.1 Cost

Videos

There was an interview with Jan Mocnak, a videomaker. Even if the Memorial has 13 films, it would be necessary to make new shots and footage of the Memorial. Voiceover and music would be used in the videos. So the price per 1 video would be \$600 - \$800 (14,574 CZK – 19,432 CZK, according to the exchange rate of Czech Nation Bank, 23rd February 2015). Jan Mocnak would give 20 % discount to the Memorial that would

decrease price of 2,914 CZK – 3,886 CZK so the price after discount would be 11,660 CZK - 15,546 CZK.

Another option is co-operation with some Czech university, such as Czech Technical University in Prague or Film and TV School of Academy of Performing Arts in Prague. The university could offer a diploma thesis or some final thesis. So student would have good material, excellent opportunity to show his/her talent and excellent experience. In this case the cost to the Memorial would be 0 CZK.

Internet (Wi-Fi)

Two companies providing internet connection have been asked for the offer. First company called Satan.net provide internet in range 150 CZK – 450 CZK per month. It depends on the speed of internet 2MB – 16 MB per second. Also it is necessary to install routers and other equipments for 2,200 CZK – 700 CZK. Price 700 CZK for installation is for the internet 400 CZK per month.

Tablets

The Lidice Memorial would buy just 10 tables for the beginning. If the first year, after implementation of the product, was successful and renting of tables would be demanded, then the Lidice Memorial could buy more tablets. The main criterion for tablet purchase is integrated camera and price. There are suggested five types of tablets of different brands:

- 1) Acer Iconia One 7 8GB – price with VAT 2,190 CZK
- 2) Samsung Galaxy Tab 37.0 – price with VAT 2,222 CZK
- 3) Dell Venue 7 – price with VAT 2,490 CZK
- 4) Asus Memo Pad 7 ME176CX – price with VAT 3,190 CZK
- 5) Lenovo IdeaTab A8-50 3G Yellow – price with VAT 3,999 CZK

Tablets were selected from e-shop alza.cz in 15 February 2015. If the Lidice Memorial would buy 10 tablets for the beginning, it would need 21,900 CZK – 39,990 CZK. It depends on whether they would picked the cheapest or more expensive variant of tablets.

5.2 Free guide

This product offers guide services without any fee. Free guide tours are well known around the world including tours in Prague. Guide provides his/her knowledge and information for free. Participants do not have to pay for it, but if they are satisfied with the tour and guide, they can leave tips to the guide. If they are not satisfied with the guide and his/her tour, they do not have to leave any money as a tips – it is voluntary.

The guides in free tours are volunteers who have studied guiding or history and who are interested in the topic of his/her tour.

Free tours (guides) are promoted on the website such as newpraguetours.com, discover-prague.com or by leaflets that are distributed to i-sites in a city, hostels, etc.

The biggest advantage of this product is no cost burden for the Memorial. Another advantage is promotion. Guides who provide the free tours work for a company that provides for them a promotion. So the Lidice Memorial would have an advertisement for free on their website. Also the Memorial would make leaflets about free tour in the area and distribute them into hostel and similar accommodation or i-site, etc. Visitors joining the free tours could arrive by bus from Dejvice station.

The offer from the Czech graphic Zdeněk Bílý is: *“If it is only proposal and preparing leaflets to print, the price is 400 CZK – 500 CZK. It depends on the complexity and requirements of the client. If it would be necessary to buy a photo or take some, the price of this service would increase.”*

The leaflets would be in the size DL (approximately 210 x 99 mm), this size is best for fitting into more used stands for leaflets.

Offers for the print:

1. Website interprint.cz advertises prices for printing 2,000 pieces of leaflets with use of matt paper for 2,650 CZK without VAT and 3,206 CZK with VAT. Graphic control and production (without delivery), which takes 5 days, is included in the price. The offer with use of glossy paper also for 2,000 pieces is 2,943 CZK without VAT and 3,561 CZK with VAT.

2. Website cenik-tisku.cz offers printing leaflets with use of matt paper for 2,500 pieces for 1,549 CZK without VAT and 1,874 CZK with VAT. And price with use of glossy paper for 2,500 pieces is 1,549 CZK without VAT and 1,874 CZK with VAT. Price includes graphic control and delivery.
3. Website online-tiskarna.cz advertises for 2,000 pieces for standard leaflets only glossy paper for 1,539 CZK without VAT and 1,862 CZK with VAT. Price includes delivery and order takes 6 days.

5.3 New design of the website

From the analysis of the Memorial it is determined that it is necessary to change the design of the website. Two web graphics has been contacted for their opinion about the website and to make an offer to redesign it. Both web graphic are Czech nationals – Zdeněk Bílý and Martin Jelínek.

1st opinion and offer

1st opinion and offer is from the Czech web graphic Zdeněk Bílý. Zdeněk Bílý says about the website lidice-memorial.cz: *“Website has been not changed for long time. So it does not correspond with clarity and design to the current trends. The current design is old and website does not bring any new information. Selecting the redesign has become a necessity. The main objective is to increase number of visitors of the website, improve clarity and orientation. It can be done by implementation of content management system and streamline information updates on the website.*

- *Edit site structure and information architecture.*
- *Edit content and SEO optimization.*
- *Implementation the content management system for easier administration and updating website.*
- *Redesign homepage and subpage.*
- *Using responsive design.*
- *Integration with social networks.*

Homepage – improving clarity, adding a search box to add links to social networks, extension language versions of website, moving large banner + header (current and professionally processed photos), view news, events, contacts on the homepage, simplification menu and site navigation.

Subpage – adding new photos and editing text from copywriter.

Price of redesign is 15,000 CZK. Price includes – implementation of the content manager system, design and implementation of the final graphic, SEO optimization and editing text from copywriter.”

2nd opinion and offer

2nd opinion and offer is from the Czech web graphic Martin Jelínek. Martin Jelínek says about the website lidice-memorila.cz: *“I was asked to briefly analyze the layout and appearance of a website dedicated to the "Lidice Memorial", which could be found at www.lidice-memorial.cz. Overall at the very first sight, the whole web presentation is very outdated and cannot be seriously compared to the current visual and technological standards. After further research in web archive, I found out that this design has been used - with minor changes and some little additions - since 2004. And time really took its toll. So although I don't think that the layout itself (the main horizontal menu, pictures of the monument) is necessarily bad, I'd strongly propose a full graphical overhaul. In case a web does not look at least a little bit fresh, visitors might start to question whether the information presented is really up-to-date. It would be really hard to describe all the changes I would propose, so I'll just bullet out the aspects I think would benefit the most from the redesign process.*

- 1. Grey text menu and grey body text on a grey background - seriously? This struck me right away, and is present on almost all the sub-pages, though it might pose a significant challenge for some site visitors, especially older ones.*
- 2. Horizontal drop-down menu; I would suggest a vertical menu instead - it would be anchored to the left side of the page that would expand or shrink a whole top category based on a selected sub-menu.*

3. *I really liked the first page with the drawn scheme of the whole memorial area, where the visitors can click on different parts to see further pictures and information about the place. It's really clear and easy to understand. Taking into consideration that I would heavily redesign the whole web but don't have access to any further data, that's as far as I can go.*

It always takes a thorough analysis of the older version of the web, which is heavily based on results from analytical tools (most often the Google Analytics) and the current needs of the customer that might have changed. I'd definitely advise them to contact a professional and let him guide the whole process."

Martin Jelínek didn't want to set the price of redesigning the website. He said that he is not able to set the price because of many aspects.

To implementation new design of website contract owner (Lidice Memorial) should do following steps:

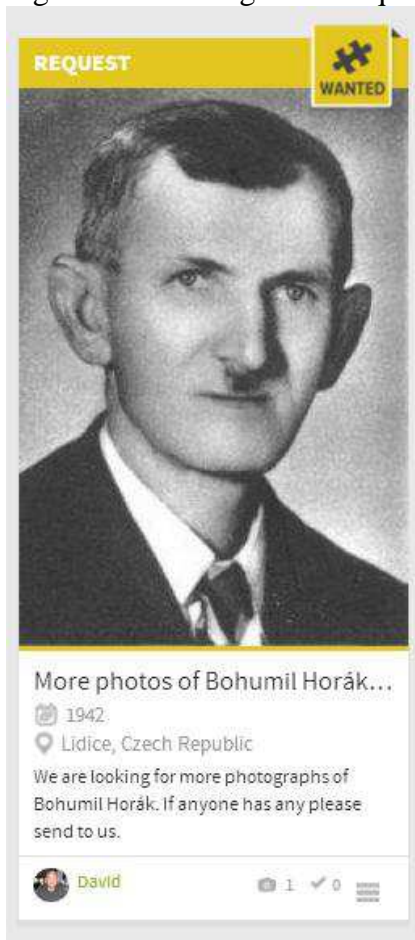
1. Preparation requirements and scope of work → exact specification
2. Make an invitation for tender → addressing to companies or agencies
3. Selection of the winning company/agency
4. Join work on concept formation

5.4 Timegarden

Another proposal would be the use of a new website called Timegarden.com. It is a startup owned by a US company with a production office in Liberec run by Houstalgia, s.r.o. and owned by Houstalgia, Inc. a Delaware company. The founders David Bull and Jiri Pavek have readily agreed to be a part of this thesis.

Timegarden organizes subjects and their media by place and time by using a mapping and timeline system. By organizing subjects this way, users who have information related to those subjects, but who might not know each other, have a place to meet to share data. This also gives users a place to add requests for information specific to each subject. For instance, a request could be made for more photographs of a specific subject so the public can be notified. (See Figure 2)

Figure 2 - A Timegarden Request for more photographs of Bohumil Horák



Source: Timegarden, 2015

When another user attempts to solve the Request, the user who made the Request is notified. They can then optionally accept the proposed solution and close the Request, accept the proposed solution but keep the Request open or reject the proposed solution and so on.

Timegarden currently accepts pictures, notes, in the case of Lidice for instance, each victim, survivor, structure, object and literally anything else related to Lidice could be added and have its own database. These subjects then act as waypoints so anyone in the world who has information or media related to that that specific subject, such as stories, pictures, videos or notes, can add it to build a living, breathing and ever growing online memorial. Also, specific requests seeking specific information related to each subject can also be added. Finally, a community page about the Lidice Memorial can be created to aggregate all of these subjects together.

To start, all of the victims, survivors, structures, events and literally anything else related to Lidice could be added to the system as an interactive, collaborative story board. These boards (called a “Seed” on Timegarden – which you “Plant” so it will grow) would then act as a waypoint for anyone with any memories, pictures or film of this person, structure or object to add to. This data is then organized chronologically and on a map so it is easier to understand. It would also act as a living memorial as others could come to the website and leave notes of remembrance.

Then, all structures would be added to the system – with any and all photos of these structures added.

Media with more than one subject in it can be tagged so it shows up in each relevant database.

5.4.1 Embedding feature

Timegarden has an embedding feature which allows timelines of any subject on Timegarden to be added to other websites. This would allow the subjects to be spread across multiple sites in a world wide effort to glean more information regarding the Lidice event and keep the memory of the village alive. Embedded timelines of the buildings, of the victims, of the perpetrators and more could be spread to other sites in an effort to glean fragments of data. The tools would all link back to the primary database which could be then monitored by the Lidice Memorial officials and curators.

Journalists would also have a specific place to direct people to go to in order to crowdsource memories, photos, videos and to try to answer Timegarden requests. By having one easily accessible online destination – and possibly anonymous destination – users can freely and easily add data.

Solicit donations:

Timegarden is also willing to link back to the Lidice Memorial donation page to help raise funds for the upkeep of the memorial. The Lidice Memorial Page would have a link back to any page the memorial would desire.

How does Timegarden benefit:

Timegarden would benefit by being exposed to more users who might use the website. By using the site they might decide to use it for their own needs. They would also benefit from implied endorsement of an institution such as the Lidice Memorial using them to store data.

5.5 Financial sources for products

The Lidice Memorial, every year, receives contribution from the Ministry of Culture. The contribution is divided into section operation and culture activities. The Ministry of Culture every month sends the contribution for operating in amount of 1/12 from the approved budget. The Memorial also submits an application on the Ministry of Education, Youth and Sports to get money for educational activity with primary and secondary school, with teachers and for discussions with the general public. Some possible financing of new product could be from contribution on operating – what the Memorial saves, it can be used in way as the Memorial wants.

Another source of financing of the Memorial is investment and non-investment action, such as reconstruction, acquisition of movable and immovable property and repairs. But unfortunately this kind of financial source cannot be used for creating of suggested products.

The Lidice Memorial can also use finances from the Ministry of Finance, where request for claims arising from unused expenses can be applied every year. The Memorial can request for surplus which will be given in the next year. From this source it is possible to finance new ideas – products.

Another source that the Memorial can use, but not for suggested products, is integrated protection system. Integrated protection system is a program of Ministry of Culture for movable cultural heritage. In the case of the Memorial it is renovation of collection items.

The Lidice Memorial can also request to get an endowment from the Ministry of Culture. The Memorial could use this source for financing of new products. Employees from

the Memorial have to write a request to the Ministry of Culture. Request must be really specific, with cost and other details. The Ministry will send money immediately to this project. But a big disadvantage of this endowment is that the Ministry can always take the money back and control can be imposed at anytime. If the Memorial draws subsidies in accordance with its intended purpose, the Ministry keeps money to the Memorial.

Grants can be used as another source for financing. Grant is purposeful contribution to public benefit purpose. Grants that the Memorial could join (from the theme point of view) have unfortunately high conditions which the Memorial is not able to fulfill.

Local government unit is also a possible source for financing. It is co-operation with cities, municipalities and regions. For instant, the Memorial co-operated with Pardubice region of event Silver A in 2014, so Pardubice region helped the Memorial with 45,000 CZK. So the products must be connected with other organization. This source of finances cannot be used for suggest products.

Donation is possible only though account number: 1334141/0710. According to the new Czech Code (1.1.2014) and tightening of conditions for public collection the cashbox had to be removed from the Memorial.

Another source could be co-operating with projects Startovač (<https://www.startovac.cz/>) or Hithit (<https://www.hithit.com/cs/home>). Those websites are crowdfunding portals that support creative projects. To join this project it is necessary to sign up in the selected website and make a good presentation of the project. Then if the project is approved, it is published in 24 hours. To join these projects it is necessary to be a non-profit organization. But in the condition of the website is written that government organization as Lidice Memorial can send its project and if they like it, they can make it public. So the Lidice Memorial could also use it for its projects.

Website Um sem um tam (<http://umsemumtam.cz/>) connect talented people with non-profit organizations or their offers and vice versa. The website is based on volunteering. So people provide his/her skills for free. The Memorial could write the offer on the website, for instance for making graphic of leaflets for free guide tour in the Lidice Memorial.

The best financial sources for new products:

- ✓ claims arising from unused expenses
- ✓ endowment
- ✓ donations

6. Conclusion

In the first chapter tourism was characterized as an important industry in the whole world and in the Czech Republic. Afterwards new trends of tourism in the Czech Republic were described. Dark tourism was characterized in the separate subchapter, where dark tourism was described as a new trend, its types, motivators and dark tourism in the Czech Tourism. Important part is subchapter about term used in the analysis of the Lidice Memorial, such as product, unique selling point & strategic excellence position, competitiveness, benchmarking and communication. The crucial part of this chapter is description of Lidice and its tragedy, mainly until 9th June and after 9th June 1942 and the resurrection of Lidice.

Significant chapter for this diploma thesis was analysis of the Lidice Memorial. In the analysis was analysed whole agency of the Ministry of Culture, its current situation, current products, USP & SEP, competitiveness, benchmarking and communication. In the subchapter analysis of current situation was analysed basic information about the Memorial and its transport accessibility from Prague, segmentation, number of visitors and sales. Another subchapter called analysis of current products was divided into two parts – main and partial products. This subchapter analysed all products provided by the Lidice Memorial. Afterwards unique selling point and its strategic advantage were analysed. The subchapter competitiveness analysed the situation within the municipalities, with similar destiny as Lidice, Ležáky, Zákřov, Javoříčko. At the end of this chapter a summary was conducted where is seen (see table 19) that a big potential of the Lidice Memorial exists. Subchapter benchmarking was undertaken at an international level, as it analysed Tokajík in Slovak Republic and Oradour-sur-Glane in France. In the chapter communication the Memorial's skill of using public media was analysed. The Memorial has been mentioned in newspapers, radio, on the internet and also in TV advertising. Because of co-operation with creators of the film Lidice the number of visitors increased by 20,409 visitors in 2012. Even BLT communication in the Memorial is good. It provided personal sales and event marketing on a good level. The chapter called analysis of the Lidice Memorial is ended by the summary, where advantages and disadvantages of the Memorial are enumerated.

The key chapter is called new products and its implementation. This chapter is based on outputs from the above analysis. Creating or innovating a new product was an objective of this diploma thesis. Two new products were created – QR codes and free guide tour, then one product was innovated – new design of the website lidice-memorial.cz and cooperation with website timesgarden.com was started. In this chapter new products were described, how they would exactly work and what would be their financial burden for the Memorial. This chapter included possible source for financing of new and innovated products.

The Lidice Memorial has high potential according to its uniqueness and strategic location. Because victims of the tragedy are dying (only 3 women of Lidice and 13 children of Lidice are still alive), it is important to show it to young generation. One of the solutions could be implementing new product QR code, which “take” young generation to the past and show them impacts of perverted ideology. It is highly important to teach the young generation about the mistakes from the past. This is the best way to ensure that such tragedies would never happen again.

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8. Supplements

8.1 Supplement 1 – Impact of film tourism

Table 20 - Film tourism impact

Film or TV Series	Location	Impact on Visitors Number or Tourist Revenue
Dances with Wolves	Forth Hayes, Kansas	25 % increase compared with 7 % for previous 4 years
The Lord of the Rings	New Zealand	10 % increase every year 1998 to 2003 from U.K.
Harry Potter	Various location in U.K.	All locations saw an increase of 50 % or more
Mission Impossible 2	National parks in Sydney	200 % increase in 2000
Crocodile Dundee	Australia	20.5 % increase in U.S. visitors 1981 to 1988
Braveheart	Wallace Monument, Scotland	300 % increase in visitors year after release
Nothing Hill	Kenwood House, England	10 % increase in one month
Saving Private Ryan	Normandy, France	40 % increase in American tourists
Troy	Canakkale, Turkey	73 % increase in tourism
Dallas	Southfork Ranch, Dallas	500,000 visitors every year

Source: Hudson and Ritchie, 2006

In the Table 20 is seen that film is effective tool for marketing of destination. Good example of effective propagation of destination was at the films Bobule and Bobule 2. Films were filmed in South Moravia and film Bobule was third most visited film in 2003. Premiere of the film was held in Mikulov – for propagation of the region.

The part of film tourism is the actual filming and staff stays in a particular location. Film crew is made up of many people who stay for all the time of filming. Film industry brings lots of economic advantages thus many countries try to attract filmmakers to their country, especially with financial tools. (Kotřková, 2013)

8.2 Supplement 2 – Places named after Lidice

The name of Lidice was adopted by many places in the world after 10th June, 1942. So they contributed to the preservation of memories of suffering and annihilation of its inhabitants.

Table 21 - Places that have been taken name Lidice

Name	Country	Specification
Lidice (Parado)	Brazil	city
Nova Lidice (Vila Progresso)	Brazil	municipality
Lidice (St. Jeronimo)	Mexico	municipality
Lidice	USA-Illinois	municipality
Lidice	Panama	municipality
Kfar - Lidice (Gevar-ám)	Israel	city districts
Lidice (Caracas)	Venezuela	city districts
Lidice (Lima)	Peru	city districts
Lidice (Havana - Zanja)	Cuba	memorial
Lidice (Gan Yaoneh)	Israel	city districts
Plazuela Lidice (Montevideo)	Uruguay	memorial

Source: Lidice Memorial, 2014.

8.3 Supplement 3 – Quotes survivor - Marie Šupíková

Marie Šupíková was living in Lidice and was 10 years old when Nazis came to Lidice in 1942. The citation has been kept in Czech language for keeping the authenticity.

‘Jmenuji se Marie Šupíková, rozená Doležalová, jsem rodačka z Lidic a jedna z mála žijících pamětnic lidické tragédie. Noc z 9. na 10. června 1942 se hluboce zapsala do mé paměti, tehdy desetileté dívky, která během několika málo minut přišla o domov a rodinu. Nacisté mi vzali dětství, které mi nahradili pobytem v různých táborech a v dětském domově. Ironií osudu však zůstává, že to byli opět oni, kteří mě vybrali jako dítě schopné k poněmčení. Proto jsem přežila v německé rodině a po válce se mohla vrátit domů. Žel, moje rodná obec byla zničena, otec, bratr a babička zahynuli a maminka na následky z koncentračního tábora čtyři měsíce po mém návratu umírá. Zůstala jsem sama a musela se s touto skutečností vyrovnat. V nových Lidích žiji od roku 1955 a často mně vzpomínky

zavedou do míst mého tehdejšího dětství. Vidím domy, které lemují bývalou silnici do Lidic, v duchu si vybavuji tváře lidí, kteří v nich bydleli. Zastavím se u pomníku a vzpomínám na své kamarády a spolužáky, kteří se bohužel nevrátili. Lidickou tragédií stále žiji, a proto se snažím podle možností a požadavků besedovat o svých prožitcích hlavně s mládeží. Chci jim říct, že ztratí-li člověk domov a rodinu, ztratí všechno.' (Cílek, Richter, Veverka. 2011. p. 29)

8.4 Supplement 4 – Website lidice-memorial.cz

Figure 3 – Website lidice-memorial.cz



Source: Lidice Memorial, 2014.