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TOURISM DEVELOPMENT AND CULTURAL HERITAGE: THE STAKEHOLDERS' OPINION ON THE ROLE OF THE RESTORED ESTERHÁZY PALACE IN WESTERN HUNGARY

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Abstract

The paper shows how the newly restored palace representing part of the Hungarian cultural heritage (the third biggest baroque palace in Europe, and the biggest one in Hungary: see Figure 1) changes the tourism economy of a micro-region (Lake Fertő area¹, see Figure 2). The research is based on sociological surveys conducted in 2016 with the mayor and representatives of municipalities, tourism and other service managers of the region. According to the stakeholders' opinion the tourism economy has to change in many ways in the region. The Esterházy Palace could be the 'flagship' of the micro-region's tourism. The SWOT analysis done by stakeholders shows that changes are needed in infrastructure and in the programs offered mainly because of the changing social structure of

¹ The Austrian name of Lake Fertő is Lake Neusiedl.

the visitors in the micro-region. The tourism entrepreneurs and the representatives of local governments played a significant role in the tourism of the micro-region, and they tackled the new challenges posed by the new initiatives in different ways according to their interests and position. The Esterházy Palace is in a difficult situation to involve its touristic activity in a very diverse micro-region.

Keywords: *tourism development, micro-region, cultural heritage, entrepreneurship*

1. OUTLINE

The objective of this paper is to show how a touristically, culturally and artistically important palace like Eszterháza, situated at the western border of Hungary near Lake Neusiedl, is connected to the touristic and cultural initiatives and events in the region. The Esterházy Palace is Europe's third largest palace complex in Baroque and Rococo style after Versailles and Schönbrunn. The micro-region of Lake Fertő had a certain cultural and touristic appeal - sometimes with a considerable number of visitors (spas, cycle tourism, wine tourism), even before the continuous renovation of the Esterházy Palace at the beginning of this century, but the renovation of Eszterháza and the programmes that bring back its golden days meant a major attraction and it had fundamentally changed the region's touristic circumstances. The change in the situation has made the touristic inequalities and the issues due to unequal development among the villages in question even more visible. It became clear that when thinking about the future development of municipalities, local governments and even tourism businesses, the complex, integrated activities and programmes of the palace cannot be circumvented. With the aid of several interviews conducted with the region's significant players, the study reveals the positive and negative sides of adapting to this new situation.

All in all, the aim of this research was to examine the relationship concerning tourism between the palace and the region, as well as the social and economic components of this relationship.

2. THE REGION AND THE ESTERHAZY PALACE

2.1 The region

The micro-region is situated at the southern bank of Lake Fertő on the Hungarian side (Figure 1). Previously it used to be a traditional agricultural area famous for its oliculture and processing of reeds. Before 1945 and especially before the First World War the Hungarian and Austrian villages next to the lake had regular and lively cultural and economic relations. A significant Hungarian population can still be found in Austria. Relations with the villages at the Croatian border are also significant. The area was isolated between 1945 and

1990 due to the Austrian border and the Iron Curtain built on the border. This isolation also led to the region being not particularly attractive for industrial investments (the political situation would not have allowed it anyway). The lasting advantage of this isolation is that the natural resources have remained relatively intact.

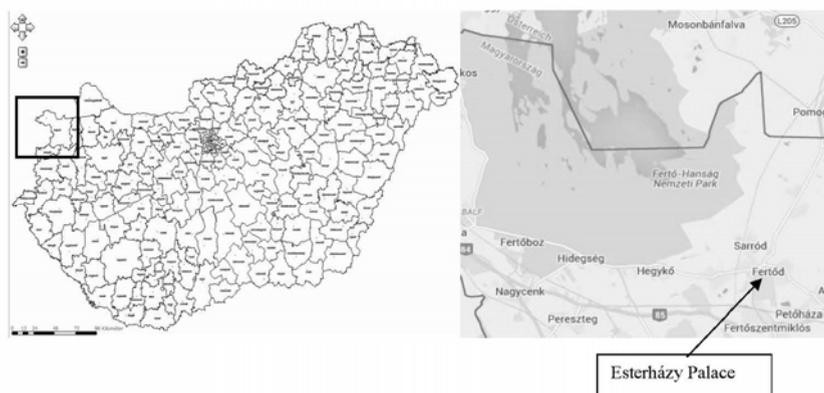


Figure 1. The area of research

After World War II, during the "Socialist" era cooperation and relationships have become scarce between the two sides of the border. The political and economic changes on the Hungarian side and the introduction of Schengen had fundamentally re-written the relationships within the region. After the political transformation a section of the Iron Curtain was kept as a memento and as a tourist attraction at the borders of some villages (Hegykö, Fertőrákos - Pan-European Picnic Memorial Park), which is now a popular photoshoot attraction.

Tourist development started and succeeded at different rates in different villages in the second half of the 1990s. Mainly Hegykö stands out with its thermal spa and the related enterprises as well as various tourist programs. As a result, the number of registered overnight stays in 2015 exceeded 100 thousand (the number of permanent residents there being around 1450). Touristic developments started in other villages as well, but these were not successful enough. In most cases there is a lack of coordination and integration between the various developments or the individual municipalities.

2.2 The Esterházy Palace

The Esterházy Palace (Figure 2) had its heyday in the second half of the 18th century. Its intellectual aura went beyond the small village, and it became the political and cultural centre of the Hungarian and Austrian elite. Furthermore, it became one of the most famous places in Europe thanks to Joseph Haydn's 30-year long stay at the palace and to his compositions. Its significance dropped in the 1800s and it also suffered from considerable damage, primarily due to neglect

of the previously highly indebted estate. During the first half of the 20th century the owner, Prince Miklós Esterházy largely renovated the site, but it could not redeem its cultural, political and intellectual life it had previously played, which was also due to the peace treaty signed in Paris, resulting in changed state borders. During World War II it sometimes functioned as a Russian military hospital, barracks, warehouse etc., which resulted in a significant deterioration of its environment and its furnishing.



Figure 2. The restored Esterházy Palace in Fertőd, Hungary

The third golden age of the Esterházy heritage is connected to the Eszterháza Cultural Research and Festival Centre created in the year 2014. Renovations began in the second half of the 1990s and they accelerated during the first decade of the 21st century, and even today major projects are underway.

The investments in the palace - also thanks to the European Union funding amounting to nearly 5 billion forints - make it the most significant palace development of the country. Taking the dimensions of the development into consideration - both physically and in terms of funding - the individual sections are designed to form independent units, but at the same time are related in content and fit into a unified concept. Here is a brief summary of the essential features of the development.

2.2.1 Development of Eszterháza Central European Cultural Centre - Phase I.

A total budget worth of 1.620 billion forints aimed at the reconstruction of the castle and its environment combined with tourism development in order to significantly increase the number of visitors. Moreover, in addition to the partial reconstruction of the monument the project was meant to create a cultural, logistical, touristic and entertainment infrastructure.

The first phase of the work dealt with the facade of the park and the courtyard; the puttos holding the garlands and the prince's coat of arms were re-carved again on the main building. The interior spaces were renewed as well.

2.2.1 Development of Eszterháza Central European Cultural Centre - Phase II.

The second phase had a total budget of 1.51 billion forints, and it finished the renovations on the Puppet-theatre and the Orange House. The baroque water tower was rebuilt between these two buildings: its first floor hosts the engineering of the palace and its ground floor shows a 360-degree movie about the palace's historical past. The facades and roofs of the Grenadier Houses located near the palace, as well as the two lightwells of the main building were also renewed.

2.2.3 Eszterháza Cultural capital of Eastern Europe, III. phase

The main part of the project with a total cost of 1.51 billion forints is the reconstruction of the former building of the steward. As a result of the III. phase, the "Travaglia" exhibition is now accessible, offering a glimpse behind the scenes of the theater and opera of the era of Miklós Esterházy "the Magnificent", bringing back to life the former opera house of Fertőd. The funding contributes to the renewal of the interior of the Empress Maria Theresia Suite.

2.2.4 Restoration of the park of the palace, phase I: Reconstruction of the gardens on the western side: English garden, Rose garden, the Marchand

The project was realised with a total budget of 249 million forints, with the restoration of three parts of parks (Rose garden, English garden, the Marchand):

2.2.5 "Golden times in Eszterháza" - museum activities in the Esterházy Palace in Fertőd

With a total budget of 19 million forints the project created educational activities, museum days, family days, thematic workshops for pupils and preschoolers in the castle museum.

2.2.6 Fairy garden of Eszterháza, design of three workshops of the children's museum

The project of 29.7 million forints created educational workshops and a complex for museum pedagogy at the Esterházy Palace children's museum.

The renovation of the palace and its features has not been fully completed yet, but it is already an indisputable cultural and tourist centre. The concept of the renovation was not only to restore of a museum, but also to support features that made it possible for the palace to become a cultural, touristic and academic hub in the wider region as well.

3. INTRODUCTION TO THE RESEARCH

The 21st century is the century of marketing, according to marketing specialists (Kourdi 2011), but it was culture that played a truly important role in this century's marketing trends. In this case culture incorporates a tool coordinating a way of life and common values in a certain area, the push factors for cultural attitudes, as well as the cultural pull factors of a certain institution. The social-cultural composition of a region's population determines the relationship to the tourist institutions in the region, including the effectiveness of marketing activities performed by these institutions. Based on the assets of the area, cultural tourism marketing focuses on heritage tourism and its institutions as well. As to the economic importance of cultural heritage buildings complex, such as a palace complex or a belvedere of a historical and cultural value, these are indisputably parts of the local assets. Their situation and their development is the competitiveness and status indicator of the area. The knowledge related to these is an important part of the knowledge capital, which is closely related to the social capital present in the region. Oppio et al. (2015) add that the relationship between cultural capital, economic growth and the well-being of the people living in the area is also clearly positive.

Caserta and Russo (2002) make difference between the “primary tourist product” which is the cultural heritage institution itself (Esterházy Palace), and the “secondary tourist product” which are the attractions that can be found in that particular area. However, in terms of our subject this correlation is relative in nature. The palace can be a primary or secondary tourist product, just like the other tourist products in the region. This is illustrated in Figure 3.

Therefore, the reconstruction of a historical monument is not only a question of restoration and architecture. The reconstruction process must not be interpreted as the restoration of the concerned buildings and their local area. The objects of an architectural heritage - as Winkler (2002) notes -, cannot be separated from its historical, regional role. Therefore, the reconstruction process also includes the creation of renewed features, as well as their role in history and reinforcing identity.



Figure 3. The relationship between primary and secondary tourist products

Source: Authors

This multi-directional relationship shows that the tourism activities of the palace complex cannot be separated from those of the region. In practice, however, the situation is not that simple. The tourism players of the region have to realise that co-operation is in their interest. Co-operation among the tourist attractions in the region can result in significant synergies, which favourably affects the positions of those involved.

Co-operation is not impossible between two different touristic programmes. A good example of this relationship is increased activity of the the older generation in the field of heritage tourism and spa tourism. Hansen and Zipsane (2014) drew attention to the strengthened relationship between cultural heritage sites and the older generations. Previously particular attention was paid to the younger generations to take part, for example within school programs (eg. field trips), however, lately more and more emphasis is put on cultural heritage related activities for the elderly. This example demonstrates the advantage arising from the co-operation between the palace and the area. The spa and the palace as a tourist attraction can perfectly complement each other if the co-operation between the stakeholders is adequate.

But there is another noteworthy aspect as well. This is the issue of sustainability taking priority. The implementation of sustainable tourism factors, basically consisting of the careful management of resources and the related knowledge, including the cultural, natural and human resources, definitely orients the stakeholders towards co-operation - which in turn sometimes leads to different interests and their sometimes difficult reconciliation (McMinn 1997; Lorraine Nicholas Thap and 2010; Angelevska-Najdeska and Rakicevik 2012; McGehee et al. 2013; Akrivos and Reklitis and Theodoroyiani 2014). We also have to consider other aspects: the state of general infrastructure, as well as the one related to tourism. The region's situation shows serious inequalities in this respect, and in addition, the attractiveness of some events in the palace are reduced by infrastructural deficiencies. It has been said several times that because of poor accessibility to quality and sufficient accomodation in the area impedes the attendance of cultural programmes of the palace (e.g. the music of Haydn).

4. THE METHOD

Our basic approach was to measure to what extent do important touristic stakeholders view the palace and its surrounding area as a whole. This approach is very important, because the mostly small, regional tourist attractions having a loose relationship with each other cannot exploit the region's full potential. On the other hand, the touristic development of the palace - which is more than a simple restoration - cannot happen independently and isolated from the local area.

The survey was conducted in the region interviewing entrepreneurs, mayors, municipal representatives and tourism professionals. The chosen method was the sociological in-depth interview. Among the interviewees we find the head

of the Esterházy family, Prince Antal Esterházy and his wife². The interview focused on two main topics: (1) the resources of the micro-region and its position from a touristical point of view, and (2) the features, the programmes and visitor attendance of the renovated Esterházy Palace. The interviews focused on the following:

The situation of the region and its tourism	Programmes and visitors' attendance of the Esterházy Palace
Touristic competitiveness of the region	Evaluation of touristic services and their price
Touristical attractiveness of the region	Main target groups, groups of visitors
Tourism offers and services in the region	Assessment of the palace's marketing communication
Necessary improvements, vision for the future	The palace and the region

Figure 4 The questions were divided into the following categories

Source: Authors

During the qualitative interviews, the most important and influential people of the region answered our questions. The answers did not always cover each of the examined topics, so the analysis focused only on the most important issues raised. Thanks to their work and status, the interviewed stakeholders have (and had in the last decades) a strong influence on the region's tourism. They do this on one hand through their businesses; on the other hand they are influential people in the development of the region's settlements, and thirdly, they are conservation experts as well. The activity and the opinion of the decision-making tourism experts in the area can significantly facilitate or hinder the palace's efforts and its connection to the region, and most importantly, effective co-operation.

5. LOCAL STAKEHOLDERS, THE REGION AND THE PALACE

5.1 Microregional competitiveness

The crucial element of the opinions about the region's touristic competitiveness is how co-ordinated the tourism programs and their infrastructure are, and also how fragmented is the marketing activity related to tourism in the area. If every attraction focuses solely on their own activities, that is to say, co-ordination between touristic programmes is low, it results in an inadequate competitiveness. This is especially true in a region where a prominent tourist attraction dominates the region, moreover, it has recently entered the market. In other words, it entered on a market that was unchanged for a long time, and now the region's tourism needs to be reconsidered under the usual conditions.

² The interviews were made with the following persons: five mayors and municipal representatives; Three tourism entrepreneurs; 6 tourist NGO leader; Prince Antal Esterhazy and his wife.

The interviews show that the local tourism operators see the region's competitiveness in different ways. Austria's proximity is considered rather as a disadvantage than an advantage. But they do not recognize that this disadvantaged situation requires an even greater cooperation. They acknowledge the leading role of the palace and they have their own expectations accordingly. It is feared that with this in view they feel exempted to take the necessary steps. The only exception from this is the municipality of Hegykő.

"We have everything here: eco-tourism, recreational tourism, wine tourism, spa tourism. And we haven't mentioned yet the cultural values or the historical monuments. I think that viewed from the supplier's side, competitiveness is unequivocal. But the service providers have a lot of work to do."

"The danger lies in that people cannot think regionally. The problem is that as soon as a business starts to become profitable, everyone just wants to use it for their own interests. That is what happened in the past few years. And they cannot think regionally."

"It would be very important for the municipalities to have efficient co-operation related to tourism. There is no real co-operation between the municipalities in the areas of tourism."

"On a national level, we clearly are on the top. But we shouldn't forget about Austria either, since we are in a cross-border region. Again, my opinion is that we lack the necessary infrastructure."

"When the Fertő-Hanság National Park was created, the Austrians were already there, and Hungarians only joined by the time of the change of regime, and Austrians had already built the lakeside resort facilities, and Hungarians now cannot build because the National Park does not allow a marina or a beach to be built. This is on the Hungarian side, because there was nothing before, and now it is not allowed anymore."

"We lack one leading attraction that would attract visitors, and this would link to other attractions. We can not say that people come here for the spa, because it is not that big. In this regard, I feel this is somewhat of a disadvantage in competitiveness. Obviously, based on recent developments, the palace can become the most important attraction in time."

The National Park was created, but its limitations also caused traumas, and people are still stunned because of them. Lands cannot be used, villages cannot develop - basically many things that are possible in other villages, are not doable here because of the protection imposed by the National Park.

"The most important tourist attraction is the Esterházy Palace. Of course the Fertő-Hanság National Park as a World Heritage is also a very good buzzword."

"I think that for domestic tourists this region has also the promise of Austria. What we do not realise is that the guests arriving from Eastern Hungary

see the promise of Austria, of Burgenland in us. The western standard of living and values. In terms of values I think it is very important that we preserved a great deal in architecture, culture and natural heritage. In order to be able to have a National Park, a World Heritage site here, it was necessary that for forty years this region could be entered only by border guards, hunters and fishermen."

"For a further development everyone needs to realise that on a common European market it makes no sense to talk about the Hungarian and the Austrian Lake Neusiedl and its environment separately, but we need to treat this region as one. Lake Constance is a good example, where three countries treat it as a common good and they came to an agreement regarding common products and communication, and everyone tries to comply. In this regard we are highly underdeveloped and I don't see any encouraging signs."

"So even though we promote ourselves as an integrated region, I believe that Austrian patriotism and nationalism is still stronger in which that they are reluctant to let guests into Hungary. It's like a hotel which doesn't really let the guests leave to visit the area in order to achieve full spending on the premises, when at the same time we market ourselves as part of a region."

"Our strengths: geographic location, transportation access, since the Bratislava and Vienna airports are reachable in an hour - so the accessibility is not bad. Highway connection from the western side is almost completely solved until the boarder, since the road reaches Csorna - I believe that this is already a huge achievement. Our strength is still the attractive and diverse touristic programmes. What makes this place unique is that it is a meeting point of the Alps, the plains and a steppe lake. The weakness is in the lack of strategic thinking. A beach on Lake Neusiedl will not be really competitive compared to the Austrian one, since there were no developments. The lack of a wide range of accommodation - from campings to five-star hotels - is also a weakness. It is also a weakness that there is no dialogue between the stakeholders. It would be important to have discussions about how to act as collaborators on remote markets and not as competitors. This co-operation is still lacking from the region."

"I believe in the development of cycle tourism, I see that this topic will be in the focus in the area, so basically this area and the palace could be a staging post during a cycling trip."

"Our big problem is that a huge number of tourists who are there on the beaches of Lake Neusiedl are only just passing through us. Accommodation is scarce and the municipality of Fertőszéplak didn't realise the assets they have (e.g., the heritage of Széchenyi), and on the other hand we have the only one skansen presenting the architecture of the region, but sadly, it is not managed by the municipality. I think that this could be a much more important tourist attraction, if we could be its managers. "

"The key question in this regard is whether in the future we will be able to develop the palace or other attractions in a way so that private capital would see a better opportunity in investing into accommodation. I have a feeling of

absence regarding the region, namely the fact that the developments didn't attract private capital investments."

5.2 Attractiveness of the Esterházy Palace complex of Fertőd

Every participant praised the renewal of the palace, its European significance and the efforts of the management. They stressed, however, that there is a significant difference between the palace's and the town's (Fertőd) attractiveness, level of development and atmosphere to the detriment of Fertőd. The differences in development and the infrastructural problems make it almost impossible to keep the guests visiting the palace for exclusive programmes, in order to achieve multiplicative effects.

The respondents mentioned minor difficulties from the part of the palace in terms of tours and service. Proposals have been made to attract guests, e.g. authentic clothing when welcoming guests or giving tours. Marketing and communication practices were also considered weak.

"I think the cultural programs and concerts are excellent. However, during tours I'd put more emphasis on the appearance. For instance, guides could wear authentic clothing while giving tours."

"This is Hungary's largest baroque palace: it has a milieu, an atmosphere. When I go to such a historic place, I feel goosebumps thinking that princes, kings and queens have walked here before me. I love history, I visit lots of castles and battlefields. I am touched by these things, the same way I think of this palace. "

"Actually, there is a huge gap at Eszterháza between the palace and the town. The palace is developing very nicely, but the township is lagging behind. Something needs to be done here. If I were the mayor, I would be working on this day and night. At Hegykő we use lawn mowers for the green areas and not tractor, especially the areas near the bath and the ones frequented by visitors. The adequate environment is already part of Hegykő's rank, its milieu and its many guests. I don't see this at Fertőd."

"I think the site is excellent. I also saw brochures, but these should be placed and disseminated in more frequented areas. And not only brochures: every caterer should be taught to recommend the palace - this is a problem I often have in Hegykő as well. We should reach the point where they recommend a visit to the palace: an oral recommendation is very good advertisement."

"Our goal should be to sell the region - and its leading attraction is the palace at Fertőd."

"Its strength lies in its absolute value: it is unique and can be advertised on the European level as well, not forgetting Haydn's³ name and work. "

³ Joseph Haydn was principal conductor and composer at Eszterháza between 1766-1790 in Prince Nikolaus Esterházy's service. He composed and premiered his famous farewell symphony in the honour of Empress Maria Theresa's visit to Eszterháza.

"It is difficult to deal with the target group of the palace separately, because it cannot be very different from the target group of the area - if this should happen, we have a problem. But the region's target groups are not clearly defined, which is also a regional problem. "

"Accommodation possibilities are incredibly bad. There is no accommodation at Eszterháza, Fertőd, Süttöd that would be worthy of the palace. This has not been developed neither from private capital, nor from funding from tenders. Although there is no fine dining in the area, I think that the catering service is decent. There is a cycling path, but they don't really appear next to the palace. We see examples in Western Europe that next to a historical site you can find completely new things, like an adventure park or a fun park, complementing each other in order to target different groups or the time spent. A recurring problem of the region is the lack of beaches in the summer. If we narrow our analysis strictly to the palace and Fertőd, we could say that the touristic background is weak, and the Fertőd Cultural Landscape has a medium service and touristic background."

"Just a few examples: Joseph Haydn, Prince Nikolaus Esterházy, Maria Theresa - they should be more visible. Or there is that beautiful Esterházy porcelain dinnerware: it should be used. During the tour, a child could be chosen from the group, seated at the table and be told that she is Maria Theresa, her husband, the prince of Lorraine sat here, here sat a thane, this was the seat of the prince, and this is where Haydn sat. These things should be more dominant, because this is very important. In terms of the palace and of future communication it is very important what appears in the social media. If I come here as a father and I am a regular Facebook user then the best case scenario is that I put a post on Facebook that I was here, and it is visible to all my friends. But if my daughter is playing the role of Maria Theresa, then I make ten photos and show them off for two weeks for everyone to see that my daughter is Maria Theresa, my son is the prince of Lorraine or that my child sat in Joseph Haydn's chair and touched the reproduction of Haydn's instrument. I digressed a little, but I think that every visitor is also a member of a target group. But they are a channel for communication at the same time. I believe that this can and must be strengthened."

"In my opinion it is very important to treat the question of permeability: we need to consider how many visitors we allow and how do we handle these groups so that the experience is enjoyable to them. As a marketing specialist, I consider the late communication of the programmes as one of the weaknesses."

"The enormous advantage of the palace is the cultural and historical background and the monument itself, which is a true treasure. But it puts us to a disadvantage if we only consider the region as the place of the Esterházy Palace. Therefore, it is not enough to narrow our thinking to the palace, because there are people who do not like exhibitions or museums: they come in, take the tour and then leave. Naturally, the main attraction of the region should be the palace, but we need other things to complement it as well. It is dangerous to be conceited and

say that we have the palace, so tourists will just flow in. Because this alone is not enough. It would be really nice, but it is not true."

"The palace is an enclosure in Fertőd and in the region as well. For the outsiders it always seemed that the relationship between the management of the palace and the municipality of Fertőd is apathetic at the very least. As to other villages, we can safely say that the existence of the palace had no positive or negative effect on us. This changed for the better dramatically in the past couple of years, from several causes. I could mention four causes for this: for instance, the management of the Esterházy Centre was changed, and the new management was talented enough to be able to promote the cause of the palace. On the other hand, they developed a strategy and a direction of what they would like to achieve, which didn't exist until now, so the palace was just there. There were some concerts and the usual exhibition which I saw when I was a child, and never again, because there was nothing new about it. So now we have an established trend, and there is a political will as well, which is very important for the castle complex to be able to exist and to develop. On the other hand, there is an economic background, because it should be known and it is also obvious that the palace is not one of many. This is the most beautiful and the largest baroque palace in Central Europe, a building complex, which was built to cater to this beautiful palace. Their features are not existent anymore, which means that we need to find new features for them. This will never be a profitable investment: it is its intangible value and its uniqueness that ensures its survival. If this works good and well and it attracts tourists, then we can benefit from it as well, since if there are lots of visitors, then many of them will go and visit the area as well."

"I think that the external relations of the region and the relationship with local NGOs and municipalities should be strengthened."

"Here, you cannot just start digging without previous consultation. It is highly improbable that the palace just flies to China from one day to the next, and then we could have a beautiful pond on the top of the hill, so we have to struggle with these things until death."

6. CONCLUSIONS

Overall we can conclude that in the touristic activity of the region the most important problem for some stakeholders is the lack of co-operation. They admit that the natural values could be conserved due to a particular history, but we should not forget that the more traditional, business-oriented stakeholders treat the National Park an obstacle, rather than an advantage. Austria's proximity is an advantage and a disadvantage at the same time, and the marketing activities that targeted the Austrian market have not brought any tangible results. It is an advantage in terms of the region's attractiveness, especially for visitors from remote areas, but it is a disadvantage in terms of competitiveness, where the area is lagging behind compared to Austria. The most outstanding issues are the low quality tourism infrastructure facilities and inadequate services.

In the case of the palace, the interviewees mentioned that the palace is not an enclosure anymore, and they treat it as a unique cultural, artistic and touristic attraction. The infrastructural deficiencies of the area cause significant problems to the palace as well. The small town surrounding the castle is rather rural, and its level of development is considerably below the desirable level. There is a lack of authentic representations from the period, the tour is not imaginative enough. According to the stakeholders, these issues are detrimental to the consistency of the programmes offered. However, the programmes recapture the palace's rich, European-class cultural life and atmosphere that existed in the 18th and 19th centuries.

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RAZVOJ TURIZMA I KULTURNA BAŠTINA: MIŠLJENJE DIONIKA O ULOZI OBNOVLJENE PALAČE ESTERHÁZY U ZAPADNOJ MAĐARSKOJ

Sažetak

U radu se prikazuje kako nedavno obnovljena palača, koja predstavlja dio mađarske kulturne baštine (treća najveća barokna palača u Europi i najveća u Mađarskoj: vidi Sliku 1), mijenja turističku ekonomiju mikroregije (područje jezera Fertő, vidi Sliku 2). Istraživanje se temelji na sociološkim anketama prevedenim 2016. s gradonačelnikom, predstavnicima općina i menadžerima u turizmu i drugim uslužnim djelatnostima u regiji. Prema mišljenju dionika, moraju se mijenjati brojni aspekti regionalne turističke ekonomije. Palača Esterházy mogla bi biti nositelj turizma mikroregije. SWOT analiza koju su napravili dionici pokazuje da su potrebne promjene u infrastrukturi i ponuđenim programima, većinom zbog promjenjive socijalne strukture posjetitelja. Poduzetnici u turizmu i predstavnici lokalne uprave odigrali su značajnu ulogu u turizmu mikroregije te su se na razne načine, prema njihovim interesima i poziciji, suočili s novim izazovima koje su nametnule nove inicijative. Palača Esterházy u teškoj je poziciji uključivanja svoje turističke aktivnosti u vrlo raznoliku mikroregiju.

Ključne riječi: razvoj turizma, mikroregija, kulturna baština, poduzetništvo.

JEL klasifikacija: R11, Z32, Z10, L26

