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Influence of Communication Infrastructure on Visitation of Selected UNESCO Locations

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Abstract

Marketing and communication strategies of UNESCO World Heritage sites have the potential to address the dual need for presentation in conjunction with site conservation. The presented article aims to determine the multi-year trends of the influence of individual marketing communication tools on the attendance of selected objects, to map the level and quality of the application of communication infrastructure in the cultural heritage environment and to derive propositions for individual solutions aimed at improving the level of communication infrastructure and increasing the attendance of selected UNESCO objects. We use quantitative methods that we initiated in selected UNESCO objects for analysis and subsequent evaluation of the current state. The main contribution of this study is suggestions for improving the level of communication infrastructure. Among the areas where it is necessary to apply changes, we have identified the presence of the entire region, raising awareness through an annual event, blog marketing, influence marketing and social media.

Keywords: UNESCO, Marketing, Communication, Infrastructure, World Heritage

INTRODUCTION

The marketing and communication segment of UNESCO World Heritage sites is still in its nascency. A range of tools designed to improve the quality of communication processes is gradually being introduced worldwide. Individual locations manage the communication infrastructure, and the strategies are very different. The main reason for these changes is the achievement of higher attendance at UNESCO sites [1]. Thanks to implementing individual elements, such as setting goals and awareness of performance within holistic areas, understanding the power of communication infrastructure management is gradually coming to the fore [2]. Many authors claim, Akash and Aram [3], Voronkova et al. [4], Duperré [5], and Marimin [6], that measuring these factors distorts the priorities of service organisations and inhibits real innovation, often to the detriment of service users. Contrary to this negative attitude, an ever-increasing number of studies on the effects of marketing and communication strategy essentially point to its positive benefits.

Marketing communication, especially its forms and methods, has seen the most changes in the cultural heritage environment in recent decades. This was manifested by expanding the range of communication infrastructure, strengthening communication activities towards the public, and the continuous search for new and non-traditional approaches to the possibilities of presenting UNESCO objects [7]. Parallel to this process is the building of identity and strengthening of the image of cultural heritage objects, stimulating demand for their brand, changing the relationship of cultural tourism cathedrals to the media and target groups of visitors, but especially grasping marketing communication as a tool that is decided on at the managerial level. Only the

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correct setting of the management processes of marketing communication is directly reflected in the increased demand for the products and services of UNESCO objects. Consequently, the statistical indicators of attendance also show growing tendencies.

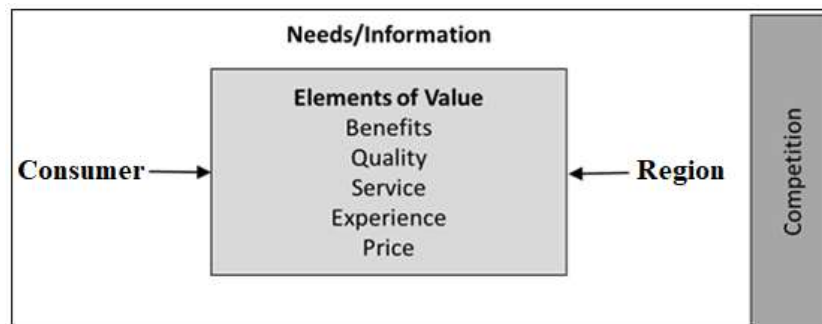
The presented article aims to determine the multi-year trends of the influence of individual marketing communication tools on the attendance of selected UNESCO objects, to map the level and quality of the application of communication infrastructure in the cultural heritage environment and to derive propositions for individual solutions aimed at improving the level of communication infrastructure and increasing the attendance of selected UNESCO objects.

MARKETING AND COMMUNICATION INFRASTRUCTURE OF UNESCO OBJECTS

UNESCO World Heritage Sites are classified into natural, cultural or mixed [8]. Individual areas are nominated for inclusion by fulfilling one of the ten criteria [9]. These criteria include human creativity, such as masterful architecture and planning, and demonstrating population evolution over time. Other factors for choosing a site include its contribution to humanity by symbolising cultural traditions and showing the historical interactions of civilisations. Natural sites are selected through natural beauty, relief development or demonstration of geological changes. World heritage sites symbolise a value to humanity that must be protected and preserved. In addition to the standard list of sites, UNESCO also classifies another list of World Heritage sites that are in danger and need quick assistance [10].

Marketing communication in this area can be any communication that a cultural organisation uses to inform, persuade or influence current or future potential customers. The main characteristic of communication is *"the conveyance of information and its content meaning to guide the opinions, attitudes, expectations and behaviour of consumers following the specific goals of the organisation"* [11].

For UNESCO World Heritage sites, marketing communication has an essential character. Its task is to address the existing audience and potential visitors, i.e. those not actively interested in this institution. At the same time, it fulfils a demanding function: it helps create tangible signs and a sense of credibility, satisfaction and security (reassurance) [12].



Picture 1. *Communication transactions and relations in UNESCO objects.*

Source: Kotler – Kotler – Kotler, [13].

Since the characteristic feature of the essence of the product of UNESCO objects is intangibility, the primary goal of marketing communication is to influence the mindset and attitudes of cultural viewers. According to Strišš [14], the main communication goals in the field of culture include:

- *to inform* – to inform cultural consumers about the existence of the product and provide them with some necessary details, such as the place and time of the exhibition or cultural and social event, the price of admission, etc.,
- *to persuade* – with additional motivation (unique quality of the offer, prestige) to assure the cultural views of the value of the product and thereby lead him to buy it,

- *educate and raise* – expanding the audience can only be done through the education and training of individuals, and this needs to start at an early age. A child visitor is an investment in the future, and the first contact with history and art occurs within the family or school facilities. Many cultural heritage objects have also adapted their offer to young audiences through educational activities or animation programs. Children come to the objects accompanied by their parents, so the offer of playful programs will simultaneously attract adults to the UNESCO object.

Marketing communication is an exposed part of the management of UNESCO objects. In addition, this connection can be supplemented with the ideas of Philip Kotler and Kevin Lane Keller [14]. *"We see marketing management as the art and science of choosing target markets and acquiring, maintaining and developing customers, using the creation, delivery, and communication of higher customer value."* [15]. Management has various analytical tools to professionally handle selected marketing communication processes [16]. The help of the management itself is also related to setting the goals of marketing communication.

Marketing communication should play a vital role in the management activities of UNESCO objects. Including the product's attractiveness, it can generate a very striking force. Utilising its techniques not only sets marketing but communication goals can also be achieved. These are related not only to the sale of the product but also to the increase in the level of recognition of the UNESCO object's brand, and thus directly proportional to the rise in visitors. The criteria for fulfilling these goals depend mainly on the marketing concept of individual objects and the monitoring of international trends [17].

Communication infrastructure in this area can be defined as a set of individual or interconnected communication elements used in practice to present products or services of UNESCO objects. The degree of their deployment and effect directly relates to the adequate financial resources allocated to marketing communication in the organisation's budget [18].

LITERATURE REVIEW

Marketing and communication infrastructure are standard factories in commercial sectors [19], with the help of which it is possible to directly or indirectly influence target values, such as traffic or promotion [20]. However, in the sphere of UNESCO cultural heritage areas, these tools are in the background. They were initially applied, for example, to increase ticket sales [21]. The proliferation of research in the marketing of UNESCO sites has led to a discipline *"from marketing as a functional tool to marketing as a business philosophy and strategy"* [22]. In the cultural environment, marketing communication plays a fundamental role [23]. It addresses existing customers [24] and potential visitors who have yet to express interest in the institution [25]. In addition, it creates a strong sense of trustworthiness, satisfaction and security for individual visitors.

Marketing communication primarily creates the exposed course of UNESCO management [26]. The effectiveness of marketing communication is evaluated by comparing the acquired results with the goals set in the marketing plan [27]. Goals can be identified as direct economic goals [28, 29] and communication goals [24, 30]. Therefore, the effectiveness of marketing communication can be monitored from at least two points of view: the economic impact and the communication [31].

In terms of economic efficiency, the primary goal is monitoring economic indicators [28], which in the UNESCO environment can be considered the difference in the volume of tickets sold or the profit from rental turnover. The impact of marketing communication sales with the subsequent measurement evaluation is regarded as a more complex issue than just measuring the effects of communication [32]. This aspect needs to be revised in telling to what extent particular progress in visiting UNESCO sites is influenced by effective marketing communication. Marketing communication contains only one element of the marketing mix, but a large number of different factors, for example, the product itself [33], the object and its value [28], and competition in the leisure market [34], may affect the volume of tickets sold.

For cultural objects, marketing is also an exchange process in which the object aims to offer visitors great value at a low price while creating a surplus or balance in exchange [35]. Marketing is an interactive process between those seeking a product or service (experience, idea, place, information) and those who can deliver that product [36]. Donohoe [37] looks at the mentioned argument from a cultural-economic perspective and adds that the

marketing goal for cultural organisations is to secure market share in terms of attendance, satisfaction and visitors [38].

METHODOLOGY

In the current era, which is also characterised by information saturation in the leisure market, targeted advertising smog and mutual competition, UNESCO objects need to know which exact segment to target marketing communication to and how to set the management of individual marketing communication tools as optimally as possible. For this reason, there is an acute need for UNESCO objects to obtain information about the motivations and substantial effects of marketing communication on the public's decision to visit a cultural institution. In cooperation with detailed knowledge of communication infrastructure tools, quantitative research was carried out in the environment of UNESCO objects from 2006 – 2019. Within them, data collection occurred in the field in three precisely determined periods, 2006 – 2009, 2011 – 2014, 2016 and – 2019. The results of this primary data collection alone should help the four investigated objects to implement activities to increase attendance and awareness of cultural heritage. The goal of the research was to evaluate the influence of individual marketing communication tools on the individual's decision to visit a UNESCO object, to map the current state of application of the dynamics of communication infrastructure in the environment of selected UNESCO objects and to identify what activities these UNESCO objects should implement to increase attendance. The main criterion for selecting UNESCO objects was the existence and availability of necessary and secondary data. Through these variables, we decided on four objects. In the case of comparability, the individual investigated objects also have several standard criteria:

- they are included in the UNESCO list or aspire to be inscribed,
- they provide services to the visiting public all year round,
- for their activity and development, they draw on the so-called ordinary transfer or domestic and foreign grants,
- the core of the object product is a permanent exhibition,
- implement a wide range of cultural-educational or recreational events, communicate with the public via the web, social media, press releases and conferences, open days, etc.

The data collection took place continuously throughout the year, cooperating with the opening hours of UNESCO objects. The individual days of the field research were chosen randomly. The basic set of the study consisted of all visitors to selected UNESCO objects. The sample set was represented by those respondents who visited the facility during data collection, i.e. the sample set was compiled by quota selection of respondents. In selecting research participants, the opportunity method was used, i.e. as respondents, only visitors who completed either one of the sightseeing tours, participated in the exhibition or animation activities or visited the cultural and social program were approached. A total of 5020 cultural visitors participated in the research for all three investigated periods.

In the first period (2006 – 2009), the method of written inquiry was used to obtain preliminary information, i.e., a distributed questionnaire. Subsequently, during the following two research periods (2011 – 2014, 2016 – 2019), visitors filled out the questionnaire using the GoogleForms tool on a prepared tablet with Internet access. As part of the methodology, we focused on the respondents' psychological barrier to filling out technologically demanding and content-rich questionnaires. Therefore, its scope was chosen to the maximum extent to complete the questionnaire without major technical problems and time burdens. When constructing the questions, we also took into account their mutual symbiosis. An essential starting point for the creation of the methodology was the need to obtain information for the entire set, especially for individual UNESCO objects. The return rate of questionnaires, particularly UNESCO objects, was 100%, as every visitor submitted a questionnaire when buying a tour ticket.

After collecting the filled-in questionnaires, the data were checked. Subsequently, all the data found were continuously converted into electronic form, i.e. into a pre-prepared digital sample that exactly copied the

structure and format of the questionnaire. After inserting the detected data into the required database, all imported data was thoroughly checked. We used statistical software R to process and sort the research material. The following variables were determined as sorting criteria: day of visit (working day or weekend day), first-time visitors, or repeat visitors. Differences in nominal indicators (means of communication infrastructure contributing to the visit of UNESCO objects and marketing communication tendencies) of individual objects were tested through three separate Chi-square tests for each period separately (2006 – 2009, 2011 – 2014, 2016 – 2019). Hypotheses have been built:

H0: There is no statistically significant difference in the representation of communication tools across objects A, B, C, and D in the period 2006 – 2009 (2011 – 2014, 2016 – 2019),

H1: There is a statistically significant difference in the representation of communication tools across objects A, B, C, and D in the period 2006 – 2009 (2011 – 2014, 2016 – 2019).

We tested the hypotheses at a significance level of $\alpha = 5\%$ using the Chi-square test of independence, which is appropriate for categorical variables. If the p-value of the test is less than 0.05, we reject the null hypothesis and accept H1. The first condition of the Chi-square test - individual observations in the contingency table are independent - is fulfilled because each question was mandatory. At the same time, when testing the hypotheses, we verified the second condition - at least 80% of the cells in the contingency table have an expected frequency higher than 5. If this condition was not met, we used Fisher's exact test. Subsequently, if a statistically significant dependence between individual variables was shown, we tested the strength of this dependence using Cramer's V coefficient, which takes on values from 0 to 1, where 0 means no dependency and 1 means very strong statistical dependency. We can interpret the values in the following intervals:

<0,0.2> - weak dependence

(0.2,0.6> - moderately strong dependence

(0.6,1> - strong dependence¹

Subsequently, we examined whether there were tendentious changes in marketing communication in UNESCO objects across periods. We solved this problem using four separate Chi-square tests for each object separately where we tested:

H0: There is no statistically significant difference in the representation of communication tools across the periods 2006 – 2009, 2011 – 2014, and 2016 – 2019 in object A (B, C, D),

H1: There is a statistically significant difference in the representation of communication tools across the periods 2006 – 2009, 2011 – 2014, and 2016 – 2019 in object A (B, C, D).

To test the differences between objects and the degree of satisfaction with the level of marketing communication, we used the Chi-square test of independence again, with the hypotheses set as follows:

H0: There is no statistically significant difference in the degree of satisfaction with the level of marketing communication across objects A, B, C, and D for the entire research period,

H1: There is a statistically significant difference in the degree of satisfaction with the level of marketing communication across objects A, B, C, and D for the entire research period.

Subsequently, we set the research question of whether there is a statistically significant difference in the respondents' satisfaction level across individual periods in individual objects separately. To answer the research question, we set the following hypotheses:

H0: There is no statistically significant difference in the degree of satisfaction with the level of marketing communication across the periods 2006 – 2009, 2011 – 2014 and 2016 – 2019 in object A (B, C, D),

H1: There is a statistically significant difference in the degree of satisfaction with the level of marketing communication across the periods 2006 – 2009, 2011 – 2014 and 2016 – 2019 in object A (B, C, D).

If the condition is not met, where we assume that at least 80% of the expected frequencies will be greater than 5, Fisher's exact test was used again.

Another research object was the employees of four UNESCO objects. When selecting the sample, we applied quota selection. The essential prerequisites for participation in the research were the willingness to carry out an interview, the work scope in the UNESCO sphere and the anonymity of the respondents. Semi-structured interviews were conducted with workers responsible for marketing and communication activities in the investigated UNESCO objects. Specifically, they were cultural-promotional managers, cultural-promotional officers, program managers, etc., who are bearers of marketing decisions in their work and are therefore referred to as marketing managers. Respondents were approached individually, through a personal meeting or by phone. Everyone was involved in the interview at approximately the same time and a pre-prepared content scenario. When creating the interview structure, the so-called pyramid model, i.e. questions were divided into introductory, main or specific, and final. The additional data were the identification features of the respondents. The primary effort was to elicit responses from the individuals interviewed on the critical areas of research, namely:

- establishing criteria for segmentation of the visiting public,
- targeting communication activities to a specific segment of visitors,
- deployment of individual marketing communication tools in practice, i.e. identifying the communication infrastructure of unique tools with the highest frequency of use,
- monitoring the effectiveness of marketing communication,
- determination of the evaluation point of view of the effectiveness of the funds spent on communication,
- ascertaining the interest of the superiors in the return of the funds spent on marketing communication and the way of attributing importance to marketing activities,
- managing communication in cooperation with the marketing concept, monitoring the founder's fulfilment of marketing communication goals.

RESULTS

A vital issue in examining the impact of communication infrastructure on the visitation of individual UNESCO objects is identifying marketing communication tools that help the public decide to visit UNESCO cultural heritage objects or which communication infrastructure tools are adequate for visitors. Differences in the preferences of marketing communication tools of individual UNESCOs were tested through three separate Chi-square tests for each period separately 2006 – 2009, 2011 – 2014 and 2016 – 2019. The obtained results through colour scales (from blue solid to intense red) represent standardised residuals from the expected numbers. What does it mean? If the column is red, the representation of the given marketing communication tool is statistically significantly higher than the representation expected under the null hypothesis (i.e. if the terms of communication tools were not significantly different across objects). The opposite is true for the blue colour, which means that the representation is considerably lower (the more prominent the colour, the more significant this deviation).

By analysing the results from 2006 – 2009 and based on the p-value ($p < .001$), we can reject the null hypothesis and accept H1. We found a moderately strong and statistically significant dependence (Cramer's $V = .286$) between UNESCO objects and the preference for communication tools. In this period, at three objects (A, B, C), the communication resource that supports the intention of cultural viewers to visit the UNESCO object was identified as interpersonal communication. In simpler terms, recommendations from family and acquaintances played a more critical role than mass media communication. Oral submissions reached a value of 49.4% in Object A and Object B, and Object C; these indicators exceeded more than 50%, namely 53% and 61.3%. Since the last numerical preference approaches two-thirds of visitors, we can call it the most significant

of the four. The situation was completely different in the fourth UNESCO object. The leaflet campaign became a dominant incentive for visiting Object D, with a weight of 84.2%, representing statistical significance. Let's go back to the previous results of the questions in this period at Object D. We conclude that the identified young people (students) who visited the educational program were interested in the flyer of this animation activity, or were the so-called object herd that followed its leader, the teacher.

In the period 2011 – 2014, according to the results, a moderately strong (Cramer's $V = .259$) and statistically significant dependence ($p < .001$) was again achieved between UNESCO objects and communication tools. In Objects A, B, and C, information technologies, specifically the website and social media, are gaining strength in importance. The first mentioned option in all three objects exceeded one-third of the value; even in Object B, the website motivated more than forty per cent (40.6%) of visitors to visit the UNESCO object. Social media had a milder, but not negligible, impact, with more than one-fifth of each object. Compared to the previous period, the recommendations of family and friends have a stagnant character. The situation was the opposite in Object D. Word of mouth attracted 54.1% of visitors to this UNESCO object. Compared to the previous period, the importance of flyers decreased by more than three quarters. On the contrary, the website is gaining strength in terms of persuasive significance, weighing 26.7%.

The situation was different in the period 2016 – 2019 when the resulting indicators reached a weak (Cramer's $V = .166$) but still statistically significant dependence between objects ($p < .001$). The mentioned period is characterised not only as stagnant for interpersonal communication but even as significantly weakening when the values of this communication resource dropped to low numerical quantifiers. On the contrary, a growing tendency can be seen in every single object with social media. For example, in Object A, 43.2% of respondents mentioned this online platform as an information source. A slight increase in this UNESCO site was also recorded for audiovisual videos, the content of which can also be shared on social media. On the contrary, the website's reach decreased compared to the previous period. The same scenario of means of communication as in Object A was repeated in Object B, but here the expressiveness of social media did not exceed forty per cent (38.6%). A partly different situation can be identified in Object C, where interest in social media increased by 3% compared to the previous period under review. The higher indicators of the object's website must be addressed at a measured value of 48.9%. A few per cent lower indicators of the website as a source of motivation to visit were recorded in Object D, namely 44.7%. However, for this object, the impact of social media increased by 22% compared to 2011 – 2014. Likewise, increased preferences, specifically by 10.7%, were captured for audiovisual videos.

According to the results achieved, it is evident that visitor preferences are gradually changing from offline activities to online forms of attracting attention, which is directly related to the digital revolution of the third millennium.

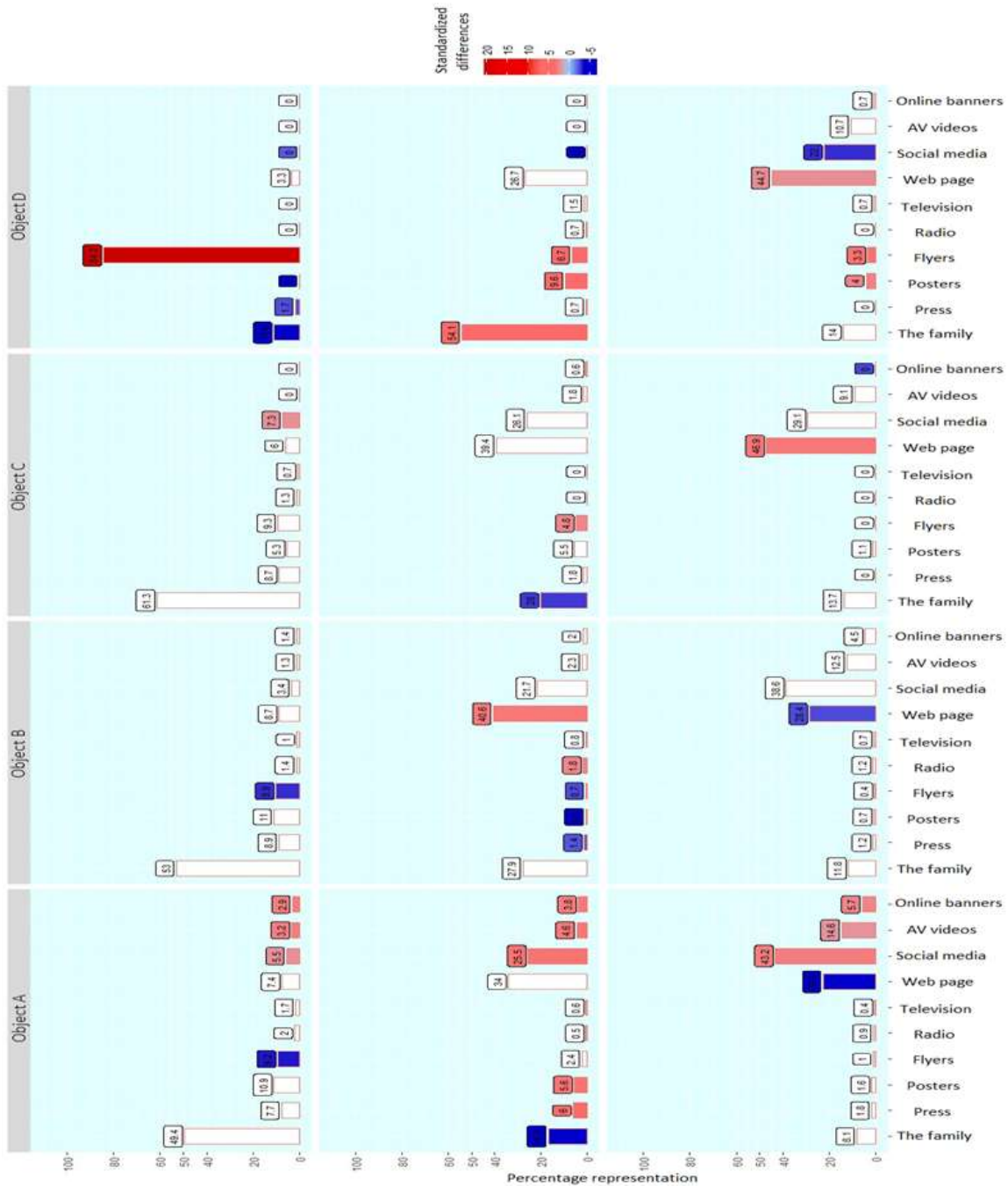


Figure 1. Means of communication leading to the visit of UNESCO objects

Source: Based on own research

When addressing the public, it was also interesting to see how, across periods, tendentious changes in marketing communication occurred in UNESCO objects, i.e. a shift of communication proportions from offline forms to online activities. For this reason, a separate Chi-square test was performed for each UNESCO object, where the ratios of responses across three periods were compared. We tested the hypotheses:

H0: There is no statistically significant difference in the representation of communication tools across the periods 2006 – 2009, 2011 – 2014, 2016 – 2019 in object A (B, C, D),

H0: There is a statistically significant difference in the representation of communication tools across the periods 2006 – 2009, 2011 – 2014, and 2016 – 2019 in object A (B, C, D).

The results can be characterised as follows. In object A, we noted a statistically significant difference between the mentioned periods in the representation of communication tools ($p < .001$), while based on Cramer's V coefficient, we can speak of a relatively strong dependence (Cramer's $V = .441$). In 2006 – 2009, interpersonal communication was significant in addressing the visiting public. A less critical role in these activities can be attributed to offline documents (press, posters, leaflets). In the second monitored period, the intensity of oral presentations decreases, and information technology gradually strengthens. Their most excellent communication intervention can be seen in Figure 2 in the third period when social media and audiovisual videos can be characterised as statistically effective forms of marketing communication for this UNESCO object. The website, whose communication reach is gradually declining, also deserves justified attention, which may also be due to its unattractiveness.

According to the research results, Object B identified statistically significant differences in the representation of communication tools in particular periods ($p < .001$). At the same time, as with object A, we can talk about a relatively strong dependence, i.e. significant differences (Cramer's $V = .476$). The first period copies a similar scenario of Object A. Verbal recommendations play a dominant role in reaching the visitor, and offline forms can be considered slightly statistically significant means of communication. In 2011 – 2014, interpersonal communication intervention stagnated, and online forms of communication gained strength, the intensity of which is most evident later, in the third monitored period.

Also, for object C, we registered apparent differences in communication tools across periods ($p < .001$, Cramer's $V = .459$). Even this UNESCO site experienced a transition from interpersonal and offline marketing communication towards online forms of addressing visitors. However, they reached the so-called statistically neutral values in the second period.

Finally, for object D, we not only demonstrated a statistically significant discrepancy between periods ($p < .001$) but also noted a substantial degree of dependence and, thus, significant differences in individual periods (Cramer's $V = .697$). Statistically significant indicators across periods were recorded for offline communication forms, later preferences increased by oral administration, and finally, the trend tipped over to online communication. However, not as significantly as in Objects A, B, and C.

Influence Of Communication Infrastructure on Visitation Of Selected Unesco Locations

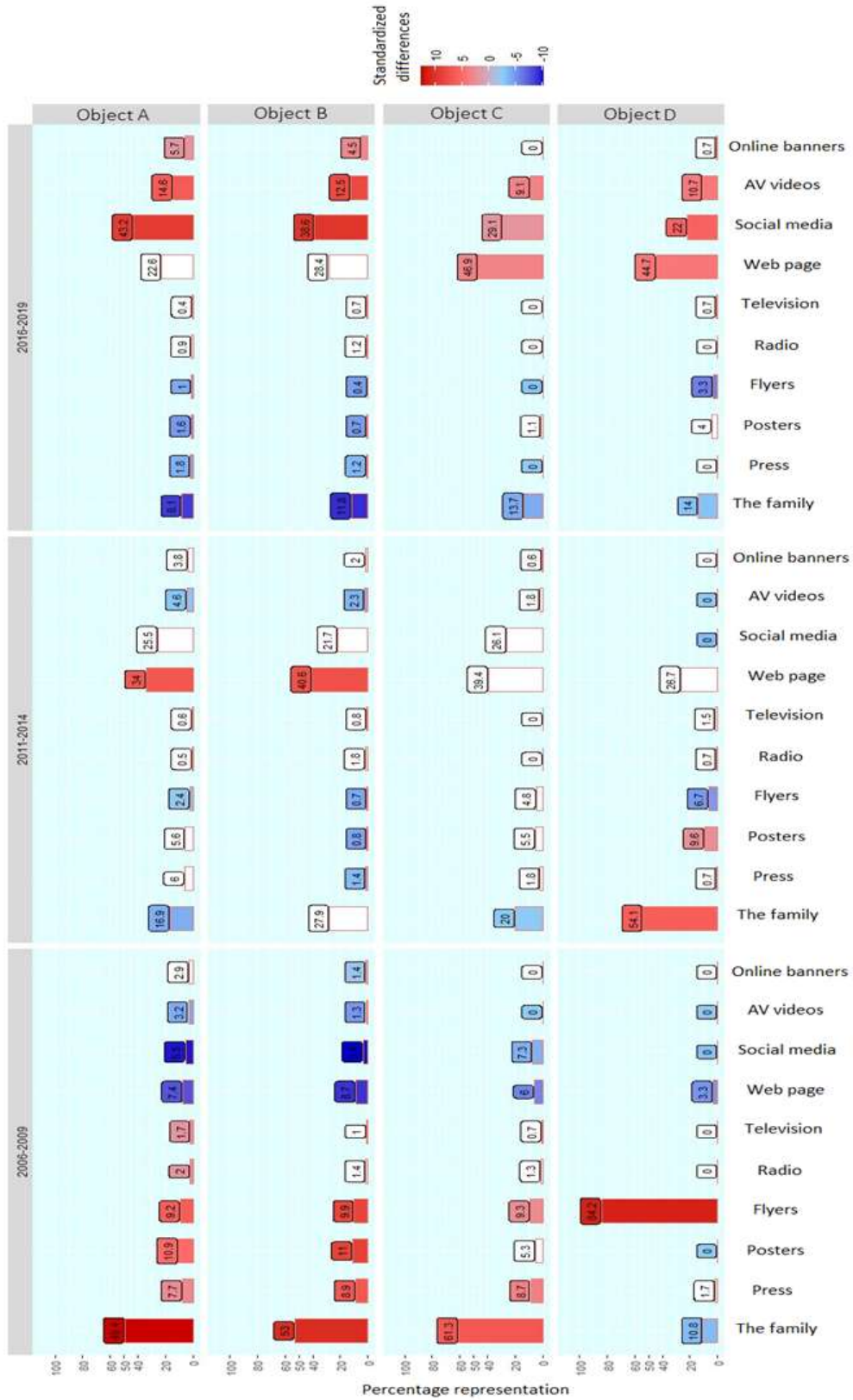


Figure2. Marketing communication trends in UNESCO objects

Source: Based on own research

In the next part of the research, we addressed questions in which the respondents expressed their satisfaction with the level of marketing communication. We performed four separate Chi-square tests. In the first test, we examined the dependence or tested whether there was a statistically significant difference in the level of satisfaction of respondents with the level of marketing communication across objects A, B, C, and D for the entire period at the significance level $\alpha = 0.05$ using the following hypotheses:

H0: There is no statistically significant difference in the degree of satisfaction with the level of marketing communication across objects A, B, C, and D for the entire research period,

H1: There is a statistically significant difference in the degree of satisfaction with the level of marketing communication across objects A, B, C, and D for the entire research period.

In the remaining four tests, we tested for each object in each area whether there was a statistically significant difference in the respondents' level of satisfaction across individual periods. At the level of significance $\alpha = 0.05$, the following hypotheses were tested sequentially:

H0: There is no statistically significant difference in the degree of satisfaction with the level of marketing communication across the periods 2006 – 2009, 2011 – 2014 and 2016 – 2019 in object A (B, C, D),

H1: There is a statistically significant difference in the degree of satisfaction with the level of marketing communication across the periods 2006 – 2009, 2011 – 2014 and 2016 – 2019 in object A (B, C, D).

Level of Marketing Communication

The first piece of information from the category of evaluation of the quality of communication infrastructure interprets visitors' opinions on the level of marketing communication of individual UNESCO objects during the entire period of research implementation. Again, the respondents expressed themselves through various pre-prepared answers, including an indifferent opinion.

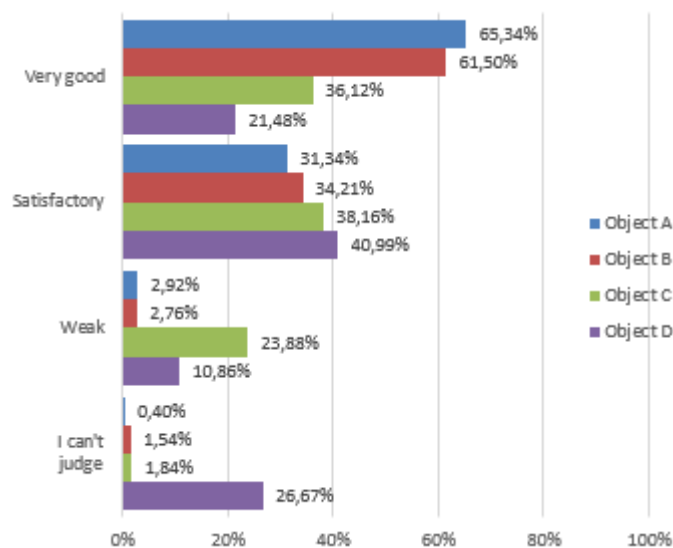


Figure 3. Evaluation of the degree of satisfaction with the marketing communication of the investigated UNESCO objects during the entire period of the research implementation

Source: Based on own research

Comparison of UNESCO Objects

A statistically significant difference was observed between the individual UNESCO objects in the degree of satisfaction of the respondents with the level of marketing communication, as the p-value was lower than the established level of significance α ($p < .0001$), while based on Cramer's V coefficient we speak of a moderately

strong dependence (Cramer's $V = .296$). Objects A and B received the clear best rating, receiving more than 60% of positive responses from respondents during the entire duration of the research, who rated their level of marketing communication as very good. On the contrary, object D has the highest share of "I can't assess it" answers of all objects, and object C has the highest percentage of all objects in the "weak" satisfaction level category.

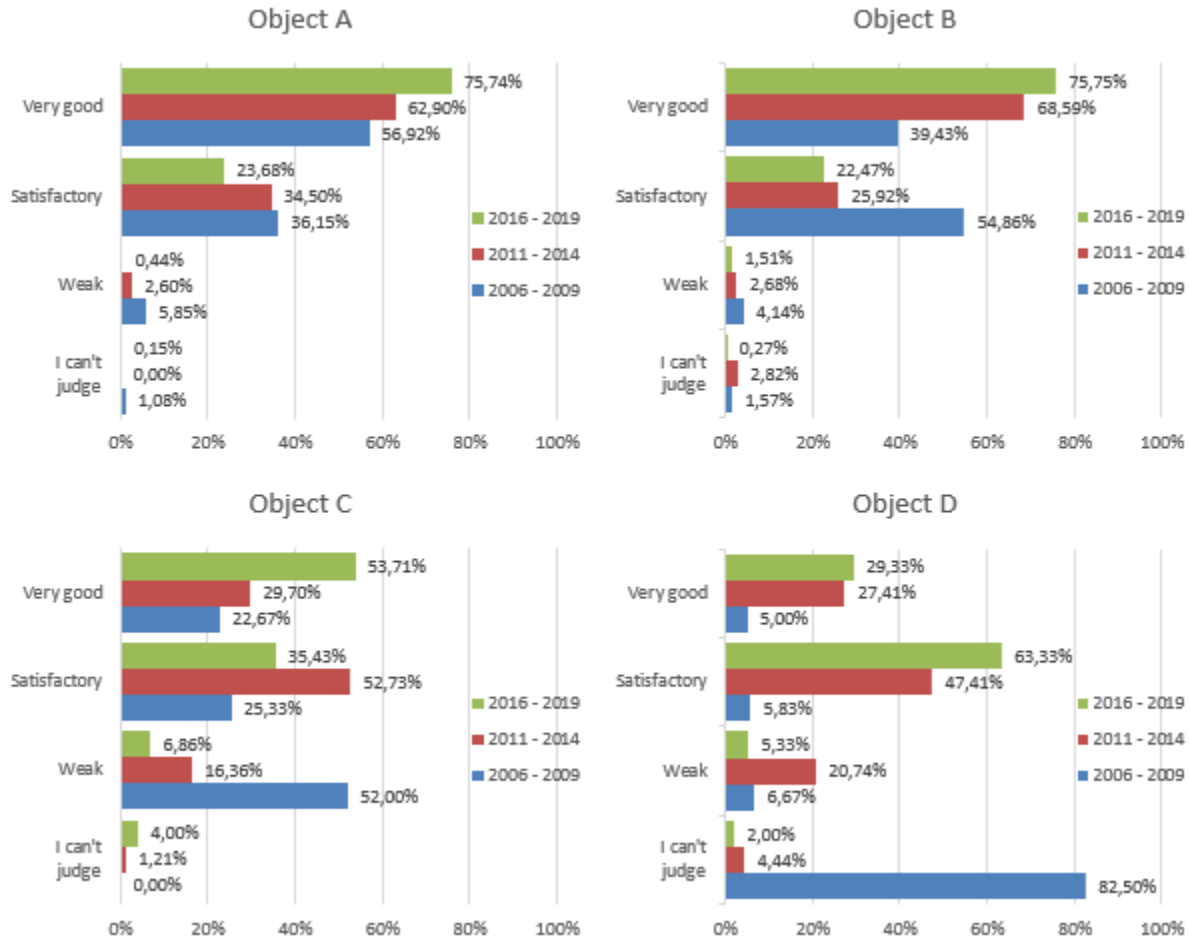


Figure 4. Evaluation of the degree of satisfaction with the marketing communication of the investigated UNESCO objects in individual periods

Source: Based on own research

Comparison of periods Objects

Object A → The evaluation of the degree of satisfaction with the level of marketing communication changed statistically significantly between the investigated periods ($p < .0001$) but to a lesser extent (Cramer's $V = .145$). We can observe a continuous increase in the share of positive responses and, on the other hand, a gradual decrease in adverse reactions.

Object B → In the classification of marketing communication indicators across periods, statistically significant changes ($p < .0001$) were identified to a medium extent (Cramer's $V = .237$). Similar to Object A, the level of satisfaction grew across periods, but a more significant increase was recorded between the first two periods; on the contrary, for Object A, there was a significant improvement between the periods 2011 – 2014 and 2016 – 2019.

Object C → This UNESCO object showed similar statistically significant changes as Object B ($p < .0001$) to a moderately strong degree (Cramer's $V = .354$). The most significant changes were recorded for this object from

the point of view that a different level of satisfaction was the highest represented in each period. In the first period, the most frequent answer regarding the degree of satisfaction with the level of marketing communication was *"weak"*; in the second period *"satisfactory"*, and in the third period, the answer *"very good"* prevailed over the others.

Object D → During the three time periods, statistically significant differences ($p < .0001$) were registered in the evaluation of the level of marketing communication to a significantly large extent (Cramer's $V = .604$). This object was substantially different from the others. In the first period, the answer *"I don't know how to judge"* was chosen by up to 82.5% of respondents and significantly prevailed. In other periods, respondents were already able to assess their level of satisfaction with the level of marketing communication of this UNESCO object when the rate of indifferent response reached only 4.44% or 2%. Object D is the only object that achieved the highest representation of answers in the *"Satisfactory"* level of marketing communication category, even in the last observed period. In the other objects, the respondents mainly answered positively.

Through the illustrated results in Figure 4, it is clear that Objects A and B, which are under the administration of the central body of the state administration and the higher territorial unit, achieved positive preferences in the evaluation of marketing communication, i.e. their visitors consider the level of communication activities to be very good. The opposite situation applies in Object D, where the respondents did not assign such a high score to the level of marketing communication in the first two periods. However, the positive evaluation rate began to have a progressive character over time. More intense rising tendencies with a positive response were also recorded by Object C. For this reason, marketing managers should still think more carefully about ongoing communication activities and improve their procedures and direction. The same part of importance belongs to the management of UNESCO objects. However, hand in hand with the development of promotional activities is also related to the required amount of financial resources, for which the founder of these UNESCO objects is primarily responsible, i.e. city/municipality, other legal entity and a private owner.

It is essential to process the so-called open question in the comprehensive evaluation of the results obtained from research on individual UNESCO objects. One question was devoted to the merit of quantitative analysis. Respondents could express their opinions on increasing the number of visits to objects or had the opportunity to name specific examples of educational programs they would be interested in. *„What would you change in the object to increase traffic?“*

When processing this question, we created the code key, which classified individual answers into several groups. Simply put, we evaluated an average of several types of respondents' opinions for all three periods, as individual responses were often repeated in separate periods.

We classified the answers to this question into seven groups and evaluated them according to the following codes:

- in category 1, we included suggestions for improving communication with the visitor,
- the second group is represented by topics for more frequent implementation of exciting events,
- code 3 marked ideas that toyed with expanding or changing the tour route,
- in the fourth class, we included ideas related to lower admission prices,
- the fifth category consists of ideas for making websites more transparent,
- group six contains proposals for the provision of additional services (souvenirs, clearer promotional materials, short-term accommodation, online ticket reservation system, ...),
- code 7 represented indifferent answers like *"I can't judge"*.

Table 1. Respondents' suggestions for increasing the number of visits to individual objects in %

| „What would you change in the building to increase traffic?“ | Object A | Object B | Object C | Object D |
|--|----------|----------|----------|----------|
| Not listed | 79.7 | 81.2 | 78.4 | 79.3 |
| Improve promotion | 2.9 | 3.7 | 6.9 | 10.2 |
| To implement interesting events more often | 0.9 | 2.2 | 10.8 | 11.4 |
| Extend or change the tour route | 7.7 | 8.1 | 6.4 | 7.5 |
| Reduce admission prices | 8.3 | 8.9 | 4.1 | 3.9 |
| Make the website more transparent | 16.1 | 17.4 | 17.7 | 15.8 |
| Provide additional services | 11.2 | 10.5 | 13.8 | 10.8 |
| I can't judge | 2.6 | 2.5 | 1.9 | 3.0 |

Source: Based on own research

Note: The sum of the values exceeds 100% because the respondent could give more than one answer.

After analysing the quantitative and qualitative research results, we approach the formulation of meritorious conclusions and identified findings. We can classify them into several defined areas: the typical sociodemographic profile of a visitor to UNESCO objects, the frequency of visits and, at the same time, the influence of individual marketing communication tools.

Object A

A typical current visitor to this UNESCO site is a woman aged 31 – 45 with a high school diploma, working as a professional executive employee. She has already visited this monument at least once, the main reason for visiting the object was the event, and social media positively influenced her decision to see it again. The impression of satisfaction remained in her, and she will return to this monument. She considers the overall level of marketing communication to be very good but cannot express a specific opinion on the quality of the website and social media.

The UNESCO object itself pays almost sufficient attention to visitor identification, as it has information about the profile composition of its visitors during all the investigated periods, which it segments according to demographic, geographic and socioeconomic criteria. It tries to gain public attention mainly through social media, websites and audio-visual videos. The person responsible for marketing and communication activities is a marketing manager, an international relations engineer aged 31 – 45, who has worked in the monument for over 15 years. Even though her direct superior consider marketing activities in of the UNESCO object to be more or less critical, he does not require information from her about the return of the funds spent on marketing communication and the concepts of economy, efficiency, and effectiveness do not play an essential role in management processes. The given data are not a priority even for the founder of this object, and the establisher does not interfere at all in marketing and communication activities, as it does not even have a developed marketing concept.

As part of the overall assessment, it can be said that the first researched monument has the most significant communication activities of all four UNESCO objects, thanks to the personal involvement of the marketing manager, who systematically tries to build a positive image of this national cultural monument. However, managing marketing communication would be much more effective if the so-called pension management of the monument vacated its position to the younger generation.

Object B

The following data can be cited as the characteristic sociodemographic features of the current visitor to the second UNESCO site: a woman aged 16 – 30 with a high school diploma, employed as a professional executive employee. The UNESCO object has a pleasing effect on her since she has visited it several times and will see the object again. She feels comfortable here and is satisfied with the visit's overall impression. Although she considers the level of marketing communication to be very good, she describes an indifferent opinion about the quality of the website and social media. However, social media led her to repeat visits to specific events.

In addition to social media, the website also has a significant share in the communication infrastructure of this UNESCO site. As a remnant from the previous investigated periods (2006 – 2009, 2011 – 2014), interpersonal communication still retains a smaller share of building traffic. This fact is also confirmed by a marketing manager aged 31 – 45. She came to work in the facility ten years ago as a project management graduate who needed marketing skills. In the relevant position, she replaced a long-term worker with a high school education, who could almost correctly determine the visitor's sociodemographic profile already in the first examined period (2006 – 2009). At the same time, also in other periods (2011 – 2014, 2016 – 2019), in most cases, the object was able to state the typical identification features of its audience and, in addition to this information, it had set precise criteria for the demographic and behavioural segmentation of the visiting public. According to these findings, we could say that the management processes for marketing communication are set correctly in this monument. However, it is not so. The facility's management measures the effectiveness of the funds spent on communication only through attendance statistics, and marketing activities do not play a priority position for the management actors. The same situation applies to the founder. Founder not only does not require the object to set goals for marketing communication, but it is also not interested in the indicators of their fulfilment, and the control of the management of marketing communication through the 3E principle is not implemented. They do not guide this UNESCO object in marketing and communication activities, as the founder has not even developed a corresponding concept.

If we compare the overall activity of this and the first UNESCO object, we conclude that Object B's communication activities need to reach the level of Object A. The reason may be less dynamism within the communication infrastructure, especially in social media, and less engaging content of communication messages. At the same time, in terms of job positions in Object B, no person would create multimedia content for individual products. Although the marketing manager has been demanding the creation of such a job in the organisational structure for several years, she encounters a disapproving opinion of the facility's management. Management considers the filling of this position an unnecessary waste of public funds.

Object C

From a sociodemographic point of view, the dominant position in the current visitation of this monument is held by a woman with a secondary school education aged 46 – 60, assigned to a job position corresponding to her education, i.e. an executive high school-educated professional employee. She visits the UNESCO object regularly to view the seasonal exhibition and evaluates the overall atmosphere favourably. Since she is always satisfied with the visit, she will revisit the object. She obtained information about the current range of products from the website and social media, but she cannot take an evaluative position on their level. Overall, however, she considers the object's marketing communication excellent.

Although the third UNESCO site presents itself positively to the public, its management needs to be improved. A very similar situation applies to previous monuments. For marketing communication, the principle of economy, efficiency and effectiveness is not involved, no goals are set for campaigns, and the evaluation indicators for fulfilling these goals are also largely unknown. Even its founder does not require such activities from the monument. Moreover, they have yet to approve any concept that would indicate the direction and trend of marketing activities for cultural heritage. Although such a key document is absent, the relevant marketing manager, on her initiative, strives to identify a typical visitor profile. Through demographic and behavioural segmentation, she tries to prepare specialised programs and provide additional services. She mainly uses the website and social media to communicate with them, which have an increasingly high communication impact towards visitors. Interpersonal communication still maintains specific preferential values in visitor statistics even after several years, i.e. recommendations of family and friends.

If we were to take a closer look at the professional activity of the marketing manager herself, she is a woman between the ages of 18 and 30 who started working in the object as a lecturer-guide and got to the position of marketing manager after completing her education in museology and later public administration. However, her work approach is highly proactive, and a more intensive communication dynamic in social media needs to be more present. The main barrier in this area is the management itself, which considers the current online trend

of marketing communication as a means of commercialisation. Such a backward opinion is directly proportional to the retirement age of the facility's director.

Object D

From the point of view of socio-demographic indicators, the current profile structure of visitors to this object is characterised mainly by a woman aged 16 – 30, professionally working as an employee with a secondary school leaving certificate. This woman is a familiar visitor, she regularly visits the UNESCO site for specific events. She got information about it from the website, but overall she considers the marketing communication of the monument to be satisfactory. She gives a much higher rating to the overall impression of visiting the object, which is why she will return here. In terms of satisfaction, however, she expresses an indifferent opinion on the web and social media quality.

However, if the facility's management were to provide information on targeting its communication activities to a specific visitor segment, it would not be able to answer this question. The reason is that no research and detailed identification activities are carried out towards individuals who come to visit and are product buyers. In addition, the relevant management actors do not consider marketing activities in the operation of the object important, and they believe the collections' safety and protection are a key priority. The monument's founder has a similar opinion. Not only does he not methodically guide marketing and communication activities, but he is also not interested in the return of the funds spent on marketing communication. He considers visitor statistics to be the optimal method of efficiency and economy.

If we evaluate the overall management processes of marketing communication in the environment of the fourth UNESCO object, we can talk about the most inflexible, most conservative and backward management in comparison with other monuments. This fact is also confirmed by the fact that the marketing manager position is constantly re-staffed, primarily by graduates of the history study program. However, the director, who is of retirement age, has held his position steadfastly for over thirty years.

DISCUSSION

After analysing the research results, we approach the formulation of meritorious conclusions and identified findings. The very interpretation of the results clearly shows the gradual transition from offline forms to online communication activities of UNESCO objects. In the first period (2006 – 2009), the communication infrastructure of UNESCO objects was dominated by offline communications; in the second period (2011 – 2014), the so-called traditional communication tools (posters, leaflets, press releases, paid advertising in the press) have gradually been replaced by information technologies. The communication infrastructure of the third period (2016 – 2019) is formed by online means, but not to the extent of 100%, which is shown by values 8 and 9, i.e. in some UNESCO objects, marketing managers find it very difficult to adopt the communication trends of the 21st century. These should be intensified in Object C and Object D, as there is a high probability of reaching the visitor with online media. However, if we summarise the data presented in Table 1, we conclude that UNESCO objects mostly try to acquire visitors through online techniques.

Table 2. Communication tools with the highest frequency of use

| | 2006 – 2009 | 2011 – 2014 | 2016 – 2019 |
|-----|-----------------------------------|-------------------------------|--------------------|
| 1. | Posters | Web page | Facebook |
| 2. | Flyers | Press news | Web page |
| 3. | Web page | Facebook | Audiovisual videos |
| 4. | Press news | Posters | Instagram |
| 5. | Paid advertising in the press | Direct mailing | Online banners |
| 6. | Reports on local radio | Audiovisual videos | Direct mailing |
| 7. | Direct mailing | Flyers | Viral marketing |
| 8. | Facebook | Online banners | Press news |
| 9. | My space | Paid advertising in the press | Posters |
| 10. | Advertising in means of transport | Viral marketing | QR codes |

Source: Based on own research

Marketing communication should play a vital role in the management activities of UNESCO objects. Including the product's attractiveness, it can generate a very striking force. It is possible to achieve set marketing and communication goals through its techniques. These are related not only to the marketability of the cultural product but also to the increase in the degree of recognition of the monument brand, and thus directly proportional to the rise in attendance. The criterion for fulfilling these goals largely depends on the UNESCO object's marketing concept and visitor preferences in communication activities. Since marketing communication is a compact part of management, the management of UNESCO objects should carefully monitor these factors and expertly consider how to transform them managerially to their benefit and to develop the level of brand awareness of the region. Marketing managers must feel responsible for operational communication infrastructure, and only its correct adjustment to all target groups will bring success to monuments. When managing and regulating marketing communication, it is also necessary to consider that most objects have the status of public institutions. Therefore, marketing communication must also reflect the social mission.

We include specific instructions for the management of UNESCO objectives on how to improve the management of marketing communication and thereby stabilise and, at the same time, increase the number of visitors to the institutions under investigation:

- presentation of the entire region, not just a specific area,
- raising awareness through an annual event,

When promoting a cultural area, we recommend comprehensively targeting the marketing strategy and its promotion to the territory and services available throughout the region. Most cultural heritage sites are symbols of a larger regional culture than just one historical area. When you promote a community's unique heritage and culture, you attract more visitors who don't just want to spend an afternoon at a historical site but want to gain a deeper understanding of the region's cultural history. Business can continue beyond one object. If you have creative ideas for spreading the domain's mission and story that ties into the broader regional history or culture, by all means, act on them.

Another possibility to raise awareness of cultural heritage can be through an annually recurring event. Some people enjoy visiting historical sites for the daily opportunity to learn more about history or culture. Hosting an attractive annual event such as a sporting event, masquerade ball, parade, or cultural holiday celebration can encourage visitors who might otherwise be ambivalent about your heritage site. Festivals are one of the most cultural ways to impact an annual event significantly. Visit the UNESCO World Heritage Festivals page to see the breadth and variety of festivals held at monuments worldwide.

Currently, the flooding of communication channels makes it difficult for information about the potential of UNESCO objects, what they offer to the public, what their contribution to society is, what their mission is, and what their intentions are to penetrate the public. This lack of information is a significant obstacle to achieving set goals, such as increasing traffic. For this reason, monuments should consider what communication methods can attract the attention of a typical and modern visitor. The management of UNESCO objects should very sensitively consider which marketing communication tools are essential for increasing the number of visitors. Therefore, the area of the submitted proposals is directed not only to the use of online communication activities. We advise here:

b) *Blog marketing*

UNESCO objects could try to fight for the favour of visitors on their website or some portal by establishing a so-called Unesco blog. At least every week, one of the employees would comment on the news in the object or on a topic that he finds attractive. In this way, ordinarily inaccessible places and behind the scenes of cultural monuments, still largely shrouded in mystery for the public, would be revealed. Vodcasting and podcasting should become part of blogs. Thanks to these two new communication methods, audio or video recordings could be brought closer to virtual consumers in cooperation with texts, e.g. from previous years of night parades or festivals. Those could motivate them to visit such types of upcoming events. Creating your blog would have many benefits for this institution. This builds your community of virtual enthusiasts and increases awareness of the organisation. An essential aspect of this communication tool is its low cost, both from the point of view of hardware and software and zero costs for employee training. From the point of view of technical skills, blogs are much more effective, as most monument employees can create content. Compared to the administration of the object's website, they do not need any technical and IT education for blogging. Creating a blog is relatively easy. With the simple software available, anyone can become its author in minutes, without additional registrations, paying fees and securing web hosting.

c) *Social media*

Another excellent opportunity for UNESCO objects is to open up to internet users using social media elements of viral marketing. A typical example is some social media platforms absent in the communication dynamics, namely Twitter, Instagram, and Youtube channels. Unregistered monuments should start using this current trend in communication as quickly as possible. Primarily through posts and Insta stories, try to attract the attention of young digital natives to the products and services offered. Monumental objects could also strive to maintain the base of the so-called intergenerational fans on Facebook. It is through them that they would inform about the establishment of accounts on other social platforms. At the same time, thanks to active involvement in several social media, UNESCO objects would virally spread invitations, e.g. for openings, lectures, upcoming events, etc. When creating content on social media, objects should focus on visual quality, so-called harmony of feed, style, and freshness of communication, e.g. through emoticons. Great emphasis should be placed on creating post types. These can be content and promotional. In the first option, the monument should inform, educate, and entertain its existing fans or followers, i.e. maintain an online relationship and communication with them in a non-violent way, also through frequent posting. The content of promotional (paid) posts should focus on offering special events, e.g. At the same time, if the object has data from previous marketing research about the typical profile of its visitors, the targeting of paid posts should focus on such a segment of cultural viewers by setting up paid advertising through hyper-targeting. Also, paid advertising on Facebook could be displayed on Instagram since these two social media accounts can be linked.

Within the communication potential of social media, UNESCO objects do not use the most famous bookmarking, or social bookmarking platform, Pinterest. Its essence lies in the search for inspiring ideas in the

form of images that interest a person, either on the Internet itself or among other Pinterest users. They are referred to as pins, and subsequently, these photos are added or pinned to the user's wall and can also be shared. Since even cultural heritage objects can create engaging visual content, this platform can be used to raise awareness of historical objects. It is enough for the objects to make several boards with photos, which they would divide according to the relevant topic, for example, collection objects of the exposition, photos from educational and animation programs, photos from the visitors themselves, behind the scenes, etc. It is advisable to create a description for the individual images, ideally in English, so that the monuments could attract the attention of foreign visitors and prepare a background for statuses and graphic materials, e.g. on Facebook or website.

Social media are also an excellent opportunity for the creative involvement of the visitor in the life of the UNESCO object. An example can be the announcement of a quiz or competition, an invitation to send a non-traditional photo from the object's environment, an exposition or an exhibition. The reward for a competing visitor can be a free or VIP ticket to an upcoming event, a souvenir or an interesting promotional item.

d) *Influencer marketing*

Influencers, bloggers or YouTubers play a decisive role in social media. These new virtual spreaders can influence other people's behaviour according to their authority, knowledge, social status, or relationship with their followers. They create a base and a rapidly growing circle of users through regularly shared communication content. Their views are followed and preferred by the generation of digital natives, i.e. people aged 12 – 25. Many young people today use the opinions of others more than their personal experiences when searching for information about products or services. More specifically, those who are currently being written about on social network profiles, in blog articles or conveying their message in a video. Influencer marketing can also use UNESCO objects to their advantage, as these virtual enthusiasts are an excellent source of information and bring a different perspective to the given place. They are eager to influence the market they are interested in, including the leisure market. It is enough to invite the given influencer, blogger or YouTuber to visit a monument, the opening of an exhibition, or an accompanying event, show him behind the scenes and allow him to see the process of ongoing reconstruction or restoration work, but above all, pay him maximum attention. If satisfied with the effect, he can promote the cultural institution among people who will find his opinion credible. Its message can attract the younger generation's attention, which is a reasonable basis for persuasion or motivation to visit the object. Cooperation with an influencer, blogger or YouTuber should be paid rather than barter and, above all, set up correctly from the beginning of using influencer marketing. At the same time, these virtual enthusiasts can use hard-sell codes in their posts about the monument, which can bring additional over-delivers to UNESCO objects in campaigns. However, finding an influencer or YouTuber inclined towards culture or art nowadays is difficult.

CONCLUSION

Nowadays, cathedrals of cultural tourism, which include UNESCO objects, have to face the pressure of economic and social changes, build public authority and recognition, and especially create interest and an attractive offer for their existing audience, as well as an unmotivated and so far unreached public. Marketing in cooperation with marketing communication can be understood as a vital tool for fulfilling the primary goals and mission of UNESCO objects towards the public. Correct and sensitive application of marketing techniques and effective marketing communication management can help these institutions increase the number of visitors, gain awareness, and maintain a good name and overall visibility of cultural heritage. The flooding of communication channels with a massive amount of communications makes it difficult for information about the potential of UNESCO objects, what they offer to the public, what their contribution to society is, what their mission is, and what their intentions are to penetrate the public. Information is a significant obstacle to achieving goals, such as increasing traffic. For this reason, UNESCO objects should consider what communication methods can attract the attention of a typical and modern cultural visitor. Management should very sensitively consider which marketing communication tools are essential for increasing the number of visitors.

Marketing communication, especially its forms and methods, has seen the most changes in the cultural heritage environment in recent decades. This was manifested by the expansion of the range of communication infrastructure, the strengthening of communication activities towards the public and the continuous search for new and non-traditional approaches to the possibilities of presenting monuments. In parallel with this process, building the identity and strengthening the image of UNESCO objects, stimulating demand for their brand, changing the relationship of cultural tourism cathedrals to the media and target groups of visitors, but especially grasping marketing communication as a tool that is decided on at the managerial level, is also related. Only the correct setting of the management processes of marketing communication will be directly reflected in the increased demand for the products and services of the monuments. Consequently, the statistical indicators of attendance will also show growing tendencies.

The marketing and communications strategy itself reflects overall performance, and achieving set goals and communication strategy are interconnected segments. In the field of UNESCO monuments, marketing in cooperation with the communication infrastructure is one of the critical factors, with the help of which the level of efficiency of service provision and, at the same time, the full functionality of such objects is constantly increasing. It is essential that, with the help of similar research, constant progress is made in this area, which provides future and progressive possibilities for the future.

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