

Master's thesis

Degree program in Culture and Arts, Leadership and Service Design

LSD16 & YDESIS16

2018

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PROMOTING VALUES OF CULTURAL HERITAGE SITES AND MONUMENTS

A case study about the Great Hamam

MASTER'S THESIS | ABSTRACT

TURKU UNIVERSITY OF APPLIED SCIENCES

Degree program in Culture and Arts, Leadership and Service Design

2018 | 75+4

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This research study aims to promote the values of cultural heritage monuments in Kosovo, using the example of an old Turkish bath located in Prishtina, known as "The Great Hamam". The study seeks for the opportunity to install an Information Center – a place where citizens and tourists will find all information when they plan to visit cultural heritage buildings or sites.

This study is driven by two main research questions: 1) How could the Hamam as a cultural heritage object be transformed into a multi-cultural information point? 2) What types of services are needed to be introduced in this Information Center in order to promote other cultural heritage buildings and sites in the region beyond the city of Prishtina?

To answer these research questions, a qualitative research design that primarily relied on a case study approach and document analysis were used.

The scientific contribution of this study will benefit the tourism policy evaluation in terms of shedding light on how cultural heritage buildings / sites can be responsive to one another so that tourism in the country is maximized.

The Hamam monument is in a bad condition. Initially, it needs to be conserved in order to be protected from further devastation, and then it should be revived by central and local authorities carefully and professionally. This would be one safe way to ensure that projects for transforming the monument into a cultural heritage building / site could result in establishing a tourist information center.

The main outputs of the thesis are a tourist information center built as an independent object where tourists / visitors have the services closer to the cultural heritage monuments at the old city center of Prishtina, as well as a phone application “Promote cultural values” developed as a substitution to the tourist information center until it is built.

KEYWORDS: multicultural information points; cultural heritage monuments; Turkish Hamam; sauna; tourism development; promotion of cultural values; tourist information center.

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1. Introduction

Cultural heritage has always been an important component for tourism development as one of the very significant sectors for a country's economic development. Therefore, countries with rich cultural heritage use this asset and promote it further in creative ways. Service design is a complex and new interdisciplinary approach in building sustainable services in a focused way. Interacting with key stakeholders and community throughout the design process and service design enables efficient and sustainable development.

It is a well-known fact that cultural heritage in Kosovo is facing serious financial difficulties. *"The municipalities of Kosovo today are facing major difficulties in the use of cultural heritage for community benefits, while the risk of further destruction of cultural heritage remains high"* (Cultural Heritage without Borders Kosova 2015, 7). It should be taken into consideration that cultural heritage might be the instrument for reconciliation and local development. According to CHwB, there is still an ongoing process of reconciliation and trust building with great struggle. The 1998-2000 conflict in Kosovo created such a situation that the Kosovo Serbs inhabiting in the village of Hoça e Madhe / Velika Hoča, situated in a region with a Kosovo Albanian majority, have become an "ethnic enclave" after 1999, isolated and guarded by international forces (CHwB 2015, 26).



Picture 1. Burned Old Stone House "Kulla" in Kosovo, 1999 (Visit Kosova, 2017).

This Master's thesis is directly connected with the author's professional development, meaning that cultural values for monuments and sites will be promoted with the help of social media and different user-oriented and/or touristic services. The case study of this thesis is "The Great Hamam of Prishtina" and the aim is to improve the information services for tourists.



Picture 2. An aerial view of the Great Hamam of Kosovo (ChWB 2015).

1.1 About the Author and the Concept

The author of this thesis saw this subject as a huge potential to make a contribution to the Republic of Kosovo, by raising a sensitive issue concerning the cultural values and its national assets of the country, therefore, contributing firmly in the field of Arts and Cultural Heritage.

The first ideas and concepts were mainly focused on answering questions of the research study itself, and then during the process, the impact of the education system of Finland increased. At the beginning of his career, the author was engaged in a lot of different subjects and ideas before the Bachelor's degree in Stage Design (in original Scenography), which broadened the concept of theatre, photography and public art performance and from then never stopped to share the experience and give impulse on the different fields of social level and in arts. By being coached and supported actively by two architect parents, the author was motivated to understand the social level of society and was as well exposed to a great amount of literature about art concepts which dealt with the large public and the other transversal context of architecture, scenography, web design, interior design and similar fields related with the artistic presentation of one's artistic and intellectual work.

During the last two decades, the socio-political and economic circumstances in Kosovo, “*the new born country*”, were difficult. Despite the rapid development in other aspects of life, a big gap was present in the artistic fields. Any artistic development took great effort and time to be processed, leaving artists in hopes for a better future.

The idea of the chosen subject for this Master’s thesis came out mostly unhinged but the author knew from before that this subject was firstly very important and with high values, and secondly, that there was a great amount of literature and support by different professionals and connections in the home country already developed and this was a good ground for further research. All the mentioned factors have helped to determine how to promote cultural values, cultural heritage and natural resources of the country through social media and other important means, such as building tourist information centers and taking part in co-designing, which are unfolded in this Master’s thesis. The fieldtrips and visits that took place in the Kakola region of Turku, Finland, were great experiences that actually triggered the idea of the research and it was proven that the methods learned and mastered from the university studies could provide the final solutions and design. In Kosovo, where the archeological park called “Ulpiana” is located, its related brand new services were actually motivating, and a lot of research and benchmarking method was used in this case.

1.2 About the Commissioner

The main stakeholder in the cultural heritage is the Ministry of Culture, Youth and Sports, the governmental institution responsible for cultural aspects. Therefore, since the beginning, it was necessary to create close contacts and discussions with persons in charge within the Ministry of Culture, Youth and Sports. The chosen commissioner was contacted and consulted during the collection of documents that were analyzed. In addition, an interview with a semi-structured questionnaire was conducted with the commissioner. The commissioner from the Ministry of Culture showed interest in this Master’s thesis and showed commitment in supporting the project during the research phase and in the future as well. Actually, this was not a new idea for the commissioner, as there is an ongoing study for these types of cultural heritage objects and there is also an ongoing support from non-governmental organizations that enrich the research structure for upcoming researchers. The commissioner welcomed this additional research, as it will widen the opportunities to revive and utilize the cultural heritages sites in Kosovo, in particular because this one is supported by the most profound education system, which is Finland.

1.3 Service design as an approach for a better tourism development

The concept of promoting cultural values is directly connected with tourism, social media and the cultural heritage which the Balkans inherited from many aggressor empires, with the most visible influence by the Ottoman Empire. This research study is carried out in line with major and minor solutions of designing services, digital or physical ones that will help the tourism of these cultural heritage monuments and sites, and guide interested tourists when visiting Kosovo. A lot of changes have been made so that the “design of tourism” in these places highlighted in this thesis could lead to a better experience of tourism and a more creative solution for the businesses and companies concerning the cultural heritage monuments and tourist sites. Sketches, figures and diagrams are presented in the presentation of the final solution for this case. The design is initially completed for the “Great Hamam of Prishtina” as the main monument with high cultural and spiritual values. In the future the case of the “Great Hamam of Prishtina” can be replicated for other cultural heritage buildings in the region of Kosovo and wider, as it explains the core of the system and processes that take place, and research completed to enhance the experience of users/tourists when visiting, and activities in this monument as well.

2. Research

The research section of this thesis is mainly based on qualitative research design, primarily relying on case study and document analysis. The case study of "the Great Hamam" in Prishtina is used as a model which can be replicated in other sites and monuments in the region of Kosovo. The research methods, as well, are based in the methodology learned and mastered in the course of Leadership and Service Design.

Some of the fields that have been researched during this thesis are described in the frame of reference. A lot of research was based on tourism books and literature, articles and social media contents, and other historical background information on cultural heritage monuments that are located in the old city center of Prishtina, Kosovo.

2.1 Problem and objectives of the study

Cultural heritage buildings are protected with the official governmental documents, which in the case of Kosovo is 'the list of protected monuments building or sites' (MCYS 2017, 5), created and maintained by the Ministry of Culture. Often the listed buildings might be in danger of devastation due to the limited or non-existing funds. Being very old, not maintained and in a bad condition, the buildings are usually closed for visitors due to safety reasons. Poor countries, such as Kosovo, have to find creative alternatives to protect cultural heritage buildings. There are good examples in the developed countries where cultural buildings are given to the big governmental or non-governmental companies / institutions to be used and maintained by them. In these cases the maintenance and monitoring are specified according to the pre-defined conditions for cultural heritage protected buildings. Another alternative is that the buildings are open for tourists and visitors, and the funds are collected to be used for the maintenance of the buildings. Whichever modality is used to keep the buildings in life, it is important to promote the cultural values of the buildings. Such similar example is the former prison building in Turku, Finland, which is transformed into an attractive residential complex (Under the Andalusiansun 2017; Kakola 2018.)

The idea to establish functional information points attached to the monuments is a possibility to stay in touch with the visitors and attract them to visit cultural heritage sites in the country. A good management plan is needed for the promotion, information and guidance in order to advice local and international tourists. Some organizations have found the use of social media intriguing when promoting and marketing such monuments and sites. Some of them use group activities to promote monuments of the city by referring tourists to visit them in

small groups. Unfortunately, companies are small and weak and they only have commercial interests, therefore they attract only a small number of visitors/tourists. There is a need for a public information center which covers all fields of information and the whole range of visitors from local to international. Protection of the tangible and intangible cultural heritage is defined in international documents, namely Conventions (UNESCO 2010). The principle or the purposes of the conventions are 1: a) to safeguard the intangible cultural heritage; b) to ensure respect for the intangible cultural heritage of the communities, groups and individuals concerned; c) to raise awareness at the local, national and international levels of the importance of the intangible cultural heritage, and of ensuring mutual appreciation thereof; and d) to provide international cooperation and assistance (UNESCO 2003). While referring to this particular article or journal of Convention, it also highlights the campaign which international cultural organizations are focusing on. It shows that people should be well informed of the importance of these buildings and they need to show appreciation when they see a cultural heritage monument in the street. Whether visitors are local or international, with the right kind of promotion and service design in Prishtina, Kosovo, they will be able to explore, visit, and experience all the cultural heritage monuments of this region.

The Government of Kosovo prioritized the cultural heritage budgeting it in expenditure framework. *“Cultural heritage is defined as one of the priority sectors of the Government of the Republic of Kosova, as defined in the Program of the Government of the Republic of Kosova 2015-2018 and in the Medium Term Expenditure Framework 2015-2018”*.(Ministry of Culture Youth and Sports 2017).

It is important to bring all the stakeholders together to find and co-design the unique approach that all of them can refer to (the stakeholders). This is one of the main components of working together with all the involved stakeholders (Stickdorn & Schneider 2011). The co-design enables the stakeholders to have a common platform and they know that they have participated when making solutions. In that way they also want to support the ongoing project (Stickdorn & Schneider 2011). Service design is a particular approach, and that is why the process leads to the goal. Such an approach includes failures and re-doing it (Stickdorn & Schneider 2011). Cultural heritage is a good starting point to develop tourism and produce income for the economy in a country. Kosovo has a very old and rich cultural heritage, many old and interesting buildings, archeological sites, traditional costumes and food, which need a professional promotion. There have been international projects which aimed to address and promote the cultural heritage, and the conservation/restoration of old monuments. The European Commission in the Balkan countries has implemented several projects, but it has not involved all the participants and the work has remained isolated.

While prior researches were focused on the sustainability of old monuments (Dimoska, 2008), this study will focus on the promotion of cultural heritage monuments and sites in the country. This study aims to develop digital or physical services that help the promotion and to attract the visitors to the area. Additionally, its aim is also to create such services that will satisfy tourists.

2.2 Frame of Reference

The frame of reference is composed of three components: Tourism, Ottoman Cultural Heritage in the Balkans and the Social Media Marketing for Cultural Heritage. In the beginning of the research idea, more options were considered to be gathered for this frame of reference but the mentioned areas were the most essential ones.

Tourism includes the tourists and all the data, which are studied in the case of Hamam of Prishtina, and the survey that addressed the public. The other related sources of data mainly include tourism and tourist events.

The second component includes the cultural heritage and the impact of the Ottoman Empire in the fourteenth century when Kosovo as a region was ruled by the Ottoman Empire. There was a great impact on the cultural aspects of the country and cultural heritage. Mosques, fountains and bazaars are not the only attractions from the Ottoman period, but also a cultural and national asset of the country. There are streets, houses, the big Mosque and the old bazaar or city market, which was located right in the back of the street which leads to the Mosque and the Great Hamam of Prishtina. There are also culture heritage sites all over the Kosovo region such as Mosques and small Hamams, which are inherited from the Ottoman Empire period. There are also Hamams in Mitrovicë, Vushtrri, Pejë and in Prizren (Cultural cities 2011).

The third component of the frame of reference is Social Media and Facebook and aspects such as how they relate to the study of cultural heritage, mostly with tourism and its tourist aspects when promoting the sites to national and international tourists. Social media will be used to distribute the questionnaire, website addresses and even pictures of locations and sites, as well as information on the QR Code, which will be distributed via Facebook. Other social media will be utilized, too. The information and the work will be processed through social media because social media can currently be used for giving information about dates, time and events that would be important for a company or a brand to share with potential tourists and the world.

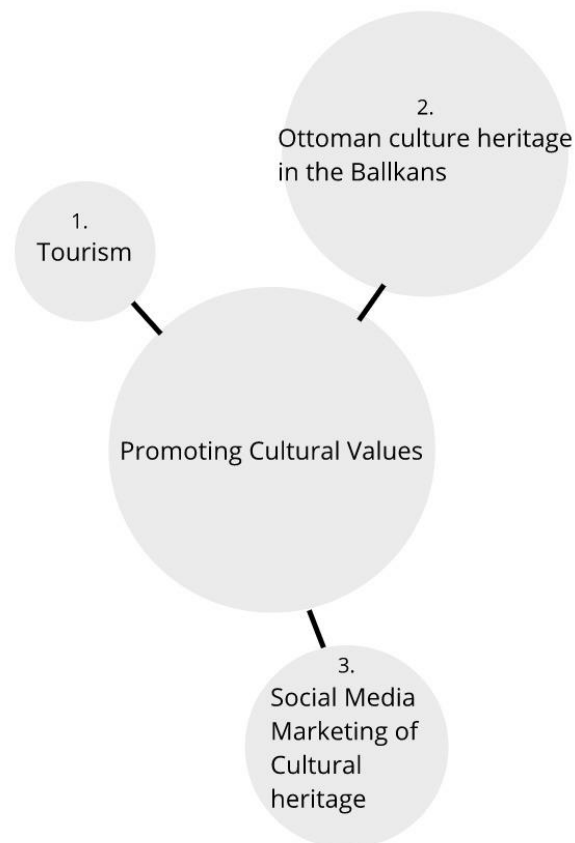


Figure 1. Frame of reference for promoting of cultural values (by the author)

2.2.1 History of Kosovo and the diffusion of the Ottoman Empire

The territory of Southeastern Europe started to be populated more than hundred thousand years ago from the Paleolithic period. At that time one can find the first encountering of human signs of living in the territory of Kosovo, more specifically in Radavc caves and Karamakaz. According to the archeologist, M.Garashanin, this cave belongs to the Paleolithic era, therefore he suggests that it should be treated with special care as there are no other indications of that era in Kosovo yet (Government of Kosovo – Ministry of Culture Youth and Sports, 2014).

The history of Kosovo can be divided into 10 phases (Ismajli 2011):

1. Ancient time and Prehistory
2. The Middle Age
3. Ottoman Empire Invasion
4. The Albanian Connection in Prizren (1878-1881)
5. The Development of Connection of Prizren
6. National Movement (1908-1912)
7. The Invasion of Serbia and Yugoslavia

8. The Second World War and the Tito's Yugoslavian period
9. The Beginning of Debacle of Yugoslavia, the Peaceful Resistance and the War of Kosovars for Freedom (1981-1999)
10. From International Administration to the Declaration of Independence (1999-2008).

Illyrians, as successors of Pelazg, are from the oldest inhabitants of Southeastern Europe (in the Balkans). The origin of Illyria dates to the middle of the second century, from the middle era of bronze, when they started to identify the ethnic features of the Illyrian autochthonous (Ismajli 2011).

Dardans were the biggest tribe of the Illyrian kingdom, who lived in the central Balkans, mainly in the current Kosovo. The most important place for metal extraction was Damastion as it was known during that time. Dardans were known as very skilled and brave warriors, masters in their work, very good merchants and livestock breeders. Dardans had conquered Macedonia, nonetheless, they could not succeed against Roman Empire, which invaded them in the first century before the new era (Project Ulpiana 2014). The wars continued even in the further centuries. In year 535, the Byzantine Emperor, King Justinian, invaded Illyria and expelled from Mouses, Gota, Lombarda and Geopid from Illyrian province. Later on, it was invaded by the empire of Serbia. The Dardan territory was very attractive for the powerful Serbian state, which was created in the beginning of the 13th century. Dardania became totally invaded and ruled by Serbs during the domination of King Stefan Dusan (1331-1355). (Ismajli 2011.)

The strikes of Ottoman Empire for invasion of the Albanian regions began in the years 80 of XIV century. In 1443, Gjergj Kastriot-Skenderbeu locked out the castle of Kruja and so, raised a general rebellion, which later on resulted in the creation of the first Albanian state. Regardless of resistance, in the year 1479, all the Albanian zones fell under the Ottoman Empire. During the years 1520-1566 a new state set-up was organized and the existing laws according to the new conditions were made, for the purpose of gaining the centralization, in the first hand from the great Sultan of the Ottoman Empire and against his full lordship. The territories of the Ottoman Empire were separated in 32 "Vilayets" (province), which were smaller administrative units. The Balkan Peninsula included the Vilayet of Bosnia in the north of the peninsula; Vilayet of Rumelija (part of which was Kosovo as well); the Islands of Aegean Sea, and in a part of the south Adriatic (Ismajli 2011).

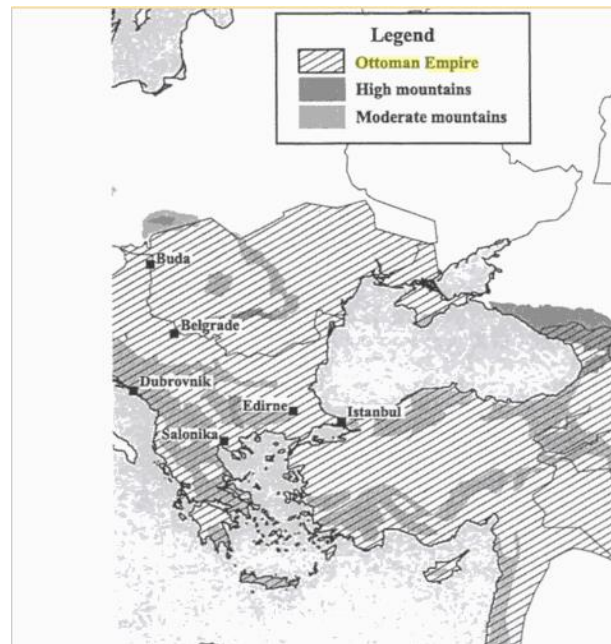


Figure 2. Diffusion of the Ottoman Empire in South-East Europe in the 19th century (Goffman 2002).

2.2.2 Historical and geographical background of Kosovo

Kosovo is a country geographically located in the South-eastern Europe, in the center of the Balkan Peninsula. Because of its beautiful nature and suitable weather conditions for living, and for a strategically good location, this region has been a target for many aggressors. Looking back in the history, there are evidences of many wars in this region. Kosovo has been occupied by the Ottomans for five centuries, and then almost in every 30 – 50 years the wars and conflicts took place, leaving behind destruction and conflicts between different populations. Nonetheless, these historical movements have left behind various tangible and intangible cultural values. That is the reason why various historians call this territory as "the place of Honey and Blood".

Today Kosovo is a "newborn" country with the youngest population in Europe and it declared independence on the 17th of February in 2008. Kosovo's territory is only 10.000 km² and, based on the results of the last census, the population is 1.73 million, with a diverse nationality, culture and religion (European Commission 2014, 3). Kosovo is an interesting country for funders and donors, most of whom cooperate with the EU agencies and other organizations such as the Association of Regional Development Agencies (ARDA) Network (European Commission 2014, 9). Kosovo's legislation shows planning at central and local level, therefore the mission focuses on the regional development in Kosovo by supporting municipalities of five Regional Development Agencies (RDAs). ARDA supports RDAs for taking the lead in planning and accelerating socio-economic and regional development in Kosovo. ARDA's network is one of the main goals for the facilitated cooperation between the

national and local government, businesses and civil society. The aim is to develop and implement strategies at regional level (European Commission 2014).

Prishtina is the capital city of Kosovo with over 200,000 inhabitants, while there are over 500,000 citizens who are currently working, studying, traveling, or doing business. The airport is only 20 km from the city and that is why Prishtina and Kosovo are developing as attractive places for visitors (KAS 2017).

The biggest part of the old cultural heritage is still visible in this territory- it dates to the Ottoman periods. There is a great cultural value under the ground, big archeological sites which are uncovered and dating from the old Illyrian period during the 4th century BC. Some of these archeological sites have already been uncovered and explored, but there are many other sites remaining. There have also been some designed services and implemented projects which inform the tourists. One of these projects is the “Ulpiana” site, which is in the suburbs of Prishtina. There are information materials such as maps and names to be studied. The project “Ulpiana” was supported by the Ministry of Culture and other non-governmental international organizations, which will be discussed later in the chapter of benchmarking. (Project Ulpiana 2014, 2.)

Because of the several wars in Kosovo, the major part of the cultural objects and sites are facing destruction due to various factors such as human, nature and lack of financial resources, and they are in permanent threat to become ruins. The consequences of the latest war in 1999 can be seen in the cultural heritage objects. *“The Kulla buildings in Kosovo are cultural monuments that were most badly affected by ethnic hostilities during the war 1998- 1999. Only 200 are left after the war, of 1200 of existing houses which were built during the 18th and 19th centuries”*. (CHwB Kosova 2015, 4.) It is the last moment to professionally treat, protect and promote this valuable cultural heritage in order to transform it into an important element of prosperity in the country.



Picture 3. Photos of Hamam in Prishtina and the water system (by the author).



Picture 4. A view from inside the Great Hamam of Kosovo (CHWB 2015).

2.2.3 Role of social media

The similarity of different older media, such as TV-stations, newspapers or magazines- they all represent a marketing based on paid advertisement. Despite the fact that social media might advertise for free, one also has a chance to send feedback, which is the opposite of magazines, where the editorial team cannot be contacted. There are a lot of different types of social media and other media-sharing websites such as blogs, microblogs (Twitter), social networks (Facebook, LinkedIn), media-sharing sites (YouTube; Flickr), social bookmarking and voting sites (Digg, Reddit) and a great number of other sites also virtual worlds such as Second Life. (Zarella 2010; Stickdorn & Schneider 2011.)

Some of the companies known as leaders of the market in the world, such as Burger King, have used the benefits of social media network very well. *“Burger King’s Facebook application was so successful that it had to be shut down.”* (Zarella 2010); *“IBM owns more than 100 different blogs, a dozen islands in the virtual world of Second Life, several Twitter accounts, and a popular forum called developer Works. It publishes a machinima series (a cartoon video made in Second Life) on YouTube, and several employees upload presentations to the media-sharing site SlideShare.”* (Zarella 2010; Stickdorn & Schneider 2011.)

According to a research, the companies that are known on the market can have connect to customers in social media and have the same level as their “Online customers”. Small companies as well can maintain a high number of subscribers online that would ensure the company growth and marketing appearance. Zarella (2010) points out that regardless of size, businesses should use social media as an easier way to gain customers and develop the business.

2.2.4 Use of the frame of reference into the project „promoting cultural values “

“Promoting Cultural Values” as based on these three categories and frames of reference - tourism, social media marketing and the culture of the Ottoman period in the Balkans, the typical target is to promote these values of cultural heritage that have different impact. The goal is to use the web and Internet-based forms, more specifically “social media” as a form of communication with a larger public. This public are the future customers/travelers who want to unfold, experience and exploit the impacts of cultural diversity in the Balkans, without leaving the territory of Europe.

In this century, in which there is a lot of misinterpretations of politics, and crimes and terror taking place in the Far East (where this cultural diversity derives from), one can visit Kosovo and more particularly the monuments and sites which today are national assets of this new country. The tourists/travelers, who are closer to this culture, can have the same experience of the “national assets”, and they do not have to travel a a great distance just to see their culture, as Kosovo can provide the same experience. What is more, a lot more familiar activities that are similar to modern and more democratically progressed countries can be done. Based on the findings and literature of the world-wide tourism and laws, the country should practice same as with national assets of a country. Also, as regards natural resources, organizational and promotional parties that provide information and experience on the “natural assets”, is also another point that matters for this study. It is important that the Internet-based marketing will be used for promoting the natural resources of Kosovo by gaining trust of the travelers. There are a lot of organizations (one of them is called Zip-travel, which is an adventurous trip organized in the mountains of Peja, West of Kosovo mountains) that can co-create, design and provide different field and mountain trips to the West of Kosovo region and promote them. This is completed by using the same brand and information, as well as the same business model for the future local and international tourists. There is a fact that new countries such as Kosovo have difficulties to gain trust among international travelers. Based on the studies and research, there is a more natural and wider concept of marketing which is conducted by the customers itself. This idea not just can impact on the business later but it also might expand the research to a social level. This is completed through interviews so the research with the tourists regarding their “passion” would take place in parallel, knowing that these facts might in the future hold a tremendous amount of business negotiation and wider cultural diversion of international tourists, but also in the level of awareness of the region itself.

2.3 Research questions

The research will be driven with the help of questions and sub-questions:

1 *How could the Hamam as a cultural heritage object be transformed into a multicultural information point?*

What are the possible options for transforming a cultural heritage object into a big information point?

Are the cultural heritage sites, monuments and buildings ready for the tourists' visit?

What type of a tourist is interested in Kosovo and the city of Prishtina?

2 *What types of services are needed to be introduced in the information center, in order to promote other cultural heritage objects in the region around the city of Prishtina?*

What are the prior needs of a traveler besides the cultural aspect?

What possibilities are there to please and impress the visitors?

To what extent can digital technology be used to reduce the costs of human resources?

2.4 Methods and research approach

To answer the research questions, a qualitative research design that primarily relies on case study approach and document analysis is used. The business model canvas and the service blueprint are applied as well.

The first research question is answered by analyzing the existing documents and literature. Prishtina's possibilities are compared with other well-established tourism destinations, such as the city of Budva in Montenegro that has already utilized a strong benchmarking and marketing such as QR Codes and Posters, and with other successful close areas such as the cities of Prizren, Peja, Gjakova and Junik.

In order to answer the first research question, and the sub-questions, different information points around the country have been analyzed. A starting point was a field trip, a visit to the site / building of former prison in Turku city in Finland, where the project aim was to transform a prison into a big commercialized and an attractive building complex (Andalusiansun 2017). There has been a survey concerning the case, for example about

tourist attraction but also how to attract residents and interested sellers, stakeholders / shop buyers. There is a modern concept of committee building in Turku, Finland.

The design of the service included the information from tourists gathered through surveys and different marketing research to present the premises and also gather information from potential buyers (Project Ulpiana 2014).

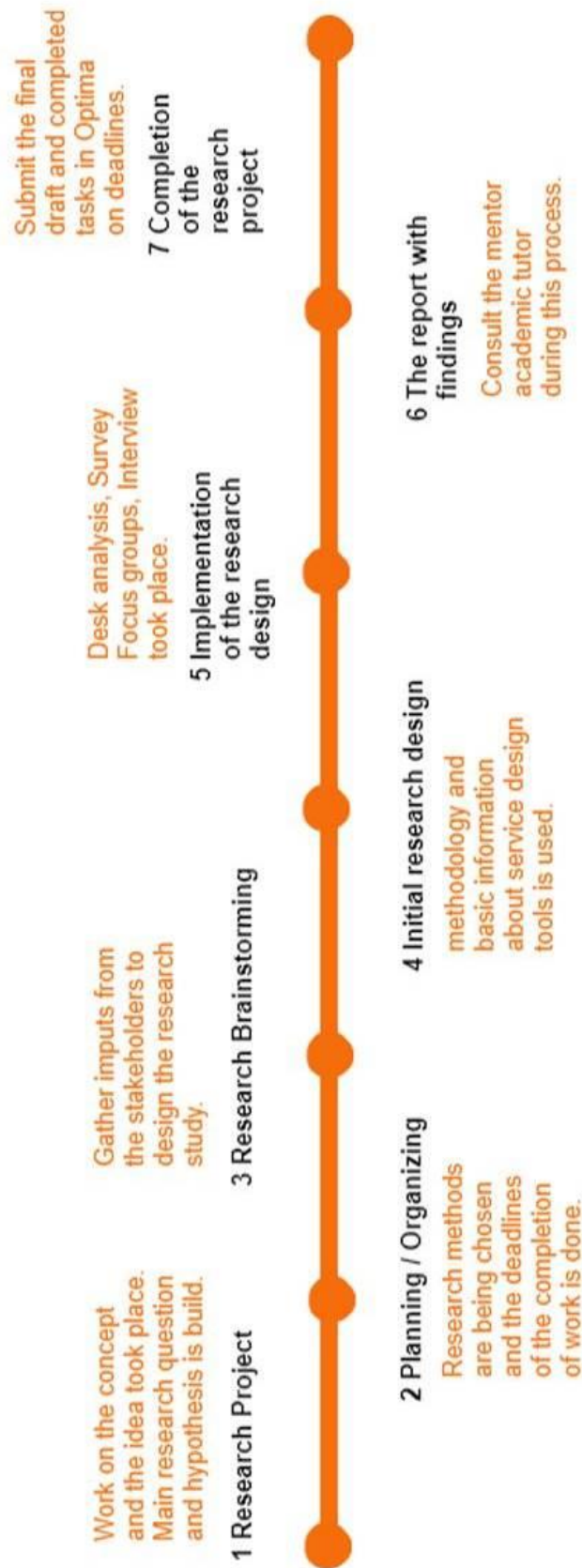
The second field trip was the visit to an information point across the country of Montenegro, more specifically around the Old Castle in the city of Budva. In this case the building that was used as information point located just close to the Old Castle was a small and simple place but equipped with a lot of promotion materials such as city maps, postcards, souvenirs and guides to orient visitors.

Other actions of this research are related to the analyses and studies of information points in Prishtina. The budget, along with the expenses, needs to be calculated in order to find more aspects to be considered. According to an analysis and calculations, the budget of building materials is 5,000 Euros for establishing and making a functional information point, installed close to the Hamam of Prishtina. There are also other expenses needed to enable the building of the Hamam of Prishtina to serve the needs of national and international visitors. The building itself and the story of the building are interesting enough to attract tourists. Therefore, the assumption is that a type of tourist / visitor is interested in visiting the building of Hamam and exploring other monuments from the period of the Ottoman Empire in the Balkans in the city center to spend free time during the stay in Kosovo and enjoy the natural resources and other important monuments offered in the city of Prishtina.

The second question is related to the needs analysis of the services needed for providing services for customers, which is addressed through case studies of other successful examples.

For both research questions the semi-structured questionnaires, interviews with focus groups will bring more information about the prior needs of tourists (Appendix 2). Furthermore, during the research process, the tourism demography in Kosovo and Prishtina will be analyzed from the official documents and a tourism organization in the country (Ceku 2014).

2.5 Process chart



Picture 5. Process Chart for Master Thesis (by the author)

3. Tourism

Tourism and all of its factors, have to be studied starting from up- to-date perspectives to be able to gain the level of understanding, as tourism is a very complex subject which includes accreditation, education and interpretation, and many other aspects. *“Tourism which, by its very nature, is a nebulous industry characterized by many direct and indirect connections with other sectors, interests concerning activities”*. (Cater 1995).

R. Harris et al. (2002) writes about a case where tourism in United Kingdom was based on a health-problem of rural areas, where a disease was spread from the cattle, pigs and sheep. In this case, the tourists were not allowed to visit the disease touched areas. This is an example, when tourism is affected directly by health. Harris makes an important point by giving the above-mentioned example of the UK, of how health issues can affect tourism (Harris 2002). This case is scientifically called “sectorial parochialism”. It can also be applied to other areas. Political, health or economic issues that might in one hand serve the tourism and upgrade it, can on the other hand strangle it, also because the law can put an end to tourism, as it happened in United Kingdom.

McKercher, Collins, Wane and Wall are writing about how to support the integration of different activities concerning tourism in a country or a region: *“For sustainable tourism to occur, it must be closely integrated with all other activities that occur in the host region”*.

In recent years, backpackers have been associated with eco-sensitivity and a desire for eco-friendly products (Mohsin & Ryan, 2003; Sicroff, Alos, & Shrestha, 2003; Wearing & Darcy, 1999; Westerhausen & Macbeth, 2003; McKercher 1993b, 14.)

Tourism is defined by many institutions and organizations. Specialized agency of the United Nations World Tourism Organization (UNWTO) defines specifically sustainable tourism as: *“Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”* (United Nations World Tourism Organization 2017). The World Tourism Organization (WTO) defines a development concept for sustainable tourism development and management in all its forms and destinations. Sustainability principles refer to environmental, economic and socio-cultural aspects of tourism development. UNWTO sees as a necessity to establish a suitable balance among these three dimensions in order to ensure the lifelong sustainability. (UNEP and UNWTO 2005, 11-12.)

Businesses are usually challenged with competitors, internationalization and growth (Stickdorn 2009, 246-248). Tourist is a person who is actively seeking for experiences (Stickdorn & Frischhut 2012, 25). Tourism department belongs to the Ministry of Trade and Industry in Kosovo and it is organized by the Tourism and Hospitality Sector (MTI, 2017). In this regard, there is an adopted law about tourism: LAW No. 04/L-176 on Tourism (MTI, 2013).

Endogenous development based on “bottom-up” approach fits better in Kosovar circumstances than exogenous development based on government (Stimson et al. 2011, 10). “Bottom-up” approach means that companies and hospitality sectors help and support each other and are not supervised by the government. Endogenous development is suitable for Kosovo circumstances because of lack of funding dedicated for cultural heritage protection, and it gives more space for the local investors. It would be much easier to find start-up funds for an unit (from a touristic information center) than for investments for an entire project in order to develop tourism and promote cultural values. Different units of organizations, that work as merged in cluster can be developed step by step or be an aggregate which can reflect the needs either in local level (for Prishtina) or in central level in Kosovo. LEADER’s (Liaison entre actions de development rural) initiative is also an important concept, which is studied in this thesis. This concept firstly came out in 1991 with the view to enhance local initiative and skills, especially in rural areas, and to offer the potential entrepreneurs with know-how local integrated development. (European Communities 2006, 6).

The cluster of economic development concept contains small companies which have similar businesses with another company. They can create a cluster when designing a service to the customer. That does not mean excluding support from the government. In this case, the promotion of cultural values is a project and it should follow the strategies given from the Ministry of Culture in informing the end-consumers (tourist). The Government should create friendly business environments for private and/or public-private partnerships. These projects should be transparent and involve both the state and local government, community and also certain non-governmental organizations such as CHwB and/or other organizations with similar aims to join together in order to promote cultural values and help one- another to share the products and services aimed for tourists. *Combined concepts of endogenous and cluster development* are an appropriate solution for a fast, efficient and long-term development.

3.1 Growth of tourism

“A glance into the recent past reveals a remarkable increase in international tourist arrivals from 25 million in 1950 to 664 million in 1999, an average annual growth rate of 7 percent” (WTO 2001a). By year 2020, it is expected that the annual growth rate will be 4.1 percent. International arrivals around the world are predicted to reach 1.18 billion tourists. One of the factors that imply a reasonable change on gaining more tourists, world-wide, is that the aircraft industry will raise and be much faster and bigger. It will be easier to travel around the world. The globalization of media is actually predicted to raise more awareness and information of a country or a region where people would travel to. The only fear and disaster that would cause a problem to this case is a terrorists-attack (Harris et al. 2002) as what happened for the World Trade Center in September the 11th, 2001. At that time, the number of flights decreased and it cost to the airlines to strengthen the security of air travel. But it is more a regional fear that happened during and after the cause of the terrorist-attack. It is said that the international travel is recovering from those events and it is more likely to be a regional rather than a global fear, according to WTO (2002).

From the 1999 till September 2001, there was a consistency in the air travel traffic around the world, but after the terrorist-attack the amount of flights dropped down. But it is also predicted that during the next 20 years there will be an increase of flights in different regions of the world. According to WTO (2001b), there will be a faster-growing number of arrivals to the East Asia-Pacific region, Africa, the Middle East and South Asia in twenty years' time. (WTO 2002).

3.2 The role of tourism for the development of Kosovo

Tourism is a very important social and economic activity in Kosovo as a developing and poor country because it is a business that can bring out Kosovo's main "export". One of the advantages of tourism is to enable consumers, on their own initiative, to travel to destinations which provide simple and inexpensive options for the sale of goods and services. The enforced "export" from the consumer's own country would make additional profits. The budget of "imported" consumers would be put completely into the domestic supply of goods and services. (WTO 2002).

The complexity of the tourism sector creates opportunities for enriching the diversity of the local economy. Often, remote areas in Kosovo with a specific culture, flora, and fauna attract tourists. Their natural and cultural heritage is the main resource and provides opportunities for tourism and commercial economic development. Apart from agriculture, tourism is an

activity that allows a wider embracing of the entire population than all other economic sectors. (WTO 2002).

Tourism can be considered to promote social, national, religious and gender equality, which are very important for the modern state of Kosovo. Because there are greater employment opportunities for women in the sector of tourism than in other sectors, it has particular importance for the development of Kosovo society. (WTO 2002).

3.3 The functioning of the tourism system

Functioning of tourism is quite complex and has many external influences, ranging from the government and its policies to natural and cultural resources, organization and leadership, finance, labor, business, community and competition in the market. (Figure 3)

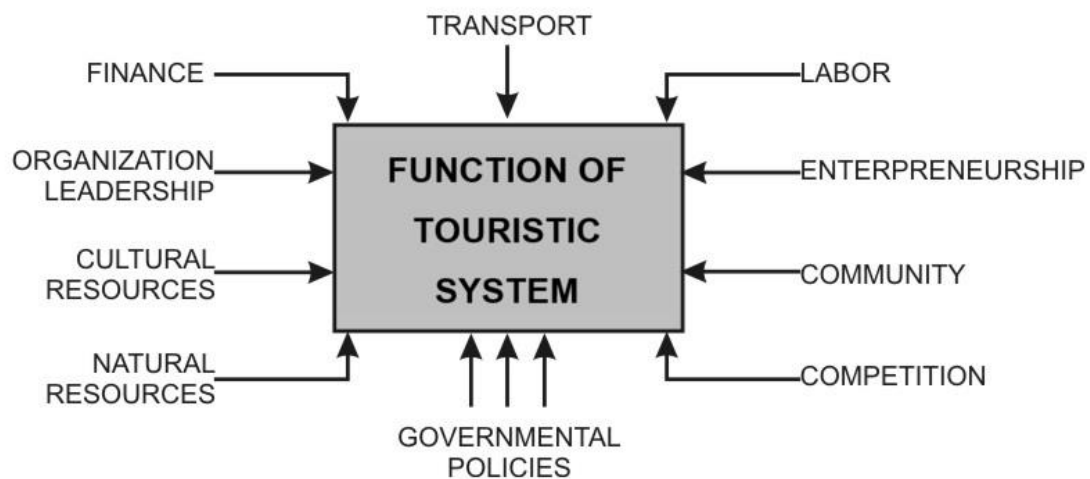


Figure 3. External influences on the functioning of the tourism system (Gunn 2002. modified by the author).

Natural and cultural resources in Kosovo represent a good basis for the development of massive tourism. Kosovo is divided into five specific tourism regions, of which the Albanian Alps and the Sharr Region are expressly rich in nature. These two regions enable the development of winter tourism and other forms of tourism.

Cultural Resources

Cultural heritage can be considered very rich, which unfortunately due to poor economic situation of Kosovo makes it difficult to actively protect these resources. If there would be no grants from the European Commission and other international funding, the situation of cultural heritage would be even more difficult. Despite the difficulties, this resource as well is

an important part of tourism development, which so far is in very poor condition. These resources include:

- a) Prehistory and Archaeology (prehistoric archaeological sites: Ulpiana, Harilac, Devetjugovic)
 - b) History (cultural historical monuments, ensembles)
 - c) Industry, commerce and professionalism (agriculture and livestock breeding, production facilities and workshops, sales of retail and wholesale trade, cottage industry, artistic symposiums)
 - d) Entertainment, health, religion, sports (SPA, health centers, fitness, restaurants, national dishes).
- (Gunn 1994).

Numerous archaeological sites, churches, mosques, baths, bazaars, and bridges are phenomenal resources for the development of cultural tourism. The development potentials of alternative tourism are: recreation in nature cultural tourism, religious tourism, rural tourism, agro-tourism and special interest tourism (patriotic tourism, post-war tourism, tourism abroad) are also of great importance. An important component of tourism development is cultural heritage. Cultural Heritage in Kosovo has a tendency of devastation, such as in urban areas. *"Tourist visitor is ready to pay his interest or curiosity, and this can significantly help to address the financing of maintenance of historical monuments of culture"* (Vukanovic and Keca, 2001).

„Behind this (migration phenomenon) more often cited claim is not merely the physical movement of people, as it would appear at first sight in the usual official statistics of most countries in the world, but in this "move" in the space is contained and "move" of culture, habits, ideology and religion" (Vukanovic and Keca 2001).

Governmental policies - Institutional support for the development of tourism

Kosovo as a new state is formed almost at the stage of defining its development policies, in which tourism plays a major role. Tourism Division is located within the Ministry of Trade and Industry (MTI), which already has started some work with international organizations (GIZ, the Slovenian Embassy in Kosovo). A significant role plays the Liaison Office of the European Commission in Kosovo which, on the 28th of January 2011, in cooperation with the government of Kosovo, presented the Master Plan for Brezovica and its sports and recreation center, a project that can be considered as the most ambitious in the field of tourism in Kosovo (European Union 2011).

The economic development of Kosovo can be considered more complex than the development of other countries in North-Eastern Europe. Unfavorable political situation, poor

relations with Serbia, and particularly low level of integration of Serbian municipalities in the overall development are hindering the development of Kosovar tourism. Therefore, there is a need for a unique strategic plan for tourism development with special emphasis on development of tourism which would take into account all the issues and planning mechanisms for treating all topics in one package.

No branch of economics could be imagined today without substantial technological development, especially that of information. Authors Vukanovic and Keca (2001) mention how all types of classic media can be available to the world through Internet. They give some example how developed countries measure their development through the number of telephone lines- there were 434 million phones connections in 1999 in 15 countries (Vukanovic and Keca 2001). These figures show only the former importance of telephone communication which has now shifted to mobile phones and its coverage and information technology, network, and optical cables. Quality services in this area for tourists and involvement of local operators in the network offer the other side of the inevitable factors of business today. Development of the portal with all the information and the chance of booking, subscribing and other services are most effectively engaging in market supply and demand of tourism services worldwide. In this way, rural areas could also be included in the markets of tourism at all levels, local, regional and international level in more efficient, easier and cheaper way (Vukanovic and Keca 2001).

Participation in international fairs and organizing different presentations in Kosovo and abroad, are activities that have already begun seriously to be considered at the level of the Kosovo government. Participation in international fairs for tourism, although in a modest form opens up great possibilities of development which in itself is not enough. Independent presentation of the neighboring countries and even more in countries where there are workers in temporary work (Germany, Switzerland, Finland, UK, USA) may encourage a combination of tourism and visits to relatives in Kosovo (Ceku 2014).

Tourism is an activity that requires a large initial investment for developing countries that Kosovo is unattainable. On the other hand, the interest of foreign investors is considerable, and this interest will be channeled in the right direction, through favorable tax policies and incentives (loans with preferential interest rates).

Labor force in Kosovo

Young population of youngest state in the Europe brought Kosovo to Nation Branding Campaign with slogan “Young Europeans”. And this slogan tells in the best way the reality of Kosovar labor potentials. (Kosovo Agency of Statistics 2017.)

The survey done by Kosovo Agency of Statistics- KAS was organized in 598 enumeration areas in Kosovo, with 3582 households selected randomly within the frames of the Population, Households and Dwellings Census 2011. Based on published data from KAS on employment and unemployment according to age, gender, employment status, economic activity, occupation and other issues related to the labor market, two-thirds of the population in Kosovo is a working age population (15-64 years). The participation rate of the working age population is very low (only 43.0%). This survey results show a huge gender gap in employment, with a rate 12.7% employment for female citizens, and 46.8% for male citizens. As per sectors of employment, females are mainly (47.1%) employed in education, healthcare and trade, whereas males in construction, manufacturing and trade (47.4%) (Kosovo Agency of Statistics 2017).

Tourism industries have a particularly young labour force, because it is much easier for them to enter this job market. Eurostat's (2018) statistical findings show that tourism employs more females (58%) and young people who participate with 13 % of workers aged 15-24. These Eurostat statistics might lead us to consider the tourism industry one of the key solutions to the high level of unemployment in Kosovo, especially that of females (Eurostat 2018).

Natural Resources

Kosovo has very rich natural resources, less water (rivers, waterfalls, lakes), but very vivid topography (mountains, fields for winter sports and hiking), abundant vegetation and rich wildlife resources. The variety of climate conditions allows the development of winter and summer sports, and recreation such as swimming and hiking. The outstanding natural beauty that could be mentioned are Sharr Mountains, Lipovice, Rugova Valley, the two tourist attractions, marble caves and waterfalls of the river Mirusha (Ministry of Environment and Spatial Planning 2017).

Besides winter tourism, Kosovo has appropriate conditions for the development of the rehabilitation of tourism. Two Spa centers (Kllokoti and Peja) for decades have successfully offered rehabilitation services (Ministry of Environment and Spatial Planning 2017).

The consumption of tourism resources represents the greatest risk for this activity itself which proves conflicting relationship between tourism and environment. *"It seems absurd that tourism 'produces' requirements and the reasons for its own destruction, but the practice inevitably proves that fact"* (Vukanovic and Keca 2001). This risk cannot be wrongly interpreted but needs careful treatment with environmental preservation at any cost to itself. In the end, the man itself is a part of environment, thus protection and its process should be self-understood in the context of the entire interest of its enjoyment. *"Space without man from the standpoint of humanity, is a useless area"* (Vukanovic and Keca 2001).

Tourism Development Strategy followed by adequate legal infrastructure should create mechanisms which secure the protection of the area and the whole environment. The existing legal acts and standards are compatible with those of the EU countries (Government of Republic of Kosovo 2016).

Transport

Improving the existing transport infrastructure is one of the imperatives to develop tourism. In the last decade, hundreds of kilometers of high speed roads (with four or more lanes) were constructed. Vukanovic and Keca (2001) argue that air transport serves as a link between countries, and it enables the „tourist movements“ Prishtina International Airport is quite modernized and is already leading in the number of flights in the region at the level of smaller airports, which is not enough. To ensure air traffic, another airport is needed to supplement Prishtina Airport, in a variety of severe weather situations.

"Tourism is the largest migration phenomenon, not only today but also in general in the human history" (Vukanovic and Keca 2001). Adequate traffic is required; it implies modernization and other public transportation (bus and rail).

Infrastructure

According to non-official information Kosovo has more than five thousand registered businesses that offer tourist services. Only 109 hotels are practicing their work in the region of Kosovo (Kosovo Agency of Statistics 2016). Most of the tourist infrastructure facilities are located in urban areas and unfortunately the state of these facilities is very poor, except for some rare cases. Former hotels are outdated and the newly built ones most often were built without standards (Kosovo Agency of Statistics 2016). Rehabilitation of existing hotels and other catering services so far are mainly based on private initiative, for example Rehabilitation Complex in Klllokot, few family hotels and resorts with villas in Bogaj-Rugova, and rehabilitation villa in Brezovica (Center for Physical Therapy and Rehabilitation 2017).

Not often one can find construction of new hotel capacity for massive tourism, except the above-mentioned case with the Master Plan for Brezovica.

Organizations

Governmental support in the establishment of tourism organizations, agencies and tour operators can contribute much to the development of tourism in Kosovo as a whole. The sudden development of tourist activities to the principles of market economy requires an entirely new organizational chart, as shown in Figure 3. It is necessary that besides creating the legal conditions and initial support in financial terms, to also develop tourist activities in form of practical inclusion in a rather complex system. In order for the government not be directly involved in this business, it can encourage the establishment of various non-profit organizations, agency, and tour operators to build a compatible system with European Union (Gunn 2002).

Finance

It is for certain that for any kind of development capital is required for the initial phase. But given the initial investment to this economy can be regarded as quite safe and that the initial capital can come back quickly, many local and foreign investors are willing to invest. For any investment the political situation must be stabilized first and confidence must be built for potential investors. For any private or public sector to invest it is necessary to simplify bureaucratic procedures and above all to build such a legislation that gives legal security to those who invest capital in this economic sector (Gunn 2002). Tax and other incentives are also mechanisms that create a favorable financial circumstance that attract investors and banks for investment in tourism. Promise of the present government to dimidiate taxes for the development of Brezovica is one of the encouraging signs towards creating favorable conditions for financial investments in tourism in Kosovo. Favorable age structure of the population in Kosovo is one of the priorities of the Kosovar society. This resource has not been adequately evaluated but can pre-qualify at the beginning of the-existing personnel through various training courses, while in the meantime set up a proper school for all vocational profiles required for the functioning of the tourism system.

Entrepreneurship

Tourism is a very complex industry in which development is affected by many internal and external factors. Selection of activities with specific requirements, site selection, hiring a large number of specialists on planners, economists, architects, engineers, caterers, sport experts, indicates the necessity for the entrepreneurs (Gunn 2002).

Community

Young generation in urban areas is EU oriented and has good knowledge of English language. Community in rural areas of Kosovo is characterized with the traditional family organization. A large number of children in one hand and complex family (several pairs in one family) on the other hand, reached a three-digit number of family members. Family relations in some cases remind of "Kibucku democracy" in the settlements Kibbutz in Israel (Kostic 1975), where one or more family members are employed mainly abroad and send money to the family, while others take care of the family's estate in the country. In Kosovo, often close family members live in the village while husbands / fathers work abroad. Such an organization is favorable for the development of family hotels and lodging up to the various forms of development. This arrangement of the family, distance from urban center and their mutual acquaintance and a bit of a bad economic situation has preserved villages from the negative social habits, drugs and alcohol, which is not the case with smoking (Unicef 2004).

Competition

The market economy is based on competition, which requires careful planning by analyzing the surrounding developments in this field. Offers, pricing and structure of the visitors of nearby competitors must be taken into account in the planning stage and conceptualization of activity at the governmental level but also at the local, mostly under the preparation of feasibility studies. (Gunn 2002).

3.4 Cultural tourism in the function of economic development

The beginnings of the first known development that dates from the neolith time, is when people started to leave the cages of today's Kosovo and brought a rich thesaurus of collections from cultural heritage. These resources and museum objects present a considerable potential for cultural tourism. Authentic collections, despite that they have a huge importance in defining the old identity which was multi-cultural, are important for the economic aspect as well. Active political strategy and active politics in sustainable tourism development influence the economic boost and wellbeing for citizens. Kosovo, in addition to natural resources, should carefully consider and valorize cultural and archeological resources, and develop them from the sustainable economic development point of view.

Despite the direct economic influence, cultural tourism brings transversal benefits by increasing the sales department, profits, employment, income from taxes, human income and with this human welfare in general. The direct influence is possible in the museums and similar places via purchased tickets by tourists. But tourism brings even bigger benefits in

transversal manner. Providing merchandises and services needed for tourism such as hotels, restaurants, transport, entertainment activities and commerce activities, are activities that bring most of the indirect income, more than direct one. Through direct influence, tourism contributes in museum incomes, while indirectly it can influence and contribute to other transversal and economic sectors. A lot of places such as Greece and Turkey, and even Albania which is neighboring country of Kosovo, register huge considerable income directly from the tourist visits to the museums and archeological sites. Because of tough economic situation, weak organizational skills, and because of bad infrastructure, the visit to these museums is for free in Kosovo. Kosovo has a considerable amount of museums, memorial complexes, archeological parks, house museums, amphitheaters and galleries, which are sufficiently well attractive, especially for international visitors. But Prishtina is also known for its buildings, complexes and cultural monuments. Even though they were not found in the territory of Prishtina, these cultural monuments might be recognized as coming from the suburbs of Prishtina, and are well-known beyond the territory of Kosovo. Two sites worth mentioning are the „Gracanica Monastery” and a local archeological park of Ulpiana. Also, very close to this is the „Tower of Dardana“ and the „tower of Harilac“. Besides the „Great Hamam of Prishtina“, the objects that are highlighted for their values and can be classified as cultural resources with importance for Prishtina city are: The Museum of Kosovo and its Archeological Park; Ethnological Museum and Museum “House of Dr. Ibrahim Rugova“. However, Prishtina is known for monuments that are remains from central historical zone of Prishtina, which are the Hamam, the „Mosque of the King“ and two other close Mosques, the „Clock-tower“, two museums mentioned above, and the old house of ex-Academy of Science and Arts. These historical spots make this zone very „seductive “for a lot of tourists from Europe, Asia and United States (European Stability Initiative, 2006). Cultural heritage can be presented in other different creative ways as well. The studies presented in the first International conference „Cultural Heritage and Tourism“ organized by Ministry of Culture Youth and Sports (23rd to 25th October 2015), brought interesting ideas. One of them was „Dardanian Labyrinth and Tourism“ (Shukriu 2015).

„Through the proposed labyrinth a new exclusive recreational surface will be created, which includes different aspects of the current life and in the future: Tourism/economy; Environment; Intercultural dialogue; Physical health; Mental health; Cultural heritage; Education; Architecture; Technology; Modernity”. (Shukriu 2015).

Kosovo is a rich place with historical values, cultural and natural resources and these resources can boost the economy and improve the image of the country. Therefore, it is important that this tremendous cultural potential is saved, conserved and presented to tourists who choose to visit Prishtina and Kosovo (Shukriu 2015). Tourism as a complex

activity depends and affects all industries and services. There are no strict limits between rural and urban tourism. But natural resources are in rural areas or next to them, so that it can be concluded that tourism is directly linked to these areas. Of course, one must be aware of the absurd reality that the local population has been neglected completely in this regard.

When speaking about benefits, it is mainly concerning economic benefits. The economic benefit represents only one of the main components, but other very important components should be taken into account such as social, environmental and cultural components too.

The development of pro-poor tourism means net benefits for the poor, measured in a given period. This does not mean that these benefits go to the expense of others (donors and investors), contrary to the development of tourism it is expected to benefit all the parties involved. In this way, the poor might benefit from additional opportunities in the tourism sector. However, this does not eliminate poverty, in that it excludes many other tourism initiatives. Therefore, as tourism sector needs to develop as a whole, general tourism development strategies should be in place. (Deloitte & Touche 1999).

Elimination of poverty is one of the biggest problems in today's society in the world. World Summit in Johannesburg in 2002 was aimed at sustainable development has drawn the attention of a very important role of tourism in this direction. Poverty elimination through sustainable tourism development should be set against the international foundations and continued research, education and training. The World Tourism Organization found the following strategies that can help improve the overall economic benefits of tourism countries (Dimoska 2008): Growth and Selection; Best Buy to attract more market segments; Increase the length of tourist stay; Increase spending of visitors; development of complementary products to tourist destinations; geographical spread of tourism benefits; gains in infrastructure and planning; local management of tourism and partnership; employment and training; extending the season.

The realization of the above strategic objectives can be achieved for the benefit of reducing poverty in Kosovo. Active approach to solving this problem in Kosovo requires creative and inclusive approach without paying attention to the present situation and the current demand. In addition, to directly achieve employment of the poor in tourism enterprises, contribution to poverty reduction can be achieved through the supply of goods from the source of the poor areas, or even direct selling of goods to tourists (souvenirs). Particularly, good opportunities can be considered starting small tourist enterprises with the support of government or international foundations managed for poor people. The poor people in remote areas benefit of the tax revenue policy and investments in infrastructure (Swanson 1994).

For more efficient results, it is essential that strategies for tourism development, focusing on the elimination of poverty, should be coordinated with other policies and strategies for overall development. A comprehensive approach in solving this problem guarantees better results. Involvement of central and local governments, donors, private enterprises, the banking sector and civil society reduces the possibility of delays or complete interruption of the implementation strategy for the development of pro-poor tourism (Gunn 1994).

In this direction, the indirect effect and stimulation would be the development of construction industry, furniture industry, product, sports and other recreational equipment, textile industry, footwear industry, food industry (Gunn 1994). The risk of saturation of tourism development is one of the very important components in the planning and further development of tourism. According to Gunn (1994) saturation can be understood as the number of visitors on a spatial unit, and sometimes as false feeling of too many visitors. Some resources could also limit capacity, for example drinking water. (Gunn 1994).

Carrying capacity should consider four types of capacities: the physical or environmental; economic; sociological and cultural.

3.5 Social media in tourism

Social media is highly connected with the subject of tourism and the distribution of their new services. These Internet-based applications, one of which is Web 2.0, allows travelers and tourists to co-design their trip and engage in specific actions that are needed to be executed online. These new services will also enable the distributors of vouchers to develop plainer and better services. Sigala (2010) recognizes the huge role of travelers in co- production and consumption of tourism experiences. Travellers and their social networks also play a big role for their consumption and their post-trip feedback. That helps the distributors of the tourist-packs to be more positively affected by these cases. (Sigala 2011).

3.6 Theory of social media in tourism

Social media is also called as Web 2.0 in the professional field. Web 2.0 is basically changing the fundamentals how tourists and travelers search, find, read, and trust. It is changing the way how customers are practicing marketing through a variety of actions on the Internet, may that be collaborative trip planning tools, social networks, multi-player games and other similar fields. Web 2.0 is enabling the customers to participate in operations that have to do, for example, with marketing or new services that are offered to

the large public on the web. *“In using social media, the travelers co-produce and share a huge amount of information and knowledge, namely user-generated content (UGC) and/or social intelligence”.*(Sigala 2010).

Social media is firmly changing the way how customers interact with products and vouchers offered, but also with each-other. They gain more customer- based interaction on the post-trip experience than they would have had with the supplier on the Internet. This unique form of doing business online is really a chance to be used now in the digital-era, where everything that customers might experience whether a good or a bad experience, could be shared and commented by the new customers. A new customer can also co-create the product in a way that the company might acquire more information from the client/customer and know exactly what their expectations are on how business will be done by both parties (the customer and the supplier of the product/trip). *“As information is the lifeblood of the tourism industry, Web 2.0 advances are having tremendous impact on both tourism and tourism supply”.* (Sigala 2010).

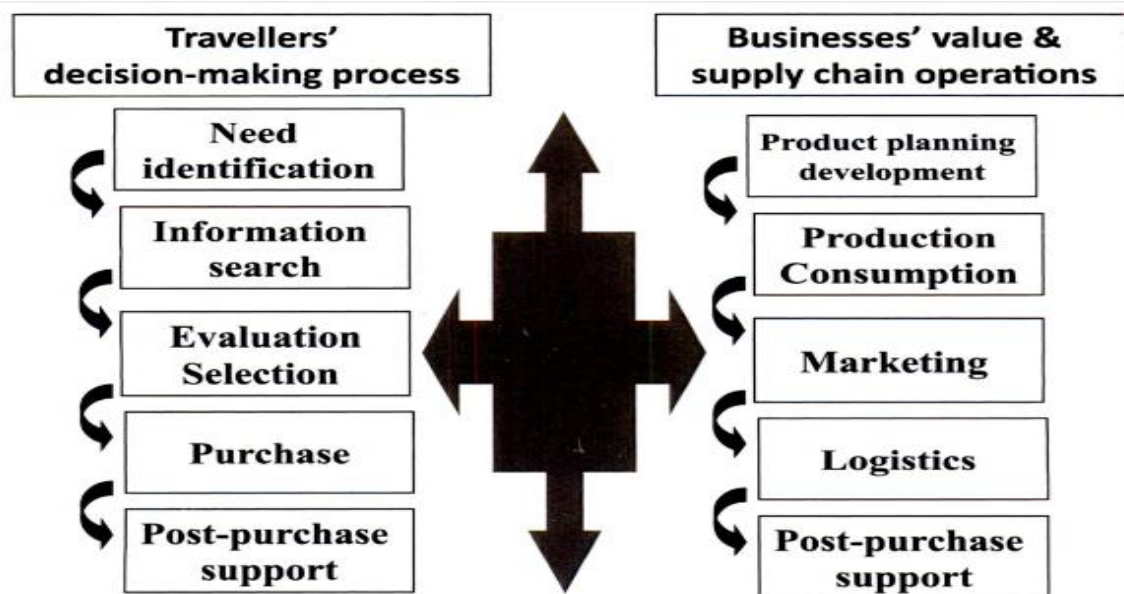


Fig 4. Decision-making process of travelers on the Web 2.0 (Sigala 2010).

3.7 The practices of social media in tourism

According to the information in the articles and books, it is firmly accepted that most of the hotels in the East (Hong Kong) use the social media as a basic marketing source for their distributions and offers for the customer. But also, world-wide, people and other travelers who want to seek for a better service around the globe are seeking in the social media a reference from other past customers to understand and to value a product they want to use.

“Social media is becoming increasingly crucial to hospitality and tourism enterprises. On one hand, hospitality and tourism industries offer intangible and experimental products, and visitors must rely on the information delivered to them”.(Sigala 2010).

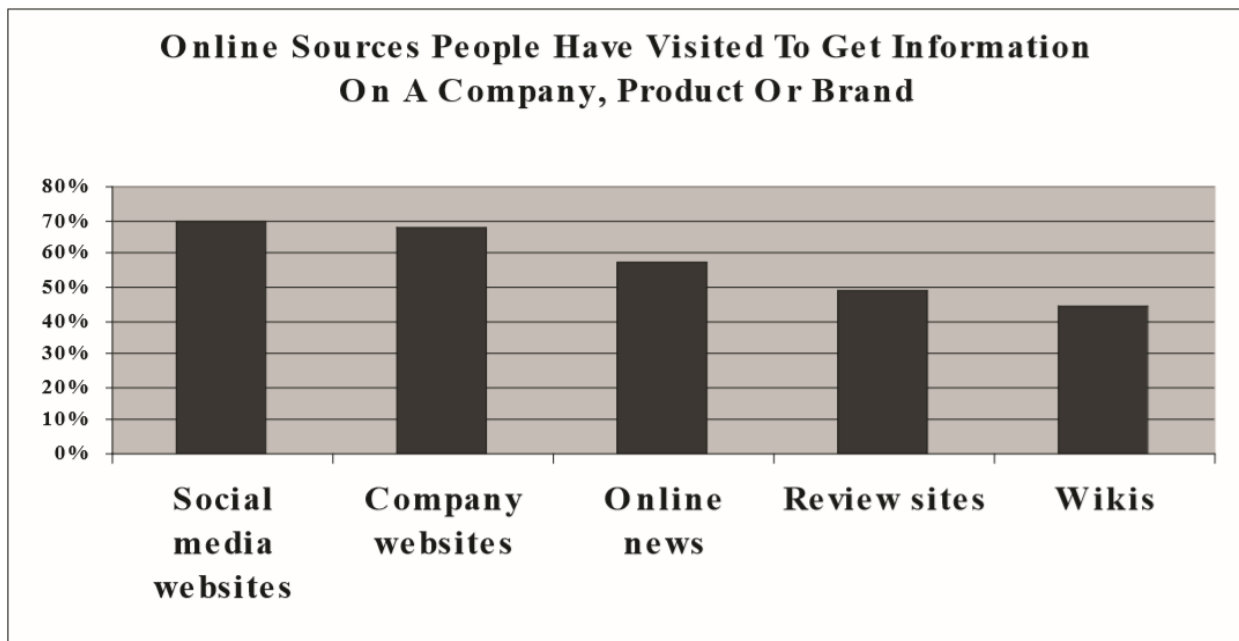


Fig 5. Online sources people have visited to obtain information on a company, product or brand (Sigala 2010).

4. Design work: transformation of “The Great Hamam” of Prishtina

Hamam

Choosing Hamam in Prishtina was a long process starting from a list of buildings under protection. Finally, this monument was selected and the opportunity to acquire more tourists with the help of development became the main topic of this thesis. It was difficult to gather information for a monument such as Great Hamam, but by analyzing and, for example, also by prototyping and designing the service, business model canvas has helped to gain a good solution for the problem.

Head of the Department for Cultural Heritage in Ministry of Culture of Kosovo, Ms. Vjollca Aliu, helped in gathering the literature and other relevant policy papers for the phase of the document analysis. The interview went smoothly, with many discussions about the different issues concerning the cultural heritage in general, and for the theme of this master thesis, in particular. Ms. Aliu supported this research study by issuing an official letter of support signed and stamped by her institution. The first meeting took place in Ministry at Culture on 7th February 2017, where there were present two officers from Ministry of Culture, Ms. Vjollca Aliu and Ms. Edona Durguti. At the same meeting, they gave positive feedback about the topic and helped to gather information concerning other competitors, archeological parks and a lot of sites and documents that were related to the project of promoting cultural values. The second meeting took place in the same place, after several months (on 6th October 2017) when most of the work was done. Ms. Vjollca Aliu was interviewed and the interview was based on semi-structured questionnaires, sent via e-mail on 21st October 2017. The aim of the interview was to gather information about the archeological park “Ulpiana”, which was restored under the supervision of the Ministry of Culture and Archeological Institute, and which has a strong cultural heritage impact on the region of Kosovo, Prishtina. In this occasion, the commissioner, Ms. Vjollca Aliu, also took time to share other important information regarding the topic. The Ministry of Culture, Youth and Sports was eager to find out and to follow this thesis study and to see how it proceeds.

The project of the “Ulpiana Archeological” proves that more planning of the cultural heritage monuments and sites should be done. For example, it is important to develop the services. After the research on the tools needed for the implementation of this project, a study also took place on what type of digital impact the customers need to have for the “Ulpiana” project to be successful. After the research and interviews, the designer had to be chosen

and he/she was given the work with an interview with commissioner. The same development work and service design studies should be done when promoting the cultural values, if the process and needs of this project will correspond.

According to some sources from the head of Museum of Kosovo, Mr. Skender Boshtrakaj, the touristic information center was supposed to be built close to the Museum of Kosovo and Hamam, which are close to the old city center of Prishtina. The plan to build the touristic information center was a challenge and did not get permission from local authorities, so that space was dedicated for other purposes such as exhibitions.

4.1 “Great Hamam” – location and neighborhood

The Turkish bath “Great Hamam” located in the Old Center of Prishtina is not the only monument in the center of historical zone (Picture 8). Since it is an old center, it has had a city-market, some residential houses, Clock-tower and it is also connected to the monuments nearby such as the Museum of Kosovo and “Kings Mosque”. The Great Hamam of Prishtina was built during the 14th and 15th centuries with a purpose to be a public bath for the Ottoman Empire soldiers, local citizens and the workers of the “Kings Mosque”. The Hamam was a “double-type” public bath, which means that it was used by both genders at the same time, with isolated spaces between each other. The Hamam consists of different rooms, as Central Anteroom, Tepidarium, Bathroom or Caldarium and a room for storing water. These terms are explained below in the text written by architect (Binakaj 2008).

- Entrance hall “shadervan”, is a part of the preparation space for the bath; it has been called also the cold section.
- Middle warm area, or “kapallek”,
- Main heated area, or the massages
- Hamams, or area for washing,
- Water tank, “hazna”
- Stove, “kylhan”.

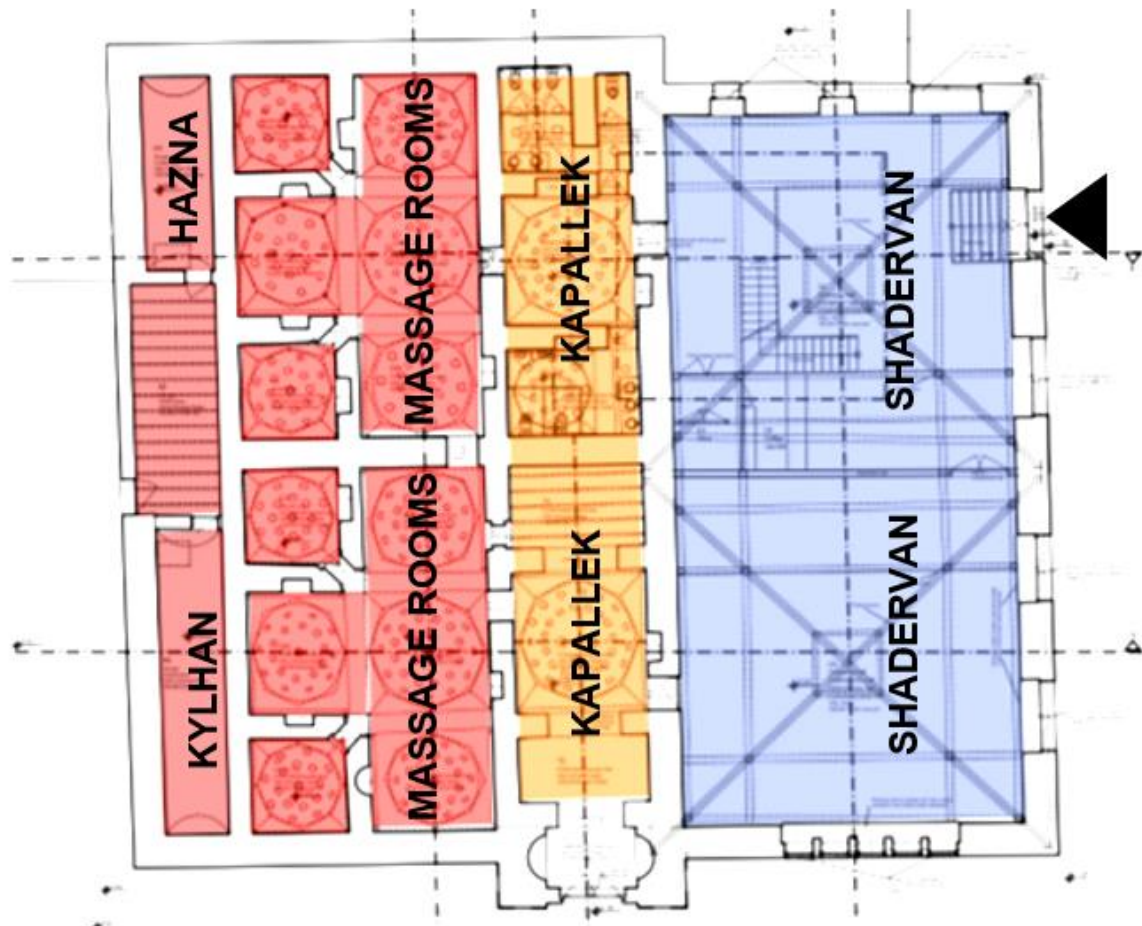


Figure 6. Plan of Hamam in Prishtina (Binakaj 2008).

The Building of Hamam has undergone many changes during its existence. The main changes have occurred in the facade, while the shape of the building has mainly remained the same. After the abandonment of the original purpose of the Great Hamam in Prishtina in 1960, hamam was mainly used as a storage place or a shop. In 1989, the monument became valorized as the main monument in the old center of Prishtina and since then, the building has been in the list of protected cultural heritage buildings created by the Kosovo government. The project of restoration-conservation of the Hamam started in 2007 (Binakaj 2008) and the work is still going on in year 2017-18. (Binakaj 2008).

According to the architect Binakaj (2008), this monument is proposed to be transformed into a multicultural space which is in coherence with an idea to promote the building to the visitors. *“The restoration project proposal of the re-functioning of the Hamam consists of open spaces for temporary exhibitions, workshop, conferences and performance halls”*. (Binakaj 2008, 7). In addition, architect Binakaj mentioned that the Great Hamam was visited by residents of Prishtina as a place to socialize until the 1970’s. (Revolvy 2012).

In a research that was done for the Great Hamam, it is stated that it is one of the first monuments inherited from the Ottomans in the republic of Kosovo (Revolvy 2012). According to a legend, the builders of the Great Hamam in the 15th century, were obliged by the Sulltan Mehmet Al-Fatih, to wash themselves twice a day (Revolvy 2012).

In this research study, the Great Hamam of Prishtina is meant to be as a model for other buildings and sites in the country. It is a mini-project within a category of information which is provided by the website of promoting cultural values. There will be one of the tour-packs of visiting the old-city center. The other tour-packs which consist of natural resources, are provided by the city and villages. The implementation of the project guarantees a partnership with different stakeholders of the project that will in the future be tourist organizations. The tour-packs, which will be offered as a service on the Internet page, will also present either important and focal points of the city, for example National park, restaurants offering traditional food, public toilets (Project Ulpiana 2017), National Library of Prishtina and other important boulevards such as "Nënë Tereza" and other parts in Prishtina. These tour-packs will not only be used as the most important revenues of the project organization itself, but they will also serve and inform the citizens of Kosovo. There will be an opportunity to engage tour guides, create more job opportunity for youth and contribute the city when enabling the international tourists to pay for. Also, besides youth job-opportunities as guides, there are also movements supported by this project as gender equality and use of multi-cultural languages as English, Albanian and Serbian. There will be more young people speaking English language with proficiency, as they would help on distributing the tour-packs and guides of the touristic information point next to the Great Hamam.

4.1.1 Clock-tower

The Clock-tower (Picture 6) is also a monument inherited from the Ottoman period in Kosovo. The street "Nazim Gafurri" divides this monument and the Great Hamam. The Clock-Tower was built during the 19th century and it is a more modern one, but also the tallest monument in the city's old center (Database of Cultural heritage in Kosovo 2014). Today, the Clock-tower is officially held under protection as a monument inherited from the Ottoman period. Since, it is very near to the yard and the main entrance of the "Sami Frasheri" High school, it is full with youngsters during day-time.



Picture 6. Clock-Tower (Database of Cultural Heritage in Kosovo 2014).

4.1.2 Museum of Kosovo

The Museum of Kosovo (Picture 7) was built during the year 1898 by the Austrian Forces in Kosovo. Since then, this institution fulfilled the need of the city and of the state for demonstrating and exposing the history of its nation through centuries in the Balkans. Before the 1999-2000 conflict with Serbia, all the main exhibits / artefacts were confiscated by the Belgrade regime and so far Kosovo has not received the whole exhibits back, after almost two decades (Be in Kosovo 2011).



Picture 7. The Museum of Kosovo (Database of Cultural Heritage in Kosovo 2014).

4.2 Methods and design approach

The study mainly used service design approach in order to design a service for the end-user. Service design as a holistic approach with a combination of design thinking, business and society have the main target on the design of services (Stickdorn & Schneider 2011). This thesis includes design, development and implementation of tasks in order to gain versatile information.

In this study, the service design approach is important and one of the basic components for designing a better solution is the human-centered approach. The qualitative research method is applied, such as Benchmarking the Archeological park “Ulpiana”; a case study of touristic information center from the city of Brasov; an Interview with the commissioner and an internet-based survey conducted during the year of 2017 through the blog and social media. In this regard it is underlined that an important step is the user-centered approach of solving problems by building solutions, where the customer is in the first focus (Stickdorn & Schneider 2011, 36).

There is no evidence about the “sectorial parochialism” phenomenon in Prishtina, such as in United Kingdom (Harris 2002), therefore it can be stated that the benchmarking planned for the Great Hamam, is promising for the tourism development of this municipality. However, the cultural tourism development should be considered in a wider territorial context. This development has to be synchronized with trends in development of industrial tourism in Adriatic Sea and mountain area in neighboring countries, which as touristic potentials could much more complement Kosovo cultural tourism rather than do harm to the competition.

As the global trends show a tendency of increased touristic movements (Zarella 2010.), the assumption is that this will have an impact in the Pristina Airports as well. The promotion of the cultural values marketing should start on the airports through promotion materials and guiding international tourists towards information points for cultural monuments.

As a small and young country, Kosovo is more likely to develop tourism based on small community-based units/cells. Therefore, endogenous development with bottom-up approach suits better in given circumstances, meaning that community located around cultural monuments can be the driving force in tourism development and cultural heritage promotion. It can be concluded that there are capacities to start alternative forms of tourism, with minimal adaptations. Raising standards and quality of hotel services is imperative for the further development of tourism. In addition to increasing the quality of accommodation services, it is essential as well to develop related activities (trade, entertainment, sports and cultural events) in order to complete the offer for tourists during their accommodation.

Bearing in mind that Kosovo is a relatively small area, these facilities are complementary activities, which can be offered in collaboration with rural areas and with the support of organized transport (rural tourism, adrenaline tourism) (Swisscontact Worldwide 2017.) Other modes of tourism which are not directly related to the topic of this thesis, could complement the tourism development in general: *'Adrenaline tourism', 'thrillcation', 'extreme tourism', 'controlled edge tourism', 'danger tourism', are just a few of the terms that incorporate the ever-growing need of the new generation of tourists that want to 'experience'...everything"* (About Tourism 2011).

Besides winter tourism in Kosovo, there is also an opportunity for the rehabilitation tourism. As mentioned above, in chapter 3.3, two very huge spa centers are in the cities of Klllokot and Peja (Ministry of Environment and Spatial Planning 2017). These centers might also be used for the first (international) persona which can come from a distant place and is ready to enjoy some of the deepest cultures and rehabilitations in Kosovo. From the experiences of other countries (Rehabs 2015). Rehabilitation Spa is known for its special treatments offered to their client. Such an example is a very famous rehabilitation spa Aqua Recovery – Midway, Utah, which is also known as one of the most luxurious drug treatment sites in United States. They are known to cure: Dual diagnosis treatment; Behavioral disorder treatment; Outpatient services; Eye movement desensitization and reprocessing (EMDR); Polyvagal theory and trauma-informed care; sober living homes (Rehabs 2015).

The visitors will be interviewed, from the tourist information center staff, when they visit monuments or cultural heritage sites. A lot of information can be gathered from their feedback, namely information on their point of view and how much they know about these points in different regions of the city of Prishtina, and also in Kosovo. This will help to find out what is best for them to visit the next time. These touristic information centers located near the monuments can help with a lot of aspects concerning the tourist. The idea of touristic information center of cultural heritage and cultural sites is that the tourist will be informed of the places in the region of Balkans. It is one of the easiest ways to stay in touch and give feedback to the location and information to the tourist (Under the Andalusiansun 2017; Kakola 2018.)

Social media (such as Facebook, Twitter, Instagram, Google Map) upon cultural monuments will be maintained permanently. Besides a professional guide, there will be a person in the information point giving advice. There will also be recordings, which people can listen by scanning a QR code with their phone or by pressing a speaker button. This digital technique will offer a lot of material in different local languages (Albanian, Serbian and English), and will reduce the costs of investment for human resources, especially in Kosovo, because

there is not any budget and/or has not been worked on this direction to raise the technological and digital awareness about these monuments. These digital resources are examined, prototyped and developed during the implementation of this study and it is taken as a methodology for improvement of the project when approaching to the tourism and services according to these monumental sites, in the old city-center of Prishtina.

The today's dynamic, life is very much dependent on rapid development of technology; therefore this boosts the idea of prototyping with smart phones and QR codes. During the study process, prototyping became important. A phone app was developed, which helped to gather information directly from the website. The phone app can be downloaded from a website, a project released in April, 2017 in Prishtina. The application can be found with a name "Promote Cultural Values" and it is free of charge (Fig. 7).

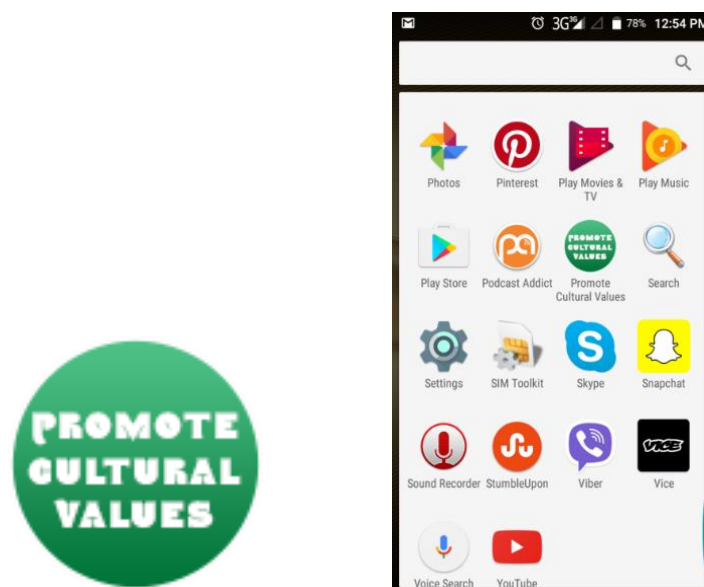
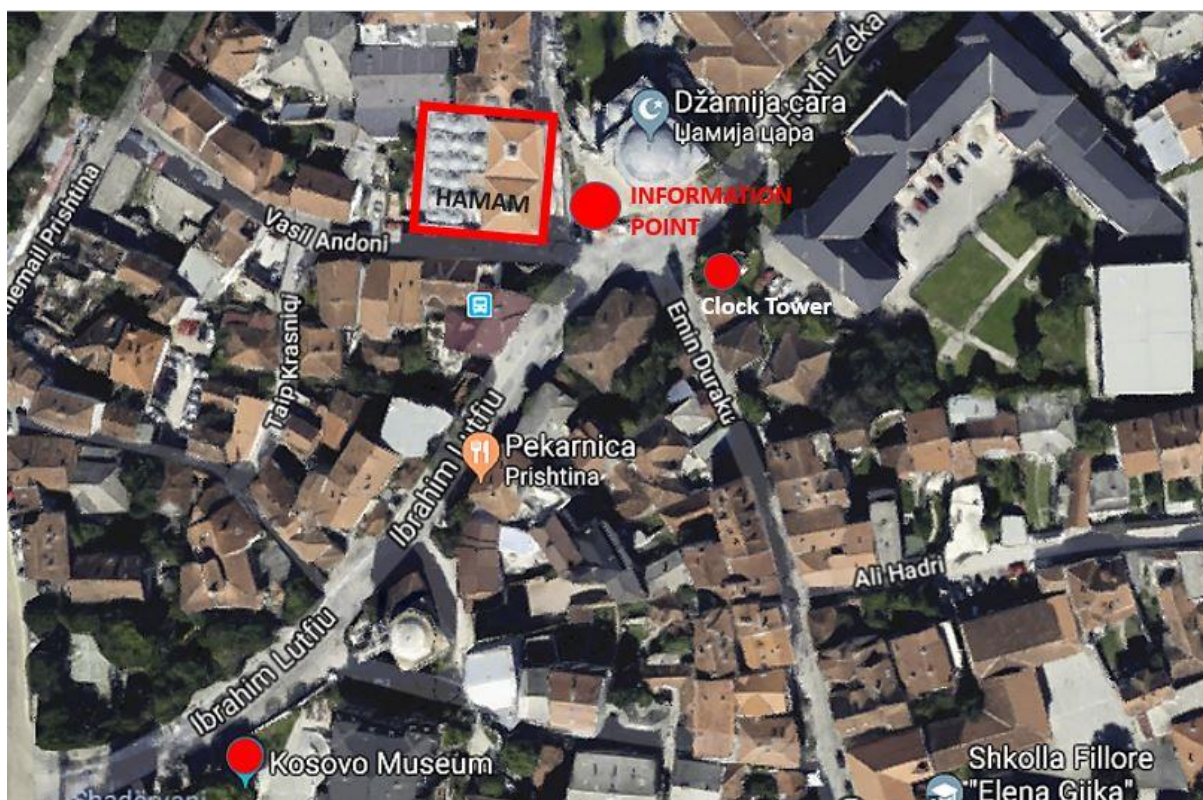


Figure 7. Promoting cultural values app. Design of Icon and screenshot of the phone (by the author).

While investigating the cultural projects and specifically the cultural heritage projects around the country, "The National Strategy of Cultural Heritage" was released by the Government of Kosovo. In a way, this helped the research process to gather information on the material and insights concerning the thesis. *"Kosovo is determined on its path towards European integration. An important part of this commitment continues to be the advancement of the legal and institutional framework on the protection and promotion of cultural heritage, in line with Laws and other relevant documents"*. (National Strategy of Cultural Heritage 2017). Besides this, during the design process, a project proposal with the key concepts of this thesis has been submitted for funding on a call for proposals for cultural projects by the government. This will be a great opportunity for the project itself if it is implemented and if it

acquires funding from the Ministry of Culture. This will also be a case study for the whole city of Prishtina. The project foresees the collaboration, including the correspondence among key stakeholders, whilst personal communication and surveys are planned to be part of the collaborative research work. In the future, it is expected to spread in the whole region of Kosovo. The project itself can be referred to the new model concerning cultural aspects and raising awareness on the importance and values of cultural heritage. The natural beauties of Kosovo can become not only a spot for tourists to visit, but they can also interact with other locals and find guides for themselves nearby and study the cultural aspects of the country. The project proposal will be complemented with a list of recommended necessary design schemes, catalogues and brochures of promotion of cultural values. A special company for tourism and culture of the city will be established and promoted.

This thesis has different study levels, different categories and processes of design. This study brings solutions, concepts, and proposals. These will improve the whole study and actually provide solutions for the concepts of cultural heritage sites and monuments, natural resources and their visitors.



Picture 8. Site map of “The Great Hamam” in Prishtina, Kosovo (by the author).

4.2.1 Tourist information centers (TIC) in other countries

During the research process, in order to find good practices for the case of the tourist information center (TIC) around the world, a comparison between three tourist information centers in the world was carried out, including: Riga (Latvia), Girona (Spain) and Manhattan (USA). This research was a case study for touristic information centers in the city of Brasov, Transylvania. (Ispas et al. 2014). The findings on this article released in 2014, show that the research was done for the purpose of increasing the quality and performance of the tourist information center, and it helped the author to develop the key points and “services” for the TIC in the old city center of Prishtina, in Kosovo. It is important to highlight that these are existing tourist information centers around the world, and they have been improved during the time, as they are trying to increase the quality of their performance.

In the case of Prishtina, there was no TIC before in the old city center, therefore it will take more time and hard work to establish it. Another finding from the case study of the city of Brasov, is that at there are many services provided and they are directly or indirectly connected with the infrastructure of the city, such as online and e-tickets offered to the local and international 54tourists. This service is actually not applicable in Prishtina, since there is not much developed infrastructure, but it has to be taken into consideration in the future, based on the municipal development plans (Municipal Development Plan of Prishtina 2013). Besides the transportation issue, there are other services such as shopping for souvenirs, envelopes, card stamps and different tickets at the Museum of Kosovo and the National Library of Kosovo. They will be discussed further on when an evaluation will be made of what has been done concerning the Tourist Information Center (TIC) in Prishtina, Kosovo.

NAME OF THE CENTER	LOCATION	SERVICES OFFERED
<p>TIC RIGA (LATVIA)</p>	<p>The TIC is located in the premises of the Schwab House, designed by Karl Johann Felsko at the end – 19th century and erected right next to the 14th-century House of Blackheads. Both buildings were completely destroyed during the German air raid on Riga in June 1941. Fully reconstructed in 1999, the Schwab House now adorns Town Hall Square, along with the splendid House of Blackheads. The square also features the symbol of Hansa trading cities – the statue of Roland with the Riga coat of arms on the shield.</p>	<ul style="list-style-type: none"> • LIVE RIGA souvenirs gaining Baltic Miles points (find the offer here); • Online accommodation booking; • Postcards, stamps and envelopes (there is a mailbox at the TIC); • Riga Card, offering free museum entrance, as well as discounts up to 50% for bus tours and guided tours in Old Riga, as well as at hotels, restaurants, entertainment, car rental and other places; • Riga public transport electronic ticket (E-ticket); • Tickets to various events (Bilesuserviss.lv); • LuxExpress and SIMPLE international express coach tickets; • Various excursion tickets (guided tours, bus tours, etc.); • Guides, books, maps and public transport scheme; • OKarte mobile phone start package, top-up codes, mobile internet cards and "Traveller's start package"; • Rigas Doms concert tickets; • Baltic Taxi coupons; • Consultations in English, Russian and Latvian on leisure and tourist opportunities, guided tours, tourist routes, bus routes and public transportation in Riga and to other Latvian destinations; • Information on the best hotels and reservation on-line.
<p>TIC GIRONA (SPAIN)</p>	<p>Tourist information is at the south end of the Rambla, beside the Onyar river.</p>	<ul style="list-style-type: none"> • Guided tours in Girona old town; • A wide range of souvenirs; • Free brochures with and about the city of Girona and Costa Brava region; • Maps, guides and books; • Sale of tickets for different entries in museums, churches, cathedrals or tickets to local events; • Bicycle rental etc.
<p>TIC MANHATTAN (USA)</p>	<p>TIC is located in Midtown Manhattan, the theatre area, two minutes away from Times Square</p>	<ul style="list-style-type: none"> • Free Wi-Fi in the center and a special place for people who want to charge their cell phone; • Travel essential and gifts – self-service store; • Travel packages which include entry into museums, helicopter ride, cruises, trips to different locations etc.; • Maps, guides, brochures and books; • Bicycle and car rental; • Online reservation on their website (gonytours.com) where you can get up to 50% OFF; • Tickets to various events etc.

Table 1. Comparative analysis of three Tourist Information Centers around the world (Ispas et al. 2014).

4.2.2 Benchmarking "Ulpiana" archeological park

The Roman settlement called Ulpiana, located in the municipality of Gracanica in Kosovo, is an archeological park. It can be visited during the daytime by car. This is a project that was done with the archeological park and implemented with a cooperation between Ministry of Culture Youth and Sports and the Archeological Institute. In Kosovo, partners have been working as a team developing the archeological park Ulpiana with the latest services and customer touch-points, including QR codes. One of the examples is the "The Great Hamam of Prishtina" (see the Phone app "Promote Cultural Values-Prototype).

The "Ulpiana Municipium" became an urban center by the Romans at year 1 AD., and it was developed until 169 AD. It was a powerful city during the period of Illyrians and it actually plays an important role for the tourism today, especially with a new service given to the archeological site in year 2015. During the first five centuries of the first millennium, it was an important urban center because of its metallurgical products, craft, trade and agricultural values. Many of the interested tourists across the world might be interested in the old city, but also in the archeological site, which shows all the important and main functions during the past time (Berisha 2014).

With the new implementation of the services in the Ulpiana archeological park, a tourist can visit it with his/her car and can have an amazing trip to the old city, including a place for relaxing. There is also a souvenir shop and markets. There is also an "Information point" which is proposed by this study to be established in the city of Prishtina.

Based on the interview with the commissioner Ms. Vjollca Aliu from Ministry of Culture on 21st October 2017, the interest for the archeological park is big among tourists and people that want to know about the ancient history of the place. Also some solutions about the organization of the "touch-points" in the terrain, were made as an example- now the tourist is informed and well guided during the trip to "Ulpiana" archeological park. In the (figure 8.) the organization of the park can be identified with the 5th point which shows where the INFO POINT should be.

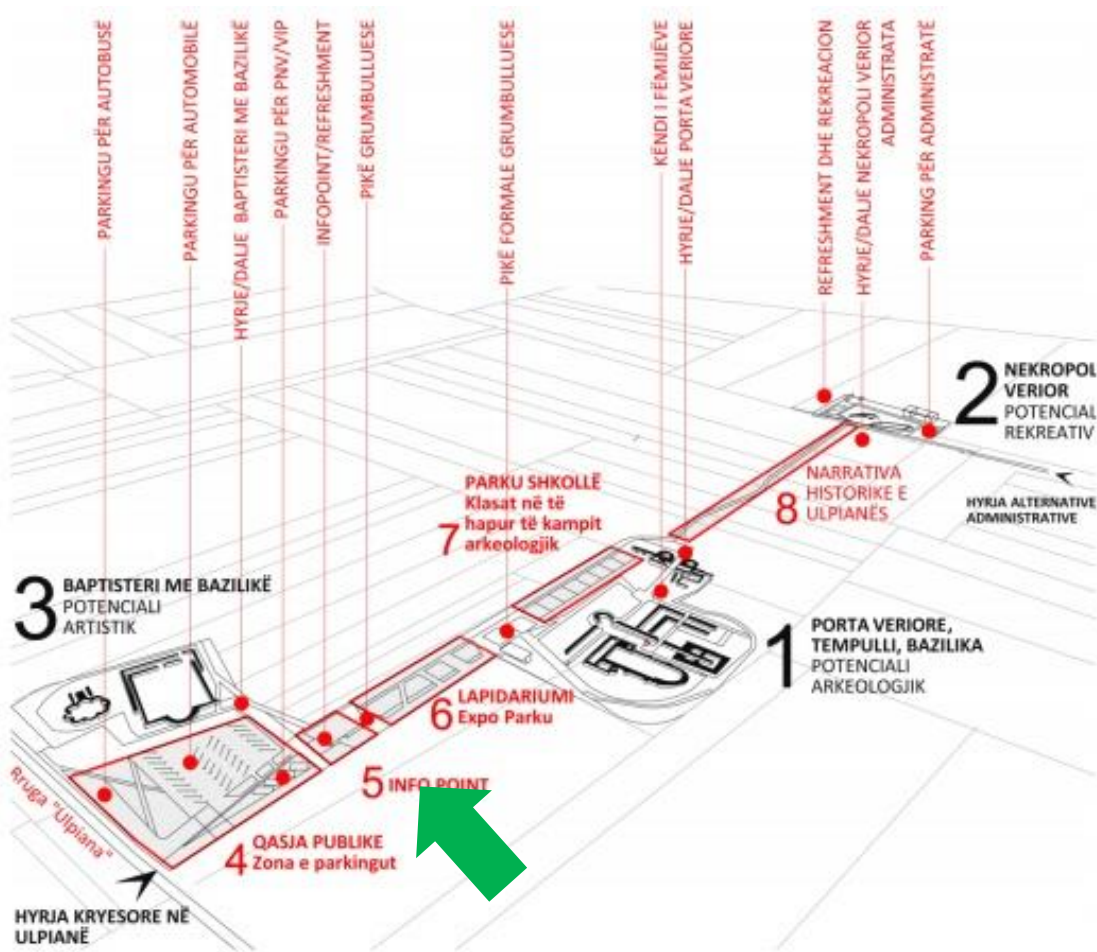


Figure 8. Scheme of the Archeological Park “Ulpiana”, Prishtina (Berisha 2014).

4.2.3 Interview

There were some notes that came out after the second meeting on 21 October 2017 with the commissioner of this research study, Mrs. Vjollca Aliu, Head of the Cultural Heritage Department of the Ministry of Culture of Kosovo. In regard of finding out more specified information about the case study of the archeological park “Ulpiana” maintained by Ministry of Culture and together with Archeological Institute. The interview method was chosen in order to give more specific information about the case, and the questions were designed earlier on 20th October 2017 and were sent to the Commissioner.

The outcome of the interview was twofold. Firstly, the positive feedback about the research topic is given, and secondly it helped to gather information concerning other competitors, archeological parks such as “Ulpiana” and other sites and documents that were related to the research topic.

(The Interview questions are in Appendix 1)

4.2.4 Survey

The survey, as described over time by many scientists and authors (Fowler, Gallagher, Stringfellow, Zalavsky Thompson, Cleary, 2002) is a quantitative research method which was chosen to be used in this study. A survey was structured and studied further in order to find further information concerning a certain group of people (Scheuren 2004).

Concerning this study, the survey was Internet-based and consisted of males and females from the region of Kosovo and outside the borders. It was conducted during the 23rd February 2017 and was implemented using Mailchimp.com – an Internet-based platform for free surveys and via the website or the blogspot that was created for Promoting Cultural Values study. Different persons took part in the Web- based survey.

An Internet platform/ a blog, was designed to conduct the information concerning the customer's side of the project. The customers were not directly involved tourists, but they were planning to visit the monuments in future as tourists.

A number of 35 persons took part in the survey and answered most important questions regarding the project and for the upcoming plans (Appendix 2).

The survey is still online and ready in the Internet if people still want to fill it in. It was an interesting result that a lot of the survey participants were young females and mainly from Kosovo and Prishtina. Also the participants had same opinions about the monuments and sites. Based on the results, a tour-guide pack was designed. It would include a tour with different monuments and with a break for lunch. The pack will grow in that way that the ones that have spare time and already had seen the regional monuments would help the young ones and international tourists to discover the regional cultural heritage sites by providing them with maps, phone apps and hints where to go from one place to another. They would act as tour-guides for the young ones. These guides would be paid for helping the young ones to acquire significant information about the monuments, and to help and promote the cultural values.

	QUESTION	ANSWER	NR. OF PEOPLE VOTED
1	What is your age?	18-29	24
		30-44	9
		45-59	2
2	In what country do you currently reside?	Kosovo, Prishtina	29
		Other	6
3	What is your gender?	Male	11
		Female	24
4	Which parts of the old-city of Prishtina would you like to visit in the future?	El-Fatih Mosque	15
		The Great Hamam	16
		The City-market	8
		The Clock Tower	8
		Other houses	11

Table 2. A table form of the survey (by the author).

4.3 Phone app Identity and Design

Based on the previous research the final conclusion for the design is the phone app and the QR codes.

Blog through QR Codes

While there is an application for promoting cultural values to be used before the implementation of the tourist information center, it is only a re-directing link which actually provides the information about the monuments and sites. This information is kept in an online blog – where the QR codes are links to specific information on the blog which presents the storyline, date and photo of the monument. Some of the information given to tourists from this blog is not only for cultural heritage monuments and sites, but it is also about famous restaurants, public spaces and other national assets of the region such as: the Clock-tower, right in front of the Great Hamam which has important cultural values; the Museum of Kosovo which also provides the whole history of Kosovo and is close to the Great Hamam; the National Library of Kosovo which is in the center of Prishtina. All this

information will be served well to the local and international tourists in the future through the blog (Promoting Cultural Values blog).

The concept of chosen color (from Orange to Green)

There was a team of two members who took part in designing the phone application. Oriq Hoxha, a programmer of new devices and an excellent student of Master studies in United States has helped in developing the application, together with the author of this thesis as a Graphic designer. The work was carried out in February and March 2017, which led to implementation of the “prototype” of this phone application for “Promoting Cultural Values”.



Picture 9. Design for social media (by the author).

The first color chosen to represent the curiosity and pleasure of finding out about these monuments and sites was orange color, but through different investigations and knowing that green color is wise color *“green color is experienced as quieting and agreeable, focus people inward, and produce reserved, stable behavior.”* (University of Rochester 2007). That’s why we chose the color green for the design of the phone application logo. Also the font of the logo was chosen to be Goldsaber Regular as it can be seen even as a small object.



Picture 10. Promoting the Cultural Values Application Logo design (by the author).

4.4 Blog Identity and Visual design

Going through the research upon the subject of visual representation, it was a very bold design blog identity to result with orange being the main background color. The project really took an effective representation (Picture 11).



Picture 11. Blog Identity design (by the author).

4.5 Personas

Personas is a very common methodology of service design and co-designing. It is used to create reliable information which may seem realistic, but in fact it is fictional and based on the whole research done before for the subject. The main goal of personas is to combine quantitative and qualitative information about the character that is being investigated for a certain purpose or a prototype. A research done (Usability 2013), emphasizes the basic principles for achieving an effective persona during the research. The personas represent a major user group; express and focus on the major needs and expectations of the most important user groups; give a clear picture of the user's expectations and how they are likely to use the site; aid in uncovering universal features and functionality; describe real people with backgrounds, goals, and values (Usability, 2013.).

Personas presented below, are created based on the survey conducted online with the assumption that there are three types of visitors who might travel as a conclusion to that: those from far America or Asia, from Europe, and local youngsters interested to visit the cultural heritage monument or sites in Kosovo. Internationals might come for business meetings or conferences in Kosovo and would like to use the opportunity for sightseeing. Due to their limited time, it is in their interest to receive the fast-guided tours to the sites.

All three photos representing Personas below are taken from Unsplash, and can be used for free <https://unsplash.com/license>. Names of the Personas are imaginary and are not connected with pictures.

Persona no 1: A young international tourist who is interested in traveling (Pexels 2018).



Peter Nord

He comes from Europe and is looking to have some fun in the country. The Persona is 23 years old and has money to spend on cultural events of the city in which he or she will

benefit by learning about the cultural heritage assets of the country and have a good time while visiting them. The tourist is interested on the packs of tour-guides of the city but not very much interested on the history of the monuments. Rather, the visitor is more interested to have some fun, eat good national food and to have a look at the old places and monuments of the city. The tutoring by someone more experienced who can speak English language and can give a proper guide through the monuments and sites would be preferable. The tourist is ready to pay for the guide and for the maps, but he or she is in a great hurry and they might want a shorter tour pack that they can benefit the most out of it and save some time for other activities.

Persona no 2: A mid-aged international tourist who is traveling to the Balkans
(Betterhelp 2018).



James Brown

The tourist comes from United States in a business trip to the Balkans, especially in Kosovo and he wants to organize his free time while acquiring more knowledge about the culture of the period of Ottoman Empire, which he/she has missed seeing and experiencing in Turkey and he/she wants to spend his/her free time learning about these monuments. The tourist is 45 years old and ready to pay for a guide to these national monuments and intangible cultural heritage of the city. The tourist is an architect and wants to see the organization of the old city center and how it used to work and develop through the XV century, when the Ottoman empire together with the country's residents built these cultural objects and mosques for the residents' use. In addition, the tourist comes from a Muslim religion background and wants to know more about the spiritual world of the monuments and how they were used from the residents to pray, and to wash themselves before the praying.

Persona no 3: A local tourist who wants to know his country's monuments (wow-wow 2018).



Rina Caka

The customer, actually a student, comes from Kosovo and has heard about the tour-guide pack on the Internet. While he/she has some free time, he/she wants to learn more about the country's history and to take the chance of learning something new about the old city center of the capital city Prishtina. The persona is young and passionate about the culture of the city, and would like also to find the opportunity for generating modest incomes to support the student's life. The tourist is well informed about the history and the city, but he/she knows little about the monuments of this part of the city. Since he/she is a native speaker and knows the place already, he/she doesn't need a guide to the monuments but instead he/she wants to use the electronic devices and maps for visiting these monuments. While the visitor has free-time to spend and knows the city, he/she offers some help as a guide for promoting the cultural values of the monuments in his own country and wants to help in the project. He/she is ready to receive a brief training on guiding skills.

4.6 Stakeholder map

This research method is used mostly for marketing and creating strategic business to locate the group and all the stakeholders for their organization, which are grouped into three types: 1) Internal stakeholders, 2) Connected stakeholders and 3) External stakeholders. This is how stakeholder map is defined in one of the Professional Academy CIM Book of training: "*Stakeholder map – Those persons and organizations that have an interest in the*

strategy of the organization. Stakeholders normally include shareholders, customers, staff and the local community” (Professional Academy 2017).

The stakeholder map in Promoting Cultural Values study consists of many actors. There are central and local governmental responsible institutions (Ministry of Trade and Industry, Ministry of Culture Youth and Sports and Municipality of Prishtina, Municipal Directorates of Culture), specialized NGO for culture, tourism agencies, and many youth and community based organizations. Those stakeholders are the holders of relevant information, which are gathered for the purpose of the research study. All the stakeholders were contacted and informed about the research. Most of the relevant documents were publicly accessed through various channels, direct meetings, emails and web pages.

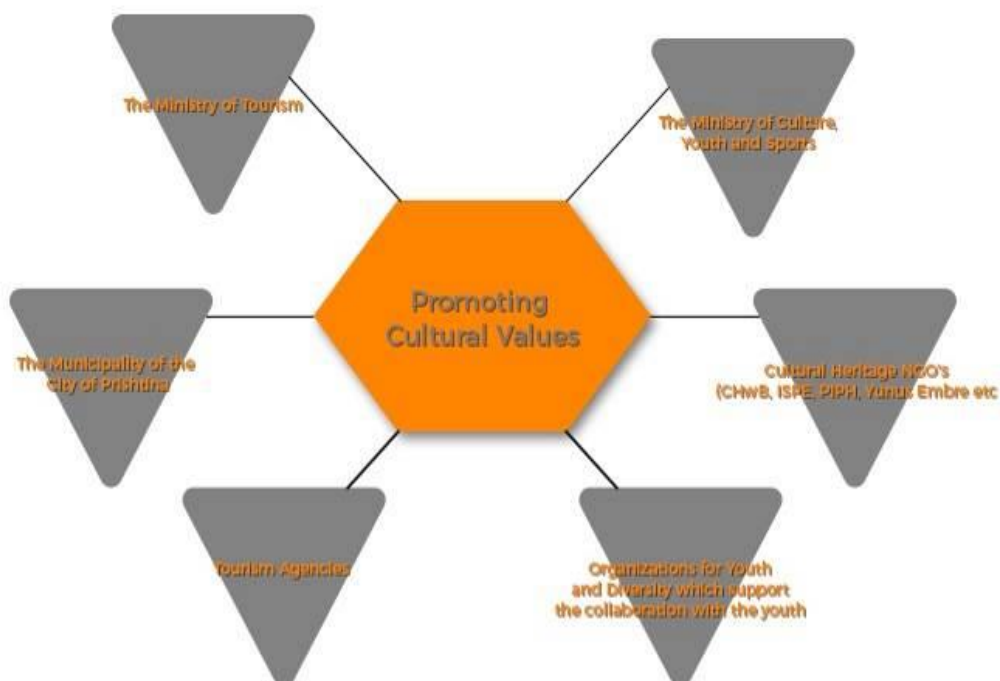


Figure 9. Promoting cultural values - Stakeholder map (by the author).

4.7 Business Model Canvas

The goal of the Business Model Canvas is to present a way how to design business models. With its principles, it is easy to understand that it is not about developing a business model but designing one (Osterwalder & Pigneur 2010). A Business Model Canvas is a simplified description, a representation of a more complex entity of problems. It helps to design the process and understand the roots and the core process of every single business. (Osterwalder & Pigneur 2010.)

For the research study about the Promotion of Cultural Values in Prishtina, the Business Model Canvas was selected. A lot of activities were designed to take place in future, but when finding solutions and categorizing all the criteria which the business model canvas should include, a much better insight to the case was found. The existing problems concerning the cultural heritage sites were easier to solve. All the buildings will actually present more motives and cultural diversity of the region, the national, regional or even international assets of famous architects, historical values and city attractions.

In the Business Model canvas there are presented key partners, key activities with key resources, value propositions, customer relationships with channels, customer segments, and finally customer structure and revenue streams. All the work of the promoting cultural values company will be led by a non-governmental organization supported by international cultural organizations in permanent cooperation with governmental institutions in charge of this field.

One of the most frequent phase of designing the business model canvas was the channels that were introduced on the table, which held a lot of time to consider and actually made the simple question "what in fact does the company do to promote cultural values of the city?". Touristic information center together with the phone app that would substitute the center until its built was a good idea.

As it is also very well-known, after a lot of study and hard work, by splitting the business model canvas into two parts, the cost structure and the revenue streams was a really worth thing to do. It managed to help us find out more about the structure and the processes needed to be held for the company, so that it would be divided into two basic groups and find out the best solution that awaits the company in the near future.

Another thing about the business model canvas is that it saves time understanding one each-other, as the stakeholders and the client would be much happier with the service. This would simplify the most important targets and goals of the whole phases of the project, including the organization, development, the process in general and the solutions of the phases.

The Business Model Canvas presents the design and the business channels of the project. (Table 3)

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> - Workshops with the Ministry of Culture; - NGO Cultural Heritage without Borders; - Municipality of Prishtina office for Cultural Projects; - NGO ISPE (Swiss Office for Cultural Projects). 	<ul style="list-style-type: none"> - Promoting Cultural Values for the Monuments of Prishtina; - Collaborating Projects for Cultural purposes; - Informing the International tourist's. 	<ul style="list-style-type: none"> - Digital Media Information; - Tour-guides for the old City Center; - Informational point for tourists. 	<ul style="list-style-type: none"> - Promoting cultural diversity of the Monuments; - Including the future-tourists on the survey and on the project; - Sharing Cultural experience in between the tourists and locals; - Improving English language for the local guiders. 	<ul style="list-style-type: none"> - Interested International tourists for discovering more; - Learning and improving English language between the tourist and guiders; - Discovering the most important parts of the city; - Testing and Prototyping with picked tourists.
	<p>Key Resources</p> <ul style="list-style-type: none"> - 4-5 local guides; - Tour-packs for tourists; - Informational point; - Brochures and Catalogues; - The Website; - The phone-app. 		<p>Channels</p> <ul style="list-style-type: none"> - Informational point; - Website and Social Media; - Phone App for scanning QR Codes at the entry. 	
	<p>Cost Structure</p> <ul style="list-style-type: none"> - Graphic design of the brochures and catalogues; - The programming of the Phone-app; - Paying of the local tour guider's for they day on the job; - Paying of the person who stays all day at the Informational point 		<p>Revenue Streams</p> <ul style="list-style-type: none"> - Sponsors and Marketing for adequate organizations; - The pursuit of Tour-packs around the city; - The selling of Brochures and Catalogues; - The Subventions from the Ministry of Tourism and Culture. 	

Table 3. Business Model Canvas of Promoting Cultural Values (by the author).

4.8 Customer Journey

A customer journey is a plan based/to tell the story of the customer experience. More specifically, it is the initial contact or “touchpoints”, where the customer is directly engaged with the processing and decision making about the event. It also explains the whole process of what path the customer enters and his/her engagements through a short-term and a long-term relationship.

Designing a new customer journey for tourists of “the Great Hamam” of Kosovo has been very challenging. It is illustrated in a figure 10. (Customer Journey) - which explains how and where the tourist takes part and is engaged in the process of visiting, experiencing and making a social impact (in the social media) regarding to his/her visit, especially because it is one of the most important cultural heritage monuments in Kosovo.

Because the customer journey is based on a desk research, it is designed in that way that the same customer journey, with slight difference in the case of local visitor, could be replicated and be used for other cultural heritage monuments. It includes touchpoints which further on are elaborated more into details and background events, as it explained in the service blueprint. The final engagement or touchpoint of the customer journey is the process of sharing and giving a positive feedback to the public social media such as Facebook. The last touchpoint may also be repeated as many times as the cultural heritage monuments and sites are visited. But it also shows that the whole process is based on social media tourism and it is strongly connected with the monuments and sites, where customers/tourists are engaged directly, and it supports the user-based information and marketing as well.

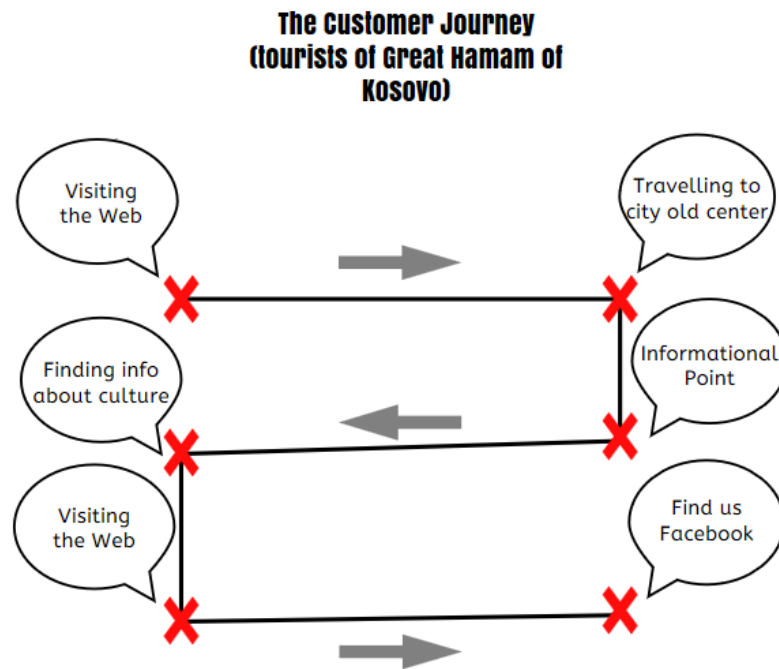


Figure 10. The Customer journey of international tourists (by the author).

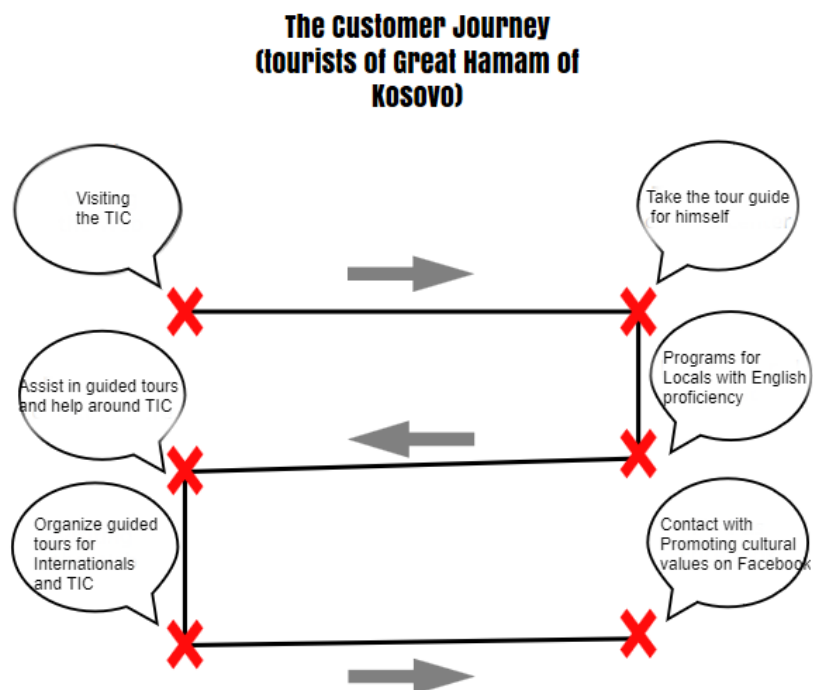


Figure 11. Customer journey of local tourists (by the author).

4.9 Service Blueprint

The service blueprint is a research method which is analyzed and discussed by many scientists around the globe. Like anything else, also service blueprint had its evolution from the time it was firstly invented. It became more customer-focused as time went by, and it was divided in five components. There is: Customer Action; Onstage/Visible Contact Employee Actions; Backstage/Invisible Contact Employee Actions; Support Processes; Physical Evidence (Center for Services Leadership 2007).

” What makes blueprinting different from other flowcharting approaches is that the actions of the customer are central to the creation of the blueprint, and as such they are typically laid out first so that all other activities can be seen as supporting the value proposition offered to or co-created with the customer” (Center for Services Leadership 2007).

The service blueprint was chosen because it is effective for the study concerning the customer journey, periods and touchpoints of tourists of cultural heritage sites and monuments in the region of Prishtina. The prototypes, links, and proposals for touristic information center have been added to the service blueprint, where there is the customer journey or the user actions part. Physically and digitally, there is information stored and made during the research and also from the customer/tourist side, through the social media. Despite the fact that the prototypes of the phone app and QR Codes scanning app have been added as touchpoints, a lot of touchpoints are considered to be physical with a proposal to hire some students or volunteers, who will work as guides and will speak English, Serbian, or Albanian with the tourist. This is one of the main touchpoints of the idea to include all the local languages and how the company can start with its business on these cultural heritage sites and monuments. Facebook is also an important step for communicating and staying in contact with customers after the visit or with the new ones that are interested in the program. Adding Facebook as a social media channel is one of the important steps of the service blueprint.

The Service Blueprint presents below the design of the process overflow (Table 4).

SERVICE BLUEPRINT							
PHYSICAL EVIDENCES	Visiting the Website	Travelling to the city old center	Finding information about time and history	Locate the Touristic Information center (TIC)	Get informed with brochures and catalogues about local guides	Find us on Social Media	
USER ACTIONS	Showing interest in getting to know the monuments better	Locating the basic monuments near the region of the city old center	Taking information's through scanning the QR codes	Locate and arrive at the TIC at the city old center	Purchase any guides or tour in the city, even some tickets and charging of phone	Like, Comment and Share the page of Promoting cultural values	
FRONTSTAGE	Get in contact and more help offered to the clients	Finding information's and entering the city old center	Finding information's also for the monuments near by	Ask questions like "what are they interested?"	Discover ways of visiting and enjoying the monuments and sites near by	The client gets informed about the news regarding the monuments	
BACKSTAGE	Being part of a research for this particular subject	Take part on the survey	Getting more familiarized with the procedure of social media marketing of these monuments	Getting familiarized with the guided tours and packs for the city of Prishina and about discharges	Find different projects to collaborate that are similar as a project	Be part of the social media network	
SUPPORT PROCESSES	Doing the survey on the internet	Being part of the desk research	Promoting cultural values	Contact the TIC staff for any other questions they have	Find out about the sponsors of the project	Liking and Sharing the social media content	

Table 4. Service Blueprint of Promoting Cultural Values (by the author)

5. Conclusion

This research study started with the aim to focus on the “The Great Hamam of Prishtina” but during the research process the concept evolved and during the time changes took place, always addressing the research questions. The initial idea was a very narrow topic which was extended to a more complex research problem during the process. The case of “The Great Hamam” in Kosovo was a case study with the aim to test the model in a small scale with a possibility to be replicated for the whole Kosovo region. The result of the service design in this concrete case can provide examples on how to develop other regions in Kosovo and in the Balkans. The ideas that came to visitors’ minds when discovering a new place, an old city or a monument, might be considered insignificant. The tourist wants to receive cultural points of views or share the subcultures which are typical for that particular site or monument. It is interesting that during the site visits, especially when tourists are in a good mood and influenced by various historical values, they visually show greater interest in that particular site. They pay more attention to small details, the mind-blowing views of landscape, or take amazing photos. These small matters have a great impact on visitors’ whole experience during the site/monument tour. It is important, as it was examined, that the tourists would like to spend not just a great time but also expeditious visits and learn new while visiting a new place. This is only one small perspective concerning all the important factors and ideas about visiting and exploring new places with cultural impact.

This research study produced a service that, through the social media and online services, might serve as a model for all cultural heritage sites and other natural resources in the region of Kosovo. The research methods included document analysis, survey, interviews, benchmarking, service blueprint, personas, business model canvas, and co-designing with stakeholders. A few international case studies were analyzed, such as Andalusiansun, a complex of buildings in the city of Turku in Finland, and the case studies of the tourist information center in Brasov. Additional study experiences were gained from the region, such as the city of Budva in Montenegro, that already has utilized a strong benchmarking and small local but important progress in the marketing of cities Prizren, Peja, Gjakova and Junik. In addition, the benchmarking of a famous archeological park of Ulpiana in Kosovo created a basis upon which this study was built. The work process of this thesis was divided into phases which included document analysis, survey, interviews, and design.

A very important phase was the development of the phone application prototype which was released in 2017, free of charge. This will make it easy for the future tourists to obtain information of the monuments and material about the culture and stories behind them. The

phone application “Promote cultural values” is a common application and can substitute the tourist information center (until it will be built).

The study produced two main outcomes:

a) the Great Hamam monument should be first conserved and maintained well either way, by central or local level, so that it is safe for the tourists to enter. After that, the projects for transforming the building might come in hand. During the research study, there were difficulties to find answers to the research questions. The biggest issue was why the monuments were not recovered, restored and opened for the public after almost two decades after the war in Kosovo. They could be excellent sites for art exhibitions for inhabitants, or at least they could open for international visitors.

b) there is a need to establish a tourist information center as an independent object, where tourists/visitors have the service close to the monuments and the old city center of Prishtina. A significant inadequacy found during the survey was that the potential tourists who will spend their time on the site will face difficulties to find a proper restroom / public toilet. Using the toilets of nearby restaurants and cafes for this purpose is not the best solution for them. From this analysis a preliminary list of needs for the services for potential tourists on the sites was devised.

The QR Code that will be placed on the doors of the most monuments in the old city center was prototyped for the first time. The situation would be further improved when the tourist information center will be established and serve as a guide in the city old center.

It is important that the conclusions and recommendations of this study take place in the region, concerning the rehabilitation and promotion of cultural heritage assets, tangible or intangible heritage, which are considered a national treasure and potentially very attractive places for domestic and foreign tourists. As such, one of the first ideas is to improve the service and to have a perception of customers and tourists in the first hand. Some of the services offered in the tourist information center that will be built in Prishtina include services similar to the case of the Brasov city. They are related to the infrastructure of the Prishtina city as well which will be developed through the municipal development plan. All services are recommended to be in three languages: English, Albanian and Serbian (regional languages). The good will of many international organizations which are present in Kosovo, ready to finance in the development field, should be oriented towards the promotion of national cultural values as well. The tourist information center (TIC), which would be supported with a good wi-fi service, should extend its services in providing information and guiding tourists to

the National Library of Kosovo, the Museum of Kosovo, restaurants with traditional food, and offering guided tours in the city old center. Furthermore, maps, guide and books regarding the cultural heritage and natural resources of the country would be serviced by the TIC.

Additional benefits to be harvested from this study will tackle gender equality and marginalized groups in the country, such as women, minorities, youth population. With a properly thought and planned TIC employment opportunities will be created for women and young people. For this to be in place, various capacity building will take place, such as trainings in foreign language proficiency, professional guiding, and entrepreneurial learning.

EVALUATION

The two main research questions raised in this study led the research towards finding a solution for the Hamam to be transformed into a multi-cultural information center by designing services in this point which will promote cultural heritage in the city of Prishtina and beyond. It could be considered that this study successfully answers its questions and sub-questions.

Findings from the first research questions: *How could the Hamam as a cultural heritage object be transformed into a multicultural information point? What are the possible options for transforming a cultural heritage object into a big information point? Are the cultural heritage sites, monuments and buildings ready for the tourists' visit? What type of a tourist is interested in Kosovo and the city of Prishtina?*

Due to the very bad physical condition of this building, the service design was quite complicated. Therefore, in this case, the in-advance step was foreseen that is the establishment of a tourist point in a temporary place until the Hamam building is rehabilitated. The location of this temporary object should be in the historical zone of Prishtina, close to the Great Hamam. The scientific contribution of this study could be considered a link of a local cultural monument with territorial identity in the function of economic development through tourism. This chain, based on the philosophy "protecting by using", makes this service sustainable and effective in the mission of promotion of cultural values of Kosovo, the European "newborn" country. Creating an interactive system for updating TIC and social media services (such as Facebook, Twitter, Instagram, Google Map), and especially creating a prototype of TIC that can be applied throughout the Kosovo territory but also in other countries could be considered also a contribution to a comprehensive and dynamic approach of service design for Kosovar circumstances and beyond.

The main outputs of the thesis, Tourist Information Center and Phone application, are the tangible results of this thesis. The tourist information center built as an independent building will be the place where the visitor receives the services directly for the old city center of Prishtina and its monuments. On the other hand, the phone application "Promote cultural values" was developed as a substitution to the tourist information center until it is built but could remain as a complementary tool for more efficient information of all visitors.

Findings from the second research questions: *What types of services are needed to be introduced in the information center, in order to promote other cultural heritage objects in the region around the city of Prishtina? What are the prior needs of a traveler besides the cultural aspect? What possibilities are there to please and impress visitors? To what extent can digital techniques be used to reduce the costs of human resources?*

The field trip to the former prison building in Turku city, Finland, which was transformed into a big commercialized and an attractive residential complex, was the starting point which led the research towards the idea of transformation of an old building such as Hamam, its revitalization and its reuse for a new purpose such as TIC. In addition, the Brasov experience showed how the Hamam could, as a cultural heritage object, be transformed into a multicultural information point. Many services should be provided in TIC to connect with the infrastructure of the city, such as online and e-tickets offered to the local and international tourists. The Brasov case study and other similar cases show that there are possible options for transforming a cultural heritage object into a big information point. Rich cultural resources in Prishtina present a very important asset which can be visited by potential tourists even if a part needs conservation, restoration and rehabilitation before adopting them for this purpose. Through personas methodology three types of tourists interested in visiting Prishtina and Kosovo were defined. These types show a wide range of possible visitors who can visit Prishtina and need services offered in TIC.

During the research the types of needed services of TIC were defined, which promote other cultural heritage sites in the region around the city of Prishtina. The interview with the commissioner, questionnaires and other methods were structured in the service blueprint. Among the basic services needed identified in TIC were some needs of travelers besides the cultural aspect. Public toilets are a primary need for tourists and for other citizens as well. The survey was a basis for designing a tour guide pack.(Project Ulpiana 2017.) This pack includes a tour for visiting monuments complemented with a lunch break. The tour guide pack will be adopted based on the structure of groups in order to help the international tourists discover the regional cultural heritage sites. Providing them with maps, phone apps

and hints where to go from one place to another would be an orientation about how to design the packs.

The use of digital technology should reduce the costs of human resources but even young and trained guides should remain in the service list for tourists but in a reduced number. The use of QR code is an invention which gives more qualitative information to the tourist. With a QR code every tourist can decide by her/himself how much information to obtain for a certain monument.

RECOMMENDATIONS

The connection of cultural heritage with the cultural heritage values by using tourism would be a very big achievement for the country of Kosovo. Kosovo is a new country, besides having a very long history that should be promoted as its identity, multiculturally, to Kosovo citizens and to Europe, especially in the eyes of the European Union. The process of integration of Kosovo into the EU is very much related to its own identity especially in the eyes of some countries, members of the European Union that have not yet recognized Kosovo independence. The theme of this study, the Great Hamam, was not randomly chosen to be transformed into a tourist information center (TIC). This non-religious cultural heritage monument built under the influence and rule of the Ottoman Empire, located in the central part of the historical zone of Prishtina, the capital city of Kosovo, and which is out of use, are some of the reasons why this object is interesting for a tourist information center. This center will be an example to be replicated in other municipalities of the country. Another reason that this topic was chosen is the fact that there are other ongoing projects in this field, and the impression is that the majority of the population is not still well-informed about the importance of the great tourist potential existing around them. Therefore, there is a great need for awareness campaigns for the whole population, and particularly for professionals in Kosovo.

Besides the tourist information center in the old city center, there is also an ongoing project developed by the author. It is the project for conservation of the Great Hamam, which has been submitted to the local government level and is waiting for their response. Perhaps in the near future, the project for a tourist information center will be a step forward and it will be actively supported with the help of digital services, such as social blogs and social media. In addition, a research was conducted and presented to the Municipality of Prishtina, for the region where monuments are located (Prishtina city old center).

This thesis is in harmony with Nol Binakaj's paper and with "The National Strategy of Cultural Heritage" released by the Government of Kosovo but also with sustainable development policies in the country and in the EU. The local government would find interest in implementing this project because it would promote its assets in a sophisticated and contemporary way. There could be direct benefits, and through the local businesses, new job opportunities could be created. Another important element would be the revival of an asset which is endangered from further destruction. In addition, Kosovo as a state would have an interest in promoting the cultural diversity, identity and tolerance, and would be a good sign of understanding by the EU countries, especially those which have not yet recognized the independence of Kosovo.

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