

Gap analysis in CULTURWB: methodology and proces



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Strengthening Capacities for Tourism Changes in WB: Building
Competences for Quality Management of Heritage and Cultural Tourism

Which **management competences and education gaps**

identified through **review of already existing curricula** in the field of cultural tourism

to determine the scope and significance of **proper management**

of **cultural tourism facilities** in the WB countries

Serbia, Bosnia and Herzegovina, and Montenegro



Step one:

Review of existing curricula and study programs in selected EU countries

- desk research on existing study programmes and courses
- adjusted to the needs of management competences
- in cultural tourism industry in 18 countries



Some results 1

Croatia

- Supply chain, regional/local product development, Business communication, ICT in tourism
- Cultural-heritage management, Interpretation/networking/promotion, Intercultural communication.

Bulgaria:

- Impact assessment, Intangible cultural heritage, Consumer behaviour, Contextual awareness, Management in culture.

Bosnia and Herzegovina:

- Management in culture (business management)
- Regional development, funding and networking
- Business modelling in culture and tourism (entrepreneurship)

Germany, Poland & Spain

- Management, Destination Management, Event operations management,
- General management and a resource based view to cultural management

Some results 2

UK, Malta, Greece, Macedonia:

- Financial management
- Visitor Management

Netherlands, Belgium and Italy:

- Creative methods
- Urbanization and cultural
- Cultural landscapes
- Cultural project management
- Cultural rituals

Austria and France:

- Management, Tourism, Culture
- HR-Management is new
- E-Commerce is covered with ICD
- Sponsorship and crowd-funding
- CSR
- Decision making
- Controlling

Turkey (+Cyprus), Slovenia

- Entrepreneurship in tourism
- Media and Tourism
- Interpretation in cultural tourism
- Theories and Methods in Cultural Studies

Step two: Stakeholder Interviews

Methodology

- in the WB partner countries
- 184 contacts

Step two: Stakeholder Interviews

- **184 contacts**
- **135 non-profit organizations in the public domain**

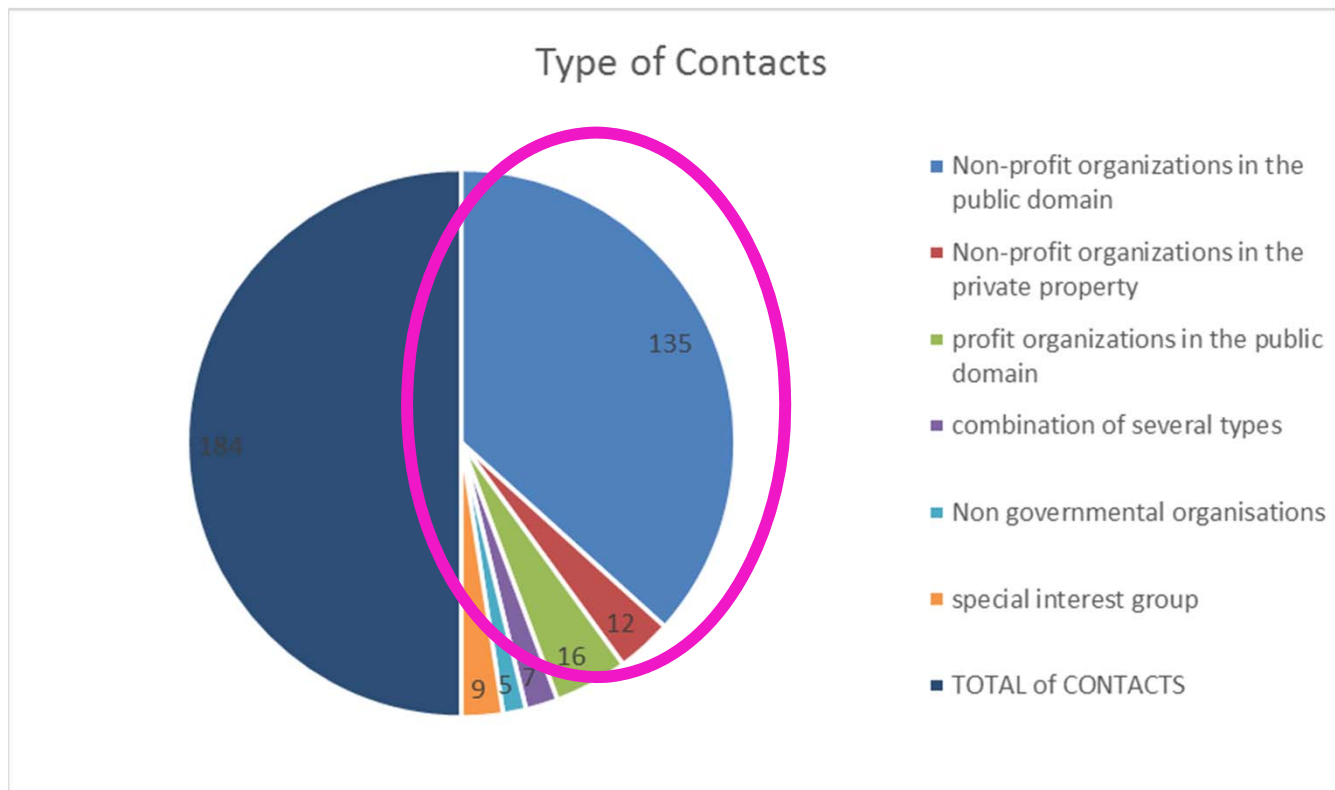
Value?

Non-profit = subsidies

Changing political +
economical
environments

= force to adapt, learn,
change....

In adaption to new
sources/markets



Field of Activities of Stakeholders

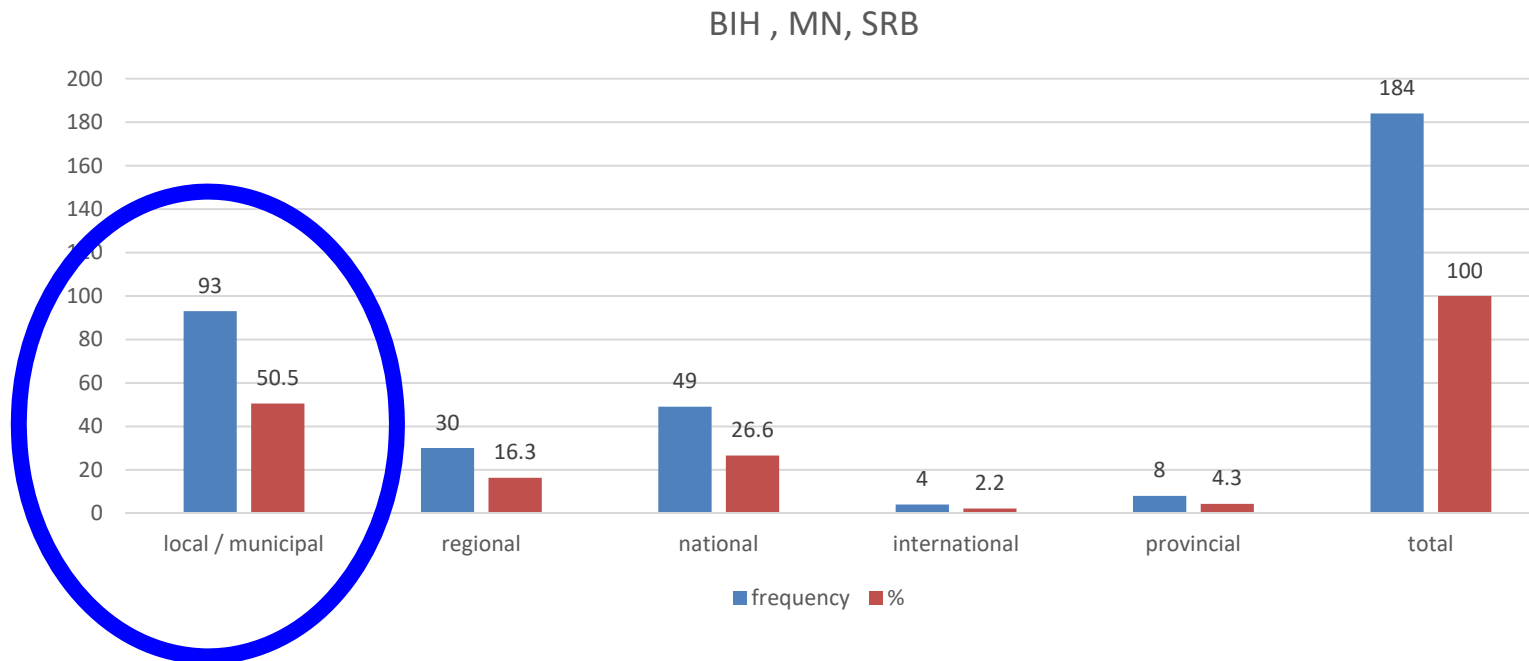


Int.: Majority: *Cultural institutions* (*administration or production of culture*)

Their intention: „*Selling*“ *culture*?

Integration of cultural production into tourism cultur in order to produce... „culture tourism“

Level of Localisation



Majority: **local/municipal** (production/practicing of culture,
instead of administration or coordination of culture)

Their intention:

- „Interacting“ with „tourism culture“?
- „Producing“ local „culture of economie“ („value“)?

Identified gaps of Cultural Tourism Competences

Competence Gap in Serbia Summary

- Lack of competences summarized:
- Cultural *event management*
- Languages, intercultural *communication*/interpretation/presentation
- Public relation/media
- Research in heritage
- Institutional/General Management,
- Market analysis/Strategic planning
- ICT/Computer knowledge
- Marketing skills
- Leadership/teamwork/negotiation
- Analysing cultural heritage, creating/designing activities/*product develop.*

(red: alm. always; orange: very often; blue: often)

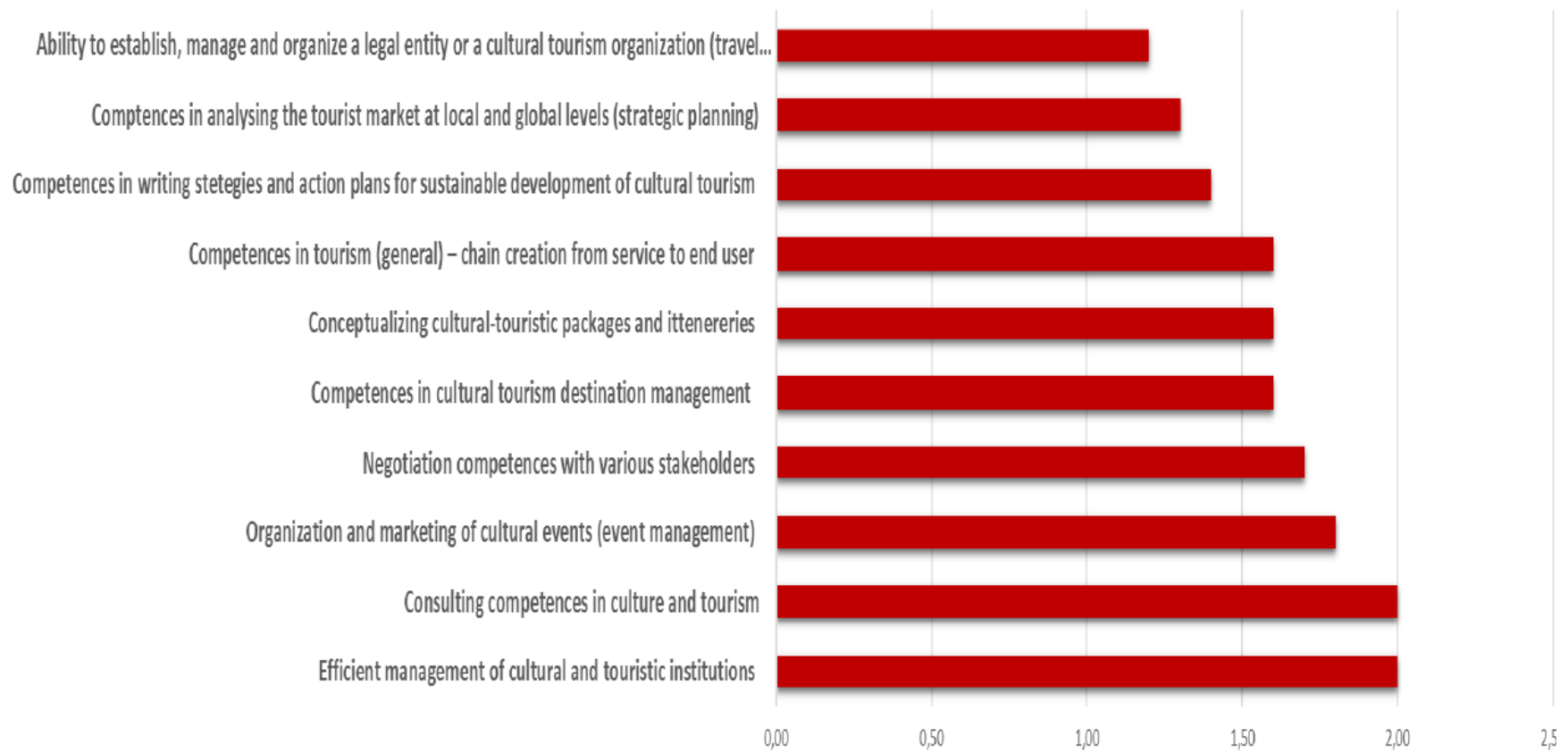
Interpretation of the Serbian Gaps

- Lack of competences summarized:
- Cultural **event management**
- Languages, intercultural **communication**/interpretation/presentation
- Public relation/media
- Research in heritage
- Institutional/General Management, ←
- Market analysis/Strategic planning
- ICT/Computer knowledge
- Leadership/teamwork/negotiation ←
- Marketing skills, creating/designing activities/**product develop**
- Analysing cultural heritage,.

(red: alm. always; orange: very often; blue: often)

← Communication = Coordination competences

Competence Gap in Montenegro Summary



Interpretation of the Monten. Gaps

- Lack of competences summarized/ranked:
- Institutional/*General Management*, ←
- Cultural *event management* ←
- Leadership/teamwork/negotiation ←
- Destination Management ←
- Analysing cultural heritage, creating/designing activities/*product develop.* ←
- General Tourism Management/*Cooperation/Chain creation* ←
- *Market analysis/Strategic planning*/(Sustainable) Masterplan Designing ←

(Ranked; colors acc. to Serbia; green: new mentioned by Montenegro)

← Communication = Coordination competences

← Interpretation/animation competences

Bosnia & Herzegovina Summary



- Lack of competences summarized :

- **Event management** ← (Interpretation, Animation)
- **Presentation** of cultural heritage ← (Interpretation, Animation)
- **Analysis** of museum material
- Teaching Archaeology and History of Art (Interpretation, Animation)
- **Project management** in cultural heritage (Coordination, Communication)
- **Reception** work and work with tourists (Intercultural Communication)
- **Management** at institutional level/General Management
- Branding and **destination management**
- Lack of **entrepreneurship**
- **Product development** (Integration of givens and needs)

(No ranking, no detailed information; violet: BIH-specific)

Interpretation

- Low perception of communication gaps
- Blind spots?

- Communication means...
- Perceiving a changing environment
- 
- accepting , interacting, exchanging....
- 
- Leads into **changing**

- Expression of existential orientation („culture“)

Compiled Over-All-Results

- 70 ICT competences
- 67 presentation
- 65 Motivation
- 65 Communication
- 64 Intercultural Communication
- 63 Event Management
- 63 Language Skills
- 62 Public Relation/Media
- 62 Marketing
- 61 Heritage Research
- 57 Heritage Analysis (cult. resources for product dev.)
- 56 General Management
- 53 Institutional Management
- 52 Team Work/internat. Cooperation/Project Management
- 51 Negotiation
- 51 Consulting
- 47 general tourism comp. / product chain
- 46 tourism packages
- 46 destination management

Compiled Over-All-Results Interpreted

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Lacking???

GREEN = Basic technological competences (digital divide)

Orange = Analytic Competences (Resource Research...)

RED = Communication = Coordination Competences

BLUE = Integration Competences

VIOLET = Organisational Competences

To whom to sell?

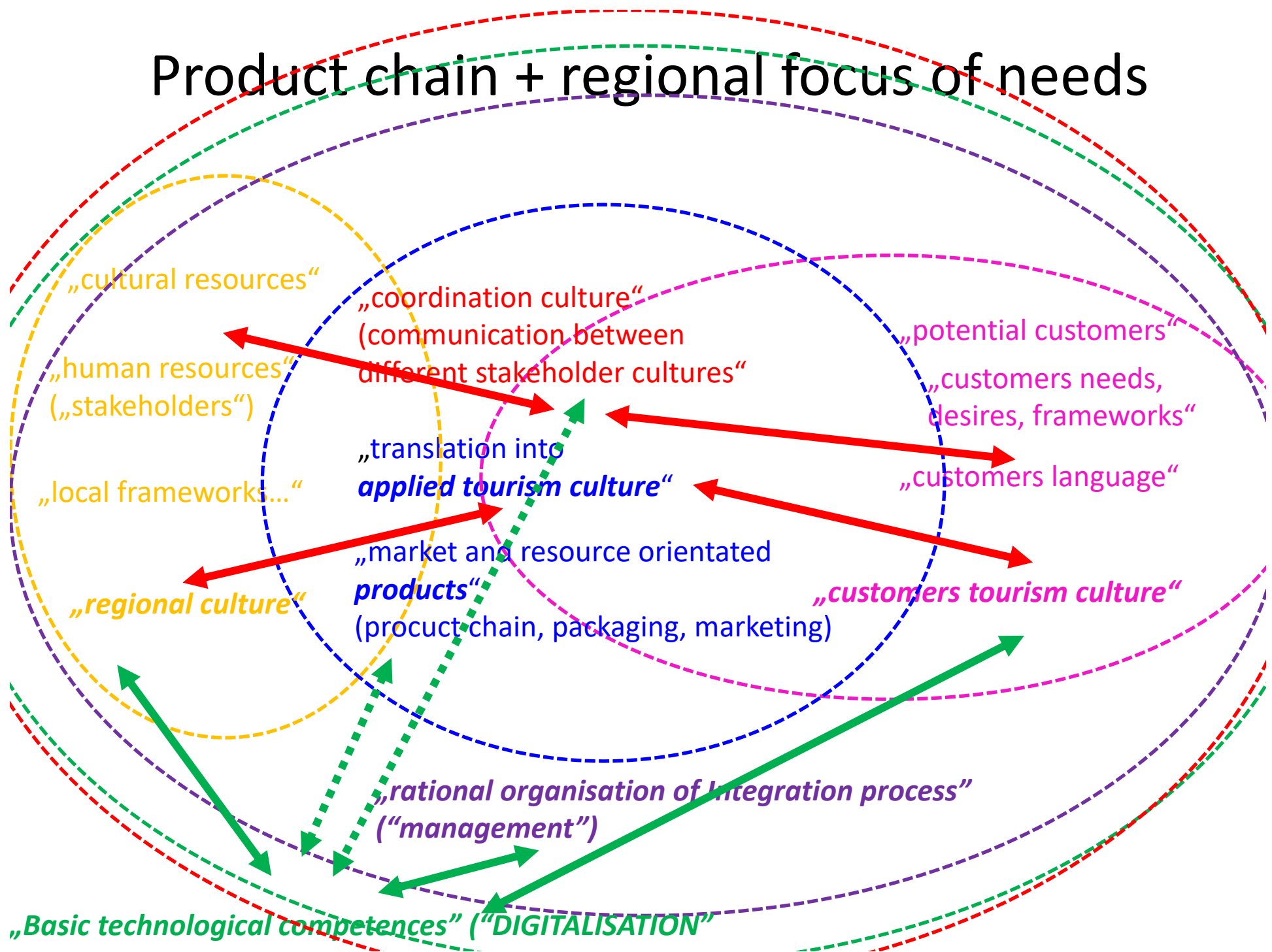
- Which markets?
- Which customers?
- Which needs, desires, images...?
- Which languages?

Course analysis

....and problem with it

- Expression of **self-perception** (cultural context related)
- **historic view** (time context of course development)
- Risk of **copying „blind spots“**
- ...but source of inspiration, „mining“...
- Alternative approach...

Product chain + regional focus of needs



Conclusion

- LLL-structure – fitting quite well to needs and gaps
- Master as specialisation of LLL according to
 - regional resources
 - market orientated
 - regional student preferences (experience orientated)
 - ??? regional teaching competences???

Thank you for
your attention.

