

CULTURAL TOURISM

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Adaptation of fortress-type sites for cultural tourism

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Abstract

The study discusses key issues related to the use of historical fortified installations and complexes in tourism. The introduction reviews the context, the scope of problems and previous detailed analyses contained in Polish literature connected with this topic. In its main part the article focuses on two aspects, which have been rarely taken into consideration so far with reference to this group of tourist attractions: the concept of a particular tourism product and integration of a military site with the sightseeing options available locally. Theoretical concepts presented in other works by this author have been limited here to an essential minimum, whereas the key element, and a significant novelty of this text is a comparative functional list of both key modules contained in a theme-oriented product and associated services. The latter part of the article is designed as a tool for developing a modern product of cultural tourism.

Introduction: military tourism as a type of cultural tourism

Military conflicts for ages constituted an inseparable part of human history. Their course, main actors, related places of events, and remnants as well as literary descriptions have become an important part of countries' and nations' identity. Battles and wars, individuals responsible for victories, battlefield heroes, brilliant inventors and designers of monumental defensive structures today are important elements of “memorial culture”, which not so long ago was also used for ideological and nationalist purposes contributing to the efforts aimed at glorifying death in battle¹. In many countries of the world, particularly those under specific political systems, this type of motivation contributes to the growth of mass “patriotic tourism” whose destinations include military landmarks. Yet, even in well-established democracies there is a lasting interest in the history of warfare and military artefacts, and entities organizing educational expeditions and school trips expand their itineraries to include places

of well-known battles or historical military facilities. Importantly, more and more often such encounter with national history is accompanied with reflections on the horrors of war and the value of peace.

Bearing witness to the continued interest in military artefacts and history of wars, there is a constantly growing number of associations gathering those fascinated with fortifications, weapons and army equipment, enthusiasts of various historical army formations, living history groups specializing in battle re-enactments, as well as a multitude of online discussion boards devoted to this subject, and considerable circulations of related magazines and other publications. Their members and readers consider these issues to be an important, and indeed the most interesting part of the national or family history; therefore the related activities frequently become their hobby. It is these people, and their families, who are the potential customers – participants of cultural trips leading to military landmarks.

A discussion of military tourism taking place in a specific type of landmarks², should be preceded with an assumption that in accordance with a broad

¹ This concept (*Erinnerungskultur*), assigned with such a historical role, is used by A. Steinecke in his description of the function of battlegrounds and massive military structures in: Steinecke 2007, p. 145.

² More on terminology related to military tourism, *cf.* Kowalczyk 2009: 287-290.

definition of cultural tourism³ the former should undoubtedly be recognized as one of the various forms of the latter since it meets the essential criterion of the cultural (anthropogenic) nature of attractions favoured by a specific group of tourists. The distinguishing trait of this type of tourist activity is that, while satisfying one's passion for learning, it mainly matches interests related to military aspects of a given area's past. The group of expeditions discussed here, and classified as cultural tourism in its general meaning, is sometimes more narrowly defined as "war tourism" – and in this form may even be perceived as a pathological type of cultural tourism [Kowalczyk 2008b: 44], or battlefield tourism [Ryan 2007: 177] or much more broadly as historical-military tourism [Kowalczyk 2008: 44-47] military tourism [Steinecke 2007: 146] or cultural military tourism [Mikos v. Rohrscheidt 2010a: 136; Jędrysiak, Mikos v. Rohrscheidt 2011]. According to the definition narrowed down to fully match the scope of cultural tourism, trips classified as cultural military tourism are taken in order to gain personal experience or knowledge, while a significant part of the programme and the factor impacting one's decision to set off for such a trip or participate in it is the itinerary including places and facilities of defensive character or related to the history of military conflicts, army, weapons, commanders and soldiers [Mikos v. Rohrscheidt 2010a: 136]. In a slightly broader understanding, historical and military tourism involves trips to battlefields, fortified facilities and lines, museums devoted to military topics, campaign trails and sites of military occurrences or related to production of arms and armour, as well as to former or existing training grounds where visitors may directly encounter military equipment [Kowalczyk 2009: 290]. The rapid development of tourism focusing on military sites results from the fact that regional and local governments as well as tourist organizations more and more frequently recognize military heritage sites in their regions as potential destinations for tourists; they take care of them, and as far as possible perform conservation works or even reconstruct them, they organize events there, and mark access roads on maps or by means of signs, and disseminate information about them in course of promotional campaigns.

Joint endeavours carried out in recent years, such as the European project entitled Baltic Fort

Route [BFR, *www* 2012], allowed for partial restoration of some of the Polish fortresses (e.g. Wisłoujście fortress in Gdańsk, as well as the landmarks in Kostrzyn nad Odrą); in some areas the tourism product was expanded to include local sightseeing trails (in Nysa) and exhibitions, as well as numerous micro-events designed for groups of visitors (e.g. fortress in Srebrna Góra and forts of Świnoujście). Notably, in recent years such an effort was also taken in the area of some landmarks which did not participate in the project, for instance in Przemyśl where the fortress was recognized as the brand tourism product of the city; this led to modernization of its offer, for instance by launching new sightseeing routes in the vast area comprised by the fortress, including the Fortress Bike Trail [T. *Przemyśl*, *www* 2012]. In order to improve the protection of valuable military landmarks and facilitate their development as tourist attractions as well as to obtain resources for their restoration, in some cases effort has been taken to make use of opportunities resulting from the fact that the sites have been designated as cultural reserves [Molski 2007]. Such reserves include: Fortress of Srebrna Góra, fortified areas of the city of Gdańsk, Fortress of Nysa [Mikos v. Rohrscheidt, Jędrysiak 2011b: 189n]. In the parks managed by agencies established by local governments there is a visible progress in conservation works; other related endeavours include tourism oriented investments and initiatives aimed at promotion of the landmark as a tourist destination.

Studies of military tourism conducted so far by Polish researchers and related analyses published by them focused on fundamental sociological aspects, such as the profile of individuals participating in this type of expeditions, and their motivations [Kowalczyk 2009a, Mikos v. Rohrscheidt 2011a], resources and attractions of cultural military tourism, including castles or fortress-type sites and complexes [Bogdanowski 1996; Białuński 2003; Jakowlew, Szmakow 2004; Mikos v. Rohrscheidt 2009; Mikos v. Rohrscheidt, Jędrysiak 2011]. Relatively detailed analyses have been performed with regard to the condition of these facilities and the most urgent needs related to their preservation and to ensuring their accessibility for tourists [Bukal 2007; Mikos v. Rohrscheidt 2009: 26-30]. Another study reviewed types of legal status and management methods allowing for optimum development of tourism in these places [Molski 2007]. On the other hand, the issues directly related to adaptation of military sites for tourism and conditions for their development as tourist attractions were discussed with reference to different types of resources, such as battlefields [Kowalczyk 2009b] or medieval

³ Cf. Mikos v. Rohrscheidt 2010a, p. 45. "The term 'cultural tourism' may relate to all tourist expeditions taken by groups or individuals where encounters with cultural heritage or effort aimed at improving one's knowledge of the surrounding world created by man are the essential part/aspect of the traveller's itinerary or are a clinching argument for individuals' decision on whether or not participate in such a trip".

strongholds [Mikos v. Rohrscheidt 2010c, 2010d; Cynarski 2012], while modern-times fortifications to a greater extent were discussed in the context of restoration of such facilities [Chodakowski 2003; Głuszek 2003]. The scarcity of related literature, as shown by this short review, as well as the great Polish potential obvious in this matter [Mikos v. Rohrscheidt 2009: 20-25] and the resulting need to provide those in charge of the landmarks with detailed studies, which may be helpful in designing concepts, were the main reason for initiating work on this article. By focusing on this particular type of sites it will allow for filling the existing gap and at the same time it will provide a tool that will be useful at the stage of selecting a profile for the tourist product of a given place as well as designing and combining its modules and, finally, integrating that particular product with other options available locally. Thus defined purpose justifies the arrangement of the study into two essential parts: the first one focuses on issues connected with developing the site's tourism product and the second part looks at its integration into larger territorial and thematic products. The resources used for this text include: studies and analyses conducted by the author for the needs of the European project *Baltic Fort Route* (in 2008-2010) and the programme *Forte Cultura* (in 2012); research of tourism potential as well as range and level of organization in cultural military tourism, carried out during the process of compiling a monograph on this type of cultural tourism (during 2009 and 2010); listings of cultural heritage based products on offer for tourists in military sites – compiled for the needs of a few studies. Used here to illustrate the diversity of options, the data related to fortress landmarks were verified during on-site visits in these particular locations during 2010-2012 and updated/supplemented following phone interviews with personnel responsible for their product (held on 8-9 January 2013) and taking into account information from their official websites.

1. Designing tourism product in fortified sites and complexes

The contents of this chapter can be understood on the one hand as a presentation of specific modules of the catalogue of products typical for such landmarks, and on the other hand as a list of topics which are crucial while preparing a military site for the needs of contemporary tourism. The structure of the chapter, adjusted to this purpose, will facilitate the application of the ideas in defining the concept underlying the adaptation of a specific facility for the needs of tourism.

1.1. Scope of Options

After securing the historical condition of a military site, clarifying its legal status (in particular with regard to ownership and management method) and after launching its basic product involving typical sightseeing options (with and without a guide) [Mikos v. Rohrscheidt 2009: 31-33], its administrators face an important problem. In a situation when initially the landmark is barely recognizable as a potential tourist attraction, when it is not or is poorly integrated with other touring options available in the local market, or if faced with competition from better known attractions nearby or those located further but having the same profile and operating for a long time (therefore providing similar visiting options and more varied services), it turns out that visitors do not come as large numbers as were expected. Costs incurred in the process of securing the historical resources, delineating and furnishing visiting routes as well as ongoing expenses, even at the minimum level, related to staff responsible for providing access to the site, at this stage are not balanced by revenues from the infrequent visitors, who do not purchase any additional services besides admission. Subsequent endeavours and developments (such as thematic exposition, customer service, and regularly provided guiding services) require significantly greater financial resources, and in the aforementioned context, such investment is not a guarantee for success. Therefore, it is necessary to adequately design the structure of options and services on offer for tourists and ensure ways of integrating the site with both sightseeing options in a given area and complex tourist products to ensure that the effort will bear fruit as soon as possible and the incurred costs will be regained, even if indirectly, owing to the generated tourist traffic and the resulting use of services on offer. Because it is generally related to a group of landmarks existing in various places (subject to different local conditions), and featuring a diversity of qualities at varying levels of preservation, the study cannot present a detailed concept of development, since that must always be based on an analysis of a particular case. Yet, taking into account the similarity of options on offer in early-modern military sites, some specific traits of typical enthusiasts of cultural (and military) tourism, examples of successful attractions of this kind, as well as effective general models of local tourism product it is possible to make a few essential recommendations which will be useful in most projects aimed at adaptation of fortified sites.

Selecting the profile and structure of products. Every fortified installation in history

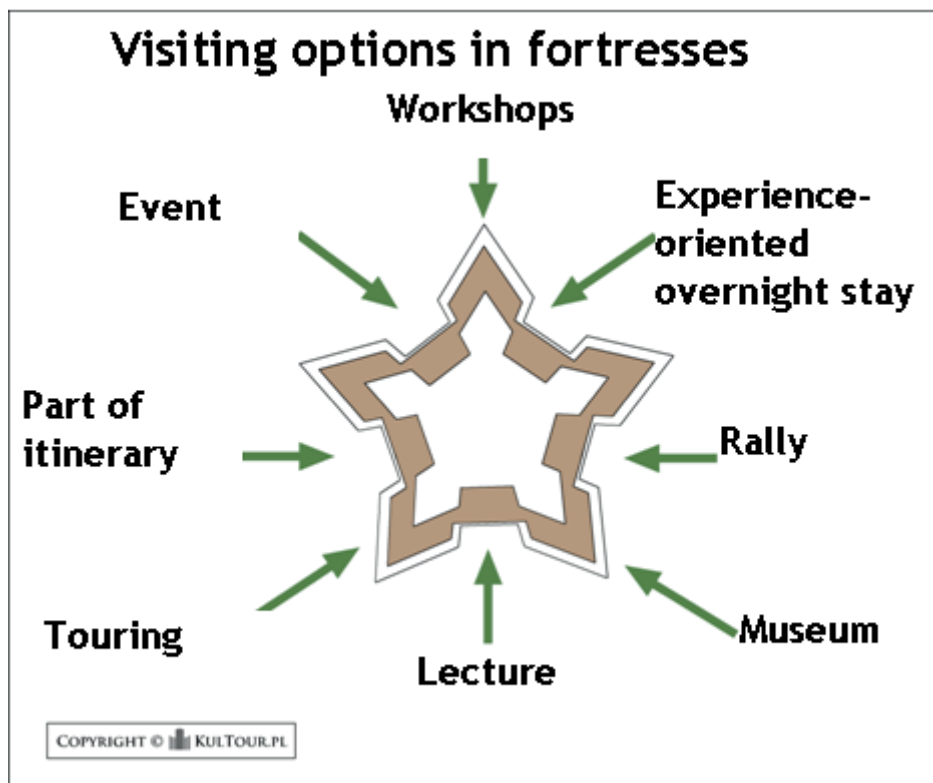


Fig. 1. Elements of tourism product of a military site
[Source: Mikos v. Rohrscheidt 2009: 37]

was used for defensive purposes, yet that fact does not impose a necessity to use all such landmarks following the same model. To the contrary, it would be a mistake leading to their decreased attractiveness for tourists interested in military themes (due to repetitiveness of options on offer in many places) and to growing competition between fortress-type landmarks located in proximity to one another. That is why the crucial stage in the process of preparing a site for tourism involves designing its profile and adopting a strategy for developing specific modules of tourism product. That should be followed by consistent implementation of these objectives using one's own means as well as by initiating and instigating activities held at the site, and aimed at enriching the thematic scope of options on offer and at promoting the site. Because of significant dimensions and numerous rooms available in former fortifications, it is possible to develop varied complex tourism products matching needs and expectations of a few different types of visitors; see **figure 1**.

The above model shows numerous (yet, by no means all possible) options for using a typical fortress site, provided that at least some rooms have been preserved or restored. In fact, this is an illustration of a perfect tourism product, possible to execute by means of greater resources and larger staff, including a significant number of external

partners (e.g. lecturers of academic conferences, or specialized entities organizing events). Given the situation of military sites in Poland, including the limitations resulting from their condition, the current level of cultural tourism and limited possibilities of financing projects by owners of such facilities, this model really aims at showing the spectrum of options for a site having this profile. Seemingly, the most effective approach in case of a particular location will involve a choice and implementation of two or more of the options which are most feasible at a given site, yet with an emphasis on ensuring unique opportunities. Since the specific elements of this typical solution were more broadly discussed elsewhere [Mikos v. Rohrscheidt 2011b: 257-265], here the terms used in the chart will be explained only briefly.

Touring. Each site should have at least one *permanent exhibition* or *thematic museum* with permanent or temporary expositions, and conducting a number of promotion-oriented activities (museum days, open days, educational workshops for those interested). Given the massive dimensions of numerous sites, a (multimedia) *scale model* of the location is desirable. Because of the nature of presentations which are held in fortress-type sites and are usually connected with military tactics and technology, and in the context of today's standards for multimedia exhibitions, it is hard to

envisage a successful exposition which does not use such techniques; therefore, their application should be taken into account from the start. When an exposition is organized we should not excessively cut the costs of this particular feature of the essential part of our product. Moreover, this central element should be executed by reliable specialists experienced in organizing expositions, and the model, scenario and applied solutions should be consulted in detail with historians of military science and defensive architecture as well as authors of existing historical monographs of the site, if applicable.

Another essential element of the tourism product, the *itineraries* should be delineated in two versions – a basic one for visitors who are less interested in detailed military facts, and a longer version for typical participants of cultural and military explorations and groups following theme programmes. Advanced organization of expositions and itineraries allows for enhancing educational value of the fortress, whereby it can attract larger number of those interested: organized groups of individuals participating in educational process who in course of the visit study one of the elements of their curriculum.

Itineraries may be provided with electronic systems – audioguides. These should be available in a few language versions; in addition to English internationally used in tourism, also in the languages potentially required in a given location, for instance because of the site’s history (e.g. a former Russian or Prussian fortress) or the geographical proximity of a border (e.g. with the Czech Republic). It is possible to expand options on offer by introducing “*dramatized tours*”⁴, making reference to its history or typical elements in the life of the garrison at the time of its military operations; these should be available in various languages. Hearing “an insider’s story” presented by a guide made up to look like a “soldier” or “the fortress commander”, and relating the story as his own (first person narration) for many tourists is a more authentic experience of history, which greatly enhances the impressions evoked by the visit. In some historical military sites the person guiding visitors does not have to be an “actor” but a former participant of the operations carried out in the facility (a former military man employed in the garrison). Due to high costs of preparing and executing such tours and the need to employ larger personnel, at the initial stage this

option (as part of the permanent offering) may be available only on special occasions, e.g. the day of the fortress, days of thematic events, and by prior arrangement with organized groups, at extra charge; such a programme may also be provided by autonomic living history performers, if groups like that are affiliated with the site or exist nearby. If dramatized tours are met with growing interest from visitors, they can be introduced on a regular basis, for instance at weekends during the tourist season. As far as possible, to increase the diversity of options the site should hold *microevents*, on specified days (e.g. Saturdays and Sundays during season) or by appointment with groups of tourists. Examples of possible events to accompany sightseeing include shows of rifle shooting and cannon firing, military parades or exercise.

Experience-oriented overnight stay. Designed for yet another group of enthusiasts, an *experience-oriented product package* can be developed using expert knowledge contributed by specialists. This is an example of thematic package (discussed below). Taking a few days, such closed events can be based on well-crafted historical scenarios with interesting programme for each day, e.g. “Weekend at an Austrian Fort”, or “Prussian-style military training”. This type of product may be supplemented with attractions closely related to the topic (e.g. horse ride or bike trip along the outer fortifications, “fortress-style lunch” in the nearby restaurant) or unrelated (lake or river cruise, visiting a historical town nearby, etc). In accordance with well-tested principles of designing complex tourism products based on historical places, “thematic” options should be supplemented with additional leisure-oriented activities and attractions allowing for other types of experience. In terms of economy, it would be best if specific services included in such a package of options were coordinated by the entity managing the site, yet it is also possible to assign their organization to external partners. In addition to the attractive program, the success of the experience-oriented package to a great extent depends on the promotion of such opportunity among potential customers, those interested in army and military artefacts, enthusiasts of historical re-enactment, scout groups, and other. Those developing such a product should bear this in mind even at the stage of designing its concept.

Specially designed tourist events. Held at regular intervals, most frequently once a year, *special events* of cultural nature include festivals, fairs, thematic gatherings, historical re-enactments, competitions, etc. and their purpose is to attract tourists to a site or village/town [Mikos v. Rohrscheidt 2010a: 89n]. Importantly, from the point of view of tourism economics, an event results in significant

⁴ More on “dramatized tours”: Urbanowicz 2011. The analyzed cases related to topics of urban tourism, after modification of themes and scenarios, may be used as examples in designing and executing similar services in military sites.

gain if its programme spans at least two days, which means that a considerable part of its participants stays overnight, uses accommodation and catering services, this way generating profits. Thematic events are these whose main subject matter is related to the profile of a given place or its history. On the other hand *microevents* are addressed to those visiting the site (or village/town), and require less time – they take more than 10 minutes, and generally do not exceed an hour and a half [Mikos v. Rohrscheidt 2010a: 389]. Unlike the longer lasting events, they are designed mainly to supplement the programme of the visit and make it more attractive. There is a large variety of microevents, e.g. films, interactive presentations, performances, scenarios of team games and plays. Natural partners for the administrator of a historical military site in organizing microevents include re-enactment groups consisting of enthusiasts of history and operating in the proximity of the fortress or affiliated with the site. It is such groups that initiate and most frequently organize *regularly held historical military events* such as annual Fortress Days, anniversary siege demonstrations, and battle re-enactments which frequently are held for a few days and are accompanied with varied cultural program. The latter events attract hundreds of participants and thousands of viewers, including tourists from distant areas of the country and from abroad. Taking advantage of the area and features of the site, such events frequently are the climax of the tourist season in a given place, and greatly contribute to the promotion of the site both domestically and internationally. In addition to these, a site may regularly hold events, such as *theme rallies* for smaller groups (e.g. military artefact collectors, living history groups, participants of theme races). Designed for individuals, this form of cultural military tourism develops spontaneously, independently from tour operators, yet it is increasingly attractive to them. In recent decades there has been an increasing number of gatherings lasting for a few days and organized for those interested in militaria. Historical sites related to army and warfare are an obvious choice for their location. Those in charge of such sites should create conditions which will be favourable for both parties and initiate long-term cooperation with entities organizing such events to provide their participants with the sense of stability and permanence of the event, and ensure additional prestige and profits for the fortress. Furthermore, taking into account historical and military subject matter it is possible to identify these themes or areas of interest which have not been the focus of any events in the country and take effort to design such events and from the start establish the site as their location.

Other options. Organized regularly as an open option or in response to demand from tourism associations, schools, companies, etc., various events such as *educational workshops* focusing on history or its specific aspects, annual academic conferences as well as those open to general public generate revenues and contribute to the image of the site as a location of living history, education and cultural exchange. Similarly, the permanent exposition may be enriched with short “workshops” or “courses” requiring active involvement of visitors. This option may be available to organized groups or during days with increased tourist traffic, such as long weekends, open days, Long Night of Museums, or the festival of the fortress. Additionally, if possible, the site may hold other types of events, such as music festivals; this is a well-known practice both abroad [Josefov www 2012], and in Poland [Boyen www 2012], which indirectly contributes to promoting the site.

1.2. Rules and method of designing the site's product

Developing a unique product. In the context of the aforementioned *typical* options, it is extremely important to ensure in each case *unique* features of the product on offer. These are necessary for a landmark to effectively attract participants of cultural military tours, and as a result the site will also be included into their itineraries by specialized tour operators and it will become more interesting for individual travellers. One of the successful strategies applied in cultural tourism in building the prestige of a site involves *promotion of its exclusive qualities* highlighting the distinctiveness of the product (based on the actual condition) [Steinecke 2011: 24n]. The first element of such uniqueness, in the case of nearly every fortified installation, is its particular location which is reflected in its purpose and specific solutions applied in its design and construction. The location and military purpose of the fortress (e.g. control over specific area) are usually linked with the applied, frequently innovative solutions connected with weapons, their placement and concealment. Unique motifs may also be found in the history of the site, for instance its relation to an important historical incident or to biography of a significant person. For example: the fortress of Kołobrzeg saw the heroic defence by Prussian crew during Napoleonic Wars, which later was skilfully used by the Third Reich propaganda; Boyen Fortress in Giżycko played the key part in stopping Russian offensive in Prussia in 1914; and Kostrzyn witnessed the imprisonment of the future King Frederick the Great and traumatic incidents from his life. A fortress may also stand out for

either the historical continuity of its function as a place where an army unit with long traditions was uninterruptedly stationed, or the genesis/history of displayed collections (or one unique/very well-known exhibit). Promotion of a site highlighting its uniqueness is targeted at numerous tourists who, during their trips, look for unique features and experiences, and over time tend to focus more and more on such elements.

Creating an impression of exclusive experience. Options on offer during a visit to a site will gain attractiveness if they take into account specific interests of some tourists, for instance those following an itinerary focusing on historical and military themes, seminar groups, those interested in the subject matter professionally or due to their course of education, members of associations and re-enactment groups, hobbyist, and travellers focusing on biographies, etc. Therefore it is necessary to provide options which are alternative to the standard programme available to everyone [Mikos v. Rohrscheidt 2010a: 147]; this way the visit to the site will be remembered by such guests as the time when they were treated in a different way than typical tourists. Such a visiting programme should include an opportunity to enter off-trail places (e.g. miners' tunnels, gun emplacements, bunkers) as well as presentations of or active involvement in activities requiring special or additional knowledge or skills (like loading and firing historical weapons, using observation equipment, a ride in an armoured vehicle, and other). When providing options of this kind it is necessary to ensure larger personnel and additional safety measures. Participants of such specialized tours are also interested in additional information materials, such as maps, plans, photo albums and other types of relics, therefore it is necessary to produce or collect them as well as display and distribute adequately. In this context, to increase the attractiveness of the visit, it is possible to add such features as a special narrative presentation of particularly valuable exhibits, or lectures focusing on a specific issue. Measures of this kind are an adequate response to the growing expectations of enthusiasts of cultural tourism, which are described with the so-called "3 x E principle" (education, entertainment, excitement). Widespread use of the aforementioned elements would allow for meeting visitors' expectations connected with their willingness to "experience" rather than merely watch during a visit. Such multisensory "experience" is a substitute for a personal "encounter" with the topic, characters of the story which is being heard, events, unique inventions and devices.

Adequate product segmentation. Significant differences, in terms of the knowledge of the

subject as well as expectations and behaviours, between groups consisting of general public, hobbyists and academic researchers should be reflected in the program of options on offer, the choice of visiting methods as well as attractions and accompanying events. In order to effectively cater for specific groups and ensure their full satisfaction it is necessary to take into account the differences between their interests, since some prefer events, some opt for a longer stay focusing on one theme and allowing them to experience military life, while others value the educational aspect of sightseeing. It is also necessary to remember about the differences in their knowledge and involvement in tourism: the guests may include "casual" tourists seeing the fortress as one of the various attractions during their vacation in the area, participants of theme tours encouraged by an advertisement of a travel agency, as well as true enthusiasts of the subject having extensive experience resulting from visiting similar sites [Mikos v. Rohrscheidt 2009: 38-39]. Hence, keeping in mind these differences, hosts of each site must ensure that a visit to the site matches expectations and knowledge of a specific group of customers. Such diversity should be achieved in: the site's visiting programme, the language register used by guides in narration and in descriptions of routes and expositions, choice of microevents adding variety to a visit, as well as the level of detail and advancement of the accessed materials. Only when the diversity of available options matches this requirement, the site's product will be interesting to entities organizing thematic or special-interest tours, or research-oriented explorations, and – what is ultimately most important – a visit will be a rewarding and satisfying experience for tourists.

In each type of cultural tourism the success of a trip to and stay at a landmark to a great extent depends on the guide: his/her personality and expert knowledge, interpersonal skills and flexibility in addressing various types of groups. Therefore attractiveness of military sites will be enhanced by **training and employing competent personnel** to work as on-site guides. It is necessary to train them in providing services to various guests (e.g. school students, family-groups as well as people with expert knowledge). Candidates applying for the job must be fluent in foreign languages and able to present specialist information using adequate vocabulary, e.g. technical terms. We should not take chances and delegate guiding services to persons without adequate language skills, even if they do have expert knowledge of the collection. In such a case it is possible to contract local language teachers, provided that they have been acquainted with the subject matter related to the site and trained in

guiding methods. They could guide groups which have booked a visit in advance. It is also possible to make a substantial one-time investment to purchase audio guides and make translated versions of the commentaries in several languages. Training for specialized staff organizing visits in a fortress-type site should be designed and conducted by those in charge of the site in cooperation with experts in history of fortifications and military architecture, historians of military science, and experienced organizers of cultural tours, including specialists of modern methodology and practice of guiding services. Taking into account well-known examples of theme-oriented tours in Poland and abroad, well-tested models of sightseeing (including interactive methods), as well as educational options, such as workshops and theme-oriented classes they can design and carry out on-site training for personnel and other individuals willing to guide visitors; the latter can be recruited among members of re-enactment group affiliated with the site. Such training should allow for: 1. conveying necessary knowledge of: the genesis and history of the structure itself; major themes related to the site's history, with specific reference to biographies and ballistics; the applied fortification technologies and other weapons; topography of the site and visiting routes, 2. practice in guiding services focusing on specific group profiles (general interest, special interest, study-oriented, theme-oriented, seminar) and specific guiding methods (e.g. custom-designed dramatized tours, theme game, etc), and finally 3. practice in technique of conducting educational activities, and animating interactive activities, as well as in cooperation within the animation and living-history team. On-site guides could also participate in training aimed at advancing their general historical knowledge of fortifications and major sites in Poland and Europe, which will allow them to make references to other places and technical solutions, and enrich their presentations for groups.

On-site shops, adequate in size and operating independently from the box office, can sell more valuable information materials (e.g. albums, books), souvenirs (miniatures, reproductions, etc.), or promotional items (e.g. T-shirts, caps) and this way provide additional source of income, which may be helpful in financing the site. This may at least partly contribute to the site's independence from public subsidies and allow for greater flexibility in its operation. Additionally, items on sale making reference to the subject matter and collections and bearing the site's logo contribute to its promotion. Yet, it is important to select merchandise carefully, in accordance with the profile and history of the

place, as well as its furnishings and collections.

Identifying the product's cultural and military aspects. Prevailing among foreign tourists and increasingly frequent among Polish visitors, the clients constituting the target group for military landmarks have very specific interests, carefully select their travelling destinations and are strongly motivated by the willingness to see and experience them. Such tourists will want to learn about every detail of the site and its history rather than visit a number of unrelated places. Similarly, they opt for interesting theme-oriented events held within a military site, greatly favouring these over other entertainment available nearby. In its own interest, a site – being a potential attraction and tour destination – should design and promote options and tour programs, a few-day stays and events matching these interests, and dedicated to such groups. These products should be promoted by means of its own information channels (website, newsletter, printed information materials), as well as by other entities: local tourist information centres, mass media, online social networks, tour operators, regional publications promoting tourism, etc. A tourist looking for options matching their preferences (and even more so, a leader or animator of a special-interest group, or entity organizing group tours) should not have a problem finding such a product and contacting a person responsible for it at the site once they start searching for it in publicly accessible information resources.

1.3. Partnering with other entities for tourism related purposes

Partnering to develop the site's product package.

Members of special-interest/military re-enactment groups existing at the site may significantly contribute to designing and launching some of the aforementioned touring options. They can provide, for a charge, some services booked by groups visiting the site, such as presentations of combat techniques and use of weapons; they can also organize smaller evening events on offer throughout the year or constituting a part of a tour package designed for groups. During a tourist season individual members or small groups recruited among such associates can be temporarily hired to organize microevents accompanying a tour and adding variety to it. An additional benefit of such cooperation is the fact that members of such "affiliated" groups, as well as individuals organizing and regularly participating in military rallies held at the site, after a while – independently from their own events – tend to establish a well-tested circle of friends of fortress-type sites and may significantly

contribute to and provide support for initiatives aimed at restoring such sites and developing them as tourist attractions. Other partners may include associations of fortification enthusiasts, craftsmen, local artists, tourist organizations, and on-site guides. With their help, and at relatively low costs, it is possible to create on-site or external modern-style expositions and *thematic museums or scale models* (including multimedia presentations) of the fortification.

Coordination of activities performed by entities interested in the site's tour product naturally is a responsibility of the most interested party, which in this case is the site's administrator. It should ensure regular contacts or organize meetings at the site's premises, carefully designing their agenda. In addition to local governments (as a rule responsible for tourist information and infrastructure) and associations of fortification enthusiasts and re-enactment groups (including those located nearby and all those whose profile is consistent with the site's genesis and history), the potential partners also include: regional and local groups of tour guides, local entities organizing trips throughout the nearby area, businesses providing accommodation of all categories and catering services (natural partners for overnight stay packages), specialized tour operators focusing on cultural and educational tourism from a given region, and foreign tour operators organizing trips to military sites, national and private universities (organizers of academic conferences and educational projects and the source of potential lecturers), regional tourist organizations and mass media (promotion of the product) and other. Continued long-term partnership may result in two essential benefits. Firstly, it may lead to establishing vibrant centres of cultural and military tourism focusing around each site and providing interesting options for sightseeing and overnight stay and accompanied with accommodation and catering facilities which e.g. may cooperate by providing package products; this will allow groups or individual travellers to gain maximum benefit from a visit or a longer stay at the site. Positive examples of such cooperation have already been noted in Srebrna Góra, Świnoujście and Toruń. Secondly, a network of cooperating centres may provide foundations for establishing material thematic routes leading to military sites, or a system of tours to military sites all over the country; such package of options can be used by travel agencies as a "ready-made" itinerary and by individual travellers as a suggestion for an expedition along the trail of fortresses, which may be taken independently but follows a well-crafted program designed by entities providing relevant services [cf. Mikos v. Rohrscheidt

2009]. **Figure 2** shows the most frequent partners contributing to the shape of the tour product of a historical fortress-type landmark and illustrates types of association between such entities and the site's administrator.

Cooperation with specialized tour operators.

The rare travel agencies specializing currently in the segment of military tourism [Mikos v. Rohrscheidt 2011a: 45] collect, assess and use selected elements from the vast European historical resources in order to develop (at their own financial risk) their products which they also distribute and promote; they also organize and carry out expeditions, thus contributing to an increase in tourist traffic. The products on offer from such tour operators usually contain trips, taking a few or many days, focusing on one theme, comprising one region, and following established routes [Mikos v. Rohrscheidt, Jędrysiak 2011: 249-250]. Yet, only in cooperation with military landmarks and taking advantage of their potential can this catalogue of products be supplemented to include special-interest and educational tours, including seminars, or trips allowing for participation in events, custom designed packages with experience-oriented visits and other options based on existing services. Running their independent commercial businesses, tour operators respond quickly to current trends in demand and changes in potential customers' expectations by developing adequate products. While designing a product they put together required components (attractions and local services) drawing on existing resources; at the same time by making particular choices they "enforce" adjustment to the actually existing needs within the market of products. This way they act as a "transmission belt" indicating trends in demand and supply in this market segment, and at the same time they act as a warrantor for the flexibility of options and their adequacy in relation to customers' changing needs and expectations. Furthermore, by employing specialized staff to design the program of trips and packages (project coordinators) and to manage them (couriers/tour guides) tour operators contribute to increasing the standard of trips organized by them, which is appreciated by customers and over time leads to the growing popularity of their product, as well as the itineraries and destinations themselves. In Central Europe at present there are no tour operators specializing in military heritage tours, yet options on offer from some travel agencies include this type of cultural sightseeing during thematic trips, or tours along delineated routes or experience-oriented visits. The currently existing niche market, as a result of the growing demand has been transforming into a more and more significant segment. In accordance

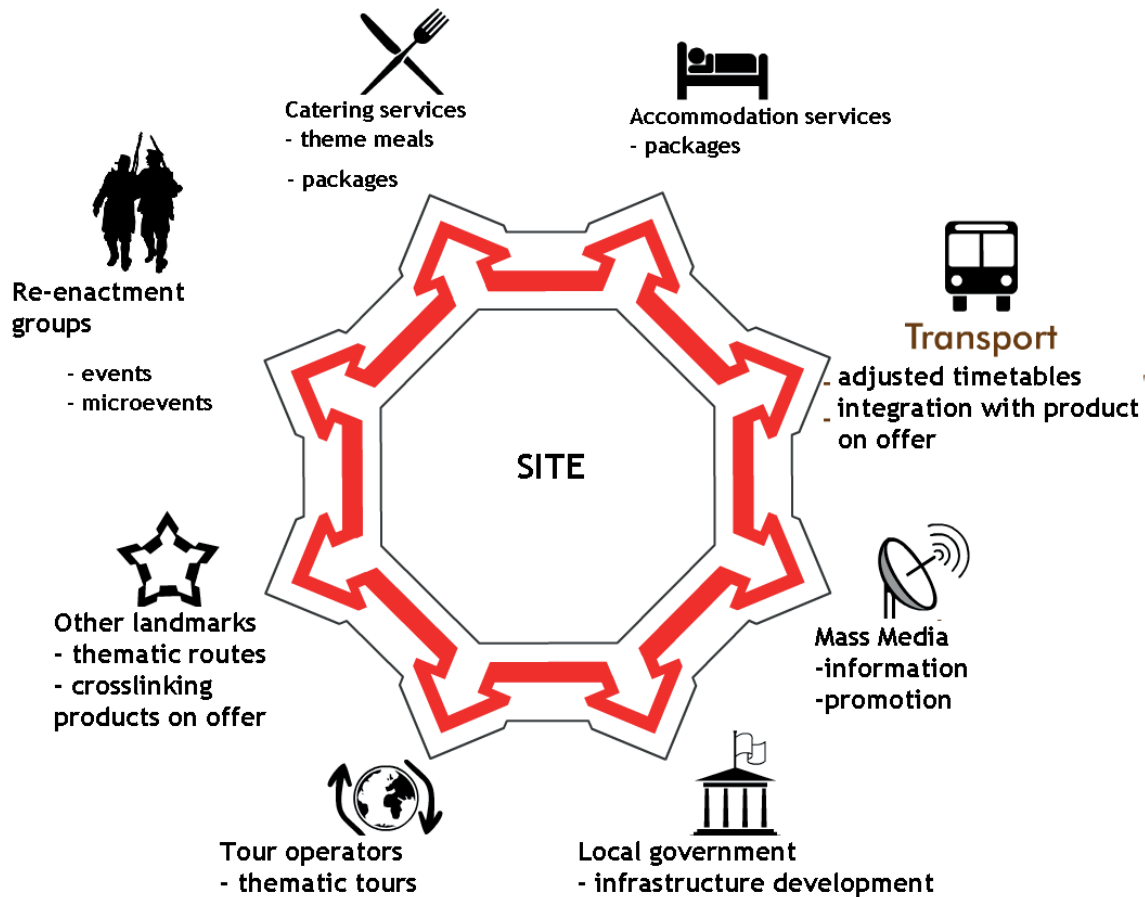


Figure 2. Partners developing tour product in fortress-type landmarks

Source: compiled by the author

with the market rules, it can be expected that sooner or later specialized operators will emerge. Therefore it will either be entities currently offering services related to cultural tourism that will expand their catalogue of products to include special options designed for tourists interested in military heritage, or one or more specialized agencies will emerge in order to cater for the needs of this market segment, and assume such business profile. As long as such operators do not exist it is important to ensure that information and suggestions regarding local products find their way to agencies focusing on cultural tourism as well as foreign (British and American) operators organizing military heritage tours so that after they have become aware of the attractions and available options they will take them into account more often.

Joint promotion of Polish fortresses and fortifications as tourist destination. This issue was discussed in detail elsewhere [Mikos v. Rohrscheidt 2011b: 285-287]. Implemented by a number of major Polish fortresses, the programme entitled Baltic Fort Route [BFR, www 2012], allowed for initiating more comprehensive measures aimed at that. In connection with this project a number

of theme-oriented itineraries were designed which may at any time be used by those interested [KulTour.pl www 2012]. It is necessary to expand these options to include numerous sites which did not participate in the project, and to initiate comprehensive promotional activities (in press, electronic media, during tourism fairs, as well as by elaborating and distributing brochures and leaflets). The proposed theme trail of Polish fortresses and related promotional activities [Mikos v. Rohrscheidt 2009] should significantly increase the popularity of tourist attractions of this type. Support of institutions having statutory responsibility for tourism promotion, particularly the Polish Tourism Organization should be used for this purpose.

1.4. Checklist for tour options in a military site

The following list of three essential modules of a site's tourist product was designed by the author as a tool for careful planning of the most important aspects in the process of adapting a fortress-type landmark for tourism. It can also be used as an annex for plans and projects involving complex activities, outlining their process, justifying

application for financial support and enabling verification of progress in implementing specific ideas. The list should be helpful for administrators and custodians of military sites in designing long-term operational programs aimed at creating a cohesive proposal, complying with standards of contemporary tourism, and designed for both groups of tourists and individual travellers. The tool can also be used as a checklist to be followed while planning and carrying out successive steps in adapting a site for tourism. It is based on similar lists which were previously elaborated; the first one focused on medieval defensive structures [Mikos v. Rohrscheidt 2010c: 22-23], and the second, covered more broadly understood cultural heritage sites [Mikos v. Rohrscheidt 2012: 124-131]. The list was adjusted to typical features of modern fortified structures and conditions prevailing therein, taking into account modules of options and the infrastructure available in sites of this type which currently function as attractions for military heritage tours. Additional explanations contain detailed definitions of specific items, which may be helpful while designing the product conforming to standards more and more commonly accepted in cultural tourism. Used as an example, the data were obtained from four fortress-type sites (two in Poland and two in other European countries) operating as tourist attractions with different levels of organization and diversity of visiting options. The list comprises three modules: visiting options, components of on-site customer service, and special events adding variety to the sightseeing options: longer thematic events organized independently, and shorter events accompanying a visit.

Module A – visiting options at the analyzed sites

Site accessibility was defined as follows: general

access at all times (GA), access guaranteed on specified days and at specified times (AGS), access at request, on specified days, at specified times (AST), limited access, depending on e.g. weather conditions (ADW), access subject to limitations, e.g. during opening hours the site may be inaccessible due to unannounced closed events (AL). *Site visiting route* (A.2) is defined as the delineated trail to be followed by individuals touring the site (or the main structure of the complex) without a guide. Such route may be delineated a) physically, e.g. by means of signs placed throughout the site (PR), b) virtually (VR) – e.g. when guests receive a plan of the site containing stations and descriptions of places, elements of equipment or expositions, as well as c) delineated and described by means of electronic devices (ER), including audio guide system. *Basic route* is a physically or virtually delineated itinerary, generally on offer for groups of tourists. *Alternative routes* (A.3) are those related to selected thematic aspects (e.g. specific functional element of the defensive system, biographical aspect) or to defined group of visitors (e.g. special-interest groups – hobbyists or specialists). A distinctive category comprises alternative routes designed for children (A.4). *Alternative tour* (A.6) means any available option of visiting the site other than the conventional guided tour or sightseeing with audio guide devices. These may be available regularly or when booked by groups of tourists, and include dramatized tours (DT), guides using of historical clothing (GHC), as well as task-oriented touring (TO), touring by night (TN) and other (OT). *Multimedia or interactive presentation* is an exposition comprising at least a few multimedia elements or interactive stations, which combined are a significant part of the exposition and are related to the major aspects of the theme, or main exhibits. The site's scale model

Table 1. Elements of group A: visiting options on offer at the site

| Facility components | Josefov | Bourtange | Boyen | Srebrna G. |
|---|---------|-------------|-------|--------------|
| A.1. Level of accessibility | AGS | AGS | AGS | AGS |
| A.2. Basic route | PR | PR, ER | PR | PR |
| A.3. Alternative routes | – | + (5) | +(2) | + (2) |
| A.4. Routes for children | – | + | - | - |
| A.5. <i>Audio guides</i> at the site | + | + | - | - |
| A.6. Alternative tour | – | DT, GHC, TO | - | DT, TO TN |
| A.7. Permanent exposition | + | + (4) | + (3) | + |
| A.8. Temporary/special exhibitions | – | + | - | - |
| A.9. Multimedia/interactive presentations | – | + | - | - |
| A.10. Site scale model (MM, MK) | MP | MP | - | MP |
| A.11. Multimedia kiosks | – | - | - | - |
| A.12. Foreign language descriptions of expositions and routes | – | EN | - | CZ,EN, DE |

Sources: compiled by the author; based on: [Mikos v. Rohrscheidt 2011b: 263; Mikos v. Rohrscheidt 2012: 118-125; Bourtange, www 2012; Boyen, www 2012; Josefov, www 2012, Srebrna G., www 2012, on-site visits 2010-12, phone interviews with administrators].

Table 2. Elements of group B – on-site customer service

| Product component | Josefov | Bourtange | Boyen | Srebrna G. |
|---|---------|------------|-------|------------|
| B.1. On-site guides | + | + | + | + |
| B.2. Guiding services in foreign languages | DE, EN | DE, EN, FR | DE | DE, EN, CZ |
| B.3. Promotional literature | + | + | + | + |
| B.4. Research literature | + | + | + | + |
| B.5. Literature for children | - | + | - | + |
| B.6. Literature in foreign languages | - | DE, EN, FR | DE | - |
| B.7. On-site shop/kiosk | KI | SO (5) | - | - |
| B.8. Available classes and presentations | - | L, C, PM | - | C |
| B.9. Interactive workshops | - | WI | - | WI |
| B.10. On-site catering services | FO * | R | K | FO |
| B.11. On-site accommodation services | HS | H, HS, | HS | - |

Compiled by the author, sources: see Table 1

(A.10) in its multimedia version (MP) uses elements of lighting, sound, movement and other electronic techniques, and in its conventional form (CP) is a representation of the site's structure without such enhancements.

Group B – components of on-site customer service

Educational activities on offer at the site have been classified into four types. Three of these (B.8.) represent options which require participants' passive involvement: lectures and talks (L), conventional museum classes (C) and presentations, including those making use of multimedia (PM). The fourth type of options which allow participants to be actively involved are collectively called "interactive workshop" (WI), and due to the growing demand for them from those taking part in educational trips they are classified separately (B.9). The name *on-site shop* (SO) means a room located at the site holding items related to its profile and operated independently from the site's box office, where the customer can enter the display area and view the items before buying them. On the other hand *on-site kiosk* (KI) meets all the above requirements except for the option of entering the merchandise display area. In accordance with these criteria, when there is no separate shop/kiosk, and the box office in addition to tickets sells other items as well, it is

recognized as a kiosk. *On-site catering establishment* (B.10) is a catering facility owned by and located at the site; these include restaurants serving complete dinners (R), cafeterias with limited menu (K) or fast food outlets (FO). Accommodation services on offer at the site (B.11) are classified at three levels: hotel of any category or guest rooms whose standard is equivalent to hotel standard (H), hostel or guest house/rooms providing lodgings for up to 4 persons (HS) or shelter/other accommodation options in large rooms for less demanding groups, mainly consisting of young people (S).

Group C – On-site events and thematic events nearby

The assumed minimum duration of an event is one full day (verification based on the event program). *Fixed microevents* (mS) are those held at all times (e.g. ongoing film presentation during opening hours) or are repeated at short intervals; *regular microevents* (mR) are organized at specified times (e.g. at a defined hour), daily or at least once a week; *cyclic microevents* (mC) are held on pre-defined days of the year or tourist season; whereas *requested microevents* (mOR) are on offer at all times yet they are only organized for groups of tourists by prior arrangement. The chart below takes into account historical re-enactment groups, which are of critical

Table 3. Elements of group C – Event-oriented product of the site, and theme-oriented local events

| Product component | Josefov | Bourtange | Boyen | Srebrna G. |
|--|---------|-----------|-------|------------|
| C.1. Cyclic thematic events at the site | + | +(3) | +(1) | +(1) |
| C.2. Microevents at the site | - | mS, mR | mC | mOR |
| C.3. Experience-oriented overnight stay at the site (more than 1 day) | - | + | - | - |
| C.4. On-site events on offer for groups | - | +(9) | - | +(3) |
| C.5. Off-site local thematic events | - | - | - | - |
| C.6. Off-site local thematic microevents | - | - | - | - |
| C.7. Affiliated historical re-enactment group | - | ARG | - | ARG |
| C.8. Re-enactment group cooperating on a regular basis | - | + | - | + |
| C.9. Cyclic on-site thematic events – other than military | +(1) | +(1) | +(3) | +(1) |

Compiled by the author, sources: see Table 1

importance in designing and executing a number of microvenets (e.g. staged shows and presentations), and they frequently initiate and organize larger cyclic events, or provide help in carrying them out. *Affiliated re-enactment groups* (ARG) are part of the site's organized structure or have their headquarters and place of regular meetings at its premises; on the other hand, *groups cooperating on a regular basis* (CG) are those which have entered into an agreement (in writing) with the site to provide specific services and which regularly perform activities supplementing the site's product (e.g. by carrying out events, microevents and providing guiding services to visitors).

Obviously, one particular site does not have to introduce all of the above options, indeed this would be an unrealistic expectation. Moreover, it would be unjustified in the case of the aforementioned network of sites: for instance if an overnight visit is on offer at one site, and a slightly different thematic focus at another location along the trail of military profile this will be sufficient to ensure variety (and increase attractiveness) of the options on offer within the entire system. Thus, the remaining sites can specialize in one or a few types of events or in educational activities. Yet, too many gaps in each module may indicate that a site's product is inadequate or has settled at the level which does not meet expectations of contemporary tourists and makes it impossible for the site to gain a status of a popular attraction, and as a result succeed as tour destination.

2. Integration of fortification-type site with local and regional touring options

The term "integration" here means all endeavours aimed at linking the site's product with other tourist attractions in the nearby area and introducing it into the network of tourist information, as well as efforts focusing on both promoting a given place or a larger region, and providing the area adjoining the site with infrastructure necessary for visitors (including: catering, accommodation, transport and other leisure options). Large fortified sites always have a potential to attract specific type of tourists (interested in military themes) and frequently (particularly in smaller villages/towns) they may be the only landmark whose fame transcends the local borders therefore their integration with all options on offer may be of crucial importance not only in providing effective and satisfying services to visitors but generally in the successful operation of all options focusing on tourism in the given area and the related economic effects such as the number of newly available jobs and profits gained

by both service providers and – indirectly – by the local government. Effective integration of the key site involves a number of elements which are presented further in three modules comprising the aforementioned aspects of organization. The list presented in 2.2. may be treated as a supplement to and used with the checklist for a site's tour options (1.4), and accordingly, its modules are marked with subsequent letters of the alphabet (D, E and F).

2.1. Type of integration activities

Integration of sites with thematic trails. Since this issue has been comprehensively discussed elsewhere [Mikos v. Rohrscheidt 2009: 39-47] here it should only be emphasized that, because they function as systems of organizing leisure and at the same time they link cultural heritage landmarks in accordance with tourists' preferences and expectations, thematic trails are more and more frequently designed to promote groups of tourist attractions. As such these trails are used by tour operators (as "ready-made" itineraries) and by individual travellers who plan their holidays taking into account such trails and product packages related to them. From the point of view of specific sites, the synergy effect of such projects is particularly important: thematic trails contribute to the promotion of landmarks constituting a cohesive offering, including those which are less known despite their great value. At the same time the selection of sights along their itineraries allows for showing multiple aspects and greater historical context of a given phenomenon. The attractive force of a trail increases when specific locations along its itinerary hold well-known or intensely promoted attractions of various types, yet generally fitting its profile.

Designing programmes of thematic tours to military sites. In addition to efforts focusing on the sites themselves, it is also important to take a competent approach to designing programs of thematic tours. Central to cultural tourism, this cannot be limited to the method of developing a domestic tourism product, which still prevails in Poland, and involves compiling an itinerary by putting together as many attractions of various types as possible and providing tourists with basic services (accommodation and meals) at the lowest possible cost. Previously published study by this author includes a suggestion for a project called "soldier's booklet" which combines thematic tours of numerous sites and collecting confirmations of visits with an element of competition; the idea is based on positive experiences gained during similar theme-oriented projects in one of the Polish regions [Mikos v. Rohrscheidt 2011b: 280n].

Networks of products and ensuring complementary options. Joining large endeavours, such as theme trails or military tourism projects, those in charge of specific landmarks should do their best to both protect their site's exclusive features and ensure complementary character of the joint product. It is necessary to make sure (in course of negotiations between project partners) that a given theme, collection component, aspect of history, as well as the type of exposition or dramatized tour does not recur throughout the trail or within the project, or at least in the sites located in the closest proximity; this will allow for avoiding visitors' fatigue (too much of a good thing) and will ensure their focus and satisfaction. In course of designing a trail or project, and identifying the list of attributes and services, taking into account partners' existing resources and opportunities for developing specific modules of services, it is a good idea to come to an agreement with regard to splitting specific topics (e.g. for events and scenarios of overnight visits) as well as types of services. For instance, along one trail or within one project, theme-oriented overnight visits could be organized by one of the participating sites (having the best resources for this activity or previously providing such service); another site could specialize in academic conferences or seminars for the general public; yet another could hold rallies of military vehicles enthusiasts. Similarly, the types of expositions and presentation techniques used in specific locations could be diversified. This approach will allow each site to retain the unique features of its own product, while reducing the risk of both harmful competition between the sites and the decreased attractiveness of the whole project caused by excessive similarity of option on offer.

Integration of the site into local and regional sightseeing options. The purpose of this measure is to attract tourists, who do not mainly focus on military themes or sites, but visit a given area or village/town while exploring the region, or taking part in study visits or many other forms of urban tourism (including the increasingly popular "city breaks"), as well as participants of touring trips and weekend trips organized individually. Related efforts include: introducing the site into the local systems of tourist information and guiding services, integrating it into local tourist trails (by physically marking it with signs, and by publishing relevant information in promotional materials and on websites of such trails), involvement in local tourism clusters and participation in regional schemes focusing on theme-oriented tourism (in this case cultural heritage trails) within the area, provided they have the same profile.

Integration with local tour packages. At present cultural tourism in a growing number of

cases takes a form of tours organized by individuals or small tight-knit groups without using services on offer from tour operators. However, it is still possible to organize for them touring options, particularly at the point of their destination. This takes a form of a tailored package, frequently allowing for flexible and interactive choice of specific modules by the customer. Organization and distribution of such options is associated with additional profit gained by an entity coordinating such enterprise [Artyshuk 2010: 12-15]. From the point of view of the sites discussed here, the most interesting option involves organization of theme packages focusing on specific modules of their own products and generating substantial part of the profit for the site [Artyshuk 2010: 21]. Yet, in order to attract tourists, such tailored options should also take into account other local [p. 21] and occasional [p. 22] packages, for instance those accompanying cyclic events. In order to ensure additional promotion and increase the number of visitors the site's management should look for *tailored packages* on offer in their area and make sure that a visit to their site is included as an optional module. Even though it is often necessary to guarantee a discount on entrance tickets for package users, this option may attract a certain number of those taking advantage of such offering. In the case of less famous sites with valuable features, or those insufficiently promoted this may be the quickest way to increase the number of visitors and gain more popularity.

2.2. Checklist for the site's integration with other touring options

Group D – Integrating the site with local and regional tourism product

The list of measures aimed at integrating the site with nearby sightseeing options is shown in **table 4**. The following components, allowing for incorporating a military heritage site into the tourism product of a place, first of all include items which may be directly used by an individual tourist or contain options designed for them. These include the local system of sightseeing on one's own, e.g. urban touring routes, particularly those whose theme is consistent with the military profile of the site; local *audio guide* systems; telephone service providing information related to places and sites; as well as guiding services including options such as conventional guided tours of the site (historical or thematic walk), as well as varied forms of sightseeing (dramatized tour) or interactive methods (urban/thematic games). Other related components include: tailored thematic tour packages (i.e. products combining a few services related to the stay at/tour of the site);

Table 4. Elements of group D – integrating the site with local and regional organization of tourism

| Product component | Josefov | Bourtagne | Boyen | Srebrna G. |
|--|---------|-----------|-------|------------|
| D.1. Local trails comprising the site | - | + | | + |
| D.2. Thematic routes comprising the site | - | + | - | - |
| D.3. The site included in services provided by local guides | - | + | + | + |
| D.4. Dramatized tours | - | + | - | + |
| D.5. Other alternative forms of touring | - | + | - | + |
| D.6. <i>Audio guide</i> (local - AL, thematic- AT, other (AO)) | - | AL | - | - |
| D.7. Packages focusing on military themes | - | + | - | - |
| D.8. Thematic tourism clusters | - | - | - | - |
| D.9. Integration with cultural heritage trails (M, R, V) | - | R-1 | V-1 | - |

Compiled by the author, sources: see Table 1

locally operating thematic clusters (platforms for various entities jointly developing options on offer for tourists); additionally the fact that a site operates within a trail has been taken into account. In the latter case, of importance may be the number of trails comprising the site, as well as the level of their organization: as material (M), real (R) or virtual (V) trails [for criteria see: Mikos v. Rohrscheidt 2010b: 51-63], since this significantly impacts the extent to which the option is used and the resulting revenues. For example, the symbols M1, R1, W2 indicate the site is included into one material trail, one real trail, and two virtual options of thematic touring.

Group E – tourism infrastructure at the location *Accommodation services* (E.1) were classified into five groups of facilities matching tourists' preferences and financial resources. Such segmentation seems to most adequately reflect the demand of various groups of tourists for services meeting expectations ranging from the most sophisticated to the most basic. Level 5 (the highest) includes five and four star hotels and equivalent top class residential facilities and guest houses; level 4 includes options of the commonly accepted standard (three/two star hotels, and top class motels); level 3 includes affordable accommodation in facilities which are also subject to rank classification, i.e. one star hotels, other certified guest houses and other motels; level 2 comprises accommodation options which are not subject to rating (rooms in private houses, agritourism, hostels with double and triple rooms); finally, level 1 comprises, widely accessible low-cost accommodation options such as hostels, campsites, camping areas, and other. Presence of all consecutive digits (5, 4, 3, 2, 1) in respective spaces shows that all classes of accommodation are available at the site, within the commune or at a specified distance (e.g. up to 10 kilometres from the site); absence of any digit indicates there are no accommodation options of that particular class. *Local tourist transport* (E.2) stands for all means of transport within a place or micro-region designed exclusively or mainly for

visitors, including those whose function is restricted to that of providing mobility options (K – buses or other services available between the train station/airport and the site or between several sites), and those which are also tourist attractions: regular river/lake cruises (BF), aerial tramways (KL), cable cars (KE), horse-drawn carriages, and other (OT). The category of *catering services* (E.3, E.4) comprises regularly available options (restaurants and other types of facilities) located at the site or directly adjoining it as well as those located within 150 metres from the entrance. Taking into account preferences of tourists focusing on cultural heritage the list also includes *thematic cuisine* (TM), showing availability of menus linked with the theme of the site, e.g. typical soldier's or officer's meals, known from historical references such as lists, regulations, descriptions, etc., *regional cuisine* (RE) including typical dishes, and those representing historically confirmed culinary traditions of the place and region, and finally, (with a lack of the previous options) *traditional cuisine* (TR), where the criterion for recognizing availability of this option at a given location is the fact that at least four different dishes typical for culinary heritage of a given country are on offer in catering facilities at the site or in its proximity (in Poland these are usually called “old Polish” cuisine/dishes). When at the site no such options are available the comparative list should take into account any food outlets (“G”) with menus containing complete dinners or those with limited menus, e.g. cafeterias; or fast food outlets (g). The term “*customer-tailored services*” (E.7) means that options available include specially designed visits, in accordance with an individual tourist's request, including at least accommodation for one night and one other service (e.g. booking tickets to the site, guided tour). The exemplary study assumed the option was available if a local tourist information point or another entity coordinating issues related to tourism at the local level (e.g. a tourism organization) provided such services on a regular basis. Subsequent three items listed here are related to services focusing

Table 5. List of items in group E – tourist infrastructure

| Product component | Josefov | Bourtange | Boyen | Srebrna G. |
|---|---------|-----------|-----------|------------|
| E.1. Accommodation near the site (up to 15 km) | 1,2,3,4 | 1,2,3,4,5 | 1,2,3,4,5 | 1,2, |
| E.2. Local transport for tourists reaching the site | K | K, BF | - | - |
| E.3. Catering facilities with thematic/traditional/regional menus | g | TM, TR | g | - |
| E.4. Catering facilities near the site | TR | G | - | G |
| E.6. Permanent tourist information | + | + | + | - |
| E.7. Agency for guiding services | - | + | + | + |
| E.8. Accommodation agency | - | + | - | - |
| E.9. Car parks for tourists | B, C | B, C | B,C | B, C |
| E.10. Bike stands | - | + | + | - |
| E.11. Tourist bike trails | + | + | + | + |

Compiled by the author, sources: see Table 1

on the organization of tourists' visit. These are: *tourist information*, *accommodation agency* and services provided by local *guides*. These tasks are most frequently performed by municipal tourist information centres, therefore their activities were, first of all, examined from this point of view; however the analysis also took into account other entities coordinating such services, e.g. the entity operating a tourist trail existing locally, or the fortress-type site itself, if options available there include such services. Car parks for tourists (E.8) were recognized as existing and were marked with letter "C" if in a given place there are physically delineated (paid or free) parking places for cars, at a distance up to 500 m from the entrance to the site. Similar rule was assumed for car parks or marked parking spaced for tour buses ("B"). Tourist bike trails (E.10) were identified if the site or a place in its proximity can be accessed by a bike trail of a cultural heritage route or a delineated bike path linking the site with at least one landmark in another village/town.

Group F – tourist information and promotion

In this group, information and promotional materials available in paper version were checked during the on-site visit for available language versions, and marked accordingly on the list.

The wide spectrum of the aforementioned aspects of tourism organization and related services

operating and provided at the specific sites shows the range of expected options and links. Without performing a comparative analysis (this was not a purpose of this study, yet it can be carried out by readers taking into account the collected data) it should be emphasized that each site ideally should meet all or almost all of the criteria in each module (it will be most difficult to provide accommodation options of all categories), since only then will they be able to provide comprehensive touring services to all potentially interested groups. Certainly, this is not possible in all locations, yet identification of deficits in all the domains in accordance with the checklist presented above should be the starting point for designing a development strategy for the local tourism product as well as an impulse to take action in order to improve the options on offer; this, in the case of insufficient resources, includes the necessity to look for partners and investors, who in cooperation with the local governments will fill in all the gaps.

Conclusion

This article presents the situation and the main issues related to the subject matter specified in its title. Since it aimed at systematizing the scope of problem and at supplying a set of instruments (allowing

Table 6. Elements of group F – promotion of the site by local government, institutions and tourist organizations

| Product component | Josefov | Bourtange | Boyen | Srebrna G. |
|---|---------|-----------|-------|------------|
| F.1. Signs marking the site | + | + | + | + |
| F.2. Signs along the road to the site | + | + | + | + |
| F.4. Promotion of the site at tourism trade fairs | - | + | + | + |
| F.5. Illustrated site guides | + | + | + | + |
| F.6. Illustrated guides in foreign languages | EN | EN, DE | - | - |
| F.7. Promotion of the site at local websites | - | + | + | + |
| F.8. Coordinator of tourism promotion | - | + | + | - |
| F.9. Regularly published <i>newsletter</i> | - | + | - | - |
| F.10. Promotional films related to the site | - | + | + | + |

Compiled by the author, sources: see Table 1

for an overview, therefore pragmatic rather than analytical) enabling complex organization of tourism in a specific group of sites, the study does not end with typical conclusions resulting from research. To summarize the study related to Polish military heritage sites, it should be emphasized that, in the context of direct competition from other types of landmarks, improvement and enhancement of the tourism product of this specific group of attractions seems to be urgently necessary. This, however, should be done in accordance with the identified tourists' preferences and the best European standards, whose effectiveness in this area has been verified by practice. Yet, one should bear in mind that in order to implement a specific programme for a site it is necessary to investigate opinions and expectations of customers benefitting from specific products, i.e. tourists currently visiting that particular place. This means in each case there is a need to conduct surveys and analyses designed for the site and place. Another issue is the cost of implementing ambitious endeavours aimed at developing a given tourism product, and the associated problems of splitting such costs between involved parties, identifying sources of financing and ways of acquiring funds. This issue is not discussed here, yet in case of each site an analysis must be performed taking into account its specific situation.

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Zagospodarowanie obiektów fortecznych dla celów turystyki kulturowej

Słowa kluczowe: obiekty ufortyfikowane, turystyka militarna, turystyka kulturowa, walory turystyczne, oferta turystyczna.

Streszczenie

Opracowanie dotyczy kluczowych zagadnień związanych z turystyczną eksploatacją historycznych obiektów i zespołów fortecznych. Tekst otwiera wprowadzenie, prezentujące kontekst i zakres problematyki oraz dotychczasowe analizy szczegółowe podejmowane w polskiej literaturze przedmiotu. W swej części głównej opracowanie koncentruje się na dwóch aspektach dotychczas rzadziej rozpatrywanych w odniesieniu do tej grupy walorów turystycznych: koncepcji obiektowej oferty turystycznej oraz integracji obiektu militarnego w turystyczną ofertę lokalną. Zagadnienia teoretyczne prezentowane w innych pracach autora, zostają przy tym ograniczone do niezbędnego minimum, natomiast kluczowym elementem tekstu i jego istotnym novum jest funkcjonalne zestawienie kluczowych modułów tematycznej propozycji i usług towarzyszących, przygotowane jako instrument tworzenia nowoczesnego produktu turystyki kulturowej.