

## CASE STUDY: DUBROVNIK, CROATIA

- 1 What is the appeal of Dubrovnik to tourists?
- 2 How are Dubrovnik visitor trends changing?
- 3 What are the impacts of tourism?
- 4 How are the impacts of tourism being managed?
- 5 Activities
- 6 Evidence Log

### **TAB 1**

**QUESTION - What is the appeal of Dubrovnik to tourists?**

**IMAGES –**



Source: <http://www.visit-croatia.co.uk/map/>

**EVIDENCE LOG 1 – The advantages of Dubrovnik's location**

Using the map above and the associated link, explain the advantages of Dubrovnik's location. Record your opinions on the Evidence Log.

## IMAGES -





## EVIDENCE LOG 2 – Visiting Dubrovnik

Using the images above (and the information below if required), answer the following questions on your Evidence Logs:

A – Suggest **three** different tourist types likely to visit Dubrovnik.

B – Name **three** European cities which have a similar appeal to tourists as Dubrovnik.

## INFORMATION –

### 1. INTRODUCTION

Dubrovnik is a historically important city with an enormous tourist appeal. The city is located on the Adriatic Sea coast in southern Croatia, close to the borders of Bosnia-Herzegovina and Montenegro. The city's natural and urban beauty appeals to all who visit. The old town of Dubrovnik is constructed on the rock formation which juts out into the crystal clear Adriatic Sea and is surrounded by walls, fortresses and towers. The city possesses well preserved Gothic, Renaissance and Baroque churches, fountains, palaces, monasteries, museums and art galleries.

It is one of the most prominent tourist destinations on the Adriatic and an important seaport. Its total population is only 45,000. In 1979, the city of Dubrovnik joined the UNESCO list of World



Heritage Sites. Since the war in the 1990s heavy industry has almost disappeared meaning that Dubrovnik's economic progress has focused almost totally on tourism.

This case study will investigate the current situation in Dubrovnik's travel and tourism industry. It will also analyse and assess the impacts of tourism on the environment, culture and on the way of life of local people. In addition, the case study will show how the city is managing these impacts.

## **2. DUBROVNIK'S CULTURAL ATTRACTIONS**

Heritage and tourism have strong links. Heritage tourism accounts for nearly 35% of international tourism and is expected to grow over the coming decades. Dubrovnik is a classic example of heritage tourism with rapid growth.

Dubrovnik is a UNESCO World Heritage Site and is one of the most attractive and famous cities in the Mediterranean. Apart from its natural beauty and clean environment it has an incredibly preserved historical heritage and offers a great variety of activities to its visitors.

There are many points of historical interest to see within the city walls of Dubrovnik's old town. These include:

### **Dubrovnik City Walls**

The 15<sup>th</sup> century city walls are 25m high, 6m wide and 2km long. The size of the walls has deterred many an invader over the centuries. A walk along the walls offers the visitor a fantastic view of the old town and its many historic buildings.

### **Stradun**

This is the main street of Dubrovnik's old town and was built after a massive earthquake in 1667. The street is lined with identical three storey houses. Many of the arched doorways on the ground floor now house shops, cafes and restaurants where visitors can watch the world go by. So many people have walked this street that the flagstones have been polished to a sheen by passing feet.

### **Dubrovnik Cathedral and the Rector's Palace**

Dubrovnik's cathedral was originally built in the 6th or 7th century in the **Byzantine** style and then rebuilt as a **Romanesque** church between the 12th and 14th centuries. According to legend the rebuild was financed by a donation from King Richard the Lionheart (1157-99) after he was shipwrecked and rescued in Dubrovnik. In the Cathedral Treasury are over 200 sacred objects including the arm, leg and skull of St. Blaise!



The Rector's Palace is an outstanding monument of architecture. In fact it is a mixture of Gothic, Renaissance and Baroque which combine to produce a building of great historical interest.

### **The Franciscan Monastery and Onofrio Fountain**

The 13<sup>th</sup> century monastery its superb cloisters is the ideal place to escape the crowds and the summer heat. The monastery also includes one of oldest pharmacies in Europe as well as two Serbian shells from the war in the early 1990s!

The Big Onofrio Fountain was from 1438 to 1440. It is a sixteen-sided container with a cupola, and was one of the ending points of the aqueduct system which supplied water to Dubrovnik from a spring nearly 8 miles away. Each of the sixteen sides has a unique "maskeron" design (stone-carved masked face) with the faucet projecting out of the mouth of the each design.

### **The Summer Festival**

Dubrovnik stages many cultural, artistic and traditional events throughout the year but it is the Summer Festival which really captures the visitor's imagination. This largest cultural event in Croatia is world famous and is a very important annual event as it attracts returning and new visitors from all over the world. The festival lasts for 6 weeks during which the entire city is turned into a stage where opera and classical concerts, theatre performances and many other artistic performances take place in the beautiful setting of Dubrovnik old town.

## **TAB 2**

### **QUESTION – How are Dubrovnik visitor trends changing?**

#### **EVIDENCE LOG 3 – Changing visitor trends**

Look closely at the data contained in the table below and then answer the questions found on the Evidence Log independently / in your groups:

<b>YEAR</b>	<b>CROATIA – VISITOR NUMBERS</b>	<b>DUBROVNIK – VISITOR NUMBERS</b>
2001	7.6m	228,000
2007	10.8m	507,000

2011	11.2m	631,000
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## **INFORMATION –**

### **FACTS & FIGURES:**

- ❖ 2012 is expected to be the best year in Croatia's history for tourism. Figures show nearly 10m visits in the first 8 months, 59m overnight stays, up 5.6%, and arrivals up 4.2%. Income from tourism is expected to be nearly £1bn.
- ❖ UK visitors are expected to reach 300,000 in Croatia in 2012. The record was 500,000 before the war in the early 1990s.
- ❖ Investment in Croatian tourism is expected to double in 2013. £350m is the target figure from public and private investment.
- ❖ The number of daily flights into Croatia has increased by 11% in 2012.
- ❖ In December 2011 Dubrovnik saw a 20% increase in visitors from 2010. Given the push to promote the city of Dubrovnik as a year-round destination, this increase is a big step in the right direction.
- ❖ Since 2000 the number of tourist arrivals to Dubrovnik has increased from 200,000 to 500,000 in 2012.
- ❖ For the same period the overnight stays have increased from 1m to 2m.
- ❖ Dubrovnik has seen a 18% growth in visitor numbers each year while Croatia has been around 6%.
- ❖ International tourist's average length of stay on is 4.8 nights. This is high compared to many cities. E.g. London's figure is 3.1
- ❖ The majority of international tourists come from Germany, Italy and Slovenia.

### **EVIDENCE LOG 4– Dubrovnik – An 'elite tourism' destination?**

**A** – Using the information below for support if required, suggest **one** advantage and **one** disadvantage to Dubrovnik in promoting itself as an ‘elite tourism’ destination. Record your opinions on the Evidence Log.

## **INFORMATION-**

### **THE CURRENT SITUATION**

**Elite tourism** – the city is promoting itself as a holiday destination for the rich and famous. This is part of its aim to attract more visitors from the socio-economic groups A to C rather than groups D to E. The city actively approaches the rich and famous to cooperate in the promotion of the city as an elite destination. Such famous people have included Roman Abramovich, Tom Cruise, Roger Moore, Tina Turner and Fatboy Slim. These stars are highlighted in the Dubrovnik Times, a free English newspaper aimed at tourists visiting the city. International film festivals and the filming of the Game of Thrones in the city have supported the Dubrovnik government’s aim and attracted even more of the rich and famous. The discouragement of hen and stag parties is a further indication of the type of tourist Dubrovnik is trying to attract. Dubrovnik is seeking, like many historic cities, discerning, high spending staying leisure visitors.

**Hotel capacity** – there are currently around 16000 beds available to tourists – this includes hotels, hostels, camp sites and private accommodation (B&B, guest houses, cottages, apartments and rooms). The regional government of Dubrovnik is actively persuading hotels and private investors to build new accommodation / beds. However, it is also discouraging international chain hotels and not allowing high-rise developments as it wants to avoid leakage and blots on the landscape. The government does not want the country to experience the negative impacts of mass tourism found in areas of Spain. The government is also encouraging families to provide rooms for tourists so that they can benefit financially and by keeping money in Dubrovnik.

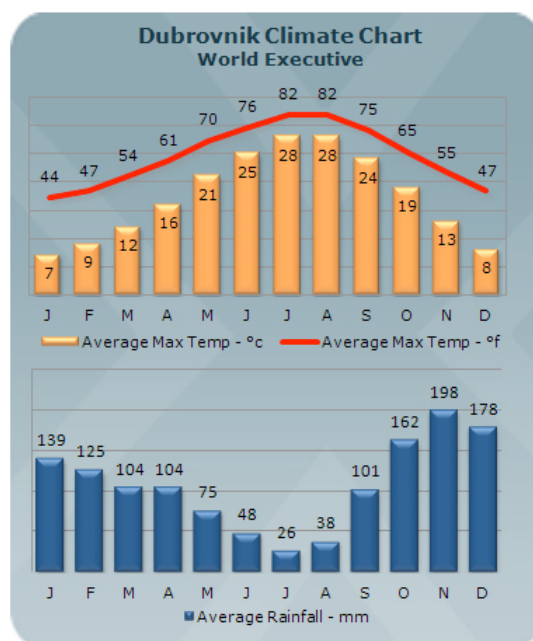
**Seasonality** - Dubrovnik’s key slogan is ‘A is city for all seasons’. The Dubrovnik government would like to see the tourist season extended as it has a mild climate which would attract tourists throughout the year as well as providing more permanent jobs and a constant flow of money into the city. It might also alleviate the overcrowding experienced in the summer months. This would help raise the standard of living for the local people and reduce the negative impacts of seasonality. The Dubrovnik Tourist Board has also introduced the



‘Winter Card’. This offers a program of cultural events, free entrances to heritage attractions as well as discount vouchers for other attractions and restaurants. Nearly 100 local businesses are supporting this initiative. This offer is available to tourists who stay for 2 nights or more in the winter period.

### ACTIVITY 1 (Flash) –Dubrovnik’s Climate

#### CLIMA.TE CHART FOR DUBROVNIK



#### EVIDENCE LOG 5 – Dubrovnik’s Climate

**A** – Which two months in Dubrovnik have the hottest temperature?

**B** –Which is the coldest month in Dubrovnik?

**C** – Calculate the difference in rainfall between the wettest and driest months in Dubrovnik.

**D** – Dubrovnik is described as an all year round holiday destination. Explain whether you think this statement is true or not.

#### Travel and tourism developments

Dubrovnik has many travel and tourism developments, many of which are on a small scale. The following are the current major developments:

- ❖ The provision of more beds by the regeneration of hotels damaged during the war in the early 1990s and more private rooms.
- ❖ The completion of a motorway between Dubrovnik and Zagreb, the capital of Croatia. This will increase both domestic and international tourism as many inbound tourists arrive at Zagreb airport.
- ❖ Financial support in the form of grants and loans for accommodation providers and other tourism entrepreneurs.
- ❖ The reconstruction of the port at a cost of over £400m. This will improve facilities for cruise liners, private yachts, ferries and nautical tourism.
- ❖ The building of a conference centre.
- ❖ The building of new shopping facilities.
- ❖ The increasing of low-cost airline provision from around Europe.
- ❖ The development of education tourism with the provision of a new 5,000 capacity campus for both domestic and international students.
- ❖ The construction of a new Hydro-electric Power station and reservoir to ensure the supply of electricity and water in view of Dubrovnik's rising population and increasing demand from tourists.

**EVIDENCE LOG 6 – Travel and Tourism Developments**

Once you have read the above developments, complete the questions on the Evidence Log.

## **TAB 3**

**QUESTION – What are the impacts of tourism?**

**IMAGES –**



### EVIDENCE LOG 7– What are the impacts of tourism?

Respond to the following questions in your Evidence Log:

**A** – Using the information below for support, identify **two** positive economic impacts of tourism for Dubrovnik.

**B** – Using the information below for support, identify **two** negative social impacts of tourism for Dubrovnik.

**C** – Suggest **two** political objectives that the Dubrovnik government might have in promoting the city as a tourism destination.

### INFORMATION –

Tourism is of extreme importance to Dubrovnik, in fact it is almost too important and there is an economic overdependence on tourism as a source of income.

Local opinion is divided about the impacts of tourism. Some believe that Dubrovnik has reached its limits with regard to visitor numbers at peak times. The population of Dubrovnik is only 45,000 but can host 15,000 visitors staying overnight, 5,000 day visitors and up to 15,000 cruise liner visitors. These visitor numbers during peak times almost double the city's population!

Managers of heritage attractions such as the churches, palaces and museums are concerned that the humidity in the buildings caused by thousands of visitors can result in damage to the attractions. The managers are also concerned about the general wear and tear as a



result of so many tourists. However, some local businesses believe that the money made from tourists is sufficient for the Dubrovnik government to repair and maintain heritage attractions and improve the local infrastructure.

During the peak periods local people say they have to avoid certain parts of the old town as there are too many visitors which make it difficult to live a normal life. Some older people are said to be too frightened to venture out at peak times because of the sheer volume of numbers. Noise from the visitors during peak times often disturbs the local's quiet and peaceful way of life. The high increase in food and house prices is another area of concern for the people of Dubrovnik as the average wage is low and has not increased at the same pace.

Congestion on the streets and roads during peak times annoys some local people as journey times increase considerably. Notably large coach and cruise groups can cause congestion on the Stradun (Dubrovnik's main street) making it difficult to walk through if you are an individual, family or couple. Some local people feel this type of mass tourism could damage Dubrovnik's image and deter the socio-economic groups A to C. i.e. the type of visitor they are trying to attract. The situation is further exacerbated because Dubrovnik has bus station but not a rail station which means many tourists arrive by car or coach which causes congestion around Dubrovnik and its feeder roads. Parking spaces are insufficient and there is no park and ride type scheme.

Local people would like to see more winter tourism as they often lose their jobs after the summer season and they have to live off their summer earnings. Many local people work long hours, often 12 hours shifts for 6 months. This results in tiredness and a decline in customer service. A recent survey of tourists found that many were dissatisfied with customer service levels which could damage Dubrovnik's image as a holiday destination.

Local businesses see less value in cruise liner tourists as they spend less, are less appreciative of the local culture, congest areas and are more demanding. Cruise customers tend to only visit for one day. The Dubrovnik tourist boards lays some of the blame on local businesses as many shops and restaurants in Dubrovnik are too similar and need to diversify with different crafts, souvenirs and menus which would tempt tourists to spend more. Cruise liner passengers can total up to 20,000 in Dubrovnik at peak times.

Many local people sell their homes to foreigners which results in higher prices for local people trying to buy. It also means that many houses are empty for large parts of the year which leaves an 'empty atmosphere' in the low season.

Many of the organisations associated with travel and tourism in Dubrovnik pay low wages and offer little training. As a result many hotels, attractions and restaurants have a high turnover of staff as they can't afford to live in Dubrovnik. To provide a high level of service for the socio-economic groups A to C these organisations are being encouraged by the government and worker's groups to increase wages, improve working conditions and offer training. These initiatives would help the organizations retain and reward their employees and improve customer service.

Dubrovnik is not rich and therefore much investment is from abroad such as Russia, Italy, Germany and the UK. This concerns local people as investors have a great say in the tourism development of the city. However, the Dubrovnik government has very strict regulations which have deterred many local investors. Some developments failing to meet strict guidelines have been blown up by the government!

Local people complain that they are unable to modernise their apartments in the old town due to the strict regulations as the area is UNESCO Heritage Site. This has resulted in many local residents selling to foreigners and moving out. This displacement contributes to the empty atmosphere during the low season.

## **TAB 4**

**QUESTION – How  
being managed?**

**IMAGES –**



**are the impacts of tourism**

## A sign advertising local businesses



A Signs advertising Dubrovnik's Museums

Dubrovnik's UNESCO sign

## ACTIVITY 2 (Flash) – Meeting the key principles of cultural tourism

PRINCIPLES	DUBROVNIK'S MARK
The reduction of carbon emissions, to and within a city	
The reduction of water usage	
The reduction of energy usage	
The reduction in waste products	
Cultural tourism should maintain authenticity	
Cultural tourism should contributing to the local economy	
Cultural tourism should conserving cultural and heritage assets	



Cultural tourism should involve all local stakeholders	
Cultural tourism must respond to the needs of visitors and deliver a high quality experience	
Cultural tourism should develop continually and its management and development should be responsive to change	

## INFORMATION –

Dubrovnik's government is keen to manage the impacts of tourism with a sustainable approach. Sustainable tourism can be defined as *'developments that meets the needs of the present without compromising the ability of future generations to meet their own needs'*.

- ☐ The city does not want to make the same mistake as areas of Spain and allow high-rise developments in its city or along its Adriatic coastline. Any new building projects have to follow strict guidelines set by Dubrovnik government and UNESCO.
- ☐ The local people are very aware of their reliance on tourism and therefore wish to see sustainable tourism succeed so that future generations can benefit from tourism and enjoy the city. The local politicians are aware of the local's knowledge and understanding and are therefore keen to support sustainable tourism practices.
- ☐ Local people are involved in restoration projects and other small scale projects. However, they are not always consulted on bigger projects as the government and investors have a bigger say. This can cause conflict when new roads and bridges are to be built or when areas such as the port are to be regenerated.
- ☐ The Dubrovnik Tourist Board is keen to promote its sustainable tourism credentials and is a supporter and member of organisations whose aim is to promote sustainable tourism and protect cultural attractions. For example:

Recent examples of Dubrovnik's sustainable approach include:

- Celebrating **World Tourism Day** on 27<sup>th</sup> September 2102.



<http://wtd.unwto.org/>

This 2012 theme is to improving energy efficiency and increasingly using renewable energy technologies in its operations. These steps are creating jobs, lifting people out of poverty and helping to protect the planet. Dubrovnik's new HEP station, reservoir and extensive use of solar panels are examples of this approach. World Tourism Day in Dubrovnik was celebrated with music, wine and food.

- Supporting the 'Best In Heritage' survey

## **THE BEST IN HERITAGE**

### **Dubrovnik, Croatia, 27 - 29 September 2012**

**'The Best in Heritage'** is an international annual survey of awarded museum, heritage and conservation projects. The survey was launched in 2003 by the European Heritage Association. The event is being held every year in the city of Dubrovnik, Croatia at the end of September. The main aim of the conference is to give prize winning projects from the preceding year all the professional and media attention possible and to offer exchange of professional experiences, contacts and information. The event serves to identify and promote the best museum, heritage and conservation projects in the world. This event brings together museum and heritage professionals (architects, designers, consultants, information specialists, suppliers, tourism experts, media people etc.), various institutions and professionals from a broad range of practice and interest in the field of heritage. Since 2009, the conference has been organised in partnership with Europa Nostra'.

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$$E=m \cdot c^2$$

**E = Excellence**  
**m = museums, memory, monuments**  
**c = communication**

**THIS ALBERT EINSTEIN FORMULA FOR ENERGY HAS BEEN ADAPTED BY 'THE BEST IN HERITAGE' TO EMPHASISE ITS KEY AIMS**

<http://www.thebestinheritage.com/excellence-club/introduction/>

- ☐ Cooperation between the public and private sector in Dubrovnik is almost non-existent. Often the government is seen in a negative light as it does little to help the private sector and its strict regulations deter many developers.
- ☐ There is a lack of skilled and trained staff in all sectors of the travel and tourism industry. This could result in many dissatisfied visitors and Dubrovnik failing to attract the 'elite tourists'. However, the government is investing in its education system and believes that in the long term this strategy will reap rewards.
- ☐ Visitor management - the tourist information centres, travel agencies and tour operators only promote the main attractions. This adds to the problem of overcrowding in peak times and an unfair distribution of income. Lesser attractions find it difficult to survive. The Dubrovnik Tourist Board is aware of this problem but little is being done to promote attractions and destinations outside of Dubrovnik's city walls.



Vehicles are not allowed within the city walls, which is a great attraction as tourists can explore the old town without the problem of traffic. However, the city does not provide suitable roads and sufficient parking for the huge inflow of coaches and cars during the peak times. This often results in congestion on the city's feeder roads and frustration for its visitors. Methods of alleviating the problem, such as 'park and ride' schemes are yet to be introduced.



The bus station located by the entrance to the old town is often congested with local buses and coaches. This gives a poor first impression and visitors are 'hassled' by people promoting their bar, guest house or leisure activity. The lack of a railway station exacerbates this problem

- ☐ Overcrowding –the visitor can be bombarded by people selling boat trips and queues are extensive in the summer months. Is this a sign saying that Dubrovnik is trying to attract too many visitors in peak times? Will images such as this deter the elite tourist?
- ☐ Dubrovnik's slogan to be a 'city for all seasons' is a step in the right direction as this will mean permanent jobs and a more even flow of money into the city. The city will be able to accommodate more tourists, more comfortably. However, the city will need to provide more winter events and work closely with low-cost airlines from around Europe.
- ☐ The new HEP station and reservoir should ensure there is sufficient electricity and water for the local population and its many visitors. Solar panels are used extensively in Croatia but wind farms have been developing slowly since 2004. All accommodation providers are provided with guidelines and stickers from the local government with regard to the conservation of energy and water. The recycling of waste products is in its infancy and mainly focuses on glass. Although there is greater awareness of saving water and energy the predicted rise in visitor numbers will present a challenge to Dubrovnik and its citizens.

- Transport – vehicles are not allowed within the city walls. This has helped preserve the heritage buildings as there is less chance of carbon emissions causing damage. However, there is often gridlock outside the city walls as a result of local and visitor traffic. There is a good range of public service buses within the city, to other Croatian destinations and the international airport. However, many of the buses are quite old and pollute the local air. There are no initiatives to use cooking oil for buses, electric bikes, introduce trams or any other form of sustainable transport.
- The Dubrovnik government has invested millions in the restoration of its city wall and other cultural attractions. The government is acutely aware that not maintaining the city's heritage will adversely affect its appeal as cultural attraction. Each year the government aims to target buildings which need to be restored for future generations to enjoy. The government is already seeking EU funding for major projects before it actually joins in 2013.
- The Dubrovnik Tourist Board makes sure that any signs in the old city do not spoil the heritage environment that the great majority of tourists are there to experience (see images at the top of this page for evidence of this).