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Kristina Henriksson, Marco Hardiman & al.

MOTION Case Studies From Overtourism to Sustainable Tourism



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Kristina Henriksson, Marco Hardiman, Jami Riihihulta, Jan
Bretschneider, Kalender Topal, Daiva Labanauskaite, Eduardas
Spiriajevas, Aranka Ignasiak-Szulc, Ewa Makowska, Barbara Józefowicz,
José Alberto Castañeda García & Rodrigo Martín-Rojas

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1 INTRODUCTION

Marco Hardiman & Kristina Henriksson

IN THE DYNAMIC world of tourism, small and medium-sized enterprises (SMEs) face unique challenges and opportunities. The size of an organization significantly influences its strategies, access to external knowledge, and availability of resources. SMEs, while agile and adaptable, often encounter barriers such as limited knowledge, resources, and cultural differences. This influences their ability to innovate. Moreover, negative experiences and perceptions regarding government support further impede their growth and hinder their ability to innovate as well.

Recognizing the pivotal role that SMEs play in driving economic growth and fostering innovation especially in tourism, we have embarked on an expanded role beyond our traditional sphere. By embracing a multi-sphere approach, we are assuming activities that were conventionally undertaken by private and public organizations and us. We have actively engaged in network building and knowledge transfer to support SMEs in their pursuit of innovation and internationalization within the tourism industry.

The Strategic Partnership project MOTION (From Overtourism to Innovating Sustainable Solutions in the EU) is funded by the Finnish National Agency of the EU, as part of Key Action 2, for the years 2020–2023. During the project, partners worked with local businesses and students from each partner to develop sustainable tourism services for the businesses. These cases in this publication are part of the businesses the project collaborated with.

This Case Studies publication serves as a testament to the outcomes of an ambitious project that employed an approach to develop and disseminate innovative sustainable solutions specifically tailored for tourism SMEs. The project brought together stakeholders from Finland, Germany, Lithuania, Poland, and Spain, encompassing a diverse range of tourism contexts and challenges.

The project utilized a combination of methodologies, including the MMSB (MOTION Model for Sustainable Business) and Futures Thinking methods, to drive transformative possibilities for tourism SMEs while addressing sustainability and tourism industry evolution challenges.

The first phase of the project comprised intensive study programs designed to facilitate knowledge exchange among a broad spectrum of stakeholders, including SMEs, universities, their students, government agencies, and industry experts. These programs provided a platform for collaboration, enabling participants to gain insights into emerging trends, best practices, and sustainable business models specific to the tourism industry. By fostering a fertile environment for cross-pollination of ideas, the programs aimed to ignite a spirit of innovation within participating SMEs.

Building upon the knowledge and ideas generated during the study programs, the project advanced to Futures and scenario workshops. These workshops delved into in-depth explorations of potential futures for the tourism industry in each country, identifying key factors that would shape the landscape. The objective was to uncover strategic insights and develop tailored sustainable solutions to address the unique challenges faced by tourism SMEs in each region.

This Case Studies publication showcases some of the outcomes of the project, presenting a collection of case study chapters that illustrate development ideas for the SMEs. Moreover, the case study chapters demonstrate the background to how innovative sustainable plans generated in the project can be effectively transferred and implemented by other organizations within the tourism industry. By presenting real-world practical applications, this book aims to inspire and guide tourism SMEs as they navigate the intricacies of sustainability and strive to excel in an increasingly competitive market.

This publication underscores the transformative power of collaborative efforts between universities and SMEs in addressing the unique challenges faced by the tourism industry. By adopting the Futures Thinking approach, universities facilitate the exchange of knowledge, foster network building, and promote the commercialization of ideas, empowering tourism SMEs to drive innovation and achieve sustainable growth.

One of the objectives of the project MOTION was to develop sustainable solutions to overtourism problems while promoting sustainable tourism. The cases presented in this publication provide insight into one way the project carried out the mission. Additional information and results can be found on the project website, <https://tourismotion.eu>, and in the other publications, such as the *Handbook* and the *Scenario book*.

The project partners wish to thank the Finnish National Agency and the EU for the funding of this project. MOTION has received a lot of support also during the pandemic to solve any kinds of issues related to the pandemic and ways to restructure the work schedule, for example.

When this publication is in press, big parts of the EU are suffering from scorching heat in summer 2023. Therefore, readers can bear in mind that something can be done about overtourism to make travel more sustainable. It might not be convenient solutions immediately, but it would, in the end, serve future generations of travelers and the climate as well.

2 FINLAND

Jami Riihivuhta

ONE OF THE main objectives of the MOTION project was to develop selected companies' operations towards more responsible and sustainable businesses as case studies. The companies Husky Park and Hotel Aakenus were selected in the Rovaniemi area, Finland to collaborate with the project due to their interest in international tourism and sustainability.

Husky Park offers different authentic experiences for tourists ranging from participating in husky safaris to letting tourists take care of the dogs. Hotel Aakenus is located close to the city center and is family owned. Both companies belong to the small and medium-sized enterprises' category.

Different Design and Futures thinking methods were used to create sustainable solutions to these businesses. In the Design Thinking methodology, first, background research with different analysis methods was carried out to really understand the case company's business model, operations, and environment. As a result of this research, a stakeholder map, customer profiles, and customer understanding with mind maps were made. The next step was to define the challenges the case companies had, based on the research data.

Both case companies shared similar challenges and issues:

- How to find operations for sustainable development and then elaborate towards sustainable services?
- How to transfer the business model towards a more sustainable business?
- How to communicate this development to the customers in a responsible manner and how to increase the brand value?
- How to develop year-round services which attract customers and how to catch customers during the low season?
- What if there is no snow in the future?

After background research and defining the challenges, other methods were used to find solutions and answers, such as customer journey maps, brainstorming, idea cards, and affinity diagrams. The most viable ideas were further developed and tested with service prototypes. For hotel Aakenus, the most feasible development idea was a sustainability playbook. For Husky Park, the best development idea was to arrange activity camps in the low season. The sustainability playbook can be utilized in different small and medium-sized tourism enterprises. As an example of interesting and feasible ideas, this publication presents the playbook for Hotel Aakenus.

HOTEL AAKENUS

Title of case: Hotel Aakenus

Location of the company: *Rovaniemi, Lapland, Finland*

Geolocation of the company: *66.50587184197262, 25.717176541249902*

Website: <https://hotelliaakenus.net/en/>

Hotel Aakenus is located in Rovaniemi and offers rooms at affordable prices. It is optimally located in a quiet area, 400 meters from the center of Rovaniemi. The hotel is family-run and has a restaurant where one of the owners prepares the meals for breakfast, lunch, and dinner. The room rate includes a buffet breakfast, an evening sauna, wireless internet access, and free parking. The hotel also offers Aakenus Rovaniemi Holiday Apartments for both business and leisure travelers. They are suitable for people who need accommodation for a longer period of time or just for a few nights. The apartments are also ideal for temporary accommodation during a move or renovation.



Picture 2.1. *The hotel. Source: Hotel Aakenus. All rights reserved.*

Description of Business Activities

Hotel Aakenus Rovaniemi has 45 rooms and 20 fully furnished holiday apartments. Rooms are available as single, twin, triple, and family rooms. The apartment sizes vary from one-room studio apartments to four-bedroom, two-floor houses. Some of the apartments are located just behind the hotel building and some in different places around Rovaniemi city center. There are rooms and apartments in the non-smoking hotel that are also suitable for people who suffer from allergies. There is also accommodation with good accessibility for disabled guests. All rooms have a bathroom, TV, and free wireless internet. In some rooms there is also a fridge.



Picture 2.2. Accessible room. Source: Hotel Aakenus. All rights reserved.

Hotel rooms, apartments, and public areas of the hotel have been renovated. The hotel has free parking, which also suits large vehicles. In winter, electrical heating is available for vehicles. In addition, the hotel offers outlets for charging an electric car with a standard socket (slow charging). There are also meeting rooms for different sized meetings and a lobby bar. The hotel also organizes different celebrations and family events.



Picture 2.3. Hotel lobby. Source: Hotel Aakenus. All rights reserved.

Hotel Aakenus is a pet-friendly hotel, where pets of any size are welcome for an extra charge. The restaurant can manage up to 110 diners.



Picture 2.4. Restaurant at Hotel Aakenus. Source: Hotel Aakenus. All rights reserved.

Discussion

To highlight the problem:

- One can market sustainable actions to highlight the development of responsible tourism activities – for example, accessible rooms were not mentioned in the introduction on the hotel's home page.
- To not appear on ethical, sustainable hotel search pages as: ETIC NEHS should be changed.

To highlight good practices implemented:

- One can distinguish the key drivers on maintenance of sustainability/ durability in business action.

Recommendations

General:

- One should highlight responsible tourism activities with, for example, certificates accepted by the Global Sustainable Tourism Council (GSTC) or other well know organizations.

Specific:

- The hotel can enhance their collaboration with Visit Rovaniemi and Visit Finland.
- It is important to work towards sustainable certifications: customers increasingly look at these when comparing services.
- The hotel can start by choosing one of the certificates and work for more sustainable activities:
 - global certificates: Biosphere, Green Globe, TripAdvisor Green Leaders, Green Key, EarthCheck, Travelife, Green Hotels;
 - Finnish certifications: Sustainable Travel Finland; the European certificates: EU Ecolabel.

The Playbook for Hotel Aakenus

Concept name

Sustainability Playbook for small and medium-sized companies located in Rovaniemi.

How does it work?

The playbook is a resource for entrepreneurs and company employees to promote and communicate in a responsible and sustainable way. The playbook is concrete and accessible. It contains checklists of concrete actions, ready-to-use templates for communication, and a sustainability level test. The playbook is a comprehensive package, and its value is highest when one implements all the actions it contains and involves all staff. The elements of the playbook can also be used separately and in part, according to the company's capabilities.

What is the value to the end user?

By using the playbook, your company becomes more responsible and communicates more effectively. This contributes to the company's ability to improve its business capabilities.

What makes it different from other solutions to the same problem?

The playbook is approachable, concrete, and easy to implement. It is ideal for busy managers and entrepreneurs and includes, for example, ready-made communication phrases to take with you. The playbook is also free.

Value for business?

The playbook allows the company to work on sustainability operations that are relevant for future business. Communicating sustainability operations and actions could bring new customer groups to tourism establishments who, among other selection criteria, value and choose between two equal accommodation options the one that operates and communicates responsibly.

Written value proposition

Sustainability is currency: the playbook will help your company to proactively develop its business to be responsible and successful.

The sustainability playbook contains:

- What is responsible and sustainable tourism?
- The benefits of responsible communication, including economic, social, and environmental aspects.
- From practical actions to responsible communication
- The responsibility checklist
- Responsible communication and marketing during the whole customer journey and experience
- The responsible communication annual calendar
- Ideas on how to utilize responsible marketing in practice
- Tourism business responsibility and sustainability levels' audition and consultancy

References and data sources

Aurinkomatkat. [Travel Company's hotel certifications](#). Accessed 05.07.2023.

Cloudbeds. 2023. [The top green hotel certifications for your eco hotel](#). Accessed 13.07.2023.

European Commission. [EU Ecolabel – Guiding your sustainable choices](#). Accessed 17.07.2023.

ETIC – Ethical Hotels Standard (NEHS). [Sustainable and eco-hotels in Rovaniemi](#). Accessed 21.07.2023.

Visit Finland. [Sustainable Travel Finland](#). Accessed 14.07.2023.

HUSKY PARK

Title of case: Husky Park

Location of the company: *Rovaniemi, Lapland, Finland*

Geolocation of the company: *66.54380347253013, 25.8540143285696*

Website: <https://huskypark.fi/>

The Arctic Circle Husky Park is located in Rovaniemi, Finland. The atmosphere is traditional, and the surroundings are unique. The park is aptly situated as it is right next to the Santa Claus Village. The Husky Park is a family-owned company and has been operating for several decades. All dogs are purebred Siberian Huskies. Visitors can enjoy husky safaris of varying lengths, and all are welcome to see the life inside the Husky Park. Visitors will get to know the lovely huskies and their everyday lives as well as learn fun facts about them. Visitors can even pet and hug the dogs freely inside a fenced area. Visitors will get information from feeding to taking off the harness. The Husky Park is open daily all year round.



Picture 2.5. Husky Park entrance in summertime. Source: Husky Park. All rights reserved.

Description of Business Activities

The focus is on the wellbeing of the dogs and their natural needs. The company's aim is to make everyone happy – customers, staff, and dogs. Husky Park offers customers a genuine and safe experience assured by their professional and skilled guides. Huskies stay in their yards during their free time, and their workdays consist of safaris. There are about one hundred huskies in the park and occasionally there are puppies. In addition to the safaris, the company offers husky hugs with the puppies and guided tours of the park.

Guided tours of the park allow visitors to get to know the dogs and their life in the park. Tours include walking in the park area, taking photos, and getting a lot of theoretical information about the purebred Siberian Huskies and their needs.

The Husky Safaris are organized all year round, in the summer with a summer carriage (1 km) and in the winter with a sled. Customers can sit in the sled, relax, and enjoy the beautiful scenery while the guide drives the team of huskies. Huskies are born to run, and one husky can run up to 30–60 kms a day. High season is during December-February and the prices are then increased.



Picture 2.6. Husky Safari. Source: Husky Park. All rights reserved.

Discussion

Implemented good practices:

- Most popular and branded Husky Park in Finland.
- All dogs are purebred Siberian Huskies.
- Location optimal for the company and the tourists, near Santa Claus Village.
- High season December-February, operating hours an hour longer, prices higher.
- During the low season in summer, operating times are reduced to minimal, reducing operating costs.

The highlight of the problem:

- The business can create new activities for low season: social events with stakeholders.
- One can take sustainability more into account.

The key drivers on maintenance of sustainability/durability in business action:

- Accessibility should be improved inside the park.
- One can provide information about sustainability for customers prior their visit.
- Feeding of Huskies with local food is a sustainable action that the park is already implementing.
- One can strive to receive sustainability certifications.

Recommendations

General:

- One can focus on what sustainable actions they are already doing, marketing, and improving them.
- One can make the park and the activities more accessible.
- One can highlight responsible tourism activities with certificates accepted by the Global Sustainable Tourism Council (GSTC).

Specific:

- Develop innovative services, such as: for people with special needs, collaborations with local companies such as elderly housing care, kindergartens, schools etc.
- One can make physical changes in the park for accessibility: clear signs/texts/pictures, hearing aids, microphone for guide.
- One can focus on working for sustainable certifications: customers are looking at these more and more when comparing services.
- One can begin by choosing one of the certificates and start working for more sustainable activities.

References and data sources

Husky Park. [Arctic Circle Adventure](#). Accessed 08.06.2023.

3 GERMANY

Marco Hardiman, Jan Bretschneider & Kalender Topal

INTRODUCTION TO SCHLESWIG-HOLSTEIN, KIEL, AND FEHMARN

SCHLESWIG-HOLSTEIN IS A federal state located in the northern part of Germany. It is a popular destination for tourists due to its unique coastal landscapes and cultural attractions. The area bordered by the North Sea to the west and the Baltic Sea to the east. This report will provide an overview of the tourism industry in Schleswig-Holstein, with a focus on the cities of Kiel and Fehmarn. It will highlight key data and statistics, as well as the main attractions in the region.



Picture 3.1. Locator map of Schleswig-Holstein in Germany. Created by: TUBS. 2009. CC BY-SA 3.0.

TOURISM DATA AND STATISTICS

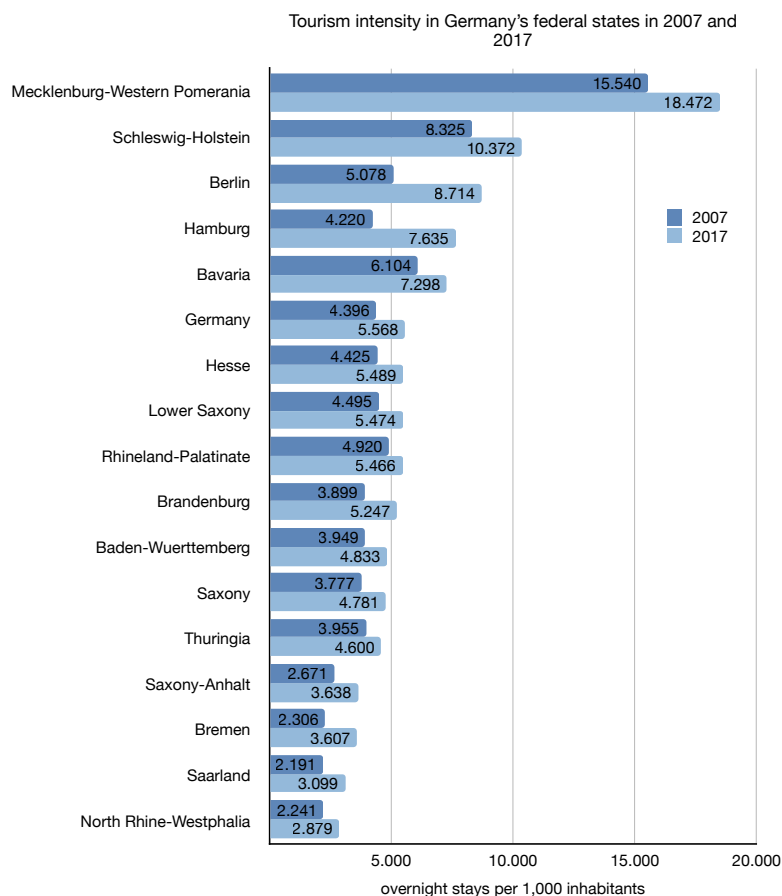
Known for its unique coastal landscapes, cultural attractions, and maritime history, the region has become a popular destination for tourists from all over the world.



Picture 3.2. Beach. Picture by Junel Mujar on Unsplash.

With millions of overnight stays recorded every year, tourism is a significant source of revenue for the state. As the industry continues to evolve, it will be important for stakeholders to balance the needs of visitors with those of local residents and the environment.

According to the Schleswig-Holstein Tourism Board, the state welcomed over 10 million visitors in 2019, with 27.3 million overnight stays recorded. This represents a 2.2% increase in overnight stays compared to the previous year. The majority of visitors came from Germany, with 85% of overnight stays from domestic tourists. However, international tourism is also an important source of revenue, with Denmark, the Netherlands, and Switzerland being the top three countries of origin for foreign visitors. Basically, the tourist intensity in Schleswig-Holstein is high compared to other states (see picture 3.3.).



Picture 3.3. Overnight stays in comparison. Source: Statista 2023b.

KIEL AND FEHMARN

Kiel and Fehmarn are two popular destinations within Schleswig-Holstein. In 2019, Kiel recorded over 1.5 million overnight stays, with a majority of visitors coming from Germany. The city is known for its maritime history and is home to the Kiel Week sailing regatta, which attracts over 3 million visitors every year. Fehmarn, on the other hand, recorded over 900,000 overnight stays in 2019, with the majority of visitors coming

from Germany and Denmark. The island is known for its sandy beaches, water sports, and birdwatching opportunities.

Cruise ship business (and maybe tourism business around it) is of growing importance in Kiel (see picture 3.4).

Leading cruise ports in the Baltic sea from 2019 to 2022, based on passenger numbers (in 1,000s)

Leading cruise ports in the Baltic 2019-2022, by passenger numbers

	2019	2020	2021	2022
Kiel	803		288	834
Copenhagen	940		30	535
Rostock	634	0.2	94	294
Oslo	229	0.9	12	264
Stockholm	656	20	232	252
Kristiansand	88		10	199
Visby	101	27	135	180
Tallinn	656		63	170
Helsinki	603.5		11	162
Gothenburg	109	4	68	81

Note(s): Europe; 2019 to 2022; cruise ports are ranked based on the number of passengers in 2021

Further information regarding this statistic can be found on [Page 4](#).

Source(s): Cruise Baltic; [ID 1096880](#)



Picture 3.4. Leading Cruise Ports. Source: Statista 2023a.

MAIN ATTRACTIONS

Aside from the Kiel Week regatta and the beaches of Fehmarn, there are several other attractions that draw visitors to the region. The historic city of Lübeck, located about 80 km from Kiel, is a UNESCO World Heritage site and is known for its brick Gothic architecture and marzipan. (Lübeck is not in the focus of this project but still worth to be mentioned.) Another popular destination is the North Sea island of Sylt, which is famous for its dunes, heathland, and luxury resorts.

CHALLENGES AND OPPORTUNITIES

While tourism is an important source of revenue for Schleswig-Holstein, the industry also faces a number of challenges. One of the main issues is overtourism, particularly in popular destinations such as Kiel and Fehmarn. The influx of tourists can lead to overcrowding, strain on infrastructure, and negative impacts on

the environment. To address this issue, stakeholders in the region are exploring ways to promote sustainable tourism practices and reduce the negative impacts of overtourism.

Another challenge is the COVID-19 pandemic, which has had a significant impact on the tourism industry worldwide. While Germany has managed the pandemic relatively well compared to other countries, the industry has still experienced a decline in visitors and revenue. However, as vaccination rates have increased and travel restrictions eased, there is hope that the industry will recover in the coming months and years.

HOLSTEIN KIEL

Title of case: Holstein Kiel

Location of the company: *Kiel, Schleswig-Holstein, Deutschland*

Geolocation of the company: 54°20'57.02"N, 10°7'26.16"E

Website: <https://www.holstein-kiel.de/>

Holstein Kiel is a German football club that currently competes in the second division of the German football league. The Club is located in Kiel, in the north of Germany. The Club was originally founded on 7 October 1900. Three pupils founded a youth club one day, which a while later was given the name Kieler Fußball-Club Holstein and was soon to overtake the Kiel Football Club (KFV). In 1912 they won the German Championship. After years of playing in lower rank leagues, Holstein Kiel was promoted to the 3rd division in 2009 and 2013. In 1978 and finally 2017 Holstein Kiel has been promoted to the 2nd Bundesliga. In 2019, the club entered an official partnership with American USL League Two club San Francisco Glens SC. Holstein Kiel reached the semi-finals of the 2020–21 DFB-Pokal after beating Bayern Munich in the second round. Holstein Kiel is a non-profit-oriented enterprise, earning money by having sponsors, TV revenues, as well as selling match tickets, food, and fan merchandise in order to pay the wages of their employees and players. Their current situation is being one of the smallest clubs in the 2nd Bundesliga but having to achieve the same goals and requirements pointed out by the DFL. There are currently around 33 employees working for the club, making it still a small enterprise that is actually focusing on a national and regional scope of activities.

Globalization and traffic to be controlled are the most important political factors for Holstein. Economic factors are co-operation with other companies and sponsors, as well as concentrating on own wealth. Social factors are that traveling for a football match would be considered irresponsible in society, as well as the attractiveness of domestic destinations is increasing rapidly. Technological factors are reachability, as well as better connections and structures. Natural and sustainable resources must be invented for the tourism sector. Ecological factors are green values and global warming.

Description of Business Activities

Holstein Kiel is confronted with being part of the 2nd Bundesliga division. The Stadium had to be increased in size since their promotion to 2nd Bundesliga in 2017. The venue stadium's current capacity is around 15,000 visitors. Being a football club, they do play matches against other teams (enterprises) of their division. Their goal is fixated on always winning matches, in order to entertain and fulfill their fans' expectations while earning money. Their stadium is located at the outer rim of Kiel city, well connected to the B76 federal road. The main subject of the club is matches in the stadium. Around 10% of visitors are usually from the opponent's team. This means that approximately 1,000–1,500 visitors come from abroad.



Picture 3.5. Official logo of the Holstein team. Source: Holstein Kiel. All rights reserved.

The COVID-19 situation hit the club very hard in 2020 because all visitors were forbidden by the DFL. It was, however, possible for fans to watch the matches on TV. Holstein had steady fans and most of them still paid the ticket prices without being able to visit the stadium at all.

A regular away game usually means traveling by plane because of the long distances between the venue stadiums and to keep the football players relaxed between the matches. Selling merchandise and also internal shipping lines are a current problem. Corona pandemic caused traffic jams and restricted shipping lines or impacting them with huge delays.

So far Holstein Kiel mainly advertises itself to the public, although they also work together with promoting partners and sponsors. There is no agreement or contract with the city hall yet. A general train and bus ticket for a small area of Kiel is provided within the ticket for the match. A clear statistic of the number of fans coming from abroad is not collected due to a lack of manpower. The main interest for marketing aspects is currently in getting more sponsors.

Holstein Kiel is also doing a lot of youth work, for example, by having its own soccer school to train and scout young talented kids. This will lead to achieving a sustainable backup of manpower in the future.

If many people meet in one specific place on matchday, a lot of trash will be produced. This usually happens on matchday, but it is meant to be changed in future scenarios. At least a sustainable solution is needed.

Sustainability is an important issue for many fans of Holstein Kiel and for sports organizations in general. Some key areas of focus for sustainability in sports include:

- Environmental impact: reducing waste, conserving resources, and minimizing the environmental impact of sports events and operations.

- Social responsibility: promoting diversity and inclusion, addressing social and economic issues, and improving the well-being of local communities.
- Economic viability: ensuring the long-term financial stability and sustainability of the sports organization and its stakeholders.

Fans of Holstein Kiel can play a role in promoting sustainability by supporting initiatives and programs that align with these values and by making conscious choices, such as reducing waste and choosing environmentally friendly transportation options to and from games.



Picture 3.6. Holstein Stadion. Source: Holstein Kiel. All rights reserved.

Discussion

The key aspects are in playing football matches at their home stadium, or at their opponent's stadium. At their home stadium they are eligible to sell tickets, food, and merchandise to their fans.

They can improve the public image with collaborations and sponsors, create activities where you can get discounts on games by participating, following, and implementing green values, and by adding and implementing sustainable products, solutions, and events. The problem for Holstein Kiel specifically is keeping state of the art and meeting requirements of the DFL, like matching the required number of green values, sustainable solutions, and recyclable products. The most important key drivers are green values and the possibility to increase activities in order to increase the attractiveness of domestic destinations.

To its current state, Holstein Kiel is in a growing shape that can possibly be interrupted by a black swan at any time. Concerning this means that in the long run a sustainable solution is inevitably needed. A black swan scenario that no one is actually prepared for would be, for example, Holstein Kiel's jump into the 1st Bundesliga. This would definitely mean that uncontrolled growth is at the limit. Holstein Kiel would fairly profit short term from the drastically increased attention. New sponsors and partners will become interested in cooperating with Holstein Kiel. More money for new and better players will be available. New fans will uprise to the surface and watch and follow Holstein Kiel locally and digitally. A journey to success could just be in the starting blocks. But in the end, this promising situation could do exactly the opposite and would be eventually not controllable and Holstein Kiel's success would end being just a short journey with catastrophic results in the long run.

Despite the black swan scenario, there are at least four other scenarios possible for Holstein Kiel.

- Key Driver 1: Green values
- Key Driver 2: Possibility to increase activities to increase the attractiveness of domestic destinations

Scenario 1 is "Top of the World". In this double solution scenario, Holstein Kiel looks out to build and increase the possibilities of activities while still remembering green values. In this scenario tourism would greatly increase. A higher rate of tourism is great for Holstein Kiel, more fans and possibly new customers are directly around the company's heart. A raise in sold merchandise and tickets, as well as public reach will increase. On the other hand, new and expensive solutions must be created in order to decrease pollution, increase organized structures like transportation, the method of collecting trash, e.g., by trash bins and the use of sustainable resources and recyclable products. A lot of work must be done for this scenario, and a lot of new manpower and internal structures must be acquired. This scenario is probably the best case and a win-win situation.

Scenario 2 is "KSV Holstein Green". In this single solution scenario, Holstein Kiel looks out to purely focus on green values. This scenario is a winning situation as well due to decreasing pollution, meeting the DFL requirements. Becoming a cleaner company, Holstein Kiel will definitely be more popular and be granted the eligibility to continue playing in the 2nd Bundesliga without heavy penalties being applied. Unfortunately, tourist activities could move away to another area, tourists and people generally would become less interested and move to another area. Eventually fans would not travel to the home stadium anymore and watch the matches on the internet or TV instead. This possible solution has no limitations at all and is comparably easy to implement. But for future thinking this might be not enough. Instead, it is more likely a short-term solution.

Scenario 3 is "Holstein! Holstein!" In this double solution scenario, Holstein Kiel looks out to ignore any current trends and key drivers. This scenario is a worst-case situation. Holstein Kiel does not consider green values, because there is no serious vision for any need of change. Old default values are considered as most important. In the long run this means losing money, by skipping and ignoring so far unseen opportunities. The overall tourism population would decrease, people in general would move to other more attractive areas. Pollution will become a heavy source of problems for Holstein Kiel. DFL requirements will not be met, and heavy penalties will apply.

Scenario 4 is "Economy first". In this single solution scenario, Holstein Kiel looks out to purely focus on their own economy. This is a partially winning scenario with a bad connotation. Holstein Kiel creates and offers tons of new possibilities for activities but ignores any green values. This action makes for an increase in touristic attractiveness and a gain of possible attention for Holstein Kiel. But it also increases pollution because of larger numbers of people traveling. Additionally, a lot more waste without sustainable products will be created. The result is more general attention for Holstein Kiel and the City of Kiel which takes a high economic profit. In the long term this would get Holstein Kiel into serious trouble, especially by not meeting the DFL requirements and heavy penalties will apply as well.

Concerning these points Holstein Kiel is at a turning point. They have a broad field of options, possibilities, and solutions to choose from in the future. The most reasonable and in advance valuable solution for Holstein Kiel is to look out to give fans the possibility for activities, searching for sustainable and optimized transportation solutions, and implementing green values adding sustainable products and resources.

Recommendations

At first it is most important to focus on green values in order to meet the requirements pointed out by the DFL and enter cooperation with local partners.

General:

- To promote green values and gain profit as a company by helping the city become more attractive for tourism Holstein Kiel should introduce beneficial tickets.
- The tickets contain tickets to the football match, bus tickets (for more environmentally friendly transportation), restaurant vouchers for discounts (in collaboration with sustainable restaurants) and a combination ticket for other events. With one ticket the customers will not meet any stress when searching for food and they travel sustainably by bus rather than their own car.

Specific:

- "Beneficial combination ticket collaboration with sponsors". The tickets contain tickets to the football match, bus tickets, restaurant vouchers for discounts in sustainable restaurants and a combination ticket for other events like handball or water sports. with one ticket.
- The customer could get an entire day of enjoyment with food and travel sustainably by bus rather than their own car.
- Extraordinary sustainable customer journey.
- Travel service taking customers from one place to the destination, explaining changes in a green football world.

Expectations

Holstein Kiel will gain more visibility, improve their image, and attract more fans. They will achieve enough resources to be able to move up to the 1st Bundesliga and meet the DFL requirements by offering sustainable solutions and products. Additionally helping the city of Kiel gain more tourism and promote the always so important green values leading the journey to a happier tomorrow.

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VICECREAM

Title of case: Vicecream

Location of the company: *Lorenzendam 6–8, 24103 Kiel, Germany*

Geolocation of the company: *N 54.354107 E 10.133627*

Website: <https://www.vicecream.de/home/>

Vicecream is an ice cream manufacturer, founded in 2021 by Konstantin Schlecht, who previously worked as product developer in one of the market leading companies of northern Germany. But in order to fulfill his own values, Konstantin Schlecht decided to establish his own business to drive out vegan ice cream. The increase of green values since 2017 in Germany plays into his hands, because of the increase of vegan people and since ice cream is usually made out of animal products, it is well expectable that the niche is going to be bigger. The other key driver is the consciousness of health among the society, where only natural ingredients are to be used.

Description of Business Activities

Vicecream mainly uses their food-bike as the distribution channel for B2C. Besides that, they have a B2B customer, Yueye, who is purchasing vegan ice cream for their own parlor. Since the company is freshly established, Konstantin works most of the time on his own. However, during the higher sales seasons, such as summer, Konstantin gets temporary staff to run the food-bike, so he can focus on producing more ice cream for the hot seasons to meet the demand of ice cream needed. The largest revenue for Vicecream is made during the northern water sports event "Kieler Woche" which usually takes place at the end of June. During that week a lot of tourism activities take place in Kiel, which is why Konstantin has many more potential customers than in the usual weeks. The biggest challenge for the moment is being self-sustainable in terms of finances. Now Vicecream must invest a lot into the higher sales phases to stay self-sufficient. However, even though when they achieve it, it is almost impossible to keep the workers during the lower sales phases, due to the lack of budget along the whole year. Also, Konstantin wants to build a team around product development, but the lack of financial security is not allowing to build it up. But the most important goal for Vicecream is to afford an own laboratory for the ice cream production. Right now, the production of ice cream takes place in a shared kitchen, which is why working times, storage, and general flexibility are bound to more factors than it should.

Discussion

After reaching these relatively short-term goals, a longer period of time should be considered and projected to the company's future. For this purpose, the effects and impacts of the key drivers need to be predicted for the future, to avoid mistakes or preparing for specific scenarios. For Vicecream the most important key drivers are both green values and the increase of hygiene, and especially health factors.

If both key drivers decrease in the next decade, climate change will become worse. Therefore, the seasons in Europe are going to be hotter and more extreme. This will also cause a massive new overpopulation in Europe because people living near the equator have to flee caused by the increase in temperature. This will also set new diseases free in Europe because new viruses and bacteria in Europe feel more comfortable in warmer climate. But due to the fact that green values are increasing, it is not probable that the environment gets worse to the extent mentioned above. If so, the company has to focus on its niche.

When only green values increase, it is important for the company to focus on a larger variety of flavors and products. And since healthy eating is not that valued within society that much, one should consider lowering the boundaries of only using natural ingredients, because they are more expensive than the artificial ones, in order to stay competitive with other ice cream manufacturers.

However, if it is the other way around, green values receive less focus but the social consciousness of health increases, Vicecream should try to draw attention through marketing strategies to the fact that vegan ice cream is healthier than ordinary ice cream due to the lower sugar and cholesterol content.

But if both key drivers reach their high in the next decade, the number of potential customers is going to increase due to the fact of the expansion of the niche, because green values such as veganism is more glorified and spread within society.

This is an actual trend to observe since 2017 and the curve of the graph is still going up, so the probability of green values increasing is to be considered. Accompanying it is to be assumable that society in general also cares about health, when they care about green values. Therefore, Vicecream must make decisions to take advantage of the situation, because the value proposition of the company matches well with the generic values of society.

Recommendations

General:

There is a general need in business economics knowledge to assure the economic growth, which is expected due to increasing green values and the trend of veganism in the society. Therefore, there are investment needs in marketing, supply chain management, marketing, product research and development.

Specific:

Decisions should be made in terms of branding and the ongoing flavors and supplements towards vegan sweets. Maybe a cooperation would be a solution with, for example, a marketing agency, local vegan stores, more ice cream parlors or even fitness companies and influencers.

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4 LITHUANIA

Daiva Labanauskaite & Eduardas Spiriajevas

NIDA CREPERIA

Title of case: Nida Creperia

Location of the company: *Curonian Spit, Klaipeda County, Nida, Lithuania*

Geolocation of the company: *in WGS-84 coordinate system 55° 30' 396", 21° 00' 740*

Website: www.visitneringa.com

Nida Creperia started their business activity as a producer of takeaway food in the resort of Nida. Their first actions started in 2012 as a small-scale family business to bake and sell pancakes for the tourists who spend their leisure time on the beach. The family owned several kiosks with necessary installations to produce the food with a specially focused activity to bake pancakes with different tastes and ingredients. After some years of running this business model the owners established their own SME called Nida Creperia, which is located in the center of Nida resort in the proximity to the bus station. Numerous locals and returning visitors and tourists know the famous pancakes of Mrs. Gitana *Šeštakovienė*, and in social networks there are many thankful compliments for the owner who, for more than ten years, runs this small business during the tourism peak period in Curonian Spit.

Description of Business Activities

Since 2012 in local market, the business model of Mrs. Gitana *Šeštakovienė* was known as Gitanos blynai (the pancakes of Gitana) as the brand of business action. The business was run during the summer season on the beach for the purpose to serve the catering need of tourists and recreationists who spend their leisure time on

the beach of the Baltic Sea. The pancakes are prepared from wheat flour with different sweet ingredients as jams, Nutella, and salty ingredients as cheese, ham, and, later with vegetables, became well known hot snacks on the beach and every season this business used to gain more popularity.



Picture 4.1. Nida's pancake. Photo by MOTION. CC BY-SA 4.0.

Due to the implementation of new recipes and due to changes in taste and an increasing popularity of healthy nutrition traditions, the taste and shape of the pancakes changed. The owner started to bake thin pancakes wrapped with different ingredients, which gained even more popularity among the customers. The diversified need of the customers reinforced the need to implement more new food processing technologies and to diversify the menu with additional offers of refreshments as different types of coffee, hot chocolate, teas, and a selection of ice creams. Since 2021, the business moved to the center of Nida close to the bus station where there is an intensive flow of one-day visitors and tourists.

The business model is socially oriented. Kids can approach the buffet alone without parents and ask for pancakes and drinks. They get the food without payment at the desk. Later their parents arrive and pay for the food that their kids ate. This tradition is known for many years among locals and returning tourists.

One of the most important strengths of the SME is their orientation towards customer needs, creating value for the user. Nida Creperia has gained customer recognition in a short time, which is primarily due to the personality of the business owner and her direct involvement in the business. This is evidenced by customer reviews on [social networks](#).

"It is always nice to visit the stalls of Nida Creperia pancakes, ice cream and all the most delicious delicacies – try it, it will melt your heart too! Maybe from the deliciousness, or maybe from her radiant smile"

"The most delicious pancakes are Nida Creperia. <...> Not only vacationers, but also locals come to her, which already means something. I like to sit with her sometimes and listen to the local languages while drinking coffee,

sometimes even engage in a conversation. Because everyone feels themselves. And also: Gitana is a children's fairy, she fulfils their wishes. The children choose whatever they want and enjoy themselves at their leisure, (parents pay for everything when they return from the beach:)) Everyone knows her name, she knows almost everyone's too. Gitana lets you taste all the ice cream! Ice cream stands are touched by children's sticky fingers. He talks to everyone, smiles at everyone. P.S. no one asked for advertising, Gitana doesn't need it, because she can hardly guess anyway. But I definitely recommend it to all my friends. Anyone who has been there knows what it's all about."

Such customer feedback testifies to the firm value base of the business, the sustainable business relationship with the community, the visitors of the area, which is the uniqueness of this business.

Discussion

Key aspects of the functionalities of the business:

- The business is devoted to serving national and international coastal tourists to provide catering service as hot snacks – pancakes with different ingredients and refreshments.
- The biggest number of customers at the buffet is during the summer season; the kiosk on the beach opens when the weather has favorable temperature, for short term periods only.
- The service quality matches the requirement on international tourism market, but due to recent uncertainties the number of foreign visitors is limited. During the summer seasons in 2020–2022, mostly national visitors dominated, and the turnover was rather good.
- In 2022, the owner decided to establish the SME Nida Creperia, and the main activity was transferred from the beach zone to the center of Nida close to bus station and the marina for small boats.

To distinguish the key drivers on maintenance of sustainability/durability in business action:

- The business model operates in respect to local environment and does not produce a lot of waste, which is also sorted.
- The catering system transformed to a higher quality standard, which preserves the primary idea to bake and sell pancakes for locals and tourists in Nida.
- The business model is friendly to test different pancakes producing technologies and open-minded for the implementation of innovative solutions.

Recommendations

General:

- To focus on analysis how to mitigate the impact of seasonality on the created business model with application of sustainable solutions, when during the low season there is the lowest number of visitors in Nida and Curonian Spit.

Specific:

- To challenge to run the business model during the period of pandemic restrictions, high inflation, and geopolitical tensions to ensure the durability of created services in long-term perspective, there is a permanent need to apply new innovative services to keep the quality achieved.

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SMILTYNE YACHT CLUB

Title of case: Smiltyne Yacht Club

Location of the company: *Curonian Spit, Klaipeda County, Klaipeda, Lithuania*

Geolocation of the company: *in WGS-84 coordinate system 55° 41' 51.21", 21° 7' 11.39*

Website: <http://www.smiltynesjachtklubas.lt/en>

Smiltyne Yacht Club is known as a place for maritime tourism in Curonian Spit, located by the Curonian Lagoon, which territorially belongs to Klaipeda city. After reconstruction the club became privately owned. The economic activities are related to berth the yachts and small vessels (privately owned), to provide services of accommodation and catering, to organize events (conferences, workshops, social gatherings), and to facilitate maritime tourism development in Klaipeda's part, which is located in Curonian Spit. In Lithuania there are only few companies that run maritime tourism business, which is still in underdevelopment phase, i.e., there is a lack of infrastructure equipping marinas and piers, and hospitality services on the coasts. The Club plays an important economic role in the ecosystem of hospitality services with rejuvenated infrastructure and provision of diverse services for tourists. The business model is under sharp impact of seasonality, what causes the problems with implementation of the principles of sustainability in maritime business all year around.

Description of Business Activities

Smiltyne Yacht Club was established in 1936 and reconstructed in 1973. During the years 1973–2014 the club operated as a marina for yachts only. During the years 2014–2016 the club was closed for reconstruction. After the reconstruction, the club housed a hotel, restaurant, and with installed modern infrastructure to berth the yachts and servicing of visitors. In the meantime, the architecture of the former Soviet epoch was transformed to a modern one with the decision of keeping in line the features of the former Soviet architecture. The decision kept the originally planned structure of the area and transformed the club into a maritime recreation and tourism place.



Picture 4.2. *The marina. Photo by MOTION. CC BY-SA 4.0.*

The marina welcomes and stores various yachts and motorboats all year round. Two fully renovated basins offer 65 places to berth yachts of 3–15 meters. The depth of the basins varies between 2.5–3.5 meters. The large entrance depth reaches 3.8 meters and there are no limitations to the height of yacht masts. The marina provides all required services: water and electricity for vessels, fuel and oil extraction cabinets, slipway, and equipment for raising and lowering vessels into water. Services for recreation and fishing trips by yachts and vessels are provided. The capacity of the marina is for 65 yachts and small vessels.

Guests are welcome to have a seat inside the restaurant with the available capacity of approximately 50 seats for guests or enjoy the view of the seaport outdoors with space for up to 100 guests. Accommodation services as a 3 stars hotel in the reconstructed cozy semi-detached buildings with a total capacity up to 40 guests. In addition, two halls for meetings and conferences with fully equipped interior and installation assigned organize thematic events, conferences. However, Klaipeda and city entertainment are nearby – on the other side of the Curonian Lagoon. The Smiltyne Yacht club can be reached by ferries and water taxi from Klaipeda.

The place is known as a recreational destination for travelers by yacht with modern berth infrastructure. The combination of catering accommodation and the berth's services makes this place an attractive point for international inbound tourists from the Baltic Sea coastal regions, and for national tourist who navigate by their own yachts and small vessels around the Curonian Lagoon. The Smiltyne Yacht Club was awarded as the best project for recreation and leisure with combination of different social initiatives in 2018.

The main things that visitors appreciate about Smiltyne Yacht Club are good location, coziness, and convenience. This is evidenced by [visitors' reviews](#):

- *"Great location on the shore of the lagoon, neat and comfortably furnished room. You can light a grill on the terrace :)"*
- *"Amazing location, view of the lagoon and ships, comfortable room with kitchenette, accommodated with two rather large dogs."*

- *“Very nice place, stylishly furnished room with a wonderful view of the yachts. Comfortable with a family, as there is a kitchenette and a closet.”*
- *“The view from the windows is unreal. The place is quiet, cozy. We travel everywhere with our pillows, this time we took a risk – very comfortable fluffy pillows, bed linen and bed mattresses. Heating is well taken care of. After asking for a barbecue, it was delivered to the terrace of the room in 5 minutes.”*
- *“Great place. We come back every year. Nice environment. Good restaurant. Very comfortable beds. Very :) the rooms have everything you need.”*

The feedback from the visitors of Smiltyne Yacht Club shows that a high evaluation of the service does not require special exclusivity, a clear conceptual concept and consistency in its implementation are important here.

The Smiltyne Yacht Club developed by the INREAL group was recognized as the best public and recreational project of the year in the “For Sustainable Development” competition. The contest “For Sustainable Development” is organized annually by the Lithuanian Real Estate Association (LNTPA) together with the Academy of Sustainable Development. According to LNTPA director Mindaugas Statulevičius, the Smiltynė yacht club was appreciated for several aspects: “First of all, it opened Smiltynė to the public – a part of the city of Klaipėda that did not receive many visitors until then. Smiltynės Jachtklubas, which provides various services: accommodation, catering, entertainment, has become open to various social initiatives. Another important thing is that the sailing community got a permanent place where they can gather, invite foreign guests, etc. The third aspect is the improvement of the territory, which until this project was severely neglected and did not adorn our seashore. The INREAL group showed the courage to become flagships and take on this project, which has become a diverse complex.” (AtviraKlaipėda 2018)

Discussion

Key aspects of the functionalities of business on:

- The business is devoted to serving national and international maritime and coastal tourists with the combination of water recreation.
- The services for the organization of events make this place more attractive for different visitors with different motivations to travel.

To highlight the problem:

- The impact of seasonality of running services for visitors: summertime is full; wintertime is empty.
- Due to pandemic restrictions, the business was very limited due to a shortage of inbound maritime tourists coming by yachts.
- The service quality matches the requirement on the international tourism market, but due to recent uncertainties the number of foreign visitors is limited.
- Accessibility to the Smiltyne Yacht Club is possible by ferries and by water taxi, which is time-consuming.

To highlight the implemented good practice:

- After the reconstruction, the whole complex retained the former urban design planned in the former Soviet times. This decision of architects was recognized on nationwide scale as one of the best reconstruction projects.
- The place kept its primary function – to berth yachts and small vessels.
- A view to Klaipeda harbor and Klaipeda city is spectacular and is a point of attraction for one-day visitors as well.

To distinguish the key drivers on maintenance of sustainability/durability in business action:

- The business model operates in respect to local environment and in harmony with the local landscape.
- The local manpower, local food products, and local traditions are being used for business operation.
- Flexible operation of marine port to berth yachts and small vessels.
- The business model is friendly for integration of different social events and social innovations in the complex of services.

Recommendations

General:

One can focus on analysis how to mitigate the impact of seasonality on the created business model with application of sustainable solutions, when during the low season there is the lowest number of visitors.

Specific:

A challenge to run the business model during the period of pandemic restrictions, high inflation, and geopolitical tensions in order to ensure the durability of created services in long-term perspective.

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5 POLAND

Aranka Ignasiak-Szulc, Ewa Makowska & Barbara Józefowicz

BOTH CASES OF Osada Karbówko – Wellness and Spa and The Nicolaus Copernicus’ House were selected for the Intensive Study Program (ISP) in Toruń that was organized during 5–11 December 2021. Because of COVID-19 pandemic restrictions only two partners could arrive and join the students from Poland (Finland, Spain). German and Lithuanian students participated online only.

The case study of Karbówko settlement was elaborated by the online group that consisted of students from Germany and Lithuania. They had the contact and possibility to interview the manager of the researched company. The team prepared the analysis of the business, considered its future and scenarios using the methods that were explained by the teachers during ISP. As a result of the teamwork presentation, the sustainable service designed (described below) was explained during the online meeting at the end of ISP.

Introduction Taste Karbówko

Explaining our idea



IDEA	TARGET GROUP	VALUE
cooking together with a cook	day/hotel guests	new knowledge about regional & seasonal food
regional and seasonal food	people who seek active recreational services	new experience
vegan/vegetarian adventure	people who like regional food	meet new people
live music while and after eating		learn with fun
(traditional) dancing		attention after corona
theme nights		Satisfying trends of adventurous food styles
food baskets after the evening		

Authors: Laura Mai | Kristin Siemers | Vytaute Gimbutaitė

Picture 5.1. Part of Karbówko idea presentation.

The case of the museum located in the house where Nicolaus Copernicus was born was elaborated by the team of students from Finland, Poland, and Spain. They had direct contact with the museum’s representative and the whole group of participating students and staff had the opportunity to visit the museum.

After all activities had been conducted during the week, the idea connected with a sustainable service/event was presented as a final result of the teamwork.



Picture 5.2. Design Thinking in the process. Photo by MOTION. CC BY-SA 4.0.

In order to improve the outcomes from case studies, they were elaborated with students of the Faculty of Economic Sciences and Management (FESM) of the Nicolaus Copernicus University in Toruń during the course of Strategic Management. Both case studies descriptions were finalized by three FESM professors after the interviews with representatives of researched entities and field visits. The text of case studies was authorized by both institutions' representatives.

OSADA KARBOWKO WELLNESS & SPA

Title of case: Osada Karbowko Wellness & SPA

Location of the company: Elgiszewo, Kuyavian-Pomeranian Voivodeship, Poland

Geolocation of the company: $53^{\circ}03'53.3''N$ $18^{\circ}57'31.2''E$

Website: <https://www.osadakarbowko.pl>

Osada Karbowko Wellness & SPA is a resort located in Elgiszewo in the lovely valley of Drweca River. In the Karbowko settlement, tourists can relax in beautiful natural surroundings, and at the same time it is an ideal place for entertainment and numerous attractions. The showpiece of the resort is the excellent traditional Polish cuisine prepared especially for guests from natural and seasonal products. The hotel serves both individual tourists, families with children, as well as business and group clients, offering comprehensive organization of conferences and various types of special events for about 500 people. Golub-Dobrzyn with its medieval castle is 10 km away and the UNESCO site city of Toruń around 30 km away.



Picture 5.3. The Karbówko Settlement. Photo by MOTION. CC BY-SA 4.0.

Description of Business Activities

Hotel Osada Karbowko Wellness & SPA is located in a calm and quiet area, away from the rush of cities. The Settlement includes the Wellness and Spa hotel, restaurant, conference rooms, and a mini zoo. In the Leisure Center you will find many possibilities of activities both inside such as bowling, billiard, and outside kayaking, horse riding, etc.

The restaurant offers not only a delicious menu, but also a cozy interior and rural atmosphere, a terrace overlooking the Drweca Valley, horses trotting in the paddock, and a playground for children. The Hunters Inn is famous for its traditional Polish cuisine, where game dishes and homemade sweets perfectly harmonize with coffee aroma. This is the place where meals please your sense of taste, aroma – sense of smell, and idyllic views soothe and calm you down.



Picture 5.4. The Karbowko Settlement. Photo by MOTION. CC BY-SA 4.0.

One of the company's key assets is the natural forest area along the Drweca River, away from the city and buildings, near the lake. The area is protected under the EU Natura2000 program. However, the most important and valued resource is the knowledge and experience of the employees. The staff is always helpful, understanding, and well trained. The company employs about 100 people, most of whom come from the surrounding municipalities.

Hotel Osada Karbowko Wellness & SPA is proud to be a member of Culinary Heritage, preparing in a traditional way and offering customers characteristic products representing the specificity of regional cuisine, e.g., sturgeon from Brodnica. The company takes part in various local folk festivals and fairs, promoting the culture of the region and maintaining local traditions.

Discussion

Key aspects of the functionalities of business on:

- The Karbowko Settlement may host up to 165 guests, in a variety of rooms. Cozy rooms, comfortable suites, and original thatched cottages are the hallmarks of the Osada Karbowko hotel. Each room is equipped with a TV, free wireless internet access, electric kettle, cups, coffee, tea, mineral water, and a small fridge. In the bathrooms you will find towels and handy cosmetics sets. The rural atmosphere on one hand, and modernity on the other provide guests arriving to Karbowko a rest in unique, comfortable accommodation. Free parking is always available for guests.
- About 90% of customers are local guests and 10% are international guests. The income of the guests of Osada Karbowko is in the upper and middle range. The customers of the resort are families with children, couples, groups of friends, and business clients.
- An important part of the Resort is the traditional Polish restaurant (The Hunters Inn) where the chef works with fresh products from local suppliers. Osada Karbowko is proud of the wide range of their own products, prepared in a natural way, without even a trace of artificial additives or preservatives.
- They smoke cheese, cold cuts, sausages, and various meats on their own. They prepare homemade jams and sauces that complement the dishes. They bake cakes with fresh and seasonal ingredients. They cultivate a garden from which herbs come, giving the dishes an excellent taste and aroma. Karbowko's smoked cheeses, home-made hams, sausages, and fruit preserves evoke memories of grandma's kitchen where the aroma of apples with cinnamon nicely intertwined with the smell of only baked bread.
- There are four charming Grill Corners harmoniously fitting the Settlement landscape. The Grill Corners are made available to guests planning a family celebration, a corporate event, or a barbecue with friends. Each Grill Corner is arranged to show a slightly different character. The first that can accommodate about 30 guests is a historic windmill, the second – up to 60 people is a cozy, hunters' site – Hubertowka, with its charming fireplace, and the third is a traditional Polish smithy – a place for up to 100 people. The fourth and the largest one, for up to 1,000 people at one feast, is the Fisherman's House.
- The values of the company are mostly based on owners' interests (hunting, traditional Polish cuisine, and a love for nature), as well as the family values, customer care and taking care of employees. Individual approach to each client: both for tourists and business clients.

Among the strength of the business were identified:

- Large area – the resort has a large size of land on which new attractions for customers can be developed,
- Built reputation – the resort has a stable image situation; does not make any mistakes in communication with customers,

- Qualified, top-class staff – customers are served at the highest level,
- Locally grown products, offering self-produced products, growing herbs,
- Opportunity to opt out of daily room cleaning.

However, some weaknesses related to sustainable development have also been identified:

- Mismatch of offers to the changing situation on the market,
- Outsourcing of laundry services,
- Use of disposable products (e.g., water in plastic bottles).

Recommendations

General:

- Create a center promoting ecological behavior of consumers,
- Invest in renewable energy sources in order to become independent from external supplies, reduce costs, and be more ecological.

Specific:

- It would be useful to create a photovoltaic meadow (connection of flower meadows on photovoltaic farms, which provide habitats for insects and are conducive to the protection of biodiversity), installations of wind turbines.
- One can increase the number of photovoltaic panels to increase the energy independence of the center.
- One could create a mobile platform for transporting hives for bees to collect honey from various types of plants (rapeseed, linden, acacia, buckwheat).
- To engage other people, one can organize vegetarian and vegan cooking workshops for clients, local residents, and school students.
- A sustainable development to be recommended is to collect rainwater in special containers to save on water for, for example, watering the plants growing in the settlement.

References and data sources

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Osada Karbowko Wellness & SPA. Webpage. Accessed 11.12.2022.

THE NICOLAUS COPERNICUS' HOUSE

Title of case: The Nicolaus Copernicus' House (part of District Museum in Toruń)

Location of the company: *Toruń, Kuyavian – Pomeranian Voivodeship, Poland*

Geolocation of the company: 53°00'33,2"N 18°36'14,2"E

Website: <https://muzeum.torun.pl/en/the-nicolaus-copernicus-house/>

The House of Nicolaus Copernicus' Museum is located in the Old Town of Toruń. It is located in two 15th century houses belonging to the family of Nicolaus Copernicus. The museum offers tourists a chance to get acquainted with the available collection using multimedia technologies. On the other hand, it also allows them to stay in the historical construction of a medieval house. Available collections and exhibitions allow visitors to gain knowledge and impressions focused on three main issues, ancient and modern knowledge, everyday life of a bourgeois family in a late Hanseatic household, and the life and work of Nicolaus Copernicus.



Picture 5.5. The Portrait of Nicolaus Copernicus. Photo by MOTION. CC BY-SA 4.0.

Nicolaus Copernicus was born on February 19, 1473 in Toruń. He was an astronomer, canonist, lawyer, mathematician, physician, economist and also a doctor, diplomat, and cartographer. His most important work is considered to be a treatise entitled "On the Revolutions of the Celestial Spheres". In it, he described the heliocentric vision of the universe.

Description of Business Activities

Currently, the tenement house and the adjacent Gothic building house a branch of the District Museum called the Nicolaus Copernicus House. In the fifteenth century, the astronomer's parents owned one of the two buildings that are now occupied by the museum. You can see in it the medieval layout, interior design, and equipment characteristic of the 15th-18th century period. In this context, the wooden beamed ceilings and decorated walls, some of which date back to the times of Copernicus, are particularly valuable elements.



Picture 5.6. Fragment of the exhibition at the Nicolaus Copernicus House, District Museum in Toruń. Photo by Krzysztof Deczyński, all rights reserved.

An important part of the museum's collection is the presentation of the successive stages of the great astronomer's life. In addition to Copernicus's family memorabilia, there is a collection of various editions of Copernicus's groundbreaking work "De Revolutionibus". Visitors can also see the objects documenting the various interests and activities of the great scholar in the first half of the 15th century. The fame of Copernicus is a magnet that attracts thousands of tourists to Toruń every year.



Picture 5.7. Fragment of the exhibition at the Nicolaus Copernicus House, District Museum in Toruń. Photo by Krzysztof Deczyński, all rights reserved.



Picture 5.8. Fragment of the exhibition at the Nicolaus Copernicus House, District Museum in Toruń. Photo by Krzysztof Deczyński. All rights reserved.

Discussion

Key aspects of the functionalities of business on:

- The Nicolaus Copernicus' Museum is one of the most visited museums in Toruń.
- The figure of Nicolaus Copernicus generates the greatest interest among visitors.
- Analyzing the number of visitors during the year, a clear seasonality can be seen, with the highest intensity of tourist traffic in the months from April to October.
- The museum has started the process of digitizing its resources. In the low season, there are shorter opening hours, which is why the museum can reduce operating costs.
- As a result of a thorough revitalization, which was possible due to the funds from the "Toruń Old Town – protection and conservation of UNESCO cultural heritage – stage II" program, the birthplace of the famous astronomer has changed beyond recognition. A modern multimedia interactive exhibition awaits guests, using the greatest achievements of contemporary museology: smartphone applications, audio guides, a 4D cinema with films illustrating, among others, The Big Bang, holograms or projections of the starry sky. Thanks to these activities, the Nicolaus Copernicus House is no longer just a museum dedicated to the great Pole. It is also a story about space, the development of science, the pursuit of knowledge, geographical discoveries, and great breakthroughs. Despite these, the tourists experience a show that the current offer of the museum is not attractive enough.

Recommendations

General:

- The museum should make the offer more attractive and more alive.

Specific:

- During workshops organized by the museum for children from schools and kindergartens, topics related to the promotion of behavior in the field of sustainable tourism could be discussed. Especially since such workshops are organized by the museum throughout the year, which would be conducive to promoting this type of behavior.

References and data sources

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6 SPAIN

José Alberto Castañeda García & Rodrigo Martín-Rojas

FEDERICO GARCÍA LORCA CENTER

Title of case: Federico García Lorca Center

Location of the company: *Plaza de la Romanilla s/n, Granada, Spain*

Geolocation of the company: *in WGS-84 coordinate system 37° 12' 5.89 N;
3°50'51.68W*

Website: <https://centrofedericogarcialorca.es/>

Federico García Lorca Center is a cultural public organization whose main goal is the study, research, and promotion of life and work of one of the greatest poets of our time, Federico García Lorca, who was murdered during the Spanish Civil War. This institution aims to be a benchmark of contemporary art and a must-see museum in Granada. In addition, making use of Federico García Lorca's life and work has contributed to increase knowledge of Granada abroad. However, this institution wants to improve the Center's image and improve Granada's positioning as a cultural reference point in Spain.

Description of Business Activities

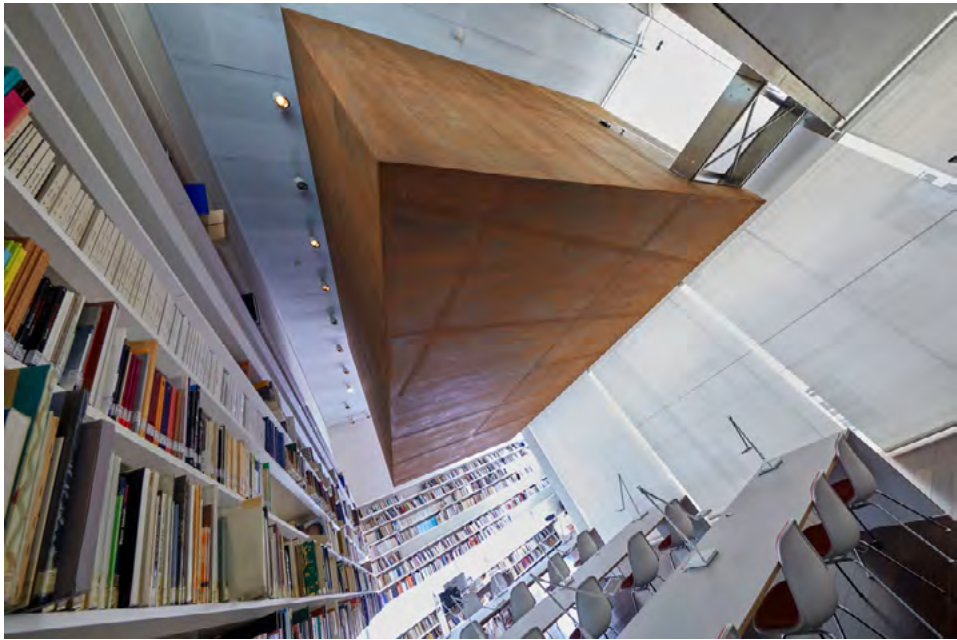
Spain's GDP growth was -10.8% in 2020, with an increase to a 5.1% annual growth in 2021. The tourism sector in Spain faces uncertainty due to a lack of timely or efficient political or fiscal measures to counteract the pandemic, structural growth problems, social issues, and current crisis. Federico García Lorca Center is a public institution whose main goal is to promote and understand the significant heritage of Federico García

Lorca, his life and work. Through different topics which relate to the poet's life with different national and international artists and a wide range of cultural fields (poetry, narrative, theater, flamenco, etc.), the museum works every year to create new exhibitions depending on government funding.



Picture 6.1. *The center. Source: Centro Federico García Lorca. All rights reserved.*

The center makes use of Federico García Lorca's life and work as a strategy to highlight the importance of this artist and try to offer a diversified experience for the visitor who comes to Granada. However, one of the main challenges that this organization faces is the economic aspect: public funds apart from the recent pandemic situation. The museum wants to find a way to overcome that and change tourists' motivation for visiting Granada and visiting Federico García Lorca Center. For example, the Alhambra palace and fortress is known worldwide but there is much more in Granada. Granada was also the hometown of Federico García Lorca, and the museum offers an excellent opportunity to generate art, culture, and thought.



Picture 6.2. A view of the books in the center. Source: Centro Federico García Lorca. All rights reserved.

The Federico García Lorca Center will structure its action in three areas of activities, aspiring to become a reference of contemporary culture.

- Conservation and dissemination of the work of Federico García Lorca.
- Commitment to the artistic manifestations of the international scene.
- Development of an extensive work in the pedagogical action with children and young people in their relationship with the various arts.

Discussion

Key aspects of the functionalities of business:

- The Center Federico García Lorca is based on the rich legacy of Federico García Lorca, a world-famous artist whose talent is present in many artistic fields.
- Its location is an important aspect to consider, the center is located in Granada city center, one of the most visited cities in Spain and a must destination in Europe.

To highlight the problem:

- Any new idea or project depends on public funding, legal and administrative changes, and this is a very long and slow process in Spain.
- The center continues with the traditional way of a museum visit and that could be probably unattractive for new generations. There is not yet any real change to offer a new different, innovative experience making use of new technologies to promote Federico García Lorca's legacy. One should not forget the COVID-19 experiences (restrictions, decreasing of national and international tourists, ways of visiting) and the economic situation in Spain. That has totally changed the way of traveling and visiting museums. That is why, to solve these challenges, the center offers a virtual visit through its website but possibilities that technology provides are huge and they should take more advantage of that.
- Every year they try to create new experiences for visitors, not only at the museum with new exhibitions, but also with different events that take place throughout the year in Granada, for example, the summer show at the Alhambra to diversify the cultural and tourist experiences and offer something different every year. To achieve that the center cooperates with other institutions, such as Patronato de la Alhambra y el Generalife, Granada Town Hall, and other museums to promote Federico García Lorca's work through cultural activities and workshops for visitors, schools and companies.
- The organization focuses its attention on different social networks like Instagram, Twitter, Facebook, and YouTube. Social media form an essential tool to highlight promotion, create value and improve the visitor's experience, satisfaction, feedback, and recommendation.

Key aspect of the functionalities of business:

- A place open to receive the participation of the public, to support and promote artists of all disciplines and with an elaborate educational program aimed at all audiences.
- It is important to note that the dramatic decline in tourism and post-pandemic capacity reductions have had a direct impact on the number of visitors to the exhibitions. Comparing their visitation statistics with those of pre-pandemic exhibitions, they have been reduced by nearly 70 percent.

Recommendations

General:

- It would be highly recommended to work on the Center promotion by creating marketing and advertising campaigns to become more famous and to get more visits from people from all over the world, not only locals.

Specific:

- The center should organize more exhibitions and increase its pedagogical action with children and young people to improve their relationship with the art.
- Implementing new technologies and digitizing the exhibition visit experience could attract new generations to the museum.

References and data sources

Centro Federico García Lorca. 2022. [Centro Federico García Lorca – Granada](#). Accessed on 7.4.2022.

LA ALMUNIA DEL VALLE HOTEL BOUTIQUE

Title of case: La Almunia del Valle Hotel Boutique

Location of the company: Camino de la Umbria s/n, Monachil-Granada, Spain

Geolocation of the company: *in WGS-84 coordinate system 37° 7' 21.23" N, -3° 32' 0.672" W*

Website: <https://www.laalmuniadelvalle.com/>

La Almunia del Valle is a boutique hotel located in Monachil, a town between Granada city and Sierra Nevada National Park. It is situated in a protected natural area and the current property was rebuilt from an old countryside cottage. For that reason, environmental, social, and economic sustainability are key aspects for the company which has been working in the tourist industry for twenty years. For the company, sustainability is very present in its everyday work and an essential element to consider and work on it.

Description of Business Activities

Spain's GDP growth was -10.8% in 2020, with an increase to a 5.1% annual growth in 2021. The tourism sector in Spain faces uncertainty due to a lack of timely or efficient political or fiscal measures to counteract the pandemic, structural growth problems, social issues, and current crisis. La Almunia del Valle is a peaceful and quiet eco boutique hotel situated near the town of Monachil, in the Sierra Nevada National Park surroundings. The hotel has only 15 rooms, as it is a restored typical Granadan mountain farmhouse, Cortijo. This is why the main building is at different elevations on the hill, with total respect and integrated in the natural park where it is situated.



Picture 6.3. *The hotel. Source: La Almunia del Valle Hotel. All rights reserved.*

Therefore, they focus on independent travelers and small groups, not mass tourism. Before the pandemic, they received more international than national tourists. The hotel is part of the European Charter of Sustainable Tourism in Protected Areas. That is one of the reasons why the number of foreign guests is higher. Besides, international tourists are more concerned about sustainability than Spanish travelers. However, in the last two summers, the prevalent post-COVID-19 situation was the opposite, domestic tourism was the main drive. Now, COVID-19 is more controlled, and the number of international tourists is increasing again.

It is important to underline that it is a seasonal hotel, which is open from March until November. This eco-boutique hotel is very committed to responsible tourism, natural, cultural heritage conservation, and eco-friendly practices. The business contributes to the progress of the local community which all members of the company are aware of. Sustainability is a key aspect of every step to try to leave as little negative impact as possible and try to reduce the human footprint on the environment.



Picture 6.4. The hotel from outside. Source: La Almunia del Valle Hotel. All rights reserved.

Discussion

The main key aspects of the company:

- There is a real awareness of sustainability: environmental, economic, and social sustainability.
- The location in a privileged area where environmental conservation is essential.
- In addition, the hotel wants to take a step further, promoting the natural heritage of Granada's knowledge and increasing the respect and preservation of the natural environment and improvement of the local community as well. It is true that after the pandemic, the importance of sustainable tourism and rural tourism has grown due to the fact that travelers are looking for unique and different experiences, who are more interested in nature and traditions, avoiding mass tourism and standardized tourist products or services. Therefore, the hotel looks at meeting guests' expectations and providing a personalized stay.

The main challenges:

- This company is making people aware of how important the sustainability aspect in a business these days is, even more so in the tourism industry. In many cases, society and government are not yet aware of these important present issues. The hotel is actively promoting sustainable tourism. Staff is aware of how important eco-friendly actions are, even small ones. The company tries to transmit these values to the team and their guests too, by way of promoting activities within the natural park with the collaboration of the local agents.
- Season 2021 was good, but the hotel has to face an uncertain future.
- The conservation and promotion of one of the most beautiful natural environments in Spain, Sierra Nevada National Park, is vital and minimizing human and tourist impact on the environment is really important.
- Regarding facilities and the energy issues, the hotel uses alternative energy systems to become more self-efficient and to reduce costs: thermal solar panels for hot water and solar photovoltaic panels for electricity. It is a way to improve hotel facilities in an eco-friendly way. They also save water through an irrigation canal that comes from the Sierra Nevada and have a deep irrigation system. There is also a wastewater treatment system, and they make natural compost. The hotel is reducing the consumption of single-use plastic and today, it has managed to replace 80% of single-use plastic. Next action is to increase reforestation with trees in order to reduce CO₂ levels from the atmosphere and reduce carbon footprint.
- In addition, the local community is a key factor in this process. The hotel offers local and seasonal products. The high-quality local products make a good strategy to provide a new experience to the guests showing local and traditional cooking from the different areas of the province of Granada. This is a way to support and develop the local economy and traditional ways of agriculture and cattle farming. For example, right now the hotel is working on a new project with a local cattle farming business in which the main goal is to avoid the extinction of a species of an endangered cattle, the Pajuna cattle, native from Andalusia.

Recommendations

General:

- One of the challenges of the company is to improve sustainable tourism and make tourists aware of the importance of environmental protection; for this reason, it is important to spread their idea to encourage people to change their way of thinking.

Specific:

- The business should be promoted more in the south of Andalusia as many people do not know much about the products and environment of this area.

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AMMATTIKORKEAKOULU

University of Applied Sciences



THE TIME OF THE PANDEMIC COINCIDED with much of the lifecycle of the project MOTION, which aimed at combating overtourism with innovating sustainable solutions for SMEs in the tourism industry. SMEs faced a lot of challenges then and still encounter different barriers in their daily lives due to, for example, limited time or financial resources. This publication illustrates ways to develop sustainable services through innovation to inspire readers and actors in the tourism industry to work towards a sustainable future in tourism in the EU. The publication is also suitable for educational purposes, and is useful reading for both educators and students.

THE CASE STUDIES generated in Rovaniemi in Finland, Fehmarn and Kiel in Germany, the Curonian Spit in Lithuania, Toruń in Poland, and Granada and Monachil in Spain provide ideas for other businesses in Europe to find their niche in a sustainable future. The project is funded by the Finnish National Agency of the EU for the years 2020–2023.



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