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Cultural differences in nature park management and visitor experiences in a French-Hungarian comparison

Orsolya Czeglédi

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UFR des Sciences et Techniques des Activités Physiques et Sportives

THÈSE

Pour obtenir le grade de

Docteur de l'Université de Bourgogne

Discipline : Sciences et Techniques des Activités Physiques et Sportives

par

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17 octobre 2016

Cultural Differences in Nature Park Management and Visitor Experiences in a French-Hungarian Comparison

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Insérer ici éventuellement votre dédicace

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INTRODUCTION

“If we do not change our direction, we are likely to end up where we are headed”
(Chinese Proverb)

Innovations and technologies have led to a heavy urbanization since the industrial revolution. Their uncountable benefits to the quality of human life along with changes in social and political conditions attracted people to the urban areas; the percentages of the total population located in cities expanded steadily (Wolfe, 2016). Despite the will and attempts at decentralization in the 20th century, countries with a single center, such as France, Hungary and most East Central European countries, have seen a particularly accelerated urban growth at their capitals (Horváth, 2005). Already in the mid-19th century, urban planning became commonplace. Besides constructing broad avenues and airy public buildings on demolished old districts in Paris, to provide relief from the congested urban environment, parks were created within and around the city (W. B. Newsome, 2009); a suit that was also followed by the Hungarian capital (Kollega Tarsoly, 2000). The increasingly noteworthy shrinkage of green areas, and the jeopardy of the preservation of natural and cultural values have been acknowledged since the mid-1900s and were followed by the appearance of conservation initiatives all around Europe (Burek & Prosser, 2008). Nature conservation in Europe developed from site protection (Jongman, 1995) and proceeded towards establishing nature parks, in the aim of creating balance between the satisfaction of human needs and the preservation of natural and cultural heritage.

France and Hungary are both challenged by the same difficulties of dealing with an ever growing urban populations' desire for natural areas. In both countries, the administration of protected areas is run under a similar framework of values and directives, defined and set by the European Union. However, the necessities and ways of protected area management might be interpreted differently (Bromley, 2012). Therefore, the operation of these sites might show profound differences, also affecting the experiences of their visitors, and as a result, serving the citizens' interests in a different manner. The fundamental question is *how these two European countries deal differently with the conundrum of providing wellbeing while conserving the nations' natural and cultural legacy.*

In the following sections, we are going to introduce the research topic and explain our choice. Then the nature of the national level comparison and the essential elements of the investigations are also going to be presented in order to better understand the basis of our research questions, the objectives of the study and the basic assumptions of the present thesis.

1. INTRODUCTION TO THE RESEARCH TOPIC: URBANIZATION, TOURISTIFICATION AND PROTECTION

In this thesis, I would like to present the research I've done as part of my doctoral studies with the help of my supervisors. Firstly, M. Patrick Bouchet, whose field of expertise is the analysis of sport consumption (goods, services, sport events) and its impact on the behavior of the actors on organizational and relational management, sustainable development, and fair trade. Secondly, with M. Antoine Marsac, expert of the sociological analysis of the development process and tourism development of territories, and the study of sports at open air/natural sites and in the city.

Within the framework of a French-Hungarian cross-cultural study, we aim to use the comparison of protected natural sites as a vehicle to reveal cultural differences in the management and the consumption patterns of the visitors (from a marketing/ management perspective). The central issue of our work is to unveil cultural differences (and similarities) between European countries and to understand the logic behind these variations of management and consumption behavior at protected and/or urban natural areas.

The growing number of visitors to these sites, yearning for nature (Falaix, 2015; Rech & Mounet, 2011) has increased the importance of their management: on one hand, to ensure control over the visitors, and on the other, to preserve the assets of the territory. For protected areas, the question of effective management is even more vital, as in their case, the territory is already considered as fragile (in a need for nature protection), and/or it has an historical/cultural importance of national level. If natural areas became more frequented, it's even more true for those natural sites offering special natural monuments and/or historic and cultural values to visit, increasing their attractiveness. In other words, these elements – besides others, that may vary according to territorial features, available activities, political situation, etc. – lead to the 'touristification' of these sites (D. Newsome, Moore, & Dowling, 2001; Reinius & Fredman, 2007; Richards, 2007; Vejsbjerg, Núñez, & Matossian, 2014). As tourism becomes more important, the importance of the management of these sites also becomes vital for both the protection of the natural and cultural assets of the territory and for the territorial development – including the control over tourists, the development of the infrastructure, etc. If this question is even more of actuality and of importance, it is because tourism is increasing unevenly in different countries or even regions (Cole & Morgan, 2010), making managerial issues even more complex.

Having recognized the importance of the issue, the European Union has gradually developed a policy on sustainable development, incorporating the afore mentioned managerial

questions¹. Accordingly, the same, central nature conservation and development management principles are imposed on the member states of the EU. In light of these considerations, considerable similarities of European natural area management are expected. However, it must not be forgotten, that at the time of the introduction of the corresponding EU policies², the different countries, and even more their natural sites, weren't necessarily at the same level of development, whereas the possibilities and the willingness of the introduction of new policies might also show great differences (such as financial means, available workforce, etc. of the country. Also, the interpretation of EU principles and directives might vary among different nations³. These differences, on their end, might be explained by national cultural differences, which is the central theme of our investigations.

Another aspect of the same question concerns the users of these natural areas. If consumption patterns significantly vary among countries, this might reveal further national cultural differences, while also influencing managerial attitudes and considerations.

Consequently, in our aim to reveal cross-cultural differences, we approach the question from a dichotomous marketing/managerial and consumer behavioral perspective. The use of natural sites as the medium-site for our study, provides insight into both of the afore mentioned perspectives, while the similar guidelines imposed on the studied countries might help to define cultural elements, through what they might help reveal national level cross-cultural differences.

¹ Source: <http://europa.eu/>

² For details about these policies, see 'Sustainable development' on page 135.

³ For details on the directives, see page 81 for French, and page 87 for Hungarian legislation.

2. PERSONAL ATTACHMENT TO THE STUDY

My devotion to the subject originates from my affection for the French culture, and my passion for nature and (outdoor) sports. The basic assumptions of the present study started to form since my first longer visit to France in 2010, when I spent a semester in Montpellier.

While I always had the chance to have access to practice nature sports, wherever I went, my close relationship with France and my first-hand acquaintance with its culture (aside from my university studies) began in 2010, during my five months in Montpellier. The time spent there provided me with the opportunity to become a little more familiar with the southern part of the country and with its history and culture – most often through participating in various outdoor activities. As outdoor sports and activities have always been in the center of my attention, during my stay in France, I continued to partake in some of them: cycling, running, rugby, swimming and ‘sand sports’ at the beach –to mention a few. On these occasions I couldn’t help noticing the dissimilarities between the French and Hungarian (youngsters) in their choice of physical activities and their (visible) attitude towards sports participation. These differences in sport consumption prompted me for further, and more conscious, observations, which, on their end, revealed the disparities of the available outdoor options. On the one hand, in terms of the availability of sports and physical activities, and on the other, the corresponding demand also showed shockingly profound differences – as I perceived that time.

As I traveled around the south of France, I noticed, that the number of sites dedicated to outdoor activities exceeded that of Hungary, while their infrastructure was also more developed and – apparently – encouraged to a much larger extent the practice of these activities. Hence, the idea and the curiosity to find out to what degree these natural areas are consciously (or fortuitously) used for these outdoor purposes, and why there is such an apparent difference between the French and the Hungarian method (even though these are two European, thus culturally similar, countries). The subsequent, now scientifically proven, observations are thus, focused on the consumption of outdoor activities and the management of the natural sites where these activities take place.

Later on, for the sake of my doctoral studies, I spent three months in Dijon and the following year I moved there for an indefinite period of time. This experience taught me personal lessons about French culture not only in relation to the outdoor activities consumption and the land management (that is, from the perspective of my researches), but on the culture in general and the peculiarities of the French society (as I gained more personal experience in the

country). The years spent in France provided me with a deeper insight to the country's culture. Furthermore, as I learned more, and as my outlook of the world enriched and enlarged, I managed to equip myself with a fresh view on the culture of my home country. Therefore, my intercultural studies rely, on the one hand, on my scientific knowledge, and on the other, my personal experiences.

Besides cultures, I always had a predilection for sports, and nature sports in particular. As a sequel to my university career in sports management, still thirsty for knowledge, I decided to pursue my studies and deepen my knowledge on my beloved subjects. Although my initial subject primarily targeted the analysis of outdoor activities in both urban and natural settings, it was considerably modified according to a research contract between the Laboratory of Social-Psychology and Sports Management⁴, my parent institution, and the Burgundy Region⁵ in 2012. The agreement aimed an international comparison among nature parks including France, Taiwan and Hungary.

My educational choices, prior knowledge and interests and my proclivities resulted in an ever increasing thirst for (scientific) knowledge and in the realization of the present thesis. The following pages serve to show how the aims and the objects of my scientific curiosity have been shaped: still based on these, afore mentioned, personal experiences, but now within the framework of a systematic scientific investigation. Also, the interest and the significance of the topic, and the fundamental objectives of the present study will be highlighted.

⁴ Laboratoire Socio-Psychologie et Management du Sport, Dijon, France

⁵ Or the 'Région Bourgogne', since 1st January 2016 Région Bourgogne Franche-Comté

3. THE NATURE OF THE COMPARISON AND CONTEXTUALIZATION OF THE STUDY

The fundamental topics and axis of the research, as well as the personal ties of the authors being introduced, we would like to underline some curiosities about the countries and place the different aspects of the study in their context. This section is dedicated to introduce the nature of the comparison, highlighting some peculiarities of the subject countries, our approach to their cross-cultural analysis and the place and role of nature parks in the study context.

The present study focuses on the current situation of European nature parks, which (as we assume) tend towards an increasingly sustainable management, though (might) embrace different priorities. In the second half of the section, a short explanation will be given on the relationship between nature conservation and nature parks, and the emergence of tourism on these areas are going to introduce the importance of a conscious handling of nature sites.

3.1. The Nature of the French-Hungarian Cultural Comparison

Before beginning to outline the central problem of our investigations, we would like to share some thoughts on the countries of the comparison. The reason behind the choice might be obvious: the close personal ties of the author to both France and Hungary has clearly affected the selection. However, the rationale of the decision is rooted in deeper considerations. We would like to show, from a point of view of someone now having a certain understanding of both countries, how the juxtaposition and the comparison of these two countries is of interest and where its significance lies.

In addition, we have to note in advance that, as the French culture is much more widely known than Hungary's, (being a sizeable country on a European scale with an outstanding historical and cultural reputation,) our presentation will focus slightly more on familiarizing the reader with the Hungarian peculiarities. The reason behind this decision originates from the assumption that our readers' general knowledge, in most cases, might be much more abundant on French culture than that of Hungary's. Accordingly, our presentations might be somewhat bias in favor of Hungary, which might persist during the whole study. However, in order to fulfill academic requirements, we will always seek to present all the necessary information about both countries which is vital for a clear understanding.

Based on our personal experiences, many believe, that Hungary is a remote country (from the French perspective), while its climate is commonly believed to be Siberian. The truth about

this is that the distance between Paris and Budapest is no more than 1500 kilometers, or about two hours by plane. As for the country's climate it is also comparable to that of the Paris Basin, to use the same example as before⁶.

Another basic (geographical and cultural) fact about Hungary lies in the uniqueness of its Central- and Eastern- European milieu. Hungary, neither in terms of its national language⁷, nor historically or culturally, belongs to neither the surrounding Slavic, nor the Balkan countries. That doesn't mean that the neighboring countries had no effect on Hungary's culture and history: on the contrary, numerous expressions, dishes or variation of dishes and traditions originate from the neighboring countries. However, the most influencing bordering country is, without any doubt, Austria: through its close, long term relationship with Hungary, which served as a connection to the West, allowing Hungary to progress in the same direction (even if not at the same pace or manner), than the western part of Europe (Romsics, 2010). In other words, Hungary's strong relationship to Austria⁸ allowed the country to develop in a more European-like manner (in comparison to the development of the Balkan countries).

Hence, the comparison relies on the cross-cultural analysis of the two European countries. Regarding the perspectives of the study: park management and the experiences of the park visitors are in its focus. The cultural comparison is grounded in the theories of Hofstede (1983, 2001, 2010) and Woodside (2008, 2011), complemented by managerial considerations related to territorial development and the positioning of the sites⁹ as tourism destinations, tourism (in terms of diversification and specialization of the tourism offer)¹⁰, sport and tourism¹¹, outdoor activities¹² and the experiences¹³ linked to these.

⁶ More detailed data on the countries will be presented later, at this point we are only focusing on clarifying some basic misconceptions.

⁷ Hungarian is a Finno-Ugric language, thus belonging to the family of Uralic languages.

⁸ Austria-Hungary (1867-1918), before: Habsburg Monarchy. For a brief outline of the most important turning points in Hungary's history, see Annexes 1 on page 496.

⁹ See: Corneloup & Perrin, 2009; Dorvillé & Bouhaouala, 2006; Falaix, 2012; Hautbois, Desbordes, & Pierce, 2010; Hautbois, Ravenel, & Durand, 2003; Marsac & Czegledi, 2016; Marsac, 2015.

¹⁰ See: Marsac, Lebrun, & Bouchet, 2012; Perrin-Malterre, 2014.

¹¹ See: Higham & Hinch, 2009; Sobry & Dorville, 2010; Sobry, 2004; Weed & Bull, 2009.

¹² See: Augustin, 2007; Bourdeau, Mao, & Corneloup, 2011; Hautbois et al., 2003; Rech & Mounet, 2014; Shilbury, Westerbeek, Quick, & Funk, 2009; Stebbins, 2005.

¹³ See: Bouchet, Lebrun, & Auvergne, 2004; Oh, Fiore, & Jeoung, 2007; Pine & Gilmore, 1999.

3.2. Introduction to the Subject Countries: the Role of Nature Parks and Culture

In order to set the basis of the further analysis of the subject countries, we are going to introduce them in a comparative manner along some recent historical and economic elements, which marks considerably the different evolution of outdoor, tourism and nature consumption in France and in Hungary.

Although both members of the European Union, sharing the same “European values¹⁴”, they spent the second half of the 20th century under opposing political and economic regimes, and evolved in different manners. It happened also during this period, that the current interpretation of nature conservation spread all over Europe¹⁵ and national/natural parks, as in today’s European terms we know them, emerged and proliferated all over the continent. In other words, today these two countries are expected to share similar values and to be developing in similar directions. On the other hand, owing to contrasting elements in their recent history and economic background, differences prevail in their sport/outdoor/nature/tourism consumptions.

A study (Földesiné, 1991), carried out right after the economic and regime change in Hungary, revealed differences between the sport consumption in Hungary and France. One of the study findings show, that higher proportion of the French participate in physical activities than that of the Hungarians’, while they also associate more positive views to it. Also, for Hungarians, recreational sports hardly include playful elements, these activities tend to lack fun and carefree cheerfulness. According to the study, sport and playful activities might be considered as the “microcosm of society”, and therefore, the differences in sport consumption might be explained by the differences in the society surrounding them (Földesiné, 1991). This study gives, an overview on the consequences of the afore mentioned different development of the countries under the different economic and political regimes, which might as well explain even some of the current differences.

In order to ground the countries’ comparison, we have mentioned their different political systems after the World War II under which the countries evolved differently for four decades. In addition, fundamental differences on their sport consumption were revealed. The following sections provide a more detailed introduction to the topics of physical activities and tourism,

¹⁴ Consolidated Version of the Treaty on European Union, 2012, C 326/13

¹⁵ For further details on European nature conservation, see chapter 2 and 3 on page 70/126.

with basic historical explanations, which will allow us to have a first impression on the differences between the countries and to set the basis of our further analyses.

3.2.1. Outdoor in the Two Subject Countries

Outdoor activities are fundamental elements of the present thesis, thus, an explication of our approach to this phenomenon cannot be left out from the introduction of the study. However, as we are going to deal with this question more in detail during the following chapters, our aim now is to show the essential differences in the outdoor consumption of the subject countries. Also, major historical and/or economic elements will be highlighted, which explain (some) of the fundamental differences between the different evolution of these activities.

3.2.1.1. Outdoor in Hungary

The current state and the recent evolution of outdoor activities in Hungary might be best captured in relation to the evolution of hiking and cycling, along the socialist organization of sport. The written history of hiking, showing its popularity already at the time, goes back to the end of the 19th century, when the first tourist association was founded in the aim to organize hiking (designing paths, signposting, organizing collective tours, etc.) in Hungary (Thuróczy, Csiki, Kispál, & Holényi, 1964). Also, cycling was one of the most popular sports at the turn of the 19th century Hungary, an example to which being the construction of the Millenary Sports Establishment in 1896¹⁶ for organizing open-air sports events, such as football games, athletics competitions and particularly track cycling events (Zeidler, 2002). Despite the growing popularity of (outdoor) sports and activities among the Hungarian population, the evolution of these took a new direction after the II World War. Maybe the most important trait of socialist sport, particularly from the mass sport's perspective relies in the fact, that the sports, owing to their health benefits, were considered as utterly necessary for everyone. However, in reality, sports became an object of social constraint: participation wasn't encouraged with creating the conditions and motivate citizens to participate, but became compulsory (Földesiné, 1990). In this aim, competitions were organized for collecting (socialist) "badges" among schools, factories, workplaces; national fitness programs were created (considering their military

¹⁶ For the celebration of the 1000 years since the foundation of the country.

aspects); sport movements were introduced (Földesiné, 1990). At the same time, trainings on regular basis weren't assured, and with the lack of free-time¹⁷, the lack of infrastructure and the lack of professionals couldn't provide the necessary basis for assuring access for everyone to physical activities (Földesiné, 1990). In addition, these obligations to participate in sports on paper, and the state supporting elite sports beyond the financial possibilities of the country lead to a general disinterest among people towards sports, some event being opposed to professional sports¹⁸ (Földesiné, 1993).

In this climate, after the change of political and economic regime in 1989, the newly decentralized sport administration, on the newly opened sports market, had to face financial difficulties, the lack of (appropriate) sports infrastructure and the often negative views of the citizens on professional sport. However, the endeavors for promoting the participation in physical activities are increasingly successful in Hungary, resulting in a now growing interest for both sports and outdoor activities (Földesiné, 2006). Today, outdoor might be characterized by the most popular activities: waking/hiking and cycling (Ács, Borsos, & Rétsági, 2011). Interest for recreational cycling in particular is of rise: both in bigger towns and in summer resorts more and more people use bicycles, while the cycling boulevard around lake Balaton attracts diverse groups of people, individual and organized tours, competitions¹⁹. Although half

¹⁷ Especially during the 50s, in order to meet the irrational plans of the factories, workers had to do an extreme amount of overtime at work (Földesiné, 1990).

¹⁸ "The radical political and economic changes of 1989-1990 in Hungary affected all social subsystems. In sport there was neither revolution from below nor relevant reforms from above prior to the regime change (Földesiné, 2005)." The reason behind the fact that the sport didn't get enough attention after '89 is a complex question. First of all, the intellectuals during the eighties (too) despised the sport (Földesiné, 1993). "Hungarian sport is widely believed to be a loser of the 1989-1990 political and economic transformations both inside and outside of sporting circles arguing that it was devaluated and the state withdrew from it (Földesiné, 2005)" Most importantly the change was long-awaited, but finally arrived somewhat unexpectedly and people were unprepared. "The most important changes in sport were triggered from outside" (Földesiné, 2005), a solid civil base was missing and no one was prepared to lose the financial aid the sport received during the previous 40 years. After '89, although sport wasn't supported as before, "all governments in power between 1990 and 2004 supported elite sport to a greater extent and all of them tried to gain political advantage from the Hungarian top athletes' performance directly or indirectly (Földesiné, 2005)." Consequently "Civil society has not been able to become an independent third sector in post-state socialist Hungary. The civil sector has been over-politicized and failed to play a more decisive role in sport because it could not count on the business sector (Földesiné, 2005)."

¹⁹ Between 2010 and 2012 the Hungarian Cycling Club made an attempt to count cyclists in Budapest four times a year during 7 days in order to see the dynamics of the number of bicycle users. According to these statistics, Budapest sees a growth in the number of cyclists (*Országos adatok a kerékpárhasználatról [National data on bicycle use]*, 2012). As for the cyclists at the Balaton, to our knowledge, there is no official statistics on the evolution of their number, however, according to our (non-representative) observations, their number has considerably risen since the construction of the bicycle boulevard in 2012. Also, non-official data shows the growing number of bicycle users in bigger Hungarian towns

of the Hungarian population lives a rather inactive life²⁰ (Ács et al., 2011), those, who participate in physical activities show a growing interest for more diverse activities²¹ (Gál, 2008).

3.2.1.1. Outdoor in France

While Hungary was busy to reorganize the state according to the socialist requirements, France found its still standing political stability in the Fifth Republic, introduced in 1958 (Duby, 2003). Its first president, Charles de Gaulle²² served between 1959 and 1969, devoted himself to improve the economic situation of his country and to maintain its independence (Sirinelli, 1995). His economic endeavors were also embraced by another emblematic president of the Fifth Republic, although from an opposing political standpoint: Francois Mitterrand²³, considered to be France's most controversial politician – as expressed in a biographical book which describes him as 'A Very French President (Tiersky, 2003). His major efforts as presidents are linked to his economic policy in an objective to boost economic activity (Sirinelli, 1995).

At this point, one might ask why we mention recent economic-related politics. A stable economic situation is particularly important from the perspective of promoting physical/recreational/outdoor activities: Sport might not only contribute to the economic development of a region or a country (Westerbeek & Smith, 2003), but it might serve as an indicator, and a political tool to show the national economic power, as sport is considered as the privilege of the developed, economically stable countries²⁴ (Földesiné, 2006).

²⁰ Only 23% of the adult population participate in regular physical activities (EU average: 40%), while 53% claimed to never do any sports (Ács et al., 2011).

²¹ Compared to data from the early 1990s, when a Hungarian-French comparison showed, that Hungarians can "think of" much less kind of physical activities, than the French (Földesiné, 1991).

²² Charles André Joseph Marie de Gaulle, his full name

²³ François Maurice Adrien Marie Mitterrand. If we only mention him, and not any other presidents of the Fifth Republic, it's because he has a twofold importance from our point of view: besides his economy-boosting aspirations, he's has special importance for our study, having chosen the Morvan as his residence, one of the territories subject to our study.

²⁴ As for the current economic situation of the subject countries, the nominal GDP per capita at market prices in 2015 (Source: <http://ec.europa.eu/eurostat/>) were the following: France: 32 800 euro, Hungary: 11 100 euro (while the EU average (28 countries): 28 700 euro), while the differences are even more deep for their purchasing power (the elimination of price levels differences between countries allows the comparison of economies in absolute size.): France 2,017,784.8, while Hungary: 191,925.1 (the EU average (28 countries) being 14,635,153.9 million euros.)

Regarding the evolution of the outdoor activities, as well as that of other sport and physical activities and the citizens' access to these and to information on them: the political climate of the country and sport related considerations on the state level²⁵ left room for the development of both activities and their infrastructures and administration (Raynaud, 2002). During the 'Ancient Régime', physical games, just like mind games, expressed ranks and positions: All along the 19th century, the enlightened aristocracy and the rising bourgeoisie adopt diverse fashions of physical sanitary and recreational and competitive activities coming from across the Channel²⁶ either in an active form or as a form of passive entertainment (Clastres, 2010). The creation of the French Alpine Club²⁷ in 1874, occurred almost a century after the climbs to the Mont Blanc, sea bathing resorts are constructed (for example in Dieppe in 1822 or in Biarritz in 1841), bicycle pioneers joined the Touring Club of France²⁸ since 1890, before turning towards more distinguished and expensive activities, such as motor sports and aviation (Clastres, 2010).

To carry on with more recent events, during the 1950-70s, another emblematic character from both the point of view of French history and even more from that of our study: Felix Kir realized his dream by constructing lake Kir next to the town of Dijon, Burgundy (Bazin & Mignotte, 1969). Although an original idea, the construction of urban beaches is not without precedent: the desire to see the ocean prevail even in non-coastal communities since the end of the 18th century, while a second wave of the same fashion, notably the popularity of artificial urban beaches is in rise since the beginning of the 21st century (Rieucou, 2008).

To sum up, following the closing of the II World War, during the 1950s, (besides other activities) Hungary was busy organizing socialist style badge collecting competitions and inter-scholar/inter-factory, etc. contests. At the same time in France, an after-war regeneration started in the country. Just to mention an example, fashionable artificial lakes/beaches were being constructed in order to provide "coastal-like" experiences to the citizens of non-coastal areas. Such example of differences is not unique, showing the gap between the evolution of outdoor activities not much more, than half a century ago in the two subject countries.

²⁵ For example, since November 12, 1981, a joint action between the sporting movement and the Ministry of Youth and Sports supports Sport for All initiatives in the aim to ensure "the development of the practice of the physical activities by the greatest number of participants, including the elderly and the handicapped people" (Raynaud, 2002).

²⁶ The English Channel/ la Manche

²⁷ Club alpin français

²⁸ Touring club de France

3.3. The Preservation of Natural Sites

If outdoor is a fundamental question from the study perspective, so is the preservation and even more the different evolution and interpretation of nature conservation in the subject countries. Environmental preservation has a long history in both France and Hungary. In both cases, it started with the first attempts to protect forests through the regulation of logging and an effort for reforestation through the 15/17th Century (Aspe, 1987; Rakonczay, 2009). During the 19th Century a new wave of nature protection started, that evolved to the level and direction known today. In France, the first protected sites were designated in the 1930; already with a comprehensive approach, that aimed to preserve not only natural monuments, but also sites with cultural, historical and/or artistic and religious value – such as the Mont Blanc and the Mont Saint-Michel²⁹, etc. Some ten years later, the Hungarian Parliament also adopted the first site protection program to preserve a unique nature site at the Balaton³⁰ (Rakonczay, 2009). Hence, historically, the two countries embrace rather different approaches to nature and land protection: While in France the conservation of biodiversity and cultural/historical values started national nature conservation aspirations, in Hungary, considerations for a unique biodiversity prevailed. However, today being EU members, the harmonization with European policies is compulsory for both of them. In this way, they are both expected to implement the same levels of nature protection in their systems.

The harmonization requirements are obviously reducing the differences between the park management of different countries, as all EU members are subject to the same administration principles. On the other hand, the interpretation of the laws and their implementation might show national differences – and that is what we are interested about the most: national differences and the reason behind them. Also, the similarities of the administrative principles contribute largely to ground the comparability of the European countries' nature- and land management systems (not only for the countries treated in our study, but any other member states of the European Union).

As France is a founding member of the EU, it always had a say in shaping the policies of the Union. Hungary, on the other hand, a later member and a less powerful country, had to adopt many of the already existing policies and, thus, its adhesion to the EU brought significant changes also in the field of its natural land administration. This means more than ensuring a

²⁹ *Protected Areas in France: a diversity of tools for the conservation of biodiversity*, 2013

³⁰ On the Tihany Peninsula.

level of preservation required by the EU, while it also has to be noted, that Hungarian governing bodies have always been rather serious about nature protection, enjoying many considerable successes.

As for Hungary, the existing policies had to be completed or altered according to the European laws. To take an example from the field of outdoor, (another one of our focus areas,) owing to the European harmonization (besides societal changes and technological development): in 2013 off-road cycling³¹ entered into the Hungarian nature management legislation vocabulary³². In order to comply with the EU directives, a broader interpretation of natural site management had to be adopted, now taking into consideration the needs and interest of those who might be using the territories. In other words, a traditionally restrictive and almost exclusively environmental protection approach had to be extended to a more comprehensive land managerial perspective that took into account a larger number of factors.

A similar effect can be observed at Lake Balaton, a priority venue for our investigations and the cradle of Hungarian nature protection. The idea to protect a site for the first time, didn't exclusively originate from environmental aspirations – however natural preservation always played a crucial role and were a priority in these endeavors. Nonetheless, the preservation aspirations also included the protection of the town's architecture (the Tihany Abbey), the region's traditions and the Nation's culture (Rakonczay, 2009). The desire to preserve historical memories and (national) cultural assets is inherited in human nature, the preservation of the means of expression of national identity has always been crucial for any ethnic group throughout the history of humankind (Hofstede, Hofstede, & Minkov, 2010).

3.4. The Consumption of Nature Sites and the Emergence of Tourism

On the international stage, France's legacy and determinative role in European history is indisputable (as we already mentioned in the previous section). To highlight one of its major contributions to the old continent's history, during the after-war period, guided by the aspiration for “ending the frequent and bloody wars between neighbors”, the European Union was set up,

³¹ The fact that cycling wasn't included in nature related legal documents doesn't mean that the activity didn't exist, or that riders didn't use natural sites. However, until July 2013, cyclists were ignored by the policy makers, and this outdoor activity was prohibited in most forest areas (as anything that is not allowed is considered as forbidden).

³² Before 2013 cycling wasn't acknowledged as an outdoor activity, it only appeared in the road regulations as a means of transportation.

one of the six founder states being France³³. Besides this, France is also the world's leading tourist destination with 83 million tourists (in 2012), and with a tourism activity accounting for 7% of the country's GDP³⁴ – and its leading role in world tourism is still maintained despite the current terrorist threats menacing the country and in particular its capital. However, France's popularity and world-wide recognition is not ill-founded: The country's historical and cultural legacy as well as its geographical diversity contribute to the country's exceptional rich and versatile contributions in the field of arts, architecture, sciences, inventions, etc.

Regarding the evolution of tourism in Hungary, the four decades of isolation affected tourism activities in the long-term: During the socialist era the promotion of internal tourism prevailed over the international and only a low level of infrastructure was built that was appropriate only for the less demanding tourists' requirements (Földesiné, 2005). The quality of these infrastructures remained considerably under the international level and thus after the political and economic transformation of 1989-1990 the new management inherited these low quality tourist facilities and institutions. Furthermore, they hardly had any experience in the professional organization of tourism or in its marketing, ergo they weren't competitive in the world market of tourism. However, tourism was seen as a potential tool for the economic recovery of the country. Yet, prominent experts of international tourism warned their Eastern-European partners not to think that tourism may provoke economic growth as it is the other way around: tourism is not the cause but the consequence of the economic prosperity. (Földesiné, 2005)

After the political and economic changes, Hungarian tourism has lost its advantage over the other socialist countries that came from its particular historical and political situation and thus have lost its attractiveness in the eyes of the tourists. Henceforward a pathfinding characterizes the Hungarian tourism: new destinations, attractions, management methods and also the reinforcement of certain disciplines (such as conference tourism, spa tourism) in order to preserve the competitiveness of the territory (Földesiné, 2005). Also, the years after the change were characterized by ever changing directives and organizations and the "often unclear ownership and the consequences of the economic recession are pulling back the financial participation of the private sector" (Dóczi, 2007)

³³ Source: http://europa.eu/about-eu/eu-history/index_en.htm

³⁴ Source: <http://www.diplomatie.gouv.fr/en/french-foreign-policy/economic-diplomacy-foreign-trade/facts-about-france/one-figure-one-fact/article/france-the-world-s-leading-tourist>

Interpreting the afore mentioned considerations on tourism to the natural sites of our investigations have considerably changed their function since an increase of a new kind of visitors/users have emerged in both treated (and all European) countries. Also, nature preservation has become more widespread since the 1960s (Charles & Kalaora, 2007; Rakonczay, 2009), to achieve its current form, the contribution of the emergence of tourism on natural sites (and in particular, the environmental threats linked to an increased human presence on these areas) is unquestionable.

Despite the fast growing popularity of tourism since the end of the 20th century is indisputable, the reasons behind the emergence and growth of tourism on natural sites are multifaceted and their evolution might show considerable differences among countries and even regions. However, some major influential elements need to be mentioned, that are also of relevance from our investigations' point of view. Firstly, the afore mentioned development of tourism, as it became (and is still becoming) more and more available to anyone, has led to an increase in the number of tourists (both in terms of individuals taking part in tourism activities and also in the number of their tourism participation), and the improvement of the available tourism infrastructure (Laplante, 2011). Secondly, the proliferation of information technology facilitates the flow of information, increasing the interest of potential tourists about existing and developing destinations. Thirdly, as urbanization is increasingly (literally) gaining ground, green areas tend to progressively disappear from the urban setting, making those who are yearning for nature, visit more and more natural areas (Pralong, 2006). Finally, the growing popularity and the diversification of outdoor activities also occur, almost as a kind of burden or threat (in case these activities aren't managed by professionals) on the environment (Mounet, 2007). Therefore, natural sites and parks became desired places, accessible for anyone, where particular norms prevail (Dagenais, 2006).

This way, a need for a reconsideration of land management is forged, as, besides the preservation of natural and cultural sites and monuments, the management of an emerging and growing public of natural sites became necessary (in order to ensure the previously defined environmental objectives). In other words, the management of European natural sites now require not only the professional environmental protection measures, but visitor management and consideration for economic and social benefits should also be integrated into the management's tasks.

If we have chosen nature parks (nature parks, in the general sense of the word, as the different levels of nature protection and their names may differ from one country to another), it's because they might be the prime example to show the interdependence between natural protection, managerial questions and consumer choices. These areas represent natural and/or cultural values of national interest – that is why (among other reasons) they deserve the protected status. *On the other hand, the growing general interest for natural places increase the importance of these protected areas: they are shifting from being the 'guardians' of natural and cultural values, to the 'showrooms' of these – while also serving the needs and the interests of the visitors and stakeholders. However, what they have to offer for the current generations, also to be preserved for the future ones. In this way, the (sustainable) management of these protected sites, becomes a priority; and the nature parks, themselves, become a privileged place for both demonstration and preservation.*

The question is how these privileged places are managed.

Or how the subject countries try to respond to the afore mentioned societal changes. In an effort to satisfy the variety of needs, and to please both visitors and stakeholders, a comprehensive management style needs to be adopted, that supports both stakeholders and the visitor requirements³⁵. This latter one is best done by attempting to provide visitors with a unique tourist experience³⁶. In other words, according to the current state of researches, nature parks, as tourist destinations, are expected to be positioned as “experiences” (Richards & Wilson, 2006). That is, in our case the authenticity of the parks³⁷, stemming from their natural and cultural values under protection, might serve as a key attribute in the positioning of the destination (Oh, Fiore, & Jeung, 2007). However, ‘positioning’, in our interpretation, means not only a positioning on a tourist market, but also a positioning among protected sites. Thus, a comprehensive and efficient (sustainable) park management is supposed to consider site protection requirements just as much as visitor expectations.

³⁵ As per the principles of sustainable development as expressed in the Brundtland Report (*Report of the World Commission on Environment and Development : Our Common Future*, 1987)

³⁶ According to the breakthrough approach to experiences of Pine and Gilmore (1999), adapted later for tourism research (see: Oh et al., 2007). For further details on the question, see page 166.

³⁷ See: Delignières, 1998

The French model of natural site management, as we have already mentioned, a model that has a reputation of being one of the best functioning in the world³⁸, is expected to follow these afore mentioned guidelines. The cultural stereotype of the French aspirations to construct a high quality of life (Hofstede, 2001), seems also to be reflected by their park managerial methods, offering a wide range of activities and services to their visitors (according to our personal observations), and demonstrating considerable effort in the presentation of cultural values. However, the nature conservation measures are hardly noticeable.

Conversely, Hungary seems to follow a strict and highly professional protection protocol, while, just as opposing the French way, the concept of providing the visitors with exclusive experiences in the parks (and perhaps to reach their other managerial goals through this more efficient control over the visitors), doesn't really feature at the Hungarian nature parks. However, aspirations to increasingly implement the principles of sustainable development to the management of nature sites is also observable.

These national (cultural) differences between the visible manifestations of the French and the Hungarian park management serve, thus, as the basis of our investigations on the management styles and the positioning of protected nature sites.

³⁸ As referred in one our interviews (see: Annexes 29 with M. J-P Caumont on page 549)

4. RESEARCH QUESTIONS AND PROBLEMS OF THE STUDY

Although the increasing human presence in natural sites is not a completely new phenomenon, the study of these territories from a dichotomous managerial and consumer oriented approach remains scarce – even more in a cross-cultural comparison. French nature parks have a relatively vast literature, studying preservation questions, the characteristics of outdoor activities or the lived experiences on natural sites, for instance. Also, research on tourism is rather extensive, which is not surprising, since tourism is the country's leading economic sector. However, marketing oriented managerial research on the protected sites remain sparse. On the other hand, hardly any studies can be found on the managerial methods of Hungarian (protected) natural territories – with the exception of conservation related subjects, which is, for their part, abounded in scientific literature.

For our study, the main questions, to which we are looking for an answer is: How these parks are managed in order to satisfy (or not) the needs of the visitors, with special attention to their outdoor activities, notably the most popular ones: cycling and walking, and their experiences in the parks. We would also like to find out if these managerial approaches meet the requirements laid down in European Union legislation, and to what extent nature protection is a central concern for them. Finally, all these investigations serve the aim to reveal how these managerial approaches and the corresponding consumer patterns may differ from one European country to another.

These initial, fundamental, queries will be then extended to the related topics of which understanding seems to be essential for answering the original ones. Accordingly, the following, somewhat more precise and targeted, but still rather general questions were formed:

How, in each country, park administrative work is organized? What are the most important elements that these different national approaches take into consideration? What do land administration experts care about the most? Do they consider social needs? Economic benefits? Environmental protection? Or a combination of these? And if so, then the question is, what's in the mix, and what are the more/less important elements. Can you have your cake and eat it too? Or, in other words, is it possible to create and maintain a balance to satisfy all environmental, economic and social needs and requirements? How the triangle of financial, social and environmental aspirations might create an equilibrium – if possible?

In order to answer these questions, the nature of the treated venues need to be clarified. It is obvious, that we are dealing with natural sites, managed by central/state owned bodies. However, we cannot be sure about the extent to which nature protection is in their focus. On what levels nature protection might operate in the case of each sites? (Here, we are not speaking about the official levels of environmental conservation, but the extent to which each particular park management embraces these measures, and the level of importance the administration attaches to nature preservation.)

Another fundamental question about the treated areas lies in their significance as both natural monuments and touristic sites. We assume that the general (natural and/or cultural) importance of these territories contribute largely to the tourism strategies that are taking place on them. We are equally curious about the geographical, historical and cultural significance of the different areas on the national level, and, in line with that, the organizational structure of their tourism management (keeping a focus on the outdoor side of the tourist offer at each sites).

As previously stated, we took a dichotomous perspective for the study – although these approaches are tightly linked, notably, the management/offer and the visitor/demand side of the experiences at natural sites. However, the examination of the two aspects at once might reveal discrepancies between the offer and the demand, while it might also serve as a better understanding of national cultural differences.

As for the afore mentioned demand side: we are interested in revealing the most popular outdoor activities among the visitors of the treated areas. First of all, we would like to answer how the cultural affiliation of the visitors to each park can be described? Do their cultural views correspond with their national cultural characteristics as defined by researchers? Do Hofstede's cultural dimensions (Hofstede et al., 2010; Hofstede, 1983)³⁹ really fit them? Who are these visitors: tourists or residents of nearby areas? What do they do in the park? In what kind of physical activities do they participate? According to statistical data, the most commonly practiced physical activities in both countries, as well as in most EU member states, are walking

³⁹ Similarly to our considerations, Hofstede adopts a universalist approach to national cultural comparisons (seeking for the inherited and universal human nature (Hofstede et al., 2010)). The universalist approach, considering culture as a “complex whole (Tylor, 1871)” leaves space for exploratory analysis, while the comparative perspective of his studies provide a relatively reliable basis for our investigations. Furthermore, Hofstede choice of survey settings, that is, the international offices of IBM (Hofstede et al., 2010), provides us with the basis of a managerial approach of cross-cultural investigations. (For further explanations, see the summary of Hofstede's study on page 52, and our approach to study culture on page 175.)

and cycling. Therefore, our questions target these subcategories of visitors: is there a difference between the outdoor consumption patterns of cyclists and walkers? How do they experience their time in the park? Do they have the same kind of experiences? How can these experiences be captured? Do they have an emotional or cognitive connection to the sites they visit or the activities they practice?

5. GENERAL OBJECTIVES AND THE METHODOLOGICAL OUTLINE OF THE STUDY

As the fundamental questions of the study adopted a dichotomous perspective, the same should be reflected by the objectives of the investigations. Accordingly, our number one goal is to reveal the national peculiarities of both the available activities and recreational/tourism services of the studied parks (through the understanding of their management), and the consumption habits of their visitors (via the analysis of the demand and paying special attention to the experiences of the visitors during they stay).

As we have already drawn from fundamental historical elements, we could also see, how past (and present) events might shape the managerial approaches to nature protection and land management; and also, how these same events might form the extent and the orientation of the demand. The origins of what we now call national ‘cultural elements’, lie in the history of the specific nations (or any other types of human groups). Likewise, history is an inalienable element of forging the managerial attitude of state policy makers, also the consumption patterns of the visitors, even though these attitudes and patters might show considerable differences on the national level.

The aim is to find out the real nature of the cultural, managerial and consumption related differences within the natural areas. To achieve this, the following paths need to be followed: Firstly, the understanding of the major historical events of both countries is, essential, as we have already highlighted. Likewise, and for the same reason, recognizing the historical evolution of nature protection is also vital – another question that we have already mentioned. Thirdly, a global comprehension of the tourism evolution in both treated countries is a prerequisite to a global understanding of the functioning of natural sites.

In this respect, a difference has already been mentioned: in France, a world leader in tourism, visitors have always been considered in the management of natural sites. Also, the French example of nature park management is recognized worldwide, at least, in professional circles. On the contrary, the Hungarian system is yet to be studied scientifically. It is obvious, that the Hungarian natural site management system doesn’t consider tourism as much as the French one. The reason behind this might be easy to understand through the analysis of the tourism history of the Country: most of these natural areas in question have only recently become tourist destinations. However, these sites carry not only natural values, but a series of cultural monuments and memories. Therefore, they are worth being exhibited to current visitors

and preserved for future generations. Thus, we would like to show how this tourism potential is exploited by the Hungarian nature administration, and how the demand for it is formed. Then (or in parallel), we would like to compare it to the French model⁴⁰.

Afterwards, as a somewhat synthesis of the gathered information on the natural sites (geographical characteristics, historical and cultural importance, tourism strategy, outdoor offer and outdoor consumption patterns), we would like to discover, how each area are positioned on the market of natural sites – to use a term borrowed from marketing. In other words, we would like to show, how these parks position themselves through outdoor supply and in line with their managerial considerations. Finally, we would like to propose managerial recommendations for an even more multifaceted natural site management that supports outdoor activities while keeping the balance among economic, social and environmental aspirations.

Our approach to cultural comparison is characterized by a twofold perspective as we attempt to incorporate in our study both empirical and theoretic considerations, The same dichotomous perspective applies to our methodological approach also: with the use of existing and original data⁴¹ and with combining qualitative and quantitative methods⁴² applied to our case⁴³, we attempt to make both a posteriori conclusion of our surveys and observations, and more global, theoretical conclusions deriving from the totality of the gathered data.

⁴⁰ One of our original presumptions suggest, that even though natural site preservation and tourism considerations in France and in Hungary are rather close each other, this might just be as well the current state of different evolutionary paths in terms of both nature conservation and tourism. In order to understand these differences, we are attempting to understand the current park management standpoints in the context of their progress.

⁴¹ The study relies on existing data sources, such as existing documents, theories and statistical data, while a considerable amount of original data was also gathered during our investigations.

⁴² As for the original data collection methods, we used the techniques of questionnaire (see: Babbie, 2009) and interviews (see: Blanchet & Gotman, 2001).

⁴³ Although our aim is to provide analytical models for natural site studies, we are aware of the fact, that our particular comparison might as well be considered as a case study, therefore some of the methodological aspects of case study analysis were also considered (Yin, 1984). For further details on the methodological approaches, see the ‘Analytical Framework’ section from page 192.

6. GENERAL ASSUMPTIONS OF THE STUDY

In line with the initial questions, the problems and the objective of the present study, we formulated the following preliminary assumptions (in fact, these are the precursors of our actual hypothesis – but in order to avoid any misunderstanding or confusion with the actual hypothesis, we use a synonymous word).

- (1) We have seen already in the history of nature conservation, that differences may occur between the countries of our investigations. Our first assumption deals with this difference: we suppose that in both countries, nature conservation and site protection strategies are rather centralized and thus, managed from a high through central policies. However, we have a strong suspicion, that this strategy is not as well-structured in Hungary than in France.
- (2) The second assumption originated from the first one: notably that:
 - 2a. The tourism offers of the nature parks in France complement the outdoor and tourism offers of the regions, from where the majority of the visitors are expected – notably Paris basin.
 - 2b. The offers of the Hungarian nature parks, by being less thoroughly structured, complement, to a lesser extent, the offers of the Capital.
- (3) As for the tourism considerations:
 - 3a. France's attitude of being a tourism super power, and having a long history of developing tourism infrastructure and services, is also reflected in its park management.
 - 3b. Hungary, on the other hand, started dealing with the protection of natural sites long before tourism became a consideration for them. Therefore, tourism considerations are not in the center of managerial approach in the treated parks.
- (4) As a summary of the managerial approaches in the treated countries, we assume that:
 - 4a. France's would prove to be considerably more comprehensive, taking into consideration a series of perspectives (social needs, economic benefit, stakeholder interests, etc.) during their policy making.
 - 4b. On the contrary, in Hungary, nature management professionals haven't yet understood the importance of consumption/consumers.
- (5) The afore mentioned discrepancies might be explained by the 'Masculinity/Femininity' cultural dimension of Hofstede (Hofstede et al., 2010; Hofstede, 1983):

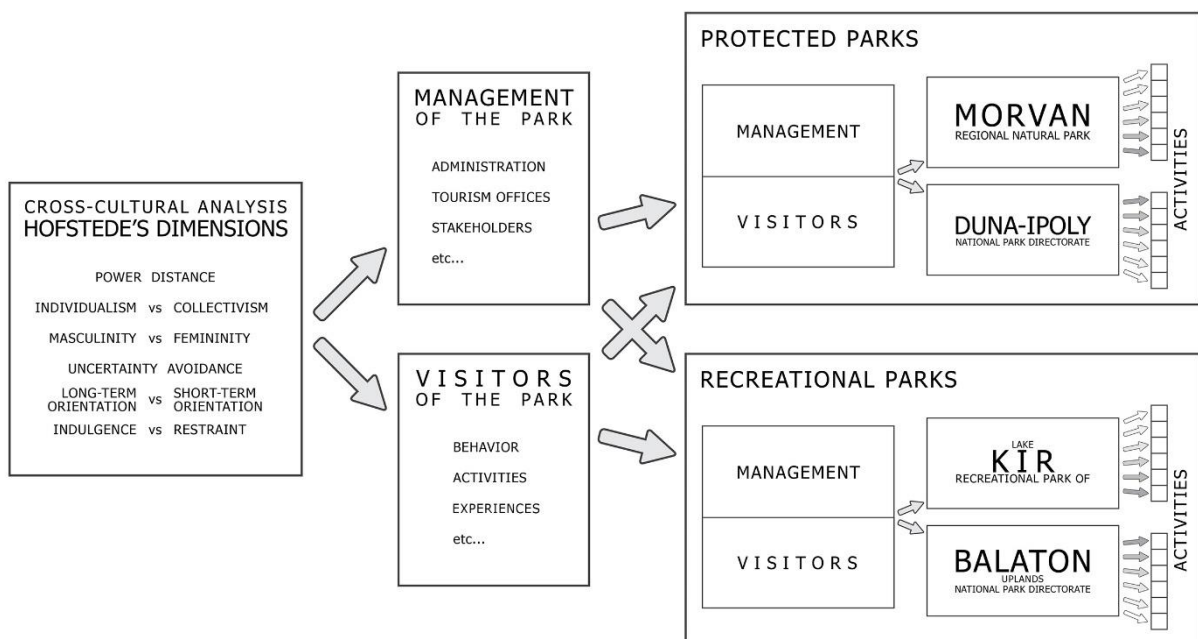
- 5a. As France embraces more feminine values, a tendency for consultation and consensus seeking are expected to be observed. Accordingly, we suppose, that nature conservation is somewhat permissive, leaving space for dialogue and the lobbying of the actors/stakeholders.
 - 5b. Hungary, being a country of much more 'masculine' values, force and rigor prevail over consultation. Accordingly, nature conservation measures are very professional and efficient, however, the use of protected sites by the citizens might be controversial or confrontational.
- (6) The cultural differences mentioned above are supposedly mirrored among visitors, therefore we presume that:
- 6a. The French are more likely to participate in outdoor activities for recreational purposes, while;
 - 6b. The Hungarians are more likely to have competition or performance as their purpose for partaking in outdoor activities.

THEORETICAL FRAMEWORK OF THE STUDY

As it has been introduced in the previous chapter, the scope of the present research confines to the natural area that are studied from a dichotomous perspective. This dual approach will be preserved all through the presentation of our study – as is shown in the figure 1 below. Although the question of the research structure has already been mentioned, we present it again – now more in details and with a scientific ambition.

Figure 1 – General structure of the study

(source: author)



The framework of the study is provided by the cross-cultural analysis. As a starting point, we took Hofstede's six cultural dimensions⁴⁴ (Hofstede, Hofstede, & Minkov, 2010a; Hofstede, 1983, 2001): according to the author, these are the six essential axis of a successful cultural analysis and comparison. However, these dimensions are results of surveys in a corporate setting (Hofstede et al., 2010a; Hofstede, 1983, 2001), thus, their practical use in a different environment is questionable. Hofstede's work – despite being one of the most cited scholar of cross-cultural studies – is frequently criticized for lack of reliable, generalized findings (Lynn & Martin, 1995; A.G. Woodside, Hsu, & Marshall, 2011; Arch G. Woodside & Martin, 2008).

⁴⁴For a more detailed description of the dimensions, see page 52.

Accordingly, we will make an attempt to gather relevant knowledge on the question in order to have a comprehensive overview on approaching cross-cultural studies, that would best serve our intentions. In line with this, for a deeper understanding of the evolution of cultural studies and the nature of cross-cultural comparison, a longer section is dedicated⁴⁵ including a detailed synthesis of Hofstede's work – with special attention to our subject countries.

Starting from a cross-cultural perspective, we will proceed towards the comparison of the management and the consumers of the subject countries. As we are primarily interested in revealing national differences in the management and the consumer patterns, our principal objective is not as much a thorough understanding of the whole park administration or that of the visitors, but a fundamental understanding of the national differences between them. However, capturing these differences would be inconceivable without a profound knowledge on both the theoretical basis of the topics of our investigations and the current situation of the studied countries and natural sites.

If cultural studies are subject of numerous discussions, it is because capturing and describing cultures are cumbersome: The diversity of the members of a culture (Benhabib, 2002; Bennett & Bennett, 2002; Hofstede, Hofstede, & Minkov, 2010b) makes it difficult to define general cultural characteristics, while the dynamic nature of culture (Erez & Gati, 2004) and cultural identity (Sussman, 2000) is a key obstacle to understanding it. For this matter, it's important to mention, that – within the limits of the present doctoral research – we studied the cultural differences between the subject countries at a given time; the analysis of the evolvement and the dynamics of these cultures might be the subject of an ulterior extension of this study. In any case, the analytical framework we used would allow to rerun the same study at any time and/or in any other European country, providing the possibility to extend our investigations both in time and space.

As for the investigations about the managerial differences, a marketing and development oriented managerial approach was adopted. As we have already mentioned, the common ground for the different countries in our study is provided by EU legislations. Among the numerous EU regulations, which apply to them – stemming from the context grounded by the analysis of natural areas – our attention turns to those, that are dealing with nature management questions. From a managerial point of view, we are focusing on the sustainable development of the studied

⁴⁵ See page 37.

territories. Sustainable development has been a priority for the EU since the 1990s⁴⁶. Since the adoption of the concept, the EU makes, supports and requires to follow sustainable development policies. Consequently, their principles have become key elements of natural site management while also define the development directions of these areas. With the growing interest and popularity of the natural areas, their sustainable management have become a vital issue. Accordingly, we are dealing more in detail with the topic⁴⁷. As for the environmental conservation principles: on the EU level, they represent general guidelines, often incorporated in the sustainable development policies. Accordingly, we will discuss them together with the application of the EU directives separately in both countries. As the interpretation and the implementation of these directives might carry significant differences on the national level, we will present them in the ‘Results’ section⁴⁸, along with the relevant aspects of the national regulatory systems in both studied countries.

Since our investigations took place in a natural setting, the peculiarities of the management of natural sites will also be detailed. As for the structure of these sites, they represent either protected sites (national/natural parks) or more urban and recreational parks. Henceforward we are going to refer to these natural areas as ‘parks’. Accordingly, managerial aspects of national/natural/recreational park management will also be detailed. The definition of these terms might vary from one country to another, thus these definitions will be clarified in the case of both treated countries. These clarifications will be found in the ‘Results’ section⁴⁹.

Regarding the marketing side of the natural site management, we are approaching primarily the question from the point of view of positioning. We are concerned about the main objectives of the management and the marketing (or marketing communication in particular) of the studied sites: to attract tourists or to restrict access to the area, education, financial ends, territorial development, etc. Also, we want to find out the target public of each site. In line with these questions, we are focusing on the activities offered or supported by the natural site management, in order to reveal the positioning purposes of the nature sites on the tourist market.

Concerning the consumer behavioral, we are most interested in the study of the experiences lived in the parks. As the analysis of physical activities are in the center of our attention, we will focus primarily on the experiences linked to outdoor activities. We want to find out what

⁴⁶ Source: <http://europa.eu/>

⁴⁷ For the brief evolution and the implementation of sustainable development measures, see page 138.

⁴⁸ See from page 239.

⁴⁹ See from page 239.

kind of activities are offered in each park and how visitors benefit from these possibilities. Pine and Gilmore (1999) showed the importance of experiences for enhancing business performance. Some ten years later, researchers applied this theory to tourism, defining the four realms of an optimal experience⁵⁰ (Oh, Fiore, & Jeoung, 2007). Linked to the perception of quality and the overall satisfaction in the parks, the visitor experiences are also studied from a cross-cultural point of view.

⁵⁰ For further details on the visitor experiences, see from page 165.

OBJECTIVES OF THE STUDY

The main purpose of the present study is to reveal national cultural differences – notably in the management nature parks and the visitors of these latter ones.

In this aim, we are willing to show the different natural areas are managed and consumed differently. Although we are looking for national cultural differences, we would also like to show how different parks (protected areas and recreational parks) are handled and used differently. In this way, we will gather subtler information on both the management of the park and the on consumption habits of their visitors. This way, we will not only gain a deeper knowledge on the studied parks, but this will also allow us to define cultural differences more precisely, without (or reducing) the risk of confuse cultural elements with any other kind of impacts.

Although our final objectives target to find out cultural differences, the starting point of our investigations are natural sites, which serve as the ‘pretext’ of our investigations. In this light, during our analysis, we took the chosen parks as the starting point of our studies, defining our secondary (or intermediary) objectives from this point of view.

In the ambition to show national cultural differences, the following perspectives will be considered in order to better understand the general functioning of our studied parks and in this way, to distinguish cultural elements: history, characteristics of the territory, the legal and political background, that influence their management, as well as the role of the EU in the park administration. Economic, ethical considerations and the role of stakeholders and activities might also affect the general functioning of the park. For each topic, our objective is to reveal national differences – thus, once again, the in-depth analysis of these topics would be relevant only if it would serve a better understanding of the revealed differences. Accordingly, in the first instance, our objective is to give a general introduction to these themes – while later, some of these topics might be detailed more in depth.

The following sections provide a review of the elements of this theoretical background, giving detailed descriptions about the afore mentioned topics – from the point of view of our research objectives, notably the cultural comparison.

1. THE CROSS-CULTURAL DIMENSION OF THE STUDY

Our primary objective being cross-cultural comparison of European natural areas, this section is devoted to describe the most important aspects of (cross-) cultural studies and in particular its approaches most relevant for the present study in order to introduce fundamental theories of our investigations. As cross-cultural investigations cannot be effective without a basic understanding of cultures, we will proceed from making an attempt to capturing cultures, towards inter-cultural comparisons.

To lay down the basics, an evolution of culture's definition will be presented, highlighting the difficulties of interpreting cultures. Accordingly, the most remarkable milestones of this evolution will be described, along with its major contributors. Our purpose here is to understand the most important approaches of culture – with special attention to those that might have a particular importance on our investigations, thus indispensable for the comprehension of the present studies.

Having constructed an idea about culture, we will proceed to the question of cross-cultural studies. The most relevant models in cross-cultural studies will be explained in this section. This will be followed by the reasoning behind the choice of analytical framework. Arriving to the more specific questions of the theoretical background of our investigations, we will present more in detail the work of Hofstede – with his main findings about the treated countries and also with some concerns about his work.

1.1. Culture: Definitions and approaches

Researchers often attempt to define culture, while their interpretation of the phenomenon vary considerably from one approach to another. Many scholars have tried to reveal the basic element that determine culture (Alvesson, 2002; Boas, 1911; Geertz, 1973; Lévi-Strauss, 1966; Trilling, 1955; Tylor, 1871) : According to the authors “the usefulness of the concept of culture to explain cultural differences depends on being able to unpack it and identify its components” (Soares, Farhangmehr, & Shoham, 2007). In other words, they are arguing in favor of atomizing culture and analyzing its individual elements. In the following, we will list some of the most important interpretations of this concept. This non-exhaustive list has the purpose to give a general overview of the most important definitions and their evolution in order to familiarize the reader with the theory of analyzing (national) cultures and with also to introduce the cross-cultural analysis models.

The initial aim of cultural investigations was to define culture by revealing the major (general) elements of the concept. A critical question was to settle whether to consider culture as an independent entity or rather a context that determines behavior (Topcu, 2005).

One of the earliest definition trying to capture culture belongs to Tylor (1871). He defines culture as a “complex whole which includes knowledge, belief, art, law, moral and customs, and any other capabilities and habits acquired by man as a member of society” (Tylor, 1871). As we can see, Tylor’s definition seeks to catch the basic elements of culture the simplest and clearest way possible, while keeping the compound nature of the concept.

Later on, Boas explains culture as “the totality of mental and physical reactions and activities that characterize behavioral responses to the environment, others and himself” (Boas, 1911). Thus, his definition underlies the complexity of interrelated elements that determine culture-specific behavior.

Another important milestone in the evolution of defining culture is hallmarked by Trilling. He argues as the following: “To make a coherent life, to confront the terrors of the outer and the inner world, to establish the ritual and art, the pieties and duties which make possible the life of the group and the individual – these are culture, and to contemplate these various enterprises which constitute a culture is inevitably moving” (Trilling, 1955).

A similar interpretation of culture comes from Alvesson (1992). According to him, culture controls the interpretation of human behavior, social events, organizations and processes, by creating a system of beliefs, symbols and values that allows individuals to define their own environment and feelings and to form their opinion (Alvesson & Berg, 1992; Alvesson, 2002).

Geertz go even further with this same idea by saying that “man is an animal suspended in webs of significance he himself has spun” (Geertz, 1973).

Other interpretations of culture tend to have a more specific vision on certain elements or focus on specific aspects of life, thus sometimes gives a restricted definition comparing to those mentioned above that all regard culture as a in a less general way.

For the promoters of the socio-cultural school, culture is a part of society and manifests in human behavior, lifestyle and products of behavior (Topcu, 2005). The followers of this approach disagree on the question of studying culture: the members of the static/synchronic school focus on analyzing culture at a certain time and place; while the dynamic (or diachronic) wing of the same school deals with the evolution of certain cultures over time.

All these approaches are observing culture from the outside. By contrast, other researchers look at culture as the totality of the structures and systems of conceptions and notions that exists in the minds of people. This school has two important trends: according to the promoters of the school of cognitive, structuralist and mutual equivalence, culture can only be found in the minds of the member of this culture. The other branch sees the essence of culture in the symbols and meanings created by the minds. (Topcu, 2005)

The difference between the cognitive, structuralist and mutual equivalence schools lies in the interpretation of the cognitive and behavioral processes. The structuralists distinguish cultural manifestations and the subconscious processes of the mind. According to them, cultural manifestations differ only on the surface, while the minds creating them function along the same mechanisms and structures. (Neyer & Kölling, 2003)

This same idea can be traced in the work of Trompenaars (1993), who argues that there are no universal answers, there are only universal questions and dilemmas; accordingly, cultural studies should treat these questions (Trompenaars, 1993). According to the best-known structuralist, Levi-Strauss, (Millet & Varin d’Ainvelle, 1970), culture is the accumulated product of the mind, that is, axioms and corollaries. He underlines that these universalities can only be found in subconscious structures and not as actual manifestations, however this latter one represent big differences among cultures (Topcu, 2005). What can be noted about the structuralist as a generality is that they tend to observe the differences among cultures but they focus primarily on the similarities between them.

After this general introduction of cultural studies, we are now heading towards understanding the nature of cross-cultural investigations.

1.2. Cross-cultural studies and approaches to study culture

As we could see above, defining culture can be problematic. However, in comparative and cross-cultural researches, culture often appears as an undiscovered and undefined phenomenon (Alvesson, 2002).

Despite the many attempts to define culture, the concept remains somewhat vague and unclear, and thus the models for its analysis face quite a lot challenges. Researchers often try to reveal the most important element of cultures' comparison – but just because the very nature of culture, the elements that are extremely important for one culture, may be totally overlooked in another. (For instance, in western cultures the personal, individual identity – the self – is of great importance, thus may be in the focus of cross-cultural investigation; while in Japan, defining the self is not important, that they don't even have a word for it (Mooij, 2014)).

Consequently, “no single methodology is able to address the inclusive set of criteria relevant to culture assessment in business studies” (Lenartowicz & Roth, 1999) (as cited in Soares et al., 2007). Even though, so far no one could come up with a better approach for analyzing cultures, thus, “identifying reliable dimensions to synthesize major distinguishing aspects of culture could be a major contribution to cross-cultural research” (Soares et al., 2007).

1.2.1. The use of proxies – the case of national cultures

In comparative and cross-cultural researches, culture often appears as an undiscovered and undefined phenomenon. (Alvesson, 2002) “A substantial body of empirical work supports a core tenant of research on national cultures: systematic variation across countries exists on the national-cultural level.” (A.G. Woodside, Hsu, & Marshall, 2011)

Cross-cultural studies in management tend to build on the comparative psychological approach, such as the models of Strodbeck, Rokeach, Hofstede, Schwartz, Hall and Trompenaars, etc. using inductive logic for comparing culture. Another common point of these models is that they are looking for underlying values of the observed behavioral patterns in order to define elements that make cultures comparable (Topcu, 2005).

Some researchers don't even question the *raison d'être* of analyzing culture on the national level (Hofstede, Hofstede, & Minkov, 2010a; Hofstede, 1983; Trompenaars, 1993): “Culture also presents itself on the different levels. At the highest level is the culture of a national or regional society... (Trompenaars, 1993)” Others, like for instance, Triandis argue in favor of language, history, system of education, politics, etc., saying that these elements determine the thinking and behavior of the members of different cultures (Triandis, 1989). However, he's

referring to national culture as a “powerful force shaping people’s perceptions, dispositions and behaviors due to strong forces towards integration in nations”(Arch G. Woodside & Martin, 2008).

Other researchers – including myself – tend to see national cultures as entities with a valid *raison d’ être*, and try to treat these national cultures with reservations to its actual limits and interpretations.

As for analyzing differences of national cultures, Woodside argues as follows: “Nation can be used as a proxy for culture since members of a nation tend to share a similar language, history, religion, understanding of institutional system, and a sense of identity.” (A.G. Woodside et al., 2011) Also, many researchers claim that culture can be analyzed on different levels from group level, through gender, generational, social or, organizational, etc. levels to national level (Erez & Earley, 1993; Hofstede et al., 2010a; Trompenaars, 1993).

According to Even in countries where political and economic change is currently rapid or sweeping (Russia, China, Hungary, Poland, Korea, Malaysia, etc.) deeply rooted attitudes and beliefs will resist a sudden transformation of values when pressured by reformists, governments or multinational conglomerates

Another argument in favor for using national cultures as units of analysis is that there has always been (and this is still the case) a great interest for national cultural differences. Also, scholars and laics equally observe nation-specific cultural differences. In other words, “A substantial body of empirical work supports a core tenant of research on national cultures: systematic variation across countries exists on the national-cultural level.” (A.G. Woodside et al., 2011)

1.2.2. Theoretical frameworks of national cultures

Having now familiar with the different attempts to capture culture and the relevance to analyze culture on the national level, we are going to introduce some of the most relevant items of cross-cultural analysis. Table 1 gives an overview on the most relevant dimensions of cross-cultural analysis.

Following the chronological order of apparition of these models, first we would like to like to summarize that of Strodbeck in his book, entitled *Variations in value orientations* (Strodbeck & Kluckhohn, 1961). In this model, culture has been analyzed through six different aspects. (1) The character of innate human nature, that is, the nature of people or how do people

describe the basic nature and beliefs about other people? Good is considered as someone socially oriented, bad is equal to selfish and of course, the combination of these is also possible. (2) The relation of man to nature (and supernatural): on one end of this axis there is harmony with nature, while preserving and supporting it, and on the other end of the same axis nature is considered as a servant or as a supplier. (3) The temporal focus of human life, or the temporal orientation, that is, if it's the past, the present or the future that is more important or traditionalism versus hedonism. (4) The modality of human activity (being, being-in-becoming, doing), that is, if it's more important who you are or what you do. (5) The modality of man's relationship to other men (linearity, collaterality, individualism) or in other words, the duty towards others, the question of either the individual or the group comes first and how the freedom of the individual might be limited (Strodtbeck & Kluckhohn, 1961). This psychological approach to compare cultures, thus, has the aim to reveal underlying values and basic assumption of cultural entities.

Milton Rokeach's Value Survey (RVS) includes two set of values with 18 individual value items in each of them. In his book, entitled *Beliefs, Attitudes, and Values*, Rokeach distinguishes terminal and instrumental values. The first one deals with the desirable end-states of existence, while the latter one with the preferable modes of behavior. The terminal values are: true friendship, mature love, self-respect, happiness, inner harmony, equality, freedom, pleasure, social recognition, wisdom, salvation, family security, national security, a sense of accomplishment, a world of beauty, a world of peace, a comfortable life, an exciting life. The instrumental values are: cheerfulness, ambition, love, cleanliness, self-control, capability, courage, politeness, honesty, imagination, independence, intellect, broad-mindedness, logic, obedience, helpfulness, responsibility, forgiveness. (Rokeach, 1968) This study of the values reflects the psychological orientation of the investigations, while less attention is paid to the actual manifestations of these principles.

Table 1- Taxonomies of national cultures

(source: author's overview on existing theories)

Realms of cultural investigations	Strodbeck (1961)	Rokeach (1968)	Inkeles (1969)	Hall (1976)	Hofstede (1983)	Schwartz (1994)	Trompenaars (1997)	
Relation to self, others and the environment	Nature of people Relationship with nature Duty towards others Mode of activity Privacy of space	terminal and instrumental values	Conception of self Primary dilemmas or conflicts	High/low context High/low territoriality	Individualism/Collectivism Masculinity/Femininity Indulgence/Restraint	Embeddedness/Autonomy Mastery/ Harmony	Universalism/Particularism Individualism/Communitarianism Neutral/ Emotional Specific/ Diffuse Achievement / Ascription Attitudes to the environment	
Relation to authority			Relation to authority		Power Distance	Hierarchy/Egalitarianism		
Relation to time	Temporal orientation				Monochronic/Polychronic	Short-term / Long-term Orientation		Attitudes to time
Relation to dilemmas						Uncertainty Avoidance		

In 1969, Alex Inkeles published his findings on national characters (Inkeles & Levinson, 1954; Inkeles, 1997). He studied the sociocultural systems and the concept of the self in these structures, that is, his aim was to describe the modal personality specific to the members of different national cultures. In his investigations of these sociocultural systems, he treated the question of primary dilemmas of conflicts – such as “the state of happiness and unhappiness, and their associated moods of optimism and pessimism” (Inkeles, 1989), or the question of selecting a marriage partner, the ways of spending leisure time, etc. The third major element of his analysis deals with the question of power. He aimed to define the culture-specific traits of people’s relation to the authorities (Inkeles & Levinson, 1954; Inkeles, 1989, 1997).

Further along in time, Hall presented his cultural factors: context, time and space. Hall distinguishes low and high context cultural factors. In a high context society many contextual elements can be found that help people to understand and interpret the events and the rules of life. As a result, much is taken for granted within the society – and that can be very confusing for those outside the society who doesn’t know these rules, codes or symbols. In a low context society, it’s the other way around: nothing is taken for granted, so more explanation is needed, but finally there is less chance of misunderstanding. The main factors of this dimension are: the overtness of the message; the locus of control and attribution of failure; the use of non-verbal communication; the expression of reactions; the cohesion and separation of groups; people’s bonds, the level of commitment to relationships, the flexibility in time. As for the approach to time, Hall distinguishes monochronic and polychronic people. The members of the first group tend to focus on one thing at a time and plan and schedule things carefully. For the other group, human interaction prevails over time and achievement. This dimension’s factors are: action, focus, attention to time, priority, respect for property, and timelines. The last dimension, space is divided into high territoriality and low territoriality, meaning that for some people ownership has a greater importance than for others. (Hall, 1976) If the focus was on the psychological elements for the first models, now it has shifted to the cultural norms and guidelines, the rules of social interactions and behavior.

In a similar spirit, Hofstede (1983) published his first results in his article: *Culture’s Consequences: International Differences in Work-Related Values*. At this time, he

distinguished four dimensions of culture along which he carried out his culture comparing study⁵¹ (Hofstede, 1983).

As a structuralist, Trompenaars analyzed the universal structures and processes of the human mind in the aim to reveal the underlying universal cultural traits. In the 'Riding the Waves of Culture', published in 1997, Trompenaars distinguishes seven cultural factors, five of which deals with the 'Relationships with people': (1) Universalism vs. Particularism is about finding broad and general rules or the best rules possible versus finding exceptions and to judge the cases on their own when no rule fits. (2) Individualism vs. Communitarianism: on the individualist end of the axis people are let to grow and fail on their own, while on the other end, family, the group or the country are put before the individuals, otherwise people are considered selfish and short-sided. (3) Neutral vs. Emotional: "Should the nature of our interactions be objective and detached, or is expressing emotion acceptable?", this factor focuses on the expression of the emotions in different contexts. (4) Specific vs. Diffuse: "When the whole person is involved in a business relationship there is a real and personal contact, instead of the specific relationship prescribed by a contract. In many countries a diffuse relationship is not only preferred, but necessary before business can proceed.". (5) Achievement vs. Ascription: achievement means gaining status through performance, personal accomplishment, while the ascribed status is achieved through seniority or other means which may be as much luck as judgment. The other two factors are: (6) Attitudes to Time: "In some societies what somebody has achieved in the past is not that important. It is more important to know what plan they have developed for the future". (7) Attitude to the Environment: "Some cultures see the major focus affecting their lives and the origins of vice and virtue as residing within the person. Here, motivations and values are derived from within. Other cultures see the world as more powerful than individuals. They see nature as something to be feared or emulated." (Trompenaars, 1993)

Schwartz can be considered somewhat as a successor of Hofstede and Trompenaars, as he also used the logic of induction to reveal the values and the basic assumptions shaping culture. His cultural model includes three main focus areas: (1) Embeddedness vs. Autonomy: the former one aims to sustain the social order, thus group norms are of great importance. The latter one presumes that individuals have control over their decisions and choices. Affective

⁵¹ As his work serves as a basis of this present study, a detailed description is given later – see page 52.

autonomy implies a hedonist view, the pursuit of pleasure without censure. The intellectual autonomy is an independent pursuit of thoughts and ideas. (2) Mastery vs. Harmony: on one extreme of this axis people happily accept their place in the world; while on the other end of the same axis they seek success through individual achievements that requires independence, courage, ambition, competence, etc. (3) Hierarchy vs. Egalitarianism: in a highly hierarchic society social order is clear, people accept their position and the unequally distributed powers; they are expected to have self-control and to be modest. In an egalitarian society people are considered to be equal and people are expected to take care of themselves as well as of others (Schwartz, 1997, 2006). Figure 2 presents the different areas of Schwartz’s cultural model.

Figure 2 – Schwartz cultural model

(source : Daniel, Hofmann-Towfigh, & Knafo, 2013)



As we have seen, cross-cultural analysis models are often built from similar items, all of them in the aim to reveal the logic behind people’s behavior and in order to understand their underlying values and motivations. As for the shift from the theories of cultural and cross-cultural studies to actual, empirical researches, it has to be noted, that “In cultural studies, theories are seen as different frameworks, not as universal theories about social mechanism. (Alasuutari, 1996)”. That is, there is still not one, universally accepted model, which has proven to work in every case.

1.2.3. Choice of cross-cultural model

As we have seen, a relatively vast and relevant literature exist on national cultural analytical frameworks (see Hall, 1976; Hofstede, 1983, 2011; Rokeach, 1968; Schwartz, 2006; Triandis, 1989), although there is no consensus among researchers on universally acceptable cultural dimensions (A.G. Woodside et al., 2011). We have also seen many ways to interpret culture. From a global perspective, approaching culture can be either done from a basically conceptual viewpoint (Hall, 1976; Inkeles, 1989; Rokeach, 1968; Schwartz, 1997, 2006; Strodbeck & Kluckhohn, 1961) or it can be examined empirically (Hall, 1976; Hofstede et al., 2010a; Hofstede, 1983, 2001; Schwartz, 1997, 2006; Trompenaars, 1993). Obviously, these approaches represent tendencies – no empirical examination can (or should) exist without a relevant conceptual background and vice versa: in cultural studies, no concept can be formed without consideration for the actual empirical side.

These investigations are often criticized for the lack of a solid conceptual or empirical background. The present study attempts to combine these two approaches. While the focus is on the empirical methods, substantial attention has been given to the conceptual foundation of the investigations.

One of the most cited researcher in empirical cross-cultural literature is Geert Hofstede. His analysis is repeatedly reproached for combining eclectic and empirical methods in his cross-cultural investigations (A.G. Woodside et al., 2011; Arch G. Woodside & Martin, 2008) and for the lack of cultural conceptual definitions (Jones, 2007; McSweeney, 2002). Although, his measurement items don't actually lack conceptual framework, as substantial similarities can be found between his dimensions and other studies, as noted by (Jones, 2007; Luthar & Luthar, 2007; Shi & Wang, 2011). For this lack of empirical background, he is often compared to Schwartz, whose theoretical framework shows similarities to Hofstede's, thus the two is easily comparable. "In comparison, Schwartz's framework provides a close match between the national-cultural domains and their strong theoretical foundations" (Kagitçibasi, 1997; Steenkamp, 2001 cited in Woodside & Martin, 2008).

Hofstede's sample is also criticized for two distinct reasons. First, the initial part of the data collection was realized between 1976-1973. That raises the question of value system stability. In other words, whether his findings may relatively be unchanged over time. No one argues that societies are changeable and not stable systems. According to Murdock, "The basic assumption underlying cross-cultural research is that the elements of any culture tend over time to become functionally integrated or reciprocally adjusted to one another. As new elements are

invented or borrowed they are gradually fitted into the pre-existing cultural matrix, and the latter is modified to accommodate them. (Murdock & White, 1969)” Despite the changing dynamics of cultures, many researchers have found differences among national cultures relatively constant (Bergiel, Bergiel, & Upson, 2012; Wu, 2006). However, it has to be noted, that this relative stability of the national cultural scores, that were observed during the past decades, doesn’t necessarily mean that these past findings serves as reliable forecasts for forecasting the future.

The other concern regarding Hofstede’s sample is that his cultural dimension scores and rankings are based on the answers of questionnaires distributed among 117 000 IBM employees in 50 (later an additional 33, thus altogether 83) countries (Hofstede, 1983, 2001, 2010). The employees of IBM are mainly middle class members of the societies, thus upper and lower classes are rarely or not represented in his analysis. However, for this very same reason, Hofstede’s method of data collection provides a basis of respondents who are quite similar on demographic variables, thus only different on their national affiliation, what validates their comparability (Lynn & Martin, 1995). Consequently, even though, Hofstede’s samples are not representative of the involved countries’ populations (A.G. Woodside et al., 2011), it can serve as a reliable indication of national cultural differences: as suggested by Woodside (2008, 2011). Accordingly, the focus is on these differences between cultural indexes rather than the absolute scores.

Besides the recurring criticisms, Hofstede’s work is widely accepted and often applied in different cross-national comparative studies for instance in marketing studies (Mooij & Hofstede, 2011; Sivakumar & Nakata, 2001; Soares et al., 2007; Arch G. Woodside & Martin, 2008) or in tourism behavior investigations (Litvin, Crofts, & Hefner, 2004; A.G. Woodside et al., 2011) – just to mention some of the domains Hofstede’s findings are used.

Furthermore, as “Kagitçibasi (1997) notes, ‘Hofstede’s framework is still the most comprehensive comparative study in terms of both the range of countries and the number of respondents involved.’ More importantly, Hofstede’s four dimensions are well suited for the development of integrative theory for international consumer behavior research “ (Kagitçibasi, 1997cited in Woodside & Martin, 2008).

1.3. Cross-cultural Studies in a Management Perspective

Having chosen as starting point for our investigations, the cultural dimensions of Hofstede, a deeper and more detailed description is given on his work. Although the theoretical basis of the present study might be applicable for the analysis of the natural sites of any European countries, as our focus is on France and Hungary, we are going to introduce the cultural peculiarities of these countries through the presentation of Hofstede's dimensions. While the countries description would logically be part of the 'results' section, as these are not our findings but that of Hofstede, we are going to treat them as 'literature', and, thus, present them as part of this section.

Hofstede's culture surveys – as we have already seen – focus on the business environment. Although he took the organizational culture as the core of his researches and distinguished six very well-defined and more or less stable dimensions of the culture's comparisons, his approach to culture is quite complex with a regard to cultural identity as part of the socialization process. As he explains in his book, he considers culture as the “software of the mind” (also subtitle of his book on organizational culture (Hofstede et al., 2010a).)

He describes a person's character as a three-level pyramid from down-up, including the inherited and universal **human nature** shared by all of us; the **culture** (something that we learn and is specific to a group or category); and finally, as the top of the schema, the **personality** itself, which is also inherited and learned at the same time and specific to the individual (Hofstede et al., 2010a).

The manifestations of culture on different levels are described as something similar to an onion: in real-life situations a person act according to his/her cultural identity, that is, he/she uses a certain set of *symbols*, such as words, gestures, etc. On a deeper level, he/she is affected by *heroes* possessing characteristics that serve as models of behavior as they are “highly prized” in that specific society. One step further to the core of the onion, are the *rituals* that are “collective activities that are technically superfluous to reach desired ends but that, within a culture, are considered socially essential” (Hofstede et al., 2010a). All three levels embrace the level of practices, which are the visible manifestations of an individual's personality. In the core of culture's onion, the *values* can be found, the element that are responsible for forming the way of thinking and acting. “Values are broad tendencies to prefer certain states of affairs over others. Values are feelings with an added arrow indicating a plus and a minus side. They deal with pairings such as the following:

- Evil versus good
- Dirty versus clean

- Dangerous versus safe
- Forbidden versus permitted
- Decent versus indecent
- Moral versus immoral
- Ugly versus beautiful
- Unnatural versus natural
- Abnormal versus normal
- Paradoxical versus logical
- Irrational versus rational.” (Hofstede et al., 2010a)

On the surface, culture is very changeable according to current trends and fashions. For example a strong Americanization can be seen in the consumption patterns of Turkish youngsters, while there is no sign that their values have changed (Hofstede et al., 2010b)

Hence, one of the most important characteristics of culture is that – as it is formed by values and practices – it self-reproduces, thus not necessarily stable, but something that may change according to the time passed, the memories and experiences one can have, etc. Therefore another consequence can be drawn: the absence of culture is impossible (Hofstede et al., 2010a).

To better understand culture, Hofstede distinguished its different layers that can be examined and analyzed one by one in greater depth and that are complementary to each other, forming the whole of culture. In other words, these layers can be identified with the different roles an individual can have in his or her life and where a certain set of values can be observed:

- National level (= country/countries)
- Regional and/or ethnic and/or religious and/or linguistic affiliation level
- Gender level
- Generation level
- Social class level
- For those who are employed, organizational, departmental, and/or corporate levels

The first level mentioned is the national level. Nations represent the main organizing principle of Hofstede’s work (as well as ours). Even though there may be (there definitely are) cultural differences among the different nations, in most cases they have to face the same problems and questions, what differs, is the way they are seeking the answers and solutions. This is what I referred to earlier as the etic orientation of this work and also the most important part of our researches, as it will be along these differences (and similarities) that I will be able to compare the two studied nations.

As Hofstede and his colleagues describe, in the logical next phase, social scientists attempted to identify these problems and questions and finally suggested the following issues as common basic problems worldwide (Hills, 2002; Inkeles, 1989).

- Relation to authority
- Conception of self – in particular:
 - The relationship between individual and society
 - The individual's concept of masculinity and femininity
- Ways of dealing with conflicts, including the control of aggression and the expression of feelings.

1.3.1. The Hofstede Dimensions in summary

Hofstede's dimensions got mentioned on a couple of occasions already, but it hasn't already been clarified what they are exactly. With the author's words:

“A dimension groups together a number of phenomena in a society that were empirically found to occur in combination, regardless of whether there seems to be a logical necessity for their going together. The logic of societies is not the same as the logic of individuals looking at them. The grouping of the different aspects of a dimension is always based on statistical relationships – that is, on trends for these phenomena to occur in combination, not on iron links. Some aspects in some societies may go against a general trend found across the most other societies.”
(Hofstede et al., 2010a)

The most important elements of these dimensions are explained in more detail below:

After distinguishing the more important questions that may describe the differences across cultures, Hofstede starts his discussion with the presentation of the **Power Distance (PD)** dimension:

The authors define PD as “the extent to which the less powerful members of institutions and organizations⁵² within a country expect and accept that power is distributed unequally” (Hofstede et al., 2010a). These inequalities may be examined in a variety of areas – such as physical and mental characteristics, social status and prestige, wealth, power, laws⁵³ (Hofstede, 2001). The question is how societies handle these differences. In high PD societies a fair degree of inequality is accepted, bosses are often inaccessible and autocratic and enjoy various privileges. Employees depend on them emotionally, what may either result in a quite stressful working environment, where employees don't have the right to express their thoughts and feelings. In these societies power is centralized (sometimes even geographically) and the structure of organizations includes more hierarchical level than organizations in societies of a lower PD index. (Hofstede et al., 2010b)

However, in low PD countries people are more independent, hierarchy is for convenience only. Superiors are much more accessible, they function as coaching leaders, as the objective

⁵² „Institutions are the basic elements of society, such as the family, the school, and the community; organizations are the places where people work.” (Hofstede et al., 2010a)

⁵³ According to Hofstede “privileges” are private laws, thus laws, rights, and rules are also considered as forms of inequality.

of the management is most often to facilitate and empower. Typically, in low PD societies the experience of the workers is highly appreciated, managers count on their co-workers (while in high PD societies, status is more important than experience), they are often consulted. (Hofstede et al., 2010b)

Interesting, but maybe not surprising, that lower-class members tend to be more dependent and tend to accept a fairer degree of inequalities than higher-class peers.

Table 2 - Key Differences Between Small- and Large-Power-Distance Societies

(Hofstede et al., 2010a)

LARGE POWER DISTANCE	SMALL POWER DISTANCE
Inequalities among people are expected and desired.	Inequalities among people should be minimized.
Status should be balanced with restraint.	Social relationships should be handled with care.
Less powerful people should be dependent.	Less powerful people and more powerful people should be interdependent.
Parents teach children obedience.	Parents treat children as equals.
Teachers should take all initiatives in class.	Teachers expect initiatives from students in class.
Quality of learning depends on excellence of the teacher.	Quality of learning depends on two-way communication and excellence of students.
More educated and less educated persons show equally authoritarian values.	Less educated persons hold more authoritarian values than more educated persons.
Hierarchy in organizations reflects existential inequality between higher and lower levels.	Hierarchy in organizations means an inequality of roles, established for convenience.
Centralization is popular.	Decentralization is popular.
There are more supervisory personnel.	There are fewer supervisory personnel.
Managers rely on superiors and on formal rules.	Managers rely on their own experience and on subordinates.
Subordinate-superior relations are emotional.	Subordinate-superior relations are pragmatic.
Might prevails over right: whoever holds the power is right and good.	The use of power should be legitimate and follow criteria of good and evil.
Skills, wealth, power, and status should go together.	Skills, wealth, power, and status need not go together.
Mostly poorer countries with a small middle class.	Mostly wealthier countries with a large middle class.
Power is based on tradition or family, charisma, and the ability to use force.	Power is based on formal position, expertise, and ability to give rewards.

Another dimension of Hofstede deals with the relationship among the members of the society. He distinguishes **individualist**⁵⁴ (**IND**) and collectivist societies – of course most of them are in between these two extremities. An individualistic society is defined as one “in which the ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate family” (Hofstede et al., 2010a). The other pole is collectivity, that is, “societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty” (Hofstede et al., 2010a). For more individualistic societies personal time (free time from work), freedom in work and challenging tasks are important elements of a satisfying working environment. Collectivist societies put emphasis on the importance of training (in other words, opportunities to improve one’s skills), the physical conditions of the working environment and the use of skills (they prefer fully use their skills and abilities on the job). (Hofstede et al., 2010a) One remark has to be added here: often, individualist societies are found in rich countries while collectivism is more common in poorer countries. In these latter ones a proper working environment is not always provided, that is why it becomes more important to them. On the other hand, in rich countries, good working conditions are often taken for granted, thus workers are more concerned with other questions. (All this in line with the theory of Maslow: in his hierarchy of needs start with the most basic and fundamental ones, such as biological need and security until it reaches the top of the hierarchy with the idea of self-actualization (Maslow, 1987). Although the theory is outdated and replaced by newer and more sophisticated ones, the main idea remained widely accepted: even if the levels of this hierarchy are not necessarily require the gratification of the lower levels, it seems to be quite logical that in bad working conditions, such as too many working hours, strenuous jobs, underpayment, inappropriate physical working environment, etc. one can hardly complain about the lack of intellectual challenges.)

A very interesting – and from our point of view, a relevant – subject of investigation is the study of how people react when they don’t act according to how they expected or supposed to behave. In collectivist societies, people who act against the collectivity’s rules, they tend to feel ashamed as it causes the disapproval of the others (in case the trespassing is revealed). Members

⁵⁴ Countries tendency of being individual is measured, thus countries that score high on this dimension are considered to be individualistic, while countries that score low are rather collectivist.

of individualist societies behave according to their individually developed conscious, thus in case of misdemeanor, they feel guilt, as they broke their own rules.

Another difference between individualist and collectivist societies is the approach their tasks: in individual societies the task prevails over relationship, while in collectivist societies it's the other way around.

Table 3 - Key Differences Between Collectivist and Individualist Societies

(Hofstede et al., 2010a)

INDIVIDUALIST	COLLECTIVIST
Everyone grows up to look after him- or herself and his or her immediate (nuclear) family only.	People are born into extended families or other in-groups that continue protecting them in exchange for loyalty.
The same value standards are supposed to apply to everyone: universalism.	Value standards differ for in-groups and out-groups: exclusionism.
Speaking one's mind is a characteristic of an honest person.	Harmony should always be maintained and direct confrontations avoided.
Individual ownership of resources, even for children.	Resources should be shared with relatives.
Trespasses lead to guilt and loss of self-respect.	Trespasses lead to shame and loss of face for self and group.
Consumption patterns show self-supporting lifestyles.	Consumption patterns show dependence on others.
Media is primary source of information.	Social network is primary source of information.
People with disabilities should participate as much as possible in normal life.	People with disabilities are a shame on the family and should be kept out of sight.
The purpose of education is learning how to learn.	The purpose of education is learning how to do.
Employees are "economic persons" who will pursue the employer's interest if it coincides with their self-interest.	Employees are members of in-groups who will pursue the in-group's interest.
Management is management of individuals.	Management is management of groups.
Task prevails over relationship.	Relationship prevails over task.
Individual interests prevail over collective interests.	Collective interests prevail over individual interests.
Higher Human Rights rating.	Lower Human Rights rating.
Ideologies of individual freedom prevail over ideologies of equality.	Ideologies of equality prevail over ideologies of individual freedom.

The next dimension in a nutshell would be on the preferences in a society for rather **masculine or feminine (MAS)** values. (Hofstede considers competitiveness, achievement, heroism, assertiveness, earnings, recognition, advancement and challenge as masculine values; while cooperation, modesty, caring for the weak and quality of life are adverbs to describe the feminine end of the same axis (Hofstede et al., 2010b).) To avoid any misunderstanding: this dimension is not about absolute gender roles (to which otherwise Hofstede refers as male and female roles). It's a relative term to describe a society's tendency to react in certain situations. As Hofstede defines this dimension:

“A society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with quality of life.

A society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life.”
(Hofstede et al., 2010a)

Unlike the individualism dimension, which correlated positively to the country's degree of economic development, masculinity is unrelated to it; however, it is related to gender and age: men tend to praise masculine values somewhat more than women. With age, both genders tend to give up on these values and turn to more social ones.

An interesting – and from our point of view, quite relevant – difference between the two poles of this dimension is the question of norms of achievement – either in school, at work or at almost any other field of life. In a more feminine society the norm is the average: people are expected to perform just like anyone else. A masculine society requires excellence. (The difference may be very well illustrated by the habits of teachers at school: in more feminine societies, teachers tend to praise weaker students who need to be encouraged. In a masculine society excellence is expected, teachers praise only the best students. As a consequence in the latter societies failure is a disaster, something that has to be avoided at any cost.) (Hofstede, 2001)

As for the consumer behavior in these societies: in feminine societies, people tend to share cars, husbands may be responsible for family's food shopping. They also tend to use more hand-made products and prefer to read fiction. On the other pole, masculine societies are more likely to purchase objects for status, follow more traditional division of labor (where women are responsible for daily products, while bigger expenses – such as buying a new car – is the man's task) and prefer to read non-fiction. (Hofstede et al., 2010a)

Table 4 - Key Differences Between Feminine and Masculine Societies

(Hofstede et al., 2010a)

FEMININE	MASCULINE
Relationships and quality of life are important.	Challenge, earnings, recognition, and advancement are important.
Both men and women should be modest.	Men should be assertive, ambitious and tough.
Both men and women can be tender and focus on relationship.	Women are supposed to be tender and to take care of relationships.
Being responsible, decisive, ambitious, caring, and gentle is for women and men alike.	Being responsible, decisive, and ambitious is for men; being caring and gentle is for women.
Women's liberation means that men and women take equal shares both at home and at work.	Women's liberation means that women are admitted to positions so far occupied by men.
Average student is the norm; praise for weak students.	Best student is the norm; praise for excellent students.
Jealousy of those who try to excel.	Competition in class; trying to excel.
Job choice is based on intrinsic interest.	Job choice is based on career opportunities.
Women and men shop for food and cars.	Women shop for food, men for cars.
More products for the home are sold.	More status products are sold.
Management as ménage: intuition and consensus.	Management as manège: decisive and aggressive.
Resolution of conflicts by compromise and negotiation.	Resolution of conflicts by letting the strongest win.
People work in order to live.	People live in order to work.
More leisure time is preferred over more money.	More money is preferred over more leisure time.
Welfare society ideal; help for the needy.	Performance society ideal: support for the strong.
Permissive society.	Corrective society.
The environment should be preserved: small is beautiful.	The economy should continue growing: big is beautiful.

Moving forward to the next dimension, we arrive to somewhat less concrete aspects of societies. **Uncertainty Avoidance (UA)** implies a “set of likely reactions of citizens with a common mental programming (Hofstede et al., 2010a)” for such a subjective experience (a feeling) as the fear of handling the uncontrollable or the unforeseen. This dimension is related to the general anxiety a society has to bear: in general, the more anxious people are, the more they long for predictability, stability, laws and (formal or informal) rules (Hofstede et al., 2010a).

“Uncertainty avoidance can therefore be defined by ambiguous and unknown situations.”
(Hofstede et al., 2010a)

In high UA societies in a work environment – such as school for children and later the workplace – superiors (teachers and bosses) are expected to have the answers to all the questions and also to use cryptic academic language (Hofstede et al., 2010a). Expressing an eventual intellectual disagreement with these superiors is to avoid – as it may hurt the sense of stability and predictability as it may be felt as a personal disloyalty (Hofstede et al., 2010a).

As for consumer behavior: in high UA societies citizens value purity and basic products, fresh fruits and mineral water; whereas in low UA societies people prefer convenience over purity, thus more ready-made products are purchased. New products are much more easily welcomed in low UA societies, while citizens of high UA societies need time and the opinion of experts before purchasing new products. In low UA countries, citizens like to relax and feel less unhappy than in high UA countries. Another difference is that in high UA countries, “results are attributed to circumstances of luck”; whereas in low UA countries “results are attributed to a person’s own ability” (Hofstede et al., 2010a).

High UA countries like laws and rules: they prefer to control and regulate any aspects of life. In low UA countries, rules are much simpler and less precise. Nonetheless these few and simple rules are often better followed than those many and complex ones in high UA countries – where despite the high number of rules, citizens tend not to respect (all of) them.

High UA is also the hotbed of nationalism and xenophobia, as these societies tend to fear and refuse everything that is new, unknown or just simply different – just like homosexuality for instance. Of course, this does not necessarily mean that a country with high UA index would reject any kind of dissemblance, unconformity or novelty. Moreover, combined with the characteristics of other dimensions, the final traits of a certain country may differ from what we would expect when we examine only one special aspect. (This question will be detailed later in this chapter.) (Hofstede et al., 2010a)

In societies with low uncertainty avoidance, citizens tend to tolerate more the ambiguity of the unforeseen. In line with this, managers are more likely to deal with more complex strategic problems, whereas in higher UA societies they are more likely to be busy with daily operations. This is quite logical and easy to understand: if someone “culturally” needs to be sure about everything, he/she would most probably turn to task he/she can actually control. That leads to a difference in the decision making process between low and high UA countries: in this latter

one, people are concerned with the quality of decisions, while in the former one it is the legitimacy of the decision process that is important. (Hofstede et al., 2010b)

Table 5 - Key Differences Between Weak and Strong Uncertainty-Avoidance Societies

(Hofstede et al., 2010a)

WEAK UNCERTAINTY AVOIDANCE	STRONG UNCERTAINTY AVOIDANCE
Uncertainty is a normal feature of life, and each day is accepted as it comes.	The uncertainty inherent in life is a continuous threat that must be fought.
Low stress and low anxiety.	High stress and high anxiety.
Aggression and emotions should not be shown.	Aggression and emotions may at proper times and places be vented.
Comfortable in ambiguous situations and with unfamiliar risks.	Acceptance of familiar risks; fear of ambiguous situations and of unfamiliar risks.
Lenient rules for children on what is dirty and taboo.	Tight rules for children on what is dirty and taboo.
People have fewer worries about health and money.	People have more worries about health and money.
Results are attributed to a person's own ability.	Results are attributed to circumstances or luck.
In shopping, the search is for convenience.	In shopping, the search is for purity and cleanliness.
More changes of employer, shorter service.	Fewer changes of employer, longer service, more difficult work-life balance.
There should be no more rules than strictly necessary.	There is an emotional need for rules, even if they will not work.
Work hard only when needed.	There is an emotional need to be busy and an inner urge to work hard.
Time is a framework for orientation.	Time is money.
Tolerance for ambiguity and chaos.	Need for precision and formalization.
Belief in generalists and common sense.	Belief in experts and technical solutions.
Top managers are concerned with strategy.	Top managers are concerned with daily operations.
Focus on decision process.	Focus on decision content.
Intrapreneurs are relatively free from rules.	Intrapreneurs are constrained by existing rules.
Better at invention, worse at implementation.	Worse at invention, better at implementation.
Few and general laws or unwritten rules.	Many and precise laws or unwritten rules.
If laws cannot be respected, they should be changed.	Laws are necessary, even if they cannot be respected.

In Hofstede's initial studies these four dimensions mentioned above were distinguished. The last two were added later – as during the course of his researches, Hofstede found that these dimensions are equally important for cross-cultural comparisons. However, these two additional dimensions are based on the data of other similar surveys, such as the GLOBE⁵⁵ or the WVS⁵⁶.

One of these additional dimensions is the **Long-Term Orientation (LTO)** versus short-term orientation.

This dimension seeks to reveal societies' long- or short-term orientation – that is if it values more future or immediate rewards. In the former one perseverance and thrift are the values that fostered most, while in the latter one, it is “virtues related to the past and present – in particular, respect for tradition, preservation of “face” and fulfilling solid obligations” (Hofstede et al., 2010a).

Long-term orientation fosters the willingness to subordinate oneself for a purpose, perseverance, and sustained efforts towards slow results. Thrift, and being sparing with resources is a virtue. On the contrary, short-term orientation means that efforts should produce quick results. Accordingly, social and status obligations are important and there is a social pressure toward spending. (Hofstede et al., 2010a)

In the table below the key differences between long- and short term orientation societies are presented:

⁵⁵ GLOBE: Global Leadership and Organizational Behavior Effectiveness Research Program

⁵⁶ WVS: World Values Survey

Table 6 - Key Differences Between Short- and Long-Term Orientation Societies

(Hofstede et al., 2010a)

LONG-TERM ORIENTATION	SHORT-TERM ORIENTATION
Main work values include learning, honesty, adaptiveness, accountability, and self-discipline.	Main work values include freedom, rights, achievement, and thinking for oneself.
Leisure time is not important.	Leisure time is important.
Owner-managers and workers share the same aspirations.	Managers and workers are psychologically in two camps.
Wide social and economic differences are undesirable.	Meritocracy, reward by abilities.
Investment in lifelong personal networks.	Personal loyalties vary with business needs.
What is good and evil depends on the circumstances.	There are universal guidelines about what is good and evil.
Disagreement does not hurt.	There is a need for cognitive consistency.
Synthetic thinking.	Analytical thinking.
Students attribute success to effort and failure to lack of it.	Success and failure depend on luck.
Talent for applied, concrete science.	Talent for theoretical, abstract sciences.

Last but not least, Hofstede speaks about **indulgent versus restraint (IVR)** societies. This dimension is most easily explained by the degree of subjective well-being. Based on WVS data, the dimension's key elements are the degree of happiness, the degree of perceived life control and the importance of leisure. It's a quite subjective dimension, as one may perceive his or her own life as unhappy or bad – while the same set of general life characteristics would make someone else very happy. These traits form well-observable patterns within societies.

By definition, indulgence is “a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun” (Hofstede et al., 2010a), whereas restraint “reflects a conviction that such gratification needs to be curbed and regulated by strict social norms” (Hofstede et al., 2010b).

Table 7 - Key Differences Between Indulgent and Restrained Societies

(Hofstede et al., 2010a)

INDULGENT	RESTRAINED
Higher percentage of very happy people.	Lower percentages of very happy people.
A perception of personal life control.	A perception of helplessness: what happens to me is not my own doing.
Higher importance of leisure.	Lower importance of leisure.
Higher importance of having friends.	Lower importance of having friends.
Thrift is not very important.	Thrift is important.
Loose society.	Tight society.
Less moral discipline.	Moral discipline.
Positive attitude.	Cynicism.
More extroverted personalities.	More neurotic personalities.
Higher percentage of people who feel healthy.	Lower percentage of people who feel healthy.
People are actively involved in sports.	People are rarely involved in sports.
Loosely prescribed gender roles.	Strictly prescribed gender roles.
Freedom of speech is viewed as relatively important.	Freedom of speech is not a primary concern.

To sum up Hofstede suggest six cultural dimension along which national cultures might be compared (in a work environment, from a managerial point of view) (Hofstede et al., 2010a):

- (1) Power Distance
- (2) Individualism vs. Collectivism
- (3) Masculinity vs. Femininity
- (4) Uncertainty Avoidance
- (5) Long Term Orientation vs. Short Term Orientation
- (6) Indulgence vs. Restraint

The following sections are going to give a description on Hofstede’s cultural considerations along the above listed dimensions on the two subject countries: France and Hungary.

1.3.2. Hofstede in France and in Hungary

Now that we have an overview on the dimensions of Hofstede, let's have a closer look at our treated countries from the cultural comparison's point of view. This section aims to give an overview on Hofstede's understanding on the countries of our investigations. Testing his findings makes also part of our analysis, accordingly his results are presented as part of the literature serving as the theoretical background of our studies. To begin the introduction of the studied countries, the following table (table 8) summarizes the index score for each dimension in Hofstede's interoperations (Hofstede et al., 2010a).

Table 8 - Scores of France and Hungary on Hofstede's dimensions

(Hofstede et al., 2010a)

Hofstede's dimensions	FRANCE	HUNGARY
Power Distance Index	68	46
Individualism vs. Collectivism	71	80
Masculinity vs. Femininity	43	88
Uncertainty Avoidance Index	86	82
Long-Term Orientation	63	58
Indulgence vs. Restraint	48	31

On most dimensions – 4 out of 6 – France and Hungary scored similar, what may indicate that there are quite many similarities but not necessarily. For example, the power distance index score of Bulgaria, Morocco and French Suisse is equally 70, although one could hardly tell that these countries are quite similar. And, of course, these countries then may differ considerably on other dimensions, what makes already the difference. Just to go on with our previous example: even though Bulgaria and Morocco score the same on the power distance dimension, the similarities come to an end here, as all other dimensions are significantly different.

Still, these scores may guide us to find out what are the real resemblances and difference among two countries, as they provide us a simplified and generalized overall picture of a society. *So we are trying now to take apart the overall picture, and compare the two countries one by one, dimension by dimension, just to assemble them again in the end, to finally discover a solid base for the cross-cultural comparison of the two countries. In other words, we will proceed from the analytical approach to the synthetic.* In the following, an overview is given

on the basic characteristics of each country (analytical approach) in our study, followed by a proposition of a possible approach of comparison.

1.3.2.1. France

Starting to present the country's scores on each dimensions: On the *Power Distance* dimension France scored fairly high (68) meaning that inequality is accepted to a certain (pretty high) point. This may start at an early age of socialization, as parents tend to expect their children to be emotionally dependent to them, and thus later it continues with a dependence on teachers and on superiors. This also means that most institutions are centralized (according to Hofstede, in France, even a geographic centralization can be observed, as most highways lead to Paris⁵⁷). French administration system is also reputed to be quite complex, and “companies have normally one or two hierarchical levels more than comparable companies in Germany and the UK” (Hofstede, 2001). Although, in the Hofstedian interpretation, more hierarchical levels mean more superiors who may have sonorous titles and these people are often quite inaccessible and possess privileges – thus they are not treated equally to other employees (Hofstede et al., 2010a).

As for the next element of the analysis, France scores high on the **Individualism** dimension, meaning that individuals are quite independent and individual values are highly praised, people supposed to look after themselves and their immediate family. (Hofstede et al., 2010a)

The combination of high score on individualism and power distance is quite rare (Hofstede et al., 2010a), as they are somewhat contradictory: how can a highly individualistic society possibly accept great amount of inequality? Well, the French can – and I have to add once again, that the index scores of these dimensions are not expected to predict individuals' behavior, they just “give a structured reflection of reality⁵⁸” – as describes Hofstede. According to his explication, deference subordinates show towards their superiors is due to the formal respect and the kind of behavior they are expected to follow. In reality, employees may even do the opposite of that they are agreed on with their bosses, as they may think – also as a sign of individualism – that they know things better, but often they are unable to pronounce their

⁵⁷ source: <http://geert-hofstede.com/france.html>

⁵⁸ source: <http://geert-hofstede.com/france.html>

opinion. This latter one may be due to the inaccessibility of the bosses or the simple fact that disagreement with superiors might not be accepted. (Hofstede, 2001)

Maybe for the same reason: “Employers and trade unions don’t really talk together as they look at each other as almost belonging to a separate species⁵⁹.”

Noticeably, the French like to draw sharp lines between the different aspects of life. They often try to avoid mixing private life with work. According to Hofstede the reason behind this is that – because of the emotional dependence – people get easily stressed out at work. So on the one hand, strong hierarchical organizations are built that allow superiors to have privileges – and on the other hand, employees with strong individual aspirations are often feel under pressure. That is why “The French prefer to be dependent on the central government, an impersonal power centre which cannot so easily invade their private life⁶⁰.”

Another consequent thing is that customer services are often considered poor in the eyes of those who think that the customer is always right. It’s because “The French are self-motivated to be the best in their trade⁶¹”, thus they want their work to be respected.

The French score low on **Masculinity** (43), meaning that theirs is a rather feminine society. They praise values such as caring for others and quality of life. This seems to be quite logical, one just have to think of the available social aids and the welfare system, the free education, the short working week (35 hours), the number of holidays and the benefits employees may have, etc. But it also has to be added, there is another uniqueness of the French society as its “class scores feminine while the working class scores masculine⁶²”, even though this dimension is unrelated to a country’s degree of economic development (Hofstede et al., 2010a). In most cases it’s the other way around, but in France a good quality of life is deemed to be a sign of success. Furthermore, the salaries of top managers are usually below than it would be expected in highly hierarchical and centralized organizations.

Another sign of the femininity within the society is that people are expected to behave according to (informal) rules, unconformity is rarely welcomed – a characteristic of the French that we will see again soon as an element of an upcoming dimension.

⁵⁹ source: <http://geert-hofstede.com/france.html>

⁶⁰ source: <http://geert-hofstede.com/france.html>

⁶¹ source: <http://geert-hofstede.com/france.html>

⁶² source: <http://geert-hofstede.com/france.html>

In the French society gender roles of men and women overlap, in most situations more or less the same reaction is expected from both sexes. Also, couples tend to share cars, equally take care of children or the household and both of them are supposed to do the shopping for the family as well as to deal with the emotional side of a relationship.

When it comes to unforeseen events, the French stress out easily, thus – on the societal level – they try hard to avoid any surprises (Hofstede et al., 2010b) and consequently score high on the **Uncertainty Avoidance** scale (86) (Hofstede et al., 2010b). This means that they may often find their working place stressful and thus – in order to minimize the pressure, they have a strong need to control even unforeseen situations. In this aim, quite many laws and rules are created and people actually want these roles to be respected – at least by others. They also have long-term carrier intentions (Hofstede et al., 2010a), as a manifestation of their aspiration for security and predictability. The French are often considered as a very anxious, neurotic and also quite expressive (Lynn & Martin, 1995) – such as it is described by Richard Lynn.

As they tend to live a well-structured and planned life, and as they like to gather all available information before meetings or before big decisions (Hofstede et al., 2010b), “the French are good in developing complex technologies and systems in a stable environment, such as in the case of nuclear power plants, rapid trains and the aviation industry⁶³”.

In line with this, French like their lives to be structured by laws, rules and regulations. However, as we have already seen the consequences of the unique combination of high power distance and individualism, these rules are not necessarily respected – even though disregarding them may result in being told off by others. The reason behind this is that French people tend to expect others to follow rules that they themselves ignore, as the need for rules and the respect for rules originate from the need for emotional safety. (Hofstede et al., 2010b)

As another characteristic of the high uncertainty avoidance score is that we can expect French superiors to deal more with daily operations than with strategic problems, as this latter one would require a greater tolerance for uncertainty, that is, a tolerance for the unforeseen and the uncontrollable (Hofstede, 2001). As there are many rules to structure daily life and as they are – in spite of all – supposed to be respected, there is less space for innovation.

⁶³ source: <http://geert-hofstede.com/france.html>

France score of 63 on the next dimension is quite high, making French society more **Long-Term Oriented** than short-term oriented. With their pragmatic orientation, French tend to adjust truth to the situation or the context. They can easily adapt their traditions to changed situations (Hofstede et al., 2010b) – let’s just think about the eating habits of the French that they were able to ingeniously adapt to the fast food era, guarding some traditions while leaving space to enjoy an accelerated lifestyle. French are also known to be thrifty and for their perseverance in achieving results⁶⁴.

While respecting the circumstances, they are willing to subordinate themselves for a purpose that they carry out at all cost. They tend to synthesize their knowledge and have a sense to see the overall picture. They have a talent for applied and concrete science and are ready to learn from other countries. (Hofstede et al., 2010b)

With a score of 48, France scores rather in the middle on the **Indulgence versus Restraint** dimension. This means that in some cases French tend to be optimistic, have a positive attitude and value leisure over thrift, but in some other cases, they feel less happy, even helpless and tend to sacrifice leisure for more noble purposes, where thriftiness may be a great asset (Hofstede, 2001).

The French thus may praise performance, but not praise assertive behavior (Hofstede et al., 2010a), meaning that they want to be seen as effortlessly successful.

Their combinations of a moderate indulgence score with high uncertainty avoidance “implies that the French are less relaxed and enjoy life less often than is commonly assumed⁶⁵”

⁶⁴ source: <http://geert-hofstede.com/france.html>

⁶⁵ source: <http://geert-hofstede.com/france.html>

1.3.2.2. Hungary

Following the same routine as in the case of France, let's start with the **Power Distance**: with its 46 points, Hungary scores low on this dimension. This means that parents treat their children as equals and they are supposed to have fun in their leisure time, take care of their parents is not their responsibility. Teachers, just like parent, also treat students as equals and thus later on a pragmatic relation is expected between subordinate and superiors. Furthermore, subordinates expect to be consulted, and managers rely on them – as well as on their own experience. Thus decision structures are decentralized, flat organization pyramids are typical. Innovation requires talented people but not the good support from hierarchy. (Hofstede, 2001)

With a score of 80, Hungary – just like (or even more than) France – is a highly **Individualistic** society. In a work environment, there is a preference for freedom and challenge; employees responsible for themselves, thus ability is most important for a career. For all employees the same (universal) value standards should apply. Life goals chosen by managers are often pleasure, affection, and security. As for the more personal side of life: making specific friendships is important, although altogether communication among co-workers is low-context. (Hofstede et al., 2010b; Hofstede, 2001)

Just like in France, personal opinions are expected and speaking one's mind is a characteristic of an honest person. Consequently, behavior is less conform to traditions, confrontations considered as normal part of life. When someone trespass his/her own principles, he/she would experience guilt and loss of self-respect. (Hofstede et al., 2010b; Hofstede, 2001)

Hungary is quite different on the **Masculinity versus Femininity** scale from France, being a highly masculine society with its score of 88 (against France's 43). While in France cooperation and the importance of the relationship with the superiors are the most important questions at a work environment, in Hungary challenge and recognition in jobs prevail over these former (feminine) values. According to this, employees experience higher job stress – which originate from the pressure to perform (rather than from the unequal situation with the superiors, as we have seen in France's high power distance). (Hofstede, 2001)

Although high individuality in a society makes employees prefer smaller organizations, high masculinity societies have a preference for large corporations, where promotion is usually based on protection. (Hofstede, 2001)

In a highly masculine society stress is on what one does, the question of who you are is secondary, thus people live in order to work (and not work in order to live). The society has

sympathy for the strong, conflicts are often resolved by fighting them out. (Hofstede et al., 2010b; Hofstede, 2001)

While men should be tough and take care of performance, women are supposed to be tender and take care of the relationships. A maximum emotional and social role differentiation is perceived between the genders. (Hofstede, 2001)

At school failing considered as a disaster, excellence is to be rewarded, the best is the norm. Sometimes performance is overrated and competition is usually welcomed; competitive sports are important part of the curriculum. (Hofstede et al., 2010b; Hofstede, 2001)

As for consumer behavior, less homemade products are purchased as objects are also used to showing off. Members of highly masculine societies have shown more confidence in advertising than members of more feminine societies. (Hofstede, 2001)

Hungary scored on the **Uncertainty Avoidance** dimension similar to (slightly lower than) France (82). Just like the French, Hungarians are willing to control and predict and influence their life, they don't really want to accept uncertainty and the unforeseen. (Hofstede et al., 2010a, 2010b; Hofstede, 2001)

In doing so, they try to avoid everything that is new or different and have a tendency to regulate every aspect of life they can by creating laws and rules. They tend to be more conservative and take only known risks. Also they are likely to stay with the same employer – even if they are dissatisfied with him/her (what they otherwise prefer not to admit). (Hofstede, 2001)

They also have an “ideological preference for group decisions, consultative management, against competition among employees” (Hofstede, 2001).

Hungary – just like France – is a pragmatic society with its score of 58 on the dimension of **Long-Term Orientation**. Persistence and perseverance, as well as thrift are highly-praised values, leisure time is not so important. Traditions are to adapt to the circumstances; truth depends very much on the situation, context and time. (Hofstede et al., 2010b; Hofstede, 2001)

As for the **Indulgence versus Restraint** dimension Hungary with its score of 31 is considered a rather restraint society. A tendency of cynicism and pessimism is observable. Not much emphasis is taken to leisure time, the gratification of desires is supposed to remain under control. People often have the perception that their actions are restrained by social control. (Hofstede et al., 2010b; Hofstede, 2001)

2. THE SETTING OF THE STUDY: NATURAL PARKS

As mentioned before, the aim of this thesis was to find national cultural differences among the visitors and the management at European natural parks. Although the preservation of natural areas is not a new phenomenon (Arnberger, Eder, Alex, Sterl, & Burns, 2012; Dancs, 2006; Leroux, 2015; Sharpley & Pearce, 2007), the use of these sites by the urban population, as the “lungs of the cities (Hall & Frost, 2009)”, that is, for experiencing nature and recreational activities, is an issue of growing interest (Eagles & McCool, 2002c; Swarbrooke & Page, 2002). The use of natural sites, protected areas, natural parks, etc. is diverse, and defining these areas is cumbersome, due to the afore mentioned diversity of their use and the various approaches of their interpretations. The present section aims to give an overview on the ‘parks⁶⁶’, their evolution, the choice of venues and the description of the subject areas in terms of their legal background and geographical characteristics, in order to ground the understanding of their management and the visitor experiences.

To begin with, the research on (park) attractions (see Fyall, Leask, Garrod, & Wanhill, 2008; Leask, 2010; Puczkó & Rátz, 2011; Greg Richards, 2002; Swarbrooke, 2002a) and park tourism (see Bruno, Gasca, & Monaco, 2014; Bryman, 1999; Eagles & McCool, 2002a, 2002c; Marsat, 2015; McKercher, 1996; Milman, 2008; Reinius & Fredman, 2007) has a relatively vast literature. But why the question of visiting parks is of such an importance? Or in other words, what the goals and impacts of park tourism are in a social/cultural/economic/ecological context?

According to the authors, society creates parks for acquire social benefits, such as: “redistribute income and wealth; increase opportunities for employment; gain foreign currency; assist community development; gain foreign currency; assist community development; promote the conservation of natural and cultural heritage; sustain and commemorate cultural identity; provide education opportunities to members of society; promote health benefits; and expand global understanding, awareness and appreciation (Eagles & McCool, 2002c)”. Society, thus, might benefit from parks in various ways, whereas, parks might also serve special interests groups. Those in charge for providing tourism at parks and/or responsible for the park operation, that is, tour operators and park managers, might benefit from park tourism as a means to:

⁶⁶ At this point, we refer to the ‘park’ in general, including urban parks, protected sites, nature and national parks, recreational sites, etc. Our aim here is to provide the reader with a general understanding on the evolution and categorization of these sites in order to define the type of parks and their characteristics used in the study.

“promote conservation; develop heritage appreciation; generate revenue; learn from others; create employment and income; develop long-term sustainable economic activity; make a profit; manage resource extraction; foster research; and create a positive experience. (Eagles & McCool, 2002c)”. As said, society as a whole might benefit in different ways from park tourism, whereas for the individual visiting parks might represent a quest for experiences (Eagles & McCool, 2002c) to: promote conservation and preservation; gain health benefits; enhance personal experiences, which include cognitive objectives (for example, learn about nature and wildlife) /affective concepts (for example, gain peace of mind)/ psychomotor desires (for example, get exercise); participate in a social experience; achieve family bonding; spend quality time with peers; provide the opportunity for courtship rituals; meet people with similar interests; achieve group team building; achieve time and cost efficiency; feel personal accomplishment; explore history; and reaffirm cultural values (Eagles & McCool, 2002c)”.

The idea of parks, today, is thus best captured as semi-open⁶⁷ natural areas with well-defined limits⁶⁸. Even though parks are popular (tourist) destinations the benefits of which today are various, the first parks served only the community wellbeing of middle to upper-class elite (Hall & Frost, 2009), and became freely accessible destinations later. The evolution of the (different type of) parks will be presented in the next section.

2.1. Evolution of (Natural) Parks

As mentioned before, “all parks are created by society for a purpose, which has varied across time and geography (Eagles & McCool, 2002b)”, that is these areas are first of all creation for and of society for a reason, which varies in time and place. Although parks might be created for various purposes and might carry different values, in our study, natural parks⁶⁹ represent ideal places to experience nature and outdoor/touristic activities (Xu & Fox, 2014).

⁶⁷ Their openness might vary according to the type of places, regional and national legislation, special measures, etc. An objective of the present study is to define and position the subject parks on a scale of openness/protection/preservation/tourism attraction. (See following chapters for further details.)

⁶⁸ Although conservation/development/etc. legislations/measures/strategies/etc. might consider a larger territory, the limits of the parks themselves are well-defined, which serves also as the physical limits of our investigations.

⁶⁹ The term ‘natural parks’ implies natural areas, which might be visited freely (entrance fees and special regulations might apply, but without restricting considerably the access to the park). The term ‘natural park’ shouldn’t be confused with ‘nature parks’, a term used for indicating a certain type of protection and management, defined by the IUCN (see: <http://www.iucn.org/>). For further information on categorization of protected sites, see Table 14 on page 154.

But what do we mean by “park” exactly? The following section defines park and gives an overview on its evolution on the concept.

One of the earliest definitions of the term ‘park’ (as cited by Eagles & McCool, 2002a) comes from the Oxford English Dictionary: “An enclosed piece of ground, of considerable extent, usually within or adjoining a city or town, ornamentally laid out and devoted to public recreation; a ‘public park’, as the various ‘parks’ in and around London, and other cities and towns. Also, an enclosed piece of ground, of considerable extent, where animals are exhibited to the public (either as the primary function of that ‘park’ or as a secondary attraction) (Stevenson, 2010)”. The main features of a park, as by the Oxford English Dictionary are, thus, that it is a closed public area, attached to a community with the purpose of recreation, where animals might also be exhibited⁷⁰. Nevertheless, according to the French National Centre of Textual and Lexical Resources⁷¹, the words etymology refers to the French word, ‘parc’, already in use since the 12th century, where first implied a closed area for breeding animals and for hunting (Matsumura, 2015). Although today we don’t necessarily link parks to hunting and animals, the “theme of wilderness” still prevails for natural parks (Eagles & McCool, 2002b).

Also, this perspective grounds the evolution of natural parks, or more precisely, the concept of national parks, “the American invention (Nash, 1970)”, expressing a sense of “democracy, affluence and sizeable amounts of land (Hall & Frost, 2009)”. Since the first national park, the Yellowstone National Park in Wyoming, USA was founded in 1872 (Haines, 1996), the concept gained ground and evolved in various manners (Hall & Frost, 2009).

Although the concept of national park originates from the USA (Erikstad, 2008), the idea of both nature conservation and the construction of urban parks for the recreational purpose have a longtime history in Europe also (Eagles & McCool, 2002c; Frost & Hall, 2009). Some of the earliest attempts to protect natural sites dates back to 1668, when Duke Rudolf August the showcave Baumannshöle (Germany) issued a decree to control access to the cave (Erikstad, 2008). Later, at the beginning of the 20th century, basic environmental legislation was implemented in several European countries (Erikstad, 2008). At the same time, a ‘national park movement’ started to spread all over Europe (Erikstad, 2008; Hall & Frost, 2009) originating from the willingness to preserve natural resources (Sellars, 2009).

⁷⁰ According to some authors, “today, occidental society is interested in certain forms of wildlife in public parks (Dorier Apprill, 2006 cited by Rieucan, 2008).”

⁷¹ Centre national de ressources textuelles et lexicales (CNRTL)

Regarding the recreational use of the parks, the question sends us back to the origin and the etymology of the term, discussed earlier, and to a particular recreational activity: hunting. Henry VIII, the King of England (1509 – 1547) acquired a hunting land on the outskirts of London, a place known today as Hyde Park (Eagles & McCool, 2002a). During the mid-17th century, the park opened to the public and began to be used by all social classes for recreational and social purposes (Eagles & McCool, 2002a). The concept of urban parks then started to spread all around the UK, but also in the USA, New Zealand, Canada, and, of course, in Europe, too (Eagles & McCool, 2002a). From the combination of the concept of national parks and urban parks, or in other words, from the combination of environmental preservation and the willingness to serve social (and also economic) needs, the concept of nature park were created (Dudley, 2008). Nature parks, instead of following a ‘static-preservation’ approach (just like in the case of national parks), embrace a ‘dynamic-innovation’ approach, following the logic of “protection through use (Henderson, 1992 cited by Mose & Weixlbaumer, 2007)”, integrating environmental protection and social and economic benefits for the society (Mose & Weixlbaumer, 2007).

At the same time, a different kind of park evolution was also observable. Dating back to ancient and medieval times, religious festivals and trade fairs inspired the first amusement parks (Milman, 2008). The once ride-oriented amusement parks then later evolved to create a fantasy atmosphere in order to enhance guest experience (Milman, 2001). On the other hand, some argue, that environmental considerations are likely to increasingly influence the future directions of the leisure industry (Hawken, Lovins, & Lovins, 2010; Liu, 2010; Rees, Rodwell, Attrill, Austen, & Mangi, 2010). Also, theme parks and attractions “contribute greatly to the sustainability of destination in many area (Milman, Okumus, & Dickson, 2010)”; however, it has to be noted, that until today, nature protection has scarcely been mentioned in relation to theme parks.

As we have seen, the parks’ evolution originates basically from two sources: on the one hand, environmental preservation and the American idea of national parks animated the creation of parks (national parks, nature parks, urban parks, protected landscapes, non-protected parks, leisure parks, etc.). On the other hand, medieval festivals inspired amusement parks and theme parks. As for their evolution, some of the protected areas adopted a ‘dynamic-innovation approach (Mose & Weixlbaumer, 2007)’ while a quest for experience is observable among visitors (Chhetri, Arrowsmith, & Jackson, 2004; Lebrun, Su, Lhéraud, Marsac, & Bouchet, 2016; Marsac, Lebrun, & Bouchet, 2012). At the same time, theme parks, primarily profit-based companies, are more and more likely to adopt environmental preservation measures (Milman

et al., 2010) either by recognizing the business potential of “going green (Smith & Westerbeek, 2004)”, or by necessity for complying with national and international sustainability policies (*Thematic Strategy on the sustainable use of natural resources*, 2005; Tisdell, 2001).

At this point a note has to be made on the national/natural parks. We have seen the American origins of national parks and how the idea spread all over Europe. Although originated from the same idea, the implementation and the evolution of the parks and nature sites show considerable national differences. From our point of view a distinction needs to be made among the American (the “original”) and the French and Hungarian style of parks – in line with their fundamental directions of nature conservation, cultural preservation and visitor management. The “American style” of national parks emerged from an aspiration to conservation of nature and cultural memories. To pick an example, the oldest national park in the United States, the Yellowstone Park, was created in order to preserve the endangered elk and bison species, the park management until the 1960s focused solely on this question⁷². Then the management of the park was reconsidered, and by adopting a new “management philosophy, Yellowstone went from an unnatural managing of resources to “natural regulation”—today known as Ecological Process Management⁷³” These changes meant to adopt a more complex approach of park management including serious preservation measures, improvements in the park facilities and the implementation of strict visitor management rules⁷⁴. This latter one is particularly important as the increase of the number of visitors, while the modern management of the park operates “FOR THE BENEFIT AND ENJOYMENT OF THE PEOPLE⁷⁵” (see Illustration 1).

⁷² Source: <https://www.nps.gov/yell/learn/historyculture/modernmanagement.htm>

⁷³ <https://www.nps.gov/yell/learn/historyculture/modernmanagement.htm>

⁷⁴ According to the IRMA Portal (Integrated Resource Management Applications), the National Park Service of the U.S. Department of the Interior (the U.S. institution, which protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities – source: <https://www.doi.gov/whoweare/Mission-Statement>), the park went from the approximately 20 000 yearly visitors at the beginning of the 20th century to more than 4 million visits in 2015. (source: <https://irma.nps.gov/Stats>)

⁷⁵ As states a sign at the entrance of the park.

Illustration 1 – Main entrance of the Yellowstone Park

(source: www.nps.gov/yell: NPS / Jim Peaco)



To sum up, the “American style” of national park management originates from nature conservation and while incorporating serious measures to protect the material and immaterial legacy of the territory, while the number of visitors is kept high, while strict visiting rules impose.

The idea of Hungarian national parks is somewhat similar to that of the “American style”, as it is also originating from nature conservation aspirations. On the other hand, sustainable development measures and deliberate considerations for tourism management have just started to emerge on the managerial level⁷⁶.

Regarding the French method, a further distinction between national parks and nature parks needs to be made. While national parks are more engaged to preservation, nature parks serve societal needs incorporating considerations for visitor management and natural and cultural conservation. However, generally speaking, the management of nature parks seems to be most committed to preserve the material and immaterial cultural legacy and satisfy the needs of the different actors of the territory⁷⁷.

Despite simplification of the approaching considerations (that is, from protection to attraction and experiences and also, from amusement/attraction towards environmental

⁷⁶ We are going to introduce the Hungarian peculiarities of park management later in this section, while in our Results (see from page 239) reveal further information on the subject.

⁷⁷ For further details and explications, see later in this section and ‘Results’ from page 239.

concerns), the diversity of different kinds and types of parks is increasing. In the following, we are going to describe parks as tourist destinations from the point of view of the attractions they offer. As attractions are considered as the most important element of tourism as well as “the main motivations for tourist trips and the core of the tourism product (Swarbrooke & Page, 2002)”, we are going to give an overview of the different attractions the park might offer. Then a distinction between protected and recreational type of parks will be presented, in line with our analytical approach⁷⁸.

2.1.1. Typology of (Natural) Parks as Tourism Attractions

As global tourism becomes increasingly competitive, the image of a territory becomes an important marketing asset, and as attraction visiting “becomes a central element of everyday life (Richards, 2002a)”, and attractions are the “key elements of the tourist’s activities (Swarbrooke, 2002)”. Attractions, thus, have a key role in shaping the image on the regional/national level (Richards, 2002a), especially, that tourists tend to visit more than one site during a holiday (Deng, King, & Bauer, 2002), increasing the competition among different sites (Richards, 2002a). Furthermore, attractions play an important role in the travel decision, “tourists are ‘pushed’ towards attractions by their motivations (Richards, 2002b)”. From the operational and strategic management’s point of view, an effective integration of the diverse inter-related management considerations is a key issue for the success of the management, in which the basic challenge is to maintain the authenticity of the attractions, as attraction are often perceived as the ideal asset to protect and promote the cultural identities of a region or a nation through tourism⁷⁹ (Swarbrooke & Page, 2002).

Regarding its definition, a visitor attraction is a feature of an area with the following roles and characteristics: a visitor attraction “(1) Sets out to attract visitors/ day visitors from resident or tourist populations, and is managed accordingly; (2) Provides a fun and pleasurable experience and an enjoyable way for customers to spend their leisure time; (3) Is developed to realize its potential; (4) Is managed as an attraction, providing satisfaction to its customers; (5) Provides an appropriate level of facilities and services to meet and cater to the demands, needs,

⁷⁸ For details on the analytical model, see from page 192.

⁷⁹ Some authors distinguish tourism and recreation in parks, arguing that tourism is an imprecise concept and distinction is thus necessary (McKercher, 1996). Although from the consumption perspective, these forms of visits are likely to differ, we will continue to use these terms without considering the afore mentioned distinction, as visiting natural sites is still considered as something unusual (Bouchet, Lebrun, & Auvergne, 2004), and, thus, might be considered as somewhat touristic activity.

and interests of its visitors; (6) May or may not charge and admission for entry (Walsh-Heron & Stevens, 1990 cited by Swarbrooke, 2002).”

Regarding the categorization of the attractions, many attempts have been made: early classifications were mostly based on narrow, one-dimensional views, such as distinction between built and natural attractions (Leask, 2008). A somewhat broader, but still a clear and simple distinction among attraction is proposed by Swarbrooke (2002). The typology offers four categories complementing the above mentioned distinction between natural and manmade constructions: this latter category is divided according to the purpose of the design: “Human-made buildings, structures and sites that were designed for a purpose other than attracting visitors, such as religious worship, but which now attract substantial numbers of visitors who use them as leisure amenities (Swarbrooke, 2002)” and human-made constructions designed to attract visitors (such as theme parks, etc.) (Swarbrooke, 2002). The originality of this model lies in the fourth category: “special events (Swarbrooke, 2002)”, implying that, from a marketing/ management perspective, events might also represent an important tourist attraction.

Other attempts of categorization were also made in the aim to describe the variety and the scope of visitor attractions and to reveal their importance for their management (Leask, 2010).

Table 9 – Summary of visitor attraction categories

(Source: Leask, 2010)

Theme parks/ amusement parks	water pars/ amusements/ themes
Museums and Galleries	art/ cultural/ historical/ collection-based/ virtual/ open-air museums
Natural	garden/ national parks/ forests
Animal	safari, farms, zoos, aquariums
Visitor Centers	cultural, industrial, transport
Religious Sites	
Heritage	castles/ forts/ historic houses/ visitor centers monuments/ industrial/ dark/ archeological/ military/ music

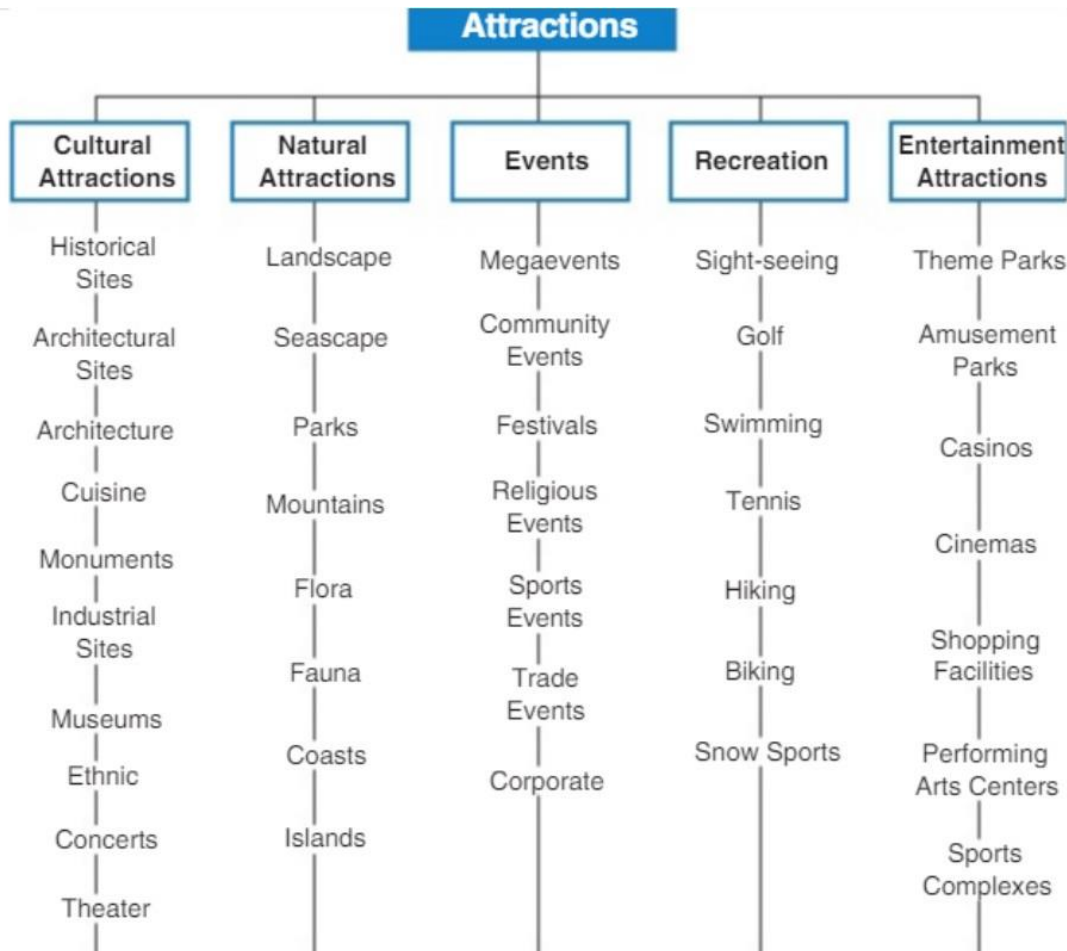
The typology of Leask⁸⁰ still makes distinction between natural and man-made constructions, however this latter one is divided into five different categories, highlighting the complexity and diversity of these creations. Furthermore, the individual category of ‘animals’ refers to the original purposes of urban parks (Matsumura, 2015). Furthermore, the typology also reveals the overlapping nature of attractions, that is, some of them might belong to more than one group. For example, while ‘visitor centers’ represent an individual category, they might as well be considered as a subcategory of ‘heritage’ attractions.

The same issue applies to another typology (see figure 3), where it is clearly visible, that some of attractions are cumbersome to classify in exclusive categories.

⁸⁰ Leask (2010) offers a summary of the generally accepted categories of visitor attractions based on the work of authors she cites in her article. However, in our opinion, her list is not complete: for example, neither urban parks, nor nature parks, waterside natural monuments, etc. cannot be found/ their potential place is not clearly defined.

Figure 3 – Typology of attractions

(Goeldner & Ritchie, 2012)



This approach to the classification of visitor attractions, however, abandons the basic distinction between natural and human-made constructions. For the authors, attractions are “the most important elements of a tourist destination, as they provide the main reason or motivation for tourists to visit a destination (Goeldner & Ritchie, 2012)”. This typology, on the other hand, adopts a different approach⁸¹, than that of the others cited before: instead of making groups based on the type of construction, attractions are categorized according to their purpose and/or their importance from the visitor’s perspective. In other words, the typology is based on the type of activities in/by which the visitors might be interested or motivated. From this perspective, activities become comparable to natural and cultural monuments, events and any

⁸¹ Although the date of this particular reference is 2012, it has to be noted, that the same typology by the authors has already been published in earlier editions of the book (see: McIntosh, Goeldner, Ritchie: *Tourism: Principles, Practices, Philosophies*).

other kind of recreational facilities. Yet, the deficiency of these typologies lies in their failing to highlight that these attractions represent more like a “system”, including different actors, motivations and interest (Leiper, 1990). Also, the elements of the typology might represent a tourist attraction/destination on their own, while others are more likely to appear in combination with other attractions (for example parks and mountains might provide further attractions, such as monuments or events, etc.). “However, a destination is an aggregation of tourist attractions plus supporting infrastructure and services, and many attractions are small-scale destinations in themselves, providing visitors with multiple opportunities (Hu & Wall, 2005)”. In other words, destinations might include several attractions (such as natural monuments, cultural heritage, cuisine, events, etc.), while the destination itself might also be considered as an attraction (parks, islands, shopping facilities, etc.)

2.1.2. Natural Site Protection and Nature Parks

The question of natural site protection and nature parks might be best captured through the analysis of the (national) nature preservation system, as different countries might have different approaches to the question. Accordingly, we are going to introduce the nature preservation systems of the two subject countries separately.

2.1.2.1. Nature preservation in France

“Since the end of the 1990s, the French population has increased by nearly 4.5 million inhabitants, representing a growth of 7% (*L’environnement en France*, 2014)”. Also, the rise of the number of industrial and commercial zones and the increased motorized traffic contribute to the pollution of the natural environment⁸², notably (among other elements) through greenhouse gas emissions (*The carbon footprint of French consumption: evolution between 1990 and 2007*, 2012). As a response to the reduction of the natural areas and the increasing pollution, since the 1960s the preservation of the national cultural and natural heritage has become a priority in France (Charles & Kalaora, 2007). As for the national peculiarities of nature conservation: “In France, the emphasis is on the monuments and the remarkable sites, with an aesthetic and artistic⁸³ vision of the territory (Charles & Kalaora, 2007)”. In other words, according to the authors, the French system of nature preservation focuses on the restoration and the protection of natural monuments and sites with a picturesque setting.

As our interest focuses on the link between the territory and its management and use, to begin understanding the French system of nature protection, let’s start with an overview of the (overlapping) categories of nature protection sites⁸⁴. A possible categorization of these areas distinguish two main types of protected areas. Firstly, natural zones of ‘general interest’, should be mentioned. These areas imply generally a relatively larger area of national importance for its natural and/or cultural assets. Besides these, we can also find, usually smaller, areas of special conservation objectives, such as coastal protection zones, natural environment of

⁸² In the present thesis the term ‘environment’ widely used. In our context, the word is used as “A set of natural (physical, chemical, biological) and cultural (sociological) qualities in which living organisms (in particular men) grow”, as appeared in the French language (*environnement*) in 1964 from the American English word ‘environment’ (*Le Nouveau Petit Robert*, 2010). As for the Hungarian term, it is also a relatively new expression, which is linked to the spread of the idea of environmental protection (Depraz & Kertész, 2002).

⁸³ ‘artistic’ refers here to the French word ‘artialisisation’, suggesting, that - according to Alain Roger – the perception of the landscape is “inseparable from artialisisation, in other words that the descriptive approach of geographers precludes their participation in the forum (DeLue & Elkins, 2007)”.

⁸⁴ For the map of French protected sites, see Annexes 5 on page 503.

endangered species, protected areas for fishing or hunting, etc. Altogether, twelve different types of protected areas are distinguished (listed in the alphabetic order of the French equivalent of the English terms)⁸⁵:

- (1) Site protected by prefectural order of protection of the biotope: with the objective to prevent endangered species from extinction;
- (2) Coastal Conservation Area: coastal and lake shore conservation areas;
- (3) Classified Woodland Area: for the afforestation and reforestation of green spaces, particularly in urban and suburban areas;
- (4) Sensitive Natural Zone: for the preservation of the site's quality, its landscape and naturel sites and the conservation of its natural habitats;
- (5) National Park: areas of special interest that are to be preserved from any kind of degradation of the natural environment;
- (6) Regional Natural Park: is a rural territory of national importance, recognized for its remarkable heritage and natural assets⁸⁶;
- (7) Ecological Reserve: a public forest protection tool;
- (8) Biosphere Reserve: areas where the conservation of the biodiversity and their sustainable development are emphasized.
- (9) Nature Reserves: natural sites the conservation of which is of particular importance where any artificial intervention is to be avoided;
- (10) Game and Wildlife Reserves: the four objectives of these sites are: protection of migratory bird species, ensure the natural environment of endangered species, support for land management evaluation tools, and contribution to the sustainable development of hunting on rural areas;
- (11) Fishing Reserve: for the protection and the reproduction of fish;
- (12) Listed and classified sites: for the protection or preservation of natural or built environment of special interest, defined by the law.

These twelve different types of protection are also completed with European and international categories, such as the Natura 2000 sites for instance, creating a complex network of different levels and responsibilities of nature management. Although now France has a

⁸⁵ <http://www.conservation-nature.fr/espaces-protoges.php>

⁸⁶ For further information on natural parks, see next section.

complex system of preservation, the evolution of environmental aspirations has only begun seriously since the 1960s. The first movement for protection started later than in other Western European countries, like the UK, Germany or Switzerland, with the involvement of only highly educated elite (Charles & Kalaora, 2007). After the Second World War, owing to technical and economic expansion, serious land management aspirations are observable from the state, carried out by the DATAR⁸⁷, where the first environmental policies were designed (Charles & Kalaora, 2007; Larrere & Larrere, 2007). Since then, these policies evolved, and have been completed with a series of laws and regulations concerning various elements of establishing, developing and operating (natural) sites and protected areas. One of the earliest law deals with the protection of natural monuments and sites of artistic, historic, scientific, legendary or picturesque interest (Law of 21 April 1906, replaced by Law of 2 May 1930). The law on the establishment of national parks (Law of 22 July 1960) was shortly followed by a decree on creating regional nature parks (Decree of 1 March 1967). The law on nature protection entered into force in 1976 (Nature Protection: Law of 10 July 1976). Later, more specific laws were designed for example for the creation of regional nature reserves (Decree of 18 May 2005), law on national parks, marine nature parks and regional nature parks (Law of 14 April 2006) or the law on community-level participation (Law of 27 February 2002).

All these laws have been created following the five major principles of the French nature protection system: (1) Precautionary principle: to avoid the risk of damages government authorities should take provisional measures to prevent damage; (2) Principles of preventive action and correction of environmental damage at the source: environmental damage should be prevented “at source, using the best techniques available at an economically acceptable cost (Environmental Code, Article L. 110-1, cited in Guignier & Prieur, 2010); (3) Polluter pays principle: the polluter needs to pay for the prevention or reduction of the pollution he (might or might have) cause(d); (4) Repartition principle: everyone should contribute to the restoration of environmental damage; and (5) Participation principle: everyone has the right to access information related to the environment (Guignier & Prieur, 2010).

The French legislation system for nature protection provides the basis and principles of preserving the natural and cultural heritage. This may include any natural/cultural item, that is considered to be valuable and, thus, deserves to be preserved for the future generations. As for

⁸⁷ Délégation à l'aménagement du territoire et à l'action régionale / French Delegation for Territorial Development and Regional Action

the ownership of these memories, the law on community-level participation declares, that “Natural areas, resources and habitats, sites and landscapes, air quality, animal and plant species, and the biological diversity and balance to which they contribute are part of the common heritage of the nation. (Act no. 2002-276 of 27 February 2002)”. In other words, nature and the national cultural heritage belong to the French citizens. Accordingly, everyone has the right to access information about the environment, and contributing to its protection is everyone’s responsibility (Act no. 2002-276 of 27 February 2002).

Evidently, as a common heritage, it’s a central task to organize the protection of natural and cultural values. The following section is devoted to the description of the organizational structure within which the nature parks operate.

2.1.2.1.1. Organizational structure of the French nature parks

The institutional framework of the French nature management operates on three different levels (Guignier & Prieur, 2010): (1) Firstly, the level of the central government: the Ministry of Ecology, Sustainable Development, Transport and Housing is responsible for nature protection, with the help, at the local level, by Regional Directorates for Environment, Land Use Planning and Housing⁸⁸. (2) Secondly, specific agencies guarantee the (operational) management of the protected areas. As for these specific institutions: first, the National Parks of France are working under the authority of the afore mentioned Ministry. The agency responsible for coordinating the work of the national parks and their managing boards. Created in 2006, the Marine Protected Areas Agency⁸⁹ is responsible for the operations of the protected French marine areas and also represents France on the international level of managing protected marine areas. Finally, the Coastline and Lakeshore Protection Agency⁹⁰ is a public administrative body responsible for the protection of coastal areas and the preservation of their biodiversity (Guignier & Prieur, 2010). (3) Thirdly, Advisory bodies also contribute to the effectiveness of French nature protection. On the national level the National Council of Nature Conservation, while on the regional level, the Regional Scientific Councils for Natural Heritage are the institutions in charge of professional consultations for environmental questions.

⁸⁸ Direction Régionale de l’environnement, de l’aménagement et du logement / DREAL (de Bourgogne Franche Comte)

⁸⁹ Agence des aires marines protégées

⁹⁰ Conservatoire du Littoral et des Rivages Lacustres

All these afore mentioned levels of organizing nature protection are working on the geographical scope of nature protection, managing the previously mentioned categories of protected areas. Thus, nature protection is organized from above, with the help of local offices. Besides, specialized agencies and advisory bodies ensure the professional effectiveness of the environmental protection. Until now, we have seen the basics of how the French system of nature preservation is organized. In addition, the protection measures required by the official international bodies of environmental protection and the European Community create trans-boundary protected areas. On the European level, the Natura 2000 network seeks to protect internationally acknowledged areas and species. In line with the designation and international management requirements of these territories, a harmonization of the laws and regulations in the French system to that of the EU is clearly seen (Guignier & Prieur, 2010).

Speaking merely of nature protection may allude to strict conservation measures. Shifting towards a somewhat more permissive approach, we arrive at the question of the management of regional nature parks. These territories are considered to be “at the crossroads of protection and land use planning (Guignier & Prieur, 2010)”. According to the Environmental Code (Art. R. 333-1), territories of regional nature parks have as an objective the protection of the natural and cultural heritage and the landscape of these areas, and are contributing to the regional development of these territories including their economic, social, and cultural development, with special attention to quality of life. Besides, raising awareness and the education of the public also forms part of the tasks of the regional nature parks⁹¹.

We have already seen that national parks and regional nature parks represent two distinct categories of nature protection. As for our personal observations, these two types of parks can often cause confusion. Clarifying this issue is also a key to understanding the differences in the French and Hungarian approach to nature protection and park management⁹². In short, national parks are remarkable, where the protection of their biodiversity is a priority, and where “the unique and remarkable nature of the territories that are put forward as the criteria of selection for protection (Charles & Kalaora, 2007)”. On the other hand, regional nature parks, besides environmental protection, are much more concerned about the preservation of their natural and

⁹¹ <https://www.legifrance.gouv.fr>

⁹² We will also see later how in Hungary the use of these terms is different (despite the existence of similar categories) and how this difference of perspective might influence the whole system of nature and park management.

cultural heritage, while they are also functioning as the ‘showrooms’ of these inhabited rural areas and their cultural memories, where “the emphasis is on the particularities of the territory, the quality of the landscape and the asset management of its cultural heritage (Charles & Kalaora, 2007)”. In other words, French nature conservation follows a rather dynamic-innovation approach (Mose & Weixlbaumer, 2007), where a special attention is paid to the preservation of the physical image of the territory.

Thus, a regional natural park is “an inhabited rural area that is nationally recognized for its valuable local heritage and landscape, but also for its fragility⁹³”. These parks rely on their sustainable development plans the aim of which is to both provide protection and promotion of the area. The main objectives of the nature parks⁹⁴ are: (1) to protect and manage natural resources, landscapes and cultural heritage; (2) to participate in land-use planning; (3) to foster economic and social development; (4) to provide education and information; and (5) to encourage experimentation. In other words, these parks are intended to create and maintain a balance between environmental aspirations and development projects with the aim of creating a livable and flourishing area, while preserving its cultural and natural particularities. Also, nature park management involves a comprehensive land planning with considerations towards the natural and cultural heritage and the needs and interests of current and future generations.

⁹³ <http://www.parcs-naturels-regionaux.fr/>

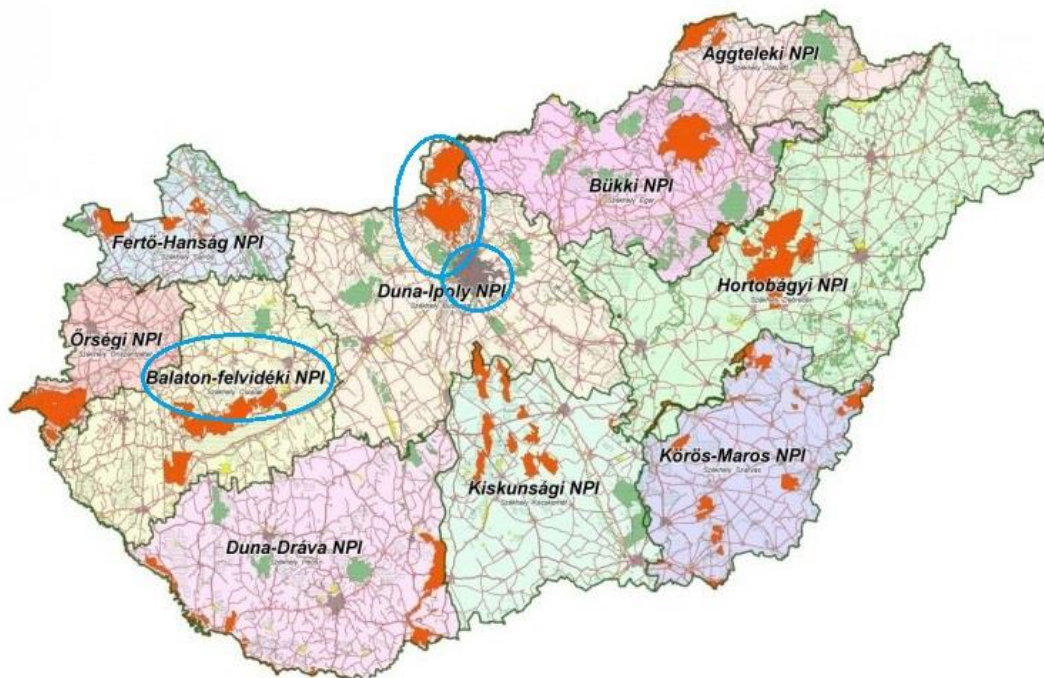
⁹⁴ Source: <http://www.parcs-naturels-regionaux.fr/>

2.1.2.2. Nature preservation in Hungary

To set the basis of the Hungarian side of the park descriptions, crucial information needs to be shared on the structure of the Hungarian national parks: Today, Hungary is divided into 10 regions, all of them including several protected areas (national parks, protected landscape areas, etc.). Each of these 10 regions is governed by the corresponding National Park Directorate. Thus, the operational area of the ten directorates is not only the area of the national parks themselves, but they cover the whole country. The image below (the illustration 2) shows the map of Hungary with its 10 national park directorates⁹⁵.

Illustration 2 – Operation area of the Hungarian national parks⁹⁶

(source: <http://magyarnemzetiparkok.hu/>)



Although the directorates cover the whole country, not all the territories are under their control. In line with their missions⁹⁷, environmental conservation is (one of) their primary goals. Accordingly, the preservation of the protected areas owned by the state is the responsibility of the directorate. The orange spots on the map imply the protected territories, managed by the

⁹⁵ The blue circles refer to the capital, Budapest (the middle one), and the two subject parks.

⁹⁶ On each region the name of the national parks is followed by 'NPI', short for National Park Directorate in Hungarian.

⁹⁷ For details see later in this section.

park. Nevertheless, the (natural) management of other territories might also be part of their tasks. (The park directorates act primarily, as professional advisory bodies for territorial development projects (constructions, events, etc.)

As for the level of protection on these territories: it varies among different categories⁹⁸. In Hungary, there are four types of land protection categories, while other classifications have also been introduced in line with the natural conservation programs of the European Union and international nature protection organizations. The highest level of protected sites of national importance are the ‘*national parks*⁹⁹’, areas owned and managed by the directorates. These areas are run under strict conservation regulations and the access to these highly protected areas might be limited. The next levels of protection are represented by the ‘protected landscape areas’ and the ‘nature conservation’ areas (indicated with dark green/light green spots on the map). These areas are also owned and managed by the directorate, but in general they can be freely visited, however, some restrictions may apply. For instance, the use of motorized vehicles, leaving the designated tourists paths or the picking of certain plants might be forbidden. The fourth possible category is named ‘natural heritage’: it doesn’t necessarily imply a territory, but a certain ‘natural monument’ of national importance of any size– such as an old tree, a viewpoint, a reserve, etc.

In Hungary, nature protection has a long history. The ever changing institutions (Földesiné, 1993) and regulations shape the current situation of the national environmental preservation system. As for the natural protection, the first endeavors date back as far as 1426, when King Sigismund issued a provision on the protection and the reasonable cultivating of forests to help renew the woods. Some 450 years later, the first law on forest management was issued in 1879. Since the end of the 19th century, many attempts have been made to protect different species of animals and plants, ornithology and forestry being the most popular topics related to the question (Jellinek, 1939).

After an interpellation in the Hungarian Parliament in 1941 – the first official attempt to preserve the area –, the first protected landscape area of Hungary was created in 1952 at the Tihany Peninsula of the Balaton region¹⁰⁰. Unique geological value and the rare and valuable species of the fauna and the flora made this territory significant for researchers. Also, the quality

⁹⁸ Source: Act LIII of 1996. on the Nature Protection (effective as of 1 September 2013)

⁹⁹ National park here means the sites of actual highly protected areas of high national importance.

¹⁰⁰ For more information on the area, see next sections.

of water of the Balaton has always been a crucial question for both researchers and the leaders of the state¹⁰¹. The picture below (Illustration 3) shows an official educational tour in Tihany. The photo was taken during a lecture whose aim was to show the uniqueness of this territory with its close connection to the water of the lake and its Lavender fields. The idea of familiarizing people with the natural and cultural heritage of the area and with its uniqueness is a major objective of the national park directorates. As is visible in the image, families with children and a more mature public are the ones who are likely to participate in these tours¹⁰².

Illustration 3 – Educational tour in the lavender fields of the Tihany peninsula in 2015

(source: www.kormany.hu)



As for the venue, the Tihany Peninsula is not only unique for its natural assets and its role in the history of Hungarian nature protection: it is also one of Hungary's most popular tourist destinations. According to the number of tourist nights spent there, the town of Tihany is 14th among the Hungarian towns¹⁰³, and 4th in the Balaton region, after Hévíz, Keszthely and Balatonfüred, from the Balaton region. Yet, for convenience and accessibility reasons, visitors

¹⁰¹ Source: www.bfnp.hu

¹⁰² For more about the visitors of the park, see later in this chapter.

¹⁰³ www.ksh.hu (official website of the Hungarian Central Statistical Office)

rather spend the night rather at one of Balatonfüred 's numerous accommodation sites a few kilometers from Tihany, than in the town of Tihany, built on the top of the peninsula's steep hill¹⁰⁴.

Returning to the question of nature conservation: Some ten years later after the designation of the first protected area, since the beginning of the 1960s, protected areas grew both in number and size. Despite this growth, these territories still remain very small (less than two thousandths of the country (Benkó et al., 2011)). Although, protection measure for bird species and caves became significant. From the 1970s a new era of the Hungarian environmental protection started: a new law gave a green light for the creation of national parks; the first one was created in the Hortobágy¹⁰⁵ (Depraz, 2003). Since 1973, when the first national park in Hungary was created (Depraz, 2003), 9 others have been founded, the last one in 2002. The table 10 below gives a summary of the Hungarian national parks with their name, year of foundation, size of surface and also their headquarter towns. It has to be noted, that the creation of national parks in Hungary have seen two big waves. The first one, in the 1970s, also considered as the golden age of modern environmental protection in Hungary (Takács & Rakonczay, 2010). The second wave is somewhat the consequence of this former one, as since then nature protection is a significant question in the country. Nevertheless, the creation of the official nature protection authority in 1996 and the implementation of the first law on nature conservation in 1997 gave a new impetus to protection. Since the construction of the national park directorate network, the running institutions increasingly took over nature conservation tasks and responsibilities (Takács & Rakonczay, 2010). Although, some ten years later, Hungary it is still believed that the country "has still not fully erased all traces of previous political and institutional practices. Environmental policy is still technocratic and centralized. Official institutions are struggling to apply European environmental standards based on sustainable development and local initiatives precisely because the latter are lacking (Depraz, 2005)", though, newer scientific data on the question wasn't found, leaving it to the authors of the present study to provide them.

¹⁰⁴ Source: *Jelentés a turizmus 2010. évi teljesítményéről [Tourism performance report 2010]*, 2011

¹⁰⁵ A World Heritage site at the Hungarian Great Plain.

Table 10 – Hungarian National Parks(source: Depraz, 2003¹⁰⁶)

National Park	Founded in	Area (km ²)	Headquarter	Characteristics
Hortobágy NP	1973	742,22	Debrecen	Pannonian steppe, wetlands of the Tisza
Kiskunság NP	1975	481,98	Kecskemét	Dunes, sodic soils of the plains, steppe-like vegetation
Bükk NP	1977	390,63	Eger	Woods and high Hungarian mountain ranges
Aggtelek NP	1985	198,92	Jósvafő	Karstic formations, stalagmite caves
Fertő–Hanság NP	1991	234,88	Sarród	Biotopes of the shores of the Fertő (Neusiedl) Lake
Duna–Dráva NP	1996	501,05	Pécs	Riverbanks and Backwaters of the Danube and the Dráva
Körös–Maros NP	1997	510,66	Szarvas	Wetlands of the Körös and Maros River
Balatoni-felvidék NP	1997	567,93	Csopak	Woods, hills and vineyards of the Balaton
Duna–Ipoly NP	1997	603,14	Budapest	Basalt hills and woods of the Danube Bend
Őrség NP	2002	439,50	Őriszentpéter	Hills and wetlands close to Slovenia

If we look at the reason behind these changes in land management, a series of elements could be mentioned, such as technological innovations, new methods of research, international tendencies, etc. The elements that most likely contributed to forming Hungary's environmental protection are, above all, the technological developments and the effects of the Soviet occupation (or liberation, as the Russians required Hungarians to call it¹⁰⁷). In line with the Russian directions, the soviet model was introduced in the Hungarian administration. (Its effect on the forest management and tourism will be explained later – in relation to the woods to the north of Budapest (Duna-Ipoly National Park) and the Balaton.) Altogether, it can be said that an over-exploitation of the forest and the shores of the lake can be seen during this period

¹⁰⁶ The size of the surface area of the national parks' territories are gathered from the most recent database of the national park directorates (see <http://www.nemzetipark.gov.hu/>)

¹⁰⁷ At the end of the Second World War, Hungary was liberated from a German invasion by Russian troops, who, on their side, occupied the country for 40 years. Accordingly, Hungary made part of the Easter Block (Molnár, 2004).

(although it should be noted also, that the water quality of the Balaton remained important even during this era). Since the lifting of restrictions and the end of the soviet era, a new vogue of conservation aspirations started. This tendency is also reinforced with Hungary's membership of the European Union, as since 2004 the EU's environmental protection policies and requirements apply to Hungary also. Besides, the financial and information resources, provided by the EU, also contribute to the organization of the protected land management. The nature of this evolution makes an important part of the forthcoming description and discussion of our findings.

2.1.2.2.1. Organizational structure and tasks of the national park directorates

The National Park Directorates' tasks include the conservation management of the park located in their area of operation, as well as the management of all protected areas of environmental value and all nature reserves of national importance. One main mission of the ministry of rural development¹⁰⁸ is the "promotion of sustainable development, the preservation of air, water and soil quality, and the protection of natural assets¹⁰⁹". The Deputy State Secretary for the Protection of Nature and Environment performs tasks related to the functioning of the National Environment and Water Authority, its regional bodies, and the National Park Directorates.

The National Park Directorate is an independent legal entity financed by state budget, managed independently, and operates under the direction of the Minister. The National Park Directorate has the authority to assess conservation infractions and to control the natural conservation areas¹¹⁰ (it has to be noted, that their area of responsibility has changed many times through their history, as of today, they have less scope of authorities as they used to have¹¹¹).

As for the public service tasks of the national park directorates, they define the protected and Natura 2000 areas and manage the preservation and protection of these areas – including

¹⁰⁸ The name of the ministry has changed on more occasions during the writing of the present study. Even though the name might have changed, and the tasks and responsibilities of the ministry have changed, it did not affect the functioning of the parks. Therefore, we refer to the supervisory body of the parks as 'the ministry', as it is each case the same ministerial department (under different names and within different organizational structures).

¹⁰⁹ Source: www.kormany.hu/hu/vidékfejlesztési-miniszterium (retrieved on 14-04-2012)

¹¹⁰ Source: <http://magyarnemzetiparkok.hu/>

¹¹¹ As we have learnt from many of our Hungarian interviewees.

financial tasks, forest planning, organizing governmental and non-governmental monitoring, protecting the flora and fauna of the area, etc. As Hungarian institutes, directorates organize and manage a ‘Ranger¹¹²’ system, and act as an authority in certain cases of environmental violation. In cooperation with the nature conservation authorities, the directorates act as an expert, providing data and advise to resolve conservation authority procedures.¹¹³

The most important regulation for the national parks is the Nature Conservation Act. No. LIII of 1996¹¹⁴. The objective of the act is the general protection, recognition and promotion of sustainable use of natural values, areas and landscapes as well as their natural system and biological diversity. the act aims to satisfy the society’s need for a healthy and aesthetic nature, seeks to protect the tradition of nature conservation, to provide further development, and to protect, conserve and maintain these areas. Finally, the act defines the principles of nature conservation and provides specific regulations related to the management of these areas¹¹⁵. As for the most specific tasks and responsibilities of the directorates, they will be explained in the following chapters, along with the other peculiarities of the parks and their management and visitors. The specificity of the act, compared to the afore mentioned French legislative documents, lies in its structure and approach. Besides the conservation of the natural environment and the biodiversity from the ecological perspective, the act also defines the construction and the responsibilities of the national parks. In other words, the act also deals with the planning and organization of the system of nature conservation, thus these questions are treated as part of the conservation process.

2.2. The Choice of Study Venues

The choice of the study followed a set of principal objectives: First, the comparability of the parks within the country (protected/recreational sites) and within countries¹¹⁶. Our goal is to show in what terms the management and the use of the parks in the two countries are different (or similar). In this aim, we wanted to choose areas that are similar from certain aspects to allow us to focus on our cross-culture oriented research questions and to ensure a solid and reliable

¹¹² Nature watch rangers

¹¹³ Source: <http://www.termesztvedelem.hu/>

¹¹⁴ The act was last modified in early 2016, but as at the time of our data collection a former version was in effect, we are referring to the version as of 1st September 2013.

¹¹⁵ Source: Act. No. LIII of 1996 (as of 1st September 2013)

¹¹⁶ Referring to France and Hungary in our case, but the comparison tools we used are defined to be able to serve efficiently for the comparison of any European parks.

basis of the comparison. The reason behind this aspiration is twofold: firstly, these differences and similarities in the parks are expected to help us reveal if potential differences in their management and the visitors' behavior are consequences of cultural variances or they are due to the parks' attributes. Secondly, we also intended to show how internal and external factors (such as geographical, social or political elements, history, etc.) may affect the direction of these areas and their popularity among visitors. We do so in order to distinguish cultural factors from any other influencing elements.

As for the criterion of the choice: Firstly, we wanted to analyze areas situated close to urban areas, preferably the capital. According to our assumptions (also confirmed by scientific and census data), these parks are usually frequented by local residents of the nearby urban areas longing for nature and/or outdoor activities. The visitors of these parks can be, thus, considered as relatively homogenous in terms of their cultural affiliation. Second, we were looking for different types of parks: (1) We were looking for natural areas, that are assumed to be less frequented forest areas, with a relatively low level of tourism aspirations and with an assumed high level of environmental protection measures. (2) Contrary to that, we wanted to present more 'recreational' waterside areas, where the importance of outdoor activities (of both local visitors and tourists) might prevail over any other kind of goals (notably nature protection). These criteria imply, that at least four parks (two in each treated countries) have to be selected. Accordingly, we have chosen the Natural Park of the Morvan and the Recreational Park of the Lake Kir in France, the Duna-Ipoly and the Balaton Uplands National Park Directorates and in Hungary.

Starting with the French parks: two areas have been chosen, both relatively close to the capital. Each of the parks are situated in the Burgundy¹¹⁷ area, and are approximately 300 kilometers, or three hours from the capital. It should to be noted here, that in the case of the Hungarian parks, this distance is considerably shorter (less than half in both distance and travel time). If we still believe that this difference doesn't affect the comparability of the parks it is because: Firstly, both the Morvan and the Pilis are the nearest natural areas to the capital. As for the waterside parks, both the Lake Kir and the Lake Balaton are lakes in proximity of urban areas (Dijon/Balatonfüred as well as some other towns – for details see later). Also, based on our observations, the French are more likely to travel further distances than the Hungarians.

¹¹⁷ Since 2016, the Burgundy area is part of the joint Region of Bourgogne-Franche-Comté (source: <http://www.gouvernement.fr/action/la-reforme-territoriale>)

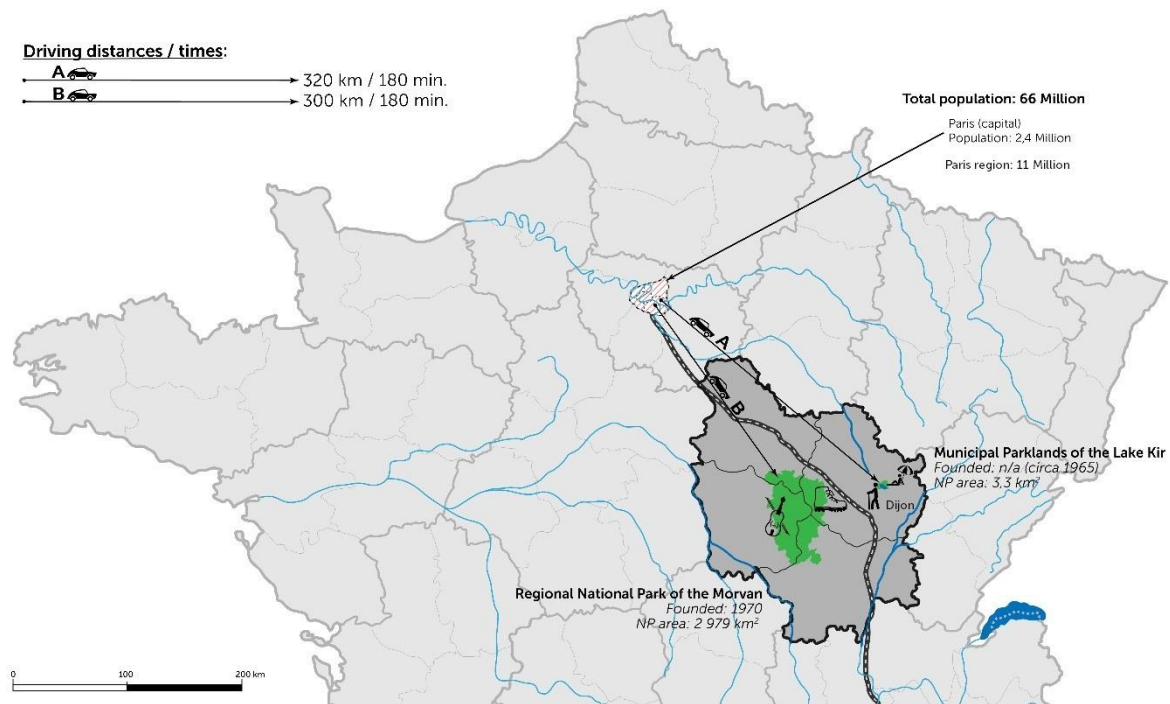
(We have no direct data to prove this statement. Yet, statistics of car ownership and the use of public transportation support our assumption. As for the 2010 EU data on the modal split of passenger transport on land by country¹¹⁸, in terms of passenger kilometers France has 83.0 versus Hungary's 66.8, meaning that in France, passengers are more likely to drive longer distances (European Commission, 2011).) As for our personal observations, the French are more likely to perceive a distance of 300 kilometers as feasible even for a one-day trip, while for Hungarians this distance would be too much for a short trip. (For the causes of this difference, we can but guess: Firstly, Hungary is a much smaller country in terms of physical distances. Secondly: car ownership is considerably behind the French numbers¹¹⁹, which entails two consequences. On the one hand, Hungarians are less used to taking their cars for one-day trips involving 600 kilometers of driving. On the other hand, during the socialism, only cars produced in the Eastern Block were available, cars that are less reliable and comfortable than the western models. These cars have been incrementally replaced by newer, western makes, but it's only in the last 10-15 years that a considerable change is notable in terms of the number and brand of the cars circulating in Hungary.

¹¹⁸ Transport performance of passenger transport expressed in passenger-kilometers

¹¹⁹ According to the Hungarian Central Statistical Office (KSH), the car ownership is lower than 350 cars/1000 inhabitants all over the country, whereas in most departments, this number is below 300, thus, less than every third inhabitant in Hungary own a car (source: <http://www.ksh.hu/interaktiv/terkepek/mo/kozl.html?mapid=ODE001>, retrieved on: 15-17-2016)

Illustration 4 - Map of France with the two treated nature/recreational parks

(source: author)

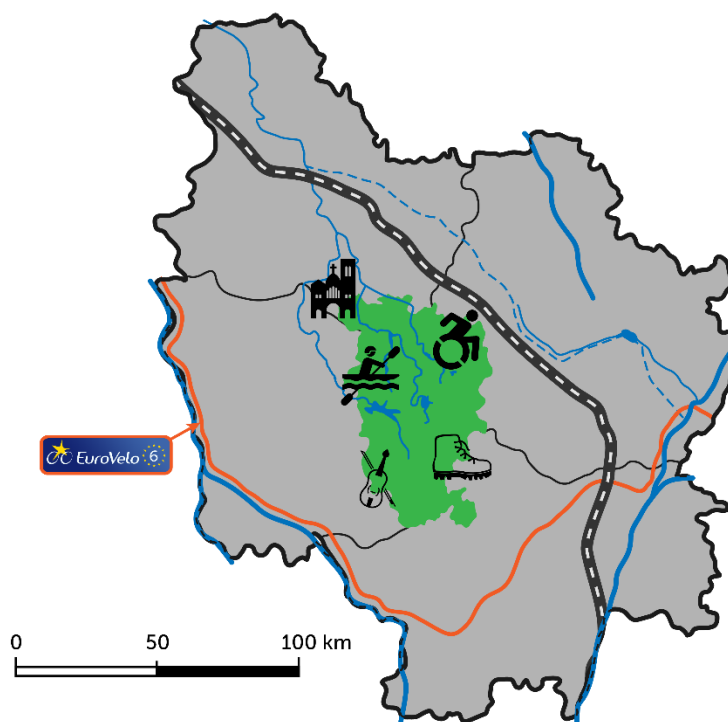


The image above (illustration 4) shows a map of the northern half of France with the studied natural areas. The area with the red stripes indicates the capital, Paris. The arrows show the driving distances from Paris to the studied parks, both areas are close to the A6 motorway (also shown in the picture). Also, both parks can be reached by public transportation (from Paris as well as from other towns). While Dijon has a TGV station, the Morvan is mostly reachable with the regional trains to Avallon or with a combination of local trains and direct buses to the Morvan from the train stations.

According to European statistics, French passengers, per annum do 83 000 kilometers by car on average, against 5 700 kilometers by bus and 9 800 kilometers by train (European Commission, 2011). In other words, the car is the number one means of transport for the French; data, which confirms our suspicion that the French might be ready to travel 300 kilometers to visit the park.

Illustration 5 - The Morvan and its major features

(source: author)



As for the Morvan (see Illustration 5 above for schematic map), it stretches over the territory of four departments: Yonne, Côte-d'Or, Nièvre, and Saône et Loire. Apart from its hills and woods, the Morvan is also characterized by a number of rivers and streams, notably the Cure and the Cousin, both giving place to whitewater sports activities (Marsac, 2008). Other important physical activities are walking or hiking and cycling (as are the most frequent outdoor activities (Lefèvre & Thiery, 2010)), and one of the Morvan's peculiarity are mountain bike trails and downhill slopes, also accessible for the disabled with special 'all-terrain wheelchairs'¹²⁰. Besides, adventure parks, rock climbing sites, aerial activities, golf courses, swimming pools, canoe, boating, fishing sites and a cross-country skiing paths are also available¹²¹. As for the historical and cultural memories of the Morvan (for details see later this chapter), the Saint-Madeleine Basilica (icon at the northern limits of the Morvan) symbolize its constructed monuments, while the 'vielle' icon refers to the rich cultural heritage of the area.

¹²⁰ "Fauteuil tout terrain" in French

¹²¹ For more details, see Annex 6 on page 504 for the official map of the Nature Park of Morvan with the available outdoor activities.

All these features make the Morvan entitled to the interest of visitors and also the attention of professional to preserve its assets – that is how and why it earned the label of Nature Park in 1970 and holds it still. These characteristics, also qualify the area to form part of our investigations, as it includes all the basic elements we have listed before. These features also make it comparable with the Hungarian parks (for the choice of the parks in Hungary and their description, see later in this chapter)

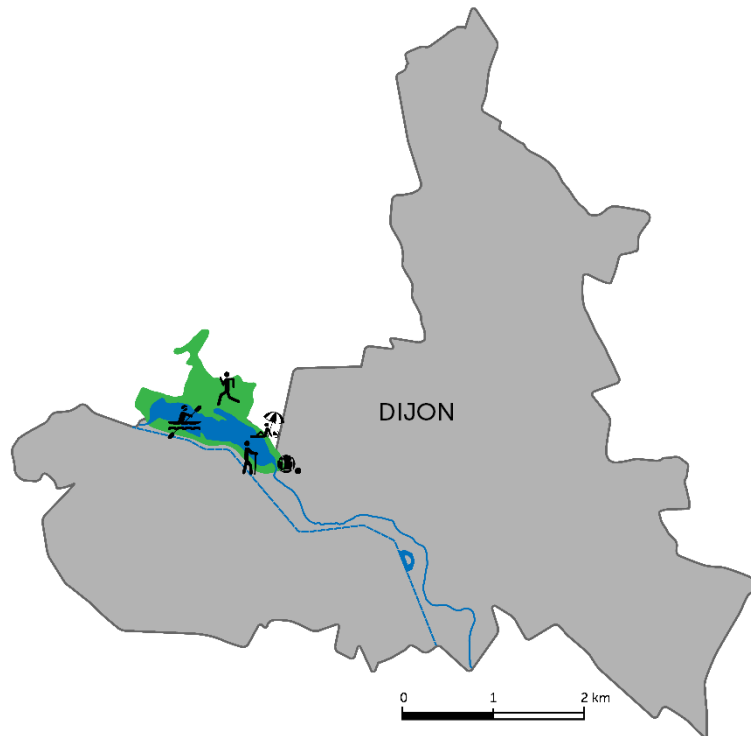
The case of the Recreational Park of the Lake Kir is a little bit more particular. Firstly, unlike the Morvan, this area doesn't have a national nature preservation label and is not part of any particular environmental protection aspirations. However, the area carries valuable historical elements, though more recent than in the case of the Morvan. The construction of the lake is the Canon Kir's, former mayor of the town of Dijon, dream come true, who always wanted to create a lake with a recreational site next to the town (see illustration 6 for schematic map of the lake Kir). The limits of the park are defined by the town hall, the owner of the territory (actually, most parts of the area belong to Dijon, while a little area at its north-western end is attached to Plombières-lès-Dijon).

For the comparability of the park with that of the Morvan, their management is obviously very different: one is a natural park of national interest, while the other is a municipal park created for recreational purposes. Still, the management of the visitors and also the nature protection activities are also of relevance, as it would help us define the differences in nature protection measures between a national heritage site and a recreational area managed by the municipality. Our assumption is that, even if environmental protection is not the primary objective of the town hall for the land management of the lake Kir area, some basic protection measures are expected to still be carried out. The analysis of these measures might give us complementary information on the French attitude to nature protection, which perhaps might lead to culture related conclusions. Thus, these differences might serve as a basis to find out cultural elements in the park management. On the other hand, the Recreational Park of the Lake Kir is easily comparable with the Lake Balaton, as the chosen part of the Balaton shores show many similarities with the park around the Lake Kir. First of all, these are both waterside areas next to a freshwater lake, while the climates of the two regions are also relatively similar. The Balaton has essentially a continental climate moderated with oceanic and Mediterranean

climate¹²². The climate of Dijon is characterized by a mixture of oceanic, continental and Mediterranean climate¹²³ – though in a slightly different ratio than at the Balaton.

Illustration 6 Schematic map of the Recreational Park of the Lake Kir

(source: author)



The similar scenery offers similar activities in and around the lake, such as sunbathing, walking, running, watersports – kayaking, sailing, swimming – or other sports, like ball games and ‘sand’ sports: beach volley, beach soccer, etc. Cycling is also very popular at both sites: there is a cycling lane around the Balaton, and the Lake Kir might also be traveled around by bike, while one might take longer rides on the cycling path along the Burgundy Canal. (On the map above, a blue line from the lake indicates the Ouche River, while the other blue line is the Burgundy Canal. Along the canal runs a cycling path, providing the possibility of cycling in a natural area shut off from motorized circulation.)

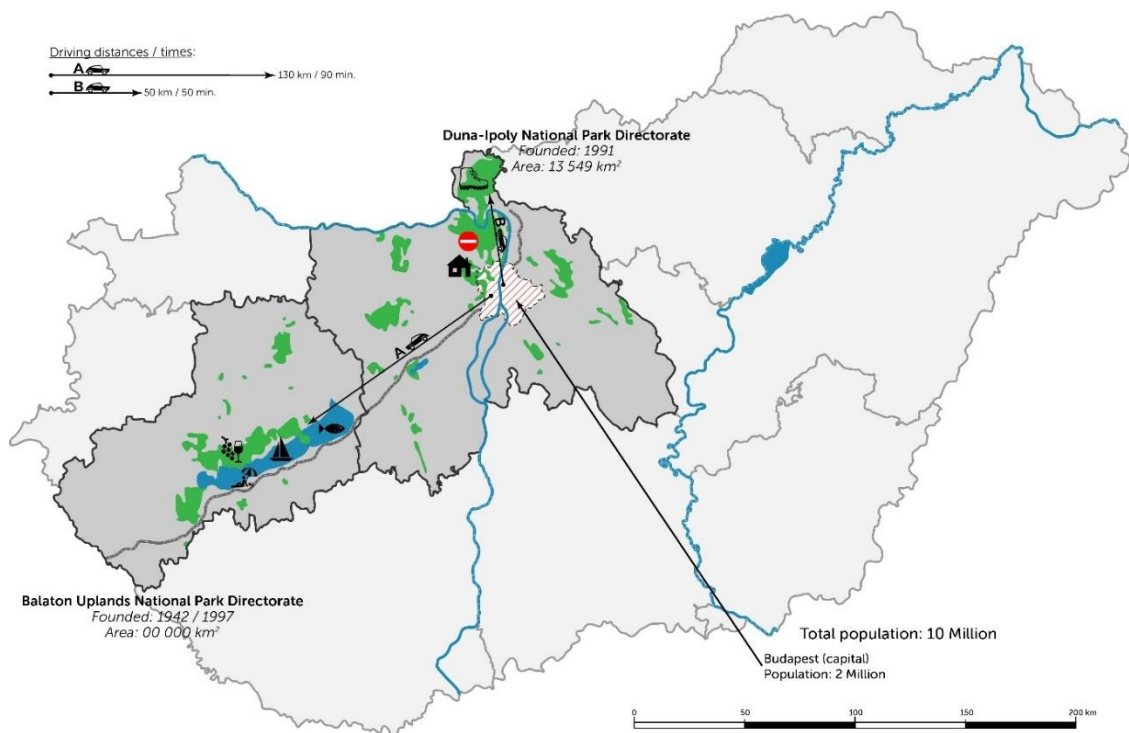
¹²² www.met.hu (National Meteorological Service of Hungary)

¹²³ <http://www.grand-dijon.fr/regards-sur/territoire/geographie/climat-1237.jsp>

As for the Hungarian parks – just like in the case of their French counterparts – a forest area and a waterside area have been chosen, both close to the capital, Budapest and other urban areas. The Illustration 7 below presents the map of the country with the capital and with the two parks. The icons on the maps are designed to identify immediately the most important activities and on the distance by car from the capital. The green areas indicate the protected territories under the supervision of the national park directorate, while the area with the red stripes marks the capital, Budapest.

Illustration 7 – Map of Hungary and the two treated national park directorate

(source: author)



As it is visible from the map, both parks are might be reached within 90 minutes from the capital by car. As for the other means of transportation, trains and buses are also available for those without a car; the network of public transportation is reasonably well designed and well organized in the country. The use of these means is also higher than in France, while the level of car ownership is lower¹²⁴. On most trains, transporting a bicycle is possible in exchange for

¹²⁴ www.ksh.hu

a bike ticket, and there are special offers for those who would like to visit the Balaton by using the public transportation and their bike¹²⁵. As for the Pilis, it's even accessible by bicycle, or with the combination of cycling and using the commuter train that links Budapest with its agglomeration. While the areas closest (and inside) Budapest are densely inhabited areas (marked by the 'house' symbol on Illustration 8), the area of the Pilis (to the north of Budapest) includes more green areas, while the northernmost part of the park, the Börzsöny, is one of Hungary's most intact forests, but still an inhabited area.

The national park directorate itself is named after two rivers: the Danube (in Hungarian Duna) and the Ipoly. The Danube is Hungary's most prominent river, a "determining natural phenomenon, identifying the country's regions (Bassa, 2016)". Also, the banks of the Danube in Budapest, the Hungarian capital, are acknowledged to be of outstanding universal value and are under the UNESCO's protection (as cultural heritage) as a world heritage site¹²⁶. As for the Ipoly, affluent of the Danube, since the mid-20th century the natural endowments, wetlands, rivers and lakes of the Ipoly Valley¹²⁷ are frequented by families with children and for physical activities (Tilesch & Tóth, 2013).

As for the role of water for the society, a shared idea by many is that waters are the media for integration within the society, just like in nature (Szesztay, 2007). Likewise, water and its use is, above all, regarded from the perspective of its effect to human relations. Accordingly, water is considered as an omnipresent element of everyday life, a social category (Kovács, 2015). Recognizing its importance, the European Commission launched a water protection

¹²⁵ Special tariffs are offered on the train, for the bicycle transportation and for entrance fees at museums and visitor centers at Balaton (such as the Balaton Museum in Keszthely, the Waxworks of Hungarian Kings in Tihany, or the visitor center of the national park directorate in Tihany, Bakonybél, Tapolca, etc.). For further details, see BalatonMix (Annexes 22, page 523).

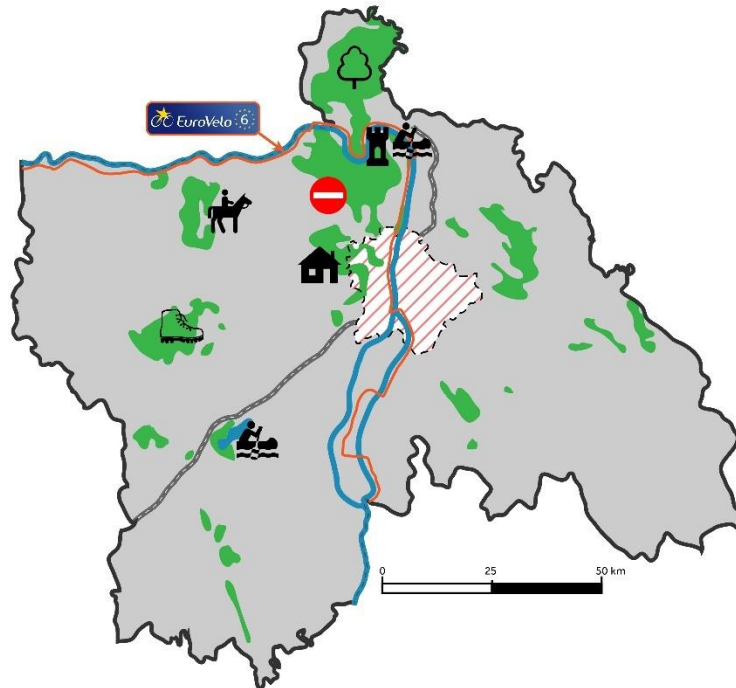
¹²⁶ Source: <http://whc.unesco.org/>. The Budapest banks of the Danube has been inhabited since the Paleolithic (Kozłowski, 2004). Then the city of Aquincum and Víziváros were constructed: the ruins of the former one are still visible in the northern part of the capital (Fedak & Fedak, 2012). The latter one is situated in the I and II district of Budapest, its name itself meaning 'waterside town', referring to the importance of the river for the city in ancient times already (Kerdo, 2011). The Danube divides the capital into two parts, originally two different towns: Buda and Pest (György, 1997). The importance of the river, not only at Budapest, still prevails today for economic, (military-) strategic and transport geographic perspectives (Hardi, 2008).

¹²⁷ However, the history of the Ipoly is less remarkable than that of the Danube: for a long time, it is rather considered as "a decoration in the landscape, while it lacks any relation to the society, unless it exists in riverbed (Tilesch & Tóth, 2013)". Then since the 19th century, the flood basin of the river shapes the natural identity of the area and the livelihood of its inhabitants, thanks to technical developments and the introduction of a number of watermills (Tilesch & Tóth, 2013). As for the development of the river basin and the water quality in particular, the "Harmonization of the measures required for the implementation of the EU Water Framework Directive in the Ipoly river basin" (or its acronym: Joint Ipoly Catchment Management (JICM)) development project was implemented. The project is funded by the Hungary-Slovakia Cross-border Co-operation Programme 2007-2013 with the leading partner National Institute for Environment (NeKI), Hungary.

program in 2000 declaring, that: “Water is not a commercial product like any other but, rather, a heritage which must be protected, defended and treated as such (*Directive 2000/60/EC of the European Parliament and of the Council of 23 October 2000 establishing a framework for Community action in the field of water policy*, 2000).”

Illustration 8 – The Duna-Ipoly National Park Directorate and its major features

(source: author)



At this point, a very important distinction has to be made. As we have seen, the organizational structure of French and Hungarian environmental preservation is fundamentally different: while the different levels of preservation might be found in both countries, their management is completely different in terms of administration. In France the different kind of territories are managed separately, whereas in Hungary, the directorate run and supervise territories of various level of nature protection¹²⁸. For this reason, we have chosen areas in line with our afore mentioned criteria, and we defined them according to our requirements for the comparison. Accordingly, when we speak about the management of the territory, we are focusing on the actual national parks or natural areas that are comparable to their French

¹²⁸ For further details on these fundamental managerial differences, see Discussion of the findings from page 406.

counterpart. The other (protected) territories of the directorate, are, thus excluded from our investigations.

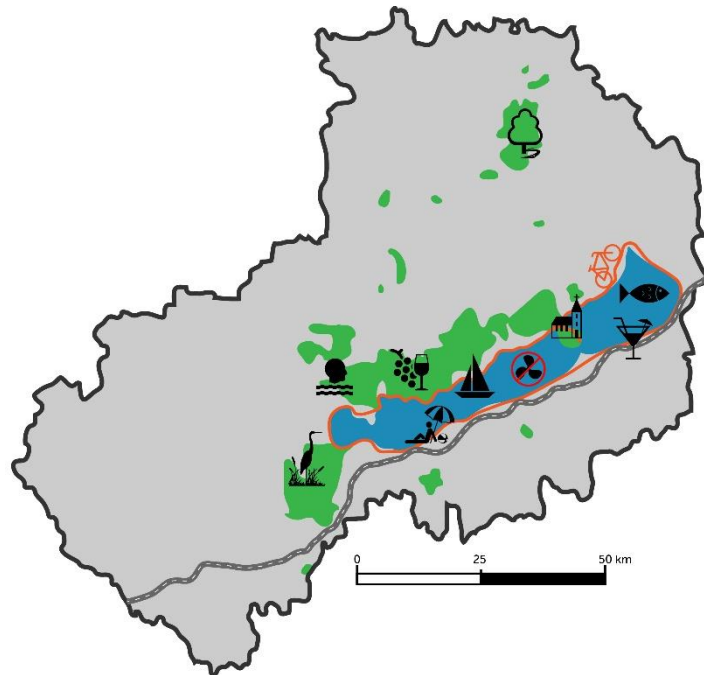
The same applies to the Balaton Uplands National Park Directorate, the territory of which is also considerable (see Illustration 9): it includes the lake, with its mountain areas in the north of the directorate. The Balaton is, above all, known as a waterside area, allowing bathing and swimming, and other water sports, notably sailing (thanks to the stony beaches of the north shores, appropriate for docking) and, to a smaller extent, kayaking, stand up paddle and other activities in/on water. Besides, the northern coast has vineyards and historical monuments, and a flora and fauna unique to Hungary (some of them, unique on the European level). The southern shores have shallow water and sandy beaches, popular among families with small children, and in some towns, a vibrant nightlife. By contrast, the area is also the cradle of Hungarian environmental conservation (Rakonczay, 2009), some territories are still under serious protection measures, such as the Tihany Peninsula, or the ‘Kis-Balaton¹²⁹’, which might only be visited with a professional guide¹³⁰.

¹²⁹ The ‘Kis- Balaton’ (or the “Small-Balaton in English) is a landscape to the South-West of the Balaton, highly rich in natural and cultural values under protection, which also serves as a water protection system (Tátrai, Mátyás, Korponai, Paulovits, & Pomogyi, 2000).

¹³⁰ Source: Balaton-Uplands National Park Directorate (<https://bfnp.hu>)

Illustration 9 - The Balaton Uplands National Park Directorate and its main features

(source: author)



In the following section the four studied parks will be described more in detail from the perspective of their management and visitors in order to understand the logic of their functioning. With this aim, their history, geographic features, visitor behavior and census data, if available, management, activities, etc. will be portrayed. The parks will be presented by country, as our primary aim is to reveal national cultural differences. Furthermore, these parks are managed under a nation specific nature conservation system, which will be also outlined this way.

2.2.1. Protected Natural Parks

Although our comparison relies primarily on national cultures and their differences, another level of this comparison deals with the differences according to the level of protection of the subject sites. Accordingly, ‘protected’ and ‘recreational’ parks were compared, as we have previously referred to them. As we have already seen, environmental protection, despite central European directives, is interpreted differently in different countries, as shows the example of France and Hungary. On the other hand, the defined levels of protection might vary also, while the different sites themselves are also considered to merit different degrees of

attention and protection. Accordingly, we chose to compare more and less protected sites¹³¹, that is, sites with considerable cultural and historical values and sites, which provide important levels of recreational activities to nearby urban populations¹³².

In the following, the ‘protected’ type of park will, thus, be presented starting with the French nature park, followed by the Hungarian site.

2.2.1.1. The Nature Park of Morvan

The creation of the Morvan Natural Park is the result of: (1) the realization of its significant natural and cultural heritage, with an outstanding natural landscape, and (2) the belief that this territory is under the threat of desertification and the intensifying exploitation of its agricultural or forest areas and menaced by the urban development and the poorly handled tourism activities¹³³. The park, a predominantly rural area, established in 1970, today gathers 117 classified municipalities in four departments: Nièvre, Saône-et-Loire, Yonne and Côte-d’Or.

2.2.1.1.1. Geographical and social characteristics of the Morvan

What is the Morvan? According to an old definition of the local inhabitants, the Morvan includes all the mountainous massif of volcanic rocks, a sort of ‘little island’ surrounded by the valleys of the Yonne, the Loire and the Saône: and, thus, stretches out in to the departments of the Nièvre, the Côte-d’Or and the Saône -et-Loire (Parville Ed., 1902). The landscape of the Morvan represents already an interest, while the unique evolution of the territory reinforces the originality of the area (Vigreux, 1998). Despite the region now having a positive image, the reputation of the Morvan hasn’t always been favorable.

The history of the Morvan goes back to the Gallo-Roman era, as the Roman way between Chalon, Autun et Saulieu is known to be part of the former “Via Agrippa¹³⁴” (Buchenschutz et al., 1998). Also, the capital of the Aedui was located in Bibracte (Demmer, 2013), a town half-way between Château Chinon and Autun. The invading troops of Cesar defeated the Aedui,

¹³¹ See ‘Choice of venues’ on page 93.

¹³² At this point, only a highly simplified description is given on the aspects of the study venue choice. Besides the country of the venue and the level of protection/activities, other features (for example mountainous wooden areas versus waterside urban areas) were also taken into consideration. For a more detailed presentation of the method of choice, see page 241.

¹³³ Source: <http://www.parcumorvan.org/>

¹³⁴ Or the “Voie d’Agrippa” in French

until, a few centuries later, the town was plundered by the Saracen (Parville Ed., 1902). During the 20th century, excavations were carried out by the Aedui Society¹³⁵. Today, the Celtic civilization museum is built to honor these ancient memories, and numerous Gallo-Roman monuments of the Autun area.

As for the rest of its history, the Morvan has gone through a unique evolution, owing to its relative isolation due to the surrounding mountains (Parville Ed., 1902), that contributed largely to the region's image today. In the 19th century, the Morvan was relatively poor compared to the other parts of the country, especially its upper territories. As most of the population relied heavily on the forests and on the agriculture, during bad years, famine led to serious problems, while the desertification of the area became a real threat (Vigreux, 1998). In order to survive, the people of the Morvan had to work hard, and they often sought employment in bigger cities, especially in Paris (Parville Ed., 1902).

For the 19th century Morvan, Paris played a crucial role, while a financial dependence also characterized their relationship with the capital. The migrants of the Morvan were attracted to Paris and its surroundings: the capital offered employment for numerous professions for a higher wage than what they could earn in the Morvan. These professions were typically agricultural tasks or building vocations, yoke of oxen, or most importantly, the "galvachers" (carters). Besides these jobs, the 'industry' of wet nurses and nannies also played an important economic role for the region: first, in the mid-1800s nannies went to families, then, since the Second Empire and under the Third Republic, wet nurses stayed, while their employer came to the Morvan (Vigreux, 1998). In the words of Vigreux (1998), "the peasants depend really on the nobles and on the bourgeois, following them to their rural fiefdoms during the 19th century: the majority of the peasant is the Atlas of the Regional Nature Park of the Morvan 30 composed of farmers, sharecroppers (more abundant in the South), farm workers and servants, tightly linked to employment opportunities¹³⁶ (Vigreux, 1998)". This dependence on Paris shaped the culture of the region: while it helped the inhabitants of the Morvan as employees of the wealthy classes of the capital, the presence of this latter one also influenced the evolution of the area.

Among the aforementioned professions, carters (galvachers) and wet nurses are typical to the Morvan until the First World War. Carters would go far from the Morvan with their cartage of any kind, transporting forest products to railway stations or factories, transporting iron ore

¹³⁵ La Société Éduenne

¹³⁶ Author's translation

and sometimes the crop. The carters usually worked away from the Morvan between the 1st May and the 11th November, heading towards the North: the Paris Basin, the Burgundy, the Picardy, etc.¹³⁷. As for the wet nurses: “ ‘human breeding’ is the Morvan’s big industry, maybe even bigger than logging and floating logs (Dumazet, 1984)”. Wet nurses and nannies were in great demand at this time; children were often sent to the Morvan, so that these nurses could take care of them. It was also common among Parisian families to temporarily move to the Morvan in their second residency with the nurses; also contributing in this way, to the development of the area.

The originality of the region lies, on the one hand, in the beauty of the landscape and the peculiarities of its geological assets, and, on the other hand, in the relative (or unique) isolation from the rest of the country completed with the (Parisian) wealthy classes, that is reflected also in the (suspected) behavior of the locals. The mentality of the people of the Morvan has a reputation of being different than in the rest of the country, which is usually explained by the isolation owing to its geographical endowments, particularly its surrounding hills (Parville Ed., 1902; Vigreux, 1998). However, opinions differ if it’s really isolation, or the presence of the Parisians and the migration of the region’s workers that might also serve as a connection to the outside world, this might also explain the area’s rather unusual evolution. According to an article from 1902, “separated from the rest of the humanity by its mountains and woods, the people of the Morvan remained primitive; during long winter nights, they are telling the most incredible legends, while the women are spinning hemp, and the old traditions, preserved preciously, still rule the ceremonies, just like weddings, christenings, and the phases of the agricultural life, seeding, harvesting, etc. (Parville Ed., 1902)”¹³⁸ According to the same article, the people of the Morvan are 50 years behind (Parville Ed., 1902), while their moral is not up to the age either. The opinion of the ‘outside world’ at the turn of the century was, thus, somewhat disdainful about the people of the Morvan; the reputation of the area was rather unfavorable (Parville Ed., 1902; Vigreux, 1998). In addition, as Dumazet (1984) explains, while the wet nurses took care of the children, owing to different reasons, child mortality was around 75-80%, a ratio that, at that time and place, didn’t even shock anyone. Also, the morals of the Morvan people were considered to be rude and defected. For instance, “when a fully raised

¹³⁷ Source: <http://www.anost.fr/documents/portal793/histoire-et-traditions-les-galvachers.pdf>

¹³⁸ Author’s translation

child dies, the people of Morvan regret above all the useless fees of the physician and the costs of education (Parville Ed., 1902)”, or, as another example, “if a boy is born, they are proud, but if it’s a girl, ‘the mother didn’t do anything’ (Parville Ed., 1902)”. In summary, at the beginning of the 20th century, the people of the Morvan were considered as somewhat retarded in relation to the other parts of the region, living under sometimes immoral principles, while still believing in mystical legends and traditions.

As for the other peculiarities of the locals, the “enormous difference between the inhabitants of this region and that of the other departments of the Nièvre, [... and their language defined as] real patois mixed with French terms, with a pronunciation completely different from that we are used to here everywhere else (Vigreux, 1998)”. In other words, the inhabitants of the Morvan were seen as different in their behavior and even in their language, compared to the other populations of the region. As for this latter one, according to the opinion of journalists at the turn of the century, it was considered as patois mixed with French expressions (Parville Ed., 1902), another confirmation of their underdevelopment at that time. The use of the French terms, on the other hand, reflects the Parisian influence on the area. Despite this rather negative contemporary judgment, the people of the Morvan are not only accustomed to receive visitors, they are also famous for their hospitality (Vigreux, 1998). In addition, this population is known, despite all the challenges they had to face, for their aspirations to enjoy life (Vigreux, 1998).

To sum up the historical elements of the Morvan’s evolution that are relevant from the point of view of our investigations (that is, from the point of view of how its image and reputation has evolved), we came to the following conclusion: The originality of the region lies in its geographical assets, notably its hills, woods and waterways. Owing to the relative isolation caused by the geographic limits of the region, combined with its proximity to Paris, the evolution and the mentality of its population is unique. In other words, the evolution of the Morvan is characterized by a certain duality: while the area is isolated by its mountains, these latter ones also represent the prime attraction of the area: the first peaks from the Paris Basin, providing a natural landscape and diverse resources. Despite a changing demand at the area (that is, from the afore explained needs and requirements of a wealthier elite in the 19th century and the industrial activity concerning the area, to the currently rising tourism interest), a growing interest is observable for the region. As for the locals, serving these needs for centuries now, the people of the Morvan are considered as somewhat wild and rude, while they have a reputation of being underdeveloped compared to the other parts of the country. Yet, the hospitality of the people of the Morvan is also acknowledged. The current image of the area is,

above all, shaped by the natural endowments of the area, known for its relatively intact natural sites, and by the savage and fierce, yet hospitable, character of the local population.

As for the tourism development of the area, according to the periodical ‘La Nature’ from 1902¹³⁹, the “Morvan is little known by tourists”. Even though, the railway stops at the limits of the Morvan, as was the case at the time of the article’s publication. Nevertheless, the mere fact that the Morvan got mentioned in the newspapers, shows its intrigue as a nature area and as a potential tourism destination, even at the beginning of the 20th century. An increased tourist interest for the Morvan during the 1990 inspired the analysis of the area from the tourism perspective: according to a study, this increased popularity of the Morvan is largely due to the quest for cultural/historical/natural authenticity of the territory (Delignières, 1998). In other words, the afore mentioned peculiarities of the Morvan were started to be discovered by tourists already in the 1990s.

As for the further evolution of the area and its journey towards becoming a (potential) tourism destination: the following section offers an insight to the question.

2.2.1.2. The Duna-Ipoly National Park Directorate

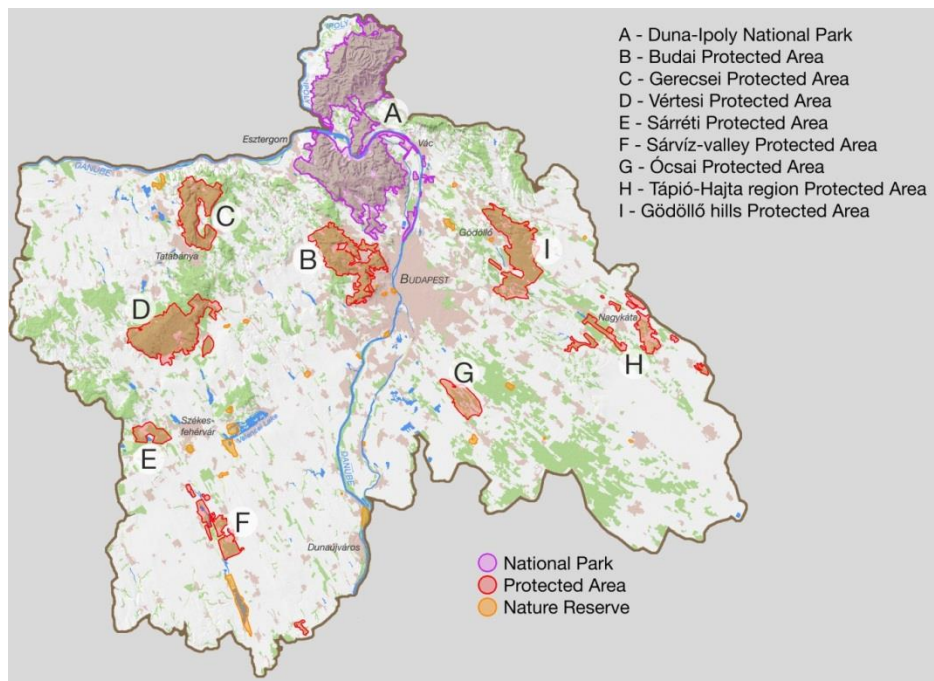
As we know already, Hungary is divided into ten national park directorates. In most cases, the areas of the directorate are more commonly known by their names – notably the Buda Hills, the Pilis, the Börzsöny, and the Dunakanyar (or the Danube Bend in English), etc. As most of them are wooded areas, once in the park, signs show when one enters the protected areas, and warning signs remind us on the basics of proper behavior in the forest (icons for ‘do not litter’ or ‘fire ban’, ‘dogs on leash’, etc.).

The operational area of the national park includes the capital and the forest area surrounding it (Table 11 shows a map of the park). Our research focuses on the Pilis and Börzsöny Hills (highlighted in purple and marked by the letter ‘A’ on the map below); hilly forest areas to the north of the capital.

Table 11 – The operational area of the Duna-Ipoly National Park Directorate

¹³⁹ See excerpt in Annexes 8 on page 507.

(source: <http://www.dinpi.hu/>)



The Buda Hills (B) and the Pilis and Börzsöny (A) are the areas that are most affected by tourism and also by the presence of locals. During the last decade the density of the Pilis' population grew considerably¹⁴⁰, as many people decide recently to leave the polluted capital behind for a more natural environment. These locals are also likely to do outdoor activities (ranging from simple walking to more specific activities) in the neighboring forest areas¹⁴¹. Moreover, those who live in the capital are likely to visit the Buda Hills or the Pilis to get some fresh air. According to the Hungarian Central Statistical Office (KSH), since the millennium the number of those who have left Budapest for its agglomeration is about a 24 000 change of residence, while the number of those who are more to Budapest from the agglomeration is 14 000. The tendency is also visible in the Pilis area: its villages and small towns are rapidly developing, commercial areas are opening and more and more houses, once second residences, are transformed into family homes.

¹⁴⁰ Source: <http://www.ksh.hu/>

¹⁴¹ According to one of our former studies, at least more than half of the participants of trail races in the Buda and the Pilis Hills are local habitants.

The inhabitants of the capital have, thus, a tendency to visit (or even move to) primarily the Buda and the Pilis Hills (besides other agglomerations of Budapest). The popularity of these areas lies undoubtedly in their proximity to the capital (the Buda Hills even making part of the city), being the closest natural areas from the capital. Many of the visitors of these areas are involved in various activities in the woods, such as mountain biking, trail running, horse riding, paragliding, etc. – even if this latter one is considerably less frequent than the former ones. Even so, hiking remains the number one activity in the park¹⁴², as it has always been in this area. Yet, the popularity of walking in the hills is also marked by the changing fashion and the consecutive political eras. The organization of hiking as an outdoor activity is tightly linked to the evolution of forest management, accounting for three major periods (in our non-exhaustive historical interpretation): (1) the beginnings/before the war; (2) the socialist era; (3) today.

Hiking has a long history in Hungary. The first written accounts of the subject are linked to the beginning of the formation of tourist associations. The first one was founded as early as 1873 under the name of Hungarian Carpathian Association (Polgárdy, 1941). The association was managed from its main headquarters in the Tatra Mountains, now part of Slovakia, but at the time of the foundation of the association, the territory belonged to Hungary. 18 years later a section of the association became independent from the original organization under the name of the Hungarian Tourist Association and is still working for tourists in the Pilis and Börzsöny Mountains (Polgárdy, 1941). Yet, its long activity wasn't without interruption: Until the II WW the association has seen great prosperity. After the war, the popularity of hiking and mountaineering was revived, but the nationalized land management hindered their smooth progress. Shelter houses were taken by the state and the national organization for outdoor activities was submitted to the state sports bureau (Thuróczy, Csiki, Kispál, & Holényi, 1964), leaving no space for a development run by civil (non-governmental) organizations.

The afore-mentioned mountain areas are still of great importance in Hungary: The Pilis is one of the most popular natural areas in Hungary, thanks to its proximity to the capital. According to the Hungarian Tourism Plc. the Central Danube Region is the most popular destination (for those who are looking for natural areas) for both domestic and international tourism with its 70% share of total registered guest nights¹⁴³. The motivations of domestic travelers are most often entertainment, recreation and sports, as well as visiting friends and

¹⁴² According to the Duna-Ipoly National Park Directorate interviews and also by the observation of their offer of programs and events on their website (www.dinpi.hu).

¹⁴³ Source: www.itthon.hu

family, whereas the number of foreign visitors is negligible in this area (Hungarian Tourism Plc., 2014). By contrast, the Börzsöny hills are relatively preserved from tourism, and the High-Börzsöny often referred as the “one of Hungary’s more untouched mountain areas¹⁴⁴”.

As for the land management in the Pilis and the Börzsöny: During the first period of the Hungarian socialist era (1948-1956) the dominant approach in land management was that “the socialist men transform the nature”. During this era of the socialist leadership, the mountain areas in Hungary saw an extraordinary progression as the forest management was rationalized and modernized. Until 1967 it is even considered as the “golden age” of the Hungarian forestry. During the 1970s the forest works were industrialized but during the eighties the signs of crisis appeared, most of all because of the over exploitation of the woods, but also owing to the failure to implementing techniques that worked well in the Scandinavian forests, but not in the Hungarian biodiversity. Having recognized this, the natural reforestation became a priority and still is after the change in ownership of forests in 1990 (Oroszi, 2009).

However, the years after the transition weren’t without serious difficulties, and Hungary’s joining to the European Union brought significant changes for both forestry and hiking. Since the last 10 years these mountain areas have seen unprecedented prosperity. Primarily the Pilis area is now welcoming more and more visitors offering various outdoor activities and high quality catering and accommodation services. In most cases owing to the financial aids of the European Union (accessible to a significant degree since 2009 via divers project proposals), a considerable improvement in the infrastructure can be seen. Also, the accessibility of this area is evolving either by individual or public transportation, and also by means of eco-friendly transportation, such as the EuroVelo 6 route, for instance. In addition, with the stable growth of Budapest’s transport system (Gyula & Ádám, 2010), the accessibility of other regions is progressing, resulting in an increasing number of visitors in the Pilis and the Börzsöny.

These ever improving recreational and tourism facilities and natural sites attract more and more visitors who now largely contribute to the region’s revenues¹⁴⁵. Although qualities of these infrastructures are steadily improving, and especially spa and conference tourism seems

¹⁴⁴ <http://www.borzsony.hu/>

¹⁴⁵ The number of guest nights grew by 8,3% in five years (2007-2012), with an increase in domestic tourism of 4,6% and 12,0% for international tourism (source: marketing plan 2014 of the Hungarian Tourism Association, see: <http://itthon.hu/documents/28123/>). Also, the daily expenses have

to be flourishing in the area¹⁴⁶, international tourism remains secondary¹⁴⁷. In spite of the proximity of Budapest, clearly and highly the number one Hungarian tourism destination among foreigners¹⁴⁸, the Pilis and Börzsöny area attract mostly domestic visitors¹⁴⁹.

According to the park's directorate, their operational area is in "the crowded, central part of Hungary amidst dense infrastructure and industry¹⁵⁰". Accordingly, the website of the directorate warns its readers that the presence of the visitors represents a real threat to the area's natural assets: "Compared to the other regions of the country, the environmental threats here appear to be more serious - therefore the protection of the natural environment requires a great effort.¹⁵¹" As it can be noted, the general introduction of the park on the directorate's website is primarily about nature protection, making it clear from the beginning, that environmental aspirations is their number one priority and objective. During our field visits, one of our focus questions was to reveal how this ambition for protection is managed, if it is observable, and, in line with that, how outdoor activities are occurring in the park. (That is, to see if there are any restrictions, or if the number of visitors participating in outdoor activities is really that high.)

¹⁴⁶ Based on our observations and also confirmed in our interviews (see later)

¹⁴⁷ The Pilis and the Börzsöny are considered for decades as the "lung of Budapest", referring to its popularity among urban residents for (mostly one-day) excursions with the primary aim to being close to nature and breathe some fresh air (Voloscuk, 1999). According to the 2002 strategic development plan of the Dunakanyar (Danube Bend) region, "visitors coming from the capital and its surroundings for one day visits to the Dunakanyar are mostly domestic tourists, the number of international visitors is in decline. (*A Dunakanyar turizmus, Stratégiai terv [Tourism of the Dunakanyar, Strategic Plan]*, 2002)"

¹⁴⁸ Source: www.itthon.hu

¹⁴⁹ See footnote 147 / (*A Dunakanyar turizmus, Stratégiai terv [Tourism of the Dunakanyar, Strategic Plan]*, 2002)

¹⁵⁰ <http://dinp.nemzetipark.gov.hu/>

¹⁵¹ <http://dinp.nemzetipark.gov.hu/>

2.2.2. Peri-urban Waterside Natural Parks

Similarly to the previous sections, where the ‘protected’ park were introduced, we are going to follow the presentation of the study sites with the ‘recreational’ type of parks. The basis of the comparison relies in the major peculiarities of these sites being their proximity to urban areas with a strong demand from the populations of these latter one in terms of outdoor activities. Following the usual order, we will start with the French site, followed by the Hungarian one.

2.2.2.1. The Recreational Park of Lake Kir

As said before, Lake Kir is the odd one out of our four subject parks. The lake itself is an artificial one, constructed as a result of the relentless efforts of Canon Felix Kir to make his dream come true. Longtime mayor of the town of Dijon, Felix Kir cherished the vision of a lake close to the town, on a territory occupied, back then, by industrial structures¹⁵².

Educated at the minor seminary of Plombières-lès-Dijon, the young Felix Kir was passionate about geology. During winter, he would skate on the frozen Ouche. During floods in the valley, a pool would form between Plombières and Dijon, giving the idea to one of Felix’s professors of the creation a lake, which would absorb the excess water (Bazin & Mignotte, 1969). Although his carrier to a different path, Felix Kir has become priest, then later canon, he never gave up on the idea of the creation of the lake. In September 1945, a few months after being elected mayor of Dijon, Felix Kir presents his idea to the city council (Bazin, 2001).

Although the original concept behind the creation of the lake was to construct a water basin for times of floods, Felix Kir extended this idea to provide a natural and recreational site for the population of Dijon (Devance, 2007). Besides providing possibilities of bathing and rowing, the desire of canon Kir was to position the town with the other big cities, among which new recreational watersports started to become popular. In other words, Felix Kir dreamt about a popular, and around the 1950s-70s very fashionable, peri-urban beach. Also, his democratic dream meant to provide a large body of fresh water for the benefit of the whole urban population (Devance, 2007).

Despite all the opponents and doubters, in April 1963 the construction started and within a year’s time the lake was ready. On the 20th June 1964, Felix Kir, 88 years old, realizing his

¹⁵² Source: Demay, J. (2014, June 12). Les épreuves du lac. La Gazette de Cote-d’Or, pp. 14–17. Dijon.

dream, inaugurated the new lake. The following year, the city council of Dijon baptized the lake after its founder and a few years later a monument was set in commemoration of Felix Kir, at a site called “nature in town” (Bazin, 2001). Fifty years later the lake and its surroundings have become a place for recreation, leisure and physical activities, a meeting point, a place to find ‘nature in town’, accessible by foot or on bike from the center of Dijon (see Illustration 10), and also the starting point of excursions towards the plateau of Cras, the park of the Combe à la serpent or the Mont-Afrique¹⁵³.

Illustration 10 – Lake Kir and its surroundings

(source: www.dijon.fr)



Regarding the current opinion of the town administration of Dijon about the lake: Alain Millot, former mayor of Dijon¹⁵⁴ describes the site as “perhaps the place of the ‘Grand Dijon’ the best shared by all¹⁵⁵”. In addition, he believes, that the lake contributes to Dijon becoming a “European ecological reference” town¹⁵⁶. The 1520 meters long and 250 meters wide lake has, thus, a circumference of 3,6 kilometers (*Dijon - Guides Bleus*, 1991). Still, its maximum

¹⁵³ Source: PetitFuté, 2016

¹⁵⁴ He died on 27 July 2015 before the end of his first mandate.

¹⁵⁵ As expressed in the “Le Grand Dijon, Le journal d’information de la Communeauté de l’agglomération dijonnaise,” 2014, p. 6-17.

¹⁵⁶ As expressed in the “Le Grand Dijon, Le journal d’information de la Communeauté de l’agglomération dijonnaise,” 2014, p. 6-17.

depth of 3,5 meter is not enough to avoid pollution and to fight against the overgrowth of aquatic vegetation (Genin, Chauvin, & Ménard, 2003).

Although the lake and its surrounding themselves are not (yet) protected areas, their ecological importance has already been highlighted. In addition, the concept of sites of geomorphological importance is increasingly accepted internationally (Giusti, 2012). In this regard, importance is attached to various “landforms that have acquired a scientific, cultural/historical, aesthetic and/or social/economic value due to human perception or exploitation (Emmanuel Reynard & Panizza, 2005)”. In other words, these sites represent an acknowledged interest for their cultural, esthetic and socio-economic value. In addition, these geomorphological sites are different from other geosites in terms of three specific characteristics: (1) the particular esthetic value, which qualifies them as ‘natural monuments’; (2) the functional dimension concerning primarily external geodynamic processes; and (3) the complex spatial settings (E. Reynard, Coratza, & Regolini-Bissig, 2009 cited by Giusti, 2012). Accordingly, even though, not protected officially, lake Kir represent both a site of value and interest social and economic activities, and a public place where the air quality and the biodiversity are to be protected (*Charte des Espaces Publics Communauté d’agglomération du Grand Dijon*, 2015).

2.2.2.2. The Balaton-Uplands National Park Directorate

“Smooth waters and fresh wines, sand and surf, fishing and frolicking, splashing and sailing, concerts and clubs, partying and paddle boating, beach volleyball and biking, elegant castles and sleepy villages, beautiful landscapes and crystal clear air, Lake Balaton has it all.¹⁵⁷” The Balaton, or the ‘Hungarian Sea’ is one of Central-Europe’s biggest lakes with its more than 200 km long shores, and a source of pride for the Hungarians. The lake itself is a “tale of two shores (Fallon, Kaminski, & Sieg, 2013)”: the southern coast is known as the ‘party coast’ with its clubs and festivals, and also a popular destination for families with children thanks to its sandy beaches and shallow and safe water. The northern shores are the more historical areas which attract more mature groups: sailors, cyclists and hikers and the lovers of watersports and those who are interested in the cultural heritage of the area. The Balaton’s deepest beaches can be found here with hills in the background counting vineyards, forests, hiking paths and since

¹⁵⁷ <http://itthon.hu/> (official website of the Hungarian Tourism Company)

lately, adventure parks and other physical activities (outdoor activities, such as water sports, hiking, cycling, etc., cave tours, bob rides, etc.).

Being a tourist area, the density of the population is relatively low here. The biggest towns are Siófok on the eastern side of the south coast with 25 386 inhabitants in 2015, and Balatonfüred on the edge of the north shore with its 13 224 inhabitants the same year (*Demográfiai évkönyv [Demographic Yearbook]*, 2014). Although, according to data from 2002, “In summer, the resident human population on the shores of Lake Balaton jumps from 250 000 to 860 000 (Condé, Richard, & Liamine, 2002)”. Although the data is rather old, the tendency of a growing population during the summer is still observable.

The Balaton Uplands National Park stretches along the northern shore of the Lake Balaton covering some 57 000 hectares. The national park itself was founded in 1997 (Depraz, 2003) from the merging of six former landscape protection areas – an old aspiration of the Hungarian nature conservation (as we have seen, the first conservation area in Hungarian history has been designated at the Tihany Peninsula). The peculiarity of the region is that it is much more than a simple wetland area: the diversity of the natural heritage is unique in Hungary and also in Europe. The directorate of the park is very proud of this diversity that is composed of volcanic remnant hills (or buttes), the Kis-Balaton¹⁵⁸ (or ‘small’ Balaton) and the Balaton. The national park is a storehouse of geological treasures and a biotic natural heritage with the ‘Pannonian flora’ and the ‘western Balkan flora’, with a remarkable soil and several (highly) protected plant and bird species, along with its built cultural heritage, such as chapels raised on the wine hills, medieval castles, and a number of other curiosities historical monuments¹⁵⁹.

Only a few are aware of the fact, that the Balaton hasn’t always been the popular tourist destination as it is today. Although the town had already existed since the early 13th century and it was regarded as a ‘spa town’, as for the contemporary idea of it, the Balaton didn’t play an important role until the 1830s. Until then, a thermal water source was the focus of the town, all its infrastructure was constructed around it, with the most important ones turning their back to the lake (only the outbuildings, tool houses, accommodation for the service personnel had a view to the lake). Later, still during the first half of the 19th century, two independent analysis

¹⁵⁸ A small lake of a unique wetland habitat, included in the list of “Wetlands of International Importance as Waterfowl Habitat”, a UNESCO convention since 1971.

¹⁵⁹ Source: www.bfnp.hu (official website of the Balaton-Uplands National Park Directorate)

showed the therapeutic effects of the water of the lake, promising remedy to various diseases, such as hysteria, rheumatic diseases, ringworm and a series of other mental and rheumatic illnesses and skin problems. All the same, in order to meet the requirements of the contemporary upper class and also to make bathing safe, out to 150 meters in the water a kind of swimming pool was constructed that allowed people to bathe in the cold water¹⁶⁰. As soon as the cold water of the lake became popular, the ‘swimming pools’ became a business, more and more of them have been created, separately for men and women, and then later on, separately for the different social classes. (Lichtneckert, 2011)

The idea and the ‘fashion’ of bathing can, thus, be tracked back to the aristocratic and governing classes, but it was “institutionalized by the middle class¹⁶¹”. As cold water bathing became a ‘business’, profit being the goal, all classes were allowed to enjoy the positive effects of the water, and even the price of the entrance fee was reduced in order to attract more visitors (Lichtneckert, 2011). The spaces were tight at the pool areas and as a new phenomenon, the rules of using it weren’t strictly predefined. This allowed the different social classes to mix – intentionally or unintentionally. The particular frames of bathing and the rules typical for these bathing areas created the idea that in this situation everyone is equal, and that everyone who pays the entrance fee, should receive the same quality of services. Thus, the idea of equal treatment prevailed. On the other hand, according to historians, the idea of equality was often undermined in reality – but it still helped spreading the popularity of bathing.¹⁶²

The course of history was also significantly affected by a group of aristocrats, led by Count István Széchenyi, a Hungarian politician and statesman, also called "the Greatest Hungarian", an epithet adopted for posterity. He earned this title, because he devoted his life to make progress the country, which was underdeveloped compared to Austria¹⁶³ and the other Western-European countries. With this as his aim, he realized numerous improvements of the country’s infrastructure (roads, railways, water transport, town infrastructure, the first bridge on the Danube, (re)construction of whole neighborhoods, etc.) and introduced a series of novelties and previously unknown developments, such as horse racing, casino or, notably, the improvement of the bathing in the lake of Balaton. (Estók, 2010)

¹⁶⁰ According to a widespread opinion shared by historians, until then, the cold water of the Balaton was taken in the town center spa and the water was used heated up. (Lichtneckert, 2011)

¹⁶¹ <http://mult-kor.hu/arcok-es-tortenetek-balatonfured-multjabol-20141126>

¹⁶² <http://mult-kor.hu/arcok-es-tortenetek-balatonfured-multjabol-20141126>

¹⁶³ At that time Hungary was part of the Habsburg Monarchy

In the mid-19th century “going to the Balaton meant going to Füred. [...] The first train of the southern railway left on the 1st April 1861, connecting Buda with Szántód, Boglár and Szentgyörgy¹⁶⁴. In these towns, railway stations would soon be built¹⁶⁵”. Being the biggest settlement at the Balaton, in the proximity of Budapest, already a spa center and also a popular destination for the Hungarian nobles, Balatonfüred’s development was singular. Still, the town was mostly visited for medical reasons, and for the recreation of some, but it didn’t yet serve as a real tourist destination. The concept of making Balatonfüred (and later the whole Balaton area) popular among travelers, came from Széchenyi. “While working on his great masterpieces Széchenyi believed Hungarians should stay home even for their summer entertainment. They shan’t spend money abroad. They shan’t roam on faraway coasts. They shan’t turn strange folks wealthy and shan’t become strangers to themselves. They shall always find both work and pleasure at home. Pest in winter and Balaton in summer shall amuse them (Eötvös, 2011).” His idea of making the country attractive to its habitants linked with financial solution to help its prosperity resulted in a great progress of not only the Balaton but the whole country (which is also prerequisite of the former one) (Estók, 2010).

The tourism development of the Balaton region continued until, and even after the Second World War – but now, under different terms. During the socialist era in Hungary, the catching up with the Western countries, initiated by Széchenyi, lost its significance, as international tourism was only allowed within the Eastern Block, and in the after years of the war (until the 1960s), people seldom had the means to travel (abroad)¹⁶⁶. The Hungarian style of socialism embraced an “aspiration to utterly abolish the past (Csaba, 2011)”, which also meant that the historical side of the region remained in the background (if not demolished). On the other hand, “worker’s holidays”¹⁶⁷ were also organized centrally, so the party constructed the required infrastructure, most of them at the Balaton. This meant constructing ‘socialist style’ buildings at the shores of the lake. Furthermore, the Balaton was also a popular destination among the Party leaders. The influential people (members of the Party and/or acquaintances) created whole neighborhoods for themselves; while property speculation at the shores of the Balaton wasn’t without precedent (Rehák, 2011). All these resulted in a growing popularity (or at least utilization) of the Balaton. (It has to be noted here, that for some, the Balaton was the venue of

¹⁶⁴ Balatonszántód, Balatonboglár and Balatonszentgyörgy

¹⁶⁵ http://mult-kor.hu/20120311_a_vasut_szerepe_balatonfured_forgalmanak_alakulasara

¹⁶⁶ Source: http://mult-kor.hu/20100720_turizmus_es_propaganda_a_kadarkorszakban

¹⁶⁷ Employees of state-owned factories and institutions (schools, hospitals, etc.)

their best childhood/young adult memories, while others felt as if they were forced to spend their summer holiday at the lake and, thus, have bad memories of it.) For many, summer holidays meant Balaton for a long period of time. Even until now, Hungarians frequently own second residences at the lake, while the Balaton is still a very popular summer destination. Also, being accessible both by car or public transportation, Hungarians tend to visit the lake more than once during the season¹⁶⁸.

Turning back to our historical overview: Hungary is often referred as the “happiest barrack” during its socialist era (1945-1989) for having been somewhat more open and liberal than most of the other socialist countries. “In Hungary the erosion of the communist systems started during the seventies and sped up during the eighties, which created the conditions for the gradual transformation of the different spheres of the society. (Földesiné, 1993)” Consequently, members of western countries could travel to Hungary long before it was possible in the other socialist countries. Also, many Eastern-European tourists who weren’t given the opportunity to leave the Socialist Block had the chance to meet their western friends and family members in Hungary (Földesiné, 2010)¹⁶⁹. Accordingly, the importance of tourism in Hungary was larger than in most countries of the Eastern Block, and it has, thus, seen a unique evolution with a strong preference for the Balaton among mostly Hungarian and, as for the international tourism, German visitors. As a consequence of this relative freedom, Hungary became (until the end of the socialist era) a meeting point of eastern and western European family members and friends.

Nevertheless, during the socialist era the promotion of internal tourism prevailed over the international and only a low level of infrastructure was built that was appropriate only for the less demanding tourists’ requirements. The quality of these infrastructures remained considerable under the international level and, thus, after the political and economic transformation of 1989-1990, the new management inherited these low quality tourist facilities and institutions. Furthermore, they hardly had any experience in the professional organization of tourism or in its marketing, ergo they weren’t competitive in the world market of tourism, and soon lost its popularity among western visitors. However, tourism was seen as a potential tool for the economic recovery of the country. Yet, prominent experts of international tourism warned their Eastern-European partners not to think that tourism may provoke economic growth

¹⁶⁸ <http://szakmai.itthon.hu/statisztika>

¹⁶⁹ Above all, the Balaton region provided a legal meeting point for German visitors, their contribution to the area’s tourism being still considerable (Buday-Sántha, 2008).

as it is the other way round: tourism is not the cause but the consequence of the economic prosperity (Földesiné, 2005).

With the opening borders, after the political and economic changes, Hungarian tourism had lost its advantage over the other socialist countries that came from its particular historical and political situation and, thus, lost its attractiveness in the eyes of the tourists (Buday-Sántha, 2008). Henceforward a pathfinding characterizes the Hungarian tourism: new destinations, attractions, management methods and also the reinforcement of certain disciplines (such as conference tourism, spa tourism) in order to preserve the competitiveness of the territory (Földesiné, 2005).

Also, the years after the change were characterized by ever changing directives and organizations and the “often unclear ownership and the consequences of the economic recession are pulling back the financial participation of the private sector (Dóczi, 2007)”. As for the Balaton, it seems that the “the axis capital-Balaton (Csaba, 2011)” still dominates Hungarian tourism (Csaba, 2011). For a long time, and somewhat even today, for international visitors, whose number has significantly grown since Hungary’s adhesion to the European Union¹⁷⁰, “as for the receiving areas of western tourists, besides Budapest, the shores of the Balaton were the only ones to be considered, thanks to its traditions in tourism and its geographic endowments (Rehák, 2009)”.

If the evolution of tourism has been largely affected by the socialist era, the same also applies to the physical activities. Although lately some changes are observable (Ács, Borsos, & Rétsági, 2011), the marks left by the socialist organization of sport are still present. In 2008 a representative study on the Hungarian population was carried out hoping to reveal the health consciousness and sporting habits in the Hungarian society. The study claims that “more than 60% of the Hungarians are not involved in regular physical activities or involved in a frequency that is not enough to provide the physical activity’s benefits for the human body” (Gál, 2008). Another study, also representative on the Hungarian population reveals, that “nearly half of the Hungarians don’t do physical exercise at all. (Dóczi, 2009)” According to the demographic indicator those who are not involved in any physical activities are typically from Budapest, the capital or are living in small municipalities and are poorly educated. In contrast, those who are

¹⁷⁰ <http://szakmai.itthon.hu/statisztika>

the most involved in physical activities, are the inhabitants of the capital, or other bigger cities, and the higher level of education is proved to result in higher willingness to do sports. (Gál, 2008)

According to the Eurobarometer 2010, 53% of Hungarians are not involved in physical activities on a regular basis. Especially between the age of 30 and 62, Hungarians tend to avoid doing sports. In all age categories, men tend to do more sports than women. Also, people with a higher educational level are more likely to be physically active (Ács et al., 2011; Gál, 2008). Another study, dated 2011, reveals that those, who are involved in physical activities, mainly do it for personal reasons (overall 83,4%): internal motivators such as good condition (83,3%), wellbeing (79,8%), good-looking (70,5%) or recreation (69,3%) (Ács et al., 2011).

As for the physical activities, cycling was mentioned in first place (55,6%), followed by football (47,7%) and jogging or running (36,2%). Cycling was mentioned by both genders while football is more popular among men, and women prefer running or jogging. The more equipment that is needed for practicing a sport, the less it is popular among Hungarians – for instance squash (3,9%) or rowing (4,4%). Despite the sports mentioned as favorites, only 8% of the respondents declared that they like outdoor sports. In other words, participating in sports and physical activities is not very common among the Hungarian population. On the other hand, Hungary used to, and still, like to see itself as a ‘sporting nation’ – as is declared even in Hungary’s law on sport¹⁷¹. As for the type of sports, Hungary is clearly outstanding in water sports, in particular in water polo and rowing sports (canoe, kayak, rowing)¹⁷². This controversial approach of Hungarians to sport, that is, either they are hardly involved in any physical activities or they have Olympic aspirations – lies in the history and the culture of the country. During the socialist era, when Hungary became a ‘sporting nation’, sports results seemed to be the only way for the countries of the Eastern Block to show power and to express national pride (Földesiné, 1993). On the other hand, competitiveness seemed to be of great value for Hungarians – or in other words, masculine values (Hofstede, Hofstede, & Minkov, 2010) are embraced by the society¹⁷³.

After the Second World War, the “socialist” concept of sport, developed in the Soviet Union during the end 1920s, was being promoted in the socialist block. As a starting point, this

¹⁷¹ Source: Act. No. I of 2004 on the Sport (as of 28th April 2016)

¹⁷² As by the results of international competitions – see: www.fina.org (International Swimming Federation – including swimming and waterpolo), www.canoeicf.com (International Canoe Federation), etc.

¹⁷³ For further reflections on the topic, see Discussions of the findings from page 406.

meant the democratization of sport and the promotion of mass sport programs so that everyone would be involved in physical activity. In most of the countries, this initiative remained an idea without meaningful content; in Hungary (as well as in Poland) it developed many times and became part of the culture. (Földesiné, 1990) The most important point in its evolution is the fact that it was a forced initiative of the governing party: “The overregulating central sports leadership prescribed the desired figures planned in mass sport, made their compliance and even their topping obligatory, and centrally controlled the implementation of commands. Principles of totalitarianism lay in the background, namely that if the public interest desires it, the people should be made happy even as opposed to its own will (Földesiné, 1990).” In other words, on paper, sports were highly popular among the citizens, while in reality, only a low number of elite athletes were encouraged to do sports, while the participation of the rest of the citizens in physical activities was neglected.

This mindset worked very well for the professional sport: Hungary quickly became a “sporting nation” by winning a large number of medals on international competitions and in the Olympic Games. Besides, “the party” tried to foster the regular physical activities of the citizens with not the most attractive techniques, and if they weren’t effective enough, he obliged the people to participate in sports – at least on paper. He did so by organizing compulsory sporting events where different badges and points could be collected, by which he was able to control the number of participants. Even though organizing events might seem to be benign initiatives, the occasional nature of them and the lack of prior training undermined its positive effect. The latter owing to, in the first place, the lack of free time (as the Command Economic Planning required an enormous effort from the workers), and also the lack of infrastructure, corresponding organizations and professionals. And just to be sure to achieve the expected numbers, statistics were adjusted accordingly (Földesiné, 1990).

Yet, passive sport consumption became popular not only because of the many successes Hungary has seen in sports: The ‘socialist’ way of life was isolated behind the iron curtain while politics were ubiquitous, that narrowed the alternatives of choice. As individual freedom was limited (e.g. banning traveling abroad or forbidding mass gathering), the possible choices of people were narrowed to some fields of culture. Therefore, contemporary arts were sometimes unpalatable, as they were forced to follow the social realist trend. Of course, sport was also directed and monitored by politics, but politics couldn’t change the essence of it: “In spite of the fact that sport was a manipulating tool in the hands of the Regime, sports activity itself preserved its image free from politics and ideologies, making it extraordinarily attractive (Földesiné, 1990)” Also, according to Gál (2011), sport events “in the state socialist system

offered the only public spaces where national symbols could be displayed and people could express their national feelings without any political consequences”. During the forty years of the socialist regime in Hungary, sport was in a privileged position as it served many internal and external purposes for the governing body. The open voices against elite sport were suppressed, statistics were forged, a false image was communicated on the actual situation and significance of sport. During the “socialist” period, sport was directed centrally from the top, by the party without a solid civil base (Földesiné, 1993).

“The fact that sport, after the introduction of the socialist system, has been nationalized in a broader sense, and was centrally planned, directed and monitored for four decades, made both the society and professionals working in sport almost completely forget that sport is originally a product of civil society. Nevertheless, sport, and within this, elite sport had a very strong political function in the decades of cold war, since it was used as a weapon in the ideological battle between capitalist countries and the socialist bloc. Accordingly, in Hungary, elite sport and talent management, which ensured the basis of the former, were in a privileged position, whereas leisure sport, student sport and the sport of disabled were pushed to the background. This caused serious inequalities between the different areas of sport in terms of both moral and financial support, but the international success of Hungarian elite sport benevolently covered these inequalities in the eyes of the population, and unfortunately also made sport leaders forget about the inequalities. (Gál, 2011)”

In the first twenty years after the transition, Hungary’s sport failed to follow the western (“capitalist” model) for two reasons: Firstly, the transition in the field of sport was a top-down process without a desire for reform from the civil sphere. Furthermore, this transition was meant to lead to the decentralization of the sport, which couldn’t be realized. The now legally independent sports organizations still competed for central funds. Secondly, due to the difficulties of the political transition in Hungary, these organizations couldn’t expect considerable financial support either from the private, or from the civil sphere. In addition to this, there weren’t any studies carried out before the transition to have a solid idea about the needs, expectations and possible future of Hungarian sport and its stakeholders. The political and economic transition and society’s new attitude towards sports resulted in a new way of life where “sport consumption does not have such a privileged place (Gál, 2011)” as during the socialist era.

As for the region's most popular physical activities in a nutshell: although today bathing and sunbathing are undoubtedly the most popular activities at the Balaton, these are not necessarily the only ones in which visitors participate and are not necessarily the (only) purpose of their trips. Since the construction of the Balatonkör¹⁷⁴ in 2012, cycling around the lake, or taking shorter bike rides between waterside towns, became more and more popular. From early April to the end of October, various tour operators and event organizers propose their guided tours (often with stops at sightseeing points or museums) or competitions. Besides, individually organized bicycle tours are also in fashion. The new infrastructures of the Balaton are often built with considerations to the (special) requirements of the cyclists. For convenience, bicycle repair points, bike shops and bicycle friendly restaurants¹⁷⁵ have been constructed¹⁷⁶.

¹⁷⁴ Balatonkör is the 207 km long bicycle path/lane around the lake.

¹⁷⁵ Restaurants with proper bicycle storing facilities and/or offering basic repairing tools and/or shower, maps, etc.

¹⁷⁶ For examples of these facilities, see Annexes 23 on page 524.

3. THE NATURAL PARK MANAGEMENT PERSPECTIVE

Having been mentioned a number of times already, that park management is in the focus of our investigations. However, we haven't yet explained what do we mean by management in particular. What is the management we are talking about and how do we approach to this question? In the following sections our aim is to respond to these questions through grounding the theoretical basis of our further analysis. We would like to express in advance, that our investigations are focusing primarily on the national cultural differences between the management of different types of parks. However, to be able to reveal, and understand these differences, a profound knowledge on managerial questions is indispensable. As for the understanding of the managerial aspect of the parks, we believe that that managerial activities can only be interpreted in their context (Sterbenz, Czeglédi, & Gulyas, 2012), accordingly we are adopting a multidisciplinary perspective.

In our study, we are focusing on the cultural differences of the (sustainable) management (and visitors¹⁷⁷) of European natural sites governed by non-profit organizations, while we accord a special attention to the analysis of the available physical and tourism activities in these areas. Accordingly, in order to ground our investigations, we attempt to gather the most relevant literature on these, often overlapping, topics. As we are studying natural areas governed by non-profit organizations, we took nature management as the starting point of our theoretical construction. We did so, because territorial management considerations often emerge from nature management aspirations; the protection of natural areas being the initial focal point of these conservational intentions. However, the basically profit-based approach of management literature, is also considered – in particular from the perspective of attempting to find an equilibrium between tourism management and the protection of heritage (Cazals & Lyser, 2015). Especially since a growing interest for the efficient management of non-profit organizations is observable, while non-profit management studies increasingly incorporate profit-based approaches, as, “economic and social changes have forced nonprofit organizations to act more rationally (Hautbois, Desbordes, & Pierce, 2010)”.

Proceeding towards the more specific aspects of our analysis, four major themes might be distinguished. First, the actors and organizations at the parks are to be studied. The main

¹⁷⁷ See next chapter.

objective is to reveal their main objectives and the relationship among them. In this aim, the role of stakeholders has been studied, with special attention to identify the actors responsible for the management and territorial development of the territories as well for the tourism/recreational management. However, as in all cases, our primary objective is to reveal national differences; accordingly, these subjects will also be studied from a comparative approach. Secondly, as the available activities, from both the point of view of supply and demand, are essential elements of our investigations, these also make part of the present study. Our investigation focuses on the identification of the target groups and on the marketing-managerial aspects of the park administration. The central question of this section is now each park position themselves on the tourism/recreation market – in line with their target groups, the available tourism and/or recreational activities, and the level of importance of environmental aspirations for the management. This latter one, environmental protection, along with sustainable development, construct the third and fourth axis of our management related analysis. In the following sections a detailed description will be given on the afore mentioned themes and research areas. Before starting, it has to be noted, that some of the topics are relevant for analysis from both the managerial and consumer behavior perspective. To make it easier to assimilate the theoretical background of our investigations, these theories will be explained in the following section, devoted to the management approach, while they will be referred to later on when discussing the visitors' point of view.

3.1. The Role of Stakeholders

Nature parks being the pretext of our investigations, identifying the actors and stakeholders of these sites is crucial in the understanding in the managerial differences among the parks' administration, as management actions might only be understood in their context (Sterbenz et al., 2012). Or, the understanding the network of interconnected actors is an important part of this context. Also, the differences in the definition and distribution of the responsibilities and tasks might also lead us to reveal cultural differences. Accordingly, in this subchapter the role of the different actors in land and nature management, territorial development through outdoor activities will be analyzed. Firstly, a general stakeholder approach (Freeman, 1984) in natural sites will be presented, followed by a description of a more specific course of ideas on the question, which includes stakeholder roles in environmental protection, tourism, outdoor activities and in providing tourist experiences and in territorial development; hence, some of the that will be touched upon from the visitors' point of view).

Although environmental problems are global (Escobar, 2011), there is an increased understanding among researchers, that in order to resolve this problem, local policies and measurements are needed (see: Perdue, 2004; A. Smith & Westerbeek, 2004). In addition to substantial legislation and management to foster (more) sustainable strategies for the parks, and to elevate interest in sustainability, the role of scholars may also be crucial "to contribute to initiatives that endeavor to create more sustainable communities, especially since many such efforts involve the use of natural resources for recreation and tourism purposes" (Mccole & Vogt, 2011). In summary, according to many, the role of the different actors is worth analyzing as these roles may be crucial for the territorial development.

As for the shared and general role of these actors, Schiebel and Pochtrager (2003) argues that "the stakeholder concept implies that management's task is to pursue an 'optimum' equilibrium between the range of needs demanded by interest groups and constituents. They specified six key stakeholder groups were specified: customers, employees, business partners, communities, investors and the environment (Schiebel & Pochtrager, 2003 as cited by A. Smith & Westerbeek, 2007)". Therefore, a dialogue between the concerned actors is recommended as all the parties may be appreciated partakers for the preservation and prosperity of the area. The fundamental problem of natural site management is, thus, clear: the question of the feasibility emerges, in particular on the level of the balance seeking between exploitation and nature preservation. As these two depend tightly on the stakeholders and on the users (tourists, local residents, etc.) of the territory (Bessy & Mouton, 2004; Marsac, Lebrun, & Bouchet,

2012; Perrin-Malterre, 2014; Schuft & Bergamaschi, 2013), it is important to analyze the attitudes and behavior of these actors and visitors in order to highlight their contribution (or the lack of it) to the sustainable development of these sites.

The creation of the first national parks were initiated solely for the purpose of natural conservation (Depraz, 2003). Today, park administrations may have different strategic and operational objectives and plans, but all of these are expected to still serve the original intention to preserve natural and cultural heritage¹⁷⁸. However, with the diversification of the parties involved and with natural management becoming more complex, more actors are involved, and in consequence, the parks, find themselves in the intersection of different interests and goals. In this complex environment with jumbled network of preferences and intentions, this main objective of preservation may be jeopardized.

As environmental protection may be at risk when too many actors – with different views and interests – are involved, researches often seek solutions to reduce these risks. For some, an authoritarian management approach may seem to be beneficial (Hayes, 2006; Wilshusen, Brechin, Fortwangler, & West, 2002) by declaring natural conservation as a transcendent priority¹⁷⁹. Others argue in favor of the human population and the necessity to satisfy they needs. According to them, protecting natural sites could best be done by general awareness raising (see: Chiu et al., 2014), that is, through a heightened awareness for natural conservation issues among the users and visitors of the park. As H eritier (2007) argues, this raised awareness may be best achieved via the mediation of the stakeholders, who get into action more and more for a local development (H eritier, 2007). Also, Waligo argues, that “the lack or ineffective stakeholder participation is a major obstacle to sustainable development realization (Waligo, Clarke, & Hawkins, 2012)”, and pronounces the importance of an effective stakeholder involvement to achieve sustainability objectives (Waligo et al., 2012).

As for the stakeholder approach in general: the concept claims that finding an ‘optimum’ equilibrium between the needs and interests of different parties is a priority managerial task (Penel, Lorgnier, Mikulovic, & Bui-Xuan, 2010; Schiebel & Pochtrager, 2003). In this case,

¹⁷⁸ As expressed by nature conservation and park managing directives on the international (EU) and national (France/Hungary) level. See for EU directives: <http://www.iucn.org/>; French legislation: <https://www.legifrance.gouv.fr/>; Hungarian legislation: <http://net.jogtar.hu/>

¹⁷⁹ According to some researchers, human-centered conservational approaches fail to achieve their goal, the protection of biological diversity and new, authoritarian style protection is needed in national parks and other protected areas in order to preserve critically threatened habitats (Wilshusen et al., 2002).

customers, business partners and the environment, all refer to different parties, so this approach has the aim to find an equilibrium among these actors, instead of insisting on the mere prevalence of natural conservation. Hence, the stakeholder model encourage a ‘system of consultation, communication, and evaluation’ (Smith & Westerbeek, 2007).

The first, and indispensable step of stakeholder analysis is to identify the relevant and/or to classify different stakeholder groups (Marsat, 2015; Perdue, 2004; Peric, Durkin, & Lamot, 2014; Waligo et al., 2012). From a more specific approach, Marsat (2015) underlines the importance of recognizing the tourism stakeholder diversity. In order to understand their relationships with the local residents and with tourism, he evokes the ‘service triangle’ of Perdue (2004) for the identification of stakeholder groups. Perdue uses the case study of a Colorado ski resort – that is, a natural site with important outdoor activities –, and concludes that in general three different types of stakeholders are present in the resorts: (1) guests, (2) employees, and (3) host community residents (Perdue, 2004). Applied these categories for the actors of natural areas, we can, thus, distinguish:

Visitors, who may be considered as tourists from the behavioral point of view. Their purposes are linked to tourism activities, thus their primary goal are recreation, entertainment, etc.

Service providers: such as park administration, nature conservation authorities, tourism and/or physical activity providers, tourism service providers, etc. Their primary goal is to maximize their financial incomes deriving from their services.

Local residents: The main objective of host community residents is to preserve the integrity of their residence. (They may also belong to each of the above mentioned groups.)

Table 12 - Categories of park stakeholders

(source : Author, based on Perdue, 2004)

Stakeholder category	Type of actors	Main interest
VISITORS	May be considered as tourists	recreation, entertainment, etc.
SERVICE PROVIDERS	Park administration, nature conservation authorities, tourism and/or physical activity providers, tourism service providers, etc.	to maximize their financial incomes
LOCAL RESIDENTS	Host community residents	to preserve the integrity of their residence

Table 12 above summarizes the stakeholder categories of natural areas. After the distinction of the different categories of stakeholders, the analysis might be continued towards the definition of the role of these groups. In our study, visitors and local residents are analyzed separately (see next chapter), while the question of service providers is handled from the park administration's point of view, through their relationship with other stakeholders. Park management is usually the task of (partially) state-funded non-profit organizations, where the role of local governments (Hautbois, Ravenel, & Durand, 2003) is indisputable. However, the decreasing support for public institutions makes these organizations increasingly rely on the civil society in their political actions (Wipf, Ohl, & Groeneveld, 2009). In other words, the role of the civil society becomes crucial for the park management, both as visitors and as potential policy makers.

From the nature conservations' point of view, environmental aspirations prevail on any other question in the decision making on territorial management. However, the complexity of concerning actors requires a more comprehensive analysis of relationships and interdependences among them. As Perdue argues, the visitors of these territories might be considered as tourists, as they are involved in tourism activities. Accordingly, the questions related to natural land management cannot be analyzed without concerning the tourism that takes place on the territory. Acknowledging this complexity (Marsat, 2015), the role of tourism and/or sports stakeholders has been analyzed by many (Bessy & Mouton, 2004; Marsac et al., 2012; Marsat, 2015; Perrin-Malterre, 2014; Schuft & Bergamaschi, 2013), as well as the role

of the local residents in the development of outdoor sports in protected natural sites (Schuft & Bergamaschi, 2013). To show the importance of the actors in the territorial development, Marsac (2012) even calls 'trend-setter territories' the sites where "the development is linked to the stakeholders' actions (Marsac et al., 2012)".

Therefore, the stakeholder approach commend the decision making on the local level (Boulanger & Bréchet, 2005; Héritier, 2007; Pascal; Mao, Hautbois, & Langenbach, 2009; Marsat, 2015; Peric et al., 2014), arguing that local actors have a closer look and more detailed information. Making the connection between the role of local stakeholders, territorial development and outdoor sports, Mao and colleagues argue that local public intervention in favor of outdoor sports, the economic structure of the area's administration, their common culture and social relations and the natural and environmental resources should be considered (Pascal; Mao et al., 2009). However, highlighting the point of view of outdoor activities, Mounet argues, that "the environmental protection brings more contradictions than benefits for the sport stakeholders even though they often mention that nature is their 'stock in trade' (fond de commerce) (Mounet, 2007)". Furthermore, the importance of local authorities is also underlined (Marsat, 2015; Sharpley & Pearce, 2007; Vlès, 2015) in favor for the role of local intervention is the territorial development. Also, the dialogue between the different actors is encouraged by many research papers, recommendations, reports, etc. (Marsat, 2015; Sharpley & Pearce, 2007; Smith & Westerbeek, 2007).

Consequently, two basic ways exist to deal with natural management (,of course, any combination of these two approaches is also possible): decisions may be either made on the local level (thus the opposing interests of stakeholders are taken into consideration and administration may tend to focus on dialogue and on an environmental governance); or management may take an authoritarian form (Theys, 2002). Either way, in the case of protected natural sites, environmental protection is expected to remain in the center of attention.

Along these lines, but more into our specific questions (such as tourism, outdoor activities and visitor experiences in the park) we arrive now to the analysis of stakeholders from our specific point of view. The sustainable tourism definition of the United Nations Environment Programme (UNEP) also underlines the importance of the different actors: "Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures

whenever necessary. (*Making tourism more sustainable. A guide for policy makers, 2005*)”

The question of the necessity and the importance of adequate policies for a sustainable development has, apparently, become indispensable. Marsat (2015) has found that the territorial governance brings into play the private (local residents, companies and associations) and also the public stakeholders, in particular local authorities (and their associates). As protected areas were created for environmental protection purposes, the first stakeholders to recognize the importance of the development of recreational and (sport) tourism activities on these territories, were the economic actors – for the obvious reason of profit (Bessy & Mouton, 2004). These financial interests tightly linked to the satisfaction of human needs are now recognized by the political actors, too, thus these considerations may now be built in the territorial development measures, or as argues Bessy and Mouton (2004):

“At the interface of sport, recreation and tourism, outdoor sports correspond with the economical leader market segment, as they not only include the local demand of recreational sports, but also a range of tourists, consuming sports services and additional related services. [...] today, the political actors representing the regions, the departments, urban communities and joint communities are particularly conscious of the economic dynamics of outdoor sports, and their role in identity building and the promotion of the territory [...].”

(Bessy & Mouton, 2004)

On the other hand, by analyzing the role of local residents in the development of a natural park, Schuft and Bergamaschi (2013) revealed the problem caused by the lack of local initiatives in the development of tourism activities. The transition from a global understanding and the definition of the problems to the awareness of the local actors and their willingness to make a difference is, thus, precarious. However, according to Leroux (2015), “the development of a tourism destination should be carried out with the consideration of the satisfaction of the residents’ needs (Leroux, 2015)“, which may be best pronounced by the locals themselves.

The question of park development from the stakeholder point of view can be approached from at least two different point of views. One possibility is to analyze the different organizations in charge for the management and/or development of the territory in relation to the territory under their supervision and in relation to their relationship with the other stakeholders, political institutions, civil organizations or any other actors. Another option is to

proceed from the perspective of the territory towards the identification of the different actors who are expected to manage and/or develop the territory. According to Hautbois et al. (2003), “it is the task of each governing body to promote their own resources and to create their own economic dynamic” and this viewpoint “corresponds to European approach, and particularly a French one (Hautbois et al., 2003)”. If we accept this assumption, the question, that emerges is how do these actors interact.

Figure 4 – Stakes and Actors involved

(Hautbois et al., 2003)

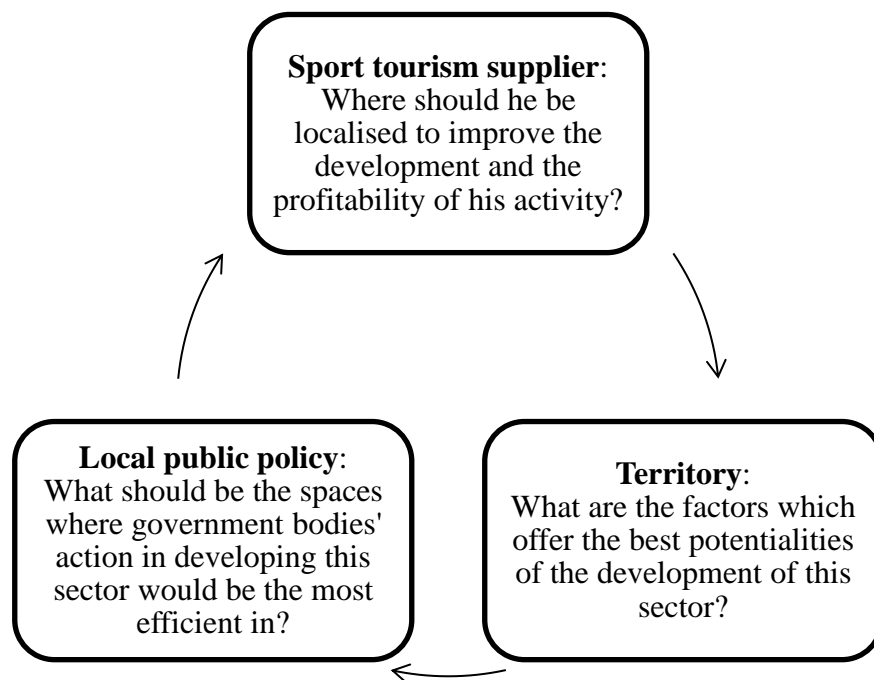


Figure 4 shows the basic questions about the interaction among stakeholders. According to Hautbois et al. (2003) the territory may represent an organizing principle for the tourism suppliers as they are seeking economic benefits in return for their services. On the other hand, public policies also interact, and – according to the national and/or regional objectives – they might affect the service providers in various ways according to their different rules and legislations. Also, local policies and communication strategies influence the construction and the functioning of these sites through their identification and image building activities (Guibert, 2006). In consonance with this theory, the findings of Waligo et al. (2012) on stakeholder participation is becomes a relevant question to analyze. According to the authors, the “lack of or ineffective stakeholder participation is a major obstacle to ST [sustainable tourism] realization (Waligo et al., 2012)”. In this light, a review of the roles and responsibilities of the

different actors, as well as the fulfillment of these duties seem to be essential for a thorough comprehension of the park development possibilities. However, as we focus on the outdoor and recreational side of the park management and especially on national differences between them, our attention turns to the definition and understanding of these differences (instead of an in-depth analysis of the stakeholders themselves).

3.2. The Concept of Sustainable Development

This section gives an overview on sustainable development with its evolution and importance. As this subject has a particularly vast literature, we will focus on its elements with strong connection to the park management and/or to territorial development in general, with special attention to the question on physical and/or recreational and tourism activities. Since the Rio Declaration (1992), as sustainable development became a somewhat omnipresent phenomenon in many (research) areas, the topic will be treated from different perspectives (such as tourism, sports tourism, management, sustainable consumption, etc.) in order to improve its understanding.

Analyzing the concept of sustainable development serves a twofold objective. Firstly, for the study of European natural sites, the understanding of the common principles and guidelines (defined by the European Union and other international organizations) of their administration would provide us with a ‘zero point’. As these guidelines and principles are to be followed by any European country and by any European nature site management, any discrepancy from these principles (or the different interpretation and implementation of them) will help us reveal national cultural differences. In other words, instead of comparing the two countries directly – which might be cumbersome owing to the cultural affiliation of the authors – we took the EU legislations as a reference point, that serves as a starting point of our investigations. Secondly, the principles and the European recommendations of sustainable development serve as reference point, which might facilitate the comparison of the managerial decisions (related to park management/development) of the subject countries. Accordingly, the following sections are destined to introduce us to this concept and to highlight some of its aspects, that are relevant from our point of view.

3.2.1. General Introduction to the Concept of Sustainable Development

Since the mid-20th century, global think tanks dealing with diverse international political issues started to embrace environmental concerns, notably in the question of finite resources of the Earth owing to excessive consumption and overpopulation (Conca & Dabelko, 2014; Dieren, 1995; Meadows & Meadows, 1973). The emergence of The concept of sustainable development is promoted by ecologists and environmentalists since the 1960s and obtained international recognition at the 1992 Earth Summit (United Nations Conference on Environment and Development, UNCED) held in Rio de Janeiro, Brazil. Since then, the evolution of the idea is continuous.

“The word ‘sustainability’ has become a global buzzword as a potential solution for the many international, regional and local problems facing society today (Mensah & Castro, 2004)”. Whereas different countries and regions have different issues to face, the main idea of sustainability remains the same, as it is defined by the United Nations : “development that meets the needs of present without compromising the ability of future generations to meet their own needs” (*Report of the World Commission on Environment and Development : Our Common Future*, 1987). Another definition, a quite clear and easily understandable one, comes from Prescott-Allen (2001): “Sustainability is just another way of saying ‘the good life’ as a combination of (a) a high level of human well-being, and (b) the high level of ecosystem well-being that supports it (Prescott-Allen, 2001).”

The term ‘sustainable development’ and its first definitions originate from the Brundtland Commission’s paper, ‘Our Common Future¹⁸⁰’. The paper set the idea of a development that allows to meet present needs without compromising that of the future generations. The Report focuses, thus, on human needs, while securing global equity for future generations through the redistribution of resources, encouraging poorer nations’ economic growth (Pisani, 2006).

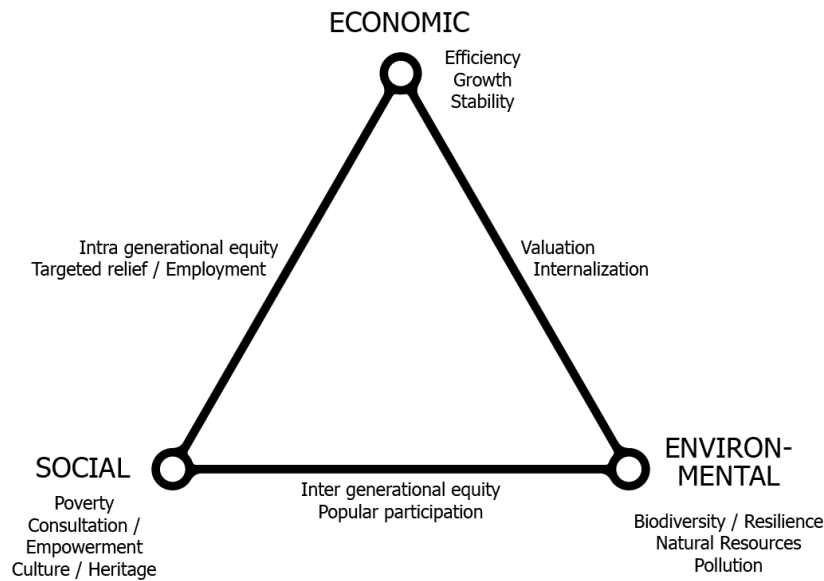
The concept of sustainable development relies on three main pillars, notably: economic, social and environmental development, as it is shown in Munasinghe’s classification¹⁸¹ (Figure 5).

¹⁸⁰ Brundtland Report (Report of the World Commission on Environment and Development : Our Common Future, 1987)

¹⁸¹ It has to be noted, that many similar model exist explaining the three main pillars of the sustainable development, as for example, the Egg of Sustainability (Guijt & Moiseev, 2001) or Herman Daly’s Triangle of Equity, Economy and Environment (Daly, 1991). These models explain the idea of sustainability different ways, but as the core of the approaches remain the same, a more detailed explanation of them is not necessary.

Figure 5 – Munasinghe’s Sustainable Development Triangle

(source: Munasinghe, 2010)



Since its conception, the idea of sustainable development has made a lasting impact on the world and now many aspects of it is widely recognized, accepted and applied. Sustainable development focuses predominantly on the following topics (Council The European Union, 2009; Hall, 2006; Manning, Laven, & Goonan, 2011; Munasinghe, 2010; Virden & Budruk, 2011):

1. *Growth and health of the population* – in line with the rising of life expectancy and with the heavy fall of premature mortality, as well as the emerging health threats such as lifestyle-related diseases and antibiotic resistance;
2. *Environmental issues* – artificial constructions (in line with the urge of urbanization), the decline and the measurement and control of air and water quality, the maintenance of biodiversity, the combat against climate change and for clean energy;
3. *Resources for the future growth* – adjusted saving rates (to offset overexploitation and natural resource damages but also to increase educational expenses), employment rate, and in general to tackle current unsustainable trends in use of natural resources and the loss of biodiversity.
4. *Types of production and consumption* – waste production per habitant, gas emissions, etc. in also the need to break the transport sector’s fossil fuel dependence, to improve infrastructure and spatial planning, reducing negative environmental impacts, and developing new technology; sustainable industry;

5. *Equity between generations* – public debt, quality of life, social inclusion (in line with (new) labor market policies and education systems);
6. *Exclusions* (indicators of the gaps¹⁸²): unemployment rates in the long term, children living in difficult circumstances, and in general to reduce poverty and hunger worldwide.

The above mentioned major segment of sustainable development are also adopted by the European Union. In the following section, we will make an attempt to gather the most relevant elements of the evolution of its implementation into EU directives and their impact on international policies.

3.2.2. Sustainable Development in the EU

The general operation of many domains within the EU Member States are defined by EU directives and recommendations. These global guidelines (compulsory or not) may repress cultural differences, as all member states are expected to follow the same rules. On the other hand, they might also emphasize these cultural differences, as the interpretation and implementation of the same EU policies may differ from one country to another. Consequently, the general guidelines of the EU on sustainable development may show differences in its comprehension and operational manifestations. Using the European principles of sustainable development as a reference point might serve to ground the analysis and comparison of any European nature sites, while also helps reveal cultural differences.

Sustainable development: a priority in the EU

Sustainable development has come a long way in the EU to its current position, although from the 1970s it has been a priority question and the source of many operational initiatives. What is, thus, more important from our point of view than its history, it's the more operational and timely questions on the subject: notably the role of the member states (and any other actors) – with paying special attention to the two countries treated in the present investigations. Rooted in the circumstances of the emergence of the concept (notably, that it was born as a response to an existing societal need (Pisani, 2006), the theoretical, as well as the operational manifestations of the topic may show considerable differences. Its understanding and its

¹⁸² Gap between regions/countries, social classes, etc.

interpretations, thus, may vary according to the approach used, determined by the objectives or the intentions of the researchers.

First of all, the EU – for the economic and social prosperity – promotes a global and long-run development; in the aim to ensure a sustainable growth to maintain the quality of life of the members. An important milestone in the European history of sustainability is the Maastricht Treaty (1992): an environmentally conscious integrative approach – covering all economic sectors – came to the fore, that is, the Community is promoting this way the validation of the requirements of the sustainable development.

Since the 1997 Amsterdam Treaty (article 6), sustainable development is a principle to follow in all areas and soon the Commission revealed further importance of sustainability. Thus, on the EU summit in Gothenburg (2001) the Union accepted the Strategy for sustainable development¹⁸³. “It rests on four separate pillars – economic, social, environmental and global governance – which need to reinforce one another. The economic, social and environmental consequences of all policies thus need to be examined in a coordinated manner and taken into account when those policies are being drawn up and adopted. The EU also needs to assume its international responsibilities with regard to sustainable development, whose various aspects – including democracy, peace, security and liberty – need to be promoted beyond EU borders.” (<http://europa.eu/>).

(The questions of governance will be explained more in detail later in this chapter.)

Since then, sustainability has an important role in the European legislation on the level of the Parliament – in the creation of laws and regulations for instance – and thus it represents a great importance for the Member States. Many initiatives and actions reflect the objectives of these appropriations not without highlighting oppositions between the interests of sustainability and businesses advancing for positive financial objectives.

It has to be added also, that even the concept of sustainable development is a priority in the European Union, it represents different levels of significance in different countries according to their level of development and to the differences of the issues they are facing.

“The interpretation of sustainable development by one nation might be seen as leading to ‘unsustainable’ development by another. The ongoing debate between (affluent) developed and (poorer) developing nations is testimony to this fact. Having been forced by society to

¹⁸³ Source: <http://europa.eu/>

address the problems of industrialization, developed nations argue that their environmental and worker health and safety standards should guide the development process in developing countries. However, developing countries argue that this approach puts them at a disadvantage with regards to development, and it infringes upon their sovereignty. It also bypasses what they see as the bigger problem of over-consumption by the North. Another argument put forward by developed countries is that the creation of a global market will facilitate economic growth, raising the level of wealth within a nation and enabling it to invest (later) in solving the environmental problems associated with development.” (Hall, 2006)

A simplified summary of developed and developing nations’ position is shown (table 13).

Table 13 – Some Contributions and Dangers to Sustainable Development in Developed and Developing Nations

Source: (Hall, 2006, p.148)

Global position	Contributions to Sustainable Development	Dangers to Sustainable Development
Developed Nations	Technological and managerial capacity; Frameworks for protecting the environment and worker health and safety	Over-consumption; Alienation; Meaninglessness
Developing Nations	Cultural heritage of needs centered living; Community empowerment; Connection to nature	Population growth; Rising expectations

In 2009 the EU SDS (European Union’s Sustainable Development Strategy) was reviewed, including an evaluation of the goals already achieved as well as the defining of further directions. According to the document, many successful measurements have been implemented so far and the EU has adjusted many of its guidelines and procedures to the principles of sustainability. New policies have been put into operation on (*Mainstreaming sustainable development in EU policies: 2009 Review of the European Union Strategy for Sustainable Development*, 2009):

- climate change and clean energy (with the problem of energy efficiency, renewable energy and transport);

- sustainable transport (in the aim to break the link between economic growth and transport growth and also to promote alternatives to road transport);
- sustainable consumption and production (to enhance green cooperation with stakeholders, expand the distribution of environmental innovations and environmental technologies and produce information about and appropriate labeling of products and services);
- conservation and management of natural resources (with the purpose to avoid overexploitation and to promote actions to protect biodiversity as well as to support recycling and re-use);
- public health (including food safety, and issues relating to epidemics, resistance to antibiotics and lifestyle);
- social inclusion, demography and migration (to promote active ageing, to ensure the viability of pension and social protection systems, integrate legal migrants, improve the situation of families and promote equality between men and women);
- global poverty and sustainable development challenges (by the development of aid policies and by the increasing the amount of aid provided to less favored countries);
- education and training (including the promotion of life-long learning activities and aiming to reduce the number of early school-leavers);
- research and development (in various disciplines, with special attention to green cars, energy-efficient buildings and “factories of the future”);
- financing and economic instruments (by integrating sustainable development initiatives into national and regional development strategies).

As the concept gained ground within the Union and its member states, sustainability considerations are increasingly incorporated in national policies. However, we assume that the level of adoption and the implementation of these concerns might show important differences on the national level. This question serves as the basis of some of our hypothesis, thus going to be discussed in-depth later in our study¹⁸⁴.

¹⁸⁴ See chapter hypotheses from page 187, and discussions from page 406. Regarding the adoption of the concept for nature management, see later this section.

3.3. Activities in the Parks

As mentioned before, our objective to analyze differences among European is approached from a dichotomous point of view, integrating managerial and consumer behavioral considerations. Practically, any element of this comparison could be studied from both point of view, however, for the reason of acquiring relevant data, we don't necessary analyze both sides. For instance, the management of the parks affects the available activities, thus have an indirect effect on the visitors also. Albeit, the concept of sustainable development, for instance, would be cumbersome to analyze from the point of view of the visitors, and even more importantly, as the same regulations apply to each Member State, the study might not provide relevant data¹⁸⁵. Accordingly, some elements are discussed more in detail in the management or the visitor aspect of the study. However, the question of activities and positioning of the parks requires a double approach of the analysis, as the availability of the activities depend on the management/stakeholders, whereas the existence of these activities might only justified by an existing (or potential) demand from the visitors.

The question is, thus, analyzed from both perspectives. Regarding its managerial aspect, we are approaching from the point of view of the nature park management. Although their legal status may vary from one country to another, nature parks are usually managed by not-profit organizations. On their territories – protected or not – they have to deal with a growing number of visitors (Corneloup, Bouhaouala, Vachée, & Soule, 2001; Lefèvre, 2004; Stebbins, 2005), with the touristification of the area (Bourdeau, Mao, & Corneloup, 2011; Marsac et al., 2012), while still expected to consider environmental protection and sustainable development measures. In addition, we will make an attempt to understand the logic behind these transformations of the territory. As we assume, the afore mentioned urbanization might result in an 'urban sprawl' in close natural areas owing to the willingness to practice outdoor activities (from quiet relaxing through physical activities to extreme sports). The increased attendance of natural sites redefine the meaning of rural areas (Kayser, 1993, 2000), creating a new image of 'liberty' and 'solidarity' for these areas (Hervieu & Viard, 1996).

Accordingly, we are going to analyze the visitors from the park management's perspective. This analysis will focus on the physical activities of the visitors and the experiences related to

¹⁸⁵ However, the analysis of the visitors' attitude towards sustainable development might be an interesting topic of investigation, as this is not part of our fundamental objectives, considering this question is not part of the present study (see: limitations and future directions from page 445).

these activities. At this stage of the investigation we are not about to analyze visitor behavior, but to gather information on the (potential) management strategies in relation to these visitors. Our primary objective is to reveal cultural differences in how each park position themselves on the tourism/recreation market along with the available activities provided by themselves or tourism/recreation service providers.

3.3.1. Outdoor Activities in Natural Parks

Outdoor got mentioned a number of times already, however, its definition is still to come. As it describes any open air recreational or physical activities, the word doesn't need to be introduced. However, from the point of view of the analysis of outdoor activities in the parks, a more precise definition of the term is required. According to Mao et Bourdeau, the distinction of outdoor sports from traditional sports is particularly important from the point of view of their land-use and spatial planning (Mao & Bourdeau, 2008). This difference lies in the fact, that while 'traditional' sports take place in a pre-defined and closed setting, such as a swimming pool or a football field. By contrast, the scenes of outdoor sports might take different forms with limits, that are difficult to define. On the other hand, these activities might play an important role in the construction of the territory (Guibert, 2006; Mao & Bourdeau, 2008).

Nature parks may serve as tourist destinations (Reinius & Fredman, 2007), and – either as part of the touristic activity or as an individual one – they may also provide the setting for outdoor activities, while the presence of outdoor activities might foster the importance of the tourism and/or recreational activities of the area (Campillo & Richard, 2014). With this increased attendance of visitors (being either tourists or local residents), especially in the case of the parks near highly populated areas, their role evolved to become a significant part of the urban life. As Mounet (2007) argues, these natural sites have become “somewhat locally institutionalized as part of a departmental plan” (Mounet, 2007), the analysis of the analysis of emerging activities within these parks have, thus, captured the attention of many researcher. Speaking about outdoor activities in the parks, two major approaches are observable: A popular topic among researchers is to analyze the question of sustainability and land (development) from the outdoor activities' point of view (Augustin, Bourdeau, & Ravenel, 2008; Lefèvre, 2004; Rech & Mounet, 2014; Vigneau, 2008). Others take the role, importance and/or consequences of physical activities as a starting point – reaching toward the case of land management (see: Corneloup, 2015; Stebbins, 2005).

From the historical point of view, physical activities became significant elements of life with the decrease of working hours (Chenu & Herpin, 2002; Gál, 2008; Gáldi, 2004) together with urbanization¹⁸⁶ (Handy, Boarnet, Ewing, & Killingsworth, 2002; Reis et al., 2004). A new desire has born among those who practice physical activities on any level: notably, to leave the urban area and get closer to nature (Corneloup et al., 2001; Lefèvre, 2004; Stebbins, 2005). This phenomenon induced an in-depth analysis of these open-air physical (Bergamaschi, Schuft, & Massiera, 2013; Bessy & Mouton, 2004; Haye & Mounet, 2011; Lefèvre, 2004; Perrin-Malterre, 2014) and recreational (Schuft & Bergamaschi, 2013) activities. The importance of the territories, where these activities take place is noted by the authors, who report that today, the natural environment has become the most popular place for doing physical activities (Lefèvre & Thiery, 2010 cited by Rech & Mounet, 2014). Furthermore, with an eased and increased access to maps and travel guides as well as with the increase in the number of trail signs a new kind of public emerged on the natural areas (Mounet, 2007). All this led to the increase in the number of development considerations: the autonomy of the pioneers is replaced by an organized land and activity management (Marsac, 2015¹⁸⁷; Mounet, 2007).

To continue with the actual analysis of these physical activities, Oh and Hammitt (2010) note that pedestrian recreational activities are prevailing in popularity: „Walking for pleasure and day hiking in natural areas are two of the most popular forms of outdoor recreation (C.-O. Oh & Hammitt, 2010)”. The same observation is expressed about French recreational activities, reporting that “Hiking is the favorite sport in France (Cristache, 2006)”. In France, in order to develop hiking as a recreational activity and also as a means to deploy environmental conscious behavior and to promote tourism and leisure activities, a national committee for hiking paths were set in 1947 (Cristache, 2006). The same appreciation of walking and hiking is also confirmed by European data¹⁸⁸, while walking (besides cycling and dancing) are the first activities recommended by the EU¹⁸⁹. Besides, the favorite venues of Europeans for participating in physical activities are parks and outdoor areas¹⁹⁰.

¹⁸⁶ It has to be noted, that this latter element (urbanization) may also lead to a more sedentary lifestyle owing to the use of new technologies, labor saving devices and as a result of the transitions of societies away from agriculture (Monda, Gordon-Larsen, Stevens, & Popkin, 2007).

¹⁸⁷ In the case of whitewater sports, a study carried out in the Ubaye Valley, France.

¹⁸⁸ Source: <http://ec.europa.eu/>

¹⁸⁹ Source: <http://www.euro.who.int/en/health-topics/disease-prevention/physical-activity/physical-activity>

¹⁹⁰ Source: http://europa.eu/rapid/press-release_MEMO-14-207_en.htm

However, pedestrian activities are not the only form of outdoor exercises: sports and other physical and/or recreational activities are numerous and diverse. Their classification may be problematic, as the criteria of categorization may vary according to the purpose of the analysis. Also, from certain aspects, they might appear to be quite similar, such as from their consequences on the wildlife of natural areas, while other aspects would reveal differences among them. As Mounet notes, outdoor sports “can be characterized mainly by their heterogeneity in terms of design, equipment, the level of risks and dangers, the level of technical skills and that of personal engagement and physical capacities (Mounet, 2007)”. Many of these activities require the same resources, most often the same natural areas. When the same territories are used for different purposes, conflicts may occur, while any of these activities might carry harmful consequences for the natural environment. The complexity of the question of outdoor activities in natural parks, the growing interest for these activities and the growing natural threats create a challenge for the park management. In the following we are going to introduce an outdoor/tourism related management strategies that will later serve as the basis of our evaluation and comparison of these management approaches.

3.3.2. Positioning of Natural Parks

According to the sport tourism consumer model, “consumer choices depend upon vacation destination and sport services offered in relation to the experiences that vacationers are seeking (Bouchet, Lebrun, & Auvergne, 2004)”. In other words, the successful management of the nature parks as tourist destinations might depend, besides the management of the natural and cultural legacy of the area, on the recognition of the visitors’ need for physical activities related experiences. Experiences, on their end, might be captured from both the providers’ and the visitors’ point of view¹⁹¹. According to the first researchers who expressed the idea of an evolutionist approach of economy (Roederer, 2012), where goods are replaced by commodities, and commodities are going to be replaced by consumer experiences (Pine & Gilmore, 1999). Their definition of experiences highlights the concept of the provider’s ‘intention’ and ‘control’ on constructing experiences (Roederer, 2012): An experience takes place when a company intentionally uses its services as ‘scenes’ and its products as ‘accessories’ in order to create a setting, in which their clients as individuals live a memorable event (Pine & Gilmore, 1999)”. However, different sciences interpret the idea according to their perspective. Accordingly, management studies approach the question as the central element of the consumer behavior perspective: experiences represent (emotion filled) personal experiences, based on an interaction with a stimuli, generating the consumed product or service (Cova & Cova, 2009). For the marketing, experiences represent a new category of supply in the quest for memorable and unusual events (Cova & Cova, 2009). In both cases, the term ‘consumer experience’ is used to describe interactions organized around the consumption process (Heilbrunn, 2010).

In this section we are making an attempt to understand how European nature parks, as non-profit organizations might position themselves on the tourism/recreation market in line with their environmental aspirations. The strategies of positioning link the questions of management with the analysis of the park visitors. A successful and profitable positioning necessitate the recognition and forecast of the needs and expectations of existing and potential visitors (Kotler & Keller, 2011). Accordingly, in this section we are dealing with the possible strategies of the visitor management, in particular from the perspective of outdoor and/or tourist activities.

The positioning of the parks as non-profit organizations is somewhat different than that of for-profit companies in general. However, their marketing logic lies on the same principles. Our

¹⁹¹ For a detailed description on consumer (tourism) experiences, see ‘Visitors’ section from page 165.

aim is to find out how each park position themselves on the tourism/recreation market, notably from the point of view of open air/tourism activities available on the area. As we have seen, natural areas are increasingly frequented by visitors, notably from urban areas, representing a social need for Nature. In the same time, the main objective of the parks is to serve these needs, while preserving the natural and cultural heritage of the area. On the other hand, the parks progressively adopt a market-based approach for their management in the aim to increase “a return on investments in terms of image, awareness, or territorial economic impact (Hautbois et al., 2010)”. Also, the growing number of visitors might generate higher revenues, which are vital for the parks with budget constraints (Magnani, 2000). At the same time, a higher number of visitors require a higher level of control over them and their activities. Albeit, attracting visitors on these protected areas by nature friendly activities might also result in a higher level of control over them, while it also creates an opportunity to raise their environmental awareness through campaigns (related to the activities).

In other words, the strategic options of the park management might vary along the number of visitors allowed/desired in the area. Fully protected areas locked from visitors represent one extreme of this axis, while a totally open, ‘laissez-faire’ attitude symbolize the other (Mounet, 2007). Keeping the number of visitors low, favors preservation aspirations. The higher the number of visitors is, the more difficult nature conservation measures became; while reaching more visitors might also result in a higher level of awareness raising¹⁹². The parks position themselves, thus, on the axis of protection vs. considerations for social and economic benefits.

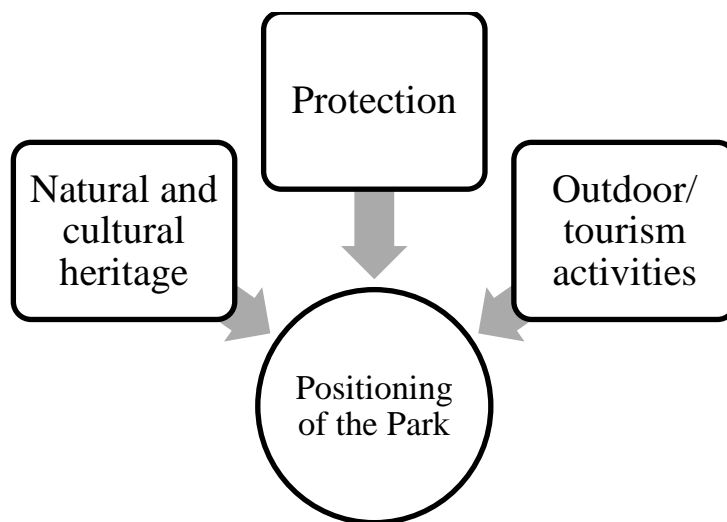
These above mentioned strategic considerations manifest from the one hand in the communication of the park through its image building activity. However, the presence of tourism and outdoor activities are undeniably shape the construction of the territory. As land development considerations are more complex and extensive than that of the park management, it is the role of the local governments to realize their importance for the territorial development (Hautbois et al., 2010). Municipal policies are, thus, expected to establish rather powerful identification strategies to enhance the tourism appeal among potential visitors (Guibert, 2006). In this aim, a thorough analysis of the park’s environment (Porter, 1979), and a special attention to the geographic concentration of the different services providers is vital (Hautbois et al., 2003).

¹⁹² As explains Chiu (2014), tourists might become more conscious about environmentally respectful behavior if their visit to nature sites is linked to a higher level of perceived value, satisfaction and activity involvement.

The higher is the park administration's willingness to follow a more comprehensive approach of land management (that is, besides nature protection, considering the importance of social and economic benefits also) – as required by the afore mentioned sustainable development perspectives –, the more complex their task become. In order to comply with environmental, social and economic requirements, a highly conscious visitor management is needed (Manning et al., 2011; Mccole & Vogt, 2011). This includes providing nature friendly and/or awareness raising activities, and attracting potential visitors. In this light, the supply of the park has a strategic importance, as – besides geographical features – it is through the available activities and services that the parks might position themselves on the tourism/recreation market. In other words, positioning on the tourism market means mobilizing existing features and complementing it with services. The figure 6 below shows the general schema of the influencing elements of the parks positioning on the tourism/recreational market.

Figure 6 – General schema of the elements for the positioning of the park

(source: author)



The park managements are non-profit organizations with both environmental protection aspirations and market-based objectives. Accordingly, they are positioning themselves on an environmental scale and differentiate themselves from other sites through the combination of their geographical features and outdoor supply. However, we are aware of the fact, that many other aspects of the management are ignored this way. Also, it has to be noted, that we use the terms of the figure in their broad sense: for example, ‘protection’ implies not only nature protection but that of the material and immaterial memories, such as natural monuments, local traditions, folklore, etc. As we are interested in revealing cultural differences between the parks’ management strategies, notably in line with their outdoor offer, we chose to analyze this

question more in-depth, while keeping the other aspects of the same managerial question for future investigations¹⁹³.

In the following, a brief review is given on the above mentioned elements that we consider for the positioning of the parks. As each component are mentioned more in detail in other sections, here we confine ourselves to a thumbnail description of them.

3.3.2.1. The Preservation of Natural and Cultural Heritage of Nature Parks

“Landscapes are all around us, and it is a daunting task to set workable yardsticks for gauging and protecting them¹⁹⁴ (Lowenthal, 1997).” Cultural heritages are selected for their spectacular uniqueness, embodying qualities that typify human impress either on a built or spontaneously evolved sites. In an era when “cultural landscapes are widely cherished (Lowenthal, 1997)”, more and more landscapes, monument or other type of heritage are protected either on a regional, national or international level (Lowenthal, 2003). A complex mix of nature and culture that define the landscape, thus, became an important asset for preservation. Although the first preservation attempts targeted natural environments, having realized their importance from both the natural and cultural perspective, the preservation of both material and immaterial cultural values have become equally important, while natural sites are considered to be part of this cultural heritage¹⁹⁵. Today, even though some sites are considered to be a preservation priority for some of their features recognized on the national/international level, culture and nature are both approached from a comprehensive perspective. With the emergence and spreading of the concept of sustainable development, the tendency is that even not highly protected sites are considered to be valuable for human interests and, thus, handled with precaution.

3.3.2.2. Protection Perspectives of Natural Parks

For the 20th anniversary of the designation of the first World Heritage Sites, a series of studies have been conducted for the evaluation of the visitor management framework implemented on them (Shackley, 1998). This then new approach to management served the aim to preserve the symbolic value of these sites by reducing the potential impact the visitors may

¹⁹³ For more details on the future directions of this study, from page 448.

¹⁹⁴ A fundamental principle of the UNESCO (Lowenthal, 1997).

¹⁹⁵ Source: <http://en.unesco.org/>

have on the fragile natural/cultural heritage without restraining the accessibility of these areas. According to the findings, World Heritage Sites have the highest visibility of any cultural attractions in the world (Shackley, 1998). Since that time both the number of protected areas and the number of visitors increased, while the objective of visitor management remained the same. However, protected sites – in other words, sites with significant natural and/or cultural heritage – are highly valued by visitors, who attribute the image of a beautiful, unspoiled, clean nature to the protected sites of natural or cultural value (Reinius & Fredman, 2007). Accordingly, the positive image and the natural/cultural monuments of these areas are likely to attract large number of visitors, making both heritage and visitor management a priority issue.

3.3.2.3. Outdoor/Tourism Activities at Natural Parks

When we think of tourism, the first thing that come to mind might include destinations, accommodations, transportations, etc. However, the tourism offer is more complex than that: “It is clear that most tourism offers have a sport element (Sobry & Dorville, 2010)”, as pointed out by the authors, highlighting that outdoor activities are an important phenomenon on their own and also as part of the tourism offer. Activities are approached from their value as sources of emotions or experiences linked to a personal meaning (Hirschman & Holbrook, 1982). According to a more recent application of the model of Hirschman and Holbrook, the presence of sport spectators at stadiums might also be explained by a quest for experiences, as these venues represent an unusual place, which encourage the free expression of emotions (Bourgeon-Renault & Bouchet, 2005). Stadiums are venues for ‘traditional’ sports, and outdoor activities take place in vaguely-defined natural environment (Pascal Mao & Bourdeau, 2008), however, the differences in the venues doesn’t necessary prevent the visitors from a similar quest for experiences.

3.4. (Sustainable) Management of Natural Sites

Although the idea of parks and national parks have a long history, since the 1930s more and more national parks (their name may vary from one country to another) are created in order to protect natural resources and the cultural heritage (Sharpley & Pearce, 2007). Now, natural areas are seen as a universal concern, whereas at the beginning it was only in the interest of some (Héritier, 2007). This shift from one particular intention (nature conservation) to more general and complex aspiration is observable and this effects of this transition (or even the lack of it) still affects the park management. Since the creation of the first parks, the idea of preservation evolved and now we're speaking about a much more complex notion of development (Héritier, 2007; Marsat, 2015), including not only natural conservation but the general well-being of the society, together with financial (and other) benefits. It's not only about environmental conservation any more, natural park managements are "designated to balance the needs of visitors and the environment within the context of living, working landscapes (Sharpley & Pearce, 2007)". Also, the parks' owner's attitude towards its administration and towards preservation questions evolved. Now, park management is seen as a complex task, and "preservation can be viewed as a managerial activity that seeks to assure the survival of social, political, and cultural records (Pfleeger, Seifried, & Soebbing, 2013)".

Basically, the management of the parks can be captured from two different approaches: either from the top that is, beginning from the analysis of the general background of the question; or from down-up, starting from the land users' viewpoint. According to Torres (2000), the proper plan to pursue would be the combination of these approaches: "within a global procedural framework, the more general directions should be set (top-down logic of the policy making) and the local stakeholders provide the regulatory standards of these directions in line with their own understanding and decision making (bottom-up logic) (Torres, 2000)".

Speaking of a sustainable park management, the former part shouldn't be ignored either, especially because, in spite of a strong theoretical background, operational initiatives and financial resources allocated to the cause, sustainability might not always be assured. Therefore, the question of the sustainable development of natural areas becomes even more significant and timely knowing that, according to the European Union's committee on natural preservation, despite the many recommendations, know-hows and best practices for a sustainable development, in reality these measurements are not always carried out; or in other words, "[...] unsustainable trend persist in several areas, despite a whole host of policy developments. The demand on natural resources has been growing fast and exceeds what the Earth can sustain in the long term. Biodiversity is in decline globally and major ecosystems

are placed under increasing pressure. Energy consumption in transport continues to rise.”
(*Mainstreaming sustainable development in EU policies: 2009 Review of the European Union Strategy for Sustainable Development*, 2009)

Following Torres’ commendation, in this section both approaches will be exploited: after the presentation of the general background of the park management (starting from a general territorial management approach), we will take a look at the more specific questions that may relate to different actors or stakeholders, or a certain combination of them. In this chapter we will, thus firstly outline the different approaches and managerial strategies of territorial development. Secondly, we are going to link territorial development with sustainability measures within the limits of the park management. Then we will take a closer look at the generalities of the natural park management in order to see under what conditions are they supposed to implement the afore mentioned sustainable development measures.

3.4.1. General Administration of Natural Parks

As mentioned before, managerial questions should be approached from two different directions: from the more general (that is, background, legislation, etc.) and from the more specific (actors, stakeholders, local issues, etc.) point of view. Accordingly, now, the general administrative background of natural parks will be presented. In order to understand the management practices in the treated countries, we will first study the general organization of the park management on the international (European) level and then the specific elements on the country level are analyzed.

The IUCN (International Union for Conservation of Nature) is the world’s oldest and largest global environmental organization with the purpose to find “pragmatic solutions to our most pressing environment and development challenges¹⁹⁶”. IUCN provides project management and evaluation tools as well as (operational) proposals for nature conservation. Stating from the IUCN’s definition on planning management¹⁹⁷, the author explain that planning is a tool that takes us over from the present to the future (Eagles, McCool, & Haynes,

¹⁹⁶ Source: <http://www.iucn.org/>

¹⁹⁷ The IUCN defines management planning as a process where a desirable vision of future is adopted, whereas and strategies and action are implemented accordingly (Thomas & Middleton, 2003).

that involves selecting a desirable future out of a range of plausible alternatives, and implementing strategies and actions that will achieve the desired outcome.

2002). They also argue in favor of a global understanding of the complexity and dynamism of the world surrounding these natural sites:

”It is critical that planners and tourism operatives understand social, political and economic trends, as these form the context for planning. Such understanding provides opportunities to capitalize on emerging markets, develop actions that are more efficient and effective, and ensure that strategies and actions can be adapted to changing conditions. Since the world is more dynamic than static, park planners and tourism operators need to understand how dynamic change, often non-linear in character, may affect their plans and aspirations.”

(Eagles et al., 2002)

Adopting this holistic approach, we are also aim to understand and describe the interconnected elements that determine the operating and managing of the natural parks. As a first step for the operationalization of these aspirations, so, we have to know what do we possess for the moment and a vision is needed to define the goals to be reached. The IUCN’s definition underlies the complexity of these managerial questions: even though the organization’s main objective is linked to nature conservation, it is now clear that these intentions can only be reached by a thorough understanding of the general environment of the natural areas and the challenges of the present and the future.

In order to identify different park structures, a categorization of protected areas has been proposed by the IUCN (see table 14) – that has since become the global standard. These classifications are, thus, accepted by the UN as well as by many national governments¹⁹⁸. The classification starts with the most strictly protected areas to the less protected ones – that may be used for tourism purposes – as well as from the large, general areas to the more specific types of sites. Of course, in all cases, natural conservation remains in the center of attention.

¹⁹⁸ Source: <http://www.iucn.org/>

Table 14 - IUCN Protected Areas Categories System

(Source: <http://www.iucn.org/>)

I	Ia) Strict Nature Reserve	Strictly protected areas set aside to protect biodiversity and also possibly geological/geomorphical features, where human visitation, use and impacts are strictly controlled and limited to ensure protection of the conservation values. Such protected areas can serve as indispensable reference areas for scientific research and monitoring.
	Ib) Wilderness Area	Wilderness areas are usually large unmodified or slightly modified areas, retaining their natural character and influence without permanent or significant human habitation, which are protected and managed so as to preserve their natural condition.
II	National Park	National Park areas are large natural or near natural areas set aside to protect large-scale ecological processes, along with the complement of species and ecosystems characteristic of the area, which also provide a foundation for environmentally and culturally compatible, spiritual, scientific, educational, recreational, and visitor opportunities.
III	Natural Monument or Feature	Natural monument or feature protected areas are set aside to protect a specific natural monument, which can be a landform, sea mount, submarine cavern, geological feature such as a cave or even a living feature such as an ancient grove. They are generally quite small protected areas and often have high visitor value.
IV	Habitat/Species Management Area	Habitat/species management areas aim to protect particular species or habitats and management reflects this priority. Many Category IV protected areas will need regular, active interventions to address the requirements of particular species or to maintain habitats, but this is not a requirement of the category.
V	Protected Landscape / Seascape	Protected landscape/seascape area where the interaction of people and nature over time has produced an area of distinct character with significant, ecological, biological, cultural and scenic value: and where safeguarding the integrity of this interaction is vital to protecting and sustaining the area and its associated nature conservation and other values.
VI	Protected area with sustainable use of natural resources	Protected areas with sustainable use of natural resources conserve ecosystems and habitats together with associated cultural values and traditional natural resource management systems. They are generally large, with most of the area in a natural condition, where a proportion is under sustainable natural resource management and where low-level non-industrial use of natural resources compatible with nature conservation is seen as one of the main aims of the area.

Although these recommendations of categorization are widely recognized, the pertinence of them is questionable (De Groot, Wilson, & Boumans, 2002; Locke & Dearden, 2005). Owing to the dilemma of nature conservation and serving human needs (Hayes, 2006; Locke & Dearden, 2005; Wilshusen et al., 2002) on the one hand, as having discussed before. And the lack of consideration for all the approaches that are necessary for a global understanding of these areas (De Groot et al., 2002), on the other hand.

Although this overview served the objective to introduce us to the general administrative questions of nature parks, we might note, that the questions of outdoor activities weren't mentioned, giving the impression, that the aspect physical activities is a marginal question for the policy makers. However, this questions cannot be neglected, as many authors have shown how natural areas have become the ideal places for outdoor activities (Corneloup, 2015; Lefèvre, 2004; Rech & Mounet, 2014; Stebbins, 2005). In their study on the challenges of sustainable leisure opportunities, Viriden and Budruk evoke the three common conceptions, proposed by Farrell and Hart (1998), to determine which indicators should be prioritized and monitored (Viriden & Budruk, 2011) for an efficient sustainable land management:

1. *Critical limits* (that should be recognized and respected);
2. *Competing objectives* (the three main goals of sustainable development: social, economic and environmental);
3. *Intergenerational equity* (the moral component, so that future generations would also benefit from the same natural resources).

The authors argue in favor of a well-defined scale of sustainability that should be pursued during the strategic planning of the park (that is, when defining its main values and goals). They highly recommend to take consider the diverse dimensions of the park management in the aim of balancing successfully between the often conflicting goals and priorities. Accordingly, we are going to analyze, from the point of view of the park management, the focus areas of land management in line with the above discussed model.

3.4.2. Territorial Development of Natural Parks

Nature sites being in the focus of our attention, territorial development is also introduced from the perspective of natural areas. In line with this interest for natural sites, we will firstly proceed from the questions of protected areas, notably nature parks. Later, will are going to extent the considerations known from nature conservation to urban/recreational sites. It has to

be noted, that while these later ones, the ‘non-protected’ parks are also under the same European protection policies, accordingly very similar development strategies are expected to be present on them, then in the case of the protected areas. Furthermore, owing to the international acceptance of the concept of sustainable development, its general principles prevail worldwide, resulting in relatively consequent local representations (Augustin, 2007). However, the analysis of the differences of these management methods and strategies makes also part of the current study. Accordingly, we are going to introduce the territorial development questions of nature parks:

Nature parks were (and are) created in the aim of serving the citizens’ needs in a controlled way ensuring natural and cultural conservation. As this conservation and preservation are primary goals of the management of these natural areas, we will analyze the question of territorial development from the environmental protection’s point of view. As discussed before, a major strategic objective of the European Union is to provide an equitable growth in the regional development for the benefit of each citizen. This objective is also stressed by a significant financial contribution from the EU: “In 2014–2020, one third of the EU Budget will be invested under Cohesion Policy to help address disparities between regions while at the same time contributing to the achievement of the Europe 2020 goals¹⁹⁹. The two objectives are fully compatible with each other. Indeed, the pursuit of the Europe 2020 goals can be seen as a means of furthering regional development aims and of strengthening the various elements which determine the growth potential of regions. (European Commission, 2014)” In practice, this means the improvement of the quality of life of its citizens, and the growth of the number and increase of the quality of services as well as in the improvement of the accessibility of these services (Dancs, 2006).

The role of the regional policies is, thus, to provide the conditions for this development. One of these conditions is linked to the question the territory and territorial development: in other words, to provide the proper size and quality of territories used by the citizens with the appropriate number and quality of services. On the other hand, a quintessential question of sustainable development is the preservation and protection of natural resources that may raise barriers for the fulfilment of these social and economic needs and interests of using (or even

¹⁹⁹ Europe 2020 is the European Union’s ten-year jobs and growth strategy. It was launched in 2010 to create the conditions for smart, sustainable and inclusive growth. Five headline targets have been agreed for the EU to achieve by the end of 2020. These cover: employment; research and development; climate/energy; education; social inclusion and poverty reduction. (source: <http://ec.europa.eu>)

exploiting) natural territorial resources. Or the other way around: in order to actually fulfill these above mentioned economic and social needs and interests, environmental protection endeavors may be jeopardized. The dilemma deepens even with the realization, that while sustainability measures has the main objective to provide a good quality life for both the living and the future generations, according to numerous authors, people oriented measures are likely to threaten the environment (Hayes, 2006; Locke & Dearden, 2005; Wilshusen et al., 2002). In the case of natural sites, this question is even more significant and timely. As with the continuous urbanization in Europe (Breimer, 2015), the need for more space as well as the need to leave the city for being in nature (Corneloup et al., 2001; Lefèvre, 2004; Stebbins, 2005), the limits of spatial growth, and at the same time, the dilemma of natural conservation versus environmental and (short term) social benefits impose.

We have to note that territorial development can be approached from the general management side – as we have done so far – but other approaches are also possible. According to the geographic point of view – as Glon and Pecqueur (2006) point out – instead of considering them as exogenous constraints, territorial resources should be treated as „cultural signals”, which are elements of the territory (Glon & Pecqueur, 2006). They consider this latter one, the territory as a human and social endeavor (Glon & Pecqueur, 2006), and thus something that merits to be protected and preserved for our own good. This approach leads us towards an understanding of a comprehensive land managerial approach, combining environmental aspirations, economic gains and social benefits, thus, the three pillars of the sustainable development concept (Munasinghe, 2010). On the other hand, this approach treats any (natural) sites as worth to be protected. Accordingly, in the present study we are going to handle all our subject sites as protected areas, but with different levels of protection. Henceforth, our attention turns towards the study of the differences related to different protection measures and associated management strategies.

In this light, the dilemma of nature conservation and economic/social benefits remains a relevant question. The interdependence between the environmental preservation and the usage for touristic and/or sports purposes of the territory, raises the dilemma of protection or exploitation of the land. In the intersection of environmental, economic and sociocultural issues (that is, the three pillars of sustainable development, according to the Brundtland Report (1987), as mentioned before – the development of natural parks call out the parties involved (management, tourism and/or sports stakeholders) who are concerned about the environmental preservation and (/or) to take advantage of the economic benefits. However, even though this dilemma has a great importance, it has to be added, that nature conservation and economic (or

any other kind of) growth are not necessarily exclusive ideas. Thus, firstly we wanted to see how these notions can be linked; then, secondly, we are aiming to reveal the threats this linkage may carry.

At this point, an important note has to be added. In the present study, we are dealing with natural sites under different level of protection. Although the territories we chose are not necessarily part of national protection measures, we are going to consider them as protected sites (while remaining open to reveal that these sites, or any other site of our study, is more a victim of exploitation, or negligence, than of preservation). Our point of view is also supported by fundamental principles of sustainable development, as highlighted by, among others, the European Economic and Social Committee: “The EESC²⁰⁰ wishes to point out in this regard that whilst cities and peri-urban areas differ considerably, they nevertheless face common sustainable development problems that do not stop at city limits and which can only be solved by adopting a consistent approach and a range of measures at the European level, along the same lines as Community provisions on ambient air quality and environmental noise management (Hencks, 2011)”

3.4.3. Linking Territorial Development and the Concept of Sustainability with Park Management through a Tourism Approach

The geographical principle [of sustainable development] involves the development of the whole concerned territory, and not just its center or a particular area, aiming at the construction of a ‘territorial equity’ (Bessy, 2013). The relationship between sustainable development and tourism/physical activities rise the question of the different actors, as finally it’s them who might be responsible for a change (Mounet, 2007; Schiebel & Pochtrager, 2003), as explained before. However, the role of a territorial governance to link these actors is undisputable (Hautbois et al., 2003). As indicated in the definition of sustainable tourism²⁰¹ (OMT, 2004), the question of the need for and importance of sustainability policies have become inevitable. Marsat (2015) noted that the territorial governance involves both private stakeholders (local residents, companies and associations) and public ones, in particular the local authorities (and their groups). “The economic actor were the first ones to understand the importance of the development of these [recreational and tourism] activities for the obvious reason of profit. At

²⁰⁰ European Economic and Social Committee

²⁰¹ For the definition and its explanation see ‘Visitor’ section from page 165.

the intersection of sport, recreation and tourism, outdoor sports are the key sector of the market segment in economic terms, as they represent not only a local demand of recreational activities, but also that of a large number of consumers and of tourism and related services. [...] today, the political actors, representing the regions, departments, urban and joint communities, are particularly aware of the challenges raised by outdoor sports for the economic dynamics, the identity building and the promotion of the territories²⁰² (Bessy & Mouton, 2004)”. By contrast, after analyzing the roles of local participants in nature park development, the authors realized the lack of local initiatives in the development of local tourist activities (Schuft & Bergamaschi, 2013). However, the development of a tourist destination has to be carried out with taking into account the satisfactions of the local residents’ needs (Leroux, 2015). Yet, the conundrum of environmental protection and (mass) tourism remains the same. Despite the introduction of sustainable tourism policies, mass tourism remains a cause of air and water pollution (Leroux, 2015). For instance, tourism continues to produce local direct and indirect effects on the choice of transportation (Brevet, 2005; Haye & Mounet, 2011) and on consumption (Bouchet et al., 2004; Frochot, 2015).

As the territory becomes a tourist destination, the questions of tourism management becomes inevitable (Woodside & Martin, 2008), along with the analysis of its actors (Hautbois et al., 2003), as already mentioned. Having recognized the complexity of the question (Marsat, 2015), the attention of numerous authors turned towards the analysis of the role of tourism and/or recreation providers (Bessy & Mouton, 2004; Marsac et al., 2012; Marsat, 2015; Perrin-Malterre, 2014; Schuft & Bergamaschi, 2013), or the role of local residents and providers (Schuft & Bergamaschi, 2013). On these ‘innovative sites’ thus, the development is linked to the measures initiated by the stakeholders (Marsac, 2013).

Linking territorial development, and sustainability with the (operational) management of the parks raise most of all the question of implementing sustainability measures – and in particular: What (kind of) measures should be implemented and how these measures should be realized? As mentioned in the discussion on the EU Strategy on sustainable development, the transition from theory to operation can be problematic and difficult (*Mainstreaming sustainable development in EU policies: 2009 Review of the European Union Strategy for Sustainable Development*, 2009). Or as Manning (2011) puts it: “Sustainability is an intuitively appealing

²⁰² Author’s translation from the original French version.

concept, but it is often seen as so broad that it can be daunting to define and manage in an operational way (Manning et al., 2011)”. Sustainability in the parks can be ensured in two ways, one being complementary to the other. Once, an adequate legislation framework is indispensable, in order to direct decision-making and also to provide the financial, staff, equipment, etc. background²⁰³. The other side of successful managing of the parks lies on the local level, defined by actual measures. For this latter, Manning proposes a management-by-objectives framework including the following steps: 1) defining and expressing management objectives in the form of empirical indicators and standards; 2) monitoring indicators; and 3) applying management actions to ensure that standards are maintained (Manning, 2004). This framework takes into consideration the carrying capacity of the territory; the commons (that is, resources that are owned by the public); the ecosystem management (emphasizing the role of society, that is park visitors, residents of surrounding communities, the general public); adaptive management (including monitoring and evaluating); environmental justice (so that management be equitable for both moral and pragmatic reasons); and ecotourism (as an important source of financial support for the parks, including the allocation of these revenues) (Manning et al., 2011).

Taking the question to a more concrete and operational level may be beneficial to the actual management of these areas, on the European as well as on the national level. For this aim many (managerial) tool exist to help the planning, monitoring and evaluation of the parks, such as the IUCN’s tool for instance. Also databases are available to help these evaluations. An important limitation of these evaluation tools are that, as no two sites are identical, tools are either too general, or when more specific, they are not necessarily applicable to all of the parks. As Hockings reports: “The range of evaluation purposes combined with the great diversity of protected areas – with different values, cultural settings and management regimes – means that it is not practical to develop a single assessment tool. (Hockings, Stolton, Leverington, Dudley, & Courrau, 2006)” Also, as the only goal of such an evaluation is to optimize the management in protected areas, thus the task is to identify the less effective areas, and/or problems and issues and to act upon (Hockings et al., 2006). As many evaluation tool exist, park managements are expected to comprehend their priorities and tasks. According to

²⁰³ We have already seen how EU legislation works according to sustainable development and environmental protection and a closer look will be taken to the topic in the results from page 239.

Héritier (2007) “the departments responsible for park management see clearly their missions in the local development all over the world (Héritier, 2007)”.

Having highlighted the relevant aspects and problems of a sustainable territorial development through tourism, we are going to take a closer look at the general administration of nature parks. The aim of the following section is the complement this present one with an overview of the general structure and environment of park management, and also to serve as a basis for the upcoming cultural comparison of European nature sites.

3.4.4. Sustainable Tourism at Natural Parks

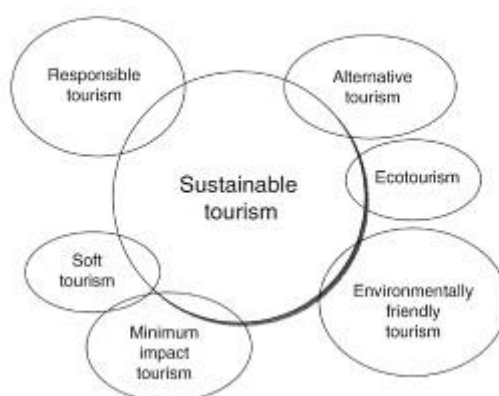
With the growing interest for sustainable development in the sports tourism industry, a diversification and specialization in science-based approaches is observable. The relationship between sustainability and the territory (Bessy, 2008; Bourdeau, 2003; Lafaye, Thévenot, & Thevenot, 1993) is in the focus of numerous research on the subject. The researches concerning tourism increasingly evoke its environmentally preferred forms (sustainable tourism, ecotourism, etc.). Despite the attempts to enhance equitability, mass tourism is still often represented as a counter-example of sustainable development (Leroux, 2015; Parra, 2010; Perrin-Malterre, 2014) referring to its negative ecologic (environmental damages) and economic (seasonality of the demand) impact. In addition its potential to alter tradition values and lifestyles is also often mentioned (Perrin-Malterre cited in: 2014; Proulx, 2006).

Since the last two decades – notably since the Rio Declaration (Rio Declaration on Environment and Development, 1992) – the relationship between tourism, outdoor activities and the land emerged in many researches (as for instance in several the work of Bessy, Marsat, Leroux, Perrin-Malterre, Marsac, etc.) and thus the topic has seen a great development – from the scientific as well as the strategic and operational point of view. Owing to the increasing attention to sustainable development in the sports tourism sector, a diversification and specialization is observable among the scientific approaches of the issue. The relationship between the durability and the land caught the attention of many researchers (Bessy, 2008; Bourdeau, 2003; Lafaye et al., 1993). Investigations on the (sustainable) forms of tourism are numerous (see: Chiu, Lee, & Chen, 2014; Hultman, Kazeminia, & Ghasemi, 2015b; Proulx, 2006; Ritchie & Crouch, 2003). These researches, treating the domains of tourism, often evoke its sustainable forms (sustainable tourism, ecotourism, etc.).

We have to note here, that sustainable tourism exists in many forms, it has many definitions and we can find very similar activities under various names. In order to clear out this confusion, we invoke Swarbrooke's (1999) review on the relationship of sustainable tourism and other terms:

Figure 7 - The relationship between sustainable tourism and other terms

(Swarbrooke, 1999)



Swarbrooke (1999) is, thus, distinguishing the different environmentally conscious element of tourism that altogether belong to the notion of sustainable tourism, but not equivalent to it on their own. In other words, sustainable tourism is much complex term, that shouldn't be mistaken for sporadic natural preservation measures. As for the actual definition of the notion, we adopted that of the World Tourism Organization (WTO, 2004), which also reflects this complexity of the term by evoking the most important focus areas:

“Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.”
(WTO, 2004)

The definition clears out that sustainable tourism may require a considerable amount of attention and effort from both the service providers' and the visitors' side. Consequently, implementation for masses may be troublesome – as it is noted by Weaver (2001). Notwithstanding, he argues that sustainable tourism is not only for small groups of 'hardy travelers', but with the right kind of measures, mass tourism may be sustainable while providing comfort and easy travel to the participants. He argues that expenditures from mass tourism participants may cover the financing of adjustment of natural area for mass tourism purposes without compromising the environmental preservation concerns (Weaver, 2001). On the other hand, despite all the recommendation and attempts to make it sustainable, (mass) tourism is often represented as a counterexample to sustainable development (Leroux, 2015; Parra, 2010; Perrin-Malterre, 2014) by referring to their negative ecologic (natural damage) and economic (seasonality of the demand) impact or by invoking “the transformation of the traditional values and the lifestyles” (Proulx, 2006 cited by Perrin-Malterre, 2014).

3.5. Synthesis of the natural park management perspective of the study

In the aim to ground our study with scientific basis, we have highlighted the constructing elements of our investigation on the natural park management perspective. The role of the stakeholders along with the principles of sustainable development set the basis of our approach. The presentation of outdoor activities in the parks allowed us to understand how natural sites might construct and organize their offer and how their offer might relate to their positioning on both a preservation-attraction scale and on the outdoor/recreation/tourism market. Linking the afore mentioned perspectives, we then arrived to the question of (sustainable) natural site management in line with its administration, territorial development and the potential sustainability issues of these. Finally, some aspects of sustainable tourism were mentioned, as our study considers park visitors as (some kind of) tourists, in terms of their quest for unusual²⁰⁴.

The following chapter will present the theoretical aspects of the analysis of these latter ones, notably park visitors and their part experiences from an outdoor/tourism perspective.

²⁰⁴ A more comprehensive explanation will be given on this consideration in the following chapters.

4. THE VISITOR EXPERIENCE PERSPECTIVE IN NATURAL PARKS

As mentioned before, the questions of management and visitors are hard to separate owing to the interdependence between them: The presence of visitors in the parks requires managerial actions to control them and to sync the conflictual interests of land and visitor management. On the other hand, the organizing activity of the management creates the possibility for visitors to satisfy their need related to nature (such as outdoor activities, fresh air, social interaction in unusual situations, etc.). Especially in the case of urban citizens, who might visit nature parks with different purposes in terms of their activities, but who are all likely to be attracted by (different elements of) nature²⁰⁵. In this context, visitors are considered as consumers of the park through the use of built or natural tourism/outdoor infrastructure, services and/or goods. Just like in the case of the management analysis, we are looking for revealing cultural differences among the visitors of the subject parks. We make an attempt to capture these differences from the point of view of experiences linked to the active participation in outdoor activities. Accordingly, in this chapter, an overview on park visitors is given from the point of view of their seeking for experiences through tourism and outdoor activities.

²⁰⁵ As Marsac (2008) explains the case of kayakers, urban residents are attracted by nature through the exploration of watercourses (either in an urban or in a natural setting).

4.1. Experiences, Perceived Quality and Overall Satisfaction (in the Parks)

The idea of analyzing experiences lies emerged from the assumption, that people, instead of mere products, are seeking for rewarding experiences through the acquisition of objects and services. In other words, the value a product represent for the consumer is based on the experience it might generate (Holbrook, 1999; Solomon, 2012). As explained in the previous chapter, experiences might be approached from either the provider's or the consumer's point of view. When studying from this latter approach²⁰⁶, the consumption experience represents a subjective state of mind, accompanied with a variety of symbolic meanings, hedonist reactions and aesthetic requirements (Hirschman & Holbrook, 1982). Regarding their construction, the interaction between the consumer, an object and a situation creates, in each cases, a unique experience, where the consumer might be considered as the producer of his/her own experiences (Roederer, 2012). In other words, the consumer is part of the production itself, or part of the co-construction of the experience (Su et al., 2015). However, consumers' involvement in products or services is supposed to have a considerable effect on their reactions to marketing stimuli (Kyle, Kerstetter, & Guadagnolo, 2002), therefore they might influence both marketing and communication strategies (Laurent & Kapferer, 1985) and also the consumer experiences (Bouchet & Lebrun, 2009).

In this section we are going to show how the visitors may experience park visits and outdoor activities in particular. Then we will analyze from the one hand, how these experiences may influence the perceived quality of the venue and the overall satisfaction about the park visit. As we have already discussed, various forms of tourism and physical activities are now observable within the natural parks, the presence of tourism developing special interest and make tourists more demanding (Skoric & Bucar, 2010). With the diversification of the touristic offer (Marsac et al., 2012; Perrin-Malterre, 2014) and that of outdoor activities (Bergamaschi et al., 2013; Bessy & Mouton, 2004; Stebbins, 2005), the customers became more concerned about quality of the experience they live, in order to maximize their experiences (Bouchet et al., 2004; Marsac et al., 2012; Perrin-Malterre, 2014). However, the perception and the meaning of these experiences are subjective and specific from one individual to another as their visions are different. Consequently the environment and the culture determine the evaluation and interpretation of these perceptions (Kastanakis & Voyer, 2014; Reisinger & Turner, 2003).

²⁰⁶ For details on the former one see 'Management' section of the Theoretical Framework on page 126.

Turing to the question of the visitor behavior, in their sport consumer framework, the authors revealed how consumer choices dependent on the destinations – landscapes and settings being crucial elements of sports tourism destination choices (Kulczycki & Halpenny, 2015) – and the available sport services in relation to the experiences that the visitors are seeking (Bouchet et al., 2004). According to the authors, three major variables are responsible for forming the tourist experience. The first one focuses on self-worth and includes the sub-categories of perceived risk, the quest for variety and novelty, the optimal level of stimulation, and – most importantly for us – the implication in sport tourism. This variable describes the influence that an active implication in physical and/or tourism activities might have on the consumers' opinion in their choice of sport tourism venue (Bouchet et al., 2004). The second variable is based on the relationship of the visitor with the territory. The authors distinguish functional or modern space and personal living spaces/postmodern spaces. Tourism venues are considered as functional, as they allow the visitors to discover unusual experiences. Personal living spaces refer to a place for interaction with other individuals and a place where experiences are shared. The last variable of this model focuses on the interpersonal variables of the experience, notably on new relationships that might be forming in an unusual situation (Bouchet et al., 2004).

The importance of the experiences in the opinion shaping process of the visitors is also supported by other authors. Marketing specialists highlight the crucial role that service quality plays in consumer experiences (Ladhari, Pons, Bressolles, & Zins, 2011) and in the level of their satisfaction (Baker & Crompton, 2000; Cronin, Brady, & Hult, 2000). Regarding the success of tourism providers, this question is even more important, as service quality is a critical determinant (Kotler, 1999; Perdue, 2004) of their success, especially that it is also likely to determine visitors' willingness to return to the tourism destination (Alegre & Garau, 2010).

However, sensual perception (and thus the evaluation of the quality and the experiences) and their significance are subjective and vary from one individual to another. Consequently, the interpretation and evaluation of these sensual perceptions are determined by the environment and the culture of the individual (Reisinger & Turner, 2003). Just like in the case of perception, visitor satisfaction and their perceptions and judgement of service quality is also determined by culture (Ueltschy, Laroche, Tamilia, & Yannopoulos, 2004) and by personal values (Ladhari et al., 2011).

However, the study of visitor experiences is not a new topic of investigation: During the last fifteen years a shift has been observable both in tourism research and in operational tourism management. Pine and Gilmore (1999) proposed to analyze experience as a tool for enhancing business performance. Later on, researchers and tourism providers have realized that maintaining the product and service quality at a high level can no longer provide a competitive market advantage for the destinations, and thus, adopted Pine and Gilmore's approach as a potential means for differentiation. What may now discern consumer choices is to provide – in addition, of course, not instead – a unique experience for the visitors, as experiences is what they are seeking (H. Oh, Fiore, & Jeung, 2007). As for the nature of these experiences, Oh et al. (2007) suggest that “everything tourists go through at a destination can be experience, be it behavioral or perceptual, cognitive or emotional, or expressed or implied”. In substance, experience within a destination involves the activities and events in which tourists participate and which, thus, correspond to the source of value and evaluations for the destination.

Pine and Gilmore (1999) approach experience from an economic perspective, and define it as follows: “Experiences are events that engage individuals in a personal way (Pine & Gilmore, 1999)”. This somewhat general and rather broad definition of experience was later adapted to tourism by Oh (2007) who integrated the consumer perspective in it as “enjoyable, engaging, memorable encounters for those consuming these events” (H. Oh et al., 2007).

At this point, important note about these experiences has to be added. Although those, who are not involved in any outdoor activities in the park are also included in our investigations, our focus is on those, who are actively participating in one or more physical activities. When investigating about their experiences lived in the park, and linked to this/these participation(s) we are interested in the evaluation of these events and that of the park. We assume that the evaluation of the events and the visitors' opinion on the quality of the park, as well as their satisfaction with it, is highly influenced by their participation in outdoor activities. Nonetheless, the (actual) quality of these experiences are not easily captured and measured. The reason behind this can be found in the very nature of the particularities of sports services²⁰⁷. Namely, that they are tightly linked to results of a team, in the case of sports spectators (Westerbeek & Shilbury, 1999), or to the individuals' own performance (Ács et al., 2015). Also, another

²⁰⁷“Services are intangible activities customized to the individual request of known clients.” (Pine & Gilmore, 1999)

particularity of sport services is that the consumer produces the service at the same time of the consumption, accordingly, along with the other consumers is part of the service itself (Lardinois & Tribou, 2004). In the light of this, we cannot ignore the role of the visitors in the evaluation of the experiences within the park.

For the categorization of the experiences, Pine and Gilmore (1999) distinguish four dimensions (or as they call them, 'realms') of experience depending on the extent and nature of the involvement in the tourism experience (see figure 8). The customer participation axis distinguishes active and passive participation. The passive participation does not have a direct impact on the destination's performance, and on the contrary, active participation naturally affects the tourism experience. (Passive participation represents the entertainment or esthetic dimensions, while active participation is characterized by the educational or escapist dimensions. The other axis of the model catches the visitors' perspective, this latter one being either 'absorption' or 'immersion'. The customer may, thus, either be represented in the entertainment or education realms while 'absorbing' the tourism offer; or in the esthetics and escapism realms if they 'immerse' in the experience. (Pine & Gilmore, 1999). Translating these realms into more concrete questions we reach the field of (operational) management. In practical terms, the four dimensions can be captured this way (Pine & Gilmore, 1999):

(1) Esthetics: all the elements that may contribute to make the environment more appealing. This includes anything from the atmosphere, through the comfort and convenience to any object or component of the setting that creates a desire to visit and to stay in the area. *What make the visitors to come and sit down, and hang out?*

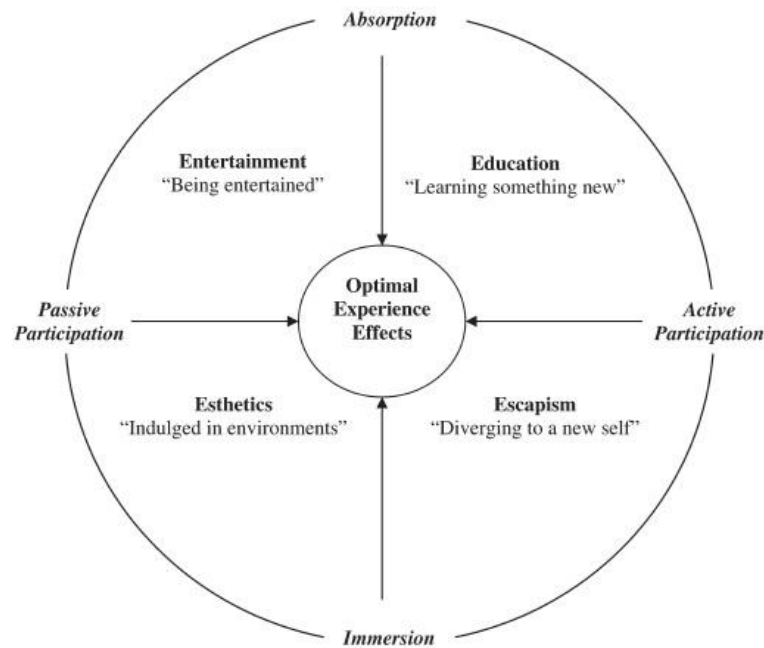
(2) Escapist: *What kind of activities would captivate the attention of visitors as much as they would immerse in it? How their active participation can be encouraged?*

(3) Educational: Another active aspect of the experience with a priority for acquiring new skills or knowledge. As it requires the full participation of the visitors, the question is *what should be taught through the experience and how visitors can be made to engage in these activities?*

(4) Entertainment: a passive aspect, a reactive form of dealing with an experience. *What kind of entertainment can hold the attention of the audience and how the experience can be enjoyable enough to make visitors stay?*

Figure 8 - The four realms of experience

(Pine & Gilmore, 1999)



Circa ten years ago, Pine and Gilmore's dimensions have been, thus, introduced to tourism researches. This parsimonious model set up a practical conceptual framework to the tourism context as well as a (potentially) useful tool for the destination management. Oh (2007) applied these discussions for tourism investigations with providing a scale for empirical measurement of the tourist experiences for the benefit of 'two primary stakeholders': tourists and destination marketers (H. Oh et al., 2007).

As Oh (2007) argues, the "boundaries between the dimensions are often amorphous" (H. Oh et al., 2007), the different realms of the experience may merge – such in the case of the science museums, for example, where knowledge is presented in an entertaining manner, creating 'edutaining' experiences for the visitors. The same may apply to the question of sports according to the type activities (active or passive; choice of sports), the form of participation (alone or in a group; organized or spontaneous; obligatory or voluntary, etc.) and the motivations for the participation (leisure or sport, health, aesthetics, well-being, self-esteem, etc.), the borderline between the categorization of these activities may be problematic.

In the aim of unravel the place of sports in the realms, sport related experiences were tested in sports tourism studies (Gibson, 1998; Stebbins, 2005; Getz, 2008). As the importance of these experiences, as well as sport related experiences may vary from one culture to another,

the four realms of Pine and Gilmore (1991) plus the ‘sport realm’ were equally tested in Hungarian natural parks and are also part of the current investigations²⁰⁸.

The importance of experience in the opinion shaping of the visitors is also supported by other authors. In his sports tourism analytical framework, Bouchet et al. (2004) have shown that the choice of consumers depend on the destinations and the available sports services in relation to the experiences that vacationers seek. After the analysis of the tourism behavior, the authors found three major variables that are responsible for the formation of tourism experiences. The first one focuses on the tourist’s self-worth and includes three sub-dimensions, such as the perceived risk, the quest for variety and novelty, the optimal stimulation level, and most importantly for us: implication in sports tourism. This variable refers to the fact that active sports and/or tourism participation shape the consumers’ opinion during their choice of sports tourism vacation (Bouchet et al., 2004).

The second variable is based on the consumer’s relationship to the territory. Bouchet et al. (2004) distinguish functional space and personal living space. Tourist areas are considered as functional, where visitors may discover unusual experiences. The personal living space refer to a place where interactions with others take place and where experiences might be shared.

The last dimension of this model deals with the interpersonal elements of the experience, in particular the new relations that may be formed in this unusual context (Bouchet et al., 2004).

As for the managerial use of experiences – other than for marketing purposes – they are proved to be effective in the awareness raising process among the visitors of natural sites. According to a recent study (Chiu et al., 2014), experiences may contribute to a more environmentally responsible behavior, while the experiences may be influenced by participating in outdoor activities. Thus, experiences may contribute to shape visitors’ opinion.

We have already seen in the previous section that experiences can be analyzed either from the provider’s or from the consumer’s point of view. In addition, the role of the consumer is also part of the construction of the experience, thus consumer can be seen as the generator of these experiences (Roederer, 2012). This is especially true to outdoor activities, the creation of

²⁰⁸ For the application of the concept of the four/five realms, see Methods (p 230) and Results (p 239).

which wouldn't even exist without the active participation of the visitors. In the next section, we are going to analyze, thus, the outdoor activities.

4.2. Outdoor Activities in the Park

Natural parks may serve as tourism destinations, and – either as part of the touristic activity or not – they may also provide the setting for outdoor activities. With this increased attendance of visitors (being either tourists or local residents), especially in the case of the parks near towns and cities, their role evolved to become a significant part of the urban life. As Mounet (2007) argues, these natural sites have become “somewhat locally institutionalized as part of a departmental plan (Mounet, 2007)”, the analysis of the analysis of emerging activities within these parks have, thus, captured the attention of many researcher. Speaking about outdoor activities in the parks, two major approaches are observable: A popular topic among researchers is to analyze the question sustainability and land (development) from the outdoor activities’ point of view. (see: Lefèvre, 2004; Rech & Mounet, 2014) Others take the role, importance and consequences of physical activities as a starting point, reaching (or not) to the case of land management (see: Corneloup, 2015; Stebbins, 2005).

From the historical point of view, physical activities became significant elements of life with the decrease of working hours (Chenu & Herpin, 2002; Gál, 2008; Gáldi, 2004) together with urbanization²⁰⁹ (Handy et al., 2002; Reis et al., 2004). A new desire has born among those who practice physical activities on any level: that is, to leave the urban area and get closer to nature (Corneloup et al., 2001; Lefèvre, 2004; Stebbins, 2005). This has led to an in-depth analysis of these open-air physical (Bergamaschi et al., 2013; Bessy & Mouton, 2004; Haye & Mounet, 2011; Lefèvre, 2004; Perrin-Malterre, 2014) and recreational (Schuft & Bergamaschi, 2013) activities.

The importance of the territories these activities take place is noted by Lefèvre and Thiery who report that today, the natural environment has become the most popular place for doing physical activities (Lefèvre & Thiery, 2010 cited by Rech & Mounet, 2014). Furthermore, with an eased and increased access to maps and travel guides as well as with the increase in the number of trail signs a new kind of public emerged on the natural areas (Mounet, 2007). This has led to an evolution of the development considerations: the autonomy of the pioneers is replaced by an organized land and activity management (Marsac, 2015; Mounet, 2007; Scol, 2010).

²⁰⁹ It has to be noted, that this latter element (urbanization) may also lead to a more sedentary lifestyle owing to the use of new technologies, labor saving devices and as a result of the transitions of societies away from agriculture (Monda et al., 2007).

To continue with the actual analysis of these physical activities, Oh and Hammitt (2010) note that pedestrian recreational activities are prevailing: „Walking for pleasure and day hiking in natural areas are two of the most popular forms of outdoor recreation (C.-O. Oh & Hammitt, 2010)”. The same observation is expressed about French recreational activities, reporting that “Hiking is the favorite sport in France (Cristache, 2006)”. In France, in order to develop hiking as a recreational activity and also as a means to deploy environmental conscious behavior and to promote tourism and leisure activities, a national committee for hiking paths were set in 1947 (Cristache, 2006).

However, pedestrian activities are not the only form of outdoor exercises: sports and other physical and/or recreational activities are numerous and diverse. Their classification may be problematic, as the criteria of categorization may vary according to the purpose of the analysis. Also, from certain aspects, they be quite similar – such as from their consequences on the wildlife of natural areas. As Mounet notes, outdoor sports “can be characterized mainly by their heterogeneity in terms of design, equipment, the level of risks and dangers, the level of technical skills and that of personal engagement and physical capacities” (Mounet, 2007).

(Some of these activities may often need the same resources, that is, the same natural areas. When the same territories are used for different purposes, conflicts may occur. And the more users are present, the more these conflicts of “cohabitations” may deepen – as we have already seen in the previous chapters.)

5. THE ANALYTICAL APPROACH OF THE STUDY

We have seen the objectives of the present thesis and the adopted approach to our initial questions. National cultural differences being in the focus of our investigations, our theoretical introduction perspective originates from the cross-cultural comparison of the subject sites, and is based on the Hofstedian dimensions of national cultural studies. As the setting of the present thesis is provided by natural parks, we explained the evolutionary paths of these sites while paying special attention to the role of tourism and outdoor activities to finally define the type of parks we studied. The sections on natural park management perspective have expounded the relevant managerial questions of our investigations. The role of stakeholders introduced us to the analysis of the different actors, notably for a sustainable development of the territory; a concept with which we have also become familiar. Thanks to the analysis of the park activities we are now familiar with the role of outdoor for the territorial development and with the fundamental patterns of the its consumption. Also, tourism and outdoor activities play a crucial role for the territorial marketing, representing a key part in the positioning of these areas, notably, from our perspective, along the protection and preservation of natural and cultural assets and the (economically important) outdoor/tourism activities. In the light of the tourism and/or outdoor activities, the possibilities of a sustainable park management were also highlighted, linking the questions of territorial development and the concept of sustainability through a tourism approach in a broader sense (that is, as an activity but also as a tool for territorial development). Finally, the questions of tourism and outdoor were also articulated from the point of view of the visitors, in line with their experiences linked to these activities during their park visits.

What we have presented and explained in the previous chapters, is our approach to our research questions. Although the choices of specific models are justified, this justification cannot be complete without mentioning the other possible ways to study national cultural differences in the context of natural sites through park management and visitor experiences. In other words, we are aware, that there are other possible ways to deal with the same questions, however, not every aspect is of equal relevance for our topic, while the questions of time, availability of data, competences, research methods also imposed limits to our investigations. The following sections are dedicated to introduce some of the perspectives for the analysis of the topic, which we have or haven't adopted for the present study, but which (might) be of relevance.

5.1. Possible Approaches of the Study

In the following chapters, an overview will be given on the multiple conceivable ways of approaching cross-cultural differences in natural park studies. The present study is composed of a number of elements, such as park, management, visitors, experiences, cultures, tourism, outdoor, activities, etc., topics, which could be studied from many different perspectives separately as well as in various combinations. Although we never lacked of ideas, in order to fit within the limits of the present thesis, we had no choice but to confine ourselves to focusing on some of the possibilities while others were left out from the framework of our investigations. However, we are aware, that it is not possible to cite every possible way to answer our questions²¹⁰. Therefore, we are going to make an attempt to provide the reader with some the possible approaches and direction of the investigation, which we found the most relevant from the perspective of the research questions.

5.1.1. The Diversity of the Cross-Cultural Perspective

The primary objective of the present study is to reveal national cultural differences. Cultural, and cross-cultural studies have a vast literature²¹¹. Originating from the comprehensive nature of cross-cultural studies²¹² and the difficulties to delimit and define culture²¹³, cross-cultural analysis might be carried out on different levels, from various approaches, in relation to numerous subjects. On the other hand, the setting of the study, that is, natural sites, narrows down the number of possible approaches. Nonetheless, cross-cultural comparison of natural parks might as well focus on the study of the actors and/or consumers of the parks, or their environment, including natural and cultural/built monuments, material and immaterial cultural/historical memories, etc. Therefore, the analysis of any of these topics could provide significant elements on (cultural) differences among natural parks.

²¹⁰ In other words, we are aware that we are bounded by our “cognitive limits (Simon, 1997)”, meaning that we are only able to operate within our personal

²¹¹ For details, see corresponding chapter on page 37.

²¹² Although many attempts were made to define dimensions in order to compare cultures, there is no consensus on the subject (see: Boas, 1911; Hofstede, 1983; Tylor, 1929).

²¹³ There is no consensus among researchers on what is culture exactly and what elements should be considered as part of it, along what elements should cultures be studied and compared (see: Alvesson, 2002; Lévi-Strauss, 1966; Topcu, 2005; Trilling, 1955; Trompenaars, 1993).

5.1.2. Approaching to (Natural) Parks Studies

The other 'given' element of our investigations, besides its cross-cultural dimension, is the study setting, or the analysis of nature parks. For nature park analysis, a number of possible (scientific) disciplines might come to mind to start an investigation, such as the legal, economic, management, marketing, geographical, sociological, anthropological, historical, etc. The following sections are dedicated to introduce some of these approaches more in detail.

5.1.2.1. Legal Aspects of Nature Park Studies

An unavoidable and indispensable question related to natural parks is the laws and regulations, which define the basis of the operation of these sites. Since the second half of the 20th century, natural conservation became an issue of national importance in most European countries (Charles & Kalaora, 2007; Depraz, 2005; Larrere & Larrere, 2007), and natural/national parks were created with the twofold objective to firstly preserve natural assets but also to provide access to these natural and cultural endowments (Depraz, 2005; Eagles, Mccool, & Haynes, 2002; Eagles & McCool, 2002b; Frost & Hall, 2009). Although arose from the idea to serve social needs (Eagles & McCool, 2002a; Hall & Frost, 2009) and nature preservation movements since the 19th century (Henderson, 1992; Mose & Weixlbaumer, 2007), the actual creation of the parks was a question of engagement for the issue on the state level and the design of the corresponding legal documents²¹⁴.

Accordingly, investigation of the emergence, evolution and current state of park legislation and the comparison of these on the national level could be a relevant topic of investigation²¹⁵. Furthermore, the national level interpretation and implementation²¹⁶ of international policies²¹⁷

²¹⁴ For example, in Hungary, a decade after the first speech for placing under national protection the Tihany Peninsula, in 1952, the first nature conservation area was designated (Takács & Rakonczay, 2010), marking the start of the modern nature conservation legislation in Hungary, including the designation of all the national parks and other protected areas (for further details, see previous chapters).

However, it has to be noted also, that laws on the conservation of nature, environmental monuments and woods, as well as the relation of conservation and public administration, thus, legal regulation of nature conservation already existed since the end of the 19th century, while the first nature reserve was designated in 1939 in the Nagyerdő (a peri-urban forest) of Debrecen, a site, which have already been a designated park in the 18th century (Földváry, 2003).

²¹⁵ Erikstad (2008) for example, who analyzed the evolution of the legislation systems of geo-conservation in Europe.

²¹⁶ For example, the major characteristics and peculiarities of Britain's implementation of two major EU environmental Directives addressing biodiversity policy (Fairbrass & Jordan, 2011).

²¹⁷ This approach deals, above all, with the questions of protection (Guignier & Prieur, 2010; Lausche, 2011), often in form of guidelines for the management or the implementation of international (mostly European) legislation (see: Dudley, 2008; Eagles, Bowman, & Tao, 2001; Thomas & Middleton, 2003).

might be likely to reveal differences among countries. Also, the impact of these natural/environmental and/or social, economic, etc. policies on the park management/development might be also an interesting question. In addition, the legally defined roles and responsibilities of the different actors²¹⁸ might provide data on the possibilities of the park development, while the analysis of their actions might reveal, explain or predict trends and directions in park development policies. Another legal approach in relation to park development could deal with the regulation of conflicts and dilemmas related to environmental protection and land use²¹⁹.

Turning from the analysis of the park development as a whole to the analysis of its various elements (such as the protection of its natural/cultural assets²²⁰, the regulation of park activities²²¹, infrastructure, etc.), a potential comparison of the elements appearing in national legislation and the differences of handling these questions might be of interest.

In addition, taking political sciences for park development in a broader sense would open a number of further direction of possible investigations, such as the analysis of the public administration along the local/national/international politics on protection²²², or on other political and questions linked to nature protection²²³.

As we have seen, even a superficial analysis of the legal approach has introduced numerous related questions, such as nature conservation legislation, historical perspective, the elements

²¹⁸ For example, the role of the state/owner of natural areas, the site administration, the role of the community (see: Mappatoba, 2004), etc.

²¹⁹ Such as the question of leisure activities and recreation in protected areas versus nature conservation from the a legal point of view in a comparative USA-China perspective (Ma, 2016). Another example could be the question of legal regulation (/ restriction) of activities, which might affect natural resources, such as fishing (*Management Plan for Conservation and Sustainable Use of the Galapagos Marine Reserve*, 1998) or bird hunting: a question, which is handled by the EU not only from the point of view of (protected) species, but with establishing a network of Special Protected Areas included in the Natura 2000 network and protect bird species' habitation through the Habitats Directive 92/43/EEC.

²²⁰ As we have seen from our examples, the French legislation system might be characterized by numerous legal documents focusing on different aspects of the conservation / park management. On the other hand, in the Hungarian legislation, the law on nature protection is rather comprehensive, dealing with the questions of material/immaterial cultural heritage as well, for example, as part of a nature conservation system.

²²¹ Legislation documents on (protected) parks might target for example the ecosystem or the biodiversity (see: Fairbrass & Jordan, 2011), or cultural (an natural) conservation, just like the legal recommendations of the UNESCO conventions (UNESCO: Recommendation on the Historic Urban Landscape (2011), Recommendation concerning the Protection, at National Level, of the Cultural and Natural Heritage (1972), Recommendation concerning the Safeguarding of Beauty and Character of Landscapes and Sites (1962), etc.).

²²² For example, a similar analysis could be carried out, than that on the institutionalization of the environmental politics of the Netherlands, along with the introduction of indicators of the results of the measures and the standardization of protection objectives (Daniel, 2010).

²²³ Such as the political and ethical interpretation of linking nature protection and sustainable development (Bergandi & Blandin, 2012), for example.

of the protection, etc. However, the legal approach is only one of the many possible options to deal with the question.

5.1.2.2. Geographical Aspects of the Park Development

Another obvious possibility would be a geographical perspective, although this approach also allows many opportunities to handle the basic questions. From the geographical point of view, most evidently, the geographical characteristics of an area could be analyzed. Another approach could be linked to the conservation/management of natural resources, the protection of biodiversity and the ecosystems and/or pollution of the air, water, etc. All these might also be serves as the basis of a cross-cultural comparison from various aspects, such as, for example, the source of the pollution, the impact of certain groups or activities (tourists, visitors, residents, service providers or other groups of financial interest, etc. / sport, physical, leisure, outdoor activities, etc.) or the roles and responsibilities of different actors on the territory (owners, residents, community, visitors, service providers, political groups, etc.). Furthermore, a somewhat more abstract geographical approach could deal the representation of the place in the collective mind (Bédard, Augustin, & Desnoilles, 2012; Sénégal, 1992) or the territorial identities (Guermond, 2006; Méo, 2007), which are, however, timely and popular topics among geographers.

In addition, the geographical aspects of particular areas and territories, such as beaches (Lageiste, 2008; Rieucan & Lageiste, 2008), waterside areas, mountains and hilly areas, woods, rural areas, urban areas, etc. could also be an interesting geographical question., while, in line with these, the geography of tourism and visitor attractions might be also of interest²²⁴.

5.1.2.3. Economic Aspects of Studying Nature Parks (‘ Development)

Nature parks may have multiple economic aspects, such as, for instance, the ratibility of their management, their economic environment, their role in the regional economy or their development possibilities. The this latter one, park development, may involve all of the afore

²²⁴ These latter ones, that is, tourism and visitor attractions, at parks might also be analyzed on their own from different aspects (history, evolution, geography, legal questions, from an anthropological, social or psycho-social approach, as financial sources, etc.) or as part of another topic: territory and its development, its history, evolution, etc.

mentioned topics, therefore, we believe, that from the economic point of view, the questions of park development would possibly be the most relevant fields of research.

Approaching park development from an economic perspective implies most often the economic outcomes of certain actions or human behavior, as "economic analysis deals with the questions how people behave at any time and what the economic effects are they produce by so behaving (Schumpeter, 1954)". Accordingly, the economic impacts of any kind of human behavior in relation to the park development might be subject of such an approach of investigations. From the perspective of the park development, the economic approach implies either (1) finance related outcomes, (2) accounting²²⁵ and actuarial sciences²²⁶ (, thus, instruments of economic analysis) and (3) standard fields of public economic policy²²⁷ (such as agriculture, labor, transportation, or even social security or marketing – as 'commodity distribution') (Schumpeter, 1954). In this light, we might conclude, that, similarly to the previous cases, there are endless possibilities of park development analysis from the economic perspective. However, sticking strictly to our initial questions (that is, park development in a cross-cultural comparison, along outdoor activities), we are making an attempt to introduce the most relevant angles of such an investigation.

The first aspect to mention might be based on a distinction between the analysis of direct or indirect benefits of the park development. In other words, a potential analysis could deal with the impacts of actions on the development of the park and for the park (direct benefits), or the impacts of development on other entities, such as territory/service owners, the territory/region²²⁸, etc. (indirect impacts of the park development). In addition, the objective of the park is also likely to influence the perspectives of the economic analysis: in the case of natural/national parks, thus, protected sites, objectives include nature conservation and the protection of the cultural and historical heritage of the area, the emphasis being on preservation

²²⁵ Such as the analysis of the incomes and expenditures of the park (in the aim to compare them with that of other parks, to rationalize them for their best utility, etc.)

²²⁶ A possible angle of research could deal with the analysis of risks to natural/cultural/historical property, such as the study on cultural property risks of the author to help prioritize resource allocation to preventive conservation under conditions of uncertainty (Waller, 2003).

²²⁷ Possible research topics could include analysis of land use for agriculture/tourism, etc., / the density and type of transportation options (traditional and nature-friendly means of transport) / analysis of the job-creating function of the parks, etc. / utility analysis of the parks for public health / etc.

²²⁸ Just to mention an existing research: protected areas are considered to be the "motors of regional development (Hammer, 2007)", suggesting that protected areas are likely to contribute to the development of a region through tourism and conservation activities, which might count as added value to the region's assets. Also, protected areas should have positive impacts on social and cultural questions (job, education, etc.), while they are supposed to conserve the regional biodiversity (Hammer, 2007).

instead of profit maximizing. On the other hand, ‘recreational’ type of parks are more likely to be run by for-profit organizations or might count a larger number of profit-oriented service providers, than in the case of the protected ones²²⁹. Accordingly, the expected financial benefits of these latter ones might overcome that of the ‘non-profit’ type of parks. Evidently, the two afore mentioned aspects of development might be handled separately, although park development and the that of the territory, for example, that is, direct and indirect benefits from such a development, can’t necessarily be detached from each-other²³⁰.

The elements of park development analysis from an economic perspective might, however, be invariable in both cases and might focus on the questions of (1) tourism and its infrastructure, visitors, attractions²³¹ and sports tourism in particular²³², or the (2) different stakeholders²³³, along their roles, responsibilities, strategies, etc., (3) the park and its territory as a business environment, analyzing the type of businesses present in the area, their density²³⁴, etc. and continuing toward potential market analysis²³⁵, (4) the marketing related questions of development, such as market segmentation and positioning of the parks, or park /destination branding²³⁶, or even competition among parks/other recreational facilities on different levels – introducing the popular subject of globalization and the global/local dilemma²³⁷.

²²⁹ We might refer to the example described in Chapter 2 on page 70 on the differences between theme parks and protected parks. An economic approach to the analysis of the former one might deal with the financial (or other) utility/efficiency of these parks, just like in the case of the study on the “McDisneyization (Bryman, 1999)” or “McDonaldization (Bryman, 1999)” of theme parks, which are aiming to be efficient (dealing with a large number of visitors like a “highly rationalized machine (Bryman, 1999)”, a predictable way (high control of guests and employees), offering clear “calculability”, that is, the guest seems to be offered a lot for little money (Bryman, 1999). Or the analysis of the economic impacts of theme-park development and the study of a industrialization process of leisure services in Japanese theme parks (Sasaki, Harada, & Morino, 1997). In the case of the latter ones, the emphasis might be, for example, on the carrying capacity of the area in term of tourism/visitors, for example in an analysis of the “volume and distribution (Eagles & McCool, 2002a)” of park tourism.

²³⁰ In other words: it is possible to analyze these questions separately, however, park and its territory are interconnected, a successful park development will necessarily have a positive impact on the region, while the development of the region also affects the park development, although the direction and the extent of these impacts should/might be a subject of investigation.

²³¹ For a detailed description of this approach, see from page 76.

²³² The analysis of the economic aspects of sports tourism is a popular topic among researchers dealing with numerous related issues (see: Sobry, 2004).

²³³ An existing example deals with the role of outdoor activities in the territorial development giving new opportunities for elected representatives and economic actors to obtain economic benefits and public recognition and also analyze the perceptions of the stakeholders/professionals (Hautbois, ChristopherDurand, 2006).

²³⁴ See for example: Hautbois, Ravenel, & Durand, 2003

²³⁵ If we agree with Schumpeter’s (1954) classification as marketing part of the economic scene.

²³⁶ See for example: Lefebvre & Rault, 2013; Hautbois, Desbordes, & Pierce, 2010

²³⁷ An example to this approach deals, for instance, with the analysis various aspects of the commercial and territorial transformation in sports management due to globalization (Bouchet & Sobry, 2005).

5.1.2.4. Marketing/Management of Nature Parks

Regarding the management aspect of nature parks, the first question we might face with, is the subject of the management, or in other words: the management of what (or who) are we interested in.

(1) Management might consider handling (natural) resources or the environment. In this case, both the afore mentioned geographical and/or legal aspects could be analyzed along the use/consumption of these for example. (2) The analysis of cultural/historical monuments and material/immaterial memories might also be of interest. (3) Management of people might consist of managing the different actors of the park, or its visitors.

The second question regarding park management could consider the question of “how”, that is, how any of the above mentioned subject of management is handled. This approach could consider cultural differences of leadership styles²³⁸ and/or the perception²³⁹ of these. Also, from a more operational point of view, the different managerial styles required or accepted in the nature parks in diverse countries would be an interesting topic of investigation²⁴⁰.

As for the marketing aspect of nature park (development) analysis, positioning, branding have already been mentioned²⁴¹. Other aspects of marketing considerations could target any element of the marketing mix (McCarthy, 1978), or their combinations. For example, the question of pricing at the parks²⁴², access/availability to/of the parks, the promotion²⁴³ of the park or the territory, or the analysis of visitors’ needs and expectations for a park visit. This latter one, visitors, might also be further analyzed from the marketing point of view either in

²³⁸ For example, along with the categorization of authoritarian/democratic/laissez-faire leadership styles or climates (Lewin, Lippitt, & White, 1939). We have to note here, that this approach could as much be part of a psychological perspective, than that of the management.

²³⁹ We are referring here to the possible different interpretation of different managerial attitudes. In other words, leadership styles might be different and the behavior of the leaders might be interpreted differently by their environment.

²⁴⁰ “The manager, U.S. style, does not exist in France (Hofstede, 2003)”, says the author, highlighting that in different countries, the basic principles of management might differ. (Hofstede distinguished three type of management principles: fair contract/ labor market/ and honor (Hofstede, 2003).)

²⁴¹ See economic aspects of nature parks analysis from page 179.

²⁴² Also already mentioned in the ‘economic section’ in relation to entrance fees to the park, however, this aspect might as well focus on the prices of merchandizing, the total cost tourists willing to pay for a park visit, etc.

²⁴³ Promotion might imply the cross-cultural comparison of park promotion styles, the use of the park’s natural/cultural assets/ brand for the promotion, the promotion of special events, or the cultural differences in advertising (see: Mooij, 2014).

terms of visitor management (that is, from the supply's perspective) or through the study of the visitors' (park consumers') behavior²⁴⁴.

5.1.2.5. Other Aspects of the Park Studies

Besides the above mentioned possible approaches of cross-cultural analysis of natural areas/nature parks, several other aspects might also be considered, either as individual study perspectives or complementing aspects of another type of investigation. For example, the historical angle might be integrated in several of the afore mentioned perspectives: history of the park development, or the evolution of particular parks, the history of nature conservation and park management (also in line with the history of the concept of sustainable development), evolution of marketing considerations, park consumers through history, etc.

As we know, protected areas were created for social purposes (Eagles & McCool, 2002a; Mose & Weixlbaumer, 2007), they might serve objectives linked to health, recreation, community well-being (Hall & Frost, 2009), etc. The common element of these considerations is the human being: in other words, mankind created parks for his own convenience. Therefore, any kind of analysis of park related human behavior (psychological, social, anthropological, ethnographical) could be considered as relevant topics of park studies.

5.1.3. Synthesis of the Study Perspectives

Many topics, aspects and disciplines have been mentioned in the previous sections, although the list of possible research directions is still far from being exhaustive. If we wanted to narrow down the related topics, we might notice the three fundamental and axis of the possible approaches: (1) culture, (2) park, and (3) humans. From this triple aspect, the first two was the originally given elements of the study, while the third one imply limitless possibilities of investigations. However, the present study needed to be limited to a certain framework: the rationale of our choices will be explained in the next section.

²⁴⁴ The analysis of visitors suggests almost an infinite number of possibilities: consumer behavior at the park; recreational habits; participation in physical (or other) activities; visitor patterns of consuming souvenirs, eating out, accommodation, transportation; visitor experiences, visitor demographics, visitor expectations, etc.

5.2. Rationale of the Choice of Analytical Approach

In our study, the marketing/management approach was chosen for the analysis of cross-cultural differences at nature parks. Management is a multidisciplinary science (Mintzberg, 1989), and therefore it is in the nature of management studies, to combine different angles of research and different disciplines. Remaining true to this consideration of multidisciplinary, our aim was to (1) combine multiple approaches of park analysis, and even more, to (2) define the aspects of an effective park analysis and comparison. Also, for the construction of our analytical models, we always kept in mind the potential of their extension or completion with new study angles and elements. Our purpose was (and still is) to propose analytical models for (European) nature park analysis, therefore, we remain open to incorporate currently missing elements.

The cross-cultural comparison was one of the given aspects of the present study. As explained in the previous chapters, a large number of cross-cultural studies exist. We already gave a methodological/ theoretical rationale on our choice of cross-cultural models²⁴⁵, and now it's time to explain our choice in line with the adopted approaches of the present study. The distinguishing element, which differentiates Hofstede's work from the other cross-cultural models relies in its managerial approach. Hofstede not only analyzed and compared citizens of different countries, but for his studies, he chose the environment of an international firm, where he surveyed managers and employees (Hofstede, Hofstede, & Minkov, 2010). The present study aims to analyze nature park management and visitors, accordingly, Hofstede's model would be the one that fits best our objectives.

Furthermore, although wasn't mentioned as 'given' topics²⁴⁶, owing to the scientific antecedents of the authors, the managerial approach was self-evident. However, choices within the managerial disciplines and topics requires an explanation. As our particular research topic is a relatively new area and does not yet have a commonly accepted analytical model²⁴⁷, we wanted to start our investigations in a general, exploratory approach. Accordingly, we chose a top-down logic including the analysis of the general environment of the subject sites, such as natural and legal environment and administrative considerations.

At the same time, we wanted to incorporate a more operational approach to our study: as said before, parks were created for social purposes²⁴⁸, therefore the analysis of those who might

²⁴⁵ See page 47.

²⁴⁶ We consider the cross-cultural aspect and the setting (nature parks) as the 'given' elements of the study.

²⁴⁷ For further details on the originality of the topic, see from page 192.

²⁴⁸ See: Eagles & McCool, 2002a; Mose & Weixlbaumer, 2007

benefit from these sites, couldn't be left out from our investigations. Originating from the field of interest and predilection of the authors, we focus first on the outdoor activities and the related experiences in the parks and the demographical aspects of the visitors. With respect to the framework of the present study, our areas of research had to be limited to certain topics, however, we remain open to completing (later) our investigations with other aspect of investigation.

To sum up, we are focusing on the social and the managerial aspects of the cross-cultural comparison of natural sites, along with a variety chosen from the afore mentioned disciplines and approaches.

5.3. The Multidisciplinary Nature of the Analysis

In the aim to analyze cultural differences in nature park management and visitor experiences, we adopted the general framework of cross-cultural studies, while the other aspects of the investigations are handled in a comparative manner, natural parks being in the center of these considerations.

Figure 9 – Perspectives of the analysis - a general schema

(source: author)

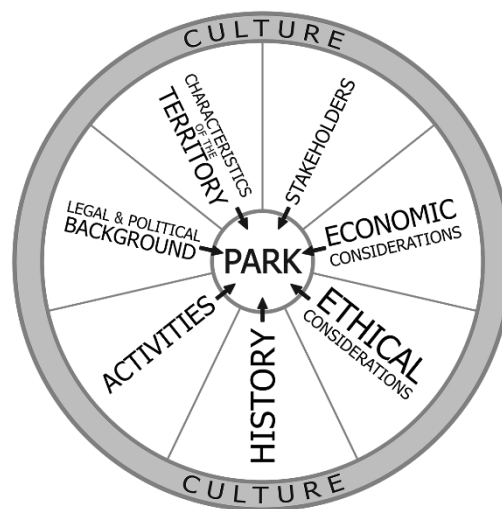


Figure 9 above gives a general overview on the different elements that make part of our investigations. These aspects seem to be vital to gain a general knowledge on the parks – however, we are interested in them in their relation among each-other (and not in depth of the different perspectives). As our major concern is a cultural comparison, the outer ring of the figure shows on one hand the most important objective of our study, and on the other hand, the omnipresent nature of culture. In other words, we are aware that culture is in a constant interaction with every aspect of our investigations. The round form of the figure destined to show that these elements don't differ in their importance, they are randomly distributed among the identical sectors. The arrows imply that all these elements might influence the park. As a whole, the figure represents a schematic drawing of a bicycle wheel, symbolizing the importance of outdoor activities for our study.

HYPOTHESES

Our original research questions have led to a largely exploratory investigation, leaving hardly any need to formulate hypothesis. However, as we aimed at a number of focus areas, based on our general preliminary assumptions, some general hypotheses were formed in order to serve as guiding principles for our investigations. Nevertheless, for the quantitative side of the study, notably the survey on the parks' visitors, hypotheses are essential part of the analysis. Accordingly, in the following we will present our assumptions on the park management and on the park visitor behavior, attitudes and experiences.

Apropos the general logic of our hypothesis construction, our basic presupposition is that our two subject countries differ from each other. Also, we presume, that the nature of the parks characteristics, besides culture, also influence the general functioning of the parks. Accordingly, we suppose, that we will find differences among all of our four subject parks. As we are dealing with the questions of their sustainable management and protection.

As a more specific consideration, the previously mentioned priority options of sustainable land management are the respect of critical limits, the respect of competing objectives (or the three main goal of sustainable development) and the intergenerational equity (or the moral component, which aims to preserve the environment for the sake of future generations) (Virden & Budruk, 2011). We assume that, despite the similar legal background, park management differ considerably in their priorities (or objectives) and their actions.

Also, the managerial attitude differs on the national level. According to the findings of Hofstede, France and Hungary differs considerably on the Masculinity/Femininity dimension, the former one being considered as a somewhat feminine society, while the latter one as a nation, which holds very masculine values²⁴⁹(Hofstede, 2001). We suppose that these differences traceable in the managerial attitudes towards park administration: the marketing/management strategies and communication are, thus, differ to a considerable extent.

H1: *we assume, that marketing/management strategies and communication differs considerably between these countries.*

²⁴⁹ For the explication of Hofstede's dimensions, see 'Theoretical framework' from page 63.

Further down the more specific questions, the supply behind these above mentioned marketing and communication strategies are also expected to show significant differences. As mentioned before, natural areas are increasingly frequented by urban residents seeking to escape the city (Corneloup, Bouhaouala, Vachée, & Soule, 2001; Lefèvre, 2004; Stebbins, 2005). Outdoor activities in nature parks are, thus, considered as ‘urban sprawl’, complementing the available urban activities (Kayser, 2000). In Hofstede’s study both France and Hungary scored relatively high on the Power Distance dimension. In line with these,

H2a: *we suppose that in both countries we would found a relatively highly centralized protection and park management strategy. However,*

H2b: *we also suppose, that, according to the differences on the Masculinity/Femininity dimensions, these centralized strategies are not equally well structured in the two country and complement the urban supply to different extents.*

As for further differences among the four parks in our study, regarding their attitude for management, we expect to find differences among all four of them with managerial attitudes ranging from a rather protection supporting perspective, through a comprehensive and sustainable managerial style to a fairly social and/or economic benefit centered mindset.

H3: *we assume, that all four differ in their management attitude along a protection vs. ‘profit’ scale.*

As mentioned before, outdoor activities might represent a strong construction/structuring force for land management (Augustin, 2007; Hautbois, Ravenel, & Durand, 2003; Marsac, 2013, 2015; Mounet, 2007). Also, the ‘touristification’ (Bourdeau, Mao, & Corneloup, 2011) of natural areas, lead to the rise the number of visitors at these sites, making services to visitors a vital part of park management. Accordingly, one might expect that, recognized by the park management, the management of outdoor activities are (increasingly) incorporated in the set of activities/services offered by the parks.

H4: *we assume, that park management in both countries have already recognized the need for managing outdoor activities, which is, thus, an important part of their actions.*

For revealing cultural differences between the visitors to the parks of our subject countries, we first test the cultural dimensions of Hofstede. We presume, in the first place, that his findings are applicable in the context of natural parks. In other words,

H5: *we suppose that among the visitors at the nature parks, Hofstede's findings will be reproduced. As our investigations took place in a different environment and at a different time, we don't expect to find exactly the same scores as in Hofstede's studies, but to find the same tendencies of the responses for cultural questions than in the case of his investigations. On this basis, the visitors of the recreational waterside natural parks may represent a homogenous group of people from the point of view of their shared desire to leave the urban areas behind and to get closer to nature while participating or not in outdoor activities.*

In connection to the availability of outdoor activities in the park, we are also testing the demand side of the same question. We suppose that, despite a globalization of consumption (Ladhari, Pons, Bressolles, & Zins, 2011), cultural differences will still persist in terms of physical activity consumption.

H6: *we assume that the choice of physical activities differs between France and Hungary.*

Regarding the purpose of the physical activities, as usually, we expect differences between the subject countries. Also, as Hungary is a country embracing rather masculine values (Hofstede, 2001), we assume, that 'performance' have a highlighted importance among the options. As France is a rather feminine society, we suspect, that the importance of social interactions would prevail over the other purpose options. In addition, we also suppose, that the choice between cycling and walking, besides culture, will be a differentiating factor among visitors.

H7a: *For the Hungarian visitors, 'Performance' is an important purpose for participating in physical activities;*

H7b: *For French visitors, the importance of social interactions as the purpose of physical activity participation prevails over the other options;*

H7c: *The choice of physical activities is a differentiating factor among visitors on the question of purpose of participation in physical activities.*

Just like in the previous case, concerning the reason for the participation in outdoor activities, we assume, to find national differences, notably in line with Hofstede's masculinity/femininity dimension (Hofstede, 2001), while the choice of physical activities is also expected to differentiate among visitors for the reasons for choosing rather cycling or walking.

H8a: *Hungarians are more likely to choose among physical activities for the reason of (self) improvement/development;*

H8b: *For French visitors, the reasons for choosing either cycling or walking is linked more to social objectives;*

H8c: *The choice of physical activities is a differentiating factor among visitors for the reason of participation.*

Furthermore, we expect to find considerable differences between the two sites in terms of the lived experiences. Even though the two subject areas are similar in terms of their proximity from the capital/urban areas and are both waterside areas, we assume that they from a tourism perspective they might be different and therefore they might provide the visitors with different kind of experiences. In addition, in our quest for cultural differences, we also assume, that the visitors to the two waterside parks are not looking for the same kind of adventures, and consequently, don't live the same experiences. Furthermore, as different physical activities are practiced for various reasons, the choice of activity might also influence experiences lived during the park visit.

H9a: *We assume to find national differences in the visitors' experiences.*

H9b: *We assume also, that the choice of physical activities results in further distinction among the visitors for their experiences.*

Continuing with the tourism-related experiences, defined by the authors (Oh, Fiore, & Jeoung, 2007; Oh, 1999), we assume that the different sites bring different experiences. Besides, the choice of physical activities also differentiates among subject groups in term of their tourism related experiences: while walking is expected to be less related to a positive attitude of the sites, a somewhat more intense activity, like cycling, is expected to contribute considerably to the experiences and therefore to the opinion on and evaluation of the venues.

H10a: *We assume, that overall quality of the sites is perceived differently by the visitors to the two sites.*

H10b: *We assume, that the level of satisfaction would differ between the sites.*

As the sites are expected to be evaluated differently, we also assume, that the higher evaluated venue would bring a higher willingness to return and to recommend.

H10c: *We assume, that the willingness to recommend the sites would be different at the two parks.*

H10d: *We assume, that the willingness to return would also be different at the two sites.*

For an easier comprehension, the hypotheses are summarized in Table 15.

Table 15 – Summary of the hypotheses

Nr.	Hypothesis	Subject	Area	
H1	marketing/management strategies and communication differs considerably between these countries	parks	strategy/communication	
H2	H2a	in both countries we would found a relatively highly centralized protection and park management strategy	parks	protection management
	H2b	these centralized strategies are not equally well structured in the two country and complement the urban supply to different extents	parks	supply (complementarity)
H3	all four differ in their management attitude along a protection vs. ‘profit’ scale	parks	protection/profit	
H4	park management in both countries have already recognized the need for managing outdoor activities, which is, thus, an important part of their actions	parks	outdoor services	
H5	among the visitors at the nature parks, Hofstede’s findings will be reproduced	visitors	culture	
H6	the choice of physical activities differs between France and Hungary	visitors	physical activities	
H7	H7a	‘Performance’ is an important purpose for participating in physical activities	visitors	purpose of PA participation
	H7b	For French visitors, the importance of social interactions as the purpose of physical activity participation prevails over the other options	visitors	purpose of PA participation
	H7c	The choice of physical activities is a differentiating factor among visitors	visitors	purpose of PA participation
H8	H8a	Hungarians are more likely to choose among physical activities for the reason of (self) improvement/development	visitors	reason of participation in cycling/walking
	H8b	For French visitors, the reasons for choosing either cycling or walking is linked more to social objectives	visitors	reason of participation in cycling/walking
	H8c	The choice of physical activities is a differentiating factor among visitors	visitors	reason of participation in cycling/walking
H9	H9a	We assume to find national differences in the visitors’ attitude to experiences	visitors	experiences
	H9b	the choice of physical activities results in further distinction among the visitors for their experiences	visitors	experiences
H10	H10a	the overall quality of the sites is perceived differently by the visitors to the two sites	visitors	experiences
	H10b	the level of satisfaction would differ between the sites	visitors	experiences
	H10c	the willingness to recommend the sites would be different at the two parks	visitors	experiences
	H10d	the willingness to return would also be different at the two sites	visitors	experiences

THE ANALYTICAL FRAMEWORK

1. INTRODUCTION TO THE ANALYTICAL FRAMEWORK OF THE STUDY

The previous chapters provided us with a general overview on the cross-cultural aspects of our investigations as well as on natural site management and their visitors behavior. As we have seen, cross-cultural comparison, especially on the national level, has a vast literature. Also, management (in general) is a prominent research subject since the industrial revolution (Wren & Bedeian, 2010). Regarding park management in particular (see Arnberger, Eder, Alex, Sterl, & Burns, 2012; Schuft & Bergamaschi, 2013; Sharpley & Pearce, 2007; Thomas & Middleton, 2003, etc.) it also has a considerable literature, although, regarding our context, somewhat imbalanced in favor of French sites. In addition, related topics, such as the afore mentioned ones (sustainable development, consumer behavior, consumer experiences, tourism, physical, recreation and outdoor activities, etc.) are also widely researched themes.

Despite all these, our field of study is a relatively untapped area: on the cross-cultural analysis of natural site management, hardly any investigation can be found, and the cultural comparison of European natural sites not yet have a generally accepted analytical model. However, owing to the richness of the related areas, the present tentative of investigation seems to be promising. Thus, some of the existing models and analytical frameworks of these areas are borrowed and adapted to serve our objectives, in order to construct an original model of analysis for the management and the visitor experiences at European nature sites.

As our investigations are built on cross-cultural comparisons, (cross-)cultural models serve to ground the model of analysis. Therefore, they serve as a starting point as well as a general approach through the comparison of the parks in each countries²⁵⁰. The actual construction of the analytical model for studying natural areas is based on a multiple approach including a series of consecutive steps of examination and analysis. Its first phase seeks to reveal cultural differences and similarities via the above mentioned cross-cultural models. The use of existing cross-cultural models also serves the objective to identify the dimensions, which might be efficient for the analysis and the comparison of (any European) natural area(s). Furthermore, these models also help to define some of the main directions for further investigations. As many

²⁵⁰ For further details on the axis of this comparison, see later.

of the empirical cultural models are based on the analysis of certain organizations²⁵¹, these models often show a tight relation to managerial questions (Adler, 1983; Riordan & Vandenberg, 1994; D. C. Thomas & Peterson, 2014; Usunier, 1998). These management perspectives, management being in the focus of our investigations, are complemented with some elements of strategic marketing models and methodologies. However, we think it's important to repeatedly draw attention to the fact, that our investigations are not as much on understanding individually the management of the studied parks, but to reveal and explain national differences between these managerial approaches. Therefore, we use these models in order to help us reveal differences and to find the reason behind them. As complementing the marketing/managerial approach, a survey on the parks' visitors was carried out with the support of certain elements of consumer behavior models, with paying special attention to visitor satisfaction and the perceived quality related to visitor experience during outdoor activities.

Furthermore, the present study attempts to integrate qualitative and quantitative methods, in line with the twofold objective of the investigations. First, as an exploratory phase, we made an attempt to reveal how natural parks operate in general in the two treated countries. Our focus was primarily on the differences in the management, while we sought to understand the reason behind these differences. In order to ascertain these general traits of their functioning, first we aimed at revealing the underlying culture specific forces, that influence the park management. Thus, an exploratory investigation was carried out, inspired by organizational and (European) cross-cultural management literature. Afterwards, the analysis of the parks' visitors provided us with quantitative data on the subject. In this chapter we will, thus, present how these approaches co-contributed to our research to construct the model of analysis of our investigations.

1.1. Analytical Model Constructing Theories

For the construction of our analytical models we were inspired by various theories and models. As the investigation on the management and the visitors required different perspectives and data collection techniques, for their study separate analytical models were constructed.

²⁵¹ Like in Hofstede's study at IBM (Hofstede et al., 2010; Hofstede, 1983); the GLOBE study's managers of different organizations (House, Hanges, Javidan, Dorfman, & Gupta, 2004); Hall's observation in the US army in different cultural settings (Hall, 1966); Schwartz's study on students and teachers (Schwartz & Bilsky, 1987; Schwartz, 2006, 2012); etc.

However, as a general remark, it should be noted, that both models are based on cross-cultural comparisons. As Hofstede's cross-cultural model is one of the newest, although its origins dates back the 1970s (Hofstede, 1983), it already incorporates or considers most of the previous attempts to describe cultures. However, we remained open to additional aspects of cross-cultural comparison, one of our objective being to test the Hofstedian cultural dimensions and to reveal other possible dimensions, which are relevant for the analysis of nature sites. Also, Hofstede's dimensions, instead of accepted globally, are regarded as possible directions of the park analysis. We paid special attention to the interpretation of our findings in their complexity, that is, with simultaneous considerations for not only single dimensions, but their combinations, as proposed by Woodside (2011).

Regarding the study's approach to culture, it adopts the universalist concept of Tylor, who defines culture as the "complex whole which includes knowledge, belief, art, law, moral and customs, and any other capabilities and habits acquired by man as a member of society (Tylor, 1871)". For Tylor, culture is the expression of the totality of human's social life and characterized by its collective dimension (Cuche, 2001). This approach is also maintained by Woodside (2011), who used Tylor's universalist definition as a starting point, and also by Hofstede, who, in his study, seeks for the inherited and universal human nature (Hofstede, Hofstede, & Minkov, 2010). Tylor's evolutionist approach uses the method of studying "cultural survivals" in order to understand the roots of the original cultures (Cuche, 2001). For Tylor, an evolution exists between the primitive culture and the more advanced cultures (Tylor, 1876). This universal approach was also adopted by Trompenaars (1993), in his quest for universal structures of the human mind. Originating from the same universalist approach to studying cultures, Tylor opts for the comparative method of analysis (Cuche, 2001), and argues, that cultures cannot be studied individually, only in their comparison, as they are linked to one another in the same "movement of cultural progress (Cuche, 2001)".

In agreement with these considerations, the present study also adopts the universalist and comparatist perspective of cultural analysis, where we regard culture as a "complex whole (Tylor, 1871)", including the language, the folklore, the cuisine, the traditions, the books, etc., studied in the context of natural sites. Following Tylor's methods to find out the roots of the cultural evolution, we are also attempt something similar, although our aim is not to find the sources of culture, but to find the origins of differences in European nature site management.

In the framework of the cultural aspect of the study, the park management was analyzed from the point of view of territorial planning and development and the related visitor management. As the management of nature sites links state organizations with private

companies, we paid special attention to the analysis of the different stakeholders and their roles for the park. Regarding the visitors, they were analyzed in line with their consumption of outdoor and/or tourism activities and the related experiences in the parks. The following sections are dedicated to explain the analytical models we used to analyze the afore detailed aspects of park management and visitor experiences.

2. THE ANALYSIS OF NATURAL PARK MANAGEMENT

Various possible analytical perspectives have been mentioned for the analysis of nature park development (and visitor experiences) and we are now also familiar with grounding literature of the chosen approach²⁵². The following section presents the operational considerations of the afore explained models and theories, succeeded by the description of the used methodologies.

2.1. The analytical Model of Natural Park Management

The analysis of the park management relies on the four major axis of investigation:

- A. Stakeholders and Organization
- B. (Marketing/Management) Activities
- C. Nature Protection
- D. Development Project

These analytical axes are going to be examined in-depth according to our analytical models, presented in this section²⁵³.

2.1.1. The Perspectives of the Cross-Cultural Comparison

We have already seen the evolution of cultural studies and had an overlook on the different tendencies of cross-cultural analysis. In this chapter, our aim is to give an overview on the operational side of these cross-cultural models in order to rationalize our choice. To begin with, the fundamental similarity among many cross-cultural models lies in their shared aspiration to “operationalize culture and systematically divide it into measurable, comparable parts (Oshlyansky, 2007)”. As we have already seen, agreement among researchers stops at this point: interpretation of culture may vary from one searcher to another, approaches to cross-cultural analysis show profound differences according to the era the researches have taken place and/or the cultural affiliation of the scientist as well as the type of cultures they are investigating (Davidov, Schmidt, & Billiet, 2011; Erez & Gati, 2004; Sussman, 2000). (For instance, when Hofstede started studying the Chinese culture (after having analyzed 53 western countries), he realized that more dimensions need to be added to his model (Hofstede et al., 2010), as the

²⁵² For details on the possible perspectives see page 176 and for the chosen approach page 184.

²⁵³ See ‘Results’ from page 239.

Chinese values and behaviors can be better explained along different kind of questions than what he found essential in the case of western cultures. Another example to this is Lewis' model (Lewis, 1996) that is rooted in Hall's, dividing monochronic and polychronic cultures. Lewis completed this dimensions with a third one, reactivity, in order to the model be applicable to far Eastern cultures as well.)

From our point of view, the critical question is the importance of the cultural dimensions of the different cultural models: The simple fact that new dimensions had to be added in many cases (see Hofstede, 2010a; Lewis, 1996; etc.) in order to analyze non-European cultures, the question emerges whether these new dimensions are relevant for the examination of European countries, and vice-versa. Or even more importantly, applied to our case, whether these same dimensions are relevant for the analysis of European nature sites and whether other/addition dimensions can help better understand these sites. As we are analyzing two European countries, our focus remains predominantly on the western type of approaches to cultures and, thus, our attention turned most often to western authors, while the question of the explicative dimensions for nature sites remains open.

In this thesis, cross-cultural investigations serve as a context. National culture is, thus, considered as a source of similarities and differences in how people relate to each other, to the society, to leisure time and outdoor activities, etc. Therefore, the use of Hofstede's model²⁵⁴ serves as the basis of the countries' comparison. In this aim, Hofstede's six cultural dimensions were tested both in the case of the management and the visitor analysis. In order to identify other possible dimensions of the park/visitor analysis and explicative elements of national differences, the culture related examination was complemented with questions on nature conservation, tourism and recreation management, with special attention to physical/outdoor activities, the positioning of these areas in the tourism market along a protection-territorial promotion axis.

2.1.2. Natural Park Management Studies

For our cross-cultural study the setting is provided by natural areas, notably natural parks. In the aim to find intercultural differences between the management of these sites, both

²⁵⁴ For a detailed description of the approaches to culture, the choice of model and Hofstede's dimensions, see theoretical framework from page 32.

managerial questions are considered both from the perspectives of managers as individuals or (representatives of) organizations and also management of resources and attractions.

As we have seen the history of parks²⁵⁵, two considerably significant ways of evolution might be observed: parks are either evolved as attractions or for the convenience of visitors, or as natural/cultural assets, which are worth to be protected, and became touristic later. However, we assume, that these fundamental differences tend to diminish owing to the diversification of tourism and specialization of the tourism offer (Marsac, Lebrun, & Bouchet, 2012; Perrin-Malterre, 2014) and the ever spreading environmental considerations and the concept of sustainable development in Europe (Geisinger, 1999; Murphy & Price, 2005).

As attractions (human-built or natural) are considered as the essential elements of the tourist's activities (Swarbrooke, 2002), and as attractions have a key role in shaping the image of their territory (Richards, 2002), the analysis of these seems to be essential to understand the treated sites. To this, the attraction typologies (Goeldner & Ritchie, 2012; Leask, 2010) and the analysis of the national system of environmental conservation provide the basis.

Remarkable geographical disparities have been revealed according to the spatial organizations of outdoor activities (Hautbois, Mao, & Langenbach, 2009) and natural resources have proved to have a strong connections with the geographical concentration of service providers (Hautbois, Ravenel, & Durand, 2003). Also, local governing bodies are considered as key actors in the territorial development the promotion of the natural and cultural assets of the area (Hautbois et al., 2003) and, thus, through the communication of/via these (Hautbois, Desbordes, & Pierce, 2010). However, as approaches to the development of the territory, to environmental conservation and to natural site management might differ considerably across nations²⁵⁶, the positioning of the parks are likely to show considerable differences on the national level on the preservation-tourism-outdoor axes. With the aid of the analysis of attractions, the national nature conservation systems, the service providers and the available outdoor activities, (in relation to territorial development) and the role of the stakeholders, we aim to analyze the positioning of the parks on the preservation-promotion scale²⁵⁷.

²⁵⁵ For details, see: Morvan (p.105), Lake Kir (p.109), Duna-Ipoly (p.114), Balaton (p.116).

²⁵⁶ As one of our fundamental assumptions (for details, see 'Hypotheses' from page 187).

²⁵⁷ As for the other mentioned elements of the analysis, see following chapters.

2.1.3. Stakeholder Analysis

Starting stakeholder analysis in the strategic managerial perspective (Freeman, 1984), from the point of view of Perdue's (2004) service triangle, we might distinguish the three major actors of the playing crucial role in the life of a ski resort. Studying the interaction of visitors, service providers and local residents serves as the basis of our investigations – while holding to the assumption that ski resorts are natural areas where physical activities take place, thus, from this point of view, comparable to our nature parks. Yet, in our case the questions of park management, administration policies and territorial development issues cannot be ignored. As Hautbois et al. (2003) argues, the territory represents and organizing principle for the tourism suppliers (in their objective to gain economic benefits in return for their services). In addition, Hautbois et al. (2003) goes further than the simple distinction and description of the major stakeholder groups: he analyzes the interrelatedness of sport tourism suppliers, local public policies and the territory, whilst analyzing the roles and responsibilities of each actor. As he argues, “it is the task of each governing body to promote their own resources and to create their economic dynamic²⁵⁸ (Hautbois et al., 2003)”. The role of park management in general, includes complying with public policies for the preservation and development of the territory while either providing outdoor services and/or managing suppliers on the area. However, despite the understanding among researchers of the importance of stakeholder actions, the lack of their ineffective participation might be the major obstacle in realizing sustainable tourism and territorial development (Waligo, Clarke, & Hawkins, 2012).

In this light, our analysis of stakeholder roles, responsibilities and actions focuses, above all, the role of the park management – linking responsibilities for nature conservation, land management, territorial development, outdoor activities and visitor management – in the aim to define how these tasks are viewed and carried out. In addition, and, even more importantly, we are going to make an attempt to reveal cultural differences between our subject countries along tasks and responsibilities contributed to these actors.

²⁵⁸ According to the authors, active sport tourism has the potential to contribute to local economic development and maintain, that the key role in promoting the territory and using its resources to create economic development is the responsibility of the local governing bodies. With the help of analyzing the geographical concentration of sport tourism suppliers in France, and their impact on the territory, the authors found, that natural characteristics are likely to define localization of the suppliers, confirming the interrelated nature of natural resources and activity suppliers (Hautbois et al., 2003).

2.1.4. Strategic Marketing/Management Studies

As stakeholder analysis served also as an introduction to managerial questions, we continue our discourse with the study of strategic marketing/management of the park administration. The concept of sustainable development serves as a 'reference point' in this case. The internationally defined principles of the question, and notably the directives and recommendations of the European Union serves as the basis of our comparison, by setting the major objectives of sustainable development. Potential national differences in the interpretation and adaptation of these principles might reveal national cultural differences.

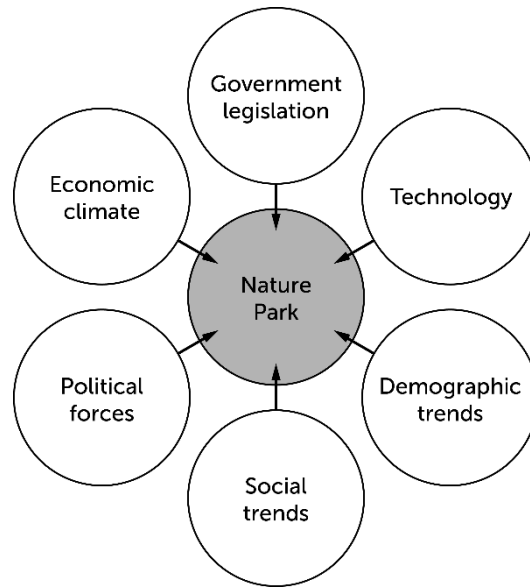
The framework of this part of our investigations is provided by strategic marketing/management literature. A vast literature and various models exist on strategic management (see: Freeman, 1984; Porter, 1979) , sustainable management (Bacon, Cain, Kozakiewicz, Brzezinski, & Liro, 2002; Eagles, Mccool, & Haynes, 2002; Swarbrooke, 1999), and natural resource management (Reed et al., 2009). Even though some of the models are particularly targeting park management (Demmer, 2013; Mao, Hautbois, & Langenbach, 2009; Rajaonson & Tanguay, 2012; Reinius & Fredman, 2007) , they are only applicable in a certain context, thus, inappropriate for cross-cultural comparisons. However, they might serve as a reliable basis for analysis. An adaptation purely marketing strategic point of view, specialized for the sport marketing planning process defines the analytical elements of our park functioning, administration and marketing strategy analysis, defining the steps of the strategic planning as follows (Shilbury, Westerbeek, Quick, & Funk, 2009):

1. Analyze the external environment;
2. Analyze the organization;
3. Determine marketing objectives;
4. Determine marketing strategies;
5. Establish tactics and formulate benchmarks for the evaluation;

In our analysis, we are following these consecutive steps, with always keeping in mind the objective to reveal differences according these lines within our subject countries. As for the analysis of the external forces shaping the everyday life of the parks, the model proposed by the same authors was adopted:

Figure 10 – External environmental forces acting on nature parks

(adopted from Shilbury et al., 2009)



For the understanding of the general environment of the parks, the figure 10 above serves to guide our attention in order to establish the basis of the park descriptions and to define the fundamental elements of their comparison. This analysis of the external environment of the parks will then be followed by the study of the available activities at the natural sites, that will set the essentials to guide us towards the visitor analysis.

2.2. Methodology of Park Management Analysis

During our investigations more research methods were used in order to gain profound information on the natural park management and visitor experiences in the park and to provide multiple source of evidence of our investigations. As both qualitative and quantitative research methods were used²⁵⁹, the variety of data sources will allow us to cross-reference them, and thus to come to more reliable conclusions in the end. The approaches presented below (see Table 16) cover the overall methodological approach of the study: while some of these methods were used for the analysis of both the park management and the visitor experiences (document and data analysis and field research), others were used only in one of the cases (interview method for the park management and survey for the visitor experiences)²⁶⁰. The different methodologies are complementary to each other, proving us with different viewpoints on certain subjects and in order to avoid potential traps of misunderstanding data due to simplified, unilateral interpretation. To support our exploratory investigations on the parks with quantitative data, we used, thus, the following methods.

Table 16 – General methodological overview of the study

	Sample	Method	Orientation	Subject
Documents and data analysis	stakeholders and consumers	qualitative and quantitative	objectivity	park management and visitor experiences
Field research	consumers	qualitative	subjectivity	park management and visitor experiences
Interviews	stakeholders	qualitative	objectivity and subjectivity	park management
Questionnaire	consumers	quantitative	objectivity and subjectivity	visitor experiences

We approached park management analysis from three different directions: the analysis of relevant documents and existing data and observations of the sites provided us with the

²⁵⁹ In these cases, qualitative and quantitative methods served to complement each other. The reliability of this approach is questioned by some qualitative researchers, who argue, that it is not possible to be objective and subjective at the same time (Madill, Jordan, & Shirley, 2000). Others believe, that not only these two can coexist, but subjectivity might as well enable researchers to objectively comprehend the studied phenomena (Ratner, 2002).

²⁶⁰ Specific methodologies will be presented in detail in the corresponding chapter (see Survey method on page 230).

How the natural areas are managed?

Who are the different stakeholders in the parks?

What are their roles and responsibilities?

What kind of roles are natural areas expected to fulfill in urban areas?

What policies apply to physical activities?

Who are the visitors of the parks?

In what kind of (outdoor) activities are they involved?

In what way French and Hungarian parks are operating differently?

In what way 'recreational' and 'protected' parks are operating differently?

The most important documents were first those that may ground the legislative environment of the parks' operation. As we were focusing on two European countries' natural areas, the laws and legislations were first taken into consideration on the European level, then on the national level. On the European level – as we have already seen from the EU's sustainable development policies and recommendations – directives are more general, defining priorities and focus areas. On the national level, in both countries the functioning of the parks is defined by laws on natural protection, law on forestry, etc. For the administration of the parks, we have found – in both of the treated countries – a series of documents. They either organize the park's management in general, on the national level (just like charters, ranking procedures, tourism recommendations, etc.), or the park management itself (charter or constitution of the parks themselves).

A remark, made during the first document analysis, has to be noted here. All four subject parks are European ones, we thus expected that they are governed in line with similar values and principles. Although many similarities can be found, differences in the presentation of these regulations as well as their relevance for the park management was already observable at the early, exploratory phase of the research²⁶¹.

Parallel to the official legal documents related to the parks, newspaper reports on tourism, sport and environmental issues, as well as the minutes of the parliamentary debates on sport, natural conservation and tourism policies were also included as sources.

²⁶¹ If we found it relevant to mention this fact here, is that because it shaped our opinion on the park management and thus led to further questions – presented in the following chapters.

Also, an attempt was made to familiarize with the territorial development endeavors of both countries, especially when they were related to the development of tourism and/or recreation activities.

Finally, existing data were mined in order to reveal some of the most relevant statistics on physical activity, tourism and recreational habits of the parks' visitors, as well as to gather some general information about the different stakeholders within the park.

2.2.2. Field Research: The Method of Observation and Participation

Observation and participant observation have been used in many disciplines for collecting data about people, processes, and cultures and have been included under the generic term of 'ethnographic methods' together with interviewing and document analysis (Kawulich, 2005). But what is observation exactly and how it is different from unconscious contemplation, and how it might serve as an exploitable and reliable base of knowledge? In this section, with the help of some of the existing definition of observation, participant observation and participation, we are going to explain its advantages, disadvantages and the limits. This introduction to the method will be followed by the description of how we planned to observe (with the details of our observation guide) and that of the occasions when we pronouncedly used the observation technique to gain data on the field.

Studying the human existence in everyday life situations and setting represent one of the biggest challenges of human studies (Spradley, 2016). "Emerged with the professionalization of anthropology and sociology (Jorgensen, 2015)", observation and particularly participant observation allow the researcher to interact with people in everyday life while collecting information (Jorgensen, 2015).

Observation is "the systematic description of events, behaviors, and artifacts in the social setting chosen for study (Marshall & Rossman, 2006)". The significance of this method relies in its capacity to describe existing situations through the use of the five senses, providing a "written photograph (Erlandson, Harris, Skipper, & Allen, 1993 cited by Kawulich, 2005)" of the studied event. As according another, but similar approach, "participant observation is the process enabling researchers to learn about the activities of the people under study in the natural setting through observing and participating in those activities (Kawulich, 2005)". As for the nature and the methodology of this process, many researcher shared their experiences and best practices (some of which also appear in the present dissertation), however, each study remains

unique and requires specific custom-made considerations, as “its practice nevertheless remains artful, requiring creative decision making about problems and questions to be studied, appropriate settings and situations for gathering information (Jorgensen, 2015)”.

The present study aimed to discover national cultural differences among two European countries, while we were also interested to find out differences in the management and visitor experiences between ‘recreational’ and ‘protected’ type of parks. Accordingly, our field research targeted these fundamental questions. Whereas the observation of visitor activities requires concrete measures, studying cultural differences raises a number of questions. First of all, what is culture and how do we observe or measure it²⁶²? According to Spradley (2016), “Culture, the knowledge that people have learned as members of a group, cannot be observed directly.” The solution proposed by the author suggests, that the best way to find out what people know is to “get inside their heads (Spradley, 2016)”. Although this might seem to be an impossible feat, the author argues, that “our subjects themselves accomplished it when they learned their culture and become ‘native actors’ (Frake, 1964 cited by Spradley, 2016)”, implying that cultural knowledge is acquired through making inferences²⁶³ (Spradley, 2016). In other words, every time when we are in a new situation, we make inferences about what people know, meaning “reasoning from evidence (what we perceive) of from premises (what we assume)²⁶⁴ (Spradley, 2016)” (see Figure 11).

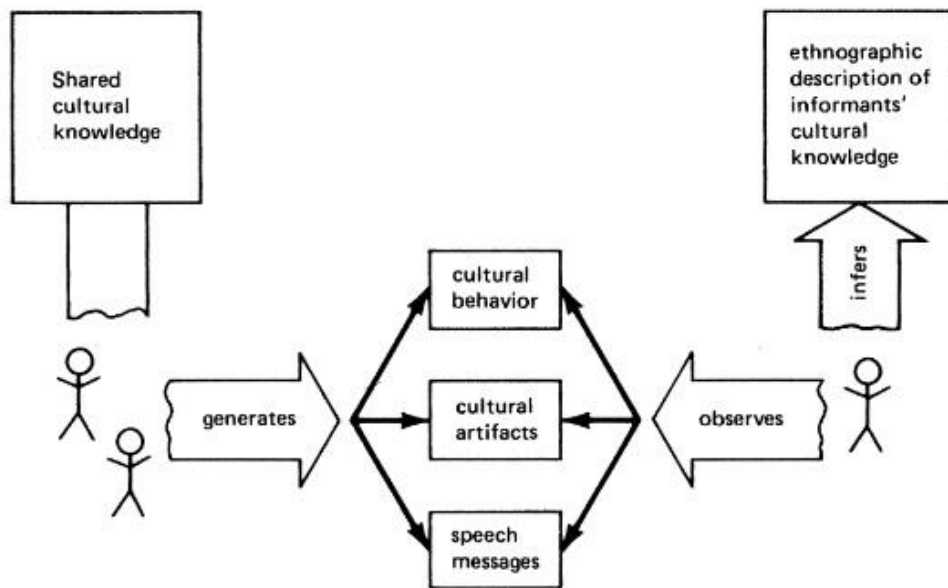
²⁶² For further details on the interpretation of culture, see page 38.

²⁶³ As Spradley (2016) argues, people learn culture through making inferences, a method, which consists of three types of information: (1) people observe what other people do, learning cultural behavior; (2) also, people observe what other people make and use, such as clothes and tools, acquiring information this way on cultural artifacts; and (3) they listen to what people say (speech messages). “Every ethnographer employs this same process of inference to go beyond what is seen and heard to find out what people know (Spradley, 2016).”

²⁶⁴ At the start, cultural inferences are only hypotheses about what people know, which must be tested until the researcher ascertains to a certain degree, that people share a particular system of cultural meanings (Spradley, 2016).

Figure 11 – Making cultural inferences

(Spradley, 2016)



Explicit cultural knowledge might be relatively easily captured through direct communication, whereas observing behavior and artifacts might serve to acquire tacit cultural knowledge (Spradley, 2016). Although, none of these sources²⁶⁵ for making inferences are infallible, they can lead to decent cultural descriptions. However, while Spradley (2016) argues (referring to Frake, 1964), that we can evaluate the adequacy of the descriptions “by the ability of a stranger to the culture to use the ethnographer’s statements as instruction for appropriately anticipating the scenes of the society (Frake, 1964 cited by Spradley, 2016)”, for other authors the procedure requires special knowledge and capacities to make adequate inferences, as “the researcher in effect has to become an accurate measuring instrument (Ritchie & Lewis, 2003)”.

In this aim, a structured recording process may be in place to aid data collection and analysis, including detailed descriptions, analytic notes and observer comments about the setting along with subjective reflections of the researcher (Ritchie & Lewis, 2003), to facilitate objective comprehension of the observed phenomena (Ratner, 2002). As proposed by the authors²⁶⁶, a detailed observation guide was designed to lead our field studies (see Illustration

²⁶⁵ That is, behavior, speech and artifacts (Spradley, 2016).

²⁶⁶ Ritchie and Lewis (2003) proposed a framework for observation guides, which was adapted to our specific questions and to our setting of (protected) natural areas.

11)²⁶⁷. The guide is composed of seven parts: (1) Background of the field visit; (2) Observed activities (including general aspects of the observation of activities, the participants and the context of these); (3) Physical environment (the venue, the weather, events, peculiarities); (4) Detailed description of the observed activity; (5) Researcher notes on interactions of the participants with each other, with nature or with any other entities such as service providers, authorities, etc.; (6) Peculiarities of the observation such as special or unexpected events or any other detail considered relevant for the study; (7) Post-observation notes and comments including hypotheses, conclusions, comparisons with former observations, notes for future observations, etc.

²⁶⁷ The study was designed around the following fundamental areas of interest:

- (1) Visitors' practices – the type and nature of their various kind of behavior, notably their outdoor activities;
- (2) Groups of visitors;
- (3) Tourism and outdoor stakeholders and their roles – who are the different service providers, what kind of offer do they have;
- (4) Relationships – how the demand and offer in the parks relate to each other;
- (5) Locals – in what respect locals may be different from townsmen; how do these people relate to the park and especially to the various activities offered in the parks;
- (6) Tribes, subcultures or lifestyles – in what terms (if any) the visitors in the park form a homogenous group, and what are their main common characteristics.

Illustration 11 – Observation Guide

(Ritchie & Lewis, 2003)

OBSERVATION GUIDE FOR NATURE PARK ACTIVITIES/MANAGEMENT

(adapted from Ritchie & Lewis, 2003)

1. Background:

Location:

Date:

Observation start time:

End time:

Name of researcher:

Other researchers present:

2. Observed activities:

Type of the activity:

Participants:

Context notes:

3. Physical environment:

4. Activity details:

Who?

What?

Why?

How?

5. Notes on interactions

Among participants

Participant-nature

Participant-other

6. Peculiarities

7. Post-observation notes/comments

Field visits were made to all four subject parks, two in France and two in Hungary – providing, thus, information on each study area (including recreational and protected sites). However, the aspects of the observations – in other words, the focus questions – varied according to the type of the park and the objectives of the investigation. However, in all cases we inspired from the following type of questions:

How the access to the parks is organized?

How the outdoor/tourism/other offers are organized within the park?

How this offers are utilized by the visitors?

How the participation in outdoor activities of the visitors may be best described?

In what respect visitors in each park are different from each other?

What are the similar characteristics of these visitors?

How the park management seems to be balance with the needs and expectations of the visitors?

Furthermore, we tried to keep our eyes open for any unexpected trait or incident that might be useful for a deeper comprehension of the parks' operation. To this end, we organized field visits during various period of time and we tried to remain particularly open and perceptive for the dynamics of parks' everyday life. During these visits, field research notes (in line with the observation guide) and pictures were taken in order to accurately register the observations²⁶⁸. As our observations started long before the actual research program has started, we haven't kept an exact track of all of our visits, however, after the observation guide was finalized, ad hoc observational tours were organized to each of the parks.

²⁶⁸ For an example of these notes, see annexes 4 on page 501.

2.2.3. Semi-Structured Interviews

“A semi-structured interview is a verbal interchange where one person, the interviewer, attempts to elicit information from another person by asking questions. Although the interviewer prepares a list of predetermined questions, semi-structures interviews unfold in a conversational manner offering participants the chance to explore issues they feel are important. (Longhurst, 2015)” goes a clear and simple definition of semi-structured²⁶⁹ interview, highlighting its aspects of conversation along predetermined questions, allowing to explore important issues for the topic. Interview as a method was born from the necessity to build a relationship between interviewer and interviewee equal enough that the interviewee wouldn't perceive it like an interrogation, which might influence his/her willingness to provide information (Blanchet & Gotman, 2001).

As for the conditions for its validity, it relies on two major factors, notably, the experience of the interviewee²⁷⁰ and the approach scientific of the interviewer²⁷¹ (Blanchet & Gotman, 2001).

Semi structured interviews are adequate for finding out *Why* rather than *How many* or *How Much*, owing to their flexibility (Fylan, 2005). In other words, semi-structured are suitable, when, just like in our case, we are looking for the reasons behind certain events or behind information collected beforehand and, thus, to gain a better understanding of the research question(s). As we were mostly interested in how parks and park tourism are managed in different countries, we are looking for the reasons behind managerial choices. The use of semi-structured interviews provides the possibility to talk around the subject with the interviewee(s)

²⁶⁹ Interviews might be categorized as structured, unstructured or semi-structured, or can be placed along a continuum marked by these options (Longhurst, 2015). “Structured interviews follow a predetermined and standardized list of questions. The questions are always asked in almost the same way in the same order. At the other end of the continuum are unstructured interviews is actually directed by the informant rather than by the set questions. In the middle of this continuum are semi-structured interviews. This form of interviewing has some degree of predetermined order but still ensures flexibility in the way issues are addressed by the informant. (Dunn, 2005 cited by Longhurst, 2015)”

²⁷⁰ An interview is a “speech event (Blanchet & Gotman, 2001 cited by Labov & Fanshel, 1977)”, where A (the interviewer) reveals an information from the biography of B (interviewee). The experienced events unfold by the interviewee, on their end, might be based on personal ordeals or experiences placed in their context of collective issues, in line with the personal interpretation of the social facts under study (Blanchet & Gotman, 2001).

²⁷¹ The interview is a production of the researcher's initiatives (Blanchet & Gotman, 2001). To ensure the scientific approach of this latter one, the objectivity of the questioning needs to be ensured in line with “(1) Understanding the social actor's experience and perspective through stories, accounts, and explanations; (2) Eliciting the language forms used by social actors; (3) Gathering information about things or processes that cannot be observed effectively by other means; (4) Inquiring about the past; (5) Verifying, validating, or commenting on information obtained from other sources; (6) Achieving efficiency in data collection (Lindlof & Taylor, 2011)”.

and find out what is important, and why; accordingly, semi-structured interviews contribute to explore more complicated research questions (Fylan, 2005; Horton, Macve, & Struyven, 2004).

However, we mustn't ignore some limitations of this method. Firstly, people might respond differently according to their perception of the interviewer, depending on the age, sex and the ethnic origins of the interviewer (Denscombe, 2010) and the nature of the study topics²⁷² (Gomm, 2004). Accordingly, the skills of the interviewer might significantly influence the success of the investigations.

Maybe the most important characteristics of semi-structured interviews relies in its flexibility: "flexibility both in designing and refining the interview guides and in actually conducting the interviews is probably the most important key to success in using this technique (Horton et al., 2004)". Accordingly, the preparation of the study might have a key role for the success of the investigation. As a general approach to the steps to follow are composed of (1) the forming of the research questions; (2) choice of the research problem; (3) forming the hypothesis (in line with the preliminary answers); and (4) designing the actual investigation (Blanchet & Gotman, 2001). As we used this method in order to gain significant first-hand information to compete and broaden our knowledge gained from document analysis and observation, we were focusing on informative and comparative data on managerial questions and designed our interview guide accordingly.

Blanchet and Gotman (2001) distinguish highly and little structured interviews, where they recommend the use of the former one for exploratory studies, and the latter one in case we have more precise prior information on the topics. Even though we had a considerable amount of prior knowledge on the parks and their management, we didn't have reliable information on the opinion of policy-makers. As we were most interested in their point of view and the real reasons behind their decisions, for our semi-directed interviews we decided to somewhat mix these recommendations and ask open and more global questions targeting well-defined topic areas (rather than asking specific questions) in order to let our interviewees lead by their own considerations.

The primary goal of the interviews was to understand the parks' administration's approach to the park management and to visitors. Also the questions of outdoor offers and natural conservation were taken into consideration and our aim remained to reveal eventual cultural

²⁷² As Gomm (2004) explains, there might be a difference between what the interviewee thinks the answer should be and reality.

differences between the two subject countries. Our interview guide included four major parts: (1) actor and organization; (2) Activities; (3) Nature conservation; (4) Development projects. The actual questions were constructed either in French or in Hungarian (depending on the nationality of the interviewee(s)) around these topics tailored in each case for the respondent(s), according to their field of operation, responsibilities, general tasks, etc²⁷³.

As we had gathered documentary data and carried out observation tours in the parks, we passed on the actual interrogation of the park stakeholders. We were, above all, interested in the point of view and reflections of those whose function was somehow linked to the management or the operation of the parks. Hence, we aimed to interview professionals of the parks – such as policy makers, strategic and/or operational managers, tourism office workers, etc.

As for the definition of the sample, it implies to select the categories of peoples who we would like to interrogate, determine the actors who might have the information we are looking for; however, the topic of the research might naturally define the categories of interviewees (Blanchet & Gotman, 2001). In our case this question seems to be quite obvious, as the questions are fixed. As for the number of sample, it is also limited by the number of subject area and the competent actors²⁷⁴. Therefore, we are passing to the question of accessing the interviewees. We chose to access directly to our interviewees, which was done via phone call.

Concerning the proceeding of the interviews: an appointment was scheduled via telephone a few weeks before the meeting. In the case of most Hungarian interviews, a set of questions was sent to the interviewees via e-mail before the meeting – on their request²⁷⁵. In all cases, the interviews took place either in the office of the interviewee, or by phone or at our university office. A note has to added here, namely, that some of the interviewees either canceled²⁷⁶ (last

²⁷³ For an example of the interview guide, see Annexes 2 on page 498.

²⁷⁴ In this case, we are referring to the actors, who work in close connection to the park management, such as employees of the parks, tourism offices, etc. However, we are aware, that the study area might have been broadened with, among other possibilities, by adding actors with different point of views, such as policy makers or service providers, for example. (A more detailed description of these possible complementary research areas can be found in the section entitled ‘Analytical Approach of the Study’ from page 175.)

²⁷⁵ Of course, the same option was available for our French interviewees, but they didn’t want to use it.

²⁷⁶ In two cases (Pascal Martinien / Pierre-Michel Sarrazin and Annamária Kopek / Adél Varga), another colleague substituted the original interviewee. As these substitutes work in close collaboration with the originally invited interviewee, we might suppose, that the given answers might more or less reflect the point of view of the other one.

minute) or didn't accept²⁷⁷ the interview. Table 18 shows a summary of the interview schedules for the study. As for the choice of methodology tools, we opted for the individual interviews²⁷⁸. This method is useful in management studies to help reveal "ideas, hypothesis, refine the interpretation of situations or define a problem, explore opinions, attitudes, perceptions or representations" (Gavard-Perret, Gotteland, Haon, & Jolibert, 2012).

²⁷⁷ As for the interview with Jean-Francois Bazin: the author tried to call him repeatedly on a home number found online and also asked for the help of a former co-worker of M. Bazin's, M. Étienne Galmiche, former research officer of the Burgundy Regional Council, who, after detailing the research project to M. Bazin, informed the authors of the refusal of the interview.

Concerning the interviews with the Hungarian Federation of Tourism Destination Management Associations: in order to schedule an interview with the president of the federation (Sándor Semsei), its then secretary (Kitti Novák) was contacted by phone, who accepted to give an interview herself and asked for details of the study before confirming an interview with the president of the association. On the day of the scheduled telephone interview, she excused herself on account of being busy, and refused to reschedule the interview. Also, she informed us of the negative answer of the president. It has to be added also, that the questions were about the competition and conflicts between the Hungarian Tourism Company, the official national tourism entity, and the federation of the local and regional tourism destination management associations.

²⁷⁸ Individual interview as opposite of group interview, that is, where the point of view and the opinion of each individual is of importance, although more than one of them might be present during the meeting (Gavard-Perret et al., 2012). Also, in some cases, more than one interviewer was present at the conversations, the number of participant varying between 2 and 5.

Table 18 - Interview schedule

Date	Place of the meeting	Organization	Interviewee(s)	Notes
15-Apr-2014	Avallon	Tourist Office, Avallon	Catherine GOOR Director of the Tourist Office of Avallon	<i>other participants: Gérard Delorme, interviewers: Antoine Marsac, Jean-Luc Lhéraud, Orsolya Czeglédi</i>
15-Apr-2014	Avallon	Tourist Office, Avallon	Gérard DELORME President of the Tourist Office of Avallon/ Tourism Councilor (Socialist Party)	<i>other participants: Catherine Goor, interviewers: Antoine Marsac, Jean-Luc Lhéraud, Orsolya Czeglédi</i>
16-Apr-2014	Château-Chinon	Tourist Office, Château-Chinon	Delphine JEANNIN Digital Content Manager Tourist Office of the Grand Autunois Morvan	<i>interviewers: Jean-Luc Lhéraud, Orsolya Czeglédi</i>
15-Apr-2014	Vézelay	Tourist Office, Vézelay	Alexandra DELAROCHE Tourism advisor and digital content manager, Tourist Office of Vézelay	<i>interviewers: Antoine Marsac, Jean-Luc Lhéraud, Orsolya Czeglédi</i>
20-May-2014	<i>telephone interview</i>	Tourist Office, Autun	Nathalie CADET Publication manager, Tourist Office of Autun	<i>interviewers: Jean-Luc Lhéraud, Orsolya Czeglédi</i>
17-Apr-2014	Dijon	Morvan Regional Natural Park	Jean-Philippe CAUMONT Managing Director of the Morvan Regional Natural Park	<i>interviewers: Jean-Luc Lhéraud, Orsolya Czeglédi</i>
30-Sep-2014	Budapest	Duna-Ipoly National Park Directorate	Réka ELŐD Head of the Eco-Tourism and Environmental Education Department of the Duna-Ipoly National Park Directorate	<i>interviewer: Orsolya Czeglédi</i>
18-Jun-2015	Pilisszentiván	Duna-Ipoly National Park Directorate	Sándor BIRO Head of the Nature Watchers of the Duna-Ipoly National Park Directorate	<i>interviewer: Orsolya Czeglédi</i>
25-Nov-2014	Dijon	Watersports Center	Pascal MARTINIEN director of the Dijon Watersports Center	<i>(interview canceled on the spot)</i>
25-Nov-2014	Dijon	Watersports Center	Pierre-Michel SARRAZIN deputy director of the Dijon Watersports Center	<i>interviewer: Orsolya Czeglédi</i>
n/a	n/a	Burgundy Regional Council	Jean-François BAZIN Former president of the Burgundy Regional Council	<i>(didn't accept the interview)</i>

8-Aug-2013	Csopak	Balaton-Uplands National Park Directorate	Annamária KOPEK Director of the Department of Tourism and Education of the Balaton-Uplands National Park Directorate	<i>unrecorded, unscheduled interview interviewers: Antoine Marsac, Orsolya Czeglédi</i>
1-Oct-2014	Csopak	Balaton-Uplands National Park Directorate	Annamária KOPEK Director of the Department of Tourism and Education of the Balaton-Uplands National Park Directorate	<i>(interview canceled on the spot)</i>
1-Oct-2014	Csopak	Balaton-Uplands National Park Directorate	Adel VARGA Tourism and communication manager of the Eco-Tourism and Environmental Education Department of the Balaton-Uplands National Park Directorate	<i>interviewer: Orsolya Czeglédi</i>
1-Oct-2014	Balatonfüred	Tourist Office	Piroska SANDOR Tourist counselor at the Balatonfüred Tourism Office	<i>interviewer: Orsolya Czeglédi</i>
1-Oct-2014	Balatonalmádi	Tourist Office	Tímea Freiné TAKACS Tourism destination manager and Tourist counselor at the Balatonalmádi Tourist Office	<i>interviewer: Orsolya Czeglédi other participants: Ágnes Árvai</i>
1-Oct-2014	Balatonalmádi	Tourist Office	Ágnes ÁRVAI Tourist office manager of the Balatonalmádi Tourist Office	<i>interviewer: Orsolya Czeglédi other participants: Tímea Freiné Takács</i>
11 and 24 Jun-2014	<i>telephone interview</i>	n/a	Kitti NOVÁK Secretary of the Hungarian Federation of Tourism Destination Management Associations	<i>(canceled the interview and refused to reschedule)</i>
n/a	n/a	n/a	Sándor SEMSEI President of the Hungarian Federation of Tourism Destination Management Associations	<i>(didn't accept the interview)</i>

During our choice of interviewees, our aim was to find people who are familiar with the managerial considerations and directions of the sites and/or the tourism and/or physical activities available in the area and particularly in the park. Accordingly, we contacted people working for/in one of the subject parks, such as park management, park employees, tourism office employees of different levels, physical activity providers.

Each discussion was recorded digitally with the authorization of the interviewee(s). Then the interviews were transcribed in their original language – either French or Hungarian – and then translated to English²⁷⁹. The analysis is, thus, based in most cases on the English version²⁸⁰. As in the heart of our interview analysis was the content (that is, the ‘what they say’ more than the ‘how they say it’), it seemed to be more advantageous to treat their English version and thus provide a basis for the comparison.

The studies of the present thesis have been carried out in a complementary and successive manner, each topic deriving from our previous investigations. As for the methodologies used, among the qualitative designs, the interview is one of the most widely-used technique in management studies (Romelaer, 2005). The objective is to gather information on pre-defined topics. These topics then later can be exploited in various ways, among which the thematic content analysis seemed to best suit our objectives: Content analysis is a research tool with the function to determine the presence of certain words or concepts within texts (Krippendorf, 2004). The aim is to reveal, quantify and analyze words and concepts appearing in the texts. Two general categories of content analysis are conceptual and relational analysis. Conceptual analysis, also known as thematic analysis focuses on the occurrence of selected terms within the text in the aim to limit the subjectivity of the analysis. Relational analysis (or semantic analysis) seeks to go beyond the presence and occurrence of the concepts by exploring the relationships between the concepts identified (Krippendorf, 2004).

As for the choice of methodology tools, we opted for the individual interviews. This method is useful in management studies to help reveal “ideas, hypothesis, refine the interpretation of situations or define a problem, explore opinions, attitudes, perceptions or representations (Gavard-Perret et al., 2012)”.

²⁷⁹ The transcript of each interview can be found in the ‘Annexes’, while the tables for their content analysis and a detailed description and explanatory discussions make part of the ‘Results’ section.

²⁸⁰ For the conceptual analysis of the interviews, realized with the help of the Tropes 8.4 software, in case of the French interviews the original version was used.

First a conceptual analysis was carried out, which was followed by a relational analysis. The conceptual analysis concerns three lexical fields: nouns, verbs and adjectives (Badaoui, 2009). While handling the results, the interpretative approach was taken, where both the manifest content (that is, the obvious and straightforward meaning) and the latent content (the subtler meaning of the text) is analyzed (Ahuvia, 2000). For the analysis the TROPES 8.4 software was used. As the software exists in French and English languages, in the case of the French interviews, the original text was used, while in the case of the Hungarian texts, their English translation was studied.

Besides the analysis of the revealed themes and the number of occurrence of the most relevant terms in the interview texts, a comprehensive analysis is also carried out in the aim to reveal national cultural differences. The aim of this latter being, thus, to understand the global meaning of the interviews and to define the similarities and differences between the management of French and Hungarian natural areas and that of the different types of parks. On the other hand, analysis by topic allows us to explore the most pertinent observations and findings in each topics revealed by the interviews. Berelson (1952) argues in favor of content analysis as an effective means to reveal differences in texts. Also, the author underlines the capacity of the method to identify intentions and trends of organizations (Berelson, 1952), which is also likely to serve our aim to distinguish the different entities in the park – such as park administration, tourist offices or environmental preservation specialist, etc. – with their differing perspectives of the park management.

In line with the above mentioned methodological concerns, during the analysis on the interview texts, the following stages took place: First, the interviews were analyzed independently to each other and to our prior knowledge in order to detect and unexpected topics. These themes provided us with the basis of wording a set of evaluation questions²⁸¹ (Baxter & Eyles, 1997) along which the analysis could take place. Then the emerging topics were compared against our original themes. As an advantage of the semi-structured interviews, it helped us remain focused on our fundamental questions, while allowing unexpected data to

²⁸¹ That is, questions, which might later serve for the comparison of the texts.

occur²⁸². During the interpretation of the results provided by the software, an additional analysis of the texts complemented these with paying special attention to our focus questions and the emerging (unexpected) themes. Finally, we made an attempt to compare these interviews from a cross-cultural perspective.

²⁸² As the conversations were carried out along a pre-defined interview guide, the same themes occurred during the interviews, although the length and the importance of these might vary depending on the interviewee's point of view and considerations.

3. THE ANALYSIS OF VISITOR EXPERIENCES AT NATURAL PARKS

Just like in the case of the managerial consideration, several approaches of visitor experience analysis were detailed, followed by the fundamental literature²⁸³ of the chosen perspective. The following sections give a description on the operational use of the aforementioned models and theories. Also, the specific methodologies of the visitor experience analysis will be expounded.

3.1. Analytical Model of Park Visitor Experience Analysis

The analysis of the park visitor experiences, as the whole study, relies on a cross-cultural comparison of the observed phenomena, notably (in this case), that of the park visitor experiences. Our analysis of consumer behavior in natural areas focuses on the consumption of the (available) outdoor activities at natural sites and the experiences lived through the consumption of the recreational and/or tourist activities.

The analytical model of park visitor analysis²⁸⁴ relies on the interaction of cultural effects, the impacts of participation in physical activities (mediating variables), and the age, gender and the type of visit²⁸⁵ (moderating variables) on park visitor experiences and on the satisfaction, the perception of the venue quality, along with the intentions of recommend and return to the site. The following subsections are dedicated to give an overview on each element of the model.

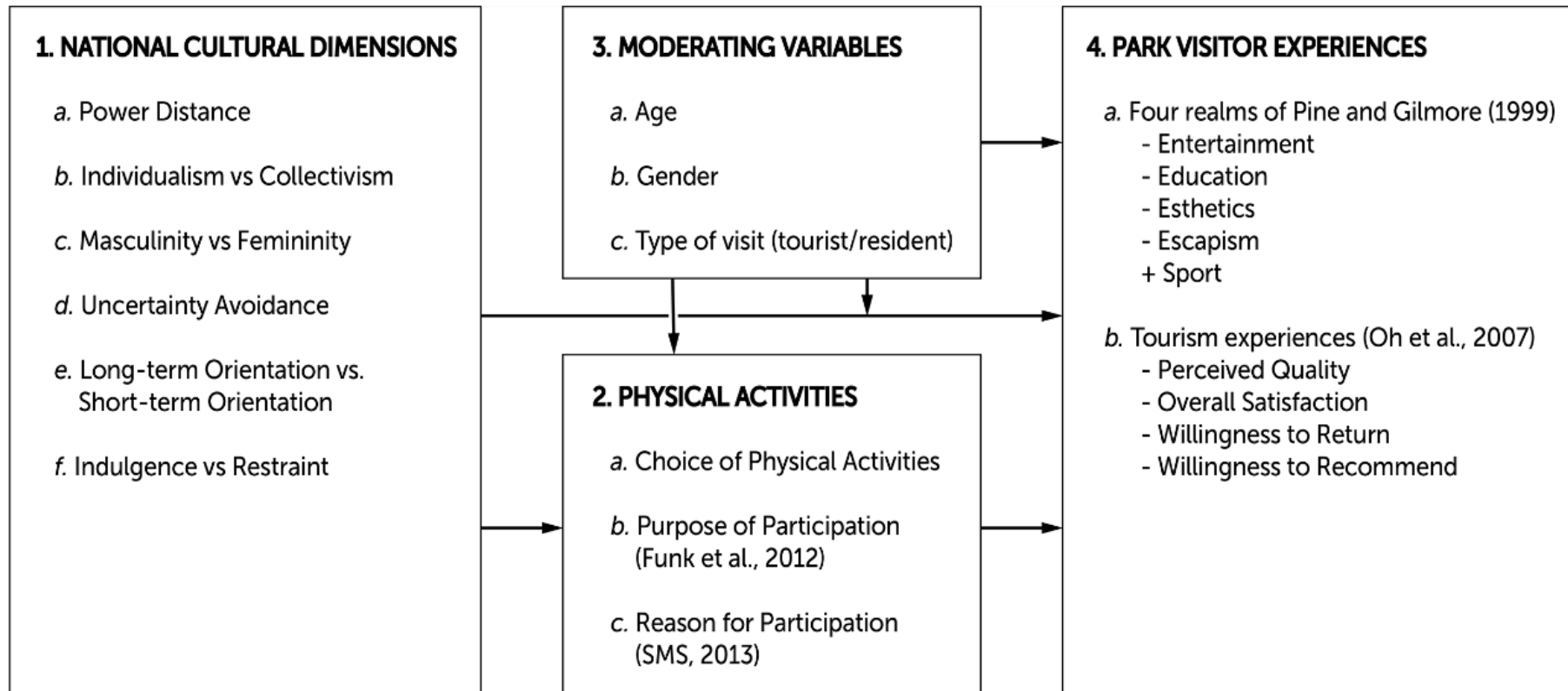
²⁸³ For details on the possible perspectives see page 175 and for the chosen approach page 184.

²⁸⁴ The present study provided an opportunity to mapping park visitor experiences from the below detailed perspective. Other possible approaches are detailed in the section from page 175 and the possibilities future directions of the research from page 448.

²⁸⁵ Park visit as a local (urban) resident or as tourist.

Figure 12 – Analytical model of the visitor analysis

(source: as cited, adapted by the authors)



3.1.1. Cross-Cultural Comparison

The cross-cultural perspectives of park visitor analysis rely on the same considerations, than that of the management studies²⁸⁶. Based on the cultural dimensions of Hofstede (Hofstede et al., 2010; Hofstede, 1983, 2001), the consumption of physical/recreational/tourism activities and the related experiences are to compare on the level of the park/nation. As a general approach to the analyses, the impact of globalization on sport (Ohl & Taks, 2008) and on tourism consumption (Cleveland, Rojas-Mendez, Laroche, & Papadopoulos, 2015) are taken into consideration, along with the theory of “global consumerism (Ladhari, Pons, Bressolles, & Zins, 2011)”. The theories, which grounded our knowledge on the topic, now serving as the basis of our analysis are presented below in a more operational approach.

While keeping a general inter-cultural approach to each element of our investigations, the application of Hofstede’s findings is tested in particular, using his cultural dimensions as a starting point. As we assume, cultural affiliation might influence the visitors’ attitude to physical activities (see box 2 of the analytical model), including the choice of activities and both the purpose and the reason of participation. Also, cultural affiliation is likely to have an influence on the visitors’ experiences in the park (Kastanakis & Voyer, 2014; Reisinger & Turner, 2003).

3.1.2. Consumer Behavior in Natural Areas

Our study of natural park consumption relies on the joint analysis of tourism experiences, sport consumption, park visiting habitudes, in line with the cross-cultural aspects of consumer behavior analysis, introducing the concept of global consumerism. The following sections are dedicated to highlight our operational approach to visitor experience analysis in European natural sites in line with the afore mentioned perspectives.

3.1.2.1. Consumption of (Available) Outdoor Activities at Natural Parks

Outdoor activities were already mentioned from the management point of view as part of the park offer and an element of the park positioning. However, the analysis of outdoor activities within the park is only possible along the available activities, depending on the

²⁸⁶ For details of the cross-cultural analytical approach, see page 192.

geographical characteristics of the site, its management and service providers and the demand (that is, the number of visitors and their preferences).

As pursuing along the afore introduced sport marketing planning process²⁸⁷ (Shilbury et al., 2009), we analyze the park operations following the logic of the analysis of outdoor activities²⁸⁸. As we have already seen, these activities are likely to influence land planning and territorial development (Corneloup & Perrin, 2009; Dorvillé & Bouhaouala, 2006; Falaix, 2012; Marsac & Czegledi, 2016; Marsac, 2015). Nevertheless, geographical characteristics of the area might also define the nature sports, which are likely to be present (Mao & Bourdeau, 2008). On the other hand, possibilities and reality are not necessarily the same: the availability of the outdoor activities in nature parks depends also on the visitors' demand (both in terms of variety of outdoor activities and the frequency of participation), the service providers' actions (in line with expected economic gains) and the park management's intentions. We will, thus, firstly analyze the availabilities of outdoor activities in the parks with paying attention to the geographical features of the territory, in relation to the services provided either by the park management or authorized service providers.

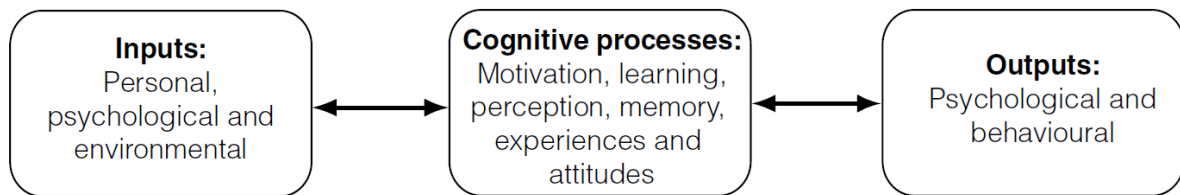
For the analysis of the outdoor behavior in the parks, the model of sport-consumption decision making process (Shilbury et al., 2009) serves as a basis (see figure 13 below). As highlighted by the authors, "some individuals engage more frequently in sport consumption activities and form stronger psychological connections than others (Shilbury et al., 2009)". Accordingly, we are focusing in the topics suggested by the authors, adapted to our investigations and objectives: Regarding the inputs, personal characteristics will be completed with the particular 'psychological and environmental' elements represented by cultural affiliation. The analysis of 'cognitive processes' follow the logic established by the authors; while the in the case of the 'outputs' we are going to focus on the behavioral side, and in particular in the cultural differences between in visitor behavior.

²⁸⁷ External environmental forces acting on nature parks – see page 201.

²⁸⁸ The reason behind this approach is that our perspective is defined by our setting: in other words, we are not trying to understand outdoor consumption in general, but in particular natural sites. Therefore, only the experiences of available activities could be analyzed.

Figure 13 - The sport-consumption decision making process

(Shilbury et al., 2009)



The model provides an overview on the interaction between different elements of sport consumption, notably the personal and environmental characteristics, the attitudes, perceptions and experiences and the behavior and opinions linked to the stimuli. These elements also serve as the basis of our visitor analysis, and applied to both recreational, sport and tourist activities in the open-air setting of the subject parks.

Our focus of investigations relies on the analysis of two primary stakeholders: tourists and destination marketers, or in other words, the park management. Cross-cultural investigations exist on both groups equally, while the managerial literature and the stakeholder theories provide complimentary data on the consumers' analysis from the offer's perspective. In this section we are focusing on the parks visitors from the consumer behavior approach. Generally speaking, "tourists are believed to hold personal values that permeate their life and that embed their choice of a specific destination and/or target tourist experience (Oh, Fiore, & Jeoung, 2007)". In line with these values, travel motives and tourist attitudes may rise and they may also be responsible for non-touristic visits in the park. As personal values are inextricably linked to tourist experiences (Getz, 2008; Shilbury et al., 2009), our aim was to test the personal preferences and the role of cultural affiliation in the geographical context of natural parks for the question of outdoor activities. Our primary focus was taken on the experiences lived in the parks, the experiences linked to outdoor sports and the tourists' evaluation of the quality of the park and their satisfaction with their visit. Although in these cases we were focusing on the tourism perspective of the visitors' consuming behavior within the park, evidently, the behavior and attitudes of the non-tourists (that is, local residents) are also taken into consideration – with paying special attention to the eventual discrepancies between the different types of consumers. It has to be noted here, that in our study, nature parks are considered as tourist destinations (Reinius & Fredman, 2007), and thus its visitors are regarded as tourists. In the case of park visits of local residents, we assume, that they are also in a quest for nature (Corneloup, Bouhaouala, Vachée, & Soule, 2001; Lefèvre, 2004; Stebbins, 2005), and/or

recreational/outdoor activities, who, therefore, show considerable similarities with tourists in terms of behavior and attitude²⁸⁹ towards these activities (Weed & Bull, 2009).

The originality of this approach is that most tourism visitor behavior studies, especially in the field of marketing, are targeting consumption, in relation to the purchase of material goods or services (Woodside, Hsu, & Marshall, 2011), such as travel, accommodation, catering, souvenirs, entrance fees, etc. As for the present investigations, we approach the question not from the visitor expenses point of view but from an intercultural comparison perspective. The entrance to all treated natural parks and also the outdoor activities in question are free of charge (although research show the possible environmental benefits of entrance fees to natural areas (Kamri, 2013; White & Lovett, 1999)), thus, in our study, the visit to the park itself doesn't mean any extra costs for the visitors.

Stemming from cross-cultural studies, notably the work of Hofstede (Hofstede et al., 2010; Hofstede, 1983, 2001), and inspired by the tourist behavior model of Woodside²⁹⁰ (Woodside et al., 2011), we constructed an analytical model for the cultural comparison of visitors to European nature parks. The following sections are going to provide us with terse descriptions on the theoretical background of our visitor analysis model construction.

Regarding the other constructing elements of the analytical model: The choice of outdoor activities, along with the reason and purpose of participation vary from one individual to another (Rapp & Hill, 2015). These individuals are influenced both by cultural and personal values (Frank, Enkawa, & Schvaneveldt, 2015), accordingly, culture is also likely to influence the choice of and motives for physical activities. On the other hand, these activities, on their end, are likely to influence the evaluation of the tourism experiences at the park from (Oh et al., 2007), the visitors' perceptions (Kastanakis & Voyer, 2014; Reisinger & Turner, 2003), the evaluation of the service quality (Shonk & Chelladurai, 2008) and the (overall) satisfaction

²⁸⁹ Visitors from urban to nature parks yearn for nature, outdoor/recreational activities (Corneloup et al., 2001; Rech & Mounet, 2014; Stebbins, 2005), and are therefore seeking for unusual places, different from the urban setting they live in. Accordingly, in the quest for nature, out of ordinary places and experiences (Bouchet, Lebrun, & Auvergne, 2004), they are likely to show tourist-like behavioral patterns. In other words, we consider our study settings as tourist destinations, even though some of the visitors might be local residents from the area. However, during the visitor analysis we are going to distinguish local residents and tourists.

²⁹⁰ According to the model of Woodside et al. (2011) consumption behaviors are influenced directly or indirectly by national cultural dimensions, subculture dimensions (age), consumption moderating variables (such as the prime motive for the trip: holiday or visiting friends and relatives) and prior visit experience), and pre-consumption cognitions and behavior (such as group or individual decision making, the amount of pre-trip planning and the sources of information).

(Ueltschy, Laroche, Tamilia, & Yannopoulos, 2004) and the intention to return or recommend the venue (Alegre & Garau, 2010). Above these, as traveling becomes more and more available for anyone and thanks to the development of information technologies, an assimilation/acclulturation (Berry, 2008; Cleveland, Laroche, Pons, & Kastoun, 2009; Cleveland et al., 2015), and a globalization effect is observable in the consumer behavior (Cleveland & Laroche, 2007; Ladhari et al., 2011; Rasmi, Ng, Lee, & Soutar, 2014; Tellis, Yin, & Bell, 2009), creating the idea of a “global consumer (Ladhari et al., 2011)”.

The analysis of the choice of activities is inspired by our intention to reveal fundamental cultural differences in their consumption. According to a study from the early 1990s, sport consumption of French and Hungarian participants showed considerable differences from not only the choice of activities, but also from the point of view of the available options (Földesiné, 1991). The afore mentioned globalization processes, and the 25 years that have passed since the study, we might suppose that these differences have disappeared since. However, if we find out, that differences still withstand these impacts, that might lead us to reveal cultural differences between the two subject country.

Regarding the purpose of the participation the sport consumer motivation model (Funk, Beaton, & Alexandris, 2012) was adapted to our investigations. According to the authors’ findings, ‘socialization’, ‘performance’, ‘excitement’, ‘esteem’, and ‘diversion’ are the major factors influencing the motivation of sports fans or sports game consumption. However, the actual factors were somewhat altered to better suit our investigations. As the original scale was designed for watching sports games, whereas our study is about active participation in outdoor activities. Accordingly, the factors linked to the team and fandom, were adapted to active personal participation and potential nature related motivators in line with the sport participation motivation scale (Pelletier, Rocchi, Vallerand, Deci, & Ryan, 2013) and the tourism experiences model (Oh et al., 2007).

Adapting the model to our study, one factor had to be altered to better suit our researches: ‘Esteem’ was changed to self-esteem’. As esteem is an emotion related to the team’s performance, it wouldn’t be relevant for the study of individual activities. However, several sport motivation studies showed the importance of self-esteem for sport participation (Biddle, Fox, & Boutcher, 2000; Trail & James, 2001).

Regarding the reason for participation: the revised sport motivation scale (Pelletier et al., 2013) was applied to our study. The model distinguishes six dimension of possible sport participation motivators: (1) Intrinsic, (2) Integrated, (3) Identified, (4) Introjected, (5) External,

(6) Amotivated. For testing these, the level of agreement with declarations imply the importance of each dimension for the respondents.

As for the choice of physical activities, we narrowed our investigations to the two practiced activity (see: KSH, INSEE). Outdoor studies show, that cycling and walking are the most popular recreational activities for Europeans (Pongrác Ács et al., 2015; Szmodis et al., 2012). At the same time, these activities differ considerably in terms of level of participation and also in terms of their participants (see: Ács et al., 2015; Bessy & Mouton, 2004; Muller, 2006; Schuft & Bergamaschi, 2013; Stebbins, 2005; Szmodis et al., 2012). Accordingly, these activities are expected to serve as a differentiating factor among the respondents.

3.1.2.2. Personal characteristics

As already mentioned, perceptions are influenced by personal values and cultural affiliation (Vinson, Scott, & Lamont, 1977). In addition, besides culture and personal values, other personal characteristics are also likely to influence the consumer behavior (Heilbrunn, 2010). The impact of age, gender or other demographic traits have long been recognized in marketing studies (Sheth, 1977). In addition, the importance of prior knowledge and/or visits of a tourism venue is also likely to shape the visitor's opinion on the destination and the visit (Funk, Toohey, & Bruun, 2007; Woodside et al., 2011). These personal features are, then, likely to directly influence the choice of physical activities and the experiences in the park, while together with the cultural affiliation, they might also alter the perceptions of the tourism experiences. Accordingly, personal characteristics are regarded as moderating variable²⁹¹ in our physical activity related experience model (Baron & Kenny, 1986).

3.1.2.3. Park visitor experiences

Pine and Gilmore (1999) approach to analyze human activities as various kinds of experiences affected tourism and recreation from both the theoretical/analytical and also the service provider perspective. It is an acknowledged fact now among scientists as well as marketers, that people are looking for experiences, rather than mere activities, services or products (Roederer, 2012). In agreement with this concept, we analyzed park visitor

²⁹¹ We are referring here to moderating variables as variables with “the moderator function of third variables, which partitions a focal independent variable into subgroups that establish its domains of maximal effectiveness in regard to a given dependent variable (Baron & Kenny, 1986)”

experiences in line with the thoughts on the four realms of experience of Pine and Gilmore (1999), and a ‘fifth realm’ concerning sport experiences, proposed recently by the authors (Lebrun, Su, Lhéraud, Marsac, & Bouchet, 2016). In addition, the tourism application of Pine and Gilmore’s concept (Oh et al., 2007) was also considered.

The four realms of Pine and Gilmore (1999) are defined along two axis of experience analysis: The ‘absorption – immersion’ axis defines whether and individual’s attention is occupied by an experience beyond him/herself (absorption), or whether the individual is becoming part of the experience itself (immersion). The other axis concerns the active or passive participation of the person. Along the axis, the realm of ‘entertainment’, ‘education’, ‘esthetics’ and ‘escapism’ were defined²⁹² (Pine & Gilmore, 1999). However, as Oh argues, the boundaries which separate the dimensions are often vague (Oh et al., 2007). For example, ‘edutainment’ combines the two realms of absorption, where individuals are both being entertained and are learning something new, such as during a visit to museums. Also, as Prentice’s romantic paradigm suggest the intrinsic motivation of tourists to use unusual tourism experiences as a tool to self-education and personal enlightenment (Prentice, 2001).

In line with the concept of experiences and its critics led to various application and development of the model. In the aim of analyzing experiences related to physical activities, a ‘fifth’ realm was added (the ‘sport’ realm), suggesting that sport participation might provide particular experiences for the individuals (Lebrun et al., 2016).

Regarding experiences specific to tourism activities, the authors revealed, that these experiences are likely to influence the tourists’ perception of overall quality of the venue and the satisfaction of the tourism experience. In addition, Chiu et al. (2014) revealed, that participation in physical activities are likely to raise the perceived overall quality of the visited park as well as the tourist satisfaction with the venue. According to another, somewhat analogous approach to the question of quality “To the stakeholders of tourism, such as tourists, destination marketers, local residents, and policy makers, the nature and scope of the experience offered by a destination and processed by tourists determine the value of the destination (Oh et al., 2007).” In other words, tourism providers are expected to develop a (package of) offers that has value in the eyes of the tourists as these experiences shape the visitors’ evaluation of the place. From the strategic management point of view, according to the above referenced

²⁹² For more detailed information on Pine and Gilmore’s (1999) concept of experiences, see Theoretical framework, on page 165.

findings, a higher evaluation of the venue may be, thus, achieved by elaborating a set of offers that provide experiences for the visitors and, thus, that are preferably include physical activities.

3.2. Methodology of Park Visitor Experience Analysis

As mentioned before, the analysis of visitor experiences relies on three main source of information: document and existing data analysis, observation and the survey method. The first two methods have been introduced in line with the methodology of the park management methodology section²⁹³. As the studied areas are closely linked, that is, the observation and data collection on tourism and physical activities from both the management and the visitor perspective, we overlook repeating the same methodological approaches and continue directly with the explication of the method of self-administered questionnaire.

3.2.1. Self-Administered Questionnaire

To test our hypothesis about cultural, managerial and visitor-related question in the natural parks, and also to (hopefully) confirm our observations and suppositions with quantitative data, we chose the survey method, as a widely accepted research method in social sciences for such investigations (Babbie, 2009; Fowler, 2009; Franklin & Walker, 2010; Yin, 1984). Regarding the setting for the survey, the recreational type of parks have been chosen, as they receive more guests in general which may provide us with a larger sample²⁹⁴.

As Babbie (2009) underlines it: “Survey research is probably the best method available to the social researcher who is interested in collecting original data for describing a population too large to observe directly.”

During the questionnaire construction, as his researched served as a basis and starting point, Hofstede’s (2010a) recommendations have also been taken into consideration. According to him (Hofstede et al., 2010), instead of practices (observed during our field research phase), values should be the primary unit of cross-cultural research. Values are the stable elements in a culture and also “inferring values from people’s actions only is cumbersome and ambiguous” (Hofstede et al., 2010). In other words, the observation of practices can’t necessarily serve to draw reliable consequences on cultural values. As for the survey method – designed to reveal the respondents’ “preferences among alternatives (Hofstede et al., 2010)” – it needs to be handled with caution: people’s declaration and their actual choices and acts may show discrepancies. If we still about to cross-reference our prior data with the results from pen-and-

²⁹³ See page 202 for details.

²⁹⁴ Further description of the choice of venues and samples is provided in chapter 2 from page 93.

pencil questionnaires, it's because we believe that these methods complement each other. Hofstede also confirms our assumption: "still, questionnaires provide useful information, because they show differences in answers between groups or categories of respondents.(Hofstede et al., 2010)". In other words, quantitative data drawn from our questionnaire may show systematic differences between the two countries and thus – cross-referenced with our qualitative results – may serve as a reliable source of information for providing a conclusion.

Accordingly, our quantitative data doesn't have the aim to provide us with general understandings about the parks' visitors, but instead, to confirm or reinforce our hypothesis and previous results. All this, in the aim understand globally the cultural differences between the visitors and the management of the treated parks.

3.2.1.1. Questionnaire Construction

For the construction of the questionnaire we used Babbie's (2009) instructions on conducting a survey research, in line with Yin's (1984) propositions about case study research.

Yin (1984) distinguishes the survey method and the case study by the nature of the investigation they are used for. In his greatly simplified classification, he commends to use the survey method when the fundamental questions of the research are "who, what, where, how many, how much" and the case study method when the elemental questions are "how and why". However, our investigations aim to reveal questions of all types mentioned above, so in our case it seems to be reasonable to mix these considerations.

The primal approach for understanding the park visitors' behavior requires the survey method. However, it's not possible to study every single visitor within each park, so we took the case of two parks to reveal the "hows and whys" of the visitors in those two cases.

As it was said before, Babbie's (2009) recommendations have been taken into consideration while designing the questionnaire. As it is described in detail in his book on researches in social sciences we will highlight some of the most important aspects of these consideration that guided us through the construction of the questionnaires.

His guidelines for asking questions served as a strong basis for the construction – notably for the choice of the appropriate question forms. Combining questions and statements, using open- and closed-ended questions, making items clear and easily understandable (with special attention to avoid double-barreled questions in order to avoid trivial misunderstandings) were the major fundamental requirements during the process. Also, we aimed to ask relevant

questions in a short and easily understandable manner. As for the choice of expressions, we strived to find the ones that best describe what they are aiming at with the least likelihood of any misinterpretation by the respondents. (Babbie, 2009)

As for the design of the questionnaire, we attempted to make it clear, easy to be answered and short (it should fit one page of A4 format). During the answering, in most cases, the respondents had to choose one or more items among a list, by ticking the box next to the options – and in many cases they also had the option to give personal answers, too. For each questions and for the overall questionnaire we tried to give the clear guidelines to fill.

The original questionnaire was designed in French – as it was most of the time our workplace language. Then it was translated to English and Hungarian by the researchers. In the French and Hungarian sites, the corresponding language was uses respectively, while the English version served in both venues with foreign tourists who don't speak the local language.

3.2.1.2. Forming the Questions

In line with our research questions – mentioned above – we constructed our questionnaire items around the following 8 major topics:

1. Questions on the circumstances of the respondents' visit in the park
2. Questions on the experience they live in the park
3. Questions on the opinion and satisfaction of the visitors
4. Questions on the visitors' intention to recommend the venue as a tourism destination as well as their intention to come back to the park.
5. Questions on the physical activities they are involved during their stay at the park as well as the purpose of these involvements
6. Specific questions on cycling and walking
7. Cultural questions
8. Personal (demographic) questions

As for the first block of questions (Q1 – Q4), focusing on the circumstances of the visitors' stay, has the aim to reveal the visitors' general attitude to their visit. We distinguish first time visitors, returning tourists and local residents. Another aspect of this block of questions is to determine whether the visitor came alone or not to the park. Those who arrived in a group were further broken down into visitors travelling with family and/or friends or other. Concerning the

nature of the visit we distinguish locals, passengers (non-locals staying not more than one night) and tourists (staying more than one night in the area).

As visitors may be either locals or tourists, some of the questions may cause some misunderstanding – among residents in particular, as tourism-related questions may seem to be odd to them. (During the pilot study, some locals complained about tourism related questions.) On the other hand, natural parks near urban areas have the twofold objective to serve the need of the local urban residents and are also welcome tourists. Therefore, we didn't want to exclude either population from our sample, thus we decided to add a short explanatory remark to the instructions for completing the questionnaire. Above this, we highlighted that in the case of open ended questions, the respondents should feel free to answer according to their personal affiliation (either local or tourist) and opinion.

The second block of questions (Q5) focuses on the experiences in the park. For the questions construction, Oh et al. (2007) questionnaire – testing the above mentioned four realms of experience (Pine & Gilmore, 1999) – served as a basis of this block. During or prior researches, the four realms (entertainment, education, esthetics and escapism), as well as a fifth realm: Sport, have been tested. According to our preliminary investigations in both French and Hungarian natural parks we revealed that not all the dimensions can be measured in each park. Consequently, we have only kept the questions that might be relevant for all the treated venues. Accordingly, the dimension of esthetics, escapism and education have been removed from our questionnaire.

The next block of questions (Q6) investigates how visitors evaluate their stay in the park (overall satisfaction) and the park itself (overall perceived quality of the park). Questions are also asked about their intention to recommend or to return to the venue (Hosany & Witham, 2010).

Passing to the physical activity related questions, we first ask the visitors about the type of sport they are involved in during their stay in the park (Q7). The questionnaire offered 9 types of sport – that proved to be the most popular in the treated sites, according to statistical data and our prior observations. Also, the respondents could add other type(s) of sport if needed, whereas the option of not being involved in any physical activity was also available.

Following with the sport-related questions (Q8), we now inquired the visitors about the purpose of their participation in the physical activities they marked for the previous question.

The options being ‘socializing’, ‘performance’, ‘excitement’, ‘self-esteem’, ‘entertainment’ and ‘other’, this latter one providing the possibility to specify. For constructing the response options, we used census data and scientific scales as well. For the case of the census data, we were interested in the type of motivation that the individuals may have. According to French and Hungarian sports consumption surveys (P. Ács, Borsos, & Rétsági, 2011; Gál, 2008; Ohl & Taks, 2008), we found that in the two countries, although the participation in physical activities show a great difference, the tendencies remain comparable, the type of motivation being rather similar.

As we were primarily interested in the two most popular outdoor activities – cycling and walking – a set of questions are targeting these activities (Q9 and Q10).

First of all, respondents who have chosen either cycling or walking previously, now asked to answer some specific questions about these activities. In case they marked both, they are asked to choose the one that they practice more often before answering the questions. The first block of questions is about the visitors’ attitude towards the chosen activity. The second block investigates the opinion of the respondents, in particular about the reason for participating in either cycling or walking. For the actual questions construction, the sport motivation scale (SMS-II) was used (Le Roux, Chandon, & Strazzieri, 1997; Mallett, Kawabata, Newcombe, Otero-Forero, & Jackson, 2007; Pelletier et al., 2013).

When a respondent has chosen his/her preferred physical activity (cycling or walking) he/she might now answer a few questions about their level of implication (Bouchet, Lebrun, & Meurgey, 2002; Le Roux et al., 1997).

For the next question, according to the SMS-II (sport motivation) scale (Q10), the six factors were determined during the analysis of the sports consumption motivation (Pelletier et al., 2013). In the following we will list these factors and for each case we would give an example sentence, that is, a type of question from the original questionnaire of Pelletier et al. (2013):

- a. Intrinsic: *“Because it gives me pleasure to learn more about my sport.”*
- b. Integrated: *“Because participating in sports reflects the essence of who I am.”*
- c. Identified: *“Because I have chosen this sport as a way to develop myself.”*
- d. Introjected: *“Because I would feel bad about myself if I did not take the time to do it.”*
- e. External: *“Because people I care about would be upset with me if I didn’t.”*
- f. Amotivated: *“So that others will praise me for what I do.”*

The next set of questions deals with the opinion of the visitors of cultural issues. For each one of Hofstede's dimensions, an example question was chosen. The respondents were asked to indicate the extent to which they are or disagree with each statements. Their answers were marked on a 10 point continuous Likert scale²⁹⁵ (see figure 14), where the respondents could indicate their level of agreement completely in accordance with their personal consideration.

Figure 14 - Example of the 10 point continuous Likert scale



Strongly disagree

Strongly agree

The reason for choosing this kind of measurement scale is the following. According to the definition of Babbie (2009), an index is “a type of composite measure that summarizes and rank-orders several specific observations and represents some more general dimensions”. On the other hand, scale is defined as “a type of composite measure composed of several items that have a logical or empirical structure among them (Babbie, 2009).” Accordingly, the index scores for the Hofstede's dimensions represent some more general dimensions. The index itself is constructed of several items (or in other words, different aspects of the same question) that provide the logical validity of the index (Babbie, 2009). Another criterion of the index construction is that it is supposed to be unidimensional. In other words, “a composite measure should represent only one dimension of a concept (Babbie, 2009)”. Acknowledging the fact that Hofstede's researches meet methodological the criteria of the index scale construction – we are now enabled to test his results on our sample. All we have to do now, it to select a statement for each of his dimension and ask the extent of agreement (or disagreement) from the visitors. In this way, we would have the opinion of the respondents on one item of the index, that imply their place on the dimension in question (Babbie, 2009).

²⁹⁵ During the original study, Hofstede defined dimension scores of the subject countries on 0-100 scales (Hofstede, 1983). In order to obtain scores, which might be easy to compare with that of Hofstede, we opted for a 10-point scale. Also, as the Hofstedian scores were measured on a continuous scale, we, again, adopted our scale to his. As for the validity of the scale: although some researchers maintain that Anova tests might be carried out under certain circumstances using ordered scales (such as the Likert scale) (Glass, Peckham, & Sanders, 1972; Lubke & Muthén, 2004), others argue in favor of continuous scales (Chimi & Russell, 2009).

To end the questionnaire, we asked some personal – demographic – questions from the respondents. Besides age, gender and marital status with the number of children, we were interested in the place of residence (country and city). Also, we asked questions about the highest level of education and the monthly household income. In order to avoid to unsettle the respondents, and also to make further analysis easier, we offered options (different levels of education and ranges of income) of answers. The levels of incomes were – for both countries – the ranges recommended by the national census office (INSEE and KSH).

3.2.1.3. Sample selection, data collection and analysis

For the study of the parks' visitors we used the convenience sampling method. In other words, we choose the respondents randomly. However, the data collection took place at the same time in both parks – between May and September 2014 – to ensure the comparability of the data.

According to the recommendations of Babbie (2009) we targeted a minimum of 200 questionnaires per park. A total number of 412 (N=412) of questionnaires were filled out, of which 200 at the park of the lake Balaton, Hungary and 212 at the park of the Lake Kir, next to Dijon, France.

As the summer of 2014 was particularly cold and rainy, the rate of frequentation of both waterside parks were below expectations, making data collection more cumbersome.

Following the distribution of the questionnaires, they were digitalized and analyzed with the help of the SPSS Statistics Desktop V22.0 software.

As we were, first of all, interested in discovering the effect that affiliation to a nation has on peoples' choices of answers, the 2-way ANOVA method was used to determine whether there is an interaction effect between two dependent variables.

First we focused on the effect of national affiliation (focal variable) and the physical activities chosen (moderator variable). Our dependent variables were in all cases the score the respondents gave either on a continuous 10 items Likert scale (in the case of the cultural questions) or on 7 items Likert scales for the rest of the questions. Regarding the analysis, the succeed according to the following consecutive steps: (1) Checking the conditions of the analysis (type of data and outliers); (2) Checking the normality assumption for the dataset; (3) Checking the homogeneity of variances assumption for the dataset; 4) Determining whether an interaction effect exists; (5) Determining whether simple main effects exist; (6) Determining whether main effects exist.

Using the two-way ANOVA, the following assumptions need to be considered (Casella, 2008): (1) need for a continuous dependent variable; (2) need for two dependent variables that are both categorical with two or more groups in each independent variable; (3) need for independent observations.

As for the other questions where these assumptions don't fulfill, the following analysis methods were used: we used either the (1) Spearman rank-order correlation in the case of ordinal variables to calculate the strength and direction of the association between either the variables, or the (2) Chi-square test for association of the nominal variables to reveal eventual association between them.

4. SYNTHESIS AND LIMITS OF THE ANALYTICAL APPROACH

In this part of the present study we got familiar with a more operational approach of the afore presented theories and models, which were adapted to and used during our investigation on both the park management and the park visitor experiences. Also, the methodologies for these studies were explained in detail. Our investigations are characterized by a certain duality, expressed through the comparative nature of the study, sometimes even in a multiplied form: the cross-cultural comparison of two countries (France and Hungary), the choice of two types of parks ('protected' and 'recreational'), their analysis from two different perspectives (management and visitor experiences), with the support of a fundamentally twofold methodology, which combines qualitative and quantitative techniques underpin the comparative dimension of the research elements.

However, we are aware, that additional perspectives could make comparisons even more profound, whereas results from additional countries could better reinforce the utility of the proposed model of analysis. Besides basic methodological issues, our sample might also limit the scope and the usability of our results: 2014 having been a rather cold summer with a relatively low number of tourists at both venues provided us with a somewhat lower number of survey responses²⁹⁶; while the rejected interviews might have provided us with relevant additional information on the subject.

Still, we believe that complemented with our secondary data analysis and observations, our findings are pertinent and that our results (presented in the following sections) are worth of attention and of farther considerations and investigations.

²⁹⁶ Even though the number of responses are considered to be already adequate for such an investigation (Babbie, 2009).

RESULTS

The next sections are dedicated to present the results of our investigations. Carrying on with the usual logic, we are going to describe first our findings on the national differences in the park management, including the analysis of our observations and interviews. This will be followed by the presentation of the national differences of park visitor experiences, in line with our observations and the survey results. In the end of both parts a short discussion will be given on the findings, while more comprehensive discussions will be provided in by following chapter²⁹⁷.

Concerning the presentation of the results: in order to understand the nature of the individual subject sites/countries, we attempt to show our findings separately for each country and each site. However, as our study aimed to reveal national cultural differences, we are going to focus on the differences (and similarities) between the sites, as suggested by Tylor²⁹⁸ (1871). Nevertheless, as we also aim to reveal differences in the management of the different type of parks, for their description and the presentation of our observations, we are going to follow a distinction based on the park-types (instead the usual national analyses).

²⁹⁷ See discussions of the findings from page 406.

²⁹⁸ According to Tylor (1871), cultures might only be studied in comparison to one another, as they are part of the same cultural progress and can only be understand in relation to each other.

THE PERSPECTIVE OF THE AUTHORS

As for the perspective of the study, it has to be noted, that we are aware of the fact, that the cultural affiliation of the author might influence the outcome of the observations and the interpretations of the findings. With the assistance of the other collaborating members of the study, both of French nationality, we have made an effort to eliminate the reflections that were considered to be too culture specific. Nevertheless, it cannot be ignored that the studies are interpreted through the eyes of the author, who was born and raised in Hungary, but has been living in France for a few years, and is therefore also, somewhat familiar with the French culture. In accordance with this personal cultural affiliation, a deeper knowledge and understanding of the Hungarian nature conservation system and the nature parks is likely to influence the observations (in relation to the French parks and protection system). Therefore, the analysis of the French parks might show signs of this point of view – despite the efforts to remain neutral.

On the other hand, scientific data and literature is considerably broader in the case of the French parks (the same also applies to the French nature protection and land management). Accordingly, the scientific view of the author on the topic is likely to be more influenced by the international and French literature, which might help in balancing out her overall views.

It should also be noted, that this phenomenon (of deeming other cultures from the cultural perspective of the observer) lies in the very nature of cross-cultural studies. First of all, during the observation phase, the evaluation of the observed events might show differences through cultures (Russell et al., 1994). Furthermore, during the analysis of different cultures, different approaches to understand cultures are proved to be efficient, according to the relevance and importance of different dimensions of the investigation (Hofstede, 2001; Mooij, 2014).

We believe that French and Hungarian cultures, as both European ones, are close enough in terms of their cultural character (Hofstede, Hofstede, & Minkov, 2010), to become comparable on the same dimensions. However, we remain open to identifying the dimensions that really explain the differences between these two cultures; and also to possibly reveal and add new ones. We also believe, that our international research team might have eliminated many (maybe most) of these discrepancies, shifting the primarily Hungarian approach of the author to a French-Hungarian perspective. The aim of this study being to reveal the real nature of cultural similarities and differences between the two countries, we hope that this dual approach has served as a sound base for our investigations.

1. NATIONAL DIFFERENCES OF NATURAL PARK MANAGEMENT

We have seen is an overview on the parks' natural characteristics, their history and their peculiarities as venues for physical activities and as tourist destinations²⁹⁹. However, this chapter is structured for a better and easier understanding of the parks. The aim is to firstly analyze the two 'protected' parks of the study, followed by the description of the 'recreational' parks. Although the differences between the different type of parks are already explained, we are going to start the presentation of our findings with a short recapitulation of our objectives and choices.

1.1. Choice of the study venues

As mentioned before, our choice of venues for the study followed a set of principal objectives: First, the comparability of the parks within the country (protected/recreational sites) and within countries (France and Hungary in our case, but the comparison tools we used are defined to be able to serve efficiently for the comparison of any European parks). Our goal was to show in what terms the management and the use of the parks in the two countries are different (or similar). In this aim, we wanted to choose areas that are similar from certain aspects to allow us to focus on our cross-culture oriented research questions and to ensure a solid and reliable basis of the comparison. The reason behind this aspiration is twofold: firstly, these differences and similarities in the parks are expected to help us reveal if potential differences in their management and the visitors' behavior are consequences of cultural variances or they are due to the parks' attributes. Secondly, we also intend to show how internal and external factors (such as geographical, social or political elements, history, etc.) may affect the direction of these areas and their popularity among visitors. We do so in order to distinguish cultural factors from any other influencing elements.

As for the criterion of the choice: Firstly, we wanted to analyze areas situated close to urban areas, preferably the capital. According to our assumptions (also confirmed by scientific and census data), these parks are usually frequented by local residents of the nearby urban areas longing for nature and/or outdoor activities. The visitors of these parks can be, thus, considered as relatively homogenous in terms of their cultural affiliation. Second, we were looking for different types of parks: (1) We were looking for natural areas, that are assumed to be less

²⁹⁹ See park descriptions from page 104 and 241.

frequented forest areas, with a relatively low level of tourism aspirations and with an assumed high level of environmental protection measures. (2) Contrary to that, we wanted to present more 'recreational' waterside areas, where the importance of outdoor activities (of both local visitors and tourists) might prevail over any other kind of goals (notably nature protection). These criteria imply, that at least four parks (two in each treated countries) have to be selected. Accordingly, we have chosen the Natural Park of the Morvan and the Recreational Park of the Lake Kir in France, the Duna-Ipoly and the Balaton Uplands National Park Directorates and in Hungary.

1.2. Description of and Observations on the Subject Parks

We are already familiar with the general structure of the parks' administration and their geographical characteristics³⁰⁰. Based on the afore described features and peculiarities of the sites, observations and interviews have been carried out for a better understanding of the areas. In our study, two types of park were considered: 'recreational' and 'protected' type of parks³⁰¹. In the following sections, our findings will be presented first on the 'protected' type of parks, and then that of the 'recreational' type of parks. Regarding the display of the results: as mentioned already, we attempt to present our findings separately according to the subject countries/sites and also the method used. However, in the case of our investigations on the park management, our participant observations³⁰² were tightly linked to the understanding of the managerial directions of the sites, therefore, they can be best interpreted in their relation. Accordingly, we are going to present them in a joint manner.

1.2.1. Protected Natural Parks

As an original assumption of the present study suggests, that some parks are more concerned about nature conservation, while others focus on tourism/recreational attractions to a larger extent. In this section, we are going to analyze our subject parks which are considered as more 'protected' sites, in the aim to (1) position the parks on a "protection/preservation" scale, and also to (2) reveal national (cultural) differences in their management.

³⁰⁰ See park descriptions:

Morvan: from page 105;

Kir: from page 109;

Duna-Ipoly: from page 114;

Balaton, from page: 116.

³⁰¹ For explanation of the types of parks, see from page 93.

³⁰² By 'participants' we mean park visitors and particularly those park visitors who participate in any kind of outdoor activity.

1.2.1.1. The Nature Park of Morvan

Today, the afore mentioned originalities and particularities of the area are used as market advantage for its promotion and for creating its new image. As pointed out in the introduction of one of the park's comprehensive presentation brochures³⁰³, these natural and cultural assets are mobilized for the promotion of the region:

Illustration 12 – The image of the Morvan

(source: photo of an official Morvan brochure)



“The Morvan, a huge granite massif in the heart of Burgundy... A region with a strong sense of identity, made up of a wide range of natural spaces: craggy peaks, rolling hills, forests and woods, humid prairies, lakes and ponds, rivers and streams.

The place known as the ‘Island of Morvan’ or the ‘Mountain of Burgundy’ has preserved its authentic character, combining respect of agricultural practices and

³⁰³ See Annexes 9 on page 509.

protection of its natural environment with the promotion of its historical and spiritual legacy, its hospitality and friendliness – all criteria that earned the designation of Regional Natural Park in 1970.”

The picture (Illustration 12) and the quote above, both summarize all the fundamental assets that the park’s management seem to use for the promotion of the area. These basic park promotion concepts, include those two elements that we have listed above (notably the geographical and the cultural or historical peculiarities of the Morvan) and are completed with one more item: The area has earned the title of “regional nature park” in 1970 and has retained it ever since. The classification of PNR³⁰⁴ has now become a ‘label’, synonymous with expected high levels of infrastructure and service quality within the park. The message that this picture carries, combines the closeness of nature, calmness and peace. It also shows the parks most valuable assets: its woods and lakes, while the logo and the motto of the Morvan reminds us of its hills: “Prenez de la hauteur”, literally meaning ‘rise’ or ‘go up’, referring to the “Mountain of Burgundy”. The people presented in the picture show signs of an ambiance or feeling of liberty (the outstretched arms of the person to the right) and the presence of the little girl (to the left) makes it likely that the marketing of the park (at least with this its major brochures) targets primarily children and families. The logo of the Morvan Natural Park in the bottom right corner of the image shows the importance of the label, while it also links the image of the region with the image of the reliable quality assured by the park. To complement the message, some key words are also shown, listing the most important activities that are accessible in the park, such as ‘hiking’, ‘explore’, ‘discover’, or ‘dive’.

Illustration 13 – Logos of the Morvan themes

(source: photo of an official Morvan brochure)



³⁰⁴ Parc Naturel Regional in French/ Regional Nature Park

Continuing with the analysis of the observed marketing activities of the park, the same booklet offers an insight to its most important elements by providing the themes around which their operational activities are constructed. As for the geographical assets of the nature park, three different themes are distinguished: (1) Morvan of the Summits; (2) Morvan Great Lakes and (3) Morvan – Sites and Valleys. These three themes even have their own logo (see Illustration 13) – meaning that their marketing seeks to reinforce the different and unique characteristics of their joint identities. The purpose of this is most likely to be the diversification of the park’s offer. Each of the three themes reinforces a special trait of the Morvan, what might be translated as the main ideas behind the park’s promotion strategies.

The first strategic strand offers the discovery of nature; especially woods and forest plants and fruits on the hills of the Morvan. The second one offers the theme of water (rivers and lakes) and watersports (kayaking, sailing, fishing). The promotion of the mountains remains a central element of this strategic angle, as revealed by its headline: “When water meets the mountains...”. The third direction highlights the history and culture of the region with its monuments, traditions, local cuisine, etc. In other words, these strategic directions are variations and complements of the same center idea: The Morvan is the ‘Mountain of Burgundy’. The fact, that the offer of activities is structured around geographical themes implies that there aren’t any specific target groups defined. This also means, that the promotion of the territory focuses primarily on the land (and not the activities or the visitors).

As for the other promotion strategies of the park, the spotlight is on ‘experiences’, providing additional themed offers, such as: ‘Sensations’, ‘Explorations’, ‘Temptations’, ‘Relaxations’ or ‘Emotions’. In this case, the offer is more clearly structured according to the alleged target groups of the park marketing. While our fundamental approach consists of distinguishing between physical activities and any other recreational activities, the park’s perspective is different. The concept of highlighting the region’s values linked to its hilly areas is enhanced with an offer of experiences, in demand from the visitors (Marsac, Lebrun, & Bouchet, 2012; Oh, Fiore, & Jeoung, 2007; Quan & Wang, 2004). They also offer in this way the zapping between different activities (Bourdeau, 2003; De L’Harpe, 2001). The diversification of the offer (Bessy & Mouton, 2004; Ohl & Taks, 2008; Perrin-Malterre, 2014), a phenomenon described by numerous researchers is, thus, realized within the framework of activities offered in or by the park. To sum up, a well-grounded marketing activity can be observed, which integrates the territory’s natural assets and creates and structures a market for outdoor activities (Marsac & Czeglédi, 2016; Marsac, 2013).

Concerning the structuring of the attractions, ‘experience packages’ are offered combining the discovery of the natural and/or cultural heritage, while participating in outdoor activities. In each case, the offer is structured from the perspective of the major assets of the park (as detailed before), while the outdoor activities represent the complementary element of this consumer value creation process. Accordingly, via (off-road) cycling, horse riding and long-distance hiking and watersports (such as rafting, whitewater kayaking or star boarding), the park offers ‘Sensations’ for younger age groups and for those who are seeking to enjoy physical activities while “discovering the diversity and treasures of its [the Morvan’s] natural heritage (“Morvan, A Regional Nature Park in Burgundy,” 2014)³⁰⁵”. The offer is tied to the notion of ‘vitality’, aimed at a more active target group. The image of the territory is shaped by the emphasis of its natural assets, while offering outdoor experiences, by calling it an ‘an unlimited playground’. This ‘flag’ for the territory gives the impression of both a playful (rather than serious) entertainment, and a sense of liberty linked to the nature park.

The offer of the ‘Explorations’ section is no less versatile and abundant than the previous one. However, the emphasis here is on the many faces of nature and wildlife available in the Morvan. As for some ‘Temptations’ at the farmer’s market, the quality of the local products is guaranteed by the Morvan blue label. Furthermore, the park has its own brand providing a guarantee for the quality and the authenticity of the products. In other words, the use of the park related brands reinforce the reliable image linked to these products (while it also supports the overall PNR brand image). Besides these, diverse events and gatherings give the opportunity to taste local products and become familiar with the local cuisine. It has to be noted here, that the mere fact, that a whole section is devoted to the promotion of the culinary delights of the region, could be interpreted as a typical and particular element of the French culture.

In addition, the park offers possibilities of ‘Relaxation’, using key words like ‘meditate’, ‘silence’, ‘contemplation’, ‘spirituality’, or ‘harmony’, for the activities which take place in eerie venues (as implied by the accompanying images). The allure also includes relaxing getaways from everyday life problems in a thermal bath or in the ludicrous and original accommodation sites, such as Mongolian yurts, or huts. Although this part of the park’s offer doesn’t seem to be thoroughly developed. However, the revival of the long-kept legends and myth of the region might serve as the basis of the creation of a real competition advantage of the region.

³⁰⁵ Official booklet of the Nature Park of the Morvan, 2014 edition

Historical and artistic monuments of the area are structured to create 'Emotions' for the visitors who are interested in visiting the towns, their museums and who want to know more about the history of the Morvan, and participate at its festivals and events, etc. Nevertheless, it seems, from the observation of the brochures and other promotion publications (online and offline), that these opportunities represent a secondary offer of the park. Their descriptions are rough and short, and the illustrations are less pleasing and appealing than that of the promotion for the natural assets of the park. From a marketing point of view, this might be a mistake, as these are the opportunities that can be offered to the visitors in case of bad weather, which is a key element of a successful tourism activity. On the other hand, from a managerial point of view, this might also be a consequence of the firm aspiration to promote the natural environment. In other words, despite the well-organized presentation of a tempting set of offer, the management never lost sight of the environmental considerations; the promotion of the area as a tourism destination never managed to overshadow the respect of its natural assets and the strong desire towards its protection. It is hard to tell merely from the overview of the park's brochures the nature of their attitude towards environmental preservation. Although this question is not at all emphasized in their marketing communication, the basic idea behind the creation of the park was to provide a sustainable management of the territory.

The analysis of the Activity Report 2013 (*Rapport d'activités 2013*, 2014) of the federation of the French regional nature parks shows that each regional nature park undergoes the same evaluation process. Their assessment activity is composed of the diagnosis of the realization of cultural strategies, communication, territorial projects, etc. As for the environmental preservation questions, the federation controls and evaluates the realization of the parks' missions defined in their charter, as well as the fulfillment of other (national and international) conservation policies. Finally, the PNR label is given by the state, and is revised every 12 years via a thorough evaluation of the achieved environmental protection and territorial development measures. Accordingly, the preservation measures are defined as the fundamental requirements of the central bodies (first of all the state and the federation of the regional nature parks). Then the realization of these measures is ensured by the park management. Hence, the marketing activity is organized by the corresponding departments, independently from the nature conservation endeavors.

1.2.1.2. The Duna-Ipoly National Park Directorate

Carrying on with the presentation of our findings, the Duna-Ipoly National Park Directorate³⁰⁶, the other ‘protected’ type of park will be in our focus now. As it has been mentioned before, the park is situated in the central part of Hungary, above the capital, thus the most densely populated area³⁰⁷. The presence of a larger number of people in the region results in an increased amount of environmental threats, therefore the directorate makes a great effort to protect its natural sites. The website of the directorate³⁰⁸ reflects this same aspiration. As the Hungarian and the English version show big differences (the English version is a simplified summary of the Hungarian one the content of which hasn’t changed in the last few months), we took the Hungarian one for our analysis. What catches the eye in the first instant is that site is somewhat more informative than attractive. As for its contents, the site offers two types of information:

- (1) Advice on places and events to visit, with maps of nature trails, tourist information and with a list of services offered by the park, such as accommodation or renting sports equipment (kayaks, bikes), etc. The code of conduct in the protected areas also makes part of this section, such as the ‘shop’ of the park (where informational brochures might be purchased along with a couple of souvenirs with the logo of the park).
- (2) The other section, main menus on the top, offers detailed information on the tasks of the directorate completed with knowledge on the protected areas, the visitor sites, data of public interest, etc.

Although the structure upholds the possibility to present an attractive tourism offer combined with absorbing descriptions and expertise on the different areas and natural and/or cultural assets, the content remains somewhat dry and difficult to digest. Most part of the information provided is very professional and interesting, however, the descriptions are often long, detailed and contain a profound level of professional knowledge, that might be difficult for non-experts to understand. In other words: despite the high quality of the information, the site isn’t necessarily designed in favor of knowledge transfer for a broader public and thus

³⁰⁶ For the general park description, see from page 114.

³⁰⁷ According to official Hungarian census data (www.ksh.hu)

³⁰⁸ See annexes 15 on page 516.

familiarizing people with the natural heritage of the region, while raising their awareness might be cumbersome.

As we have said, the English version of the webpage offers limited access to this information. In fact, only short descriptions of the protected areas are provided. The same applies for the brochures of the park. During our field visits and also our interviews, we gathered brochures from the park. The directorate issues each year a printed version of their yearly program offers, which is only available in Hungarian. Besides the program guide, several informative brochures and booklets are available³⁰⁹, most of which are in Hungarian. Although some exist in German, and others may include English and/or German summary apparently they are not targeting foreign customers.

Altogether, it seems to be clear that the park is managed by committed nature conservation experts who also make an effort to spread their knowledge among those who are interested. However, some might miss the message, as it seems to be tailored for those who already have a strong interest, while those who are not yet familiar with these issues might feel neglected. (It has to be highlighted, that this observation only applies to the website and the brochures.)

First of all, it has to be noted, that physical activities weren't easy to capture – as they are rarely visible in the woods. (They seem to be much more present on the roads for example, where walkers and cyclists can be easily spotted or at busier meeting points, such as parking lots, train stations, forest bars, etc.) If we mentioned that one peculiarity of the Morvan is that one can go hiking or ride a bike for hours without running into other visitors, the same applies to the Pilis, and even more to the Börzsöny (an area a little but further from Budapest, thus less easy to reach). Furthermore, a July 2013 law allows cycling in the forests, that wasn't the case before, thus an otherwise very important outdoor activity was, at least legally, out of question. However, we managed to make a shot of a rider (actually, there were two of them, but only one in the photo – see illustration 14). These two riders seemed to be respectful towards nature, they didn't leave the assigned path and didn't seem to do anything that could harm nature. Yet, if an activity doesn't seem to be harmful, doesn't (necessarily) mean that it is really not – as is explained during our interviews³¹⁰.

³⁰⁹ See annexes 147-18 for a selection of them p 517-518.

³¹⁰ For details on this questions, see the interview analysis later.

Illustration 14 – Cyclists in the Pilis Hills

(source: author)



The scene and the setting presented by the photo above is typical to this region. The calmness of the place almost gives the impression of an abandoned or deserted site. However, the regular signposting (usually in form of colored shapes on a white background painted on the trees at regular intervals and in every intersection) suggest the opposite, making it almost impossible to get lost without leaving the assigned paths.

As for another, even more popular, activity in the park, and notably in the Pilis, hiking has to be mentioned. The next picture (illustration 15) presents a group of hikers in the Börzsöny Hills in February 2013. The setting is somewhat similar to that of the cyclist's picture, thanks to the characteristics of the early spring period, but also due to the 'deserted ambiance' of a quiet forest area, which is a peculiarity of most areas of the park (except for those few places that serve as 'meeting points', just like the before mentioned train stations and car parks). Organizing one-day hiking tours or long weekends, and spending the nights at rented guest houses, is popular among young adults. In most cases, during these stays, they share the fees of the house and they cook for themselves to reduce costs. Price is always an important element of organizing such a tour (or any other kind of holiday), the lack of financial means often emerges as a constraint of participating in tourism activities³¹¹. As for the means of transports

³¹¹ Source: www.ksh.hu

they take: they usually use public transport, but car ownership is also more and more common among Hungarian youngsters³¹².

Illustration 15 – Hikers in the Börzsöny Hills

(source: author)



Similarly to the previous photo, this one also shows a calm scenery with hikers following a tourist path, the track of which is hardly visible on the ground, only the afore mentioned signposting show the way for the tourists. However, according to the preparedness of the tourists, different paths are offered, less confident hikers might, thus, choose clearly marked paths, while physically more demanding passages are also available.

Turning back to our topic of accessing these sites, public transportation is still common among Hungarians, as even in Budapest, where the car ownership is the highest in the country (besides, the Western Transdanubian³¹³ region), the number of cars per 1000 capita doesn't exceed 340. Besides the relatively low rate of car ownership (compared to the French data), awareness raising campaigns and the reduced prices and promotions for using public

³¹² The ownership of cars is growing, especially in the Budapest region and in the western half of the country (www.ksh.hu)

³¹³ Nyugat-Dunántúl in Hungarian

transportation also contribute to the success of the latter. Since an effort from the national railways is observable for the improvement of their services, combined with a marketing activity to make using the train more desirable for people, a significant change is noticeable as much in the quality of services as in their popularity. And this might even be true for those, who don't the need to choose public transport. Although the development of the railways, serve first of all the needs of commuters (especially between the agglomerations and Budapest), since recently, tourism considerations are also taken into account in these developments, in particular in destination to more touristic areas. Illustration 16 gives an example of the promotion of bicycle transport on trains while showing a possible use of these facilities.

Illustration 16 – The use of public transportation and cycling

(source: author)



As for the ‘invisible figures’ of the picture on the right side: the bike on the left might possibly belong to a commuter who uses a combination of train and cycling for her³¹⁴ trips, a way of commuting that’s more and more popular, especially among the younger and higher educated population of bigger towns (Ács, Borsos, & Rétsági, 2011). The other two bikes on the right hand side of the picture presumably belong to a family of four, who themselves might be on a cycling tour, as suggested by the bags on one of the bikes. The illustration shows how the same trains might be used for both commuting and tourism purposes, in combination with other (eco-friendly) means of transportations.

³¹⁴ As it looks like a lady’s bike, we assume that the owner/user might be a woman.

1.2.2. Recreational Natural Parks

Having presented the ‘protected’ type of parks, we now carry on with the presentation of our findings on the ‘recreational’ type of water-side parks. The peculiarities of these sites, from the perspective of our study, is that they also provided the setting of visitor survey³¹⁵, hence, the analysis of the managerial considerations are going to be complemented with that of the visitor experiences³¹⁶.

³¹⁵ For a description, see from page 203.

³¹⁶ See discussions of the findings from page 406.

1.2.2.1. The Recreational Park of Lake Kir

As mentioned before, the lake was constructed in order to serve the needs of the local populations. Accordingly, since the very beginning of its history, both the lake itself and its beaches were used for various activities by local residents (Bazin, 2001). The watersport center provides services (teaching, training) for those who are interested in the different disciplines of rowing³¹⁷. The lake provides the settings for various watersports since the beginning of its existence. As shows illustration 17, Canon Kir greets the inhabitants of the region from his motorboat, while sailing also seems to be popular on the lake at that time. However, sailors are less present on the lake, while motorized vehicles are only allowed for security reasons³¹⁸.

Illustration 17 – Inauguration of Lake Kir

(source: <http://www.dijon.fr/>)



Archives de la ville de Dijon, 16Fi.

Today, although the setting has evolved considerably, the lake still serves the same objectives. Arriving from Dijon town center, the first parking represents a popular meeting point regardless of the means of transport used to access the lake. Here, a bridge on the River Ouche provides access to the south-west side of the Lake, overlooking to a dam, which is responsible to regulate the water depth. On the closer side of the lake, thus, right next to the

³¹⁷ As revealed in the interview with Pierre-Michel Sarrazin (see Annexes 32 on page 580).

³¹⁸ As revealed in the interview with Pierre-Michel Sarrazin (see Annexes 32 on page 580).

parking, is the beach, or the ‘plage’, a sandy area primarily destined for sunbathing and giving access to the water.

In line with the desire of Felix Kir, the lake offers a sandy beach with access to the water and with numerous beach accessories, such as deck chairs, changing rooms, water taps and outdoor showers, etc. Therefore, a part of the beach (on the eastern side, closest to the town) is dedicated to bathing and sunbathing, transforming the place into a “see resort” (see Illustration 18).

Illustration 18 – Bathers and sunbathers at lake Kir

(source: author)



The idea of urban beaches is not new and not unique to lake Kir. As already mentioned, Felix Kir dreamt about a peri-urban beach resort, a fashionable concept around the 1950s-70s (Devance, 2007). Since the beginning of the 21st century, a growing interest and demand of/for urban beaches is observable (Rieucan & Lageiste, 2008). In developed countries, the renewed growing popularity³¹⁹ of artificial beaches is observable, might they be situated in peri-urban

³¹⁹ As explained by Lageiste (2008), the representation of beaches and waterside areas, water evolved considerably in occidental societies, although represented most of the time desirable places. For the antique societies, particularly in Greece and the Roman world sea horizons are almost always present in their geographical considerations. As a support for pilgrimage and as pretexts of myths, water is often present in antique literature (Scariati & Hochklofer, 2003 cited by Lageiste, 2008). Since that time, beaches represent a delightful place of fun and pleasures, attached to the desire to see the ocean.

waterside areas, in coastal parks, but also ephemeral beaches constructed soilless in non-coastal cities³²⁰ (Rieucan, 2008). Since the end of the 18th century, the beauties of coastal landscapes are rediscovered, therapeutic cold bathes³²¹ become popular among (inactive) urban populations, bringing a new regard and a new relation to waterside areas (Rieucan, 2008). Therefore, the beach represents today an alternative public space (Rieucan, 2008). The ‘Dijon Plage³²²’, dream of Felix Kir, originated, thus, from the desire for visiting seaside areas and the popularity of (peri-)urban waterside parks, came true and lives its renaissance today. However, the services provided in the recreational park of the lake covers a much larger range of demand, than that related simply to the beach (bathing and sunbathing), offering various recreational and sport activities. Therefore, City beaches represent also a threat for the territory, as stakeholders attempt to control the area through the recreational, tourism and courtesy services they provide (Rieucan, 2008).

The question of sustainable development is embraced by the town of Dijon and its surrounds (see Illustration 19): with the EU initiative to reduce the greenhouse gas emission by 20% until 2020 (*EUROPE 2020, A strategy for smart, sustainable and inclusive growth*, 2010), the town is particularly engaged in cutting down the energy consumption and to shift to using renewable resources (*Plan Climat Energie Territorial de Dijon*, 2012)³²³. Ongoing projects involve constructing cycling paths, bike rentals and setting up bike racks as parking spots, all these in order to promote two-wheelers; traffic regulation and dynamic signs are planned to improve the flow of public transportation; the construction of the park Creux-d’Enfer³²⁴; designing educational gardens; environmental education; local use of organic products (*Plan Climat Energie Territorial de Dijon*, 2012). According to this document, the town is committed to embrace sustainable measures by promoting environmental-friendly transportation and

However, since the 5th century, the popularity of waterside areas declined during the Middle Ages with the decline of the physical hygiene and the refusal of nudity. The pleasures of beaches were revived since the 18th century (Lageiste, 2008).

³²⁰ Urban beaches are constructed during the summer period in Paris since 2002, Toulouse and Bruxelles-les-Bains since 2003, then Berlin, Rome, Budapest, Amsterdam.. (Rieucan, 2008)

³²¹ For more details about therapeutic cold bathes, see section on the Balaton, on page 117.

³²² Dijon Beach

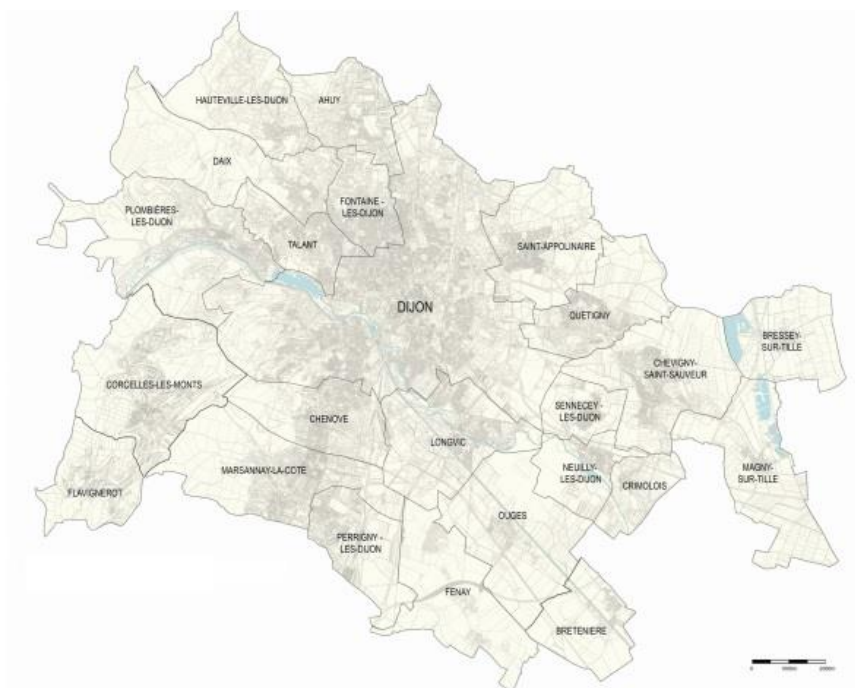
³²³ Originated from the Europe 2020 Strategy, the town of Dijon (and its surrounds) designed its tailor-made strategies in the document, called Plan Climat Energie Territorial de Dijon (or Climate and Energy Plan of Dijon)

³²⁴ A green area in an urban setting: grass, trees, benches, water taps, playground serve the convenience of the urban population, while the particularity of the park relies in its plane trees (platanes). (Source: <http://www.dijon.fr/les-parcs-et-jardins!0-55/les-squares-et-les-places-de-dijon!1-88/creux-d-enfer!2-90/> - retrieved on: 28-01-2016)

consumption, by creating green areas and also through awareness raising and education of the citizens. Although Lake Kir is not mentioned in the document, as part of a comprehensive strategic plan, we might assume, that the recreational park of lake Kir also enjoys the benefits of such planning (a presumption which is confirmed by our interviews³²⁵.)

Illustration 19 – The communities of ‘Grand Dijon’

(source: *Charte des Espaces Publics Communauté d’agglomération du Grand Dijon*, 2015)



As mentioned before, stakeholders try to control the area through their recreational and tourism offer (Rieucau, 2008). In the following, we are going to analyze the available outdoor activities around the lake.

As part of the realization of the Europe2020 Strategy, and the Climate and Energy Plan of Dijon, as mentioned earlier in this section, two-wheeled vehicles and public transportation are promoted. Accordingly, bicycle path network was constructed on the territory of the Grand Dijon, including Lake Kir. Also, the shores of the Burgundy Canal³²⁶ offer traffic-free cycle lanes (see Illustration 20). As visible, the cycling path follow the canal, providing a natural

³²⁵ For details, see later in this section.

³²⁶ See schematic map on page 99.

setting, and secure riding even for children. At the same time, the canal is also accessible by boat, and organized cruise rides are also available³²⁷.

Illustration 20 – Bike riders at the Canal de Bourgogne

(“Cet été, offrez-vous la Côte-d’Or à vélo,” 2013)



As we can see, Lake Kir is accessible by boat or bike from the Burgundy Canal. Also, the north-western shores of the lake might be reached from the close mountainous areas by bike (or the other way around: from the lake, off-road bike rides are available in the hilly area). As shows Illustration 21, shorter or longer bike rides are available from the first parking of the lake. Most tracks offer roundtrips (the starting and ending point being both at lake Kir) for those who are staying at the area, with possibilities to combine cycling with other activities (such as bathing, sunbathing, other physical activities around or on the lake, etc.).

³²⁷ According to tourism service providers (see: <http://www.burgundy-canal.com/>). The large number of tour operator websites, offering cruises and/or bike tours on the Burgundy Canal, reflects the popularity of the area and that of these activities. (A few of these sites are: <http://www.burgundy-by-bike.com/the-burgundy-canal-05en.html>, <http://www.telegraph.co.uk/travel/destinations/europe/france/Burgundy/Features/burgundy-canal-journeys/>, https://www.tripadvisor.fr/Attraction_Review-g187105-d1007819-Reviews-Burgundy_Canal-Burgundy.html, <http://www.burgundytoday.com/flora-fauna/canal-bourgogne.htm>, <http://www.leboat.com/vacations/destinations/frankreich/burgundy>, etc.)

Illustration 21 – A map of MTB tracks close to Lake Kir

(source: chantalistes.cyclo.free.fr)



Besides cycling, walking and hiking are the most popular outdoor activities in France (Lefèvre & Thiery, 2010). In consonance with the strategic plans, awareness raising campaigns are organized all over the department (see Illustration 22). As part of these campaigns, information boards were installed along the hiking paths, presenting the flora and the fauna of the territory and their interest for preservation.

Illustration 22 – Awareness raising in Côte-d’Or

(“Le Côte-d’Or fait son Printemps de l’environnement,” 2015)



Running represents another popular activity at the lake. When the weather is suitable, runners arrive to the lake after working hours during the week, their numbers multiplying during the weekend (as our observations on the field). Besides individual runners or small groups of them, some participate in organized running trainings (recreational or serious), and competitions are also organized at the lake, an example to this is shown by Illustration 23, as well as cycling, hiking, and triathlon races, etc.

Illustration 23 – Running race at Lake Kir

(source: bourgognetv.fr)



As per our observations, besides “classical” activities, such as walking, running and cycling, others are also available at the lake. The built infrastructure provides possibilities of table tennis, beach football and beach volley, basketball and outdoor gym, but the park around the lake is also used for gym classes, group trainings of martial arts or boules (pétanque), etc. Also, watersports are present on the lake: the watersport center (run by the city hall) and the canoe and sailing clubs provide possibilities of kayaking, sailing, kayak polo, dragon boat, etc. In addition, stand up paddle trainings are also organized on the lake, and rescue dog trainings might also be observed on a regular basis (see Illustration 24). To sum up, a large variety of outdoor activities are available around and on lake Kir.

Illustration 24 – Rescue dog training at Lake Kir

(source: francebleu.fr)



To epitomize, Lake Kir is an artificial lake, which was built for the convenience of the urban populations. Therefore, it offers various outdoor activities in and on the lake and its surroundings. At the same time, environmental and sustainability concerns are also embraced. As the lake is the property of the town hall of Dijon and that of Talant, it seems, that these considerations are actually taken seriously – however, this presumption will be further explained during our interview analyses³²⁸.

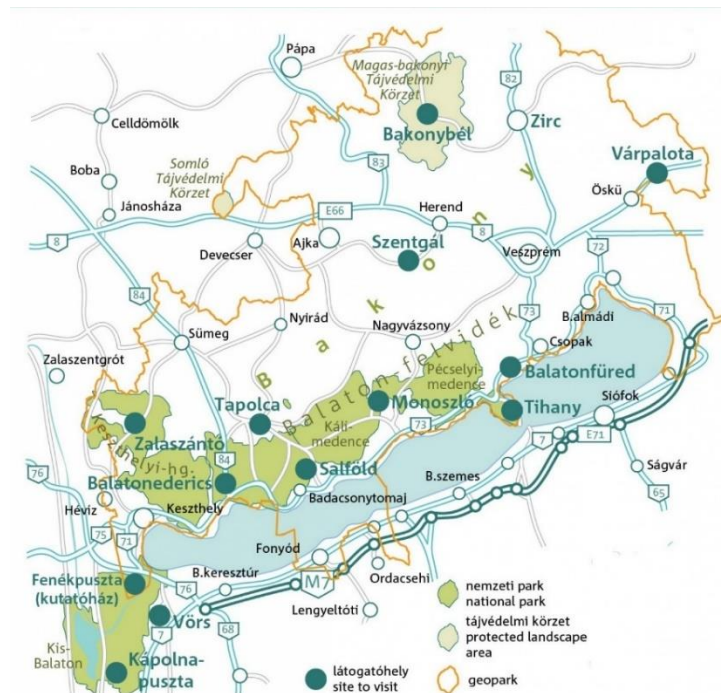
³²⁸ See from page 272.

1.2.2.2. The Balaton-Uplands National Park Directorate

So far, we have seen the role of the Lake Balaton for its importance for tourism and for geographic research and studies. As for nature conservation: it's not limited to the aforementioned Tihany Peninsula and the Kis-Balaton. The map below (Illustration 25) gives an overview on the different protected zones (national park/ protected landscape area/ geopark³²⁹) of the directorate. As the main reason for which the national parks were created is nature protection, this topic cannot be ignored. Additionally, we are interested in what terms the management and the consumption patterns on these sites may differ or resemble that of the other Hungarian parks and the French parks mentioned earlier.

Illustration 25 – Map of protected zones at the Balaton-Uplands

(source: www.bfnp.hu)



Studying the webpage of the directorate (www.bfnp.hu) gives the first impression of the park management. Compared to the site of the Duna-Ipoly National Park Directorate, the internet page seems to be more user-friendly and interactive and its design is more reminiscent

³²⁹ A UNESCO initiative: “A European Geopark is a territory, which includes a particular geological heritage and a sustainable territorial development strategy supported by a European program to promote development” (<http://www.europeangeoparks.org/>)

of a popular tourist destination than a professional nature preservation site³³⁰. The descriptions of the different protected areas, the photos of the beauties of nature and the general design of the site³³¹ shows a great affection for Nature. The site offers the following options for the visitors:

Illustration 26 – Balaton / Tihany Peninsula

(source: author)



The picture above and below (illustration 26) was taken during the data collection in the Tihany Peninsula. As it can be seen, it's a popular tourist destination, as it, being a volcanic hill overtops Balatonfüred, gives a marvelous view to the lake, and its shores. The Tihany Peninsula is, thus, the first Hungarian site that was considered to be taken under natural protection. Its significance lies in its extremely rich biodiversity, unique in Hungary/Europe (Várkuti, Kovács, Stenger-Kovács, & Padisák, 2008), and in its popularity among domestic and international tourists³³². Both Tihany and Balatonfüred existed far back in the history: Tihany was founded in 1055, and the first written memory from Balatonfüred dates back to 1211 (*Történelmi szemle, Volume 23 [Historical Review, V 23]*, 1983). Although Tihany has been a popular tourist

³³⁰ For further thoughts of the comparison, see discussion of the findings from page 406

³³¹ See Annexes 20 on page 523.

³³² <http://szakmai.itthon.hu/statisztika> (official statistics of the Hungarian Tourism Company)

destination for a long time, and its importance in the Hungarian history of nature protection is undeniable, our attention now turns towards Balatonfüred: a town that shaped the evolution of the whole region. The picture below (illustration 27) shows families filling out our questionnaire. The view, apart from bending over a sheet of paper, is not unusual in the area. People visiting the city by car, to then take their bike around the lake or in the Kali-Basin or on other hilly sites (as for the mountain bikers, like in the picture) is not rare among (domestic) tourists. Those family members who don't ride a bike, might take a walk in town or participate in other activities, thus the Balaton is popular among every age groups.

Illustration 27 – Hikers and cyclists filling out questionnaires at Balatonfüred

(source: author)



Also, since the construction of the cycling path around the lake, cycling is becoming more and more frequent in the area³³³, while a diversification of the participation in this activity and the use of bike is also observable³³⁴.

³³³ As for our observations and according to tour operator and tourism websites, such as www.tripadvisor.com, www.balatontourism.com, www.velo-touring.hu, www.biketours.com, visit-hungary.com, etc., although official data couldn't be found on the rising number of cyclists around the lake.

³³⁴ While until recently, some serious looking cyclists and commuters were only observable, now families, groups of people of diverse age and of diverse group size are bike touring around the lake.

Illustration 28 – Vacationers at the Balaton

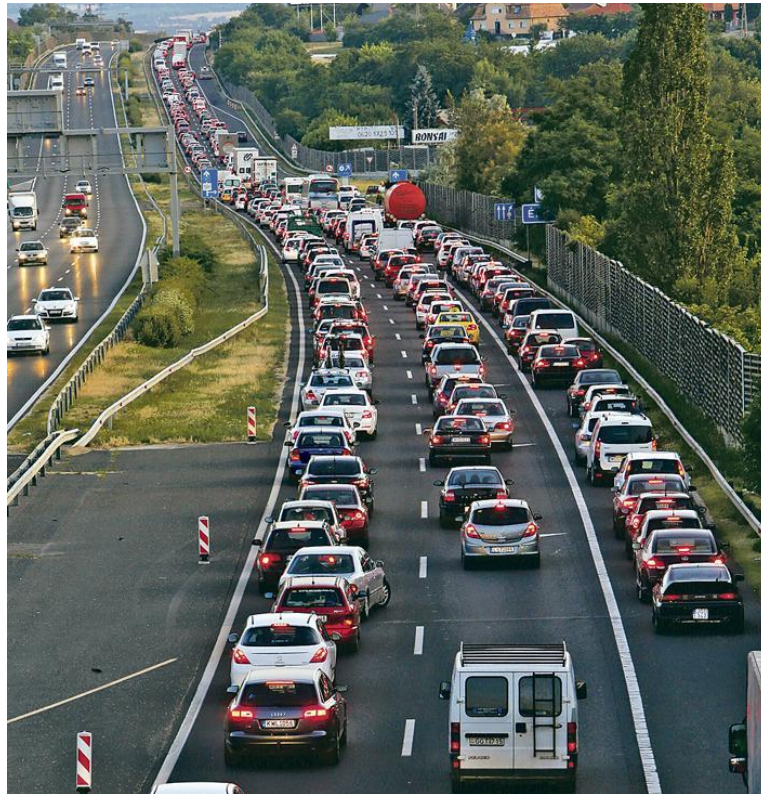
(source: <http://topceg.info>)



The picture above (Illustration 28) shows that some areas are so popular that it's sometimes hard to find a free spot on the beach – especially on weekends when people from the capital and also from other towns, 'storm' the Balaton, causing traffic jams (see illustration 29) on the motorways and making it hard to find decent accommodation there. The popularity of the Balaton, besides its other features, relies in its long shores giving access to a considerable amount of fresh water, which provide opportunities to participate in watersports, such as swimming and sailing, as shown in the picture, but also wakeboarding, kayaking, etc.

Illustration 29 – People heading to the Balaton on a summer weekend in 2014

(source: <http://ocdn.eu/images>)



1) Exploring

1. Sites and Hikes
2. Events
3. Accommodation
4. Products
5. Geographical units
6. Gallery
7. Maps

2) Get to know³³⁵

1. Forest School
2. Programs for schools/kindergartens
3. Contests, call for competitions
4. Quizzes, enigmas
5. Lectures
6. Camps
7. Trainings
8. Forest policies (code of conduct in the forest)

3) Caring for

1. Protected natural areas
2. Natural assets
3. Landscape assets
4. Ecologic services
5. What you can do

4) About us

1. Contact
2. General information
3. Projects
4. Summaries, plans, reports
5. Public data

³³⁵ The list is the product of translation of the Hungarian page; in the English version of the site, some tabs have different name ('Visiting' instead of 'Get to know') and provide less options.

One of these four menu items provides basic information for public interest about the directorate, while the other three contains the message that they seem to care about the most. The first one, 'exploring' includes the core of the park's offer with the basic information that someone visiting the park might need. In other words, it gives answers to questions such as 'where to go?', 'what to do?', 'where to stay', 'what to buy?'. The first option of the tab being 'sites and hikes' gives the impression that these are the most promoted or popular activities. These sites and hikes have been constructed with the aim to bring people closer to nature, while ensuring that what's worth being seen, is shown, while that which needs to be protected, remains safe. Besides the visitor centers run by the park, they also offer accommodation in forest schools or at the villa of the park, thus providing another possibility for the visitors to spend a few nights close to nature, while learning about the values of the park. (All these accommodation sites are built in a natural environment, surrounded by trees, close to the lake.) The park also offers events from all of their operational areas – all educational/informative programs presented in a fun, easily understandable manner. All the activities they provide are presented showing the same image, that of the park. Also, merchandises (such as bags, mugs, etc.) and local products approved by the park (with their label) might also be purchased.

The following menu tabs complement the core offer with more additional information on the natural heritage of the territory on different levels: 'get to know' targets people of young age, especially students, who can learn about nature individually or with their class and then test their knowledge. As for the form, some of the activities can be done at home, others are meant to be as school activities and camps and contest are also offered. A more professional and serious approach to this same question aims at adults who are willing to learn more about the environment surrounding them. Natural assets and protected areas are described in detail with an explanation of how individual people could contribute to their preservation.

Structuring their offer in this manner suggest that besides caring about nature, there is also an aspiration to reach to people, to raise their awareness and to do it in a way that visitors would like and appreciate, while the quality of what they propose meet the European standard. In other words, from the analysis of the park's website a real marketing activity can clearly be seen.

The analysis of the directorate's website revealed the following findings:

1. The site is more user-friendly and well-designed than that of the Duna-Ipoly National Park Directorate. This implies that tourism and visitors play an important role in the park's life.

2. Besides the usual general information on the park, most of the page is about either knowledge on the natural sites and their protection or programs in relation to these sites and knowledge. In other words, education and awareness raising are at the heart of the park's endeavors.
3. The English version of the site contains considerably less information on the sites, and even less on the information presented in Hungarian. However, it seems that foreign speaking visitors are also targeted.

All these might give an initial impression of the park's management somewhat balancing between nature preservation and tourism.

As for the activities, educational tours and other informative programs aimed at awareness raising dominate the offer, completed with a series of cultural and folk/traditional events. In other words, the management remain on the level of knowledge transfer and the preservation of the natural and cultural heritage. As for the physical activities, we couldn't find anything that would really fall into this category³³⁶. In this light, we tend to believe, that even tourism seems to be important for the park, activities are confined to directly serve the park's missions. However, the fact that physical activities are not directly promoted by the park doesn't mean that they are not available and not even that these activities are not supported by the park – a question that is expected to be answered by the analysis of the interviews³³⁷.

³³⁶ Some activities, such as cave tours or adventure tours might also be considered as physical, nonetheless, the physical side of these activities never got mentioned as an attractive feature.

³³⁷ For the interview analysis, see from page 272.

1.3. Content Analysis of the Natural Park Interviews

During the years 2014 and 2015, a series of interviews were carried out in the four studied parks. The main objective of these interviews was to understand the general organization of the park managements, potential cultural differences among them and to reveal potentially underlying element of the parks' everyday life that otherwise would have escaped our attention.

In all cases, a general interview guide, containing the major themes of our investigations, directed the dialogues. Also, for each meeting, we prepared specific, personalized questions completing this way the original interview grid³³⁸. The questions were formed around the following four themes: (1) Stakeholders and organization; (2) Activities; (3) Nature Protection; (4) Development Project.

The interviews took place either in the office of the interviewees (in most of the cases) or in the office of M. Jean-Luc Lhéraud at the Dijon university campus (in the case of the interview with M. Caumont and the telephone interview with Mrs. Cadet). In all cases, the interviewees were willing to share their point of view and opinion on the topics.

The length of these interviews varied between 20 and 80 minutes. In some cases, the aim was just to discuss some very specific questions, whereas sometimes the meeting became really long and pervasive. The general attitude of the participants: those who agreed to take the interview, proved to be communicative and ready to share their ideas and opinions. The status of the respondents seemed to influence largely the discourse, which is particularly noticeable in their approach to the questions – and thus the use of pronouns varied accordingly. (For instance, tourism office employees tend to share their personal opinion and insight about the everyday life of the parks and, thus, often used personal pronouns in the 1st person. On the other hand, those working on higher hierarchical levels, tend to have a more global approach to the park's life and thus used various pronouns (I/we/he/they).

As some of the interviews turned out to be really informative, revealing some previously unseen interrelations and background issues, it seems to be quite reasonable to start with a thematic analysis of each of them. As the answers and opinions vary to a very large extent according to the position of the respondents, we started to study them one-by-one. This allowed us to gain a deeper understanding of interviewees' point of view and also to be able to reveal potential patterns across the responses.

³³⁸ For a detailed description of the background of these interviews, please see the chapter "Methodology / Semi-directed interviews" from page 211.

After having processed each interview individually, a systematic review by themes took place, during which the major topics emerged. These topics were then analyzed in depth – their detailed description makes part of the present chapter.

1.3.1. Global analysis of the interviews

As a first step in the interview analysis, the interviews were studied from a quantitative perspective with the help of the TROPES software³³⁹.

Since the questions were constructed around the same themes in each case, the results show similar elements. However, the interviews show important differences – mainly due to the fact that the interviewees represent different levels of the park administration hierarchy, and thus have different approaches and point of views. Therefore, any comparison of these interviews would only provide us with conflicting data – thus, this kind of measurement would be avoided. On the other hand, the comparison of the answers of the actors of the same level but representing different countries might reveal relevant information.

Therefore, particular attention was devoted to the relational analysis of the interviews, while their semantic study served more as a confirmation (or rectification) of the findings.

In the sections below, first a global analysis will be presented about each interview separately. This will be followed by a short description about the results revealed by the conceptual analysis. Afterwards, a detailed description will be given on the findings.

As a general remark, it can be noted, that at each park, all the interviews turned out to be rather argumentative, with a setting involving the narrator. In the following, for each interview, a summary table will be presented with the references and the number of their occurrence in the text.

³³⁹ A software designed for text analysis. Tropes was used to isolate themes and identify the principal key words and fundamental propositions in order to support, in a more qualitative way, our interview analyses.

1.3.1.1. Analysis of the interviews in the French natural parks

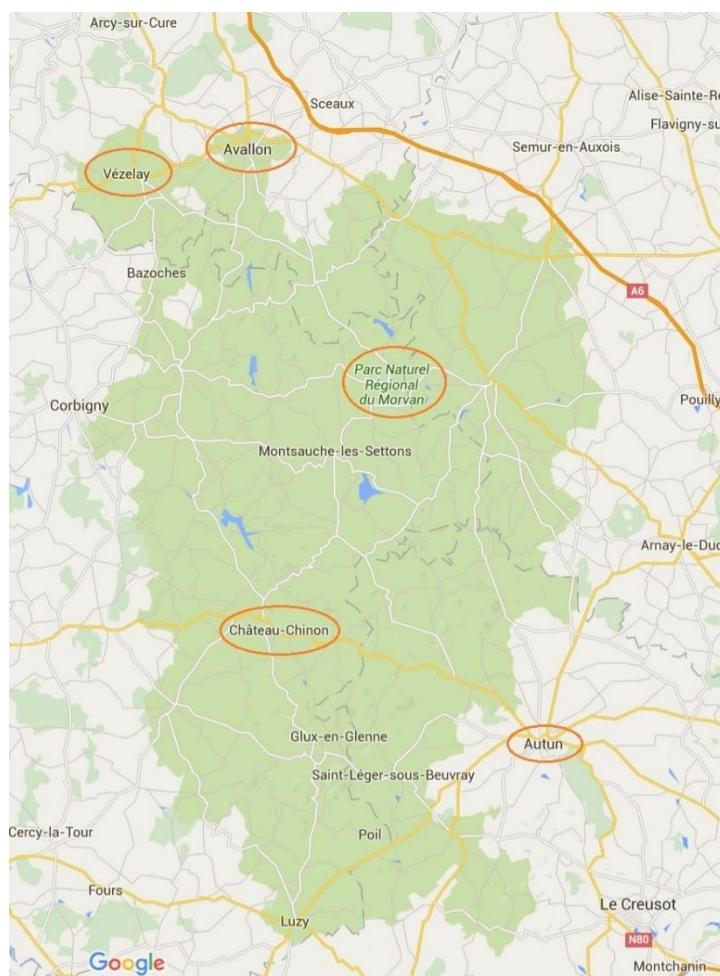
During the selection of the interviewees for the study of the Morvan Regional Park and the Lake Kir recreation park, we took the same guidelines as it is described in the methodology section³⁴⁰. As a general remark on the interviews, they all tended to be rather argumentative, with a setting rooted in reality and with also an involvement of the speaker. In the case of the French interviews, the Tropes V8.4 French software was used with the original French transcripts of the interviews. For the analysis, the references were translated and the relating citations were taken from the English version of the interviews.

The first two interviews of the study took place on the 15th April 2014 in Avallon and in Vézelay, two neighboring towns at the North of the Morvan. The map presented below (Illustration 30) highlights the venues where our interviews took place in the Natural Park of the Morvan.

³⁴⁰ See page 211 for the interview methodology and for the summary of the interviewees., see Table 18 on page 215).

Illustration 30 – Map of the interviews venues in the Morvan

(source: <https://www.google.com/maps>)



On the following pages, a summary will be found of all the references occurring in the text for each interview. In each case, the summary table is followed by a short description of the first findings of the conceptual analysis.

The first interview was carried out in Avallon. Our interviewees were Mrs. Catherine Goor, manager of the Avallon tourist office and Mr. Gerard Delorme, tourism representative of the Community Council of Avallon-Vézelay Morvan.

From the overview table of the references in the text (see table 19), it is clearly visible, that the dominant topic was tourism – as almost half of the occurrences were tourism related. Within this matter, numerous assets of the region were mentioned, reflecting the aspiration of the park to use them as added value for the region’s image. Visibly, their marketing activity is centered around tourism with the development of tourism infrastructure and promotion of the whole

region; an approach to marketing, which is likely to set the basis of the site's branding³⁴¹, as suggest the authors (Hautbois & Desbordes, 2011).

While tourism prevails as a marketing tool in the region, efforts from the providers direct primarily the promotion of natural and cultural heritage. Physical activities don't make part of the main characteristics shaping the image of the region. These activities got mentioned significantly less than tourism. However, mountain biking, hiking and canoeing seem to be the most popular outdoor activities in the area.

Although physical activities are not in the center of interest in Avallon, these most popular activities all use the natural environment, and thus may contribute to (or make more difficult) environmental protection measures. However, this latter topic has a larger importance in the life of the park than physical activities – according the number of occurrence of term related to the question.

Finally, the terms concerning the organizational structure and everyday life of the tourist office and the natural park, several different kind of entities were mentioned, giving the impression that the park management might be a common task and interest of various stakeholders.

³⁴¹ In addition, a successful territorial marketing (via the PNR label) might be beneficial for not only the park (PNR Morvan) but for the whole Burgundy region, accordingly the region's support is very likely to result in a win-win partnership (from the point of view of territorial development and its marketing) (Dissart, Mollard, & Vollet, 2014).

Table 19 – Interview: Avallon tourist office

	Reference		total number of occurrence
Park			
	park (17)	committee (4)	51
		municipality (4)	
		grant (4)	
	association (7)		
	office (3)		
	relation (3)	actor (3)	
		services (3)	
		stakeholders (3)	
Activities			
	<i>Physical activities</i>		50
	activity (5)	physical (3) / recreational (3) activities	
	sport (7)	MTB (11) / bike (5)	
		hiking (8)	
		canoe (5)	
	event (3)		161
	<i>Tourism</i>		
	tourism (12)	visit (5)/ destination (4)	
		track (15)/ road sign (5)/ path (4)/ forest (4)	
		territory (9)	
		town (9)	
		site (11)/ valley (9)/ station vert (4)	
		asset/lucky (6)	
		Avallon/Avallonnais (30)/ Vézelay (7)/ Bourgogne (4)/ Paris (3)	
		camping (6)/ accommodation (5)	
		airdrome (3)/ fishing (3)	
		walking card/map (3)	
Nature			
	nature (13)	environment (7)	56
	protection (3)		
	area (5)	natural/ forest sites	
		Morvan (12)/ Cousin (12)/ conservatory orchard (3)	
	image (4)	image (as environmentally friendly)	
Development			
	project (6)	sustainable development (3)	14
	target (2)		
Visitors			
	people (19)		25
	French (6)		

The second interview took place in the tourist office of Vézelay with its tourism advisor and digital content manager, Mrs. Alexandra Delaroche.

Although our question grid is based in each cases on the four major topic, the outcome may vary largely according to the interviewees' position and their point of view of the park. Accordingly, the results of this interview with an employee of the tourist office is rather different from that of the tourism representative and the tourist office manager. Thus, as a general result, we can notice that some of the topics didn't even get enough mentions to occur on our overview table. Despite the disregard of some questions, such as nature conservation or development projects, the general structure of the results shows similarities with the previous interview.

Not surprisingly, tourism is the dominating question again. As for the tourism activities, the office's approach to it is largely characterized, on the one hand, by the promotion of the natural heritage, notably the different municipalities and the Vézelay's most remarkable monument, the Basilica³⁴². On the other hand, as a tourist office, their main concern is serving tourists – the clientele of the office got more than 10% of the occurrence of terms. The demand of these visitors is a major question for the office (11 mention), while 'maps' and 'brochures' also seem to be important elements of the tourist office's everyday life.

As for the physical activities, only cycling got mentioned significantly. However, the combined occurrence of 'bike' and 'MTB' is the third most frequently mentioned term.

³⁴² Vézelay Abbey/ Abbaye Sainte-Marie-Madeleine de Vézelay, a UNESCO World Heritage Site.

Table 20 - Interview: Vézelay tourist office

	Reference		total number of occurrence
Tourist office			
	park (14)		68
	office (19)		
	municipality (5)		
	territory (4)	path (7)	
	demand (11)	map (5)	
		brochure (3)	
	tourism tax (3)		
Activities			
	activity (3)	recreation (3)	43
	bike (12)/ MTB (4)		
	tourism	Avallon (5)/ basilica (5)	
		Bourgogne (4)	
		Vézelay (4)	
		Morvan (3)	
Visitors			
	client (7)	people (6)	13

The venue for the next interview was an office at the campus of the Burgundy University, as the discussion took place via telephone. Mrs. Nathalie Cadet is the tourist office manager of the Autun office.

Unlike the previous interviews, the dominance of tourism is less distinct. However, it still seems to be a key issue with its 73 direct mentions and with also a number of indirect references to the topic (such as editing hiking guides, or the promotion of the area³⁴³). The tourist office relation to the question of tourism itself seems to be best captured through the promotion of ‘itineraries’ (27 occurrence) and ‘guidebooks’ (12 occurrence) as well as their ‘editing’ (3+7). Besides this, the promotion of the area also shows a significant importance: besides the direct references (‘promotion’/ ‘endorsement of the area’), the terms ‘Morvan’ and ‘territory’ also got mentioned a great number of times in a context of promoting the area.

On the other hand, these terms got mentioned primarily not in a tourism related context, but as part of the marketing activity of the tourist office. This latter one targets the whole region by creating value from the natural and cultural heritage – in cooperation with the other

³⁴³ The difficulty of analyzing the number of occurrences of different terms relies in the distinction of the different groups of references that might be treated together. In some cases, the same references would find their place in different reference categories, while in other cases it may be part of a different set of terms, according to the context. Although the Tropes content analysis software offers categories of references, the context may change the interpretation. (For example, usually ‘hiking guide’ would be a term of the ‘tourism activity’ category, while in this case, it is more related to the tasks/accomplishments of the tourist office.)

stakeholders, associates or contributors who might have a role in the territorial development of the Morvan.

As a tourist office, visitors are expected to be in the focus – an assumption that is confirmed by the number of mention of the exact and related terms. Still in line with the primal purposes of tourist office, environmental protection and development questions remain in the background compared to the promotion of the existing tourism attractions. Likewise, as territorial development and providing (tourism) services are not part of the offices' tasks, they are somewhat dependent on the territory, the stakeholders and other actors that might have a role in the operation/governance of the municipality and/or the territory. Accordingly, relationships to these entities might also be an important question. However, the high number of occurrence of 'communication' and 'exchange' gives the impression that these relationships are approached primarily from the perspective of communication.

Table 21 – Interview: Autun tourist office

Category / Reference		total number of occurrence
Tourist office (10)		
	park (21)	Morvan (14)/ territory (12)
	promotion of the area (5)	territory enhancement (4)
		communication (10)/ exchange (3)
	relationship (8)	partnership (3)
		joint communities (11)/ municipality (7)
		Conseil General (5)
		stakeholders (4)
		associations (4)
	editing (3)	hiking guide (7)
Activities (12)		
	<i>Physical activities</i>	
	recreation (7)	outdoor (3)
		walking/ hiking (18)
		MTB (10)/ bike (6)/ downhill (4)
		canoe (6)
	equipment (12)	
	<i>Tourism</i>	
	tourism (34)	itinerary (27)
		guidebook (12)
Visitors		
	people (17)	client (16)
		demand (11)
Development (12)		
		project (16)
		offer (7)
Nature (7)		
		protection (3)

Another interview took place in an office at the Dijon university campus – this time with the personal attendance of Mr. Jean-Philippe Caumont, director of the Regional Nature Park of the Morvan.

As the director, Mr. Caumont shared with us a comprehensive understanding of the park's operation. Accordingly, park related questions dominated the conversation; managerial questions prevailed over any other topic. The most important themes revealed by the conceptual analysis are related to the structure of the park's organization (with nouns used such as park/ national park/ commission/ municipality, etc.), it's different actors (stakeholders/ agriculture/ forester/ owner/ inhabitant), its management (mentioning management/ negotiation/ conversation/ governance, etc.); and of course, territory related questions (such as territory/

forest/ landscape/ mountain, etc.). The relatively similar number of occurrences of the different elements of the park management gives the impression of a balanced administration, taking into consideration the most possible point of views.

As our focus is always on physical and tourism activities, these themes were also mentioned a large number of times. Tourism seems to be approached mostly from the accommodation's perspective (hotel/ accommodation/ chalet) and from the perspective of the programs offered by the park (events/ festivals/ program). Physical activities, on the other hand, show a great variety of mentioning different kinds of sports (cycling/ quad/ walking/ white water sports/ golf), where the occurrence of cycling related terms prevails.

In a global overview of the park's life, if the park's offer got mentioned, the other side cannot be neglected either: the demand and different types of visitors got mentioned approximately the same amount of times as tourism related terms.

Surprisingly development related terms didn't occur often, giving the impression that current leadership considerations might overrule future development questions. However, environmental preservation, sustainable development and the protection of the heritage and the biodiversity also seem to be in the focus of the park, with their relatively large number of occurrence and with the use of clearly demarcated set of terms.

Table 22 – Interview: Regional Nature Park of the Morvan

	Reference		total number of occurrence
Park			
	park (56)	national park (5)/ federation of the parks (3)	232
		/ commission (5)	
		municipality (7)	
		association (3)	
		network (3)	
	actors (10)	stakeholders (8)/ representatives (7)	
		agriculture (18)/ pine tree (7)	
		forester (3)	
		owner (8)	
		inhabitant (7)	
	management (7)	negotiation (8)/ conversation (3)	
		governance (11)	
	education (8)		
	territory (34)	forest (8)/ landscape (3)/ mountain (3)	
		Morvan (22)	
Activity (21)			
	<i>Physical activities</i>		49
	sport (5)	MTB (13)/ bike (5)	
		quad (8)	
		walking (7)	
		canoe (5)/ rafting (3)	
		golf (3)	
	<i>Tourism</i>		45
	tourism (7)	hotel (4)/ accommodation (3)/ chalet (12)	
	offer (7)		
	events (6)/ festival (3)/ program (3)		
Visitors			
	people (21)	client (7)	48
		couple (10)/ family (5)	
		demand (5)	
Development (11)			
		project (15)	29
		image (3)	
Nature (9)			
	environment (13)	protection (11)	50
		heritage (9)	
		sustainable development (5)	
		biodiversity (3)	

In Chateau Chinon the manager of the tourist office, Mrs. Delphine Jeannin received us for the interview (for the result of the interview's conceptual analysis, see Table 23).

As it might have been expected, tourism related terms turned out to be the most often mentioned ones. In the case of Chateau Chinon, primarily issues concerning seasonality, the value and the promotion of the territory and some events taking place in the area.

As for physical activities, the nouns moto-cross and moto occurred a relatively large number of times. As motors never really got mentioned before or during the interviews, it gives the impression that this activity might have a special importance for Chateau Chinon. As for the other activities, walking and cycling are the most often cited ones – as is usually the case in the Morvan.

Besides tourism, the park and the tourist office got numerous mentions with special attention to the joint communities and the services provided.

The examination of the results of this conceptual analysis makes it likely that these services are targeting the visitors in the park – the different types of whom got several mentions during the discussion. Visitors seem to be distinguished according to their age ('seniors'), the type of group they form part of ('families') and according to their nationality ('nationality'/ 'Dutch'/ 'Belgian').

Unlike the previous interviews with the management/employees of tourist offices, in Chateau Chinon development projects are more at the center of attention. A relatively large mention of 'project' and 'sustainable development' is observable, while 'awareness raising' also seems to be part of the park's aspirations.

Table 23 – Interview: Tourism Office at Chateau Chinon

	Reference		total number of occurrence
Park			
	park (8)		63
	office (4)	tourist office (8)	
	joint communities (8)	council (3)	
		communication (4)/ partnership (4)/ association (4)/ contract (3)	
	responsible (4)		
	service (13)		
Activities			
	<i>Tourism (7)</i>		90
	season (3)	day (6)/ visit (4)	
		period (3)	
	demand (8)		
	territory (4)/ value (3)	Morvan (18)/ Nièvre (15)	
		countryside (3)	
		lake (3)/ museum (3)/ path (3)	
	events (7)	festival/ picnic	
	<i>Physical activities</i>		28
	activity (9)	moto (6)/ moto-cross (4)	
		walking (5)/ MTB (4)	
Visitors			
	people (19)	family (7)/ senior (4)	51
		client (4)/ public (4)	
	nationality (5)	Dutch (5)/ Belgian (3)	
Development			
	development (4)	project (7)	24
		sustainable development (6)	
	awareness raising (4)		
	internet site (3)		

The first interview at the watersports center in Dijon was provided by Mr. Pierre-Michel Sarrazin, deputy director of the nautical base.

The semantic analysis of the discourse (for the overview, see table 23) revealed a significantly different structure of communication than what we observed the interviews in the Morvan. Despite the identical construction of the questions, the attention of the watersports base focusing exclusively (but not surprisingly) on the watersports to which they provide access.

The town of ‘Dijon’ plays an important role in the life of the sports center, as the ‘town’ and its ‘town hall’ were mentioned often. As for the activities, tourism is not at all in their

profile, while as physical activities, they are focusing solely on ‘canoe-kayak’ and ‘rowing’. They are dealing equally (according to the number of occurrence) with the ‘equipment’ (‘equipment’/ ‘location’/ ‘ship’) and with ‘hosting’ these activities (‘coaching’/ ‘embarkation’/ ‘course’/ ‘training’). Their public seems to be related to education, according to the repeatedly reoccurring terms, such as ‘university’/ ‘school’/ ‘student’. While these activities take place in a natural environment, its protection doesn’t appear to be a major concern for the management of the watersports center.

Table 24 – Interview: Watersports site of Dijon

	Reference		total number of occurrence
Watersports center			
	watersports center (8)	city hall (28)/ Dijon (10)/ town (3)	116
		budget (5)	
	lake (9)		
	relationship (4)	stakeholders (6)	
		club (40)	
		organizations (3)	
Activities			
	sport (3)		64
	canoe (16)	rowing (5)	
	equipment (12)	location (5)	
		ship (4)	
	coaching (5)	hosting activities (4)	
		embarkation (4)	
		course (3)/ training (3)	
Public			
	public (4)	people (7)	35
		university (6)	
		young people (4)	
		school (4)/ student (4)	
		group (3)	
		adult (3)	
Nature			
	nature (4)		4

1.3.1.2. Analysis of the interviews in the Hungarian natural parks

Pursuing with the Hungarian sites, in the case of both parks, we aimed to question the head of the eco-tourism department and representatives of the TourInform offices. In the Duna-Ipoly National Park there are only a few tourism offices, all of them relatively far from the areas we were most interested in (that is, from the forest areas highly frequented by visitors). In that case, we spoke to the head of the nature watchers instead. That said, at the lake Balaton, two tourism offices with different tourism profiles had been visited – besides the national park directorate.

Table 25 – Interview: Réka ELŐD, Duna-Ipoly National Park Directorate

	Reference		nr of occurrence
Park			
	national park (43)	directorate (10); department (8)	288
	authority (16)	direction (3)	
		government (14); state (7); minister (3); employer (3)	
		directive (3)	
		law (10); rule (3); legal support (3); policy (3)	
		organization (9); administration (13)	
	tourism office (6)		
	project (6); tender (6)		
	management (6)	strategy (3); value (3)	
		objective (5); goal (5)	
		means (5)	
		director (5); control (5); procedure (3)	
		money (4); budget (3); investing (3)	
	infrastructure (7)	territory (9); nature trails (9)	
	forestry (11)	property (4); owner (4); decision (4)	
		planning (4)	
	cooperation (5)	European Union (5)	
	communication (4)	brochure (7); web (5)	
Nature / Protection			
	nature (41); environment (3)		177
	protected areas (41)	demonstration sites (11); place (8); path (4)	
	conservation (16); protection (8)	river/Danube (8); shores (3); water (4)	
		hills (/Börzsöny/Pilis) (16)	
		Buda (3)	
		damage (4)	
		paper (7)	
Visitors (15)			
	people (14)		34
	foreigner (5)		
Activities (15)			
	offer (5)	event (6); tour (6); guide (5)	135
	tourism (36)	eco-tourism (20)	
		visitor center (4); entrance fee (3)	
		cave (4)	
	sport (4)		
		cyclist (3); cycling (8); bicycle (4)	
		navigation (3); canoe (5)	
		horse rider/riding (4)	

Mrs. Réka Előd is the head of the Eco-Tourism and Environmental Education Department of the Duna-Ipoly National Park Directorate.

This interview revealed, first of all, the gravity of the treated questions for the interviewee. A large amount of time was devoted to questions related to the park. Thus the contextualization of the information was provided, as well as an insight to the general functioning of the park. Words related to general functioning of the national park directorate (288 references out of a total of 634) were primarily organized around terms like authorities; legal and administration related issues were repeatedly used – giving the impression that the park directorate is a highly politicized, juristic institution.

Besides the legal background of the organization, their number one priority is definitely nature protection, as almost one third of the references were related to this question – despite the fact, that our investigations were aimed primarily at the question of the role of physical activities in the park.

Despite an effort to direct the conversation towards physical activities, these latter ones represent only a minor part of the discussion. In most cases, the dialogue oriented towards the negative effect of these activities, notably the damage they are causing to Nature.

The topic that was the least represented in this conversation is the question of visitors. Even though tourism got mentioned on several occasions, it happened mainly from a managerial perspective or, just like in the case of physical activities, referring to its potentially damaging effects on the environment. Participants of tourism are neglected for two reasons: first, the territory of the national park directorate is not really a touristic area. If there are some sites that might serve as tourism destinations, they are usually the property of other organizations and thus managed by them. However, the forests of the Pilis and the Börzsöny are highly frequented by visitors from the neighboring areas, notably Budapest and its agglomeration, and thus their importance as tourism destinations cannot be neglected.

Table 26 – Interview: Sandor BIRO, Head of Nature watchers, Duna-Ipoly NPD

Reference		nr of occurrence
Park		
forest (90)	national park (6); directorate (6)	390
	area (protected / non protected area) (77)	
	path (45)	
	land (3); lung (3)	
management (9)	maintenance (7)	
state (4)	opinion (5); priority (4)	
	task (3)	
regulations (12)	law (37); paragraph (5); citizen (3)	
	owner (18); use (3)	
	authority (10); decision (5); procedure (4)	
	restriction (9); permission (9)	
	vehicle (8); transport (5)	
Nature / Protection		
conservation (12); protection (7)	nature (18)	111
	ecosystem (4)	
	species (11); bird (3)	
	limit (10)	
	responsibility (4)	
	soil (3)	
	slope (3)	
information (11)	map (6); sign (6); web (7)	
	effort (3); excuse (3)	
Activities (3)		
sport (4)	cycling (30); cyclist (19); bicycle (11); downhill (6)	233
	horse riding (19)	
	rider (17); riding (3)	
	event (16)	
	walk (3)	
tourism (24)	people (11)	
	place (7); road (5)	
	Budapest (9); Buda (6); agglomeration (3)	
problem (31)	destruct (3)	
	condition (3)	

Mr. Sándor Bíró is the head of the Nature Watchers of Nature Watchers at the Duna-Ipoly National Park Directorate. The interview with Mr. Sándor took place after the recommendation of Mrs. Előd. As the head of the Nature Watchers, we expected to gather supplementary information about the physical activities in the forests of the directorate.

The first global conclusion of this interview is that, - just like in the case of the previous one – the interviewee's priorities are related to legal questions, especially for nature conservation issues. The discourse is focusing on the protected areas, that are – in the case of the Duna-Ipoly National Park, above all, forest areas. The interviewee's point of view is clearly proved to be in favor for environmental preservation. The visitors only got mentioned in relation to their impact on the natural areas, thus, the management seems to embrace a unilateral point of view, that brings to the fore the natural conservation issues, while the needs of the visitors seem to be somewhat secondary.

On the other hand, we can't ignore the fact that the interview was carried out with the head of the nature watchers, whose primarily goal is to maintain the normal and legal operation of the (protected) areas. Ergo, they pay special attention to anomalies, while the a 'normal use' of the territory slips out of their focus.

Table 27 – Interview: Adel VARGA, Balaton Uplands National Park Directorate

	Reference		nr of occurrence
Park management			
	national park directorate (20)	department (of the directorate) (4)	134
		park (14)	
	work (14); task (9)	nature watcher (7)	
	cooperation (12)	agreement (12); contract (3)	
		stakeholders (3)	
	aim (4); goal (3)	education (4)	
		development (4)	
	state (5); government (3)		
	European Union (3)		
	authority (3)		
	money (7)		
Marketing			
	marketing (11)	image (3)	83
	service (7); offer (7)	touristic offer/activity (5)	
		reduction card (4)	
		hotel (6)	
		provider (4); partner (3)	
	information (6)	brochure (6)	
		newsletter (4)	
	tourism destination manager (7)		
	number (5); statistics (5)		
Visitors (38)			
		people (11); child (7)	71
		customer (5)	
		participant (3)	
		foreigner (5)	
Activities (10)			
	tourism (29)	trail (26)	239
		tour (20); guide (9)	
		visitor center (18); visitor center by name (37)	
		event (9)	
		event (9)	
	attraction (6)	entrance (6); price (5)	
		adventure (4)	
		Balaton (28)	
		tourist area (10); site (6)	
	leisure activities (3)	bicycle (8); cycling (5)	
		ship/kayak/boat (7)	
		animal (3)	
Nature (36)			
	protection (4)	environment (4)	79
		awareness (7)	
		conservation (9)	
	sustainability (3)	eco (9)	
		forest (7)	

Mrs. Adél Varga is a tourism officer (marketing and communication specialist) at the Eco-Tourism and Environmental Education Department of the Balaton-Uplands National Park Directorate.

The interviews in the Balaton-Uplands National Park (BUNPD) showed a different approach to the park management – and in particular to the questions concerning tourism, activities and visitors. Globally speaking, their approach bends from nature conservation to a more market oriented perspective. This observation appeared to be appropriate according to the analysis of the number of occurrences of the references used during the interview with Mrs. Adel Varga, Tourism Officer at the Eco-Tourism and Environmental Education Department of the BUNPD.

Besides the description of the everyday life and functioning of the directorate, Mrs. Varga devoted a large amount of time to explaining the marketing related tasks of the department. The Balaton is a largely touristic area, apparently the number of visitors makes it necessary to deal with them at the highest administrative level. While natural conservation is still a priority within the park (with a number of highly protected areas, completely closed to visitors), tourism and recreational activities are also at the center of their attention.

Regarding the park management questions, the focus is not that much on legal considerations, but mostly on tasks (mentioned more than 20 times) and cooperation (the word itself mentioned 12 times, and related terms like agreement, contract or partner were also mentioned a number of times).

The marketing activities imply considerations for the different kind of tourism and/or recreational offers, the efficient spreading of the information about these offers as well as partnerships with the different stakeholders (that are in some cases might also be part of the park management questions).

Accordingly, the question of visitors got brought up on several occasions, with a distinction of different kind of (groups of) visitors, in consonance with the market segments they represent (just like age groups, geographical segments, interests, price range, etc.)

As for the activities, the interviewee, having sensed our interest for the topic, devoted a great deal of effort to answering our, sometimes very specific, questions. This effort is also observable through the number of occurrences of the activity related expressions, that include mainly tourism related terms, while the leisure activities remained underrepresented in the text.

Finally, as in all cases, Nature occurred a relatively large number of times in the text (nature itself got mentioned 36 times, while with counting protection and/or awareness related expressions, this number adds up to 79), but not nearly as often as in the case of the Duna-Ipoly National Park Directorate. Visibly, environmental considerations are an important topic for the directorate, although the Eco-Tourism Department deals primarily with the tourism side of the question.

Table 28 – Interview: Balatonfüred, Tourism Office

	Reference	nr of occurrence
Tourism Office		
	tourism (43)	office (30)
		TourInform (22)
		tourist destination manager (16)
		Balaton (7); Balatonfüred (16)
		place (6)
	organization (9)	Hungarian Tourism Company (14)
		member (22); membership (3); membership fee (3)
		relationship (12)
		government (12)
		financial support (3)
		region (6); national park (3); town (3)
		provider (6)
		logo (4)
		problem (4); issue (3)
	task (9)	information (9); brochures (14)
		accommodation (6); room (3)
		purpose (4)
		292
Nature / Protection		
		paper (4)
		awareness (3)
		eco (3)
		10
Visitors (9)		
	season (13)	weather (3)
	customer (3)	foreigner (4); people (4)
		Hungarian (3); German (3)
	statistics (5)	
		47
Activities (3)		
	event (11)	service (5); ticket (5); program (5)
		Wine tour (3); Romantic Reform Era (3)
	attraction (6)	culture (5); tradition (3)
		center (3); Tihany (3); beach (3)
		promenade (3); walking (3); track (3)
	party (3)	
		70

Mrs. Piroska Sándor is a tourism office agent at the TourInform office of Balatonfüred.

Along with the previously mentioned managerial approach, in favor of tourism (and recreational) activities, the interviews carried out with the tourism offices, show a great interest in satisfying the visitors' demand.

In the case of the Balatonfüred TourInform office, the emphasis is on the visitors and to create a link between service provider and tourists. Accordingly, task, information, brochures, etc. are mentioned on several occasions, along with examples of the tourism and/or recreational offers, such as events, festivals, destinations and programs or activities.

The well-defined task of these offices is, thus, to provide any kind of tourism related information to the visitors. Accordingly, environmental considerations revealed only in terms of segregated trash disposal on the office level.

Two third of the terms were, however, related to the functioning of the office: their mission, the everyday tasks and most of all, the organizational structure of the network of these TourInform offices and their relation to each other and the central authorities. The large number of occurrence of the office related terms show on one hand the complexity and the importance of the structure from the employees' point of view. It should be added, that as the system wasn't exactly clear, further questions were asked about the topic, that further increased the number of the TourInform related references.

Table 29 – Interview: Balatonalmádi, Tourism Office

	Reference	nr of occurrence
Tourism Office		
	tourism (91)	office (37)
		provider (11); service (10); destination (4); offer (3)
		region (8); Balaton (14); town (20)
		national park (3); park (4)
		holiday (8); program (8)
	season (24)	august (5); bad weather (4); weather (3)
	hotel (5)	accommodation (5); resort (9)
	place (12)	Hungary (10)
		Balatonalmádi (15); Balatonfüred (6)
	organization (13)	member (17)
		government (13)
		system (12)
		tourism destination manager (12)
		Hungarian Tourism Co (10)
		TourInform (9)
		relationship (6)
	work (12); job (8); task (3)	brochures (23); information (18); web (11); map (6)
	money (25)	income (6); financial support (5); expense/cost (8)
		profit (4)
	marketing (5)	competition (14); target (6); image (4)
		profile (4); management (4)
		communication (3)
		objective (4); goal (3); direction (3)
		initiative (3)
Visitors (14)		
		people (13); customer (7); child (8); family (7)
		Germany (7)
Activities (3)		
		attraction (5)
		bicycle (7)
		boat (6)
		event (19)

Mrs. Tímea Freiné Takács is a tourism destination manager employed by the TourInform office of Balatonalmádi.

Mrs. Ágnes Árvai the tourist office manager of the TourInform office of Balatonalmádi.

Just like in the case of Balatonfüred, in Balatonalmádi also, the two representatives of the Tourism Office were most of all focusing on the structure of the organization as well as on the visitors. This latter one is captured mainly from the tourism point of view, while the physical activities appeared as a subsidiary element of their offers. On the other hand, tourism activities seem to be largely promoted in the area, where keeping the number of visitors high seems to overcome sustainability issues (that didn't even come up during this conversation).

Concerning the complicated and conflicted organizational structure of the TourInform offices, the questions seems to affect the everyday life of the office and its employees, as it turned out to be the most common topic during the discussion.

Besides the problems due to structural and financial issues, the everyday tasks got mentioned. This latter one can be divided in two major topics: tourism related questions and marketing activity.

1.3.2. Relational analysis of the interviews

After the global analysis of the interviews, we will now take a closer look at the emerging topics in order to ground a more profound analysis of these. We are going to proceed following the usual order: first the French, then the Hungarian sites will be presented.

1.3.2.1. French Natural Parks

After having had a first look at the topics in focus for each interviewee, we now head towards the analysis of the discourse on the level of the parks. This includes combining the interviews and analyzing them according to our predefined focus areas. For both parks, a summarizing overview of the occurring terms will be presented, followed by the tables and the in-depth analysis of each emerging dimension.

Table 30 presents the different aspects of the interviews in the Morvan, with the most relevant categories of terms revealed by the conceptual analysis.

Table 30 – Interviews in the Morvan

Park management (488)	
	territory (258)
	park (116)
	marketing (51)
	administration (63)
<i>Organization and stakeholders (271)</i>	
	organization (20)
	tourist office (44)
	community (65)
	relationship (44)
	communication (39)
	actors (59)
<i>Development (44)</i>	
	development (44)
Activities (391)	
<i>Physical activities (165)</i>	
	cycling (72)
	walking (42)
	watersports (16)
	motorized sports (20)
	equipment (15)
<i>Tourism activities (226)</i>	
	tourism (83)
	itinerary (78)
	accommodation (43)
	guide (22)
Nature protection (75)	
	protection (19)
	nature (56)

Park management questions prevail over any other theme – which is understandable in the light that we are referring to it in a broader sense. That is, the topic not only consists of the actual park administration carried out by the corresponding authorities, but more like the general functioning of the whole area. Thus, this latter one includes the development and the promotion of the region, administrative and marketing issues as well as coordinating the different actors and stakeholders who might be considered.

Territories are the most important assets for these actors and stakeholders; accordingly, the different sites and areas were mentioned the most number of times.

Management, marketing, organization – these are the most fundamental concepts that are in the focus of the park's functioning on a global level. On the operational level, activities offered are primarily mean tourism (related) activities, while physical activities remain secondary.

As for nature protection: it is a question that remains in the background – according to the number of occurrences of environmental preservation related terms.

As a first look on the integrity of the discourses in the Morvan, it seems that the present seems to prevail over future. The tense of the conversations is primarily the present, with only a few references to past events presented in past tense, while the use of the future tense is completely lacking from the text.

Another observation concerns the organization and the stakeholders: it seems that questions related to partnership, communication is an important element of the park management. Concern for relationships might be an interesting question for further analysis.

Table 31 presents an overview Lake Kir interviews.

Table 31 – Interviews at the recreational park of the Lake KIR

Park management (137)	
	<i>Management (44)</i>
	lake (9)
	budget (5)
	publicity (5)
	services (25)
	<i>Organization and stakeholders (89)</i>
	club ³⁴⁴ / watersports center (54)
	town/ town hall (31)
	tourism stakeholders (4)
	<i>Development (4)</i>
	project (4)
Activities (78)	
	<i>Physical activities</i>
	sport/ activity (10)
	canoe/ rowing (21)
	equipment (16)
	public (21)
	season (10)
Nature protection (7)	
	nature/ environment (7)

The Dijon watersports center is essentially a different organization to that where the Morvan interviews took place. Accordingly, the general structure of the interview also shows differences. First of all, the watersports center’s main objective is to provide watersport related services, this is also reflected by the discourse, where the activities only concern physical activities and the management is also about these services, and the lake, the clubs, etc.

Tourism doesn’t even appear in the text – other than from the perspective of the relationship with the tourism stakeholders; while nature protection seems also to be a marginal question for the watersports center.

³⁴⁴ The term ‘club’ might refer to the sailing club, the rowing club or the canoe club at lake Kir.

1.3.2.1.1. The Regional Natural Park of the Morvan

The interviews in the Natural Park of the Morvan took place during the spring of 2014. As for the venues of the interview, they were carried out either in tourist offices, or in an office at the university campus in Dijon³⁴⁵. During these interviews Mr. Antoine Marsac and/or Mr. Jean-Luc Lhéraud, both university lecturers and researchers of the Burgundy University's sports faculty were also present. Table 32 gives an overview and verbatim of the management dimensions of the interviews carried out in the Morvan.

The most comprehensive approach to this question undoubtedly came from the director of the park. His explanations often refer to historical elements concerning the park's foundation, objectives, missions and former achievement to put recent changes and events in a context and, thus, to make them understandable. As for the fundamental mission of the park, Mr. Caumont specified three main areas: First, the preservation of the cultural and natural heritage of the territory. Second, to install a tool for planning and development of the territory. Third, to unite the communities of their area and reinforce the Morvan identity. Still according to the president of the park, these missions are still the same today – while the actual tools and the operational objectives evolved. When the first mission, the preservation of the patrimony, was already ensured, and development tools have been implemented, the administration started to turn to the third objective. Apparently, this is what today shapes most the orientation of the park management – as explains Mr. Caumont³⁴⁶:

“... 1990-2000, when the park had much less means... and so they emphasized this mission: preserving nature, the environment in general. And then it caused some problems.. it created a distance with the inhabitants. Because people wouldn't understand why the park was so fond of the environment and only it. So since the years 2000 till now the park's activities are balanced between the preservation of the heritage, the nature, etc. and the economic development and land management and planning. So today we support the economic stakeholders of the area while preserving the environment. So we are back to the original mission. [...]

... and then I have to make sure that every stakeholder contributes to this [development] project. They can be the communities, the farmers, the foresters, the

³⁴⁵ For the map of the towns included in our study, see Illustration 30 on page 276.

³⁴⁶ See ‘Annexes’ for interview 29 from page 549.

tourism stakeholders, even the inhabitants for certain tasks, we encourage them to participate. So at the same time I have to manage the project but also I have to ensure that the project is suitable and supported by the joint power of the era.”

Table 32 – Verbatim of the management dimension of the Morvan interviews

MANAGEMENT		
park (116)		"the limits of the park, it's marked by the granite"; "people wouldn't understand why the park was so fond of the environment and only it"; "since the years 2000 till now the park's activities are balanced between the preservation of the heritage, the nature, etc. and the economic development and land management and planning"; "the difference from a national park that is subject to a decision from above, here the strategy is formulated at the lower level. We agreed on a strategy of conservation, but it's also important that the project should be accepted on the lowest level. (...) In every park, the inhabitants, the economic actors are represented in the authorities"
territory (63+17+14+9)	site/ forest/ valley	"we have everything to add value to this territory"; "we really wanted to create something on our territory"; "we have the knowledge on the territory"; "out territory is a touristic area"; "We have important resources and then we have to be able to gather everybody. We have the vine, the agriculture, the forest, there are many things that are worth to promote in this area"; "for the remarkable forest sites, for the biodiversity, we bring the financial compensation that usually comes from the EU"
	places (155) Morvan/ Yonne/ Nièvre/ Vézelay/ Bourgogne	"we would actually want to work on it, to become a destination on the north of the Morvan, because it could represent an actual additional value"; "the Morvan is a rather central territory in France"; "Vézelay, which is a UNESCO site"; "we usually send them to the canal of the Nièvre"
marketing (8+13+30)	image	the Morvan gives already an image; "we took the identity of Morvan immediately"; "the image of the hiking in the Morvan. It was always (like this).. Morvan and hiking, these two words are connected tightly"; "it's not the same thing to promote a open-air activities on a common rural area or in a PNR. When you think of the image, or people who are seeking to spend their holidays in a natural area, in general they acknowledge only the PNR label"
	promotion	"as a tourist office, we are focusing mainly on the promotion than on the project or equipment development"; "for two years now, we have a quality policy and one of the criteria of this policy is the promotion of sustainable development"; "we foster the promotion of nature protection"; "we don't make promotion for the motorized activities"
	service	"we have every kind of services in Avallon, hospital, cinema.."; "the MTB, that's an asset, and we are developing our services around this"; "to raise the awareness of the service providers"; "we mean to unite already existing services. That is, tourism products.."; "everything that is offered in the park, you can have access to them from here"; "(the tourists) demand better quality services than before"; "we try to make them (private stakeholders) improve their services"
administration (12+7+44)	management	"So the remarkable sites are exploited often over here. So we have to find a way to protect these sites without being the authority. We are working with the settlements and with any stakeholder. And then there are some sites that are maybe a little bit less remarkable, the owners of which try to obtain agreements on the management";
	negotiation	"we do a lot of mediation and a lot of consultations on the matter"; "our mission is awareness raising, negotiating, mediating"; "it's all about negotiating with the owners and the workers"
	project	"we will definitely start the e-bike project"; "we have a lot of sport tourism related projects in Avallon"; "the project was run by a partnership of the joint communities"; "there is no real supervisor for this project (sustainable development)"; "a project that would bring a lot of economic benefits"; " all these projects are supported heavily by the park"; "our project today is to improve the communication"; "it was about a new project, it allowed us to gather the stakeholders"

The citation above shows how important it is for the park administration to involve anyone, who might be concerned, in the park's everyday life and its development projects. Even though the management initially focused on preservation, they are now seeking to find a way to satisfy the needs and interests of all actors in the territory of the park. This approach leads to the discussion of two different questions.

Firstly, it needs to be emphasized, that we speak here about a 'regional natural park', which is an inhabited rural area with local heritage and protected landscape(s) that are recognized by the state, with the aim to protect and promote natural and cultural resources and heritage³⁴⁷. In other words, it is a protected landscape area that also serves as the promotion (and protection) of natural and cultural heritage – a difference from 'national park', where protection prevails over any other kind of human activities. As in France national and natural parks are handled separately, it provides an opportunity to implement different types of managerial approaches for the different levels of preservation aspirations.

Secondly, this perspective of considering the most actors possible, might lead to a managerial approach leads towards dialogue and governance in the presence, to favor creating future missions and development visions.

Both of these considerations might be likely to have an impact on the park management and also to show cultural differences – a question that is to be analyzed later³⁴⁸.

The other part of the park's third (current) mission ('to unite the communities of their area and reinforce the Morvan identity') means, thus, to join the forces of the different actors in the area in order to create a strong image for the Morvan. As for this image, it is primarily linked to nature and outdoor activities (see illustration 31) – according to Mrs. Goor:

“An Image. It's linked to the Morvan in the heads. Anyhow, we, on the tourism level, we actually have an image related to nature, sports, leisure, etc. So it's also an image of protection. That is, when people come here, they know already that they are coming to nature, it is already linked to the name. That is why we choose the name for our website “Avallon-Morvan” for example, because the Morvan gives

³⁴⁷ Source: <http://www.parc-naturels-regionaux.fr/>

³⁴⁸ See Discussion from page 406.

already an image.'

(Catherine Goor interview, Annexes 25)

All the interviewees agree on the fact, that there is a strong desire for nature among people. This is even more accentuated among urban populations: “First of all, most of our clientele come from the Parisian Basin; we are the first mountain area two hours from Paris (Jean-Philippe Caumont interview, Annexes 29)”. As for the type of natural environment the visitors are looking for, Mrs. Cadet (Interview - Annexes 28) places great importance on the natural areas recognized by the state: “When you think of the image, or people who are looking to spend their holidays in a natural area, in general they acknowledge only the PNR label”

Illustration 31 – Image of the Morvan

(source: <https://commons.wikimedia.org>³⁴⁹)



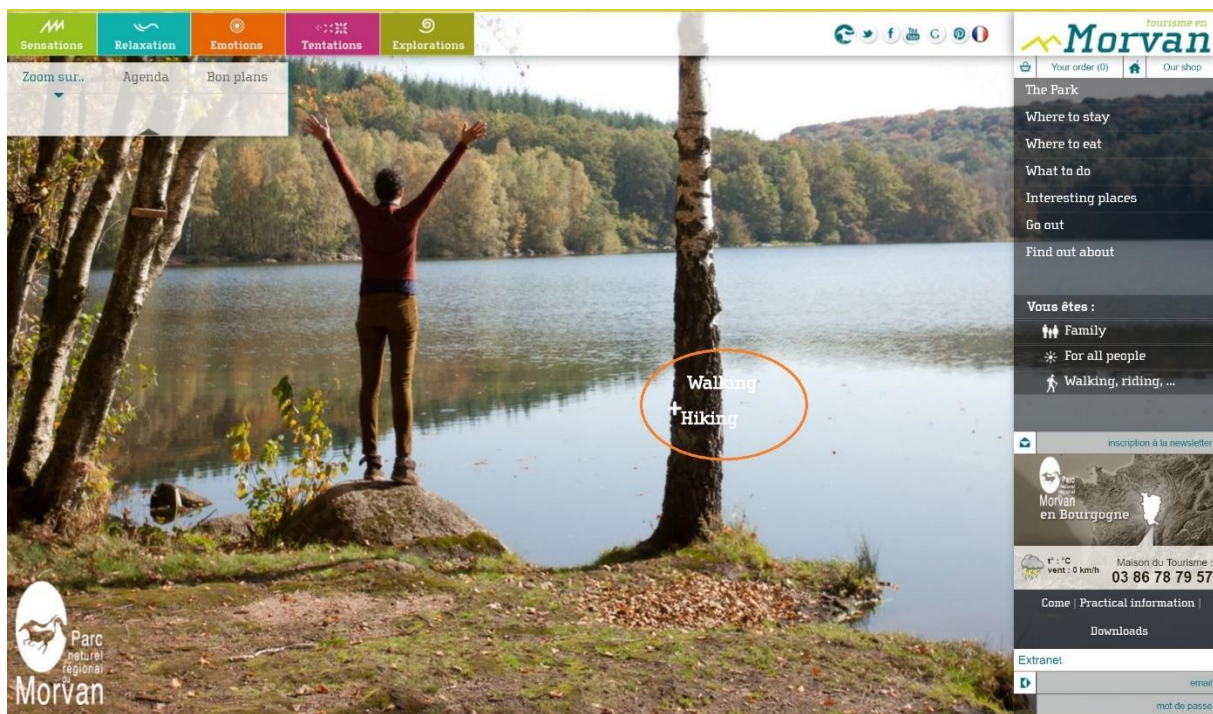
³⁴⁹ This content is freely reusable

(source: https://commons.wikimedia.org/wiki/Commons:Reusing_content_outside_Wikimedia)

The picture above shows a sign of the presentation of the PNR label on tourism paths. Also, the image demonstrates a typical Morvan landscape: irregular-shaped fields separated by hedges and ditches. Hence, the image of the Morvan and its promotion seems to be based on two essential elements: ‘intact nature within the proximity of urban areas’. Although there are different types of activities available in the park, the most important one is an activity that doesn’t necessarily require any special equipment or infrastructure: hiking. “...the image of the Morvan, and the image of hiking in the Morvan. It was always.. Morvan and hiking, these two words are closely connected.” (Jean-Philippe Caumont Interview, Annexes 29).

Illustration 32 – Hiking in the Morvan

(source: <http://tourisme.parcumorvan.org/en>)



The importance of hiking in the Morvan is also highlighted by the website of the park (<http://tourisme.parcumorvan.org>), which gives an image of a hiking/walking area (see illustration 32 above). Walking and hiking are, thus, activities that can be done by anyone. In line with this image, the further activity developing measures of the park seek to make the Morvan accessible for all. From the one side, walking and hiking is an activity that can be done at any age, by practically anyone, regardless of the physical fitness and/or financial means of

the visitors. Furthermore, the ‘Morvan for all³⁵⁰’ campaign seeks to promote outdoor activities among everyone, with or without physical or mental challenges or disabilities, encouraging the participation of both.

Although the fundamental elements of the Morvan image are defined by the park, the activities are not (necessarily) organized by them: “... the park doesn’t do everything alone. There are other actors. If we go back to the topic of the Festival of the Vielle³⁵¹ in August, we are not the organizers. We just try to support and advertise what others are doing, we promote it, we don’t do everything on our own” (Jean-Philippe Caumont Interview, Annexes 29). Table 33 gives an overview of the organization and stakeholder dimensions of the interviews with citations from the discourses.

Albeit the organizational structure of the park itself is not especially complex, in line with the aim to promote the entire region, the overall management of the park includes several stakeholders with whom they work in a partnership – with or without a written agreement. The management of the park is structured around nine different kind of activities^{352,353}: (1) Cultural Department; (2) Executive Board; (3) Management; (4) Natural Park House Services; (5) Sustainable Economy Department; (6) Environmental Department; (7) Territorial Education Department; (8) Communication Department; (9) General Services. All these departments work with different kinds of stakeholders, while the head of the Management and the General Services has the objective to establish an ongoing dialogue among the different actors of the park in order to balance their needs and interests with that of the park (especially regarding natural and cultural conservation).

These stakeholders, being included in park development projects, are supported by the park management. Also, their activities might be coordinated by the park management in order to find a balance between economic development and preservation questions.

³⁵⁰ Morvan pour tous

³⁵¹ “The ‘vielle’ is a European bowed stringed instrument used in the Medieval period, similar to a modern violin but with a somewhat longer and deeper body” (<https://en.wikipedia.org/wiki/Vielle>)

³⁵² The names of the activity groups are listed in alphabetical order in the French version of the park’s website (<http://www.parcumorvan.org/>), this original order was kept.

³⁵³ Source: <http://www.parcumorvan.org/>

Table 33 – Verbatim of the organization and stakeholders dimension at the Morvan

ORGANIZATION and STAKEHOLDERS		
organization (11+9)	organization/ committee	"as for the future organization structure, we already know that it will be something like an association"; "not necessarily alone, more in a partnership with other organizations"; "we are member of the park and stakeholder and we have representatives who are in the committee, so the work is being done by the boards (forest committee, environmental committee, etc.)"
tourist office (23+21)	office/ tourist office	"folks with backpacks who come to the office for a guide"; "the office, we organized a tour, we have a guide..."; (the water bowl for dogs in the town) belong to the tourist office"; "I'm having trouble seeing them (motorbikes) around the tourist office"; "(bikers) don't necessarily come to the tourist office, they know already the area"; "there is a partnership agreement among each tourist offices in the Morvan"; "our concern is really those clients and those activities that need the network of the tourists office to obtain information"
community (15+24+11+15)	community/ municipality/ town/ collectivity	"it's a territory of 17 communities"; "they ask for the authorization of the communities"; "we depend on the joint communities"; "since we are under the joint communities we publish documents; we are trying to help developing our stakeholders"; "when it comes to financial support, it's the joint communities"; "every community has their own paths"; "our desire is to promote the great area of the joint communities"; "we have formed a joint community with communities that attract people interested in tourism activities"
communication (15+13+11)	communication/ conversation/ governance	"we (tourist offices) have joint communication"; "there is a problem of communication, a lack of communication"; "it's always in the spirit of communication, information"; "I work a lot with the park on communication"; "So this is the difference from a normal community we are really a union of the associations and the socio-professionals of our governance"; "it's really governance in the area"; "the job is also to make efforts so that the governance could function"
actors (14+13+5+9+18)	actor/ farmer/ stakeholder/ owner/ association	"we support the farmers to work on this territory properly while also producing enough to earn their living"; "we don't have the right to police, so we are obliged to negotiate with the owners and the farmers"; "we can take care of the most sensitive sites. But besides this, all is about negotiating with the owners and the workers";
relationship (18+17+9)	contract/ relationship/ partnership	it's more than a partnership. we are stakeholders but in the heart of the park.; "we don't have an agreement, it's more like a partnership with the park itself, it's mainly between the tourism offices. SO there is a partnership agreement among each tourism office in the park of the Morvan"; "this is actually a document we have participated actively in the creation in terms of technical support, which was financed by the joint communities. So this was a partnership job, if you will. But even for this we didn't have a convention"; "the park support quite many projects.. well, not necessarily alone, more in a partnership with other organizations"; "we have a good relationship with them (other tourist offices), we speak quite often"; "we maintain rather cordial relationships, but they are more based on the good will of people than on formal, paper-based agreements"

Tourism Offices are usually members of the park, with the aim of promoting these development projects, implemented by the area's stakeholders. These projects might include construction and/or maintenance of tourism and/or outdoor infrastructure, organizing events, creating communication contents, providing recreational activities, etc.

Summarizing the nature of these development projects (see table 34 for verbatim), we observed, that it is, first of all, based on a requirement for balance between economic development and nature conservation and also among the needs and interests of the territory's different stakeholders.

Table 34 – Verbatim of the development dimension of the Morvan interviews

DEVELOPMENT		
development (29+15)	development	"we re going towards the eco-tourism and the sustainable development"; "there is a will to take the question of sustainable development into consideration"; "we have a tourism development office"; "we embrace the notion of sustainable development, but then there is not really a representative of the issue"; "and in the aim of tourism development"; "we are dealing with the patrimony and the environment with an orientation towards the economic development"
	sustainable development	

Park development questions, in its entirety, concern more the management of the park and less the individual stakeholders, whose interest for economic benefits might overcome the environmental conservation necessities. However, the desirable direction of the park management is communicated to them.

“And the third direction, it is tourism, because our territory is a touristic area, so the economic development. And so these are the three main direction of ours, it’s a social, societal orientation that’s aim is to create a consolidated, living territory. And this can be achieved by the education, so we have environmental education programs and education on the territory, on the eco-citizenship, so it’s always the sustainable development. And then we take measurement so that the area would also be a living cultural territory, because culture makes the territory attractive, it makes people have bonds and it may be a source for creating a flourishing territory”
(Jean-Philippe Caumont, Interview, Annexes 29).

Hence, one of the park’s objectives that targets, most of all, the park’s visitors is education and raising awareness, which can also be done indirectly, through the mediation of the stakeholders. Thus, while the park is supporting the projects of their projects, they can also use the opportunity to raise environmental awareness among the stakeholders. The idea is that, this way, they would implement environmental concerns in their offer, while they would also help to transfer knowledge on natural values to their clients:

“... since we are under the egis of the joint communities, we published documents; we are trying to help developing our stakeholders. Then there are some projects carriers, stakeholders who want to develop an activity or an accommodation, we try to raise awareness among them. And then, during our events also, we try to raise awareness of the public.”
(Delphine Jeannine, Interview, Annexes 26)

Speaking about development projects carried out by the tourist offices, these projects aim to develop an offer for specific target groups. In other words, these development activities are run on the operational level by providing corresponding services to the observed needs of the existing clientele – or in some cases, to provide activities for a targeted new clientele. “At the moment, we are trying to develop the activities we offer for families. Because our clientele are mainly families, thus we have many open-air activities, things like this. [...] So we had to make the stakeholders here understand that they have to develop their activities so that the clients stay. So some of them now have modeling workshops, or they are creating different kind of objects, pottery, etc. (Delphine Jeannine, Interview, Annexes 26)”.

These projects are often connected to awareness raising actions – killing two birds with one stone. So these new or renewed offers are always linked to public awareness campaigns. “... we have our paths, the nature preservation, so things that represent value for families... we want them to be discovered a little bit, just to be aware of the sensitive environment of the Morvan (Delphine Jeannine, Interview, Annexes 26)”.

Although all three pillars of sustainable development might be considered to some extent during the construction of the park development projects, the idea is that sustainable development doesn't seem to be adopted as a guiding principle of the park management. As stated by Mr. Caumont (interview: annexes 29): “... this is a territory of great patrimony, but that was populated, with economic activities, so the idea was to, how to say, to develop, to plan and to preserve the heritage. That's it. And it was almost the sustainable development”. However, the idea is not without supporters, but it seems that it lacks a solid base of will and manpower: “There is a will to take the question of sustainable development into consideration. [...] Actually, it's not very well managed. There is no real supervisor for the project. We embrace the notion of sustainable development, but then there is not really a representative of the issue, there is not really someone who deals with it (Delphine Jeannine, Interview, Annexes 26)”.

On the other hand, some aspects of the sustainable development make up an important part of the park's quality control system: “There is a quality evaluation system and that has a sustainable development side, but this is just politics, there is no one to coordinate this. It could be something to develop. A day of training, of awareness raising.. (Delphine Jeannine, Interview, Annexes 26)”. Therefore, what seems to be missing, is a comprehensive

understanding of the idea and the implementation of sustainable development measures³⁵⁴. To summarize: the management of the park seems to be aware of the fact that nature is their most important asset and that it needs to be protected, while social and economic actions need to be realized in a way that wouldn't harm the environment. Or in other words, a 'simplified' form of sustainable development is considered – as is also explained by one of the tourist office managers:

“It’s a requirement, we are necessarily aware of this problem. Then a great deal of our business is based on Nature. Moreover, the tourists who come for a shorter or longer period, they are not only here for our cultural offer but they are also here for Nature and for the environment. So necessarily – I would say – we are naturally aware of the question of the sustainable development and Nature. So, for two years now, we have had a quality policy and one of the criteria of this policy is the promotion of the sustainable development, of everything that is linked to environmental protection, everything that has anything to do with ecology, etc. So we foster the promotion of nature protection, the use of the train (we have a train station – even if it’s not on the main lines) and also the use of electric bikes. (Natalie Cadet, Interview, Annexes 28)”

The measures in the park don't seem to completely comply with the guidelines of sustainable development, because, for many actors of the park management, nature and its preservation seem to be more meaningful than the other aspects of the concept. As a nature park, the environment and the natural resources are in the center of their attention and the main asset they are trying to take advantage of: “I think that we are spoiled by Nature, do we have to benefit from it.” (Gerard Delorme, Interview, Annexes 25).

Table 35 – Verbatim of the natural conservation dimension at the Morvan

Nature Protection		
nature (32+24)	nature/ environment	"we respect nature"; "we foster the promotion of nature protection"; "just to be aware of the sensitive environment of the Morvan. So this is what's important to us"; "they (visitors) are also here for nature and for the environment"; "preserving the nature, the environment in general"; "it's the preservation of the patrimony, while enabling economic, human and social activities"
protection (19)	protection/ preservation	

³⁵⁴ As the evaluation of implemented sustainable development tools and measures don't form part of this study, we can't judge or scrutinize the related results. Accordingly, the effectiveness of these measures cannot be estimated either.

Thus, sustainable development means, above all, environmental protection for the Morvan park management. Table 35 gives an overview on the nature protection related terms and the corresponding verbatim. All these discourses reveal that the interviewees have great respect for nature. In general, it can be said, that nature conservation was in the focus of attention from the beginnings of the parks and is still a fundamental element of their management: “It [nature conservation] is a requirement, we are acutely aware of this problem. Then a great deal of our business is based on Nature. Moreover, the tourists who come for a shorter or longer period, they are not only here for our cultural offer but they are also here for Nature and for the environment (Natalie Cadet, Interview, Annexes 28)”.

Nature is an asset and if the stakeholders want to make the most out of it, then it’s also because the area is already a popular tourism destination. As a comment on the global functioning and management of the park, Mr. Caumont summarizes the park activities as follows:

“And the third direction, it is tourism, because our territory is a touristic area, so the economic development [represents this third dimension]. And so there are three main directions of ours: it’s a social, societal orientation what’s aim is to create a consolidated, lively territory. And this can be achieved by the education, so we have environmental education programs and education on the territory, on the eco-citizenship, so it’s always the sustainable development. And then we take measurements so that the area would also be a lively cultural territory, because culture makes the territory attractive, it makes people have bonds and it may be a source for creating a flourishing territory.”

(Jean-Philippe Caumont, Interview, Annexes 29)

To use the territorial resources they possess, the management offers awareness raising and educational programs, while the stakeholders provide other kinds of activities, notably for tourism. Thus, the majority of the economic activity on the territory nature park’s territory is primarily tourism and related to it, some outdoor activities. As Mr. Delorme (Interview, Annexes 25) outlines, the main thrust of tourism development in the area targets the progress of urban tourism infrastructure and open-air activities: “And what we want to improve, is for the town tourism, to enhance the economic development, the tourism and the outdoor sports. Because here we have a natural area that we can use.”

Table 36 – Verbatim of the tourism dimension of the Morvan interviews

TOURISM		
tourism (62+11+10)	tourism/ visit/ season	with the crisis we can observe the development of the proximity tourism and so at the expense of the international tourism"; "we are trying to encourage them (stakeholders) to collaborate with us more and more in the tourism activities"
itinerary (28+35+8+7)	itinerary/ path/ track/ road sign	"we try to advertise them (local farmers) on our hiking trails"; "we want to try to really develop the path"; "it's not easy to maintain these paths"; "we work with the associations for the hiking paths, and with another that does the signalization on the paths"; "when they make an itinerary from Vézelay to Autun, they are still taking paths that are rather technique or sportive"
accommodation (11+15+7)	accommodation/ chalet/ camping	"our biggest fear is the accommodation of this kind. We improved the camping site two years ago, we have cottage houses, lodges.. But we don't actually have proper accommodation for groups"; "we also have a list of accommodation sites where dogs are allowed"; "we think about houses close to the camping.. A real hikers' house that can be managed by the camping"
guide (15+7)	tourist guide/ map	"we also have guidebooks for the great crossing for example, with its paths"; "the guidebook of the MTB Morvan"; "the guides are in French"; "when you start to create a guide on the territory, you realize that every community has their own paths"; "I think the longest touring in this guide is about 7 hours"

Thus, tourism is regarded as a major contributor to the area's economy, and also a tool for familiarizing visitors with the natural and cultural heritage of the area and also to raise their awareness concerning its protection. Therefore, for park management, tourism is both a tool and a purpose. Table 36 gathers the strictly tourism related terms of the interviews.

The towns' point of view of tourism is also twofold – although these approaches are tightly linked. While they want to attract more and more tourists, they also have a desire to find their own identity as tourism destinations. We have already spoken about the image of the Morvan, which serves as a starting point in this identity building. However, in order to become a real tourist destination, they have to “structure their offer” – as highlighted by Mrs. Cadet. An aspiration to “become a destination on the north of the Morvan” is also articulated by Mr. Delorme (annexes 25). According to him, linking the image of the Morvan to that of the town and creating a strong basis of outdoor offer “... could represent an actual additional value. I speak about an actual new identity here with the three settlements of the joint community at the entrance of the North of the Morvan and we have everything to add value to this territory. (Mr. Delorme, interview, annexes 25)”

The connection between the supply and the demand is articulated by the Tourist Offices. “... as a tourist office, we sell our destinations, so we are concerned, above all, to know what people want from us. [...] our objective is really to meet the demands, the needs. So as soon as we realize a need from our tourists, that they are interested in this or that activity, we will try to install a communication track. (Mrs. Cadet, annexes 28)”. In other words, tourism offices are

primarily dealing with the visitors. And when they detect a need for a different kind of offer, they are trying to encourage the stakeholders to respond to this demand. Thus, they are trying to direct the providers, even with financial tools, towards offering activities that are really needed, because “if there isn’t a real need in the background, that won’t do much” if they finance development projects unapproved by the park management.

All these findings return us to one of our previous topics: the question of development. Although the interviewees couldn’t present us a definitive development plan, and even though we couldn’t find a detailed (operational) development document, a definitive and specific desired direction of the park development can be clearly detected. This direction can be best described by referring, for a second time, to the ‘Morvan for All’ initiative, which aims to make the area accessible and desirable for anybody. Tourism related actions also targeting this objective, while taking into consideration the characteristics of their clientele and trying to serve their requirements.

These requirements involve convenience facilities – accommodation for example. According to Mr. Caumont, infrastructure where a larger group might be lodged is in great demand in the area. As the Morvan is situated in central France, it might also serve as a meeting point for big families or group of friends, who are spread out over the country, to meet up. “...the Morvan is a rather central territory in France and thus people like to gather here, so they want cottage houses for 30-40 people. A whole family gathers for a weekend. And there is a real demand in the Morvan for approximately 10 big cottage houses of good quality.” (Jean-Philippe Caumont, Annexes 29). This same idea is also confirmed by the tourism representative of the area, who expresses his concern about the question: “Our biggest fear is the accommodation of this kind. We improved the camping site two years ago, we have cottage houses, lodges.. But we don’t actually have proper accommodations for groups. (Gerard Delorme, annexes 25)”

As for the nature of the clientele, it varies according to the season, and, of course, events attract particular groups of clientele for the occasion. Around Chateau-Chinon, for example, during the spring and autumn, the clientele is composed mostly of seniors – as explained by the manager of the tourist office of the town. During the summer period, in July and August, many families come to visit the area. Working couples without children are most frequent in June and in September, while children tend to be present during the school holidays, visiting grandparents. Elderly people are seeking mostly quiet activities, like walking. Families tend to

prefer “short walks, or informative, educational tours”, while younger couples favor “something a little bit more dynamic” activities (Delphine Jeannin, Interview X).

“We register some 15 000 requests annually³⁵⁵. But you have to know that one request means about one family. So it’s between 30 and 35 thousand visitors who come to the tourist office for information. [...] for this 15 000 request, about half of it are foreigners – the tendency is that their number is slightly falling. [...] with the crisis we can observe the development of the proximity tourism and so at the expense of the international tourism.”

(Nathalie Cadet, Interview, Annexes 28)

Of course, many clients already know the area, thus, they don’t necessarily go to the tourism office. On the other hand, since the latest wave of tourism developments took place, even locals come to the tourist offices to gather information about the new attractions. They are primarily interested in activities for themselves or for their grandchildren. According to the interviewees, the number of foreign visitors is in decline, according to the areas it varies between one third to almost half of the visitors (who show up in the office). In all cases, these tourists come from the northern parts of Europe, notably from the Netherlands, Belgium, the UK and less commonly, but still representing a significant number, from Germany. As for the Dutch, the Morvan is not only a popular destination among them, but there is also a significant number of second residence owners in the region. They might also carry out some kind of tourism activity, welcoming other Dutch visitors. A whole network exists among them, and from the tourist office’s perspective, they are considered as somewhat outsiders. They have their own communication network, they share information on accommodation and activities among them (cycling being one of their favorite), and so they don’t necessarily use the services of the tourist office.

As for domestic tourism, most of the clientele come from either the region of Paris or from the Burgundy area. According to Gerard Delorme (annexes 25) the trend is that people “go less far, they are looking for a quiet area, and the Morvan meets this expectation”. Others think that might not necessarily be a result of the changing fashion, but they consider that it is largely due to a financial necessity: “As for the request from the French, last year, it was mainly Burgundian, proximity tourism, and then people from the Ile de France, Rhône-Alpes, Centre

³⁵⁵ In the tourist office of Autun

and Pays de la Loire. But here, for two years now, as for the economic situation, there are a lot of people who rediscover the region, this is the proximity tourism. (Delphine Jeannin, Interview, annexes 26)”.

What can be said about any type of visitors, is that e-walking, using rented or owned tablets (with apps downloaded from the tourist office’s site) with presentations about the area seem to interest the visitors. As for the attractions, the park visitors are not necessarily interested in all of the historical elements of their offer, visiting museums – like the museum of the Septennat³⁵⁶ – seem to attract less attention than other activities: “the question is if they are really looking for that.. Less and less (Delphine Jeannine, Interview, Annexes 26)”.

Serving the needs of the clientele is a primary concern of the tourism providers; there is a constant endeavor among them, to anticipate the (future) requirements. As tourism professionals have realized that visiting museums and learning about history just as it is doesn’t attract the public any more, they decided to take a new direction. Now their educational tours are supported with technological initiatives (just like tablets with navigation system, offering presentations on the sites and attractions where the visitor is standing) to offer a better experience of discovering. “The people coming here, we have to offer them things on the entire zone. But at the same time.. so we, we are working on the identity of the park, we are approaching from the emotions’ side. Because we have customers from nearby areas and others searching for natural sites or gastronomical experiences, programs and so we are engaged in this new tendency to touch people, to make tourists live emotions.” (Nathalie Cadet, annexes 28) In other words, tourism providers are looking to promote their territory and create their territorial identity through providing (until now unlived) experiences to their public.

These experiences may include any kind of activities offered by the stakeholders in the park. As nature is the primary asset of the area, people come here to enjoy the environment, so open-air programs are very popular, when the weather is suitable for outdoor activities. However, weather can also be an obstacle in attracting public to the area. Especially for families, rain can be a real deterrent. As Mrs. Jeannin highlighted, their clientele is mainly

³⁵⁶ The Museum of Francois Mitterrand – composed of a museum building and a F. Mitterrand track, a walking track presenting the town.

composed of families, so they offer many open-air activities to them, and, thus, “The problem is when it’s raining for a day or two, maybe three and we don’t know how to hold back the clients. (Delphine Jeannin, annexes 26)”. Yet, in case of good weather conditions, the park offer a series of outdoor activities – even though physical activities are not in the center of their attention (as pronounced unanimously by the interviewees). Table 37 gives an overview on the terms used in relation to the physical activity dimension with the corresponding verbatim.

Table 37 – Verbatim of the physical activities dimension of the Morvan interviews

PHYSICAL ACTIVITIES (8)		
physical activities (8+13+16)	PA/ sport/ recreation	"on Thursdays, we organize outdoor activities"; "(young couples) are interested in activities that are a little bit more dynamic"; "At the moment, we are trying to develop the activities we offer for families. Because our clientele is mainly families, thus we have many open-air activities"
cycling (42+30)	MTB/ bike	"not everybody does cycling as a sport, but rather as a recreational activity"; "then mountain biking as we also have quite many requests in connection to biking paths"
walking (25+17)	walking/ hiking	"the most practices physical activities in our region, in terms of the outdoor sports, it is hiking, MTB..."; "hiking is the activity we have the most requests on."
watersports (16)	canoe	"fishing is also an important activity but they are disturbed sometimes by the kayakers"; "we have watersports, especially in the lake"
motorized sports (9+11)	quad/ motorbike	"the bikers.. (...) they know already the area, (...) it's an auto-organized activity"; "we have more problems with the quads"; "quads and motors aren't authorized everywhere"; "the quad users should respect the others"; "some quad rentals are managed by the representatives of the village or by the major"
infrastructure (15)	infrastructure/ equipment	"it's not the role of the tourist office to create recreational infrastructure"; "we want to promote the infrastructure someone else has financed"; "the tourist offices were responsible to promote the infrastructure that had been installed by this or that collectivity"; "we should never forget about having the good quality equipment and infrastructure"

In the case of Avallon, they even used to have the intention of developing their offer on outdoor sports, to build their own identity around sports tourism, within the framework of their town tourism development. The area offers, for example, various sports events and programs, such as orienteering races, running, cycling and triathlon competitions or the great crossing of the Morvan. For those, who are more interested in water sports, eco-paddler courses and canoeing on the Cure are provided. In order to develop an appropriate infrastructure where these activities can take place, tourist paths are being developed and foot bridges are being built. While fishing and hunting are the traditional activities in the forest area, other activities can also be found, provided by the adventure park or the aerodrome. Currently, the most popular outdoor activity in the area is off-road biking; Avallon is developing services around it. Signposting is a major issue in this area, the aim is to ensure, that the paths are clearly signed and properly maintained. Signposting also serves the objective to distinguish tracks according

to their level of difficulty: "... you have the blue slope for families, the red and then the black. The black trail is Avallon's specialty, an urban track, so you ride your MTB in town and you take the stairs and other constructions. (Gerard Delorme, annexes 25)". As cycling doesn't mean the same for everyone, those who would like to do it in a less sporty way were offered the chance to rent electric bikes. By incrementally developing the outdoor opportunities, they took up more and more of the Avallon area. As the territory to manage grew bigger, the requirements, responsibilities and opportunities changed, so some parts of these development projects had to be abandoned:

"There was a time when we had a lot of sport tourism related projects in Avallon. Then we overstretched a little bit, we wanted to grow too big. First we really wanted to follow this mission [to provide sports tourism activities], we really wanted to create something on our territory. But later, in order to gain more financial aid, we had to take care of the whole territory of Avallon, and the larger we got, the harder to reach a consensus, thus the effect of our work has diluted."
(Gerard Delorme, Interview, Annexes 25)

As we have already seen the great variety of possibilities, we can also notice that the offer of sport activities is tightly linked to tourism and (maybe even more) to nature and territorial development. Also, a preference for activities with relatively low need for resources in terms of equipment and infrastructure is observed. A significant part of the Morvan is covered in forest, accordingly, activity possibilities are largely influenced by this territorial characteristic. Avallon has about 1000 hectares of forest that are managed together with the National Forest Office³⁵⁷ - which is also a peculiarity of the park as "there aren't many communities [in France] that have such large forested areas (Gerard Delorme, Interview, annexes 25)".

Being dominantly a forest area, traditional outdoor activities can be found in the woods of Morvan: fishing and hunting are especially popular. As activities that people have long been accustomed to, they don't cause problems. On the other hand, newer activities, such as off-road cycling, might interfere with the more traditional activities and/or nature conservation endeavors, and are more likely to become the source of usage conflicts within the territory. "There is also an eco-paddler course³⁵⁸ for canoes and kayaks. [...] Fishing is also an important

³⁵⁷ Original name in French: Office national des forêts

³⁵⁸ Original name in French: 'parcours éco-pagayeur'

activity, but they are sometimes disturbed by the kayakers. The conflict of land use. [...] Sometimes we have disputes with the cyclists when they want competition or with the young riders for example. And then the forest is mainly reserved for hunting, we have hunting huts, that goes rather well, we don't have conflicts with the hunters or with the fishermen. [...] We have more problem with the quads (Gerard Delorme, Interview, annexes 25)".

An even bigger problem is the presence of motorized vehicles – especially when they leave the roads on which they are allowed. As the director of the Morvan nature park explains, the problem with the quads is multifaceted: "... with the motorized vehicles.. it's really an issue that we try to resolve. So we don't have the right to police, but quads and motors are not authorized everywhere either. We unite our forces, the environmental police, the representatives, the stakeholders who rent out the quads and who organize quad tours, and together we try to define the problem and find a solution. Then we edited a code of proper behavior: the quad users should respect others with whom they share the road." (Jean-Philippe Caumont, annexes 29). Without having the right to proceed as an authority, they can't directly impeach the violators. However, they have the right to inform the appropriate authorities and they might also focus more strongly on this side of the awareness raising – that is, to make people understand the damage these vehicles are likely to cause to nature.

The question of using quads in the woods sends us back to a previously mentioned issue, notably the maintenance of the (tourist) paths. As for choosing from paths to recommend to the visitors, their proper signposting served as a basic criterion during the process of producing a tourist guide on the area. Second, these paths need regular revision to be sure that they are safe and the signs are clearly visible, so that no one could get lost in the forest. Mrs. Cadet underlines the fact, that there are very serious requirements relative to these paths: "... we really needed a guarantee that first of all these paths are technically feasible for anybody, as our public is mostly families. (Mrs. Cadet, Interview, annexes 28)"

The signposting and maintenance of these paths are normally done by different associations – who might also be entitled to some financial aid for the park in return of their work. In this way, good quality, professional work is likely to be done – for a reduced price. As the park doesn't have the means to deal with it all alone, it's a win-win situation for both the park and the associations who in exchange for their manpower might receive some financial support that they can use for the upkeep of the forest tracks they regularly use anyway. As explained by Mr. Delorme, in spite of this cooperation, it's still not an easy task to deal with: "... it's not easy to maintain these paths. We work with the associations for the hiking path, and with another that

does its signposting. And we only build new path if we are sure that we are able to maintain them properly. The same applies to bicycle paths, they weren't maintained for a while and now we are working with the local cycling associations so that these trails will be properly signed and maintained. We really depend on the local volunteers, because I don't know what we would do on our own. And also it is good for them, we prefer to give them additional grant for the maintaining of these natural sites. (Gerard Delorme, Interview, annexes 25)".

The existence of these paths reveal not only the question of their maintenance but also the use, or more precisely, the frequency of their use. When we inquired about the number of visitors on these tracks, it turned out, that there isn't any form of measurement installed to track the number of the users. These paths are constructed in forest areas where they don't disturb the wildlife. Also, their regular maintenance may provide reliable feedback on the use of the forest and the state of its tourist infrastructure. However, the question remains open: how is the reception capacity defined or followed up. The response of Mrs. Cadet reveals that "... these paths are not equipped with counters, so there is no way of knowing who really uses these paths. Moreover, there is also a local public who uses them, who are not necessarily tourists, but people living in the area, and who, on Sundays, go for a walk. By the way, many of those who have bought the guide are people living nearby."

Since natural conservation seemed to be a crucial element of the Morvan park management, it's somewhat surprising that the reception capacity is not measured. Thus, there is no data on the use of these paths, and while great effort is made to attract more tourists and to serve their needs, we don't know how much of the territory's capacities are used.

1.3.2.1.2. The Recreational Park of Lake Kir

Our ‘odd one out’ among the studied parks is definitely the recreational park of Lake Kir. Although comparable with the similar areas of the Balaton, we can assume that it will show a number of differences, deriving from the different nature of the park objectives, compared to the other three venues of the study. The picture below shows the location of the watersports center at the lake Kir, while the first table (table 33) on the interviews at the lake give an overview on the managerial questions of the territory with the corresponding verbatim.

Illustration 33 – Map of the watersports center at the Lake Kir

(source: <https://www.google.com/maps/>)



Managerial questions here concentrate on watersports center and not the whole area of the recreational park. As we already know from the description of the park, it's a recreational site around an artificial lake that was constructed some 50 years ago. Although since that time the lake has become a tourist attraction too, its main objective remained the original one: serving the recreational needs of the urban population of Dijon and its surrounds. Accordingly, the management of the area focuses on providing services to the locals. As many of the physical activity service providers around the lake are financed by the town hall, their objectives are well defined (as they were created for specific reasons) and their budget is restricted – according to

the means of the town hall. In this light, it's not surprising that the watersports center deals (almost) solely with providing watersports to a public defined by the town hall.

Table 38 – Verbatim of the management dimension at the Lake Kir

MANAGEMENT (24)		
lake (9)		"here at the lake motorized vehicles are forbidden"; "it is a small lake"; "there is not enough staff for example to go around the lake"
budget (5)		"we have a budget and we do with it what we can"; "our budget already restricts our possibilities"
publicity (5)		"as for the advertising, we don't necessarily do it"
services (7)	location (5)/ educational support (5)/ embarkation (4)/ animation (4)	"I know that there were a little bit less than 10 000 embarkation this year, so that's the average"; "the students who come with the university as there are some courses offered to them, and then there are a lot of high school students"; "the club deals with only people who have a license and who come here for rental"

As it is run by the town hall, their position in the network of organizations around the lake is predefined by the town hall. Although they seem to have tight connections with the other stakeholders, especially with the other sport service providers (see table 39 for the verbatim on the organizational dimension of the discourse).

Table 39 – Verbatim on the organization and development dimensions at the Lake Kir

ORGANIZATION and STAKEHOLDERS		
club (40)	organization (3)	"we have here a kayak club and a training center for high level athletes"; "there is also a rowing club and then the sailing club"; "we don't have private stakeholders here, it's really the clubs who.."; "it's a small organization we really are working for the town of Dijon and the club has its own interest. We are really two separate organizations, the two has nothing to do with each other"
town hall (28)	town (3)	"the city center of sports initiations' objective is to get the citizens of Dijon know the most number of sports"; "thinking of the activities for the town, we provide them from April until the autumn holidays"; "we are really working for the town of Dijon"
watersport center (8)	center (3)	"I'm dealing with the management of the center together with Pascal"; "the watersports center, it's a municipal center, run by the city hall"
tourism stakeholders (4)		"We have a partnership with the tourism offices, but then we, we don't necessarily.. well, we are colleagues. And so with the other tourism stakeholders, we don't have problem either, we are working more or less for the same objective with the clubs – should it be the kayak club or the sailing club, even if they do a lot of activities here. Everyone is to fulfill his own potential and so that's it."
DEVELOPMENT		
project (4)		"we are capable of carry out a project that would work, that could maybe raise our budget, but for some years this is not the case, we won't get more money"

For a simple observer at the lake, the organizational structure of the different watersports providers is not at all clear, as they are different entities working on the same area, using the same hangars, they are even working together on some of the tasks. (Illustration 34 shows the

building and the environment of the watersports base, giving place to the organizations that are listed below.)

Illustration 34 – Watersports center at the Lake Kir

(source: <https://upload.wikimedia.org>³⁵⁹)



The watersports center itself is responsible for providing watersport activities to students in the area and also educational support and equipment for the adults who are willing to do kayaking. In addition, a talent center for high level athletes is also run by the same organization. Besides that, there is a kayak club with a private embarkation point close to the watersport center, a rowing club and a sailing club. These organizations are independent from the town hall, but work in conjunction with them, as they share the same hangar for the storage of the equipment and all the cleaning and supervising tasks are shared amongst them. Also, when the watersports center needs an additional human workforce, they offer contracts for short periods, where the town hall provides allowances for their work.

³⁵⁹ Freely reusable content

Table 40 – Verbatim of the physical activities dimension at the Lake Kir

PHYSICAL ACTIVITIES		
sport (3)	activity (7)	"we depend on the Dijon city hall's sport programs and so there are different sectors where these activities are organized – such as non-sport activities, after work activities, before and after school activities, etc."
canoe (16)	rowing (5)	"number of members. I think that their number must be between two hundred.. well it should be around two hundred for the canoe and kayak and around a hundred and fifty-two hundred for the rowing."; "we do the canoe, the kayak, sailing or rowing here"
equipment (12)	boat (4)	"Actually, it's most the personnel we are lack of and then of the equipment. Then we manage to save up our equipment as their maintenance is quite good, we clean them annually, we store them inside during winter, and so on. We have our equipment, our boats what we can use of 15 years. The only problem is that you have to change and renew them all the time and there are new kinds of activities also that require new equipment and it would take even more investments. It's a little bit complicated.. the best would be to buy new equipment every year"
people (7)	university (6)/ school (4)/ student (4)	"the students who come with the university as there are some courses offered to them, and then there are a lot of high school students. So the high school students come a lot, primary school pupils a little bit less often"
summer (6)	holidays (4)	"no one's coming here for the summer and says that he would do a canoe or a paddle boat rental "; "we work with them from the 1st of April to.. well, until after the autumn holidays"

As for the watersports center itself, it depends entirely on the town hall, all their missions and projects are defined by this latter one. Contributing to the sports programme of the town, their mission is to familiarize students with watersports. Their public is composed primarily of students on primary and secondary level – who are entitled to participate in these activities for free. University students and adults who hold a license for watersports are also entitled to use these infrastructures and equipment for a reduced price (1 euro/day).

Although a large number of public visit the watersports base during its operational period (between the 1st of April until after the autumn school holidays), there is only two (plus one) people working there (employees of the town hall). They are serving their predefined objectives, but they don't have any development projects – mostly due to the lack of financial resources. However, they still have some development projects on their mind – notably for the development of physical activities around the lake:

“Well, as we are managed by the city hall, we are in a sad economic situation, so as for now, we can only work with what we already have. So we have summer training with the students, and we are working on having more elementary school students as for now they only come in the spring season, we don't have them later. So we are working on it. And also we are working on expanding a little bit our training to outdoor camps, including not only canoe and kayak in the morning but then we want to complement it with organizing orienteering, hiking, mountain

biking, so that's how we imaging development."
(Pierre-Michel Sarrazin, Interview, annexes 32)

On the other hand, nature preservation is not really in their profile – environmental protection activities are provided by other stakeholders. Some physical and nature preservation activities are composed of eco-events or actions, such as the course of the eco-paddler, which is an environmentally friendly paddling course or educational kayaking tours for example (for the nature protection dimension of the discourse, see table 41 below).

Table 41 – Verbatim on the nature conservation at the Lake Kir

Nature Protection		
nature (4)	environment (3)	"There is a course that is called "Course of the Eco-Paddler ³⁶⁰ ", this is a little tourists course with maps and with questions on the back of the maps on the environment. So they can do a little kayaking and learn a couple of new things. Then we don't cooperate in this, we leave if for the town and the clubs, as we cannot do everything ourselves and it's really not in our main objectives"

However, the town hall employees who run the watersports center are concerned much with nature – especially with the cleanliness of the lake, this latter one being vital for their functioning. Accordingly, environmental protection measures requested by the town hall are always taken very seriously. (For example, in case of drought during the summer, they are not allowed to wash the boats after using them, which they would otherwise do in order to preserve the good condition of their equipment. However, environmental considerations, in this case, economizing on the water supplies, prevail over the maintenance of the boats.)

³⁶⁰ Parcours Ecopagayeurs

1.3.2.2. Hungarian Natural Parks

Following the course of the analysis, an examination of the interviews on the level of the parks has been carried out. Pursuing the four original topics, now combined with the cardinal references revealed by the conceptual analysis, the following major study scopes were determined (for the two Hungarian parks separately with the number of occurrences in the combined text for each park).

Table 42 – Interviews at the Duna-Ipoly National Park Directorate

Management (188)	
	legal status and issues (65)
	directorate: territorial structure and management (82)
	nature conservation management (15)*
	national government and organizational structure (26)
Organization and stakeholders (85)	
	TourInform offices (3)
	forest management (12)*
	ownership questions - territorial management (22)
	organization of the national park (20)
	Tourism Company related issues (5)
	decision making (23)
Development (4)	
	organizational development strategy (4)
Activities (198)	
	<i>Physical activities (116)</i>
	cycling (77)
	horse riding (26)
	sport (13)
	<i>Tourism activities (82)</i>
	tourism (62)
	eco-tourism (20)
Nature protection (290)	
	protected/non-protected areas (119)
	forest (98)
	nature (58)
	protection (15)

The table above shows, thus, the original and emerging topics of the interviews, it's clear even at first glance, that these themes represent a slight discrepancy from our original fields of

study. Although all the pre-defined topics were analyzed, the importance of the different questions is not balanced. The dominance of nature conservation issues is visible at first glance, while a more profound analysis of the discourse unveils the fact that every other question is viewed through the lens of environmental protection.

Secondly, the questions of activities are also highly represented. This is thanks to three main reasons: first, as a topic at the center of our investigations, it couldn't have been avoided. Also, from the natural protection perspective, outdoor activities are certainly an issue for the park management. Finally, the results should be treated with reservations. As with the name of the department being "Eco-Tourism and Environmental Education Department", the terms 'tourism' and 'eco-tourism' may be overrepresented in the text, without actually referring to tourism (when speaking about the tasks or responsibilities of the eco-tourism department for example).

Thirdly, organization and structure related questions also seem to be of importance in the national park. This question is treated, above all, from a legal point of view. Being a state-funded organization, its everyday life functioning is highly dependent on the state. Cooperation with other stakeholders is rare with the aim principally targeting nature conservation tasks and projects and awareness raising measures and actions.

Still by being a public body, the directorate doesn't really have any organization development or strategic objectives. The effectiveness known from the corporate world, hasn't yet occurred as an organizing principle in the park's development.

Table 43 – Interviews at the Balaton-Uplands National Park

Management (161)	
	legal status and issues (43)
	finances (43)
	directorate (69)
	tourism management (5)*
Organization and stakeholders (313)	
	organization (85)
	member (43)
	tourism destination management (35)
	TourInform (31)
	Hungarian Tourism Company (29)
	service providers (43)
	relationship (20)
	competition (14)
	stakeholders (8)
	owner (5)
Development (42)	
	marketing (31)
	development (11)
Activities (472)	
	<i>Physical activities (53)</i>
	cycling (25)
	hiking (6)
	boat (13)
	walking (5)
	other (4)
	<i>Tourism activities (419)</i>
	tourism (196)
	visitors (120)
	program (77)
	destination (26)
Nature protection (63)	
	nature (44)
	protection (19)

The first glimpse at the summary table of the interviews that took place in the Balaton-Uplands National Park already show a difference with that of the Duna-Ipoly National Park. A fundamental difference confirms the different nature of the park management – also an essential criterion used during the process of the choice of venue for the study. While the discussions in the Duna-Ipoly national park were dominated by nature conservation related terms, in the case

of the Balaton-Uplands, tourism is highly overrepresented in relation to our other subject topics. Also, a much richer vocabulary has been used in the case of the Balaton, which also underlies the fact, that this is an area where tourism has a much larger importance and weight than in the other Hungarian parks.

Next, organizational questions are also determinative elements of the discourse. We may presume a strong interdependence between the tourism stakeholders, especially the TDM organizations, the TourInform offices and the Hungarian Tourism Company, as the occurrence of these terms in the text is nearly equal. As we studied these topics from the park's point of view, the directorate and the related legal questions also got mentioned a relatively large number of times.

The question of development emerged somewhat more often at the Balaton than at the Duna-Ipoly. However, approximately two third of development questions are marketing related. In this light, it might be assumed, that development measures are more likely to originate from market competition than from organizational development aspirations.

Finally, the question of nature protection somewhat remained in the background, although a more profound analysis may deny, or confirm, this impression as well as the previous observations.

1.3.2.2.1. The Duna-Ipoly National Park

To schedule the first interview with an employee of the Duna-Ipoly National Park Directorate (DINPI), we tried to contact the director first. His work phone number is available on the internet, so we simply called him. Unsurprisingly, it was his secretary who answered and she refused altogether to let me speak with the director and advised me to send an e-mail to their general address. As we insisted and explained to her that my call serves exclusively scientific purposes, she finally she agreed to put us through to the head of the eco-tourism and environmental education department, Mrs. Előd, who kindly accepted our request. (She was also the one, who later recommended to contact her colleague, Mr. Sándor Bíró, for more detailed and precise information on recent changes in forest cycling.)

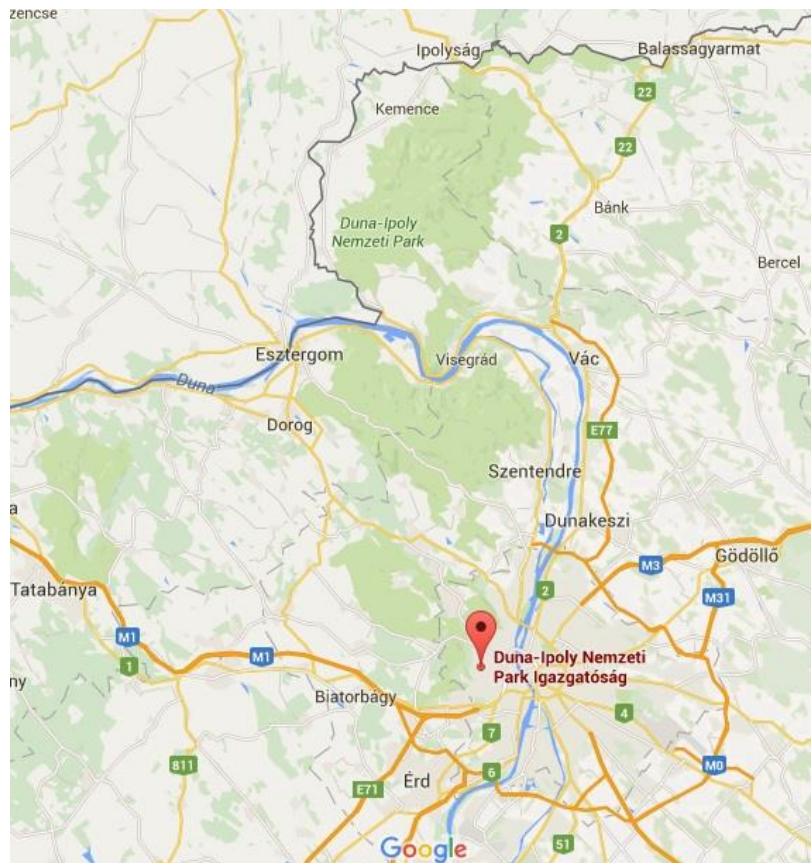
The interview took place on the 30th September in her Budapest office, situated in the Jókai Garden, a protected area itself with an educational natural trail³⁶¹. Prior to the interview, a set of personalized questions had been sent to the interviewee, so Mrs. Előd already had an idea about the topics we would discuss. When I arrived³⁶², she jumped immediately on one of them: she explained that she didn't know much about the cyclists in the protected area and had no idea if there were more cyclists in the forest since the law on them have passed³⁶³. When having said so, she added that cycling and sports are not really in their remit, and that they don't know much about them. So a conversation about cycling in the park had started even before I could turn on my recorder. Hence, I quickly set the device and to summarize what had just been said, I asked: *“So cycling is not that important from the eco-touristic point of view?”*. And she replied: *“As eco-tourism, not. Cycling on protected areas is not a very likeable thing. We don't like off-road cycling (Mrs. Előd, interview, annexes 30)”*.

³⁶¹ For the territory of the directorate, see Illustration 35 and description on page 114.

³⁶² The Hungarian interviews were carried out alone by myself in order to avoid any bias due to language related difficulties and also for financial reasons (the Hungarian interviews took place in Hungary, thus they generate a travel and accommodation costs).

³⁶³ Cycling has always been considered as prohibited at protected areas (unless in the presence of a sign of a designated cycling path) – however, it wasn't directly forbidden. Cycling used to be prohibited, as it wasn't authorized: cycling didn't used to make part of the legislation on forest and nature, but it has always been acknowledged as a means of transport. As it wasn't part of the authorized means of transport in the forests (apart from a few exceptions of designated forest cycling paths), it was considered as forbidden and, thus, it was legally possible to fine cyclists in the forest – even though it was rarely the case.

Illustration 35 – The territory of the Duna-Ipoly National Park Directorate



At first I was shocked that she didn't even try to expose it in a little more diplomatic manner – and by the time I finished the interview, I grew to think that it may be the best synthesis of the park's point of view on the question. Also, it describes perfectly the attitude of the directorate – as interpreted by Mrs. Előd.

As a summary, it can be said, that the management of the park understands, of course, the political, economic and even individual needs and interests and make great efforts to comply with them. Still, the objective above all remains, no matter what, the conservation of nature.

Table 44 – Verbatim of the dimension of Nature in the interviews at the DINPD

	Category	References	Verbatim
<i>Nature Protection (290)</i>			
	area (119)	protected/non-protected areas	"it's not allowed in protected areas to ride the bike"; "everyone is using the protected areas; everyone wants just a little bit of those for their own interest"; "protected areas haven't been assigned to use them as sport bases"; "the root of the problem is that in Budapest green areas have practically disappeared"
	forest (98)	forest/law on forest	"riders like to go to the forest"; "on the state-owned forest areas, in the non-protected state-owned forest areas, (bicycle and horse) riding is allowed"
	nature (58)	nature/law on nature/nature conservation/wildlife	"we took everything from the nature conservation point of view"; "the law on nature conservation"; "information systems for nature conservation"; "law on wildlife management"; "nature conservation management"; "they ruin nature"; "we interfere brutally in the wildlife"; "cycling can place really a heavy burden to Nature"; "nature friendly activities"; "integrate nature conservation actions"; "those who do physical activities outdoor, most of them actually like the nature"; "most likely he prefers cycling to caring about nature"
	protection (15)	environmental protection/flood protection / natural protection	"On the non-protected forest areas, there, the nature conservation doesn't step in, unless there is a species that lives there and which needs protection."; "we have to take care of it, observe it, monitor it, to know if it causes any trouble, to know if it's time to raise our voice for the protection"

To better understand this phenomenon, I inquired about the origins of the park. As the history of the park has already been outlined in the previous chapters, we would just evoke the fact that the primary reason for the creation of the park (as it is for Hungarian national parks in general) was to preserve its natural and cultural heritage. Any other aspects that may interfere with the management of the park were added later, particularly during the years 1990. The time when most of the national parks were created and when nature conservation had become a common phenomenon in Hungary (Oroszi, 2009). The same applies for the eco-tourism and environmental education department that started their activities in 1997 with the opening of the Forest School in Királyrét – a forest school which is “still working, developing, growing”, as added Mrs. Előd.

As the starting point of the construction of the park was nature conservation, they continued to work in the same manner, always serving the interests of the natural (and cultural) heritage. The primary objectives of the Department of Eco-tourism and Environmental Education are education, as it is stated in the name, and presentation (of the cultural and natural heritage of the area). This latter one meaning in this context that priorities include familiarizing visitors with the beauties of nature, highlighting to the (local) people how fragile nature can be and teaching them how to live without abusing the natural resources.

This question leads directly to the dilemma of nature conservation and serving the needs of tourists: Attracting more visitors means reaching more people with their awareness raising actions. It also means a stronger control on tourism and land management – as they would only propose nature friendly activities, on areas where no harm can be caused, for a number of visitors that doesn't represent any threat for the environment. On the other hand, keeping the number of visitors high in the area may also result in degradation to the natural environment (when not well managed or when other service providers see the opportunity in the growing number of the arriving tourists).

At this point, though, a little clarification is needed. Land use conflicts can be studied on different levels. Some areas are affected by the excessive presence of the tourists, others by flood protection or navigation, which is really a different scale; those things cannot be compared, as they really “interfere brutally in wildlife” as describes Mrs. Előd. As the head of the eco-tourism department, it's the impact of the former one that is in the center of interest (as well as in ours).

The standpoint of the directorate is the one that is looking for a livable balance between what's best for nature and the interest of people (industrial and economical interest, common interest, etc.). As states Mrs. Előd:

“As a state-funded organization, our primary goal is not to gain profit, we are not expected to do so, but we can afford to serve social purposes. [... As for our tourism offer] from the one hand, to make it more enjoyable, yes, and on the other hand, to make it profitable – the tours, the caves, visitor centers and any other infrastructure and program. But that's true that we are trying to do so through transforming them into a source of good experience that also provides us with the opportunity to teach people the principles of nature conservation. A good example for this is our canoe and bicycle tours. We have canoes and bikes that visitors can rent just as they are but also they can hire a professional guide – or a steersman for the canoes, if you prefer. But those steersmen and guides are also professionals, during these trips they speak really firmly about our opinion on the Danube, on its flora and fauna, is that are preserving and what do we think about the Danube navigation, the shores and about the flood protection.”

(Mrs. Előd, interview, annexes 30)

Just as in the quote of Mrs. Előd, the management of the park is trying to be proactive and anticipate the visitors' needs in order to construct the appropriate infrastructure that allow these

services to meet the demand without overexploiting the area. Nature trails were (and are still being) constructed in this spirit; the presence of individuals in the area can be controlled very well this way. Also, different kinds of paths and areas were created in order to control some areas more than the others (according to their natural heritage).

“[...] for the eco-tourism, it’s highly important to study the area’s capacity and to load them with a lower intensity at a time. That’s why nature trails were built. [...] The paths are very well planned: the attractions, the beauties must be visible for the visitors, but we have to keep people from entering areas that are really sensitive in some respect. So nature trails are an important means for the eco-tourism. And then most of them can be freely visited. Just like a simple tourism path, I mean the signed paths. Or there are highly protected areas, and they can only be visited with professional guides or after paying an entrance fee [...]”.
(Mrs. Előd, interview, annexes 30)

Despite the efforts from the park’s administration, nature might still be abused by visitors: damage may be caused owing to either exceeding the optimal number of visitors at a certain time and/or due to their (disrespectful) behavior (such as picking (protected) flowers and plants or by entering forbidden zones). This problem is even larger as the areas close to the capital, a big and polluted city in short supply of green areas, the inhabitants of which are longing for nature and, thus, likely to visit nearby natural areas. A view shared and confirmed by both of the interviewees at the park:

Illustration 36 – A snowdrop in the Pilis

(Source: author)



“Areas close to Budapest: the Buda-Hills, the Buda Protected Landscape Areas, a certain part of the Pilis, the area of Dobogókő, which is visited by thousands of

tourists from Budapest, are obviously more affected than other regions, and in these areas even the charges of human presence can be really high. For example, they are picking ramsons or snowdrops, so sometimes many people arrive at the same time for the same reason.”

(Mrs. Előd, interview, annexes 30)

Illustration 37 – People collecting ramsons in the Pilis Hills

(source: author)



“One third of the Hungarian population lives here in Budapest and its surrounds. So there is a need, but these things should be controlled. We speak about guided and controlled tourism all the time, that’s an important factor. But it cannot be stretched indefinitely. So I think that these things should be done primarily on non-protected areas.

The root of the problem is that in Budapest green areas have practically disappeared. They have disappeared, and thus those, who want to relax in nature or walk their dogs, or just walk, have no other option than to use the protected areas.”

(Mr. Bíró, interview, annexes 31)

Picking flowers and plants and leaving the assigned nature trails and tourism paths is one kind of issue. Another is related to leisure and sporting activities in these areas, especially in the protected zones (of which the boundaries are not always obvious). The following table presents the number of occurrence of the outdoor related terms in the interviews.

Table 45 – Verbatim of the dimension of activities in the DINPD

Category	References	Verbatim
Activities (178)		
PHYSICAL ACTIVITIES (116)		
cycling (77)	cycling/cyclist/ bicycle/bike	"in non-protected areas, you can ride a bike wherever you want"; "tourist path may only be opened for cyclists with special permission"; "it's the responsibility of the those cyclists, anyone who uses a means of transport, to know where they are going"; "cyclists may cause these kind of problems"; "our canoe and bicycle tours"; "cycling in close proximity of the nest may cause serious problems"; "downhill cycling is a really efficient way to destruct forests"; "the problem is the downhill, I think this causes the biggest problems"; "cycling is out of question on the protected areas where there is no sign that it is allowed"; "just a quiet cycling, that's not a problem"; "So cycling is not that important from the eco-touristic point of view? As eco-tourism, not."
horse (26)	horse/ horse riding	"horse riding was never mentioned by name in the laws. The horse is not a means of transport"; "a horse on its own is not a vehicle"; "but when the horse come with its four legs and its hoofs than he leaves behind foot marks"; "I think that horse tourism is not a problem either"; "It may seem that horse riding is a nice and nature friendly activity, but they can cause a lot of harm to the sensitive lawn"
sport (13)	problem	"we have nothing to do with these sports"; "What I find really difficult here is that many people worship nature sports and they are rarely aware of the consequences of these activities to the Nature."
	sport activities	"classical sport activities, such as running, cycling, swimming, rock climbing or I don't know, maybe Nordic walking, what is very popular nowadays, we don't deal with such things directly"
TOURISM (62)		
tourism	tourists/tourism	"we speak about guided and controlled tourism all the time"; "I know it can be annoying for a tourist, but still, protected areas are assigned by the law"; "There is still a tourism side of the national park."
activity tourism	equestrian/cycling tourism	"equestrian tourism became a priority"; "where there is more significant tourist circulation reaching the protected areas, be it cycling tourists or hikers, we install signs"; "It's not allowed to ride on the tourist paths"
eco-tourism	eco-tourism	"One of the most important goal or particularity of eco-tourism is the knowledge transfer. This is the difference between a simple excursion and the eco-tourism services we offer."; "eco-tourism may have a broader sense. Our interpretation is narrow. We took everything from the nature conservation point of view. For us it's not eco-tourism anymore if someone goes cycling in the Pilis [...] Or it can be considered as eco-tourism if someone does it in a highly prudent and conscious way"

Very often damage is caused by activities that seem to be nature-friendly. Some outdoor activities, such as geo-caching, horse riding, cycling, rock climbing or paragliding, among others, can destroy valuable areas or the habitat of endangered species.

“It may seem that horse riding is a nice and nature friendly activity, but they can cause a lot of harm to the sensitive lawn or the grasses or on some barren areas. They can even destroy the habitat of some highly protected plants or animals just by using a certain path. It’s clearly visible on the air photos where they are destroying

areas with the lunging³⁶⁴. Well, this is the case when little streams make great rivers.”

(Mrs. Előd, interview, annexes 30)

Cycling can lead to the same misinterpretation of the question. Although a vast amount of literature exists on the benefits of cycling's on nature conservation, with the lowering of CO2 emission (Lin, 2010; Manzoni, Maniloff, Kloeckl, & Ratti, 2011; Shimada, Tanaka, Gomi, & Matsuoka, 2007; Walsh, Jakeman, Moles, & O'Regan, 2008) and cycling as the ideal example of sustainable mobility (Cox & Van De Walle, 2007; Pressicaud, 2013), from the (most) rigorous nature conservation perspective, it may still be a harmful activity.

“Those doing cross-country or some peaceful cycling, who are using the already existing trail network, use mainly wider paths where there are wood tracks anyway, they are not a problem. [...] The bigger problem is that – with their constant presence – they disturb some protected or highly protected species that tolerate less being disturbed. [...] And so cycling in the close proximity of the nest [of the brown harrier eagle for instance] may cause serious problems. Because the bird may leave, the eggs go cold, the nesting fails.”

(Mr. Bíró, interview, annexes 31)

So even friendly (looking) cycling may interfere with the flora and fauna of the territory. Consequently, a less environmentally conscious and respectful cycling activity may cause even more damage:

“Look, I don't speak about the peaceful riders but about downhill riders in the first place. They take the cog-wheel railway to go up, for example in Inner Buda (Bel-Buda), and then they ride down in the forest. That's not OK in a protected area. Furthermore, it is not even possible that they would be allowed on a non-protected area. They start erosion problems so serious that they cannot be handled anymore. If someone would make the effort and would make a list of these illegal DH slopes for example in the outer Buda hills, he would be surprised to see how many hectares of forest area disappear. This is a very serious problem. The opened erosion trench

³⁶⁴ Verb, (Horse Training, Riding & Manège) to exercise or train (a horse) on a lunge (source: <http://www.thefreedictionary.com/>)

is not able to recover. On the one hand, because they are being used constantly, and on the other, because water, and especially recently with the extreme weather, this large amount of rain within a short period of time, so it flushes down the ground to the soil parent material and then it's over. So the problem is the downhill, I think this causes the biggest problems."

(Mr. Bíró, interview, annexes 31)

Downhill cycling is especially a divisive issue. This sport is more and more popular among young Hungarian cyclists. Also this is a sport with very specific requirements for the venue in which it may take place. Thirdly, as a relatively new phenomenon, it's not yet regulated directly (although the possible places for cycling in the forest are clearly defined).

According to Mr. Bíró, downhill cyclists show no respect for the environment. To be fair, these cyclists are not necessary 'against' nature, vandalism is nowhere in their mantra – they just happen to have chosen a sport that is harmful for the environment. Their consciousness and responsibility is thus another question (that doesn't make part of our present study).

Also, the ignorance of the consequences of forest cycling doesn't equal to 'disliking' nature. In fact, many of these cyclists are also nature lovers who don't necessarily know about or understand that their activity may be damaging to the natural environment. As Mrs. Előd points out – they may either don't possess the necessary knowledge on nature preservation or they just ignore it:

"Most likely he prefers cycling to caring about nature. Some people can be persuaded, others cannot."

(Mrs. Előd, interview, annexes 30)

At this point we might ask ourselves the question: what can be done? Or in other words, what kind of means and/or support are available for the national park directorate to protect nature from environmental abuse. Table 46 shows the verbatim of the management related terms with their number of occurrence in the texts. As the environment needs to be protected, as declared by the law on environmental conservation, the directorate fosters cooperation with stakeholders, while the ministry implies law and regulations in order to protect the natural heritage of the country.

Table 46 – Verbatim of the management dimension from the DINPD interviews

Category	References	Verbatim
Park management (management, stakeholders and organization, development project)		
MANAGEMENT		
law (52+13)	law on forest/ law on nature conservation/ law on wildlife/regulation	"protected areas are assigned by the law"; "cycling and horse riding entered the law on forest"; "the merging of the three laws is on the agenda: the law on forest, the law on wildlife management and the law on nature conservation"; "the interpretation of the law is not easy"; "we are not a body of legislation"; "we have to comply with the primal laws. so the major directives come from above, from the laws"; "there are laws and regulations that should be followed"
directorate (48+8+26)	national park / directorate/ administration/ authority	"the directorate is actually a company that has an operational area"; "the directorate is responsible for these areas and the nature conservation actions on them"; "the whole country is covered by the 10 national park directorates"; "the national park directorates used to work as authorities. Then the so called Green Authority was formed"; "National Parks are independent budget organizations"; "So this is a state administration body"
management (15)	land management	"the department involves the nature conservation management";
government (15+11)	government/ ministry/ local government/ state	"sometimes the ministry or the authority just simply makes a decision"; "The Ministry is out supervisory body, they are actually our boss"; "if there is a will from the government, then it can manage to go through things"
ORGANIZATION and STAKEHOLDERS		
TourInform (3)	TourInform offices	"there aren't too many TourInform offices on our operational area"; "TourInform offices are not working well there"
forestry (12)		"On this area, five forestries operate, alongside a million private owners"; "in general, the state-owned territories are managed by the forestry"
owner (22)		"the owner of the forest may have restrictions for certain periods especially for the sake of logging and for safety reasons"; "private owners may have restrictions, local governments [... and] the state also"; "everything has an owner and the private ownership is sarcrigilious"; "the forest owner wants to have someone responsible for the maintenance, who would take care of the paths on a regular basis"; "That can be an association, or a non-governmental organization who maintain these paths with the contribution of the owner."
company (9+11)	company/ organization	"the natural park is not a market based company"; "this is a huge company on an enormous territory, whit more than a hundred employees, doing about 300 different kind of activities"; "as a state-fund organization"; "it is normal, that big state organizations move slowly"
Tourism Co. (5)	Tourism Zrt.	"there is an agreement between the ministry and the Tourism Company, so the cooperation is framed legally"
decision (9+10+4)	decision/ permission/ authorization	"For instance, if they have a building permit request and the administrator sees that it is on a protected area, the he asks for the official legal support from us. And then our professionals in charge check if that certain construction can be authorized or under what circumstances in can be authorized. [...] So they make the decision, but in theory they consider the nature conservation's point of view."
DEVELOPMENT		
development	organizational development/ strategy (4)	"the so called seven years' plan were prepared, but those are not classic corporate strategic plans. So I can say that there are some documents, but we don't have those particular documents an organizational developer may think of when he is looking for the strategy."; "so the classic company development model is not applicable here"

An attempt has been made to clarify the interdependence between the different (public or private) bodies of nature conservation and the network of cooperation and responsibilities in the life of the territories of the directorate. As Mrs. Előd explains, it's a complex system of different levels of responsibilities and obligations among interconnected structures. The ever changing place of the directorate in this network³⁶⁵, in line with changing regulations are now causing a relative shrinking of the scope of authorities of the directorate:

“[...] in general the state-owned territories are managed by the forestry, they are responsible for the property management. Parallel to this, above or next to it – that's another question, we are less and less powerful now – there is the national nature conservation. They can define restrictions or management policies in order to preserve the nature conservation values. But those are two different things. And in addition, there is also an other authority: the National Inspectorate For Environment, Nature and Water who is in charge of and acts upon the authority issues. [...], if someone commits a misdemeanor or a crime in the forest, then the accusation goes to the authority [the National Inspectorate For Environment, Nature and Water]. It doesn't matter if the accusation is leveled by the forestry or by the nature watchers of the national park, who spend a lot of time on these territories and pay attention to this.. They also have the right to proceed to a certain level, it depends (Mrs. Előd, interview, annexes 30)”

Hence, there are legal ways of sanctioning these activities and as it is a system of different organizations and authorities, nature watching is quite well organized, however, the territories are obviously too big to constantly keep an eye on the entire area. So in case a misdemeanor or a crime is committed in the territory of the directorate, thus in the area of any directorate, that is wherever in Hungary, the accusation of nature damage goes to the Green Authority, whoever the accuser may be. On the other hand, if someone steals wood for example, then “the forestry and the nature conservation are also in charge, if the wood was taken from a protected area. Because then it's a property damage of the owner, the forestry, but also the nature is damaged.” (Mrs. Előd, interview, annexes 30)

³⁶⁵ Since the change of the economic and political system in 1989, the Hungarian administration system in general is in constant flux, which results in frequent revisions of the structure of state-funded organizations and their duties and responsibilities.

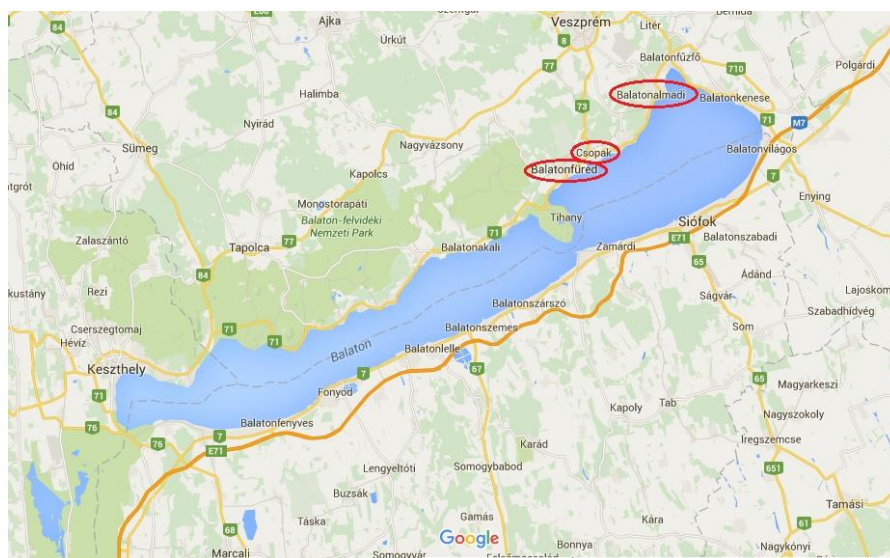
1.3.2.2.2. The Balaton-Uplands National Park

Besides Budapest, the capital of the country, the shores of the Lake Balaton are the number one destination among foreign and domestic tourists³⁶⁶. The water itself is highly protected, and (some parts of) the shores also are under serious control. On the other hand, this is an area that lives primarily on tourism, their livelihood largely depending on the weather and on the purchasing power of its visitors. Just like in the case of the Duna-Ipoly National Park Directorate, at the Balaton also, we scheduled meetings with the management of the park, and also with tourism stakeholders³⁶⁷.

As for the tourism offices, two towns have been chosen: Balatonfüred (often referred as Füred), a town that is considered as the center or the capital of the Balaton, thus a very touristic and historic site, and also one of the biggest settlements in the region and a cultural center. The other one is quite the opposite. Balatonalmádi (Almádi) is a small town close to Füred, that is, almost the same distance from the capital, Budapest³⁶⁸. The two interviews in the TourInform offices of the park took place on the 1st October 2014.

Illustration 38 - Venues of the interviews at the Balaton

(source: maps.google.com)



³⁶⁶ Source: <https://www.ksh.hu>

³⁶⁷ For the choice of interviewees and venues, see methodology on page 202.

³⁶⁸ For further information on the towns and on the Balaton region, see from page 116.

With the management of the Balaton-Uplands National Park Directorate two interviews were carried out: the first was an exploratory one in August 2013 with the head of the Eco-Tourism and Environmental Education Department, Mrs. Annamária Kopek. As it was just an impromptu interview during a field visit to the national park directorate, a spontaneous conversation developed on the subject of the role of the national park directorate on a highly touristic area. Being an unplanned interview³⁶⁹, no recording was made, but it allowed us to meet an important figure of the directorate and it served as a good base for a subsequent well-planned interview.

The latter finally took place on the 1st October 2014 in Csopak, at the headquarters of the Balaton-Uplands National Park Directorate. Just before I arrived³⁷⁰, Mrs. Kopek was called in by the director of the park, who asked her to attend a meeting for him. Mrs. Kopek, instead of cancelling the interview, asked her closest colleague to answer my questions. Mrs. Varga shares an office with Mrs. Kopek, they work in a close cooperation. As a tourism officer Mrs. Varga is principally in charge of the communication and the marketing activity of the department, as well as of the relationship management with certain stakeholders. Generally speaking, she is responsible for the organization of the operational tasks of the eco-tourism department.

As an introduction, Mrs. Varga, a young woman with whom we had rather a friendly conversation than a formal discussion, gave me an overview on the activities and the visitor centers of the department, while I explained to her the objective of our research. As she understood immediately, that physical activities in the park represent an important part of our work, so she tried to explain their tasks from this point of view. Accordingly, she started with the sport related aspects of their eco-tourism offer, stating right at the beginning of the interview that “*sport is not really in our profile*”. Although they do have some activities that might be related to or considered as sports/outdoor activities, her statement made me understand right away that even if they happen to offer some sporting activities for the visitors, their primary goal is not to make people become involved in physical activities.

Table 47 shows the verbatim of the environmental protection aspect of the interviews with the number of occurrence of the most frequent terms related the issue.

³⁶⁹ We just popped in the directorate to gather some information and in order to inquire about the possible interviewees – but Mrs. Kopek was ready to engage in a conversation right on the spot.

³⁷⁰ As in the case of all Hungarian interviews, I carried them out alone, being the only Hungarian speaking member of our research team.

Table 47 – Verbatim of the nature conservation dimension at the Balaton

<i>Nature Protection (63)</i>		
nature (44)	nature/ environment	"it (the national park) was created to preserve nature"; "we try to give the less possible brochures in order to protect the nature"; "we have nature conservation areas"; "to familiarize people with nature and also to raise their awareness"; "the main purpose of the park is to preserve nature"; "their (nature watchers') primary tasks are related to the conservation of nature"; "its (a nature trail) about the animals and plants in the close environment of humankind"; "even the buildings themselves are designed and constructed with the protection of the environment in the mind"
protection (19)	consciousness/ conservation	"we (TourInform) don't organize events or awareness raising actions"; "we (the park) organize (...) awareness raising programs for children"; "the primary objective of the department is education and raising awareness and eco-tourism"; "it (a brochure) describes what we are doing. From the geological conservation of the landscapes, such as the images of villages, land use, etc. through the conservation management..."

Even though we have already seen in the previous chapter that at the Balaton tourism related considerations prevail over nature protection, the texts also reflect that environmental protection is still an essential question for the park management.

“For us, the most important aspect is to show what is here, to familiarize people with nature and also to raise their awareness of the environment. Of course, the primary aim of the directorate is nature conservation. The second one is education and rising awareness. And we also have a visitor center where tourist activity is done, that is, on those 14 spots we have spoken about.”

(Mrs. Varga, interview, annexes 33)

As it has been said, the top three priorities of the department as well as the national park directorate itself are (1) nature conservation; (2) education; (3) tourism, in this order. While preservation is an essential element of the logic behind the organization of the park’s administration, their approach to management is more comprehensive than focusing solely on protection. Unlike at the Duna-Ipoly National Park, where nature conservation is the number one priority, at the Balaton the interviewees didn’t keep on returning to this question.

When Mrs. Varga was asked about her opinion on the actual nature of these priorities, she answered by sharing a broader perspective of her department:

“Well, you should know that the support from the state is really not much. So we have to earn our living; and to reach our goals, we need money. That money comes primarily from the eco-tourism. We are lucky here, because this is a tourist area, we

do have tourists. And we can rely on them. So we don't live of the agriculture, we don't have fields, we have tourist attractions."

Also, from an earlier part of the same interview, she provides us with the eco-tourism department's approach to the dilemma of keeping the number of visitors high, and having serious environmental considerations:

"You can put it that way.. you can speak about the number of visitors and tell how do they affect nature. You know, these visitor centers are built in places where tourism is already present. So yes, at these places, in our visitor centers, we would love it if our message could reach more and more visitors – within the framework of a sustainable tourism."

(Mrs. Varga, interview, annexes 33)

The next table summarizes the verbatim of the general managerial approach specific to the Balaton-Uplands National Park and its tourism offices. According to Mrs. Varga, the objective of her department is not really to attract more people to come to the Balaton, but rather to entertain them in a sustainable way and to transfer knowledge to those who are already there. Besides the importance of tourism, politics and money also seem to intervene as organizing principles in the life of the park.

Table 48 – Verbatim of the park management dimension of Balaton interviews

	Category	References	Verbatim
<i>Park management (516)</i>			
MANAGEMENT (161)			
	government (28+3+6)	local government / ministry / state	"we have an aid for the operation from the local government"; "the local government delegates some tasks to us"; "we are controlled by the ministry"; "the support from the state is really not much"
	law (7)	law	"either we will live on the support from the local government, or we will have a new law on tourism"
	finances (30+13)	money / financial aid/support	"as we don't have money, there is not much we can do"; "we are in a lack of money"; "and we need money to be able to do a really good job"; "what we need is money and brochures"; "the tourism association provides the financial support for the tourism office"; "tourists want the best for their money"; "some financial aid became accessible for tourism stakeholders"
	directorate (22+3+44)	director(ate)/ administration/ (national) park/	"Of course, the primary aim of the directorate is nature conservation"; "the national park directorate is not an authority anymore"; "our director is assigned by the ministry and all other colleagues are employees of the directorate itself", "the Regional Marketing Directorate organize study tours"
	management (5)*	tourism/ destination/ town management	"everything depends 90% on the current political situation and on the town management" "if there won't be any change in the tourism management, a law on tourism for example, then there will be big problems"

Financial questions, more precisely the lack of financial resource, have an important impact on the everyday life of the directorate and the tourism offices and shape the scope of activities they might offer. As a very straightforward declaration from the Balatonalmádi tourism office: *“As we don’t have money, there is not much we can do. [...] We are just little soldiers of this whole big army, and we need money to be able to do a really good job.”*

The idea of the tourism offices is that with a new law on tourism they would have a larger scope of possibilities and decision-making power. Most of all, it’s about the allocation of the revenues coming from the tourism taxes. (Tourism taxes are supposed to be paid to the corresponding local government after every night spent at tourist accommodation establishments.) Either way, according to the interviewees at Balatonalmádi, it all depends on the government in power: *“And not to forget that all these depend 90% on the current political situation and on the town management. So the association is too small to make big changes.”*

According to the tourism agents, the situation of tourism providers, especially the smallest one, is somewhat instable, as they not only depend on the market (which depends above all on the weather), but also on the (constantly changing) tourism organizations. In order to get the most out of their tourism activity during the few months of the season, a large number of them decide to accept guests illegally or semi-illegal: for example, by not declaring all the tourism nights, thus keeping the tourist tax of the non-declared visitors. (This also leads to a discrepancy in statistics: *“Theoretically the statistical office works according to the stakeholder’s statements [on the number of visitors they had], while the local government’s statistics are based on the IFA [tourist tax] declarations. As such, the results will differ. Because the local government only sees the tourists after who the tax was actually paid.”*³⁷¹ (Balatonalmádi, annexes 35) ”

If tourism has a key role in the life of the region, and thus, that of the national park directorate, then the overall organization with the other stakeholders in the park, with the actors of tourism in particular, is also different from the Duna-Ipoly National Parks. When I asked Mrs. Varga about it, she revealed, that tourism at the Balaton represents a system of a strong interdependence and a dense network of the stakeholders, with relationships and forms of cooperation that are not always clear and obvious to the outsiders. This view is also confirmed by the interviewees at the TourInform offices: *“We have a lot of cooperation with the regional*

³⁷¹ Under 18 and above 70 years if age tourist nights are tax free, however, these night are supposed to appear in the declaration as tax-free nights. Accordingly, if there is a difference between the statistics of the number of nights the visitors spend at official tourist accommodation facilities, it cannot come from this difference.

marketing directorates, with the TDMs and also with the tourism stakeholders. (Balatonalmádi, annexes 35).” As for the relationship with the TDMs and the Tourism Company: “there is no direct relationship between them. It’s mainly through the tourism offices. They have a stronger cooperation through us, so it’s mainly us who work with the Tourism Company. (Balatonfüred, annexes 34)”

To capture the complexity of this system, first we have to understand the organizational structure of tourism in Hungary. This country has a state marketing organization (Hungarian Tourism Company) that is in charge for the image of the country and also for the tourism related marketing in and out of Hungary. The Hungarian Tourism Company’s regional marketing directorates are in charge of the communication at the Balaton – that is, for the overall image of the lake and its neighboring cities. Although there is no unified image or marketing activity on this area, the Tourism Company still tries to promote tourism at the Balaton in general. As a state-found organization, such as the national park directorates, a supporting cooperation is established between them:

“Well, we cooperate with the tourism providers.. There is the Balaton Regional Marketing Directorates, the regional directorates of the Hungarian Tourism Company, we also cooperate in building the marketing and the image of the Balaton. We support them, they support us. This is an important task of the national park to provide good quality services here at the Balaton. Of course, with the point of view of the eco-tourism and the sustainability always kept in mind.”
(Mrs. Varga, interview, annexes 33)

To understand the importance of these actors from the park’s point of view, let’s have a look at the Table 49 displaying the weight of these tourism actors and stakeholders on the level of discourse.

Table 49 – Verbatim of the organization dimension of the interviews at the Balaton

Category	References	Verbatim
<i>Park management (516)</i>		
ORGANIZATION and STAKEHOLDERS (313)		
organization (63+22)	office / organization	"we should run the office according to their requirements (the tourism co.)"; "that's how we can be a tourism office and not just a regular information office"; "the Tourism Association in Balatonalmádi is in fact a TDM organization in charge of operating the tourism office"; "as a tourism office, we cannot act as a travel agency";
member (43)	member/ membership	"those (tourism stakeholders) who are not part of the tourism association, they are not in the brochures, not on the website"; "the interest of the association is to have as many members as possible"; "he should become a member and we provide services in return"; "it's really hard to persuade the members that everyone should make an effort first"; "the TDM is working for their members and the Tourism Co. says that we should remain competitive neutral"; "we promote primarily our members"; "we would put the brochures of our member in the best places"
tdm (35)	tourism destination management	"TDM organizations should normally be a spontaneous cooperation among stakeholders"; "the first Tourism Destination Management organization showed up in 2009 and the first trends were announced"; "TDMs are not spontaneous organizations, they were forced to be created";
TourInform (31)	TourInform	"We are a big TourInform family. It is because the employees here take the effort to gather information"; "it's not worth to leave the TourInform system"; "So, we are financed by the TDM but belong to the Tourism Co."
Tourism Company (29)	Tourism Zrt.	"there is no direct relationship between them (the Tourism Association and the Tourism Co.)"; "The main policies are coming from the Tourism Co."; "The Tourism Co. is able to represent the whole country"; "The Tourism Co. is financed fully by the state"; "Just like a franchise system, the TourInform itself belongs to the Hungarian Tourism Co."
service providers (22+21)	service/ provider	"we gather tourism service providers and we try to help them"; "it's not easy to make the service providers stay open (after the season)"; "accommodation providers should update"; "service providers know each other very well"; "this is an important task of the national park to provide good quality services here at the Balaton."; "the service providers includes us in their offer: the client arrives with his voucher to our visitor centers"
relationship (20)	relationship/ cooperation	"As for the National Park we do not actually have direct relationship to them (tourism providers)"; "the national park is also member of the association"; "so those (between the park and the tourism offices) are old relationships, rather informal but strong and old relationships"; "this is a very well-functioning, frequently tested cooperation that works very well in our everyday work life"; "So we have a lot of cooperation with the regional marketing directorates, with the TDMs and also with the tourism stakeholders"
competition (14)	competition	"they transformed into a TDM organization to be able to participate in the competitions"; "the local government has to provide the operating costs of the TourInform offices during the 5-year period of the competition"; "to develop our offer (...) all we need is money. (...) That's why we keep on entering competitions."; "In reality, these organizations (TDMs) were created in order to be able to enter the competitions for financial resources"
stakeholder (8)	stakeholder	"Theoretically the statistical office works according to the stakeholders' statements while the local government's statistics are based on the tourist tax declarations"; "our newsletter (...) contains our programs and some of the stakeholders' with who we have an agreement"
owner (5)	owner	"they are mainly owners of the holiday houses"; "many owners are stuck to the methods they used 20 years ago and don't want to evolve"; "the owners should understand a few things"

As Mrs. Sandor, employee of the TourInform at Balatonfüred, explained, the offices are owned and mostly financed by the Tourism Association, but they belong to the Hungarian

Tourism Company (a state institute). Also, they receive financial aid from the local government, a contribution that can only be used for the operational expenses of the office (such as rental fees, heating bills and other infrastructure related charges, employee's salaries, etc.).

The reason behind this complex system is simple: Originally these offices were owned by the state, financed by the local governments and managed by the Tourism Company. Since 2009 the European Union provides financial aid, which can only be obtained under certain conditions. One of these conditions was that the offices should belong to professional tourism institutions organized from the bottom up. That's how a "spontaneous civil base" was formed to comply with the conditions of the EU project proposals. Also, as a condition to enter these competitions, the local governments are obliged to ensure the operational functioning of the offices for the time of the period for which the right for EU financial support is obtained by the tourism offices. As a result, most TourInform offices are divided into a front office: where the TourInform agents work, and a back office: for the employees of the Tourism Association. That's how the TourInform offices are operating in a complex organizational structure and under the conditions defined either by the EU or the national government.

Thus, since Hungary has joined the EU, and specifically since 2009, these offices had to change their legal status. To comply with this law, tourism associations were created first on a local and then regional level. They are now the owners of the TourInforms, which are co-financed by the Hungarian Tourism Association and the local government, and who have to comply with the directives of the Hungarian Tourism Company. The Hungarian Tourism Association, as a civil organization, doesn't have the right engage in economic activities, so their only revenue comes from the membership fees – which represent an amount of money that is not enough for the operating costs and the development of tourism. Still, the offices are run under the egis of the Hungarian Tourism Company, as they have to comply with its rules and their images have to follow the directions defined by the Tourism Company.

In 2011 the Hungarian TDM Association was established, an advocacy institution for the already existing local and regional tourism associations. At the end of 2014 the Hungarian TDM Association became a real competitor for the Hungarian Tourism Company, a matter that may cause serious problems in the functioning of the TourInform offices³⁷².

³⁷² In order to bring to light the nature and status of the actual relationship between these organizations, we attempted to schedule an interview with the Hungarian TDM Association. We managed to contact the secretary of the association, Miss Kitti Novak, who, on the other hand, avoided to answer our questions.

In this close-knit network of interdependence and with a constant battle and competition for financial resources, the relationship with the representatives of the different organizations still maintain good relationships among themselves: “*we are in good relations with each other. [...] it’s a professional relationship but we also get on well on a personal level. (Balatonalmádi, annexes 35)*”

After having understood the organizational structure of the Hungarian tourism administration and the personal relation of the actors of these organizations, let’s continue with their link to the (other) tourism stakeholders – notably the tourism service providers.

As the interviews revealed, these cooperations and partnerships usually manifest in the form of reciprocal presence on each-others events for example. They rarely have a contract with particular organizations. As they are all state-founded institutes or part of them, there may be an agreement between them on the highest level. That is for example a general understanding on cooperation between the park’s directorate and the National Tourism Company. Also, it’s their role in the first place to promote tourism and each other, or as Mrs. Varga explains it:

“Well, their [the Hungarian Tourism Company’s] mission is to support tourism on the shores of the Balaton. This is a very well-functioning, frequently tested cooperation that works very well in our everyday work life. We also have a contract: at the time, the Ministry of Rural Development signed a contract with the Tourism Company, so it’s also their role – given from above – to support the national parks. And it works really well in our case.”

(Mrs. Varga, interview, annexes 33)

To elaborate on this question, we talked at length about cooperation with the different stakeholders of tourism in the region. Their collaboration is mainly characterized by numerous small ad hoc cooperation projects. So partnerships are established on the operational level with the service providers: usually for small help or assistance the other party promotes the first one by displaying their advertising board or brochures, etc.

These (small) cooperation projects cover the whole area of the Balaton and also some part to the north of it, such as the Badacsony Hills or Veszprém for example.

Also, the eco-tourism department is often involved in bigger projects such as the ‘Open Balaton’ festival. This is an event held at the end of October with the aim to broaden the season by attracting tourists after the summer period. Another initiative is the ‘BestBalaton’ and the

‘BalatonRiviera’, both promotion projects for different regions of the Balaton the first one also offering reduction cards for tourists.

A further kind of cooperation is based on a system of vouchers: the purchase of an entrance ticket to certain museums, visitor centers, etc. entitles the visitor to a reduced entrance fee to two other visitor centers. The same kind of agreement exist also with service providers, such as the ‘Balaton by Kayak’, a tour operator, or with sailing entrepreneurs who organize sailing tours and “stop in Csopak for example and take the families to the Dormouse Circuit”, an educational nature trail of the national park.

There exists an agreement with the Hungarian railways (MÁV)³⁷³ called ‘BalatonMix’ which is a combined train and ship ticket that allows cardholders to enter some museums and visitor centers for a reduced price. Also the Balaton Shipping Company³⁷⁴ offers packages including ship rides and entrances to the visitor centers of the national park, such as, for instance, the Lavender House in Tihany or the Salföld Manor.

A general aim and also the fundamental task of tourism office agents is to gather knowledge about these events and offers and to pass the information on to the park’s visitors. As a tourism office employee, Mrs. Sandor, as well as her colleagues, is very well-informed about the tourism related questions and she is in everyday contact with the other tourism offices and the tourism/recreational stakeholders. They are supposed to know (and they do) everything about the brochures they display and about the events and (new) installations, etc. in the town and in the region. They maintain a very good relationship with the other stakeholders in the area and with the other TourInforms they have a really friendly relationship.

Now that we are familiar with the labyrinth of the interconnected organizations, functions, tasks and responsibilities, let’s have a closer look at the different kinds of activities that take place in the park. Table 50 summarizes the physical and tourism activity related terms mentioned during the discussions.

³⁷³ MÁV Hungarian State Railways Private Company by Shares

³⁷⁴ Balatoni Hajózási Zrt.

Table 50 – Verbatim of the activity dimension of the Balaton interviews

	Category	References	Verbatim
<i>Activities (472)</i>			
PHYSICAL ACTIVITIES (53)			
	cycling (16+9)	bicycle/ cycling	"bike rental may also a bit of a burden for the whole family"; "but those who can afford to rent bikes and then purchase a wine dinner"; "I think every fifth tourist picks the bicycle map"; "many people arrive asking for bicycle rental"; "there exists cycling tours organized by the park"; "cycling, that is a trend"; "even cycling is not in the focus of the park"
	hiking (6)	excursion/ hiking	"Well, sport is not really in out profile. Actually, it's only the excursion that can be considered as sports activities"
	boat (13)	sailing boat/kayak	"they are staying at hotels that have sailing boats"; "it is also possible to boat in the lake cave"; "they (a tourism provider) organize kayak tours";
	walking (5)	walking / Nordic walking	"we have a track for Nordic walking"; "the sports most in demand are sailing, water sports, cycling, walking and horse riding"
	other (3+1)	bob / wakeboard	those who want to do something, they can (...) there is a bob track, (...);
TOURISM (419)			
	tourism (157+39)	tourism/ touristic/ season	"I think it's the gastronomy.. and cycling. Cycling, the active tourism and the active recreational possibilities: cycling, hiking. And all of them associated with the gastronomy, with wine tasting, wine dinners."; "the black and grey tourism is still alive"; "tourists arrive very well prepared when they arrive (...) they are very conscious (...) they want the best for their money"; "tourists ask what they can do here or in the neighborhood"; "ask about the possibilities of active tourism"; "to broaden a little bit the season"
	visitors (61+28+16+15)	visitor/people / child / customer	"we have much more visitors in May than in December"; "you have to adapt yourself to the expectations of the visitors"; "we have the same number of visitors than we had before the crisis"; "these visitor centers are built in places where tourism is already present"; "a visitor center is dedicated to the presentation of caves"; "our visitor centers are created first of all in the aim to raise awareness"
	program (44+16+17)	event/ festival/ tour/ attraction	"we provide a lot of programs for the tourists"; "we offer wine tours"; "we have guided a church tour"; "we are trying to organize tours in autumn"; "cycle tours with professional guides"; "guided tours and nature trails"; "kayak tours"; "sailing tours"; "the majority of the tours are led by professional guides"
	destination (26)	cave/ adventure cave/park	"they can promote the Balaton as a tourism destination"; "maybe another thing that can be related to sport is our adventure caves"; "a visitor center is being built above the lake cave (...) our biggest visitor center"; "at the mine park, we want to build a playground"; "not the park has 14 attraction sites"

As for the leisure and physical activities mostly practiced in the area, as a tourist attraction, the tourism office agents did not really mention any sport in particular, but instead gastronomy, a leisure activity, was first place, while cycling came second.

“Cycling, the active tourism and the active recreational possibilities: cycling, hiking. And all of them associated with the gastronomy, with wine tasting, wine dinners. There are a lot of wine cellars for example who realized the potential and have had cellars for a long time. Then he [the tourist] can join for example the

Cellars' Festival of Badacsony, organized cellar tours, etc. Or another example: in Csopak the Szent-Donát [cave] has just opened on the hillside. The question is: who is the target, who has the money for this. But those who can afford to rent bikes and then purchase a wine dinner; they will find what they want. So the target is not really the families, but mostly a rather wealthy, intellectual class."

(Mrs. Árvai, interview, annexes 35)

According to the agents, people are mostly interested in the active tourism and the active recreational possibilities in general. They like to complement the basic services with other, additional activities. Also, "packages", such as cycling and wine tasting, are very popular among them. Some of these services are only affordable for the wealthier, but that category in Hungary is still made of people with simple needs. In other words, they are seeking experience; they don't necessarily care about fancy or luxurious tourist attractions.

"Mrs. Árvai: They come here to get to know the town. They don't want to know how to go to the beach, but many tourists ask what can they do there or in the neighborhood. They also ask for maps, attractions and active tourism options. How can they get to here or there, how can they get to Füred..

Mrs. Frey: They don't want to stay home for the evening, neither in the hotel room, nor in a private guest house³⁷⁵.

Mrs. Árvai: They are ready to use public transportation: train, bus, ship.

Mrs. Frey: They like hiking and they leave Almádi, they like to have programs, and to have more options and they like it even better when they don't have to think about it. They like it if they don't have to stay home and play games but when they have somewhere to go. They come here to ask for a map of the town, to ask about the attractions, or to ask about the possibilities of the active tourism. That's why they love the brochure of the national park, we have already spoken about, because they are ready to go and visit."

(Mrs. Frey and Mrs. Árvai, interview, annexes 35)

³⁷⁵ Especially during the socialist era, due to lack of options, the general 'tourism model' included yearly summer holidays, usually at the same destination. The usual evening program was staying at the accommodation among family members and/or friends. (Dingsdale, 1986)

Besides, Balatonalmádi is considered as a tourist destination mainly appreciated by families with children. These visitors' primary aim is to go to the beach, so in case the weather is good enough, there is no problem. Otherwise, it may be a challenge for the coworkers of the TourInform to recommend leisure time possibilities for these families in case of bad weather as most programs cost more than the entrance fee to the beach – approximately 2 – 2.5 EUR per person on average. In order to meet the needs and requirements of the tourists, the promotion and development of the town's cultural life have become a priority. Some exhibitions can already be visited free of charge, and they also serve as an image building activity for the community.

“But we have already started to develop the cultural life of the town. We have now a sculpture park, in the railway crossing underpass, we have an exhibition and during the season, on Saturdays, we have a guided church tour, as the Chapel of the Holy Right³⁷⁶ is here. So we have options and cultural resources, but this is also for a certain class or target. What we Mrs. is something for families for bad weather.”
(Mrs. Frey, interview, annexes 35)

Returning to our topic about the physical activities at the Balaton, besides cycling and hiking, another two major outdoor activities were mentioned: Sailing is less popular from the point of view of the size of the clientele but it stills represents an important economic activity for the town. However, the public that is looking for sailing is rarely show up in the tourism office. As another kind of activity, horse-riding, is a very popular physical activity, particularly among German-speakers. And according to the agents, it has always been like that at the Balaton.

Speaking about the nationalities that come to the Balaton, let's have a closer look at the visitors of the area. At the Balatonfüred TourInform office, they also an up-to-date record about their guests. In the TourInform office, there are a few more foreigners than Hungarian tourists: according to Mrs. Sandor, their proportion is 60-40% and their needs are also somewhat different.

³⁷⁶ A Hungarian relic, assumed to be the naturally mummified right hand of King Saint Stephen I, the first king of Hungary (source: wiktionary.org)

“I think that the Hungarian clientele is less likely to look for accommodation at our office: they mainly do it on the internet. It’s rather the foreigners who come to seek advice about accommodation and attractions. That’s the case in our office. Or when the weather is bad, they come and ask us what they can do. Hungarians rather come to ask where can they find a room for one night, where can they find an available room. We don’t book rooms, but we try to help, of course. And programs, Hungarians are mostly interested in programs. And there are a lot of returning tourists who are more or less aware of the attractions, they are looking for novelties: they have heard about something and now interested in the details.”

(Mrs. Sandor, interview annexes 34)

As for the nationalities of the foreign tourists coming to Balatonfüred, the German predominance is still noticeable. Besides the German and Austrian visitors, there are more and more Central- and Eastern-European tourists in the area. All of them generating 22 000 visits annually in the TourInform – a number that has just reached again the before-crisis level.

When speaking about the physical activities in demand in Balatonfüred, Mrs. Sandor states the activities as follows – and later adds horse-riding to this list:

“[...] they are looking for water sports: From water skiing, through all of its variants, such as wakeboarding, etc. And then sailing is really fashionable here, I would mention it in the first place. And then cycling, that is a trend. Many people arrive asking for bicycle rental. And also the Nordic walking: we have a track for Nordic walking and we often recommend it for those who want to go hiking.”

(Mrs. Sandor, interview annexes 34)

Water skiing and bicycle rental are also good examples of the latest developments in the tourism infrastructure and offer of the region. From table 51 we can understand that at the Balaton, the question of development is primarily treated from the perspective of tourism and targets above all the improvement of its infrastructure.

Table 51 – Verbatim of the development dimension of the Balaton interviews

	Category	References	Verbatim
<i>Park management (516)</i>			
	DEVELOPMENT (42)		
	marketing (17+9+5)	marketing	"the town marketing, which is done also by the association by publishing brochures"; "the town marketing.. this means that the maintenance of every tourism attraction in the town is our responsibility"; "but theoretically there are the country's image and the marketing organization"; "with the TDMs (...) we try to synchronize our marketing activities"
		image / logo	"the image (comes from the Tourism Co.)"; " In Siófok (...) they have built for themselves the image of the festivity area"; "we also cooperate to build the marketing and the image of the Balaton"
	development (7+4)	development/ initiative	"You don't have to think of big developments"; "Even when the town wants a tourism development, which happens rarely, they fail to ask our opinion about it."; "that would be great to be able to have a certain amount of tourist tax for tourism development"; "All of these developments are financed by different kinds of financial aids"

To summarize: all these development activities serve to improve and complement the original and primary attraction of the area: the Lake Balaton itself. However, the region's intention is to create a new and appealing image that would meet the needs and expectations of the tourists.

"We are constantly trying to improve this by installing the Nordic walking track for example, just in order to show that Balatonfüred is not only a beautiful promenade and the view and the beach in the summer, but much more than that. So we are trying to organize tours in the autumn, there are museum that have good quality exhibitions; we have the gastronomic festival at fall, so we are trying to broaden the season. So that it won't be just that Balatonfüred equals summer and bathing. That's why we organize different programs, concerts: just to show another face of the town, just to be seen as a destination that's worth visiting."

(Mrs. Sandor, interview annexes 34)

Another aspiration shared by most tourism providers in the area, and also a central national concept is to increase the season. This includes attracting tourists during preferably the whole year, but at least to revive a little the pre- and off-seasons. And to do so, tourism professionals are targeting practically any age group and type of tourists by offering a range of programs and activities so that almost everyone could find something appealing:

"We are mostly engaged with culture, as Füred has old traditions of culture, on the one hand. On the other, we try to add other things: that is, we not only have

culture and tradition but you can find here concerts, we offer wine tours; we have very good wines here, just come and taste. Then our natural values are also beautiful in the upper part, so we try to focus on them also. So on the one hand it is the culture, museum, traditions – but not only these, if some wants other things, we have plenty of them to offer. That's why I think Füred is good, because anyone can find here something here that he/she likes, even sport or culture or if someone wants just lie in the sun, which is also possible. So we have everything here to have a good time.”
(Mrs. Sandor, interview annexes 34)

From the TourInforms' point of view, the first priority is to serve the clients, to answer their questions, to help them, to provide them with information on accommodation, catering, monuments, tourist attractions, leisure activities, etc. On the other hand, as an employee of the tourism association, they have to gather and adhere to the tourism service providers of the town and its surrounds. The aim is to have the most members possible, as the power in the association is derived from this.

Another task includes the town marketing: publishing brochures, running the website of the town and organizing events. This latter one may be a profitable activity, but its primary aim is to promote the area and attract tourists to the town/region. However, these events require a great amount of time and money and they rarely make supplementary revenue for the office. Furthermore, the maintenance of the tourism attractions is also done by the office.

As a tourist destination, the objective of the region of the Balaton has always been to broaden the season, to have the most tourists possible during the longest time possible; a current priority of the entire region of the Balaton. Even though the increasing of the dates of the season is a common interest in the region, stakeholders have to face many obstacles. BA is a small town at the north shore of the lake, neighboring the “capital of the Balaton”, a town with significantly more tourism attractions. BA itself is very popular among people who are seeking a quiet place, a nice beach not far from Budapest (of from Veszprém or Székesfehérvár, two bigger Hungarian towns whose inhabitants traditionally frequent the lake and/or own holiday houses in the region). Also, BA is perfect for those who can afford to go to BF when they feel like it, in order to take a walk or participate in an event, but who prefer a more relaxed environment. But what may serve as an advantage during the season when the area is congested with tourists, may also turn into a disadvantage during the off-season when the region is empty and other towns provide them with a calm environment and more infrastructure, facilities, etc.

This ambition for broadening the season includes organizing events on both the local and regional level during spring and autumn and lately Christmas fairs are also attempting to attract tourists. So, there is a strong desire (or even determination) to entice visitors during the off-season. But this ambition is not shared by all of the stakeholders: As is clear from the interviews, many of them are not interested in providing their services during the off-season. In most cases the reason behind this is simple: most stakeholders don't actually live at the Balaton, they usually come for the season, open up their restaurant, hotel or other service units and go back home after around the 20th August³⁷⁷. According to these stakeholders – as revealed by the two TourInform agents –, it's not worth staying during the off-season, as it is not profitable. On the other hand, the tourism professionals at the tourism office consider that they should always aspire to develop and to increase their services in order to at least keep the guests and potentially attract others.

However, despite all these intentions of broadening the season, as a waterside destination, a season's profits are directly linked to the weather.

“It's not easy to make the service providers stay open, success depends on the weather. Competition is strong with the new aqua and spa resorts, because they are enjoyable even in bad weather. Or at the Balaton, you should really advise the tourists what to do in case of bad weather.”

(Mrs. Frey, interview, annexes 35)

Also, according to Mrs. Árvai, some summer house owners in the region are stuck in their ways they used 20 years ago and don't really want to evolve or improve their infrastructure or service. As a consequence, they don't have an internet site, they don't want to (or cannot) reinvest their profit. In many cases they rent their apartments or houses unlawfully – thus black and grey tourism still has an important weight in the region. Consequently, they don't want to become a member of the tourism association, because that would perhaps highlight their unauthorized tourism activities. Therefore, they are excluded from numerous advantages that would allow them to stay in the competition and develop their offer. What actually happens is the opposite of this: they are more and more excluded from the competition and they can't meet

³⁷⁷ Hungarian national holiday, also known as the ending date of the main season at waterside summer vacation destinations.

the growing tourist requirements (Brunner-Sperdin, Peters, & Strobl, 2012; Marsac et al., 2012):

“You have to evolve, it’s a must. You have to adapt yourself to the expectations of the visitors. But we can see also the other side: that they should invest a little bit more energy and financial resources even though business is quite unpredictable here and it’s only for two and a half months a year. But the competition is strong, especially with the hotels, etc. Individual accommodation providers should update, should develop their offer to be able to enter to this competition. Even if one is only open for two and a half months. Because the tourist on the other hand is very conscious, they really know well what they want for their money. It has to be accepted.”

(Mrs. Frey, interview, annexes 35)

1.4. Discussion of (Cultural) Differences in Natural Site Management

Our observations at the four subject sites and the analysis of their official and legal documents, revealed two fundamental differences among the management of the parks: Firstly, geographical differences seem to considerably influence the management of the sites. This might not be surprising, as the park administration might only deal with what they have, nevertheless, this assumption is now supported by scientific data.

Secondly, besides revealing the importance of geographical features, differences were also found on the national level, notably in the national legislation and the interpretation and implementation of EU regulations and recommendations. Although both countries have relatively long and comprehensive legislation documents, which are trying regulate any possible aspects of their topic and provide answers to any even expected events and situation (corresponding to the high uncertainty avoidance scores of both countries (Hofstede et al., 2010)), the two countries chose different ways to deal with these questions. As a general observation on the French legislation documents: different questions are often treated in separate documents (relatively to the Hungarian method). For example, individual documents concern the protection of natural monuments and sites of artistic, historic, scientific, legendary or picturesque interest³⁷⁸; the establishing of national parks³⁷⁹; nature protection³⁸⁰; etc. By contrast, in Hungary the law on nature protection³⁸¹ gathering all the topics of the above mentioned French laws, and even more importantly, dealing with them from the nature conservation's perspective. Furthermore, while in France a separate document concerns the community level participation³⁸², in Hungary, the responsibility of the citizens remains a rather theoretical consideration.

The analysis of park documents and the interviews, however, revealed further differences (and similarities) of the park management. First of all, each elements of the park management, which were in the focus of our investigations (such as outdoor and physical activities, tourism, marketing strategies and questions of preservation) were present in the management of all four parks; yet, the different elements represent different levels of importance for the parks and their management. Generally speaking, the Hungarian style of park management is rather

³⁷⁸ Law of 21 April 1906, replaced by law of 2 May 1930.

³⁷⁹ Law of 22 July, 1960.

³⁸⁰ Law of 10 July 1976.

³⁸¹ Act LIII of 1996 on the Nature Protection.

³⁸² Law of 27 February 2002.

authoritarian, with nature protection in the focus. Yet, the management seems to have begun to understand the importance of tourism and marketing considerations for the park/territorial development, especially at the Balaton, a more touristic area. Nevertheless, as Depraz and Kertész (2002) put it: the Hungarian environmental contradiction consists of “nature protection without environmental protection (Depraz & Kertész, 2002)”. This contradiction might be best captured in comparison to the French method, where, environmental conservation seems to focus most importantly on the preservation of the patrimony, that is, on the preservation of cultural and historical monuments, traditions, material and immaterial memories and also their environmental setting. In addition, an interesting remark underpins the same consideration: in the case of the Morvan, a rather lengthy document defines the park and its assets and regulates in a rather comprehensive manner the operation of the park, called the “Charte³⁸³” or the charter of the park. On the contrary, the Hungarian national parks don’t own such documents: their legal status and territory are defined in the statutes (issued at their foundation), while their operation is set by the law on nature conservation.

An interesting by-product of the different attitudes towards authoritarian leadership (in Hungary) and consultation style of governance (in France) is reflected by the relationship with the direct and remote colleagues. The French respondents spoke about working parties in terms of work cooperation’s and different point of views, ideas and interests. Their Hungarian counterparts were more likely to mention informal cooperation and close, even friendly relationships with them.

We have to add also, the current state of conservation strategies shows many similarities on the surface, but through a more profound and conscious observation these kind of differences emerged, which were then confirmed during our interviews. On the other hand, similarities in the park management were also found. Notably in the case of their point of view on outdoor activities and their promotion: although all four parks provide venues for various physical activities, these are self-organized activities, or granted by service providers, while the park management were rarely concerned in them. Or just line in the case of the Duna-Ipoly National Park Directorate, they organize tours for educational purposes; or the case of Lake Kir, where outdoor activities are provided by the town hall in order to ensure access to physical activities for the urban population. Nevertheless, the potential of outdoor activities for both awareness

³⁸³ See: http://www.parcumorvan.org/fic_bdd/pdf_fr_fichier/1181819108_Doc1.pdf

raising among visitors and for the territorial development has not yet recognized and acknowledged by neither the French nor the Hungarian park management.

Another similarity (and at the same time, difference) rely in the tasks contributed on different levels: tourism office managers and employees mentioned the same groups of tasks, regardless the country (such as serving tourists, attractions, tourism paths, publications and the importance of the weather). Relevant differences were more likely to found among higher level of park working parties, such as presidents, heads of department, etc.

2. NATIONAL DIFFERENCES OF VISITOR EXPERIENCES AT NATURAL PARKS

The following section is intended to give an overview of the outcomes of our surveys. The aim is to reveal cultural differences among the nature park visitors of the subject countries, proved by qualitative data. To present and interpret these results, the descriptive analysis of the visitors' responses will be followed by their discussion and collation with the findings of the existing literature, that served as the basis of our analytical model.

Firstly, the cultural dimensions of Hofstede were tested. Hofstede revealed six (at first four, and later two additional) dimensions along which he compared cultures (Hofstede et al., 2010). His findings are considered and proved to be reliable by many researchers and investigations (Mooij, 2014; Woodside, Hsu, & Marshall, 2011). However, as his choice of sample and venues for data collection are considerably different from ours, and also, because we were interested in finding out the possible cultural peculiarities of nature parks, we found it relevant to retest these dimensions.

As for the other parts of the study, the themes used in the survey design are expected to reveal additional information on the parks and their visitors. During analysis of the survey questions our objective was to find relevant data to complement Hofstede's findings, which might provide us with a profound and thorough understanding of the differences between the subject countries.

In the following sections, we will proceed from the more general data to the more specific results: after the presentation of the survey sample, we will display the results of the cultural questions. Henceforth, we will introduce our more complex results separately to each groups (formed according to cultural affiliation and/or choice of physical activity), which will be explained in detail in the 'Discussion of the findings' section³⁸⁴.

³⁸⁴ See page 406.

2.1. Description of the Natural Parks Visitor Experience Survey

This sections describes and analyzes our findings on the visitor experiences surveys, which took place in peri-urban waterside parks at Lake Kir (France) and Lake Balaton (Hungary). During the presentation, we are going to proceed from the general to the more specific elements of our results. Therefore, we are going to first present the sample, followed by the description of the findings on the different items of our analytical model, and finally we are going to discuss differences and similarities between the subject venues.

2.1.1. Sample description

Table 52 presents the overall sample structure of this study with the number of valid responses. As the sample was drawn randomly at the afore mentioned recreational/nature park areas, they might not reflect the general characteristics of the countries involved. In terms of gender, the sample is somewhat biased in favor of women. More than 60% of the visitors are between the age of 20 and 40, so the sample is characterized by younger visitors, as well as with higher level of education, as 50% of the respondents have at least a college degree.

Table 52 – Respondent profile

<i>Demographic traits</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>		
<i>Male</i>	172	44,3
<i>Female</i>	216	55,7
<i>Age</i>		
<i>15-20</i>	3	8,0
<i>21-30</i>	129	33,5
<i>31-40</i>	110	28,6
<i>41-50</i>	56	14,5
<i>51-60</i>	33	8,6
<i>≥ 60</i>	54	14,0
<i>Educational level</i>		
<i>primary</i>	43	12,2
<i>high school</i>	61	17,3
<i>associate degree</i>	69	19,6
<i>bachelor's degree</i>	71	20,2
<i>master's degree</i>	108	30,7
<i>Marital status</i>		
<i>married</i>	94	28,4
<i>in a relationship</i>	82	24,8
<i>single</i>	131	39,6
<i>divorced</i>	15	4,5
<i>widowed</i>	9	2,7
<i>Nationality</i>		
<i>French</i>	199	51,3
<i>Hungarian</i>	189	48,7

Regarding the prior visit experience of the respondents (see Table 53), we have found considerable differences between the two sites. At both venues, the number of first visit is relatively low, however, at the lake Kir, this ratio is almost double than at the Balaton. Although, the number of visits during the last year is significantly higher at the lake Kir³⁸⁵. We might, thus, observe, that at the Balaton, the number of returning tourists are higher than at the lake Kir, but their number of annual visit is lower, whereas the French study venue is more

³⁸⁵ It has to be noted, that at the lake Kir, many respondents declared to come to the lake '300' or '365' times a year, or they indicated to come here 'everyday' or that they 'live here'. Accordingly, all these answers were registered as '300'. As we were interested in the differences of the tendencies of the parks' frequentation, this method of registering data doesn't modify or results, while it allows us to count the answer of those who – instead of numbers – responded with a comment.

frequented by first time tourists and residents. This result suggest that the lake Kir is primarily visited by residents, while one third of its visitors are tourists on their first-time visit. Differently to this, most of the Balaton’s visitors are returning guests, however, the number of their annual visits suggest that they are more likely to be returning (most possibly domestic) tourists, than residents.

Table 53 – Modalities of the visit and prior visit experiences

		KIR		BALATON	
Q1	FIRST VISIT				
	YES	58	27.4%	32	16.0%
	NO	154	72.6%	168	84.0%
	NR IN A YEAR	36.19		3.04	
Q2	GR SIZE	4.95		5.03	
Q3	FAMILY	59	27.8%	68	35.1%
	FRIENDS	57	26.9%	47	24.2%
	FAM&FRIENDS	44	20.8%	68	35.1%
	OTHER	22	10.4%	11	5.7%
Q4	NR OF NIGHTS				
	0	11	20.4%	6	6.1%
	1	5	9.3%	5	5.1%
	2	29	53.7%	23	34.3%
	3+	9	16.6%	65	54.5%

The size of the group these visitors are arriving provided with us with a statistically significant difference at the two study venues ($\chi^2(1) = 105.137$, $p = .001$), while the factual scores are quite similar. In order to have a better insight to this question, the frequencies of each answers were analyzed³⁸⁶. Visitors to both venues seem to prefer company, they rarely arrive alone. However, as we have seen, the lake Kir is more likely to be visited by residents, some of who might chose to visit the park unaccompanied (see table 54). Visiting the park in a group of two seems to be the most popular option for the two parks combined. This is also confirmed by the marital status declaration of the respondents: half of them being either married or in a relationship at both sites (see table 55).

³⁸⁶ In the questionnaire an open question targeted the size of the group. Accordingly, the table includes all the answers that visitors gave to this question.

Table 54 – Frequencies: group size/ four groups

GROUP SIZE	1	2	3	4	5	6	7	8	9	10	14	15	16	20
KIR CYCLING	2	5	4	2	2	1	0	0	0	0	1	1	2	1
KIR WALKING	9	16	17	8	6	2	1	3	0	1	0	2	0	0
KIR TOTAL	11	21	21	10	8	3	1	3	0	1	1	3	2	1
BALATON CYCLING	1	12	7	17	11	7	1	3	1	4	0	0	0	1
BALATON WALKING	0	19	10	22	16	4	4	6	4	4	3	0	0	0
BALATON TOTAL	1	31	17	39	27	11	5	9	5	8	3	0	0	1

Besides arriving in pairs, smaller group size prevails at both venues, however a considerable difference is observable between the sites: Balaton is more likely to be visited by relatively larger size of groups in relation to the lake Kir. However, the largest group sizes were mentioned by visitors to the lake Kir³⁸⁷.

Table 55 – Marital status frequencies

MARITAL STATUS	KIR		BAL	
married	56	34.6%	38	22.5%
in a relationship	28	17.3%	54	32.0%
single	59	36.4%	72	42.6%
divorced	13	8.0%	2	1.2%
widowed	6	3.7%	3	1.8%

Regarding the number of nights spent at each of the lake, longer visits are more frequent at the Balaton than at the Kir. As we have seen, the Balaton is a popular summer resort with a large number of secondary homes. Also, Balaton is the second tourism destination in Hungary (after Budapest) both among foreign and domestic tourists³⁸⁸. In this light, the higher number

³⁸⁷ As for our observations during the questionnaire distribution, tour operators, especially for cycling tours, are likely to include rest periods/picnics in their schedule, for which they tend to choose the park of the lake Kir. Accordingly, larger groups arrive at the same time. The more of them happened to accept to fill out the questionnaire, the more often these larger numbers of group size got mentioned.

³⁸⁸ Source: www.itthon.hu

of tourist night might have been anticipated. On the other hand, as we might suggest, the lake Kir is mostly frequented by local residents, tourists in transit and visitors of friends and families.

Table 56 – Frequencies of number of nights spent at the study venues

NUMBER OF NIGHTS	KIR		BALATON	
	0	11	20.4%	6
1	5	9.3%	5	5.1%
2	29	53.7%	23	34.3%
3+	9	16.6%	65	54.5%

For some of our results we have already mentioned a classification of four different groups. In order to reveal differences between the countries we treated data on both sites separately. In addition, a distinction was made among those who declared to prefer cycling or walking. Accordingly, four groups were created (see table 57), which will serve as the basic distinction (independent variables) for the rest of the analysis. Besides the group size for each case, the table includes the gender distribution and the average age for the groups. The randomly chosen respondents show a difference in age with an average 10 years younger for the Hungarians. As age is likely to influence the answers, during the analysis, this difference will be considered.

Table 57 – Summary of the four groups created for the analysis

	PA	Group size	AVERAGE AGE		MALE %	FEMALE %
LAKE KIR	CYCLING	27	39,44	35.81	74.1%	25.9%
	WALKING	79		42.49	41.0%	59.0%
BALATON	CYCLING	70	29,46	27.48	40.6%	59.4%
	WALKING	97		30.32	36.1%	63.9%

Regarding the four groups, their sizes are relatively similar to each other, except for the cyclists at the lake Kir, who are somewhat underrepresented in our sample. Those respondents, who don't participate in any of these activities or didn't answered to the questions on cycling/walking, are excluded from the analysis. As for the gender distribution of the groups: more than two third of the afore mentioned cyclists at the lake Kir are men, while all other groups are somewhat imbalanced in favor for women, with almost 60% of walker at the lake Kir and cyclists at the Balaton, and even a little higher proportion of the walkers at the Balaton. Even though our survey is based on a convenience sampling, the characteristics of the sample

in terms of gender and age will be considered during the further analysis and the discussion of the results.

2.1.2. General remarks on the sample

For the analysis of the responses, three types of analysis were used: In order to reveal differences amongst the visitors of the subject country's parks, in most cases, the two-way ANOVA method was used. Likewise, for finding differences between cyclists and walkers in the parks, and also to distinguish the four groups formed this way (cyclists/walkers in France/Hungary), the same method was used. When the type of our data didn't allow us to use the two-way ANOVA, we tried to uncover differences among the afore mentioned groups using cross tabulations. In those cases, when we were interested in the number of occurrences of a certain type of answer, we used descriptive statistics. (Table 58 gives a summary on the tests we used in the case of each question.) Evidently, in order to meet the pre-requirements of these methods, the corresponding tests were also run, such as test of normality, test for the homogeneity of variances, etc. In all cases, the SPSS version 22 software was used.

Table 58 – Summary of the tests used for the survey analysis

Question	Test	
Q1	crosstabs	descriptive statistics
Q2	crosstabs	descriptive statistics
Q3	crosstabs	descriptive statistics
Q4	crosstabs	descriptive statistics
Q5	two-way ANOVA	
Q6	two-way ANOVA	
Q7	descriptive statistics	
Q8	two-way ANOVA	
Q9	two-way ANOVA	
Q10	two-way ANOVA	
Q11	two-way ANOVA	
personal questions	descriptive statistics	
age	crosstabs	descriptive statistics
gender	crosstabs	descriptive statistics

The two-way ANOVA test serves to reveal the existence of an interaction effect between two independent variables on a continuous dependent variable. This method allowed us to test the answers of the respondents according to their cultural affiliation and choice of physical activities at the same time. Also, this way we were able to determine for each questions, whether the answers given to them are either not influenced by any of these characteristics or influenced by one or both of them. Firstly we focused on the effect of national affiliation (focal variable) and the chosen physical activities (moderator variable). Our dependent variables were in all cases the score the respondents gave either on a continuous 10 items Likert scale (in the case of the cultural questions) or on 7 items Likert scales for the rest of the questions.

In all cases of the culture, perceived quality, satisfaction and physical activity related questions, our data set met the assumptions of this method³⁸⁹, if not otherwise stated during the

³⁸⁹ In order to use the two-way ANOVA test, the sample should meet the requirements of the following six assumptions, where the first three are related to the study design, and the other three are related to the nature of the data (Martin & Bridgmon, 2012): (1) the need for a continuous dependent variable; (2) the need for two independent variables, both categorical, counting for two or more groups in each dependent variable; (3) the

presentation separately for each answer option of the questions. As 2-way ANOVA is sensitive to outliers, special attention was taken regarding them (Martin & Bridgmon, 2012). Only a few cases presented outliers or extreme outliers regarding some questions, the source of which was always analyzed and determined to be neither data entry error, nor being an invalid value. Checking for the fulfillment of the normality assumption, we found that in all cases the sample data was normally or quasi-normally distributed, as assessed by Shapiro-Wilk's test (at significance level $p > .05$) or by visual verification of detrended and normal plots (see Urdan, 2011; Vargha, 2008). All questions were checked for the fulfillment of the homogeneity of variances assumption, assessed by Levene's test (significance level $p > .05$) for equality of variances (see Urdan, 2011; Vargha, 2008). Subsequently, a two-way ANOVA was run to discover any existing interaction effect, simple main effect and main effects of the independent variables. For every question that falls into this category and meet the assumptions of the two-way ANOVA (or in other words, all the answers which are measured on a 7/10 item Likert scale), the same steps were followed. For a detailed example, see Annexes 36 (page 617).

observations need to be independent; (5) the residuals should be approximately normally distributed for each cell of the design; (6) the variance of the dependent variables should be equal in each cell of the design/the assumption of homogeneity of variances (source: <https://statistics.laerd.com>).

2.1.3. Testing the Hofstedian Cultural Dimensions

In the following paragraphs, the park visitors' answers to the index questions, defined by the six cultural dimensions of Hofstede, will be presented. In the case of these cultural questions, we focused primarily on the main effects in order to find out national differences, while the existence of interaction effects revealed an additional difference among the participants of different physical activities – notably walking and cycling. Also, physical activities might also serve as a fundamental (and not an additional) factor in finding differences among groups. In other words, it might occur, that we can't find significant cultural differences for some of the questions, while the answers from those who cycle and those who walk might be significantly different on the same cultural dimensions (or on any other questions).

The first cultural question was about the acceptance of inequalities within the society – or with the Hofstedian term, about '**Power Distance**'. On visual inspection of the profile plots, we couldn't expect the existence of an interaction effect. This forecast was confirmed by the test of Between-Subjects Effects. There was no statistically significant interaction between the cultural affiliation and choice of physical activity for "Power Distance" score, $F(1, 236) = .136$, $p = .712$, partial $\eta^2 = .001$.

In the absence of an interaction effect, we continued with determining whether main effect exists. There was no statistically significant difference in "Power Distance" score for cyclists and walkers, $p = .597$. However, for the national affiliation, we found statistically significant difference in "Power Distance" scores (see table 59 below).

Table 59 – Univariate Test: Main effect, Power Distance dimension for countries

Dependent Variable: Q11/1

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	482.234	1	482.234	81.812	.000	.257
Error	1391.085	236	5.894			

The F tests the effect of KIRBAL. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

That's to say, on average, the respondents at Lake Kir scored 3.328 points less on this dimension, than those questioned at Lake Balaton, on a 10-point scale. In other words, Hungarian respondents accept a greater amount of inequality within society than the French respondents. Translated into the mean scores of the respondents: those at Lake Kir scored on

average 3.035, while at Lake Balaton this number is 6.363. As we remember, Hofstede found on the same dimension the following results: France’s mean score was 68 (or 6.8 on a 10-point scale), while Hungary’s was 46 (4.6 on the 10-point scale) (Hofstede et al., 2010). Simply put, the answers about the acceptance of social inequalities at the waterside parks does not match the findings of Hofstede. Although the scores obtained are somewhat similar, they show the opposite to that of the study of Hofstede, notably, that Hungarian visitors of the waterside parks are much more likely to accept social inequalities than their French counterparts.

On the **Individualism vs. Collectivism** dimension neither the visual inspection, nor the Test of Between-Subjects Effects proved the existence of a statistically significant interaction effect ($p=.374$, whereas the level of significance is expected to be $p<.05$). Following the protocol in case of an absence of interaction effect, the analysis was continued with the determination of main effects. In this case, we have found statistically significant difference between the responses of cyclists and walkers and also on the national level. Table 60 presents the significant results of this dimension for physical activities ($p=.045$). As for the mean scores of the two groups: cyclists scored on average 5.665 on this dimensions versus the walkers’ score of 4.876. In other words, cyclists tend to embrace individualist values to a larger extent than walkers.

Table 60 – Univariate Test: Main Effect, Individualism dimension for physical activities

Dependent Variable: Q11/2

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	27.176	1	27.176	4.062	.045	.017
Error	1585.793	237	6.691			

The F tests the effect of V/M. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

Even more importantly, the same dimension gave significant results for the subject country’s comparison (see table 61).

Table 61 – Univariate Test: Main Effect, Individualism dimension for countries

Dependent Variable: Q11/2

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	122.988	1	122.988	18.381	.000	.072
Error	1585.793	237	6.691			

The F tests the effect of KIRBAL. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

We found statistically significant difference between the respondents of the studied nations $F(1, 237) = 18.381, p = .0005$. The Hungarian respondents' mean score were on average 1.68 higher than the French's scores, meaning that visitors of the Hungarian park in our study tend to be more individualist than that of the French study venue.

For Hofstede's Masculinity vs. Femininity dimension, just like in the first two cases, we didn't find interaction effect neither by the inspection of the profile plots, or from the results of the Test of Between-Subjects Effects. However, the main effects are proved to be statistically significant, revealing differences between both cyclists and walkers and between the respondents of the French/Hungarian sites. Table 62 shows the result of the univariate test of the Masculinity dimension for the physical activities.

Table 62 – Univariate test: Main Effect, Masculinity dimension for physical activities

Univariate Tests

Dependent Variable: Q11/3

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	45.750	1	45.750	8.948	.003	.037
Error	1206.683	236	5.113			

The F tests the effect of V/M. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

In other words, those who ride a bike are more likely to embrace more masculine values, than those who prefer to walk: cyclists scored on average 6.941 versus walkers' mean score: 5.916. As for the differences between our subject countries, we have also revealed the existence of main effect: $F(1,236) = 39.618, p = .0005$. – see Table 63 for the univariate test.

Table 63 – Univariate test: Main Effect, Masculinity dimension for countries

Univariate Tests

Dependent Variable: Q11/3

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	202.569	1	202.569	39.618	.000	.144
Error	1206.683	236	5.113			

The F tests the effect of KIRBAL. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

On this dimension, respondents of the French site scored on average 2.158 lower than the visitors at the Balaton, meaning that they tend to prefer feminine values more than the Hungarians (KIR: 5.349; BALATON: 7.508).

The dimension of Uncertainty Avoidance, although the sample still met all the criteria for the two-way ANOVA test didn't reveal any statistically significant differences either on the national level, or for the physical activities. Regarding the two additional dimensions of Hofstede (Hofstede et al., 2010): The dimension of Indulgence vs. Restraint didn't provide any significant results either for the activities or for the national differences. As for the Long-term vs. Short-term Orientation dimensions, only the test for main effects for the physical activities had a statistically significant outcome (see table 64 below for details).

Table 64 – Univariate test: Main Effect, Long-term Orientation for physical activities

Univariate Tests

Dependent Variable: Q11/5

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	.458	1	.458	.078	.780	.000
Error	1381.300	236	5.853			

The F tests the effect of KIRBAL. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

In other words, the test revealed that those who prefer cycling to walking are more likely to be more long-term oriented, than those who chose walking as an outdoor activity at either of the venues.

Table 65 summarizes the answers of the visitors at the subject venues showing the mean scores for all four groups that were tested. The cells in red indicate the existence of statistically significant main effect on the corresponding cultural dimension for both the subject countries and the physical activities of our study.

Table 65 – Summary of the results on Hofstede’s cultural dimensions

Q11 CULTURE	MAIN EFFECT - GROUP MEANS			
	KIR	BALATON	CYCLING	WALKING
POWER DISTANCE	3,06	6,36		
INDIVIDUALISM	4,43	6,11	5,67	4,88
MASCULINITY	5,35	7,51	6,94	5,91
UNCERTAINTY AVOIDANCE	6,41	6,63		
LONG TERM ORIENTATION	6,64	6,68	6,64	5,68
INDULGENCE	5,07	4,50	5,09	4,48

The national differences revealed in Hofstede’s study were confirmed on five out of Hofstede’s six dimensions. Two of these dimensions, Individualism and Masculinity, revealed statistically significant differences depending on the choice of physical activities in the park. The other three dimensions of Hofstede didn’t prove to be statistically significant differentiating factor neither for the subject countries, nor according to the choice of physical activities, except in the case of Long-term Orientation, where a difference between cyclists and walkers is observable. In order to have an insight of these scores in relation to Hofstede’s, Table 66 presents the results of our study in comparison with Hofstede’s findings.

Table 66 – Summary of national scores on cultural dimensions

DIMENSIONS / VENUES	PARK STUDY		HOFSTEDE	
	LAKE KIR	BALATON	FRANCE	HUNGARY
Power Distance Index*	31	64	68	46
Individualism vs. Collectivism	43	61	71	80
Masculinity vs. Femininity	54	75	43	88
Uncertainty Avoidance Index	64	66	86	82
Long-Term Orientation	66	67	63	58
Indulgence vs. Restraint	51	45	48	31

The scores in our study were measured on a 10-point scale, and the results were multiplied by ten in order to make them comparable with Hofstede’s results measures on a 100-point scale. However, the comparison between the two set of results aims the comparison of tendencies, while that of the actual scores would be irrelevant owing to methodological differences³⁹⁰.

³⁹⁰ Hofstede used his first studies to set standards, where the country scoring highest on a particular dimension was considered as the ‘100’ point of the scale. However, when he broadened his study and other countries were added, he realized, that some of them scores even higher than the former highest, accordingly these countries might

To sum up, Hofstede's findings were applicable in almost all cases, while the influence of physical activities seems to prove the relevance of considering these latter ones as mediating variables. In the next section, we will continue with the presentation of the other physical activity related findings.

score above a hundred (Hofstede et al., 2010). Therefore, in our study we are concentrating on the tendencies, instead of the actual scores.

2.1.4. Analysis of the Park Visitors' Physical Activities

In our analytical model, physical activities serve as mediating variables. The choice of the physical activities had a double purpose: On the one hand, the declaration of participating in any recreational and/or physical activities might reveal differences of the consumption. On the other hand, the choice between the most popular physical activities, notably cycling and walking³⁹¹, reveals how these choices might influence the experiences in the park. In addition, the purpose of and the reason for participating in these activities were also tested both in a national comparison and also for finding differences between our four groups (that is, respondents who prefer cycling/walking at the French/Hungarian sites).

2.1.4.1. Choice of physical activities

To begin, table 67 summarizes the declared physical activities in the parks. For both parks, the first column shows the number of times the given activities were declared, while the next column shows the percentage of the visitors choosing to participate in it. The number of choices weren't limited in the questionnaire, accordingly, one respondent might have chosen as many of them, as he/she wanted to.

Table 67 – Summary of the physical activities practiced in the parks

Q7 PHYSICAL ACTIVITIES	KIR		BALATON	
CYCLING	76	35.8%	85	57.5%
WALKING	138	65.1%	136	68.0%
SWIMMING	36	17.0%	132	66.0%
ROLLER-SKATING	19	9.0%	6	3.0%
BEACH VOLLEY	10	4.7%	52	26.0%
CANOE/KAYAK	7	3.3%	13	6.5%
SAILING	2	0.9%	24	12.0%
RUNNING/JOGGING	78	36.8%	56	28.0%
TABLE TENNIS	7	3.3%	26	13.0%
NONE	28	13.2%	15	7.5%
OTHER	45	21.2%	22	11.0%

³⁹¹ See page 143 for explanation (Outdoor Activities in Natural Parks)

As for the differences between the two sites: cycling seems to be more popular at lake Balaton than at Lake Kir. This might be according to the average age of the respondents: in Hungary it's considerably lower, than in France³⁹². Walking, on the other hand, seems to be approximately of equal importance at both venues with more than two thirds of the respondents participating in this activity. Although both parks are constructed next to a lake, the popularity of water sports show significant differences: First of all, 66% of the respondents at the Balaton swim in the lake (while the number of those, who bathe in the water might be even higher), whereas only 17% declared the same at Lake Kir. Also, the ratio of those who practice canoe/kayak at the Balaton is almost double of those who paddle at Lake Kir. The difference is even bigger in the case of sailing: with less than 1% at Lake Kir versus 12% at the Balaton. Beach sports, notably beach volley, is also considerably more important at the Balaton: 26% declared to partake in this activity during their stay, while this number was only 4.7% in the case of lake Kir's respondents. As for running, more people selected this activity at lake Kir, than at the Balaton (37% versus 28%).

All these differences might be explained, on the one hand, by the geographical differences of the two lakes and also by the available activities at these sites. However, at the French sites, the number of those, who marked 'other', meaning that they are involved in physical activities, that were not part of the original list, was twice as much as in Hungary. This reflects on the one hand the 25-year-old results, according to which a considerable difference exists between the number of available activities and in line with the availabilities, the number of desired sports (Földesiné, 1991). Yet, the gap between the consumption patterns of the two countries seems to have been diminished since. Furthermore, even though the French respondents took significantly more often the opportunity to add activity options, in many cases they weren't about physical activities, but more like recreational ones, just like 'having a rest', 'chilling', 'playing card games', 'having a drink', 'playing with children' or 'sun-bathing'. As for the physical activities mentioned by the respondents 'gym' and 'badminton' prevailed. Although they were both mentioned more often at the French site, they were equally indicated at the

³⁹² See later for details.

Hungarian site also. Accordingly, in terms of available and desired activities, the two parks didn't show considerable differences³⁹³.

2.1.4.2. Purpose of participating in physical activities

Besides the visitors' involvement in various physical activities, we were also interested whether any effect exists between our independent variables (national affiliation and choice of activity) and the purpose of the participation. As for the purpose, based on the existing findings, the respondents had to indicate the level of importance of our propositions as purposes, notably, 'socializing', 'performance', 'excitement', 'self-esteem' and 'entertainment' (Funk, Toohey, & Bruun, 2007), while an additional 'other' option was also offered with the possibility of a free choice.

For the question on 'socializing' (whether socializing may be an important purpose of being involved in physical activities), there was no statistically significant interaction effect between nationality and the type of physical activities for "Socializing" score. Likewise, the existence of a main effect wasn't proven, meaning that the 'socializing' dimension is not a differentiating factor between the visitors at the French/Hungarian sites. Similarly, socializing doesn't have significantly different importance for those who prefer cycling or walking. Being mostly interested in national cultural differences, with the lack of significant results, only the univariate table for the main effects on the national level is presented (see table 68). The level of significance being p=.418, thus above the .05 limit, a significant national difference cannot be confirmed.

Table 68 - Univariate test: Main Effect, 'socializing' for countries

Univariate Tests

Dependent Variable: Q8/1

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	2.101	1	2.101	.659	.418	.003
Error	689.198	216	3.191			

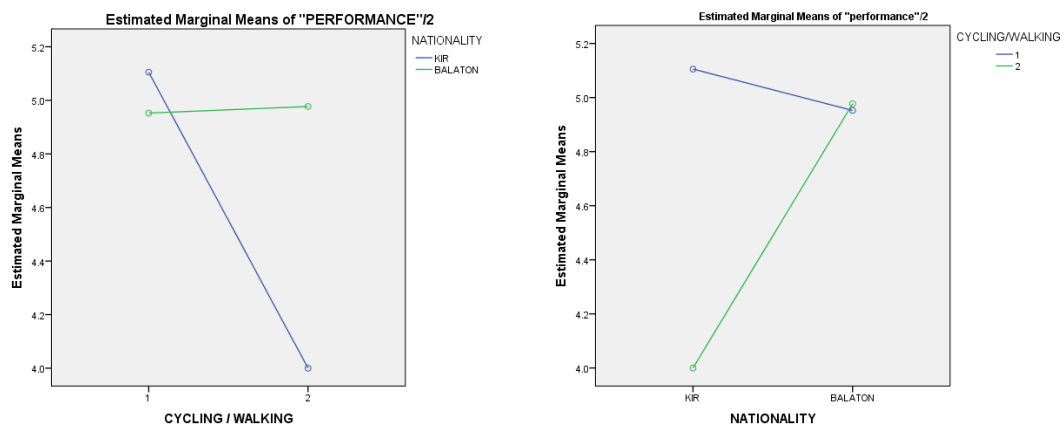
The F tests the effect of KIRBAL. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

³⁹³ Nevertheless, consumption patterns and the related experiences are still might be expected to reveal national differences, especially since the supply of service providers might also show differences (for instance in considerations for water quality, providing infrastructure and equipment, promoting activities, etc.).

The lack of interaction effect shows that this question doesn't differentiate among respondents. However, their average scores suggest the level of this importance (or the lack of it). For both countries, the scores are around 3.5 on the 7-point scale (3.314 at the Balaton and 3.543 at the lake Kir), referring to a lack of importance for the question. Still, the slightly higher scores at the French venue seems to confirm our assumption that for the French, socializing is more important than for the Hungarian visitors. Yet, this relative disinterest for the question puts in question the community building effect of physical activities (Pickett, Goldsmith, Damon, & Walker, 2016) at both venues.

Conversely, the question of 'performance' seems to be a differentiating one according to both cultural affiliation and choice of physical activities. Upon visual examination of the estimated marginal means plots (see Figure 15) for the two independent variables on 'performance', we found that they present an interaction effect on our sample.

Figure 15 - "Performance" profile plots



The effect is proved to be statistically significant at a $p = .05$ level, as indicated in Table 69: i.e. $F(1,221)=4.080, p=.045$.

Table 69 - Tests of Between-Subjects Effects: interaction effect for ‘Performance’ scores

Tests of Between-Subjects Effects

Dependent Variable: Q8/2

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	40.928 ^a	3	13.643	4.267	.006	.055
Intercept	3702.564	1	3702.564	1158.033	.000	.840
VM	11.934	1	11.934	3.732	.055	.017
KIRBAL	6.941	1	6.941	2.171	.142	.010
VM * KIRBAL	13.046	1	13.046	4.080	.045	.018
Error	706.601	221	3.197			
Total	5798.000	225				
Corrected Total	747.529	224				

a. R Squared = .055 (Adjusted R Squared = .042)

According to the advised procedure in case of revealing the existence of interaction effect, we continued with determining the nature of interaction contrasts, in order to provide valuable insights into our results (Stevens, 2009). Accordingly, a simple main effect test was run that compared the difference in the importance of ‘performance’ score according to countries and choice of physical activities. Although national affiliation seems to be differentiating to a larger extent than the choice of activity (the latter one didn’t provide a significant result, however, very close to it), the combined differentiating influence of the two independent variables results as follows (see description and table 70)

Table 70 – 4 group mean scores for ‘Performance’

‘Performance’ mean score	
KIR WALKING	4.00
BAL CYCLING	4.95
BAL WALKING	4.98
KIR CYCLING	5.11

As the mean scores show, the question of performance is considerably less important for walkers at the lake Kir than for any other sub-population of our sample. The respondents at the Balaton gave similar answers on average, according a somewhat high importance to the question (with a mean score slightly above 5 on a 7-point scale). On the other hand, cyclist at the lake Kir show a considerably higher interest in the question than the walkers at the same venue, which might reflect the differentiating force of the question, despite the lack of significant outcomes. A combined reading of these results with the number of respondents at each group and with the distribution of gender and age for the groups the differentiating role of the choice of activity still seems to be likely to influence the answers. Furthermore, the

importance of the question of performance is tightly linked to the masculinity/femininity dimension of Hofstede (Hofstede, 2001). Along with Hofstede’s findings on the nature of masculinity, notably its tendency to decrease with age, the assumption on the link between activity choice and performance scores seems to be confirmed.

Similarly to the afore mentioned performance scores, ‘**excitement**’ seems to be also a differentiating question. An important question for each group. There was a statistically significant interaction between nationality and physical activities for "excitement" score, $F(1, 221) = 13.258, p = .0005$. What we found out as a global result for this question is that in general cycling brings more excitement than walking. We can thus state that that there is a more than 95% probability that a random respondent from the group of French riders will give a lower score than any random respondent from the Hungarian riders’ group (see table 71 and figure 16).

Figure 16- ‘Excitement’ profile plots

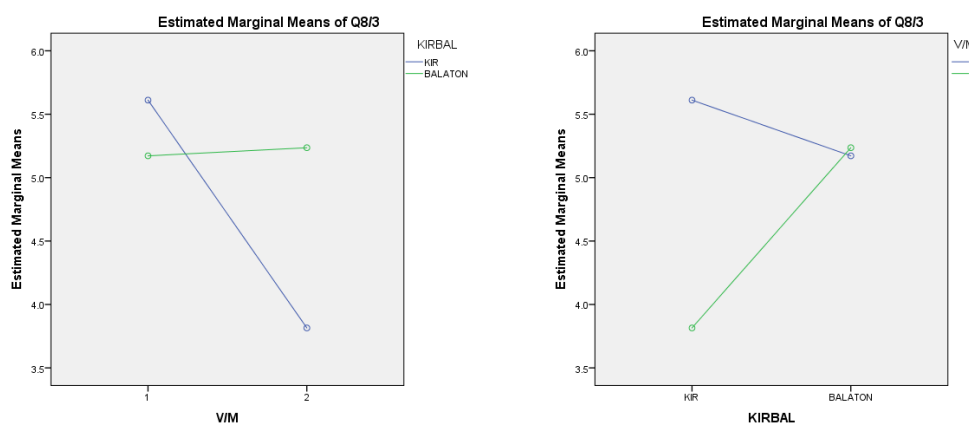


Table 71 – Tests of Between-Subjects Effects: interaction effect for ‘Excitement’

Tests of Between-Subjects Effects

Dependent Variable: Q8/3

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	87.460 ^a	3	29.153	11.272	.000	.133
Intercept	3897.338	1	3897.338	1506.895	.000	.872
VM	29.728	1	29.728	11.494	.001	.049
KIRBAL	9.552	1	9.552	3.693	.056	.016
VM * KIRBAL	34.289	1	34.289	13.258	.000	.057
Error	571.580	221	2.586			
Total	6076.000	225				
Corrected Total	659.040	224				

a. R Squared = .133 (Adjusted R Squared = .121)

Although both the effect of country and activity are showed in these results, the analysis of the mean scores for each group, presented in table 72, reveal the nature of these differences.

Table 72 - 4 group mean scores for ‘Excitement’

Excitement' mean score	
KIR WALKING	3.82
BAL CYCLING	5.17
BAL WALKING	5.24
KIR CYCLING	5.61

As we might see, the mean scores of three of our four groups are rather close to each other, although there is a 0.5-point difference between the answers of cyclists at the Balaton and that of the lake Kir. At the same time, the walkers at the lake Kir scored considerably lower than any other group.

The next option for the purpose of the involvement of physical activities was ‘**self-esteem**’. Although the sample met the criteria of the two-way ANOVA, the analysis didn’t provide us with any statistically significant results. Accordingly, we continued with determining the existence of a main effect (Stevens, 2009). Just like in the case of the interaction effect, there weren’t any statistically significant outcomes of the tests. As suggested by our data, for those, who responded to this question, self-esteem seems to be equally important (and rather important: mean scores around 5 points on a 7 item Likert scale), independently from both cultural affiliation or choice of physical activities.

Table 73 – Mean scores for ‘Self-esteem’

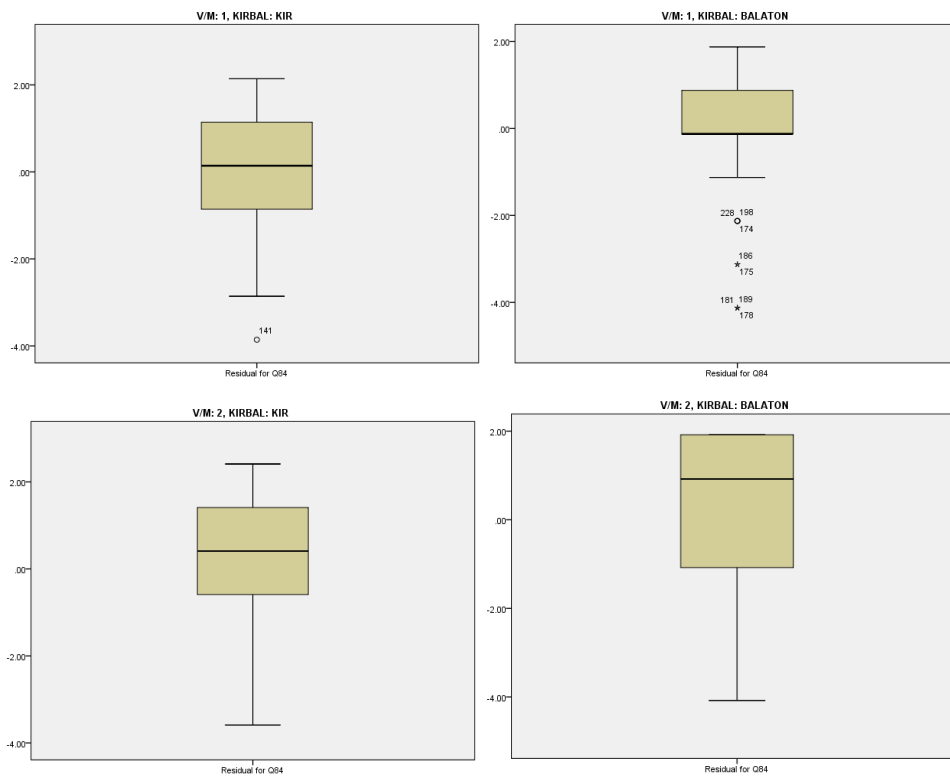
‘Self-esteem’ mean score			
KIR WALKING	4.59	KIR	4.723
KIR CYCLING	4.86		
BAL WALKING	5.08	BALATON	5.104
BAL CYCLING	5.13		

Table 73 presents the visitors’ mean scores on the importance of ‘self-esteem’ for participating in physical activities. Although these results don’t show significant differences among the groups, the mean scores show considerable differences. In each case, self-esteem seems to be slightly more important on average for cyclists than for walkers. More importantly, respondents at the lake Kir scored somewhat lower on average, than the respondents at the

Balaton, meaning that there might be a cultural difference attached to this question. However, the nature of this is not clear yet.

The last option for the purpose of the involvement in physical activities was about the importance of entertainment. As for this part of our sample, a slight deviation from normality was found. Even so, we carried out the two-way ANOVA, as ANOVAs are considered to be fairly robust against deviations from normality (Maxwell & Delaney, 2004). As for the outliers, in this case we found a number of outliers, even extreme outliers – the boxplots below (figure 17) present the nature of these extreme data. As for the homogeneity of variances of the population: this requirement was ensured, as assessed by Levene's test for equality of variances, $p = .116$.

Figure 17 – Boxplots for the outliers for ‘entertainment’



Having checked the outliers, we realized, that they might fall in the category of ‘outliers as legitimate cases sampled from the correct population’ (Osborne & Overbay, 2004). According to the recommendation of the authors, outliers have been checked one-by-one. We found that in most cases they were high scores (6 or 7 on the 7-point scale), while once 4 and once 5. Accordingly, we might exclude the possibility of data errors. These outliers are not ideal from a statistical perspective, considering that they violate one of the assumptions of the two-way

ANOVA. However, there is no good reason to reject them as invalid (Ghosh & Vogt, 2012; Wilcox, 2012). Accordingly, a test for determining main effects was carried out. We have found a statistically significant difference in ‘entertainment’ score between the respondents of the lake Kir and the lake Balaton, $F(1, 232) = 6.345, p = .012$. In other words, there seem to be a difference between the visitors at lake Kir and at the Balaton, or between the who venues.

Table 74 – Mean scores of ‘Entertainment’

‘Entertainment’ mean score			
KIR WALKING	5.51	KIR	5.679
KIR CYCLING	5.85	BALATON	6.148
BAL WALKING	5.99	CYCLING	6.079
BAL CYCLING	6.31	WALKING	5.749

Table 74 presents the mean scores for the importance of entertainment for participating in physical activities. Even though our results are not significant, just like in the case of the ‘self-esteem’ scores, we analysis of the mean scores are likely to suggest some differences according to culture or even for physical activities. As the table reads, entertainment is slightly more important to cyclists than to walkers. However, this question seems to be more important at the Balaton, than at the lake Kir.

To sum up the afore presented findings, table 75 presents the mean scores of each of the four groups. In case the result was significant, the numbers are marked in red.

Table 75 – Summary mean scores of the 4 group on the purpose of PA participation

Q8 PURPOSE OF PARTICIPATION	KIR		BALATON	
	CYCLING	WALKING	CYCLING	WALKING
SOCIALIZING	3,37	3,72	3,30	3,33
PERFORMANCE	5,11	4,00	4,95	4,98
EXCITEMENT	5,61	3,82	5,17	5,24
SELF-ESTEEM	4,86	4,59	5,13	5,08
ENTERTAINMENT*	5,85	5,51	6,31	5,99

Even though not every case provided with a statistically significant result, the mean scores of the different groups on the different questions might imply a tendency of the answers. For instance, in the case of ‘socializing’, the similarity of the responses suggests that our four groups don’t differentiate on this question. At the same time, the means of the responses indicate the

moderate importance of the question: scores around 3.5 on a 7 points Likert scale. This suggests that, on average, these activities or these sites are relatively unimportant from the point of view of socializing. Likewise, self-esteem and entertainment show similarities of mean scores on the group level, however, a relatively bigger importance is distributed to them, especially in the case of entertainment. If this latter one is marked with a star, it's because, despite the slightly defective satisfaction of the analysis requirements, it provided a significant difference among the visitors of the French/Hungarian sites: Kir: 5,679 vs. Balaton: 6,148. In other words, the importance of entertainment is considerably higher at the Balaton, than at the lake Kir.

2.1.4.3. Cycling/Walking related questions

As to carry on with the presentation of our survey results, we are proceeding towards the analysis of the specifically cycling/walking related questions. Regarding the respondents' attitude towards the physical activity, in which they declared to participate more often, the following findings were recorded: For the question if the chosen activity meant a lot to the respondents, we didn't find interaction effect. While the visual inspection of the profile plots forecasted the presence of interaction effect, this wasn't confirmed by results of the Test of Between-Subjects Effect table (Table 76) as presented below.

Table 76 – Interaction effect for ‘this sport means a lot to me’

Tests of Between-Subjects Effects

Dependent Variable: Q9/1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	15.602 ^a	3	5.201	2.097	.101	.024
Intercept	5981.561	1	5981.561	2412.176	.000	.903
VM	13.273	1	13.273	5.352	.021	.020
KIRBAL	.010	1	.010	.004	.950	.000
VM * KIRBAL	3.412	1	3.412	1.376	.242	.005
Error	639.772	258	2.480			
Total	7882.000	262				
Corrected Total	655.374	261				

a. R Squared = .024 (Adjusted R Squared = .012)

Accordingly, the test for main effects was run, where only the choice of physical activity was proved to a statistically significant differentiating factor among the respondents: $F(1, 258) = 5.352$, $p=.021$, partial $\eta^2 = .020$.

The other two items of this set of questions on cycling and walking provided us with similar results: the existence of interaction effect couldn't be proven in any of the three cases, whereas in all three of them, the test for main effect provided us with a statistically significant outcome for the dependent variable 'cycling/walking'. For the question whether the respondents were 'interested in' the sport they chose, we found that there was a statistically significant main effect, $F(1, 257) = 11.093$, $p=.045$, partial $\eta^2 = .016$. For the question whether the respondents are 'attracted to' the chosen sport, we also found that there was a statistically significant main effect, $F(1, 256) = 27.347$, $p=.002$, partial $\eta^2 = .038$. As for the factual mean scores of the two groups, that is, cyclists and walkers, table 77 summarizes them for all three items of the question for the cases where statistically significant results were found.

Table 77 – Mean scores for ‘cycling/walking’

	CYCLING	WALKING
‘means a lot’	5.58	5.08
‘interested in’	5.36	4.89
‘attracted to’	5.47	4.74

The results for this question show, that in each cases, the choice of physical activity, notably, the choice between cycling and walking, provided a statistically significant result on the differences among the two groups. The analysis of the mean scores of the two group on the question items reveal, that in all cases, cyclists attach more importance to this activity than walkers. However, both activity ‘mean [relatively] a lot’ to the respondents, that might imply a general importance of doing physical activities – among the respondent who declared beforehand participation in at least one of them. On the other hand, for the questions of ‘interested in’ and ‘attracted to’, walkers scored under 5 on average, a result that might suggest, that while participating in physical activity is somewhat important to them, the activity itself doesn’t carry a great importance to them.

Continuing with the analysis of the reason of participation in these activities, the following results were found. For the question whether the respondents are participating in physical activities for that others would praise them, we found that this was not a differentiating question between the groups and not even important to them. In other words, there weren’t any interaction effect found on this question: $F(1, 248) = .319$, $p = .573$, $\text{partial } \eta^2 = .001$., and there wasn’t any main effect found either. As for the mean scores for this question, table 78 gives an overview on them.

Table 78 – Mean scores for ‘others would praise me’**1. V/M * KIRBAL**

Dependent Variable: Q10/1

V/M	KIRBAL	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
1	KIR	2.600	.345	1.920	3.280
	BALATON	2.868	.209	2.456	3.280
2	KIR	2.338	.214	1.917	2.760
	BALATON	2.883	.178	2.533	3.233

From the table we might understand, that, while this question wasn't differentiating for our groups, the mean scores suggest a general agreement among visitors on the unimportance of the question. This result might be either translated as visitors are not seeking for being praised, or, this might as well suggest, that visiting the Balaton or the lake Kir is not considered to be impressive for others.

For the next question item, that is, whether the respondents are participating in physical activities 'because it is very interesting to learn how [they] can improve', there were no statistically significant interaction $F(1, 148) = 1.411, p = .236$, partial $\eta^2 = .006$, nor statistically significant main effect. The mean scores of the four group are presented in table 79.

Table 79 – Main effect for ‘because it is very interesting to learn how I can improve’**1. V/M * KIRBAL**

Dependent Variable: Q10/2

V/M	KIRBAL	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
1	KIR	4.846	.364	4.129	5.564
	BALATON	4.926	.225	4.483	5.370
2	KIR	4.169	.230	3.715	4.623
	BALATON	4.871	.193	4.492	5.250

Although there was no statistically significant result for this question, we might notice, that for the respondents at the Balaton, this question has a slightly more importance than for the visitors at the lake Kir (mean scores for respondents at the Balaton: 4.899 / Kir: 4.508). In other words, for those, who visit the Balaton, self-improvement is somewhat more important than at the lake Kir. Although for giving a reliable explanation to this difference would require further investigations, we might suppose, that the considerable differences in the average age at the two sites might be reflected in the visitors' answers.

For the question, whether participating in the chosen sport is an integral part of the respondents' life, there was no statistically significant result between the country of the venues (no interaction was found ($F(1, 252) = .137, p = .711, \text{partial } \eta^2 = .001$) and no mean effect was detected). However, the test for main effects for the choice of physical activity provided us with a statistically significant result: $F(1, 252) = 7.328, p = .007, \text{partial } \eta^2 = .028$. The mean scores are shown in table 80 below.

Table 80 – Mean scores for cycling/walking as ‘part of my life’

Estimates

Dependent Variable: Q10/3

V/M	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
1	5.629	.215	5.205	6.052
2	4.926	.146	4.639	5.213

The differences in the mean scores of cyclists and walkers suggest to confirm our assumption about the differences in the importance of cycling and walking. In other words, cycling seems to be an important activity for those who chose this sport with a mean score rather high on this question. However, walkers also consider their activity as somewhat part of their lives, although to a much lesser extent, than cyclists.

For the question, whether this activity was chosen as a way for self-development, there was no statistically significant interaction detected: $F(1, 254) = .005, p = .942, \text{partial } \eta^2 = .000$. The results of test for main effect were likewise not statistically significant. Although the mean scores of cyclists and walkers didn't really differ (cyclists: 4.914; walkers: 4.434), considerable (although not significant) differences were found according to the study venue (see table 81):

Table 81 – Mean score of visitors at Kir/Balaton on self-development

Estimates

Dependent Variable: Q10/4

KIRBAL	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
KIR	4.290	.228	3.841	4.739
BALATON	5.059	.155	4.754	5.363

We have already seen, that improvement interested more the respondents at the Balaton than at the lake Kir, while performance also seemed to differentiate between them, the visitors at Balaton attaching more importance to it than that of the lake Kir (except for the cyclists at the lake Kir.) In addition, differences in the average age of the visitors at the sites is also susceptible to interfere with these results. At a younger age, self-development might be more a central question. This assumption is also supported by Hofstede’s findings: as self-development is tightly linked to the question of performance, and thus, to masculine values, and, as we already know, this latter one decreases with age (Hofstede, 2001), the relatively younger respondents might likely to be more interested in self-development, than the older ones. Accordingly, the outcomes of this question might be related to the masculinity dimension of Hofstede with the reservations, that ‘age’ needs to be considered also.

Next, a double negative question was asked from the respondents to find out whether they wouldn’t feel worthwhile if they didn’t participate in physical activities. On this question, no interaction effect was found: $F(1, 251) = .108$, $p = .743$, partial $\eta^2 = .000$. Similarly to the previous case, the choice of physical activity didn’t provide us with a statistically significant result, whereas for countries we found statistically significant main effect: $F(1, 521) = 2.720$, $p = .100$, partial $\eta^2 = .011$. The mean scores for this question are as shown in table 82.

Table 82 – Mean scores for countries on ‘feeling worthwhile’

Estimates

Dependent Variable: Q10/5

KIRBAL	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
KIR	4.712	.207	4.304	5.120
BALATON	5.581	.142	5.301	5.860

This considerable difference between the two venues suggest, that there might be remarkable differences in the evaluation and importance of physical activities for the respondents. Independently from their choice of activity, if they didn't participate in any physical activities, the visitors at the lake Balaton would worthwhile to a much lesser extent than the respondents at the lake Kir. In other words, visitors to the Hungarian venue might feel obliged to participate in physical activities to a larger extent than the respondents at the French site. This outcome is even more interesting, as cyclists at the lake Kir are proved to attach a great importance to their sport. Accordingly, we expected them to score higher on this question, even high enough to raise the mean scores of the Kir group. The lack of their interest in feeling worthwhile through sport participation³⁹⁴ might suggest a cultural difference linked to the importance of sports and physical activities among the respondents.

In line with the previous question, for determining whether the respondents' participation in physical activities is motivated by their assumption (or not), that 'men supposed to do a bit of sport' no interaction effect was found $F(1, 252) = 1.105, p = .294, \text{partial } \eta^2 = .004$. Alike the previous question, no mean effect for choice of physical activity was found either. However, on the national level, statistically significant main effect was found: $F(1, 252) = 59.696, p = .000, \text{partial } \eta^2 = .192$. The mean scores are presented in table 83.

Table 83 – Mean scores for countries on 'supposed to do a bit of sport'

Estimates

Dependent Variable: Q10/6

KIRBAL	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
KIR	4.439	.188	4.070	4.809
BALATON	6.187	.126	5.938	6.436

The afore suggested national difference in the importance attached to sports and physical activities seems to be confirmed by the present question as well. There is almost a complete agreement among respondents at the Balaton on considering that men are supposed to do sports (a mean score of 6.187 on a 7-point scale), while the same question seems to provoke a relative disinterest among the respondents at the lake Kir.

³⁹⁴ It has to be noted, that the low number of cyclists at Kir group members is also likely to influence these results.

Having seen so far the presentation of the survey sample and the survey results on physical activities, in the following, we are going to introduce our findings about the visitor experiences at the two study venue.

2.1.5. Experiences in the parks

In our questionnaire design, for each realm of Pine and Gilmore (1999) in question³⁹⁵, more items were devoted, as suggested by the authors (Oh et al., 2007). Accordingly, the following results were found:

For the ‘entertainment’ realm, four questions were asked, one of which provided us with statistically significant results, while the other three, confirmed the results of this one, although not with statistically significant data. As for the nature of our findings: there is no interaction effect in any of the cases, while the test for main effects only provided relevant data for the between countries comparison. The mean scores for this question are presented in table 84 below, where the statistically significant results are highlighted.

Table 84 – Mean scores for countries on the ‘Entertainment’ realm

Q5 EXPERIENCE	MAIN EFFECT			
ENTERTAINMENT	KIR	BALATON	CYCLING	WALKING
1	4,01	3,98	n/a	n/a
2	3,84	3,54	n/a	n/a
3	3,67	3,55	n/a	n/a
4	4,04	3,63	n/a	n/a

Even though the results are not always significant, a tendency of differences is clearly observable from the data. That is, the realm of entertainment seems to be of a greater importance for the visitors at the lake Kir, than at the lake Balaton. This result suggests, that, relevance of ‘being entertained’ is higher at the lake Kir, then at the Balaton, however, the mean scores are relatively low at both sites. Nonetheless, at the lake Kir more visitors opt to do nothing, but ‘chilling’, ‘sunbathing’ or ‘relaxing’. It seems, that in general visitors at the lake Kir are more likely to be absorbed in their contemplation of the events in their environment.

³⁹⁵ As some of the realms are proved to be irrelevant for the Hungarian visitors, according to our preliminary surveys and pilot tests, only those were kept that were likely to provide us with relevant data at both sites. For further information on the question, see ‘Methodology / Questionnaire’ on page 230.

Question on the realm of sport related experiences, three out of four items gave statistically significant results, while the fourth is also close to be significant:

*Sport/1: $F(1, 246) = 5.685, p = .018, \text{partial } \eta^2 = .023;$

*Sport/2: $F(1, 244) = 4.696, p = .032, \text{partial } \eta^2 = .019;$

*Sport/3: $F(1, 245) = 4.986, p = .026, \text{partial } \eta^2 = .020;$

Sport/4: $F(1, 245) = 3.154, p = .077, \text{partial } \eta^2 = .013.$

The mean scores for each group is summarized in table 85 below.

Table 85 – Mean scores for 4 groups on ‘Sport realm’

Q5 EXPERIENCE/ SPORT	SIMPLE MAIN EFFECT			
	KIR		BALATON	
	CYCLING	WALKING	CYCLING	WALKING
1*	5,71	4,77	5,5	5,55
2*	5,04	4,33	4,79	4,97
3*	5,79	4,9	5,67	5,7
4	5,63	4,65	6,06	5,74

To sum up, in three out of the four questions provided a statistically significant result. According to these three question item, the group of walkers at the lake Kir scored less on average to this question. They are followed by the cyclists at the Balaton, the walkers at the Balaton and finally the cyclists at the lake Kir. In other words, experiences linked to sport (such as considering physical activities as pleasant, attractive, that these activities provide pleasure to the visitors and they are enjoying these activities) are most important to cyclists at the lake Kir. This confirms our assumption, that cyclists at the lake Kir, are more “serious (Stebbins, 2005)” about this activity. As for the other visitors of the site, sports seem to be secondary against resting and relaxing. On the other hand, respondents at the Balaton are positioned between the two groups of the lake Kir, providing closer values of mean scores, than the former ones. The same ‘pattern’ have already occurred showing remarkable differences between walkers and cyclists at the lake Kir, with the scores of the Balaton respondents between them. Although this might be considered as a cultural difference, we suspect that it’s more like to be owing to differences in the type of parks and their public. As the lake Kir is frequented by a large number of local residents, the public of this park is primarily composed of either elderly people, mothers with children or any other type of population yearning for rest, or urban population with the purpose of participating in sport activities, notably cycling. On the contrary, the Balaton is more

likely to be frequented by visitors, who are more likely to behave as tourists at a habitual destination, they already know.

The following analysis revealed that there is no statistically significant interaction between the country and the physical activity for the ‘arousal’ question items:

AROUSAL (interesting): $F(1, 248) = .338$, $p = .562$, partial $\eta^2 = .001$;

AROUSAL (stimulating): $F(1, 248) = .048$, $p = .827$, partial $\eta^2 = .000$;

AROUSAL (exciting): $F(1, 246) = .411$, $p = .522$, partial $\eta^2 = .002$.

However, in two out of the three cases, statistically significant main effect was found for the countries, while no statistically significant result was found for the physical activities. The corresponding mean scores are presented in the table 86.

Table 86 – Mean scores for ‘Arousal’

Q5 EXPERIENCE/ AROUSAL	MAIN EFFECT			
	KIR	BALATON	CYCLING	WALKING
1*	5.33	5.73	NO SIG	
2*	5.13	5.69	NO SIG	
3	4.49	5.60	NO SIG	

Regarding the question item on memory, we found similar results as in the previous case.

MEMORY (wonderful memories): $F(1, 244) = .609$, $p = .436$, partial $\eta^2 = .002$;

MEMORY (positive memories): $F(1, 248) = .099$, $p = .753$, partial $\eta^2 = .000$;

MEMORY (will remember): $F(1, 249) = .760$, $p = .384$, partial $\eta^2 = .003$.

In the lack of interaction effect, a test for main effect was carried out: while the test for physical activities didn’t provide any statistically significant results, all three items gave a statistically positive result for differences between countries. The corresponding mean scores are shown in the table 87 below:

Table 87 – Mean scores for ‘Memory’

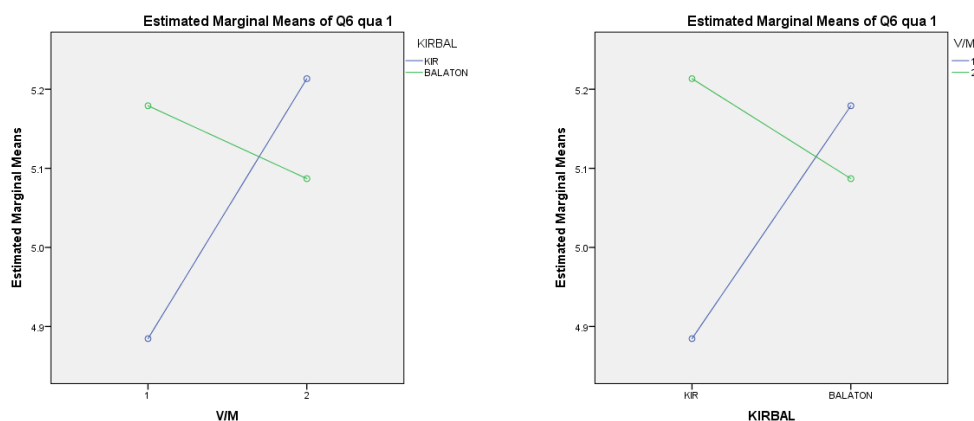
Q5 EXPERIENCE/ MEMORY	MAIN EFFECT			
	KIR	BALATON	CYCLING	WALKING
1*	4.68	5.86	NO SIG	
2*	5.04	5.80	NO SIG	
3*	4.86	5.80	NO SIG	

Both in the case of ‘arousal’ and ‘memory’ questions, difference was only found between the sites, while the physical activities didn’t seem to differentiate in this case. This is a rather

surprising result, as the positive correlation between physical activities and experiences is confirmed by various authors (Chiu, Lee, & Chen, 2014; Lebrun, Su, Lhéraud, Marsac, & Bouchet, 2016; Shipwaya, King, Lee, & Brown, 2016). However, these authors showed the link between physical activities and experiences, while specific activities and their comparison wasn't studied in these researches. As all the respondents declared to participate in at least one of the two activities, notably cycling and walking, we might suppose, that their participation affected their responses to approximately the same extent. On the other hand, the differentiating effect of the venues might suggest either cultural, or site related differences. Principally the latter one seems to be of great relevance, according to the differences between the venues, as already discussed. As the Balaton seems to be a somewhat more touristic venue, than the park at the lake Kir, this assumption is also supported by the responses on the visitors' tourism experiences, notably 'arousal' and 'memory'.

Pursing on other tourism experience related questions, the analysis of the results on perceived quality and overall satisfaction are going to be presented. In the case of the former one, perceived quality, the existence of an interaction effect was expected after the visual examination of its profile plots (see figure 18).

Figure 18 – Profile plots for 'Perceived quality'



However, our expectations weren't confirmed by statistical data: There was no statistically significant interaction between the subject country and choice of physical activity for "Perceived quality" score, $F(1, 256) = 1.489$, $p = .223$, partial $\eta^2 = .006$. Accordingly, a test for main effect was carried out without any statistically significant result. As for the mean scores (of the four groups and also in the Kir/Balaton and the cyclists/walkers relation) are very close values, as presented in the table 88.

Table 88 – Mean scores for ‘Perceived quality’

PERCEIVED QUALITY	KIR CYCLING	BAL CYCLING	KIR WALKING	BAL WALKING
		4.88	5.18	5.21
	KIR	BALATON	CYCLING	WALKING
	5.05	5.13	5.03	5.15

The approximately equal evaluation of the sites, independently from the influence of physical activities or the venues raises a series of questions. We have already seen before, that the mere fact of participating in physical activities might influence experiences regardless to the chosen activity, however, this assumption hasn't been confirmed yet. In addition, it might be a coincidence, that the two sites are rated similarly, as two different sites were evaluated by two different populations, accordingly their reactions are not automatically comparable. This similarity of responses might be explained by the relatively similar experiences the visitors lived at the two sites. However, this assumption seems to be rather unlikely, as we have already revealed considerable differences among the two parks. Another possible explanation might be, that the similar evaluations are signs of a narrowing gap between the quality of the two parks' offer (maybe on the European level, but notably between France and Hungary), and/or the narrowing gap among expectations of different European countries, thus, the confirmation of "global consumer (Ladhari, Pons, Bressolles, & Zins, 2011)" concept.

Regarding the question of visitor satisfaction, there was no statistically significant interaction between the subject country and choice of physical activity for "Overall satisfaction" score, $F(1, 249) = .302$, $p = .583$, partial $\eta^2 = .001$. Accordingly, we carried out tests for main effects. For differences between the countries of the subject venues, there was no statistically significant result, nor for the choice of physical activities. However, this latter one was almost significant at a level of significance at $p < .05$, as shown in table 89.

Table 89 – Main effect for ‘Overall satisfaction’

Pairwise Comparisons

Dependent Variable: Q6 sat 1

(I) V/M	(J) V/M	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
					Lower Bound	Upper Bound
1	2	.310	.166	.063	-.017	.638
2	1	-.310	.166	.063	-.638	.017

Based on estimated marginal means

a. Adjustment for multiple comparisons: Bonferroni.

The mean scores for the cyclists and walkers are presented by table 90 below.

Table 90 – Mean scores for ‘Overall satisfaction’

Estimates

Dependent Variable: Q6 sat 1

V/M	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
1	5.600	.137	5.330	5.870
2	5.290	.094	5.105	5.475

Just like in the case of ‘perceived quality’, the evaluations of the four groups are relatively close to each other and we couldn’t detect any considerable difference on the country level. Even though the mean scores of cyclists and walkers are not statistically significantly different, it might reveal a tendency that cyclists are tend to be more satisfied with the venue. However, it has to be noted also, that the number of cyclists at the lake Kir is relatively low, accordingly, they are likely to have a smaller influence on the mean scores, than the cyclists at the Balaton. On the other hand, the relative satisfaction of these latter ones might also presumably be explained by the fact that in 2012 a cycling path was constructed around the lake Balaton and since the number of both recreational and serious cyclists have increased in the area³⁹⁶. In this light, we cannot be sure, if it was the activity itself or the above mentioned circumstances that influenced the responses of the cyclists.

As for the willingness to recommend the area, there was no statistically significant interaction between the subject country and choice of physical activity: $F(1, 258) = 1.430$, $p = .233$, partial $\eta^2 = .006$. During the test for main effects, we didn’t find any for the choice of

³⁹⁶ Source: www.itthon.hu

activity. However, there was a statistically significant difference between the scores on the country level (see table 91):

Table 91 – Main effect for ‘willingness to recommend’

Pairwise Comparisons

Dependent Variable: Recomm.

(I) KIRBAL	(J) KIRBAL	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b	
					Lower Bound	Upper Bound
KIR	BALATON	-.395*	.158	.013	-.706	-.083
BALATON	KIR	.395*	.158	.013	.083	.706

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Bonferroni.

As for the mean scores, differences on the country level were revealed (see table 92):

Table 92 – Mean scores for ‘willingness to recommend’

Estimates

Dependent Variable: Recomm.

KIRBAL	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
KIR	5.777	.130	5.521	6.032
BALATON	6.171	.091	5.993	6.349

Despite the statistically significant differences between the respondents at the French/Hungarian sites, the mean scores are relatively close, meaning that at both sites, people are rather likely to willing to recommend the place. If this score is a little higher in the case of Balaton, it might be according to the differences between the sites. The Balaton is more likely to be frequented by tourists and is considered traditionally as tourist destination, whereas the lake Kir is more like a peri-urban park with a ‘utility function’ for local residents.

Finally, the question about the respondents’ intention to return to the study destination didn’t reveal a statistically significant interaction between the subject country and choice of physical activity: $F(1, 255) = .980$, $p = .323$, $\text{partial } \eta^2 = .004$. Likewise, the tests for main effects didn’t reveal the existence of any. Table 93 presents the mean scores of both the four groups and also that of Balaton/Kir and cycling/walking.

Table 93 – Mean scores for ‘intention to return’

INTENTION TO RETURN	KIR CYCLING	BAL CYCLING	KIR WALKING	BAL WALKING
	5.7	6.04	5.87	5.78
	KIR	BALATON	CYCLING	WALKING
	5.78	5.91	5.87	5.83

As it reads from the table, the scores are similar, all of them around 6 points on the 7-item Likert scale, meaning that visitors at both sites regardless to their choice of physical activities share a strong willingness to return to their destination. However, we were interested if there is a difference in the intention to return between usual and first-time visitors. We have found that there is no statistically significant interaction between the study site and the prior visit experiences for the ‘intention to return’ scores: $F(1, 360) = .922, p = .337, \text{partial } \eta^2 = .003$. Accordingly, we run univariate test for determining whether there is a main effect on our sample. While there was no statistically significant difference between the visitors of the two country, prior visit experiences seem to affect to a great extent the willingness to return (see table 94):

Table 94 – Main effects for ‘intention to return’ / prior visit

Pairwise Comparisons

Dependent Variable: Revenir

(I) Q1	(J) Q1	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b	
					Lower Bound	Upper Bound
1	2	-1.539*	.197	.000	-1.926	-1.153
2	1	1.539*	.197	.000	1.153	1.926

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Bonferroni.

Regarding the factual scores of those who visit either the lake Kir or the Balaton for the first time and recurring visitors, table 95 presents an overview:

Table 95 – Mean scores for ‘intention to return’ / prior visit

Estimates

Dependent Variable: Revenir

Q1	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
1	4.550	.176	4.204	4.895
2	6.089	.089	5.914	6.263

In our questionnaire design the first answer to this question was ‘yes’, while 2 means ‘no’. In other words, those who are visiting any of the subject sites are considerably less likely to return, than those who are frequent visitors. Even though this result might not seem to be very surprising at a first glance, its importance for the visitor management is significant. Visitors at both venues are tend to be people who are likely to already know the area, while the otherwise low number of first-time visitors aren’t likely to come back, the development of these sites might depend much on existing (recurring) visitors and/or local residents.

2.2. Discussion of the Findings of Visitor Experiences at Natural Parks

To sup up the observations of visitors to the waterside parks of our study and the analysis of their responses to our park visitor experiences survey, similarities and differences were revealed on the national level (between the French and the Hungarian sites), and also according to the choice of physical activities (cycling or walking), and even in among the four groups ('French cyclists', 'French walkers', 'Hungarian cyclists', 'Hungarian walkers').

Regarding the Hofstedian cultural dimensions, both French and Hungarian park visitors proved to be highly individualist and the visitors to both venues seemed to be eager to avoid unexpected and unforeseen situations (reflected by their high uncertainty avoidance scores). The power distance dimension brought a result, which is the opposite of Hofstede's: Hungarian visitors scored much higher on this dimension than the French. On the masculinity dimension, visitors to the Hungarian site scored considerably higher than visitors to Lake Kir.

In their choices of physical activities, generally speaking, the visitors of Lake Kir were more likely to have recreation in their mind and came to do nothing. Still, the "sportiest" respondents were also found at Lake Kir, who were most likely to be cyclists. At the same time, the groups of visitors to the Balaton, regardless to the choice of activities, scored, in general, similar. These differences among the groups were reflected in many questions revealing an important difference among not that much the visitors, but mainly the venues. In other words, as these differences were not necessarily linked to differences in cultural considerations, we might suppose that they might be explained by differences of the sites. As the Balaton is considered as a tourist destination, less residents and more tourists were found, although only a few of them were first time visitors. Conversely, a large number of residents of close towns filled in our questionnaire, while the number of tourists were relatively low. On the other hand, lake Kir was more likely to be visited by first time visitors, than the Balaton.

Tourists of the Balaton seem to know the place and go there for a 'usual holiday'. Lake Kir is either frequented by locals (with the aim to have some fresh air and/or have a rest, or the site is used as a natural setting for (serious) outdoor activities. At the same time, visitors to lake Kir also have the aim to relax and 'do nothing', therefore in many cases, their answers might overlap with that of the reposing locals.

Yet, besides these differences of the sites' use, the mean scores of the respondents' answers weren't essentially different, which might reflect two important consequences. Firstly, the choice of physical activities and personal values and characteristics (such as views on physical activities or age and other demographic differences) seem to be more differentiating and more influential on the lived experiences, than national affiliation. Secondly, the lack of clear national

differences in the revealed consumption patterns and park experiences of the visitors and the very similar choices and opinion on physical activities at the French and Hungarian sites suggest, that the outdoor consumption might confirm the theory of global consumer³⁹⁷.

³⁹⁷ See: Ladhari et al., 2011

DISCUSSION OF THE FINDINGS

Having presented the data gathered during our investigations and having shown our results, we will now make an attempt to summarize it all in the aim to present the revealed findings and interrelations of nature park management and that of their visitors. The comprehensiveness of reporting call for the presentation of the explanations and conclusions, that are deriving from and grounded in the data (Ritchie & Lewis, 2003). In order to comply with this methodological rule and also to present the integrity our data and findings in an easy-to-digest manner. We have seen so far, was the description of our findings with explication on each of its items. What we are attempting now, is to present these findings in their interrelatedness. We are aiming at explaining our results with the combination of various elements, such as cultural dimensions, choice of physical activities, the venue, attitudes, etc. Our objective is to show how relatively similar European nature sites might differ in terms of park management and visitor experiences, and then to reveal the reason behind these differences, and finally, to unveil national cultural differences.

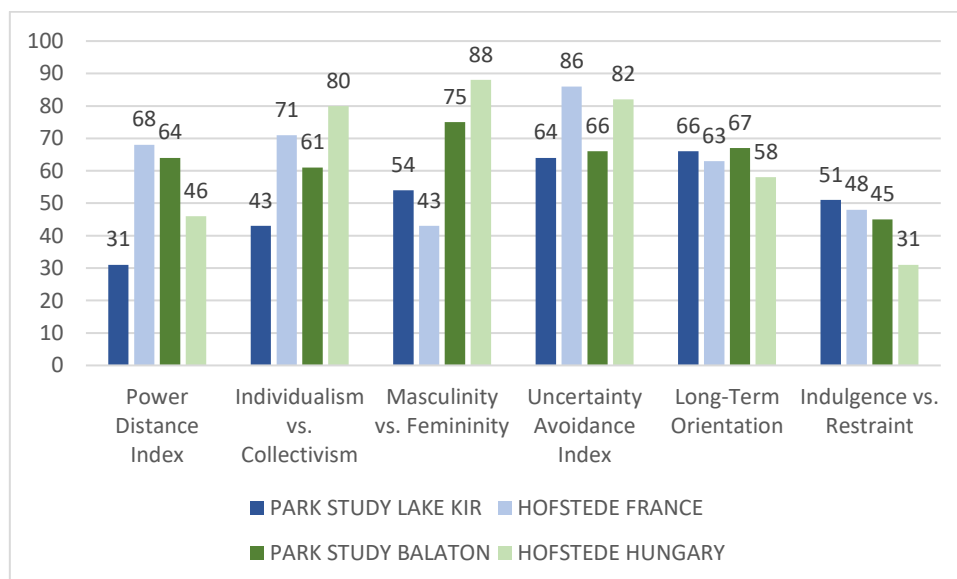
The following sections are, thus, dedicated to the discussion of our findings on the management and visitors of nature parks. During the presentation of the result we followed the logic of proceeding from the more general results and following towards the more specific questions: general presentation of the venues, their management and their visitors. Now we are going to follow the opposite logic, that is, we are going to start with the discussion of specific results moving towards the more general ones to finally arrive to our global and generalized findings on cultural differences. Accordingly, we are going to firstly discuss the question of visitors (including a proposition of a behavioral model on their park experiences in a cultural context), then the management (also with a proposition of their analysis and understanding). Thirdly we are going to present our thoughts on the differences in the parks, that might also be a source of differences between visitor behaviors and managerial attitudes. The aim of this latter approach is to avoid any possible misunderstanding of our results, notably to avoid mistaking site-related differences with cultural ones. Finally, our reflections on cultural differences will be presented.

1. DISCUSSION OF NATIONAL CULTURAL DIFFERENCES OF VISITOR EXPERIENCES AT NATURAL PARKS

Visitor experiences were surveyed in two peri-urban waterside parks. The Hungarian site is part of the Balaton-Uplands National Park Directorate, although not a protected area itself, however, surrounded by protected and highly protected areas, whereas the water of the lake is under severe control and protection. As for the French site, the lake Kir was constructed for the convenience of the urban population, and despite not being an officially designated protected area. Similarly to the Balaton³⁹⁸, it is also surrounded by protected sites. In the aim to reveal national cultural differences between the visitors of the parks, we are going to first discuss their answers on Hofstede's cultural dimensions (Hofstede, Hofstede, & Minkov, 2010), that which as the basis of our investigations. As for the values, they represent the mean scores of the visitors to each sites on each dimension in comparison with the findings of Hofstede. Figure 19 provides an insight to these differences (and similarities) of cultural dimension scores.

Figure 19 – Bar graph of national scores on cultural dimensions

(source: Hofstede, 2010; authors)



As is shown on the figure above, in most cases, the scores show a similar tendency, except for the Power Distance dimension, where our results are just the opposite of Hofstede's. On the

³⁹⁸ The first protected site in Hungary was established in Tihany, at the lake Balaton, while the national park was founded in 1997 (for details, see page 90-91).

Uncertainty Avoidance, Long-Term Orientation and Indulgence vs. Restraint dimensions our respondents scored approximately the same than the IBM employees in Hofstede's study (2001), while the Individualism dimension reflect very similar tendencies with different total scores, with the precision, that the respondents at the lake Kir scored somewhat lower on this dimension, than expected (in comparison with the Balaton respondents). Although the inclination of the scores doesn't exactly follow the same pattern as in Hofstede's study, France's tendency for more feminine values, and Hungary's preference for masculine values are also confirmed by our data. The slight discrepancies in the pattern might be explained by differences of the sites' public³⁹⁹.

According to our results, and based on the dimension definitions of Hofstede, visitors to the lake Kir might be, thus, characterized as follows: The respondents tend to accept inequalities within the society to a rather low extent. As French visitors scored moderately on the individualism dimension, we assume, that for the visitors, both individualist and collectivist values are important. In other words, while these people might be somewhat independent, caring about others than the immediate family members might also be a valuable personal trait for them. An assumption also confirmed by Hofstede: according to his findings, for the French, family still represent an important emotional connectedness, than in most highly individualist countries (Hofstede, 2001). In addition, having scored somewhat higher than anticipated on the Masculinity dimension, we might note a smaller difference between the scores at the two sites, than expected. However, Hofstede's comments on this dimension shouldn't be neglected. Even though France is considered as a "feminine society", it is typically the upper class who scores higher on femininity, while the lower classes are rather "masculine". As cycling is considered to be traditionally a sport is the lower classes in France (Poyer, 2003), their preference for more masculine values might not be surprising. Yet, this question would require a more profound analysis to provide reliable results. Scoring high on the Uncertainty Avoidance dimension means, as defined by Hofstede, that these people might find stressful to face the unforeseen, and in order to minimize this stress, they might need a strong need to control even unexpected situations (Hofstede, 2001). With a relatively high score on Long-Term Orientation, visitors to the lake Kir are found to be rather pragmatic, with a tendency to adjust truth to the situation or the context, while they can easily adapt their traditions to changed situations (Hofstede, 2001). As for their tendencies on valuing leisure over thrift, the visitors to the French site might as

³⁹⁹ An assumption that will be explained more in detail later in this section.

well tend to be optimistic than helpless. While they might praise performance, they won't praise assertive behavior, or in other words, they want to be seen as effortlessly successful (Hofstede, 2001).

Regarding visitors to the Balaton, their rather high score on Power Distance implies a relative acceptance of inequalities within the society (Hofstede et al., 2010). Just like expected, respondents at the Balaton proved to be highly individualistic, who, as explains Hofstede, are only feel responsible for themselves and their immediate family members, and who praise freedom and challenge. The importance of earnings, advancement and recognition, on the other hand, prevail on personal relationships, as suggested by the high scores of the Balaton visitors on the Masculinity dimension. Regarding the emotional gender roles, they are clearly distinct in highly masculine societies: while men are expected to be tough and assertive, women are supposed to be modest and caring. With a high score on uncertainty avoidance, respondents at the Balaton seem to be willing to predict and control their life without accepting uncertainty or the unforeseen (Hofstede, 2001). As for the Long-Term Orientation, it seems that the respondents at the Balaton also represent a pragmatic population, where persistence, perseverance and thrift are highly valued, while leisure time is less important. Regarding the last dimension, respondents at the Balaton seem to be somewhat less restraint, than expected in relation to the respondents at the French site. Still, their relatively low score on Indulgence implies a tendency of cynicism and pessimism, and also, that not much emphasis is taken to leisure time.

Hypothesis 5: *we suppose that among the visitors at the nature parks, Hofstede's findings will be reproduced is partially confirmed.*

In the following, we are going to discuss the attitudes, behavior and experiences of the visitors while comparing them to each other and to the afore detailed 'cultural prototypes'.

Regarding the choice of physical activities, almost every option was chosen to a larger number of respondents at the Balaton than at the lake Kir. However, the visitors to this latter one seemed to be more "creative" in their choices, as the 'other' option was marked almost twice as many times by them as by the Balaton visitors. The physical activities missing from the list were clearly badminton and gym at both venues these two being the most often mentioned additional activities (that is, answered, to the 'other, please specify' question). However, the visitors of the lake Kir also seem to praise recreation-type activities, such as

sunbathing, relaxing, having a glass⁴⁰⁰, etc. On the other hand, our activities in focus, notably cycling and walking, were marked by many at both venues.

Hypothesis 6: *we assume that the choice of physical activities differs between France and Hungary is rejected.* Although some differences between the venues, the choices of activities at the two parks didn't differ considerably.

Concerning the purpose of the participating in any of these activities, contrary to our expectations, 'socializing' doesn't seem to be an important objective. Respondents' mean scores at both park being below the median (around 3.5 points on the 7-point scale) suggests that get together with friends and/or family is not an essential goal of their visit. Although we expected the visitors of the lake Kir to attach a great importance to the question, the results suggest, that they are led by other motivators. However, the average group size being around 5 members at both sites implies that visiting the lakes is still primarily a social activity, even though socializing is not the primary objective.

Hypothesis 7b: *For French visitors, the importance of social interactions as the purpose of physical activity participation prevails over the other options is rejected.*

Concerning 'performance' as the purpose of the participation, the Balaton respondents scored higher than that of the lake Kir, while statistically significant difference was found among the four group. Accordingly, the walkers at the lake Kir scored less (4), both groups at the Balaton scored slightly below 5 (on the 7-point scale), while the Kir cyclists scored above 5. In other words, those, who walk at the lake Kir, don't participate in physical activities for developing their performance. At the Hungarian site, this question is considerably more important to the visitors, although not an essential question, regardless to their choice of activity. On the contrary, for those, who cycle at the lake Kir, have a stronger preference for physical efforts or achievements. This finding, however, is in line with the cyclists' preference for more "masculine" values. Also, group scores underlie national differences on the Masculinity dimension, confirming that respondents at the Hungarian site value higher masculine values, than the visitors to the French site, with the exception of its cyclists.

⁴⁰⁰ We have to note here, that these preferences of physical activities reflect the mindset of those, who visited the subject parks during a given period, notably, during the summer season.

Hypothesis 7a: *For the Hungarian visitors, 'Performance' is an important purpose for participating in physical activities is partially confirmed.* However, it has to be noted, that an average score around 5 indicates that the main purpose of their stay might be other than 'performance'.

As for other differences between the sites and their groups of physical activities: the scores on the importance of 'excitement' as the purpose for participating, the same pattern was revealed as in the previous case. Walkers at the lake Kir scored considerably lower than any other group (3.82), showing a relative disinterest to the question. The respondents at the Balaton, on the other hand, scored much higher: in the first quartile of the 5 scores (5.17 and 5.24 for the cyclists and the walkers respectively). Cyclists of the lake Kir seek excitement to the largest extent of all groups (5.61), suggesting that cycling might carry more emotions and importance than walking. Likewise, 'entertainment' as a purpose of physical activity participation differences are more linked to the site than to the choice of activity: visitors to the Balaton (6.15) seek entertainment to a higher extent, than visitors to the lake Kir (5.68), leading to the question whether this difference can be explained by differences between the sites themselves or that of their public. As for the role of physical activities in building 'self-esteem', respondents at the Balaton (5.10) attach more importance to the question, than the Kir visitors (4.72), suggesting that participating in physical activities have a slightly different meaning for the members of the two studied population. This assumption is also supported by responses to the cycling/walking related questions, all three of which provided a statistically significant differences between those who declared to practice one or the other. Each case strengthens our suspicion, that cycling in general brings more affection, than walking. Cycling means more to the respondents, than walking, it interests them to a larger extent and they are also more attracted to this activity. Furthermore, the reason for participating in either cycling or walking 'because it is an integral part of my life' also differentiates between cyclists (5.63) and walkers (4.93).

Hypothesis 7c: *The choice of physical activities is a differentiating factor among visitors on the question of purpose of participation in physical activities is confirmed.*

Carrying on with the overview of the reason for participation, firstly, similarities were found on the question whether people are participating in sports in order to praise others. The average score for both population being around 2.5 suggests, that this question is of no importance to any of the groups, regardless to the cultural affiliation or the choice of activity.

As for the differences, respondents at the Balaton (4.9) are more interested to learn how they might improve, than the Kir respondents (4.5). This result might be explained by their aforementioned different attitudes to sports and physical activities in general within the French and Hungarian society. However, the scores of the groups are close (around 4.8-4.9), with the exception of the walkers of the Kir (4.2); another example of Kir walkers scoring differently from the other groups.

Other reasons for participating, such as ‘I have chosen this sport as a way to develop myself’, ‘because I would not feel worthwhile if I did not [participate], and ‘because men supposed to do a bit of sport’ revealed differences between visitors to the lake Kir and to the Balaton: the respondents of the latter one scoring, in each case, considerably higher than at the lake Kir. All these latter results support the assumption, that sport is regarded differently in the two countries. For questions on visitors’ attitude towards their chosen activity, in most cases, differences were found according to this choice. However, the more general sport-related questions, notably the reasons for participation, systematically revealed differences among the visitors of the two sites, suggesting that cultural differences are likely to influence these questions. This is even more interesting in the light, that we have already acknowledged the relatively stronger attitude of cyclists at the lake Kir for performance, excitement and also for “masculine” values. On the other hand, this group doesn’t embrace sport-related attitudes, such as the importance of self-development and participating in cycling doesn’t correlate with feeling worthwhile. In addition, the members of this group don’t necessarily think that people are ‘supposed to’ do sports. Accordingly, the above mentioned ‘personal characteristics’ of the Kir visitor prototype, notably, that they are seeking for seemingly effortless performance (Hofstede et al., 2010), seems to be confirmed. *To sum up, we might declare, that the choice of physical activities was a differentiating question among the visitors, while the attitude to sports in general seems to be defined culturally.*

As already mentioned, without immersing too much in history, sport in Hungary has traditionally a great importance, especially since the socialist era, where international sport successes were almost the only option for both the country and the athletes to be seen on the global stage, as well as the only way to express national pride. As the Hungarian respondents consider sport as something they are ‘supposed’ to do, without which they wouldn’t feel worthwhile, it might be because for a period of 40 years’ sport was the only possible way for people to be distinguished (as an athlete) or could express national feelings (as a sport spectator) (Földesiné, 1993). Furthermore, it was also the unique way to beat the Soviets, who, themselves, were also concerned about sports, and who used international sporting events to demonstrate

the supremacy of the soviet system (Grant, 2013; Peppard & Riordan, 1993). However, the influence of the soviet era on today's society is supported by many (Földesiné, 2005; Gázsó & Laki, 2004; Laki, 1989). Furthermore, more than 25 years after the political and economic transition, Hungary is still aspiring, with success, to considerable sport results, especially in water sports.

Hypothesis 8a: *Hungarians are more likely to choose among physical activities for the reason of (self) improvement/development is rejected.*

Hypothesis 8b: *For French visitors, the reasons for choosing either cycling or walking is linked more to social objectives is rejected.*

Hypothesis 8c: *The choice of physical activities is a differentiating factor among visitors for the reason of participation is confirmed.*

Regarding the experiences lived at the waterside-parks, first Pine and Gilmore's realms for experiences were tested. As during the preliminary and pilot surveys some of these realms were proved to be irrelevant for either the French or the Hungarian population, these questions were left out of the present investigation. The realm of 'entertainment' represent a passive form of spending time at the park, where the aim is "being entertained (Pine & Gilmore, 1999)" through watching others, be it an organized form of entertainment or contemplating the environment and/or other visitors. Out of the four questions asked to test this realm, only one provided a statistically significant result. However, in all four cases visitors to the lake Kir scored higher on these questions, suggesting that they value higher this form of rather passive participation in some playful or recreational activity⁴⁰¹, than the Balaton visitors. The 'absorption' axis of the experiences⁴⁰² implies "occupying a person's attention by bringing the experience into the mind (Pine & Gilmore, 1999)", that is, an occupation coming from outside, provided by/in the visitor's environment. In other words, the public of the lake Kir is more likely to visit the site expecting to be entertained. The higher average age of the Kir visitors might be one of the elements influencing the outcomes of this question. Based on our observations, the lake Kir is often visited by retired people from the surrounding urban areas. These people are more likely to be in the quest for peaceful, relaxing activities (Hofstede, 2001). Besides, the number of

⁴⁰¹ Playful, that is, the visitor is absorbed in an activity relaxing for both the body and the mind (Pine & Gilmore, 1999).

⁴⁰² For further details on the four experiential realms of Pine and Gilmore, see 'Theoretical framework' on page 166.

young mothers with children was also relatively high; another kind of public, who is more likely to favor ‘entertainment’ to experiences which require active participation. On the other hand, as highlighted by the authors, “boundaries between the dimensions are often amorphous (Oh, Fiore, & Jeoung, 2007)”. Accordingly, a quest for being entertained doesn’t necessarily exclude the possibility of active participation in child games, or any other kind of overlapping of adjacent realms. What’s important to us, is the difference between the two countries, according to which, at the French site, the realm of ‘entertainment’ has a bigger importance, than at the Hungarian one.

As we have already seen, for many of the questions, visitors to the Balaton gave relatively similar answers, while the public of the lake Kir seems to be less homogenous. While the distinction between cyclists and walkers showed considerable differences, a subtler kind of categorization revealed further subcategories of the sample. Accordingly, we have found that most of the lake Kir’s public is composed of visitors in the quest for relaxing. These visitors might then be sorted as local residents yearning for nature or *divertissement* and tourists visiting friends or family of being on holiday. However, the behavior of these tourists⁴⁰³ could be best described as ‘relaxing tourists’. The other type of the Kir’s visitors is composed of a primarily younger urban population, who, on their end, frequent the park in order to participate in (intense) physical activities.

Conversely, the ‘entertainment’ realm seemed less important for visitors to the Hungarian site. Our assumption is that this might be linked to the different attitude of Hungarians to sports: as sports are regarded as part of the life, while without it, respondents would feel less worthwhile, it is also possible, that the idea of a passive entertainment attracts these visitors to a lower extent. In Hofstede’s study Hungary scored high on the Uncertainty Avoidance dimension, which was explained by the author as an inner urge to be busy (Hofstede, 2001). Although this difference might as well be owing to differences in the parks, notably that the Balaton seems to be a somewhat more touristic area, than the lake Kir, the cultural difference in the attitudes to sports is also confirmed by the outcomes of testing the ‘sport’ realm, a “fifth realm”, added later by different authors for the analysis of natural areas (Lebrun, Su, Lhéraud, Marsac, & Bouchet, 2016). According to the visitors’ responses, sport experiences are best lived and enjoyed by those, who cycle at the lake Kir, while respondents at the Balaton also seem to

⁴⁰³ Tourists in a broad sense, as defined by the WTO as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". Source: <http://www2.unwto.org/>

appreciate participating in physical activities, although to a slightly lower extent. For those who chose walking at the lake Kir, the enjoyment of sport participation is of slightly weaker importance. While there is a national difference on this question, the choice of physical activities is also differentiating the answers, especially in the case of the lake Kir.

As physical effort and performance are valued higher by respondents at the Balaton, than at the lake Kir, we expected to find more striking differences between the countries. Although the answers of the four groups (cyclists/walkers at the Kir/Balaton) showed significant differences, suggesting that these groups are considerably different and that the membership to each of these groups might serve as a rather reliable indicator of the visitor behavior, sports seem to be enjoyed by respondents from each group, with the exception of the walkers at the lake Kir, who scored slightly lower on this question, than the other groups, although still providing relatively high scores. Furthermore, even though cycling seems to provide somewhat more enjoyment to physical activity participation, the difference is significant, but not deep. Accordingly, we tend to believe, that cycling at the lake Balaton is regarded more like a recreational activity, practiced by many regardless to physical skills and aptitudes (most often, young couples or groups and families with children were observed during cycling). On the other hand, cyclist at the lake Kir seems to represent more like a sport than a recreational activity, or a “serious leisure (Stebbins, 2005)”. In this context, visitors might participate in cycling in order to “express their abilities, fulfill their potential, and identify themselves as unique human beings (Stebbins, 1982)”. Furthermore, this attitude is also in line with the more “masculine” values embraced by the cyclists at the lake Kir.

Furthermore, while Hungarians seem to value ‘being entertained’ to a lower extent than the French, there weren’t any remarkable difference between the answers of cyclists and walkers, neither on the ‘entertainment’ nor on the ‘sport’ realm. This finding might suggest that for the visitors of the Hungarian site, passive form of activities or ‘relaxing’ is of smaller importance. This belief correlates with Hofstede’s findings, as he describes ‘masculine’ societies as people, who “live in order to work (Hofstede, 2001)”. As the French respondents were found on the ‘feminine’ side of the same axis, our data also confirms that they might praise a high quality of life to a larger extent than the Balaton respondents.

As mentioned before, the experience realms of Pine and Gilmore have been adapted to tourism research in order to develop tourism measurement scales of tourist experiences for the satisfaction of the needs of two primary stakeholders: tourists and destination marketers (Oh et al., 2007). Having similar objectives, notably to understand visitors and differences among them, in order to contribute to a successful park management (that is, to help destination

marketers), our survey construction followed the logic proposed by these authors. Accordingly, in our investigation we tested the questions of arousal and memory, which are expected to have “a positive halo effect on formation of attitudes (Oh et al., 2007)” in tourism researches. On both questions of tourism experiences, we found, that respondents at the lake Balaton scored higher, confirming the idea, that the Balaton is a more touristic destination, than the lake Kir. This assumption is further strengthened by the analysis of first time visitor preferences: Even though their number were considerably higher at the lake Kir, as their major objective seems to be relaxing, it is not surprising, that they are scoring lower on these tourism experience related questions.

Hypothesis 9a: *We assume to find national differences in the visitors' attitude to experiences is confirmed.*

Hypothesis 9b: *We assume also, that the choice of physical activities results in further distinction among the visitors for their experiences is confirmed.*

Regarding further questions on tourist experiences, interestingly, there weren't any statistically significant difference between the respondents to the two waterside parks on the questions of 'perceived quality' and 'overall satisfaction'. This outcome might imply, that that at both venues, the relation of visitor expectations and reality is similar. However, as most visitors knew already the place, their expectations are likely to have been realistic.

Hypothesis 10a: *We assume, that overall quality of the sites is perceived differently by the visitors to the two sites is rejected.*

Hypothesis 10b: *We assume, that the level of satisfaction would differ between the sites is rejected.*

A pivotal question for destination marketers is the visitors' intention to return and/or to recommend the place. On these questions we found, that visitors to the Balaton are more likely to return and also more likely to recommend the destination. This finding might be explained by the characteristics of the area, as being more touristic with a more tourist-centered offer than in the recreational park of the lake Kir. Also, the Balaton is a historically touristic region with strong traditions (linked to water activities, wines, monuments and museums and other tourism attractions) and with a reinforced tourist frequentation during the socialist era, that still seems to affect the region's tourism activities. Inversely, the lake Kir's traditions only go back to a few decades, while the site itself is a peri-urban waterside area with an important utility function, serving the convenience of the urban population. However, we must not overlook the

fact, that among first-time visitors, regardless to their destination, we found a lower intention for returning and recommending than among recurring visitors. As the ratio of first-time visitors at the lake Kir is around 30% versus that of the Balaton: 16%, the higher proportion of those who lack prior visit experience, the results on the questions of intention to recommend and revisit are also affected by this.

H10c: *We assume, that the willingness to recommend the sites would be different at the two parks is rejected.*

H10d: *We assume, that the willingness to return would also be different at the two sites is rejected.*

Figure 20 - General model of culture's consequences on park visitor behavior and experiences

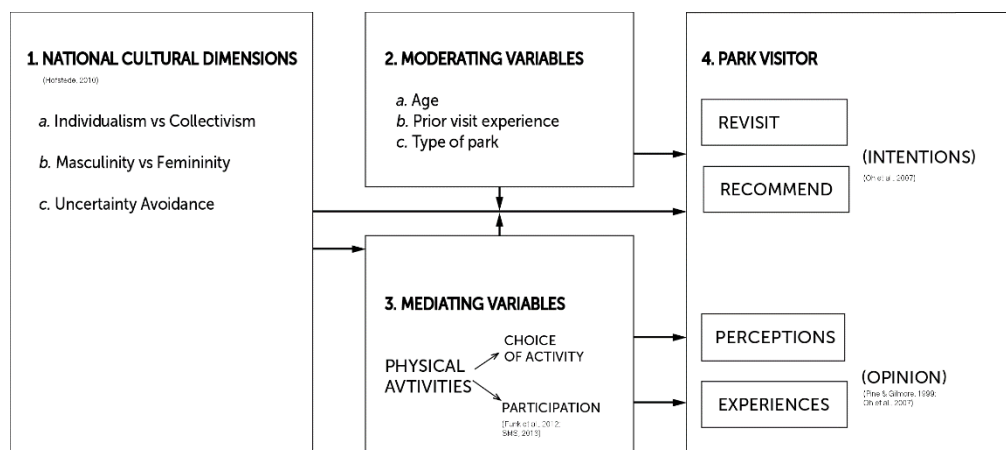


Figure 20 attempts to summarize our findings explained in this section. In consonance with our analytical model, Hofstede's cultural dimensions represent the starting point. The three dimensions that proved to be relevant in this case influence park visitors both in their behavior, notably in their physical activities, and their tourism experiences. These behaviors, on their end, affect the intentions and the opinion of park visitors. Besides, age, prior visit experience and the type of the visited park also affect directly and indirectly (via the physical activities) the park visitors' intention and opinion.

To complement the above mentioned findings a few remarks have to be noted, in particular regarding the tourist experiences we studied. Initially we regarded our subject areas as tourist destinations, accordingly during our analysis the visitors were considered as tourists. Even though we were aware that both sites are likely to be frequented by local residents, we assumed

that they might also show tourist-like behavioral elements. Now that we have more precise and more profound information on these visitors, we might declare, that our initial consideration seems to be pertinent. The lake Balaton is proved to be a tourist destination, while the lake Kir is frequented by tourists, residents yearning for relaxing and groups of urban population following rather serious leisure carriers (Stebbins, 2005). Taking the general and broad tourism definition of the WTO⁴⁰⁴, our visitors are most likely to fall into this category in terms of seeking for unusual environment, that is, different from the ordinary work-home environment, despite the proximity, availability and frequentation of the sites in case of most respondents. However, their consumption patterns might not reflect this category, neither in terms of transportation, accommodation, restauration or complementary purchases, etc. (Barma, 2004; Lozato-Giotart & Balfet, 2007).

⁴⁰⁴ Tourism: It comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes, different from the exercise of an activity remunerated from within the place visited (Libreros, 1998).

2. DISCUSSION OF NATIONAL CULTURAL DIFFERENCES OF NATURAL PARK MANAGEMENT

In the case of managerial questions, in order to find out Hofstede's cultural dimensions in our investigations, we are going to proceed according to the principles of 'proof by contradiction'. That is, as an initial assumption, we consider Hofstede's findings to be true and convenient for the analysis of European park management. We are going to explain our findings in line with the scores of our subject countries on Hofstede's cultural dimensions. In this aim, we adopted a comprehensive approach, that is, we make an attempt to analyze our qualitative and quantitative results together and in line with Hofstede's results in order to confirm or reject/partially reject them as well as our hypotheses.

We have already seen, that manager actions can only be understood in their context and in relation to the external environment of the organization (Sterbenz, Czegledi, & Gulyas, 2012). Accordingly, our analysis has started with the general questions of nature protection, natural site administration and a general description of the short history, geographical and socio-cultural characteristics and the visible side of the parks' administration. In both subject countries two types of parks were chosen: a forest area with an expected high level of environmental protection, and a waterside area offering a series of recreational activities, thus more touristic peri-urban areas. To sum up, two different kind of parks were chosen in both countries with different expected level of environmental protection of different usage along with the geographical features. However, in all cases, the same European legislation directives were to set the general framework of the park management, while national legislations and type of park and geographical features were expected to shape the managerial attitudes of the sites in our study. As European park administrations are usually non-profit organizations, their management model differs considerably from the ones, that are used for profit-oriented corporates.

However, the isolation of these overlapping forces isn't always an easy task. The least complicated part might be the analysis of (basic) geographical features, as these are the most stable elements of the question. Even though the built environment might alter the geographical structure of the environment and might cause considerable, and even irreversible changes/damages in the environment, its fundamental characteristics cannot be modified (such as mountains, rivers, etc.). Accordingly, these characteristics are integral part of the landscape setting the basics of the land management.

In addition, natural and cultural heritage of the territory or even its potential for special interest for recreation or for other purposes might further influence the attitudes of their

management. However, the consideration of these aspects require the recognition of these amending items. Having acknowledged natural, cultural or recreational/touristic importance might be the first step leading us to actual questions of management.

Continuing along the characteristics that are not ‘originally given’, such as the geographical features, but which are evolved owing to human influence. Park management, being state-related non-profit organizations, are subject to European and national level legislation, the guiding principles of which being defined by the former one (EU). However, the interpretation of these directives show considerable differences among the two subject country. Regarding the legislation questions in France and Hungary: the beginning the of the history of nature conservation is similar in the two country. At both places, the importance and necessity of a conscious organization nature protection was recognized approximately at the same time. Also, as both countries are members of the European Union, they share the same legislation directives. However, the evolution of nature protection shows considerable differences, what can be best captured through a global analysis of the current legislation system behind nature park management. Firstly, the type of legislative documents defining the everyday life of these parks follow a considerably different logic. A Nature protection law exists in both countries, as well as laws on the protection of cultural heritage and the creation of national parks, while the designation and handling of protected sites are also subject to statutory regulations. In other words, both countries have similar policies for the definition of what they consider to be worth for national protection and on the tasks of the corresponding bodies. So far the similarities. As for the differences: we have seen in the French model of nature conservation the different types of protected sites, including national parks and nature parks, the main difference between them being their objective: conservation for the national parks and ‘quality of life’ for the nature parks. By contrast, the category of ‘nature park’ doesn’t exist in the Hungarian legislation – however, a law proposal in 2006 proposed to introduce this category. The lack of the ‘nature park’ category implies other legislation differences. As, by definition, French nature parks are protected areas that are expected to be carefully governed according to sustainable development requirements, their management call for a comprehensive approach and the participation of different stakeholders. Accordingly, their functioning is regulated by legislative documents on their establishing, objectives and operation. Also, nature conservation laws and that of the protection of ‘natural monuments and sites of artistic, historic, scientific, legendary or picturesque interest’ also apply to them and define their operation. Additionally, the law on community-level participation declares that these sites are national properties, therefore it’s everyone’s responsibility to protect them. Furthermore, these afore mentioned elements of

French legislation create a well-structured legislative system with different levels of interest and protection of designated sites all over the country. Also, the role of the park administration derives from the central objectives of these areas. To sum up, the legislation on French nature parks supports a sustainable management, including the conservation of natural and cultural legacy (such as natural and cultural monuments, traditions, material and immaterial memories, etc.) and the support of economic and social benefits through consultation with the different actors and stakeholders of the area.

Conversely, the analysis of the Hungarian system reveals, that high level of professionalism, especially in terms of environmental protection, prevails in both legislative documents and their application. In addition, responsibilities and duties are approached from the tasks perspective, and not from that of the participants, as is the tendency in the French model. What seems to be similar in both countries, it thus, the complexity and highly centralized nature of the system of nature protection. In turn, the standpoint and the direction of these are very different.

A somewhat similar logic can be captured during the analysis of the differences in the available recreational/tourist activities in the park: Both seem to be highly centralized, though differences in the strategic considerations result in contrasting sets of offer between the two subject country. In the case of the French venues, the supply of the parks seems to be centrally coordinated: as we have seen, the Morvan has an all-round management and marketing strategy for the promotion of the whole region. Strategies, which take into consideration the type of existing and targeted clientele, and also the products and services furnished by other regions or even countries. Also, as most part of the lake Kir is owned and managed by the town hall of Dijon, the available activities and services are in accord with the available activities provided by/in the town and its suburbs. Accordingly, a comprehensive marketing approach manifest in both the park documents and in the discourse of the stakeholders. These considerations for the other stakeholders and service providers also voiced by the park management's willingness for consultation with these actors. This is especially important in the light of recent changes in the two site's functioning. Notably, that both the Morvan and the lake Kir served originally the needs of neighboring urban population (the residents of the Paris Basin for the Morvan and Dijon and its suburbs for the lake Kir). Owing to before mentioned societal, economic and technical changes, little by little, these areas have become more and more touristic; a process, which is still going on. We have seen, that almost one third of the respondents at the lake Kir were first-time visitors. Also, the growing popularity of the Morvan area attracts local tourists

from the Burgundy area, the Paris Basin and even from the region of Lyon. In addition, being the first available, well-preserved and uncontaminated mountain area, the Morvan has become a popular tourist destination for its northern neighboring countries. As this public is primarily interested in activities and services in relation to the mountains, the park management and service providers are developing their supply accordingly (by constructing tourism paths, MTB slopes, maps, e-maps, foreign language descriptions of the region, Dutch markets/stores, etc.).

Contrarily, in Hungary, despite a highly centralized park management, no joint efforts for a comprehensive regional territorial development was found. Although the region of the Balaton is making efforts to create a broad marketing strategies in the whole region for the promotion of the area, this initiative lacks global considerations for the (sustainable) development of the whole area. Accordingly, the provided services at the lake doesn't necessarily complement that of the other regions, notably the urban areas. Although, the very essence of these territories can provide an unusual setting for the urban populations (freshwater and beaches at the Balaton, woods and mountains at the Duna-Ipoly), as the offer is not well-enough coordinated and structured, these territories might lose their potential to attract more domestic, and even more importantly, international visitors. This question is even more significant in the case of the Duna-Ipoly. This area has the potentials to serve both domestic and foreign tourists in their needs to relax (just like at the lake Kir), while the area is suitable for many physical activities (cycling, mountain biking, canoeing, etc.) and offers a broad range of cultural curiosities (thanks to its historic strategic position for medieval battles and religious institutions and also the melting pot for contemporary arts). As for the Balaton, a regional image-building activity and the development of tourist services aim to serve the needs of the principally Germanic tourists. However, these measures aren't enough to attract potential tourists, from other regions, notably the visitors to Budapest, who might be likely to spend a day or two during their visit at a waterside environment.

Hypothesis 2a: *we suppose that in both countries we would found a relatively highly centralized protection and park management strategy is confirmed.*

Hypothesis 2b: *we also suppose, that, according to the differences on the Masculinity/Femininity dimensions, these centralized strategies are not equally well structured in the two country and complement the urban supply to different extents is confirmed.*

Notwithstanding, the fundamentally different global understanding of park management in the two subject countries shows similarities regarding their approach to physical activities. Even though all four parks provide suitable nature settings for various outdoor activities, the potential

these activities might carry for both visitor management and awareness raising (Chiu, Lee, & Chen, 2014) is not yet recognized by the park management.

Hypothesis 4: *we assume, that park management in both countries have already recognized the need for managing outdoor activities, which is, thus, an important part of their actions is rejected.*

These managerial approaches are also reflected in the marketing communication of the parks, as we have already noted earlier. A very well-structured and clear joint communication was observable at the Morvan serving the needs and expectations of its existing and potential clients. The Morvan for All program along with the proposed physical and cultural activities position the Morvan as a destination, where visitors might expect a peaceful and splendid natural environment with a large choice of activities. Although the region proposes a few festivals and events, the Morvan is neither a place for extreme activities, nor for hard partying, in turn people yearning for nature and relaxation might easily satisfy their needs and demands. On the contrary, the communication of the Hungarian park management targets primarily educational objectives, notably awareness raising among students and visitors. Events, newsletters, websites of the park propose various options to explore nature, to learn about the flora and fauna or the climate of the area. They also use these events and gatherings to raise awareness among the visitors. However, their communication target primarily existing clientele, that is, those, who are already somewhat aware of the environment and its protection. Yet, an image seeking attempt is observable at the lake Balaton, which could mean that a process to a more comprehensive management has started.

Hypothesis 1: *we assume, that marketing and management strategies and communication differs considerably between these countries is confirmed.*

In line with all the afore mentioned considerations on the management of protected areas, a ‘ranking’ of protection among our subject sites was set. The aim of this ranking is to show the differences in how the parks are dealing with the question of protection. We believe that the level of protection of these sites assert considerably their managerial concerns, notably in regard to visitor management. However, the interrelatedness between the level of protection and considerations for visitors and their management is undeniable. Accordingly, we found that the most rigorously protected park was that of the Duna-Ipoly, where a strong ambition to control both the natural environment and the visitors was observable, while the question of tourism seemed to be marginal. Next in line would be the waterside park at the Balaton, where a similar

significance attached to conservation, than at the Duna-Ipoly, yet combined with strong tourism aspirations, thus, a quest for a new balance was observable. At the Morvan, we found strong marketing activities in favor of tourism, whereas environmental protection seemed to be fundamental and an evident part of the management, but the question is not regarded as a central issue, unlike at the Hungarian sites. Last in protection rank, the lake Kir serves primarily the convenience of the local urban population and provide a resting area for tourists. Yet, even though environmental protection is not an articulated priority at the lake, considerations for water quality and the preservation of its surroundings seems to be an issue embraced by the town hall, who owns and runs the site. Accordingly,

Hypothesis 3: *we assume, that all four differ in their management attitude along a protection vs. 'profit' scale is confirmed.*

Interestingly, the analysis of the studied cases revealed a negative correlation between the level of protection and the marketing activities of the sites: the more conservation is important, the least effort is made to attract visitors.

To sum up, the French model of park management can be best described in terms of comprehensive management in favor of consultation with the actors of the territory and with a strong dependence on tourism. As a world leader in tourism, a well-coordinated offer, complementary with other regions, make good use of existing popularity and professional knowledge on tourism. Conversely, the Hungarian model retained an autocratic approach to land management and a highly protective attitude to nature conservation. Yet, the studied territories might have an important (emerging) tourism potential. The effective handling of this may result in considerable advantage on territorial development and in terms of economic and societal gains. At the same time, the failure to recognize these potentials and the need for better-structured offer might have negative economic and societal outcomes, negatively affecting the potentials of territorial development.

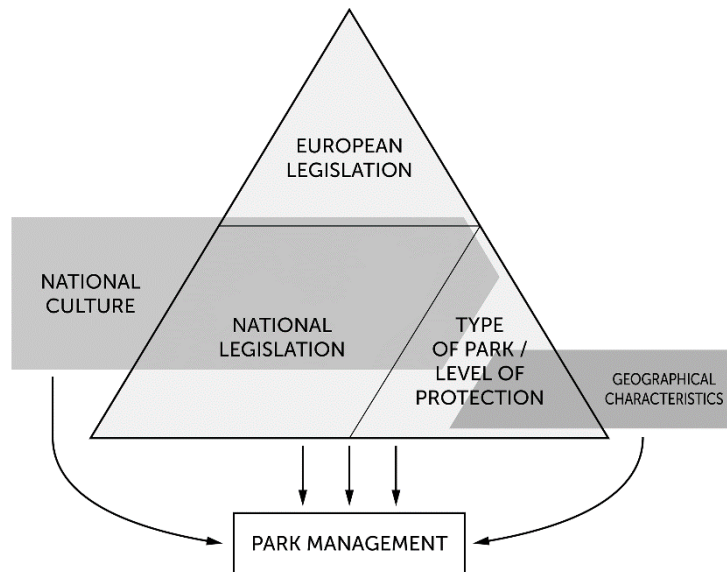
Regarding the cultural aspect of the revealed differences, the following conclusions might be drawn. In Hofstede's study both France and Hungary scored high on the individual dimension, while France is considered as a 'feminine society' against Hungary's preference for 'masculine values' (Hofstede et al., 2010). Accordingly, we expected to find considerable differences between the park managements in terms of relationships with the different actors and attitudes to tasks and duties. Apropos this question, cultural differences have been revealed between the two countries. Our hypothesis according to the different levels of importance

attached to relationships versus tasks were confirmed by our observations and interview analysis. In addition, the combination of high Uncertainty Avoidance scores and either low or high scores on the Power Distance dimension revealed further cultural differences between the park management attitudes of the two subject country. Both country's high score on the Uncertainty Avoidance dimension (Hofstede et al., 2010) suggests a strong need for structure, planning and rules. However, national differences on the Power Distance dimension might partially explain the contrasting outcomes in terms of park management. According to Hofstede, the French are very good at developing complex systems and prefer to gather all available information before making a decision (Hofstede, 2001). This was also underpinned by the analysis of the French nature park management model, both in terms of its complexity and comprehensiveness.

Summarizing all the above explained considerations, the model for European nature site management was constructed reviewing all the major influencing elements that are proved to have a considerable role in shaping these managerial attitudes (see figure 21).

Figure 21 – Elements of management model at European nature parks

(source: author)



As can be seen, the figure above gives a schematic overview on the influencing effects of park management. The framework for the park management is provided by the pyramidal system of European, national and special/ thematic legislations. As part of this system, natural conservation and park management regulations are also in strong connection, as shown in the figure. However, the ‘type of park’ is not only a question of law, but also that of original endowments. At the same time, the effect of culture (in the broad sense, including culture, history, (local) traditions, material and immaterial legacy) is detectable in terms of legislation and the system of nature park management, thus influencing indirectly the actual park management, through legal considerations. In addition, culture and geographic characteristics are affecting the park management directly also.

3. THE ROLE OF THE VENUE IN SHAPING MANAGEMENT/VISITOR ATTITUDES AT NATURAL PARKS

For our survey two similar venues were chosen: two waterside parks in the proximity of urban areas, offering recreational and physical activities. Also, both sites are under the same conservational principles defined by the European Union. However, the adoption of these principles already showed differences between the two countries. First of all, the definition of the different levels of protection and the ways of designating these areas vary from one country to another. While the Balaton itself is protected and our study venue is part of the corresponding ‘national park directorate’, the beach area itself, which was chosen, is not under direct protection. Still, the area is operated under general protection considerations. The same applies to the recreational park of the lake Kir: even though the area is not protected by central nature conservation authorities, the town hall of Dijon, responsible body for the management of the lake and its surroundings, takes care of the preservation of the park. However, despite these similarities of the venues, considerable differences have also been found in their management, and also in their visitors’ experiences.

Regarding participation in various physical activities during their visit, the answers of the respondents of the two parks showed two considerable differences: Firstly, most activities were chosen to a higher percentage at the Balaton, especially water and beach sports. Water quality and the size of the lake explains the higher popularity of swimming and sailing at the Balaton. On the other hand, the revealed lower interest for beach volley or canoe and kayak at the lake Kir might underpin its visitors’ preference for relaxing. However, the higher participation in running at the lake Kir upholds the assumption that the park is also a place for outdoor training of the local urban population. In this light, we might as well expect cycling to provide similar results: that is, a larger interest among the Kir respondents. However, since the construction of the Balaton cycling boulevard all around the lake in 2012, the number of recreational cyclists at the area have grown considerably⁴⁰⁵, having created a new type of demand around the lake.

Hence, physical activities and the related experiences both underpin differences between the venues. Excitement and entertainment were both more important at the Balaton, than at the lake Kir, while the choice of physical activities differentiated even more among respondents. However, in their consumption patterns in general, only slight differences were found, reinforcing the legitimacy of the concept of the “global consumer (Ladhari, Pons, Bressolles,

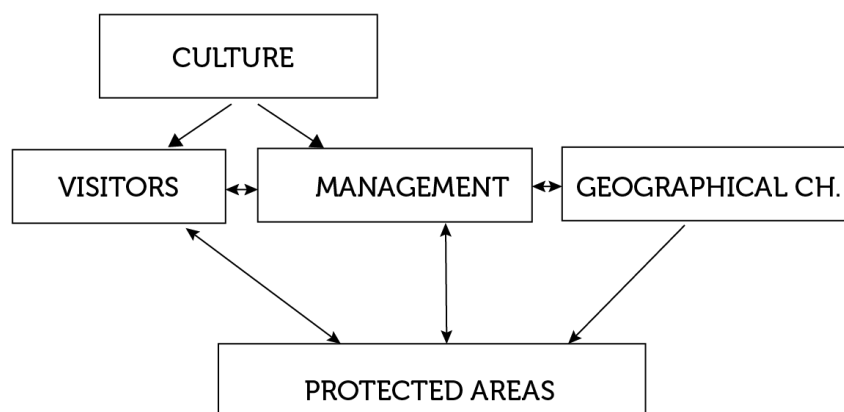
⁴⁰⁵ Source: statistics of the Hungarian Tourism Company (<http://itthon.hu/>)

& Zins, 2011)”. However, differences between the sites also shaped the behavior and attitude of the respondents. The park of the lake Kir seems to serve the needs of the urban population and, thus, functions as a peri-urban recreational site. On the other hand, the Balaton proved to be a much touristic area. However, both venues are primarily frequented by recurring visitors, though the length and purpose of their stay differ considerably.

Accordingly, it seems to be reasonable to declare, that besides geographical characteristics and management, the visitors themselves also shape the parks’ functioning, while all these elements are in constant interaction with each-other. Although culture is not the only influencing factor in forging the functioning of the parks, culturally determined mindset of the respondents’ influence both managerial choices and visitor attitudes or behavior. These elements then reinforce each other, resulting in clearly visible differences in the parks’ functioning. Figure 22 below summarizes the interactions of these forces for the functioning of protected areas. Culture is in permanent interplay with the visitors and the management, thus, with the ‘human element’ of the model, while these elements are also in constant interaction themselves. In addition, geographical characteristics are also in interaction with both the management and the visitors, which reacts again to the visitors and the management, while also shaping culture itself, owing to its dynamic nature (Murdock & White, 1969).

Figure 22 – Schematic model of the influencing elements for protected areas’ functioning

(source: author)



Similar findings can be found in the case of the two forest area as well, that is, the strong interrelatedness of geographical endowments, the park management and the visitors. In all cases, a strong and conscious human influence is observable, typical to both subject countries.

In line with Hofstede's Uncertainty Avoidance dimension, where both cultures scored high in his survey as well as in our study, all four parks are heavily controlled by its administration. However, the outcomes are completely different. At the Morvan, a strong willingness to develop the territory for the benefit of its residents (and other consumers) is observable. Conversely, an equally strong willingness to protect the environment forms the operation of the parks of the Duna-Ipoly National Park Directorate.

Consequently, we might substantiate our claim, that these parks show considerable differences in terms of their management and functioning, despite being similar areas and despite being under similar legal regulations. Yet, the systematically different mindset, even if these differences seemed to be minor, determined the human factor of this question, and, thus, have led to considerable differences in the parks functioning, and have led to remarkably different 'park personalities'.

4. SYNTHESIS OF NATIONAL CULTURAL DIFFERENCES OF PARK MANAGEMENT AND VISITOR ATTITUDES AT NATURAL PARKS

We discussed the different aspects of our results, including the park visitors, the park managements and the venues. We showed, that cultural differences might determine the behavior and the attitudes/experiences of the respondents, along with other influencing elements, such as participation in physical activities, the choice of activities, age, prior visit experiences and the type of visited park. However, in most cases, a combination of these cultural and other kind of elements were responsible for the outcomes. In this section, in line with the primary objective of the present study, that is, to find national cultural differences between the visitors and the management of natural areas, we seek to highlight and discuss the findings of our cross-cultural investigations. According to a critic of Hofstede, the analyzing the dimensions separately might lead to misunderstanding and misinterpretations of the data (Woodside, Hsu, & Marshall, 2011). Therefore, we are going to consider these dimensions in their combination, while we are going to provide critical perspectives of his study.

As a global result, we found that Hofstede's cultural dimensions served as useful and rather reliable basis for our investigations. However, his findings should be used with reservation and with concern for the circumstances. One important reason for handling his findings with stipulations and analyzing results in their context lies in the likely influencing effect of the circumstances. Many researchers have already demonstrated, that differences might occur between the ideal and the actual behavior, one of the weak points of survey studies (Babbie, 2009; Hofstede, 2001). For instance, we might speak about "response bias" when a respondent would declare a frequent participation in physical activities, duly to the well-known benefits of regular exercising, while his actual behavior doesn't affirm the declaration. In other words, one might answer according to what he considers as ideal, and would follow different behavioral patterns (Furnham, 1986; Pedregon, Farley, Davis, Wood, & Clark, 2012; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Applied to our case, differences between the claimed, observed and expected cultural responses might show differences between the actual behaviors. According to our observations and analysis, these differences are reflected on different levels.

First of all, Hofstede's survey was carried out in a work environment. We might assume, that in a professional setting, employees behave in conformity with expectations for professionalism, which are likely to be culturally determined (alongside with other possible influencing factors), As culture might clarify the role of institutions and illuminated supra-

individual aspects of reality (DiMaggio, 1997). Accordingly, a culturally determined work environment creates a framework for the relationship among the employees. A set of expectations, traditions and routines provides a pre-defined basis for human behavior and interactions. Conventional working hours, greeting habits, expected amount of efforts/socializing, etc. serve as a learned setting for the employees' behavior. These 'codes' of the professional environment, like unwritten laws, regulate human behavior along with a set of expectations (things that are considered as fundamental and/or taken for granted), rules and the common understanding and acceptance of them. Accordingly, in order to comply with these rules, individuals are likely to behave appropriately, while their underlying considerations might or might not reflect the same values. For instance, one might accept a strong hierarchy at his workplace, while show unlike behavioral patterns in different situations. However, the culturally determined conventions at a workplace show differences among cultures (Hofstede et al., 2010). In other words, some part of human reactions are consequences of learned patterns, and therefore these are likely to reflect cultural differences. However, a changed environment (such another site or the same site during another season, etc.) might influence considerably these responses.

For our survey, waterside recreational areas were chosen, thus, nature sites, which are considerably different from the traditional European work environments/offices. Although for most cultural questions gave similar results than Hofstede's study, the influence of cultures wasn't clear: personal attitudes and opinions seemed largely influence the responses. On the other hand, for the investigations of the park management, Hofstede's cultural dimensions were more clearly detectable. This result suggests, that the cultural dimensions found in a work environment are more likely to be reproduced in similar settings, while outside the workplace environment, personal values might be more emphasized.

Concerning the Hofstedian dimensions, although they are best serve the understanding of cultures in their combination, for particular comparisons some dimensions seem to be more pronounced than others. For instance, differences on the masculinity dimension, along with participation is and attitudes towards physical activities helped us reveal cultural differences regarding the importance and meaning of sports. This same dimension seems to be explicative in the case of our management investigations also, as the most remarkable difference between French and Hungarian protected site management is best be described along differences on the Masculinity vs. Femininity dimension. This difference is reflected in the management's attitude towards stakeholders and consumers of the park and the presence of the lack of consultation with them and also in the main objectives of the park management.

As for the other managerial differences on cultural dimensions, as discussed before, they show considerable similarities with the findings of Hofstede. The same applies to the visitors, however their responses to the cultural questions and their attitudes and behavior at the lakes are not necessarily consistent, and even more importantly, the level of this ‘consistency’ seem to differ in the two subject countries. The respondents at the French site seem to be persistent in their opinion: their cultural considerations are in line with their declared activities and attitudes. For instance, on average, they scored high on the Femininity dimension, low on the question about the importance of the performance and enjoy contemplating to a much higher extent than the Balaton respondents. The exception to this is the group of more serious cyclists at the lake Kir, who themselves scored higher on Masculinity, but lower on the entertainment experiences. In other words, their responses still seem to be consistent with their cultural attitudes. Conversely, visitors to the Hungarian site don’t necessarily act true to their cultural considerations. For instance, they score high on Masculinity, but not too high on the importance of performance, but at the Balaton, they are more likely to engage in recreational activities than in serious training, what might have been expected from their Masculinity scores. This difference might be due to the differences in the venues, as explained before, that is, the Balaton is considered a more touristic area, thus a site different from the usual environment of the respondents, while this less true to the lake Kir, which is regarded as a peri-urban recreational site. Accordingly, the different setting might result in discrepancies in the responses.

However, another possible explication also seems to be appropriate: According to Hofstede’s findings, for the French, leisure time is of great importance as implies their high score on the Indulgence dimension. Also, as a ‘feminine’ society, the separation between work and private life is a crucial question. Conversely, Hungarians are rather ‘restrained’ with a high level of control of gratification (Hofstede, 2001). Accordingly, even during their leisure time, they have a burden of performance. While at the same time, their actual behavior didn’t reflect this quest for excellence. On the contrary, the French respondents didn’t score high on average on the need for performance, however, some of the respondents still proved to be ready to make considerable efforts during their physical activities. In this light another difference is revealed between the respondents of the two country. Firstly, the distinction between work and leisure time was reflected differently: The French takes emphasis on distinction between work and leisure time, which is also reflected by a strong distinction between periods of rest and effort. Conversely, the Hungarians seem to be enduring a constant burden of performance without enjoying the related experiences to a considerably higher level than the French. Interestingly, the most enjoyment seems to be linked to the voluntary efforts, echoed by the Kir cyclists.

To synthesize the afore explained result, table 96 presents a summary on the hypotheses and our findings.

Table 96 – Summary of the hypotheses and the corresponding results

Nr.	Hypothesis	Result	
H1	marketing/management strategies and communication differs considerably between these countries	confirmed	
H2	H2a	in both countries we would found a relatively highly centralized protection and park management strategy	confirmed
	H2b	these centralized strategies are not equally well structured in the two country and complement the urban supply to different extents	confirmed
H3	all four differ in their management attitude along a protection vs. ‘profit’ scale	confirmed	
H4	park management in both countries have already recognized the need for managing outdoor activities, which is, thus, an important part of their actions	rejected	
H5	among the visitors at the nature parks, Hofstede’s findings will be reproduced	partially confirmed	
H6	the choice of physical activities differs between France and Hungary	rejected	
H7	H7a	‘Performance’ is an important purpose for participating in physical activities	partially confirmed
	H7b	For French visitors, the importance of social interactions as the purpose of physical activity participation prevails over the other options	rejected
	H7c	The choice of physical activities is a differentiating factor among visitors	confirmed
H8	H8a	Hungarians are more likely to choose among physical activities for the reason of (self) improvement/development	rejected
	H8b	For French visitors, the reasons for choosing either cycling or walking is linked more to social objectives	rejected
	H8c	The choice of physical activities is a differentiating factor among visitors	confirmed
H9	H9a	We assume to find national differences in the visitors’ attitude to experiences	confirmed
	H9b	the choice of physical activities results in further distinction among the visitors for their experiences	confirmed
H10	H10a	the overall quality of the sites is perceived differently by the visitors to the two sites	rejected
	H10b	the level of satisfaction would differ between the sites	rejected
	H10c	the willingness to recommend the sites would be different at the two parks	rejected
	H10d	the willingness to return would also be different at the two sites	rejected

CONCLUSION, LIMITATIONS AND FUTURE DIRECTIONS

In our aim to find cultural differences between the management and the visitor experiences at European nature parks, we found national differences along some of the cultural dimensions of Hofstede. Yet, as revealed, culture is not the only differentiating factor for determining managerial strategies of nature parks, nor for shaping visitor experiences at the parks. In case of the former one, besides the original four cultural dimensions of Hofstede (Hofstede, 2001), the level of protection and geographical characteristics and the ‘type of park’ were found to determine managerial attitudes. In addition, the different approaches of park stakeholders to tasks and relationships also seem to considerably influence their strategies, especially their marketing and communication methods and management style. In the case of visitor experiences, we found relevant influence of three Hofstedian dimension (Individualism, Masculinity, Uncertainty Avoidance). In addition, we revealed, that physical activities play a mediating role in the creation of these experiences. However, while the experiences themselves are likely to be influenced by the choice of physical activities, the perception of these, and that of the venues are more likely to be influenced by the matter of participation, or the lack of it, than by the choice of activity. Furthermore, we found, that prior visit experience, the geographical features and the type of the park and age play as moderating variables in visitor experiences, and in the intention to return to or recommend the park.

The following sections are dedicated to explain more in detail the above mentioned considerations. As for the logic of these sections: the general conclusions on national cultural differences of natural park management and park visitor experiences will be followed the description of the limitations and the possible future directions of the study. In all three sections, theoretical, methodological and managerial/operational aspects will be explained.

1. GENERAL CONCLUSIONS ON NATIONAL CULTURAL DIFFERENCES OF NATURAL PARK MANAGEMENT AND VISITOR EXPERIENCES

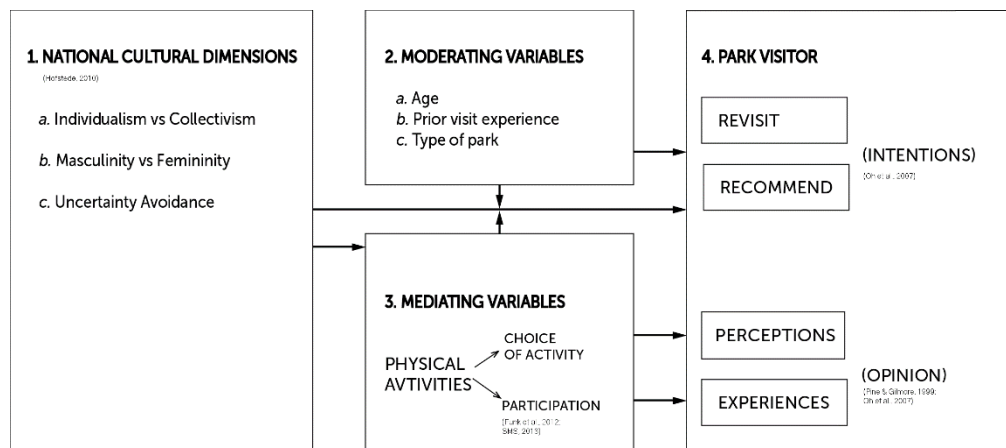
In our investigations of cultures' consequences on European nature sites, the French-Hungarian comparison revealed cultural differences among both the management of and the visitors to these areas. As we already know, the universalist and cognitivist approach claims that culture acquired by through imaginative, instructed and collaborative learning phases (Tomasello, Kruger, & Ratner, 1993), thus, culture is regarded as a product of human societies. Along with other manmade and naturally present elements, culture influences individuals and institutions. However, owing to its fragmented nature, culture is experienced by individuals as "disparate bits of information and as schematic structures that organize that information (DiMaggio, 1997)". In other words, culture might affect some aspects of life to a smaller or larger extent than others. In line with the afore explained considerations of its nature, clearly and merely culture-related influences were difficult to find. In most cases, the combination of different elements was found responsible for the outcomes. However, in some instances, fundamental cultural differences were found, which explained, at least partially, the observed phenomena.

Our cultural investigations pursued an etic, universalist approach. We believe, that universal structures and processes govern the human mind (see Trompenaars & Hampden-Turner, 2013), regardless their place of birth. At the same time, learned behavioral and cognitive patterns and the construction of social identities (Csepeli, 1986) represent culturally different paths. Our venture in this context was to ascertain the relevant aspects for the cross-cultural comparison of France and Hungary's protected site and visitor management approaches, and found considerable behavioral and attitudinal differences among managerial styles and visitor behavior, attitudes and experiences. Concerning the reasons behind these differences, in most cases, we found culturally determined variations among our subjects' mindsets. In particular, the Masculinity dimension of Hofstede yielded relevant results in the French-Hungarian relation. Therefore, we concluded, that culture is an important differentiating force, especially for determining the functioning of institutions and supra-individual aspects of reality.

1.1. Theoretical Contributions of the Study

As a first contribution, with the help of our results and findings, and in line with Hofstede's cultural dimensions (Hofstede, Hofstede, & Minkov, 2010; Hofstede, 1983, 2001) as well as Woodside's thoughts and model on the relationship between culture and international tourism (A.G. Woodside, Hsu, & Marshall, 2011; Arch G. Woodside & Martin, 2008), we constructed the behavioral model for analyzing behavior and experiences at European nature sites in a cross-cultural comparison. Modelling visitor behavior is particularly important as this helped us to understand better visitor to European nature sites and the differences among them, cultural or not. This kind of knowledge on the parks' public might be a key to a successful visitor management at protected sites. Especially, that the growing interest for these sites cannot be handled properly without a comprehensive understanding and management of the public. However, the analysis of cross-cultural visitor behavior and experiences models at protected sites is a relatively untapped topic.

Figure 23 – General model of culture's consequences on park visitor behavior and experiences



The figure 23 above, based on Hofstede's and Woodside's work along our original study on park visitors models the impacts of cultural affiliation, the place and other moderating and mediating elements on visitor behavior and experiences. As we revealed, these influencing factors affect primarily the behavior of the visitors, which then affect the evaluation of their experiences, perceptions and their intention to revisit or recommend the destination. In other words, the combination internal (personal) and external (geographical) characteristics affect the tourists' opinion about their visit through the activities in which they are involved.

Firstly, we found, that the venue's geographical characteristics, its proximity to urban areas and level of protection determine the type of public it attends. In the case of the two subject venues of the survey, we found, that the lake Kir can be best described as a peri-urban recreational park frequented mostly by nearby urban populations yearning for relaxation and diversion either in an active or passive manner. Also, the site is visited by tourists seeking to have some rest during their holidays. On the contrary, the Balaton is characterized by a strong presence of recurring tourists, most of whom already know the area, the lukewarm fresh water of the lake and the possibilities of recreation and accommodation.

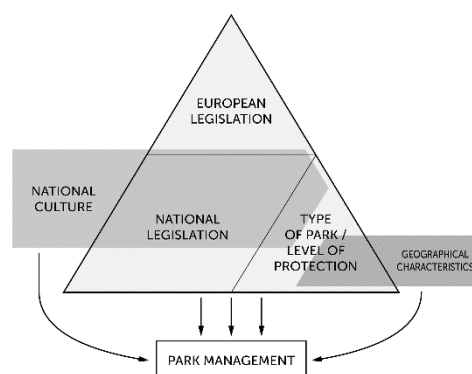
Secondly, we found, that it is primarily the Hofstedeian cultural dimensions of Individualism, Masculinity and Uncertainty Avoidance, which determine the differences between visitors' behavior in those cases, where other reasons couldn't be found to explain the systematic variances among the different groups' behavior and attitudes. Visitors to the Hungarian sites are proved to embrace 'masculine' values to a much larger extent than the respondents at the French site, while they also scored considerably higher on the Individualism dimension. The combination of these scores, interpreted in the context of attitudes to physical activities and park experiences revealed a different approach to sports and physical activities between the two countries: Hungarians seem to consider sport as an essential part of life and have a preference for effort and competition. On the contrary, French seem to embrace the more delightful side of participating in physical activities. However, some respondents at the French site have a strong connection to sports, notably to cycling, and carry even stronger attitudes towards efforts and performance than the Hungarians, although these kind of respondents were significantly under-represented in the sample. On the other hand, the most 'passive' respondents were also found among the French respondents. Visitors in the quest for peace and calmness, aiming at most at peaceful recreational activities – a type of public, that wasn't typical at our Balaton venue.

Thirdly, although the behavior of the visitors seems to be influenced by culture, their experiences are more likely to be a question of other elements, such as the venue, age or more importantly, the participation in physical activities. The only exception for this was the 'sport realm' of experiences, where the now well-known pattern was reproduced: a relative disinterest from the walkers at the Kir, a more considerable significance at the Balaton and the greatest concern for the question among the cyclists at the lake Kir. However, although sports in general seem to have a higher importance for the Hungarian, than for the French visitors, the analysis of the two focus activities revealed the following. At both waterside parks, walking is a very popular physical activity, although apparently regarded as a complementary activity of the visit,

while its importance lies in its recreational and outdoor potentials. Conversely, the attitude to cycling showed differences between the two sites: visitors at the lake Kir showed a great interest towards this sport, that occupies an important place in their life. Yet, at the Balaton, cycling represents a recreational and playful activity: even though Hungarians seem to be concerned with sports, at the Balaton, they are more likely to cycle only for pleasure. However, despite the differences in the studied physical activities, we found that these are likely to influence behavior and experiences, while perceptions on the overall quality of the place and the overall satisfaction of the visit are not affected by the choice of physical activities. These latter ones, on the other hand, are subject to the participation in physical activities or not. In other words, perceptions positively correlate with the participation, but show no particular relation to the choice between cycling and walking. As for the intention to return, this question is expected to be influenced by the perceptions of quality and the satisfaction (H. Oh, 1999). Yet, there wasn't any considerable difference between the perceptions of visitors to the two sites. However, first-time visitors are less likely to return to the destinations than those who already know the place. In other words, prior visit experience influences the willingness to return, with a strong preference for the place among those, who already visited; a finding, which also confirms our thoughts on the type of primary public to the sites.

Second in our list of contributions, during the comparison of managerial strategies we found cultural differences, which influence directly or indirectly the distinguished elements of the management.

Figure 24 – Management model of European nature parks



The interviews with the parks' stakeholders revealed analogous results with Hofstede's. His initial four dimensions are proved to be useful for our investigations. The additional two

didn't seem to be relevant for the nature park management's point of view. Hence, we have found differences between the managerial strategies of the two subject countries, while the influence of geographical characteristics also seems to influence management strategies to a large extent (as shown in figure 24 above). Regarding the French park management in general, we found that managerial strategies are built from considerations for all stakeholders in favor of a high quality of life. The shared interest and responsibilities of the different actors provide the possibility of a comprehensive style park management based on consultation and cooperation with and among these actors. However, the importance of dialogue and taking every possible actor into account along with the promotion of the territory seems to prevail over conservation considerations. That doesn't (necessarily) mean that preservation is neglected: some aspects of it are taken very seriously, notably the protection and the reviving of both the tangible and intangible cultural heritage of the region. Furthermore, cultural, but also natural legacy is mobilized via marketing actions for the promotion of the site. The vivid marketing activity of French park management (as revealed by our interviews) and the regions suggest the presence of competition with other tourist destinations. On the other hand, little attention was shown for environmental conservation issues by our interviewees. In turn, in Hungary we found a much more autocratic, environmentally conscious managerial approach. Even at the Balaton, where the park management seems to be realizing the importance of marketing, still prevails a rather rigorous, conservation-centered leadership. The rather permissive management style, observed at the French parks suggest cultural differences, notably on the Femininity dimension. In the case of the Hungarian parks, on the other hand, the severe, conservation-centered approach might be the result of the same cultural difference.

To sum up, that in France the importance of relations prevails over the task, while in Hungary, it's the other way around: tasks are more important than relations, thus, Hofstede's results on Masculinity are confirmed. As for the similarities between the two countries, we found that physical activities remain a marginal element of the park management. It seems that the park management have not yet realized the importance and the potential of physical activities in a more efficient visitor management and for awareness raising.

1.2. Methodological Contributions of the Study

The methodology of the present study combined qualitative and quantitative techniques, which complemented each other and provided us with relevant results on natural park management and park visitor experiences. The used analytical model and the techniques are proved to be useful for both testing existing theories and to explore possible dimensions of European natural park analysis.

Regarding the document and the existing data analysis, besides scientific considerations, which helped to ground our analytical approaches, the more useful were census data and statistics, legal documents and the official documents of the parks. Existing statistics provided us with a solid basis for comparison, allowing us to compare results measured or observed in the parks to existing data (which were, in most cases, representative to the whole French/Hungarian population). The analysis of legal documents introduced us to the analysis of national differences, while the park documents added highly detailed site-specific knowledge on our research questions.

The technique of observations, provided our initial authentic data on the subject parks giving ideas on both their management and the visitor experiences. These first-hand data were then underpinned by our interviews, which helped us to establish a strong image on our subjects.

Finally, also with the additional support of our observations, the survey method allowed us to better understand the point of view and the lived experiences of the park visitors.

1.3. Managerial/ Operational Contribution of the Study

Nature parks are increasingly in the contradictory situation where the protection of their natural and cultural assets might be threatened by market-based marketing actions in an ever intensifying competition with other nature parks and tourism/recreational destinations for state funds and revenues from visitors and investors. In this competition, a profound knowledge on the 'market', including rivals, substations, consumers, etc. is essential for a successful positioning of the parks. As traveling has become, and is becoming simpler, the physical boundaries of this market are expanding and evolving both on the national and international level. Accordingly, consumer analysis and inter-cultural investigations on natural sites are serving a double objective. On the one hand, they would help managers attract domestic and international clientele and to be prepared to serve their expectations in a sustainable way. On the other hand, the analysis of the nationally different approaches also serves to learn best practices from each-other and, thus, to increase the efficiency of each park management for a better and more sustainable governance.

The actuality of our study lies in the afore mentioned facts that traveling has become easier and available for most, and the growing potential of tourism still persists. Also, the European Union provides open access to visit freely any of its Member States. Recognizing the tourism potential of this openness of Europe, the number of low cost flights increased considerably during the last decade, offering more and more destinations for an affordable price. Regarding the two European capitals subject to our study: Paris has been for a long time a leading tourist destination, while changes in tourism consumption and Hungary's adhesion to the European Union contributed largely to the increasing popularity of Budapest as a tourist destination. Besides, the evolution in the use of means of transport and the length and number of trips are also observable changes in the tourism market (Bouchet & Lebrun, 2009; Arch G. Woodside & Martin, 2008). Notably, speaking of the recent history of tourism, the once long journeys traveled most often by car were replaced by more regular shorter trips with an increased preference for air transport⁴⁰⁶. As European capitals, and bigger cities, become more and more available, they are increasingly generating urban congestion, and boosting the need for peri-urban nature areas providing complimentary activities to those, available in urban areas. In line with these, new destinations are emerging, such as Budapest, the Hungarian capital, closed from foreign visitors for 40 years. The growing popularity of Budapest might also influence that of

⁴⁰⁶ Source: http://ec.europa.eu/eurostat/statistics-explained/index.php/Air_transport_statistics

the territories of Duna-Ipoly National Park Directorate or Balaton region. For similar reasons but representing a more advanced stage of this evolution (Paris being already a popular tourism destination), the Morvan has emerged as a tourist target, while the lake Kir also encounters an upturn in the number of tourist visits. This is even more important, as with the increase of the number of shorter journeys, a new kind of clientele has emerged, notably composed of young adults, who are particularly sensible to get value for their money (Wang, 2014), further increasing the importance of the complementarity of the available activities.

As in our survey most visitors were domestic visitors, not to say, local residents, managerial propositions for visitor management would focus on differences in a French-Hungarian comparison. However, the recognition of the importance of physical activities for a sustainable park management and the different attitudes that different activities carry might also be useful from the managerial perspective. Regarding the aforementioned 'best practices', they shall be considered in their context. While the comparison of different managerial styles might be useful for the improvement of the efficiency of management actions, overlooking their social, political and geographical context might lead the managers to misunderstandings and mistakes. Or in other words, there is no one best way of leadership, success of management actions depends on the circumstances (Fiedler, 1964); however, learning from different models might be rewarding for a better and more sustainable governance.

In line with these considerations, regarding the four parks subject to our investigations, we found the following: All four subject parks are under similar legislation defined or recommended by the European Union. However, as we have seen, their management are also largely influenced by their geographical characteristics, while park administrations also show considerable cultural differences. The recreational park at the lake Kir followed mostly utility objectives, notably to provide a recreational space and possibilities for the urban population of Dijon and its suburbs. By contrast, at the Duna-Ipoly, protection measures prevailed over any other considerations. The more extensive market-based approach was found at the Balaton and in the Morvan, although these two parks are also managed along fundamentally different principles. The market advantage of the Morvan relies first of all in its proximity to Paris, along with its relatively low pollution, coveted by those bearing the urban congestion. Also, for the northern European countries, such as Belgium, the Netherlands and even for Germany, the Morvan is the closest mountain area. To its visitors, the Morvan means above all 'freedom', where the sense of 'everything is allowed, nothing is forbidden' prevails. While the Balaton might offer a similar kind of escape from the busy and polluted capital, as well as agreeably

warm freshwater in the summer, this area is, contrary to the Morvan, often crowded and agitated. Here, the sensation of freedom, market advantage of the Morvan, is replaced by the traditions of visiting the lake. As we have seen, most of its clientele are regular visitors to the area. As first time visitors seem to be less likely to return, their attention might be drawn by special or even extraordinary attractions, such as the Balaton Sound electronic music festival for instance, which has created a new kind of clientele for the area, attracting tourists also to Budapest (as to reach the airport, tourists are obliged to pass by the capital). Besides, the characteristics of the region in its greater extent, shaped largely the managerial possibilities of the parks themselves, such as the mountains of the Morvan and the fresh water of the Balaton. However, despite efforts to take advantage of these features, their potential for outdoor activities, especially for outdoor sports haven't been yet recognized, the park administrations seem to have understood that in order to benefit from the endowments of the area, it is their and the other stakeholders' task to turn them into market advantage and/or find another way to be distinguishable and attractive to tourists. In both cases, and it is also true to the Duna-Ipoly and the lake Kir, although in different ways, the quest for authenticity (Delignières, 1998) is a predominant idea among both managers – and we might assume, that this is the case among visitors also, as revealed in our interviews.

2. LIMITATIONS OF THE STUDY

The following sections are dedicated to highlight some of the difficulties and constraints we met during our investigations. As in the previous chapter, limitations of the theoretical framework, the methodological techniques and that of the managerial/operational perspectives are going to be presented.

2.1. Theoretical Limitation of the Study

The most apparent limitation of the present work lies in the cumbersome nature of studying cultures. While there is no commonly accepted definition of culture, there are no commonly accepted dimensions along which (national) cultures could be analyzed and/or compared. In addition, even such dimensions existed, the dynamic nature of culture makes its static study burdensome, as dynamic changes are difficult to measure. Also, this limitation of the study not only appears on the theoretical, but manifests itself on the methodological level, too. Regarding the cultural dimensions, which proved to be significant for our study, other national differences were also revealed. For the reason behind some of these, we found cultural explanations, however, in some cases it wasn't clear if differences are due to cultural differences or dissimilarities of different nature.

In order to overcome the obstacles created by the difficulties of studying culture, we chose to compare similar nature sites at approximately the same time period along predefined dimensions. However, the precise definition of the study venues excludes the possibility of a comprehensive and representative analysis and comparison of national cultures. Especially, since the choice of the venues had an impact on the visitors' responses and attitudes. Instead, we chose to focus on the cultural differences on the operation (management and visitor experiences) of the subject sites.

Another limitation reigns in the limited number of theoretical research areas and the limited elements of cultural comparison, that we had the means to test during the present investigations. The multidisciplinary nature of management studies provides the opportunity of analyzing the subject from different angles, from different point of views, through different disciplines. On the other hand, the limits of such investigations are self-determined, as giving thorough, in-depth analysis from the perspective of different disciplines would require the researcher to be manager/geologist/ecologist/sociologist/jurist/anthropologist/urbanist/etc. at the same time. Nevertheless, we attempted to choose the major axes of our investigations to be disciplines with which we are most familiar, while remaining conscious of our limitations.

2.2. Methodological Limitations of the Study

As mentioned in the previous section, the difficulties of studying cultures brings about methodological limitations. The chosen methods of gathering original data (observation, interview, questionnaire) allowed us to provide information on our parks in a given timeframe. The investigations might, however, provide with different results in different years or periods – just to mention an obvious difference, visitors to both Lake Kir and Balaton are much less numerous during the winter season. Also in a few years' time, owing to the evolvement of the parks, we might found different results, than we did now.

This question might be even more important for the comparability of the venues: In Hungary, the concept of 'nature parks' is just emerging, accordingly we had to find a way to compare sites with different legal status. Furthermore, as mentioned before, venues influence both the 'type of' respondents (notably, that visitors to the subject sites are likely to be those, who are somewhat interested in recreational activities at peri-urban waterside parks). In addition, the point of view of those who refused to answer the questionnaire remain unknown.

Another limitation is linked to the size of the study sample, which eventually turned out to be smaller, than we expected/wished (even though still big enough for the purpose), owing to the bad weather during all summer 2014 in both Dijon and around the Balaton.

Also, the number of interviews turned out to be below expectations: while a number of interviews were refused in the end, it still took a lot of time and energy to organize them, especially in the case of the Hungarian interviews, which required longer preparation and travelling. The main problem with this being that the time spent on the finally unrealized interviews took away important opportunities to organize other interviews.

Finally, difficulties of mastering the research techniques also imposed obstacles to our work. The above mentioned high expectations of the interviewer is likely to increase the number of refusals (Duchesne, 2000). Besides the interviews, observations were proved to be cumbersome, as staying focused on the predefined elements, while staying vigilant for incidental, out-of-focus events, which might be relevant from the study perspective requires well-trained eyes from the researcher.

2.3. Managerial/Operational Limitations of the Study

The unconcealed aim of the present study was to give operational support for nature site management. Despite the numerous contributions, we couldn't yet answer all the managerial questions one might ask. From the operational perspective, the most important limitation (while

at the same time its most important contribution) of the present study might be linked to the analysis of outdoor activities at nature sites. First of all, we analyzed the attitudes of park managers and revealed, that the role and importance of outdoor is not yet acknowledged among them. Although this revelation might be of great help for further managerial considerations, it also limited our access to information on the topic. However, the subject was also analyzed from the consumer perspective, giving a first impression on the preferences of those, who are already visitors to the subject parks. On the other hand, we only have limited information on the service providers of these areas, even though, we made an attempt to analyze the available activities in the parks. However, from the park management perspective, service providers and consumers are of different importance, as the range and scope of available activities is not necessarily overlap with the needs or interest of the visitors and definitely different from the actual consumption patterns of this latter ones. In other words: the analysis of available activities and that of the consumed activities would require separate studies.

Also, the choice of venues imposes managerial limitations also, as our findings only apply to peri-urban waterside areas, while sites with different geographical features, as well as parks of different countries would also contribute to the completion of our managerial model.

3. FUTURE DIRECTIONS OF THE RESEARCH

One of the hardest task at the beginning of the present research was to limit the study area to manageable questions and directions, eliminating interesting or even relevant aspects in order to better focus on the central issues. Nevertheless, the deeper we searched in our initial topic, the better we know our field and the more we understood the differences, the more question raised and the more relevant future directions appeared. In addition, the interdisciplinary nature of our investigations, multiply the future options. However, some directions seem to be more pertinent or promising than others. In the following, we are going to introduce some of these possible future directions of our investigations.

3.1. Theoretical Prospects of the Study

As already mentioned⁴⁰⁷, our fundamental research questions might be approached in various ways, while we had to confine our study scope to the analysis of specific questions. However, the expansion of the theoretical approach of the study would provide with further information on the natural sites, and would, thus, be beneficial from both the scientific and the managerial perspective. In the following sections we are going to highlight some of these possible directions of extending or enlarging the limits of our study.

3.1.1. Analysis of visitor attitude towards environmentally responsible behavior and sustainable development

The analysis of the visitors' attitude towards sustainable development might be an interesting topic of investigation, as this is not part of our fundamental objectives, considering this question is not part of the present study. According to the study of Chui, the perceived value, the satisfaction and the participation in physical activities may foster the environmentally friendly behavior among tourists (Chiu, Lee, & Chen, 2014). Chiu studied the behavior of ecotourism participants, and, thus, analyzed the role of satisfaction, excitement and physical activities for environmentally responsible behavior. She found out that a "Higher perceived value of the eco-travel experience enhances environmentally responsible behavior; in addition, satisfaction and activity involvement can promote environmentally responsible behavior at ecological sites, lowering the damage to the environment (Chiu et al., 2014)". Hence, her behavioral model, based on the value-attitude-behavior theory, – showed that during an ecotourism experience visitors are more likely to be environmentally conscious if they value higher the place and if they are more satisfied with it, while the involvement in physical activities were used as the mediating variable.

3.1.2. Economic approach to park management

Besides gathering more detailed data on the park tourists, the economic significance of the consumption of these visitors also of great importance, especially from the point of view of the service providers. Some of the economic aspects of the park analysis are discussed below.

⁴⁰⁷ See 'approaches' on page 175.

3.1.2.1. Willingness to pay nature park entrance fees

Regarding the different possibilities of park management, the economic approach to park management has a vast literature, many researchers attempt to find an equilibrium with the help of theories borrowed from economics (Bacon, Cain, Kozakiewicz, Brzezinski, & Liro, 2002; Ercan, 2010; Godschalk & Malizia, 2014; Ónega-López, Puppim de Oliveira, & Crecente-Maseda, 2010) or a solution (Bacon et al., 2002) via economic-like analysis, often referring also to the need of financial contribution from the parks' visitors (Kamri, 2013; White & Lovett, 1999). In a similar aspiration, Oh (2010) attempts to find an equilibrium between the preservation of natural resources while serving the needs of the population as much as possible. As the author reports, "Limited resources continue to lead the call for economic efficiency, which requires maximizing public welfare while allocating resources prudently. (C.-O. Oh & Hammitt, 2010)" He argues in favor of fee-based system aiming to financially support trail services, such as management and maintenance. Although a fee-based system seems to be beneficial for the park management (Hultman, Kazeminia, & Ghasemi, 2015) – even more when government budgets are declining –, it may raise an ethical dilemma: "The dependence on user fees, however, inevitably invokes concerns about equity and fairness because they may displace certain segments of recreationists, such as lower income individuals (C.-O. Oh & Hammitt, 2010)".

3.1.2.2. Total cost of the visit

Besides the entrance fees to nature parks, targeting the questions of willingness to pay for nature conservation and the use of relatively protected areas, the total cost of such a visit is also an interesting topic for investigation. A recent magazine article⁴⁰⁸ compares the cost of visiting European capitals, including Budapest. Yet, the fees presented in the article doesn't represent the same costs for everyone, as it might depend on the tourist's revenues as well as his attitude to such expenses, including his willingness to pay a certain amount of money for a certain type and length of visit. Also, the experiences they are seeking might also differ from one individual to another, while culture is also likely to influence such attitudes.

⁴⁰⁸http://www.lemonde.fr/m-voyage-le-lieu/article/2016/05/22/cap-a-l-est-six-villes-d-europe-a-petit-budget_4924041_4497643.html#xtor=RSS-3208

3.1.2.3. Analysis of costs related to sport consumption

Besides the cost of the visit, such as entrance fee to the park, accommodation, restauration, travel costs, etc., the analysis of the sport related expenditures are also of great importance in order to better understand national cultural differences of sport consumption. The cost of the equipment (rental or ownership), the accessories, but clothing, sports drinks and food, dietary supplements, personal coach, etc. all make part of mapping the sport consumption patterns. This reasoning might lead us the analysis of lifestyles, notably a sporty one in general or separately and more in detail the lifestyles linked to different activities – such as the mountain-bikers of the Morvan or the cyclists of the Balaton region. However, it has to be noted, that while the study of lifestyles might be utile in a within-country comparison or analysis, the culture seems to be more influential than lifestyles, “evidence is found that culture overrides lifestyle (Mooij, 2014)”. However, for a subtler understanding on consumption patterns, the studying lifestyles might still be beneficial.

3.1.3. Responsibility

Nature park, as mentioned before, are non-profit organizations. However, tourism/outdoor providers and other stakeholders in the area are more likely to be for-profit companies. Accordingly, their different attitude and interest in terms of economic gains and ecological conservation might differ, and might also represent a potential threat for nature conservation. The question is: who is responsible for our environment, who has the task to preserve it and what are the extent to his responsibilities and how these considerations might vary from one country to another.

In addition, the role of physical activities for an environmentally responsible behavior in the case of for-profit companies was shown (Smith & Westerbeek, 2007). According to the authors, sport may carry numerous positive values that are highly appreciated within the society and that may foster socially responsible behavior. On the other hand, sport may also represent negative behavioral models that may be harmful for spreading socially responsible behavioral patterns and may generate social issues and problems. In addition, sport carries unique features for social responsibilities such as: Rules of fair play: equality, access, diversity; Safety of participants and spectators; Independence of playing outcomes; Transparency of governance; Pathways for playing; Community relation policies; Health and activity foundation; Principles of environmental protection and sustainability; Developmental focus of participants; Qualified and/or accredited coaching (Welford, 2005). Furthermore, “The nature of sport lends itself to

being uniquely positioned to influence society in general and communities in particular. In other words, sports organizations are already implicitly woven into society, an integrative characteristic limited in commercial business organization (Smith & Westerbeek, 2007)".

The attitude towards responsibility and the differences in this attitudes among countries represent one side of this question, while a more specific challenges lies in the revelation of the role sport and physical activities might represent for these responsibilities.

3.1.4. Extended Physical Research Area/ Additional Sites

Even though we found a way to compare the protected zones of two different countries, the analysis of other type of protected area would be of great importance in order to better situate each type of park on the European level and to better define/describe them for a deeper understanding of their differences. Also, the analysis of non-protected zones would be also of great interest, especially in defining cultural differences towards the interpretation and implementation of sustainable development measures.

3.2. Methodological Prospects of the Study

Maybe the most important methodological prospects of the study would be the analysis of additional sites: different kind of parks and nature sites of further countries. This way, the uncertainty whether differences could be explained by cultural reasons or the venue/other could be reduced/eliminated.

As already mentioned, outdoor activities might contribute to a more responsible behavior⁴⁰⁹, while more environmentally conscious visitors could contribute to the preservation of these sites. Accordingly, visitor attitude to environmental preservation and responsibility is a relevant topic of research. This question could be efficiently analyzed with the help of the Q methodology; therefore, additional methodological techniques could complement the existing ones. At the same time, a deeper practical knowledge on the used techniques could also contribute to (a more) successful data gathering.

⁴⁰⁹ See Chiu, 2014.

3.3. Managerial/Operational Prospects of the Study

As already mentioned, maybe the most relevant prospect from the managerial perspective would be the analysis of outdoor activities. A more profound knowledge on the outdoor consumption (in terms of needs, desires, expectations, preferences) could provide essential information on visitors for their successful management and also for successful awareness raising for environmentally respectful behavior⁴¹⁰. Also, an in-depth analysis of service providers and tourism/recreation stakeholders could complete our actual knowledge and could work in favor for an increasingly sustainable park management.

Furthermore, the analysis of other countries' managerial models could provide with useful operational ideas and know hows for managers.

⁴¹⁰ See: Chiu et al., 2014

4. CLOSING THOUGHTS

The revealed (cultural) differences between France and Hungary provided us with original knowledge on the nature park management and visitor experiences at the subject sites. As a (simplified) global result of our investigations, we might conclude, that although both European countries, differences exist between them, while some of these can be explained by national cultural variations.

Nevertheless, the studies were carried out within a given timeframe, which only allowed us to draw conclusions for the present state of park management and visitors. However, we have seen through our historical outlines, that remarkable events and characters (might) have the power to change the course of actions and give new directions. In other words, we made an attempt to understand the current orientations of park management in the subject countries, and the peculiarities of consumer experiences at nature parks. Also, we have seen from where these directions originated, and we are now familiar with the prevailing objectives of the parks. Yet, we cannot tell fortunes: The future of natural sites remains unknown, while we might only guess about the prospects of these areas, assuming, that current directions would subsist until the next major event.

Ergo, the more we know, the more we are aware what is left to see, study and wait for. We are closing, thus, the present work in the spirit of looking forward to acquiring (and sharing) further knowledge on the subject in the future.

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ANNEXES

Annex 1 Brief Summary of Some of the Turning Points in Hungarian History

Hungary's history is characterized by consecutive ups and downs, and perpetual resumptions after tragic events, defeats and losses (Bényei, 2007). After the wandering of the early Hungarian ethnic groups arriving from the other side of the Ural Mountains, the Hungarian conquest of the Carpathian Basin just before the first Millennium. King Saint Stephen, overcoming a series of obstacles, founded the State of Hungary and converted its people to Christianity. Stephen, being an advanced thinker, founded a stable and independent Christian state, that kept its sovereignty for the next five hundred years (Font, 2013).

Before becoming part of the Habsburg Empire, Hungary lived under Turkish occupation for about 150 years. A number of expressions, dishes, some traditions and the popularity of thermal bath are a heritage of this era (Somogyi, 2014). The liberating Habsburgs then added Hungary to their territories. The Hungarian spirit never really accepted the Habsburg takeover: in 1848 the Kingdom of Hungary entered into a war for independence from the Austrian Empire. Despite some initial success, the revolution was crushed by the 'Holy Alliance' of the Austrian State and Russian support. The Austro-Hungarian Empire existed for about fifty years, until it collapsed after losing World War I (Romsics, 2010).

During the interwar period, Hungary lived troublesome times, starting with the loss of its territories and becoming a landlocked state (its new borders being defined in the Treaty of Trianon). The following period in Hungarian history is characterized by economic and political difficulties, that led to the intensification of extremist politics. During the regency of Nicholas Horthy, a Hungarian admiral, the extremist ideas were institutionalized, and in the 1930s the Admiral formed an alliance with Hitler and Nazi Germany (Romsics, 2010). When Germany and its Nazi ally lost the Second World War, Hungary was 'liberated' (as they insisted on calling it) by the Russians – when another 40 years of occupation, now by the Soviets, started. As a particularity of the socialist government, all aspects of the administration had to be reconsidered to follow the Soviet model (Földesiné, 2006). This period marked considerably the Hungarian culture – a question which will be explained in more detail in the following chapters.

As for the first half of the Russian occupation, it can be described as misery and a struggle after a lost war, characterized with depleted reserves, the introduction of a planned economy, and also by the implementation of technological innovations. Originating from Hungarian universities, a revolution for independence from the Soviet occupation unfolded in 1956 (János

Széky, 2013). Although the revolution was crushed, it wasn't without results. From that point, the Hungarian People's Republic has become a considerably more open state, often referred to as the 'happiest barrack' of the socialist camp. The communism practiced in the Country might be characterized by a relative liberty – compared to the other countries of the Soviet Union. This period is also called 'Goulash Communism', comparing, semi-humorously, the mixed ideology behind the state administration to the popular Hungarian dish – made from the mixture of various ingredients. This relative freedom, on the other hand, was also key to an unusual, and rather specific development of Hungarian society – especially in the field of tourism. Even if the borders of the Country wouldn't open immediately, and getting a passport remained almost an impossibility, citizens of western countries could now easily enter Hungary. As a result, the Country (and especially the shores of Balaton) became a meeting point between the East and West – an event that marked substantially the further development of society and culture (Földesiné, 2005).

The fall of the Berlin Wall, or the 'Iron Curtain' in 1989 – that separated Western Europe and the Eastern Bloc during the Cold War – brought liberty for Hungary. Although this period wasn't without difficulties (as neither the society, nor the governing bodies were prepared to now stand on their own and compete with western countries after 40 years of isolation), the Country returned to an economic liberalism, that allowed progress and development, while political measures encouraged catching up with the western part of Europe (Romsics, 2010).

The next 10-15 years (and in some respects, even after) might be best portrayed by the constant path finding aspirations of both the political elite and the new generation of economic stakeholders. The ever changing political institutions couldn't create a stable enough environment for the emerging entrepreneurs, however, some of them still managed to achieve great success (Dóczy, 2007). In addition, Hungary's endeavor to join the European Union (supported by a successful EU membership referendum in 2003) was realized in 2004. Since joining, a harmonization process with European policies started, while the Country adopted a European economic and political system. Also, European financial resources and knowledge sharing helped the development of different towns and regions, and provided support for the continuously growing number of sole proprietors.

METHODOLOGY OF THE STUDIES

Annex 2 Interview guide sample

Interview guide:

Identity: company / association / public

Town:

Function:

A. Actor and Organization

What is the objective, what are the roles of the water sports center?

How is your relationship with the town?

Do you have a partnership with the Dijon tourism office?

And/Or with the other tourism and recreation activity providers working around the lake?

B. Activities

Who is your public? The young, seniors, families,...?

How many clients do you count annually? In total?

Do you take advantage of the proximity of the town of Dijon (and its urban conglomeration) to organize activities or events in the park naturel of the lac Kir?

What is the objective of these gatherings? Recreation, entertainment, health, competition, etc.?

Are there a lot of foreigners? From which countries?

Did you ever have an issue or a conflict with the other users of the lake?

C. Environmental protection

Do you have any sustainable development measures?

Do you have documents on sustainable development plans or strategies?

What may be the role of stakeholders of recreational and/or tourism services in a sustainable development?

D. Development project

Does the idea of sustainable development appear in your development projects? How?

What is the role of the outdoor providers for a sustainable development?

Annex 3 - Questionnaire sample: Lake Balaton – English version



'BALATON' QUESTIONNAIRE OF THE UNIVERSITY OF BURGUNDY

Thank you for taking a few moments to answer our questionnaire. We are carrying out a study about the lake. There are no right or wrong answers, and all answers are important. Your responses will remain strictly anonymous.

Questions on your experience in the national park (Balaton)

Q1. Is this your first stay/visit at Balaton? yes no

If yes, **how many times did you visit/stay at Lake Balaton in the previous year:**

Q2. Size of your group:people (including you)

Q3. Relationship to your partner(s) in this visit/stay

family only friends only family and friends others

Q4. Number of nights staying on this trip:

Q5. We would like to know about your experience at the park.

For each of the statements below, please circle the number best represents your opinion:

	Strongly disagree	1	2	3	4	5	6	7	strongly agree
1- Activities of others is amusing to watch	1	2	3	4	5	6	7		
2- Watching others perform is captivating	1	2	3	4	5	6	7		
3- I really enjoy watching what others were doing	1	2	3	4	5	6	7		
4- Activities of others is fun to watch	1	2	3	4	5	6	7		
5- Just doing physical activities here is very pleasant	1	2	3	4	5	6	7		
6- Physical activities here are very attractive	1	2	3	4	5	6	7		
7- Physical experiences here provide pleasure to my senses	1	2	3	4	5	6	7		
8- I participate in physical activities to enjoy myself.....	1	2	3	4	5	6	7		
9- My stay at this park is/was interesting	1	2	3	4	5	6	7		
10- My stay at this park is/was stimulating	1	2	3	4	5	6	7		
11- My stay at this park is/was exciting	1	2	3	4	5	6	7		
12- I will have wonderful memories about this park.....	1	2	3	4	5	6	7		
13- I will remember many positive things about this park.....	1	2	3	4	5	6	7		
14- I will remember my experience at this park.....	1	2	3	4	5	6	7		

Q6. We would like your opinions about the Balaton-Felvidék National Park:

Overall perceived quality

Poor quality	1	2	3	4	5	6	7	Excellent quality
Inferior to other parks.....	1	2	3	4	5	6	7	Superior to other parks

Overall satisfaction

Very dissatisfied.....	1	2	3	4	5	6	7	Very satisfied
Terrible	1	2	3	4	5	6	7	Delighted

Would you recommend visiting the Balaton to someone? 1 2 3 4 5 6 7

Do you intend to come back to the Balaton within a year? 1 2 3 4 5 6 7

Q7. What kind of sport/physical activities are you involved in the park? (one option or more)

- cycling excursion swimming roller-skating beach volley
- canoe/kayak sailing running/jogging table tennis
- none other(s) (please specify) :.....

Q8. Generally, what is the main purpose of your participation in these physical activities?

(For each of the drives below, please circle the number best represents your opinion)

- | | | | | | | | | | | | | | | | |
|----------------|---|---|---|---|---|---|---|------------------|---|---|---|---|---|---|---|
| 1. socializing | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 4. self-esteem | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. performance | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 5. entertainment | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. excitement | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 6. other: | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
- please specify:.....

Q9. If you answered 'yes' on cycling and/or excursion for Q7, please respond:

I do most often: cycling walking

1. It's a sport that means really a lot to me. 1 2 3 4 5 6 7
2. Arguably, it is a sport that I'm interested in. 1 2 3 4 5 6 7
3. I feel particularly attracted to this sport..... 1 2 3 4 5 6 7

Q10. I participate in this/these sport(s)... (strongly disagree 1 2 3 4 5 6 7 strongly agree)

1. ...so that others will praise me for what I do. 1 2 3 4 5 6 7
2. ... because it is very interesting to learn how I can improve. 1 2 3 4 5 6 7
3. ... because participating in it is an integral part of my life. 1 2 3 4 5 6 7
4. ... because I have chosen this sport as a way to develop myself. ... 1 2 3 4 5 6 7
5. ... because I would not feel worthwhile if I did not. 1 2 3 4 5 6 7
6. ... because men supposed to do a bit of sport. 1 2 3 4 5 6 7

Q11. We would like your opinion on general culture-related questions.

For each of the statements, please indicate the extent to which you agree or disagree by checking the appropriate response:

Strongly disagree		Strongly agree										
1- Less powerful people should be dependent on the more powerful.	<table border="0"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> </table>	1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10			
2- Everyone grows up to look after him/herself and his/her immediate family only.	<table border="0"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> </table>	1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10			
3- Men are supposed to be assertive, ambitious and tough.	<table border="0"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> </table>	1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10			
4- Uncertainty is a normal feature of life and each day is accepted as it comes.	<table border="0"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> </table>	1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10			
5- Truth depends very much on situation, context and time.	<table border="0"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> </table>	1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10			
6- Work is more important than leisure.	<table border="0"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> </table>	1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10			

Personal questions:

Gender: **Age:** years **Place of residence (postal code):**

Marital status: **Number of children:**

Highest level of education

- | | | |
|--|--|--|
| <input type="checkbox"/> less than high school | <input type="checkbox"/> associate degree | <input type="checkbox"/> master's degree or more |
| <input type="checkbox"/> high school | <input type="checkbox"/> bachelor's degree | |

Monthly household income

- | | | |
|--|--|--|
| <input type="checkbox"/> less than 1 000 € | <input type="checkbox"/> between 1 000 and 1 500 € | <input type="checkbox"/> between 1 500 and 2 000 € |
| <input type="checkbox"/> between 2 000 and 2 500 € | <input type="checkbox"/> between 2 500 and 3 000 € | <input type="checkbox"/> higher than 3 000 € |

THANK YOU KINDLY FOR YOUR TIME! ☺

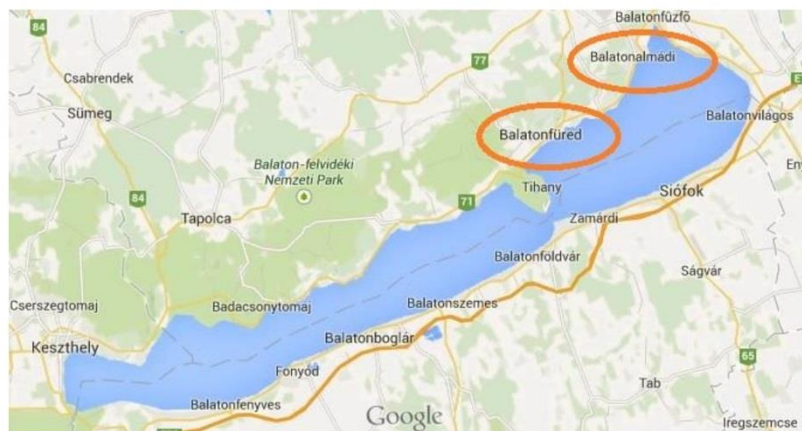
Annex 4 - Field research notes – sample: Lake Balaton

Field research note

Date: 16 August 2014

Place: Tihany, Hungary

Observations: After a relative lack of success in distributing the questionnaires at Balatonfüred and Balatonalmádi, a more urban area was chosen for this same purpose

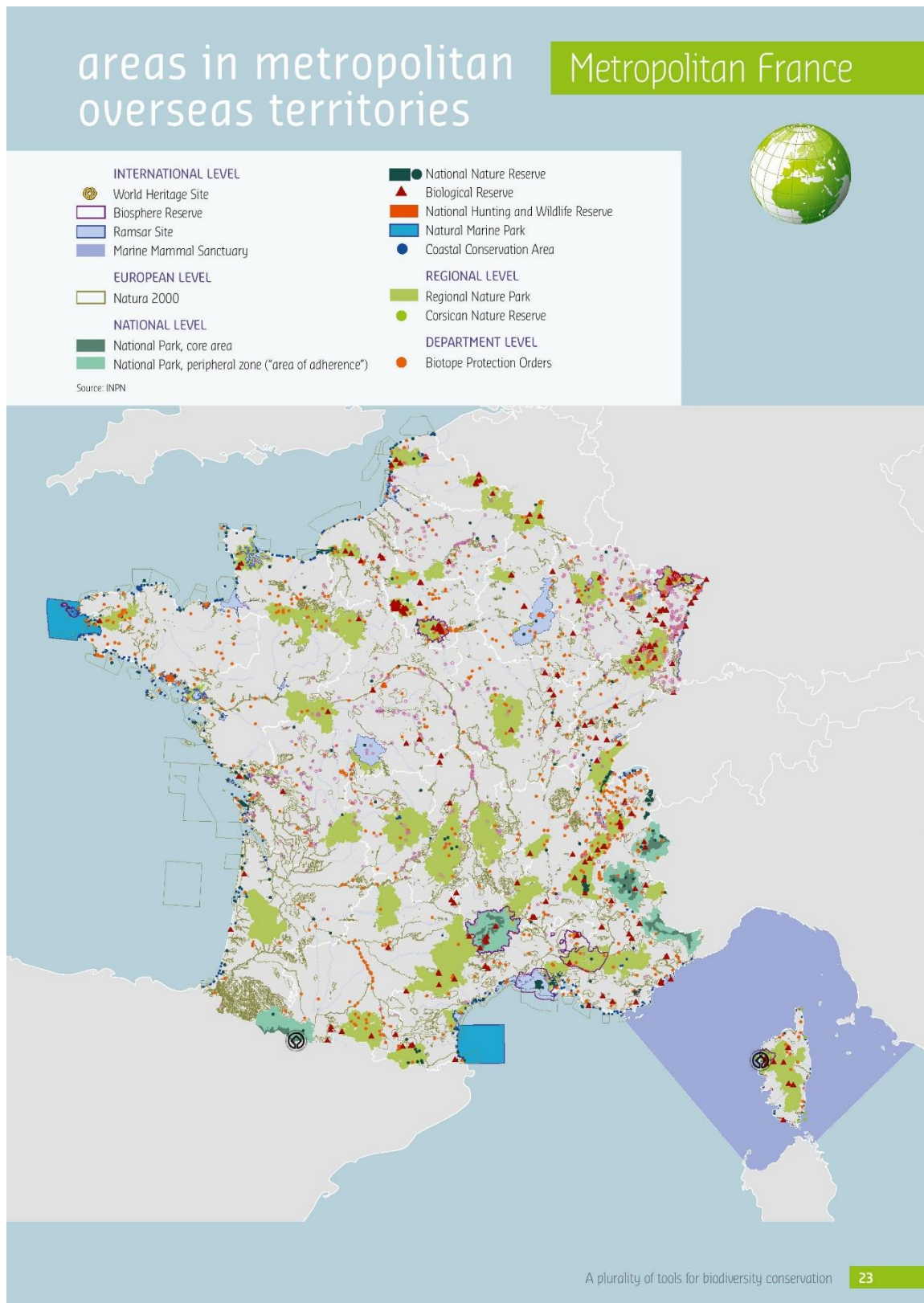


- The weather: around 27°C (after a few rainy days), the last days of the season (~ season end: 20th August – Hungarian National Holiday)
- Number of visitors: below average
- Number of foreign visitors: proportionally above average (maybe Hungarians chose other destinations due to the relatively bad weather during the week)
- Service providers: most restaurants, museums, etc. are open (~ to extend the season)
- People are less willing to fill in the questionnaires than on the beach (?? Cause? Different kind of visitors or different kind of activities? Other?)
- Prices: relatively high compared to other Balaton side towns
- Tourist Office: empty
- Activities: sightseeing, purchasing souvenirs, visiting museums; hardly any outdoor activity was observed (apart from some cyclists)
- Museum: Lavender House Visitor Centre (showroom of the national park): quite many visitors



FRENCH PARKS

Annex 5 - Protected areas in France



THE NATURE PARK OF THE MORVAN

Annex 6 – Outdoor activities in the Morvan

(source: Tourist Map of the Morvan / Morvan Carte touristique, Bourgogne Conseil régional and Parc naturel régional du Morvan)



Annex 7 -The organizational structure of the park

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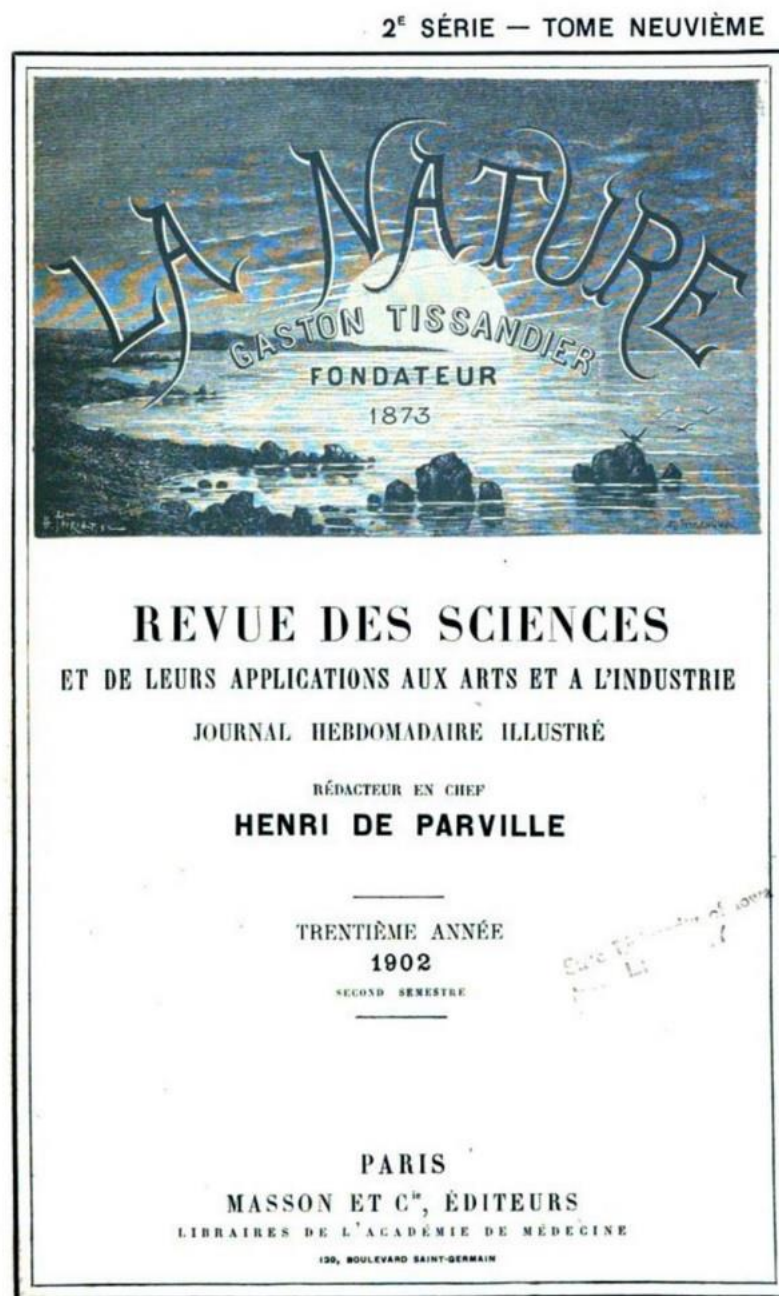


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Annex 8 - History of the Morvan – Gallo-Roman Era

(source: <https://books.google.com>)



IX

ample moisson de souvenirs sera le fruit d'une excursion en **Morvan**.

L'époque **gallo-romaine** a laissé de nombreuses traces de la lutte acharnée des Eduens contre l'envahisseur : la capitale des Eduens, Bibracte, était construite sur le plateau aux 22 sources, qui forme le sommet du Mont-Beuvray, à 810 mètres d'altitude. Elle fut détruite en partie après la bataille qui assura à César la définitive conquête de la Gaule par la défaite des Eduens, et, quelques siècles plus tard, les Sarrasins la pillèrent. La *Société Eduenne*, à Autun, a fait exécuter des fouilles et constitué un musée des plus curieux, et aujourd'hui toutes les construc-

tions ayant été dégagées des terres qui les recouvraient, on circule dans les rues de Bibracte où l'on trouve, sans trop de difficultés, des souvenirs de l'époque, monnaies, débris de poteries, etc. De Bibracte, la vue embrasse un des plus beaux panoramas du **Morvan** et s'étend très au loin. Par un temps clair, on distingue le Mont-Blanc à l'aide d'une longue vue. Les camps et les voies romaines abondent dans le haut **Morvan**.

Les monuments gallo-romains sont très nombreux à Autun et aux environs, et pour la plupart ils sont bien conservés : temples, remparts, portes de ville, thermes, cirque, etc., et la Pierre de Couhars, sorte de



Fig. 1. — Les bords de l'Anguisson, La scierie près Corbiguy.

pyramide de 15 mètres de hauteur, faite par la main de l'homme avec des pierres du pays et dont la signification ou le rôle sont encore inconnus. Certains prétendent qu'elle recouvre le tombeau de Divitiacus.

Des stations de l'homme préhistorique ont été découvertes en maints endroits et des dolmens et menhirs subsistent en certains points.

Au point de vue géologique, le **Morvan**, que M. Michel Lévy a si méticuleusement étudié, présente un grand intérêt. C'est, comme nous l'avons dit, un massif éruptif où l'on rencontre presque toutes les variétés des roches de cette catégorie et que, par la pensée, on peut diviser en deux parties ayant pour démarcation le méridien du mont Beuvray à la limite des départements de la Nièvre et de Saône-et-Loire. La partie Ouest présente, sur un sous-sol de

micro-granulite, des granites blancs, roses, des porphyres à gros éléments, des porphyres euritiques à teinte foncée, des porphyres noirs, des porphyres globulaires, des felsophyres rougeâtres, des porphyrites micacées, des orthophyres, des gneiss et des micaschistes. De très nombreuses fissures de faibles dimensions ont été remplies par de la granulite, du quartz souvent accompagné de pyrite de fer. A l'époque triasique, des eaux chargées de silice et de sulfures métalliques, principalement de plomb, ont injecté les couches en certains points et produit des amas de minerais, dont certains furent exploités avec succès : à Chitry-les-Mines, on voit encore les vestiges des mines de plomb et d'argent qui, pendant trois siècles, approvisionnèrent la France de ce dernier métal. Le travail cessa il y a 200 ans envi-

Annex 9 - Official presentation booklet of the Regional Nature Park of the Morvan

Morvan

A REGIONAL NATURE PARK IN BURGUNDY - 2014



Take the high road...



RECREATIONAL PARK OF THE LAKE KIR

Annex 10 - Title page of the 'La Gazette' daily of Cote-d'Or

N° 389 - Du 12 au 18 juin 2014



POLITIQUE
Fabienne Keller :
« Il faut refonder l'UMP »
P12

Nouvelles saignées au CHU
P4

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de Côte-d'Or

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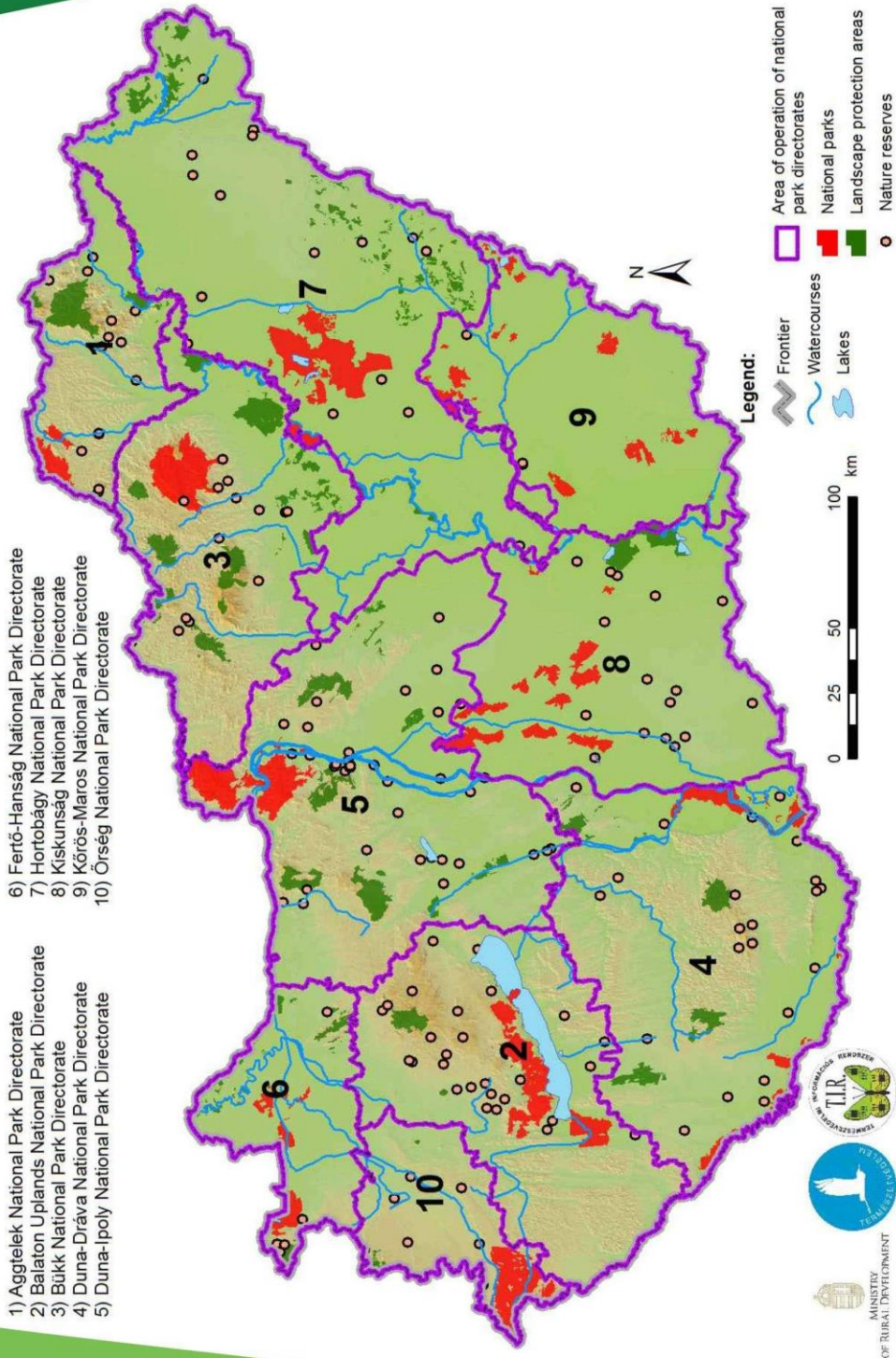
Annex 11 - Billboard of sensible natural area policy of Cote-d'Or



HUNGARIAN PARKS

Annex 12 - Map of the nature conservation in Hungary

The Nature Conservation Map of Hungary

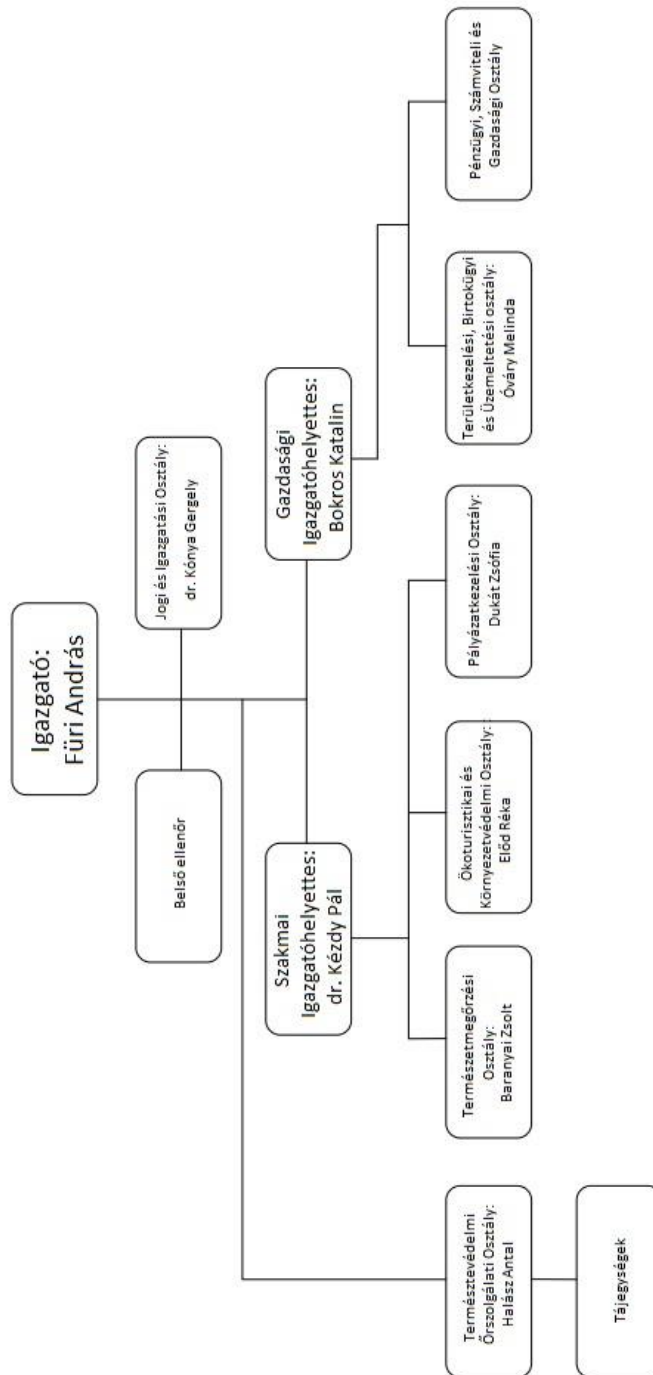


- 1) Aggtelek National Park Directorate
- 2) Balaton Uplands National Park Directorate
- 3) Bükk National Park Directorate
- 4) Duna-Dráva National Park Directorate
- 5) Duna-Ipoly National Park Directorate

- 6) Fertő-Hanság National Park Directorate
- 7) Hortobágy National Park Directorate
- 8) Kiskunság National Park Directorate
- 9) Körös-Maros National Park Directorate
- 10) Órség National Park Directorate

THE DUNA-IPOLY NATIONAL PARK

Annex 13 - Organizational structure of the Duna-Ipoly National Park Directorate



Annex 14 - Homepage of the Duna-Ipoly National Park Directorate website

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- NEMZETI PARK
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- TERMÉSZETVÉDELMI TERÜLET

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2015.02.06.

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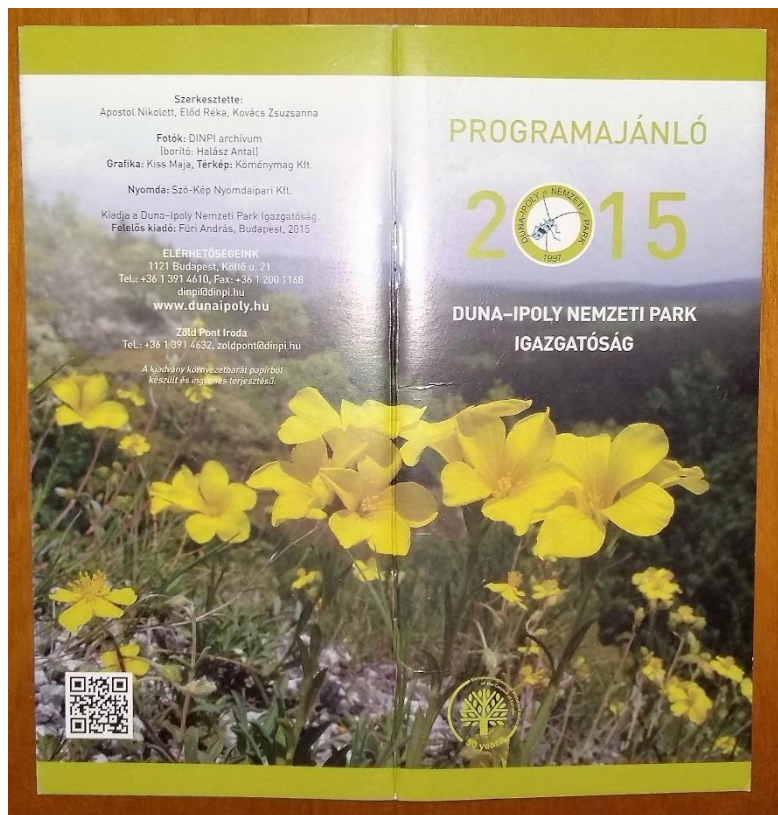
OKT pecsételődobozok – Online szavazás

2016.02.05.

Az Országos Kéktúra megújult pecsételődobozait is jelölték egy hazai különleges ötletet felvonultató szavazáson. [»](#)

Informative booklets and brochures of the Duna-Ipoly National Park Directorate

Annex 15 - Programs of the Duna-Ipoly National Park Directorate 2015



Annex 16 - Information booklet on the fauna of the Jági Lake

III. A Jégi-tóban élő állatfajok leírása

Szeretnénk megkönnyíteni az állathatározás nehéz munkáját, ezért mellékeljük a Jégi-tóban élő leggyakoribb fajok leírását. Ha új fajt találás, kérlek értesíts minket a füzet végén található címen.

Gyűrűsféreg törzse



márványos orvosi póca (*Hirudo verbana*)
Nagy termetű gyűrűsféreg, 10-14 cm hosszú, testének átmérője 2 cm. Háta sötét olaszvörös, melyen sárga vagy narancssárga mintázat látható. Garatfőjében három, sűrűn fogazott, szarvkapocs található, a kb. 100 sűrű fogacska között sorban ül az állkapcsok szegélyén. Kifejtésében állandó testhőmérsékletű állatok vérszívója. Néha az emberét is, de a szúcsiszúrás nem veszélyes. Nyálta véralvadást gátló anyagot tartalmaz. Főképpen sűrű növényzetet benőtt állóvizekben fordul elő. Veszélyeztetett, vörös könyves faj.



sávos póca (*Erpobdella vinensis*)
Kis- vagy közepes méretű póca, maximális hossza 4,5 cm. A test vörösesbarna színtől a feketéig változhat. A hátoldalon egy pár sötét hosszanti csík húzódik, amelyet keresztirányban foltosok keresztelnek. Testét szemölcsök borítják. Kisebb folyókban és nagyobb állóvizekben egyaránt megtalálható.



lónadály (*Haemopsis sanguisuga*)
Nagy méretű póca, hossza elérheti a 16 cm-t, átmérője pedig a 1,5 cm-t. Az idősebb állatok színe barna vagy fekete, a fiatalabb példányok világos alapon sötét mintás. Egyes egyedeknél előfordulhatnak világos csíkok, foltok, mintázatok. Ragadozó életmódot folytat, vízi és szárazföldi gerinctelenekkel táplálkozik. Mindenféle folyó- és állóvízben előfordul, nedves helyeken gyakran a szárazföldön is megtalálható.

Ízeltlábúak törzse



vízibolha fajok (*Daphnia* sp.) és kandicsrák fajok (*Cyclops* sp.) A vízibolha és a kandicsrák planktonalkotó, 1-2 mm-es alsórendű rákfaj. (A plankton elnevezés a vízben lebegő, kis méretű szervezetek gyűjtőfogalma). A táplálékhálózatban betöltött szerepük jelentős, számos állatfaj fogyasztja őket. Késő ősszel, télen és kora tavasszal kandicsrák, melegebb időszakban pedig vízibolha fajokat találhatunk nagyobb mennyiségben. Különböző fajuk az időszakos kisvízekben, nagyobb tavakban, lápvizekben, folyókban egyaránt előfordulnak.



elevenszülő kérész (*Cloeon dipterum*)
Lárvája jellemzően álló és lassan áramló vizekben él, de a gyors áramlású patakok és folyók sodrásmentes, víznyelvényszakban gazdag részein is előfordul. Algákkal táplálkozik. A lárvából kikelő felnőtt egyedek a levegőben párosodnak. A megtermékenyített nőstény nem kezd azonnal a petekészítéshez, hanem 1-2 hétre elrejtőzik. Ez idő alatt végbemegy testében az embriók fejlődés, a ezután rajka le a kibújásra érett lárvákat tartalmazó petőit. Egy évben több generációja is kifejlődik. Hazánkban a leggyakoribb kérészfaj.

Annex 17 - Booklet on the Szénás Hills Protected area for professionals

NATURE CONSERVATION



THE ZSIROS-HILL IN 1930 AND TODAY
(PHOTOS: ARCHIV AND PÁL KÉZDY)

The comparison of the photographs taken in 1930 and today reveals a stunning transformation of the landscape. From a conservation perspective, the two most unfavourable changes on the Szénás Hills is the planting of pine forests, and the development of the surrounding agricultural areas.

Suburban sprawl has a number of unintended implications on the ecology and conservation of the area:

- The buffer zone between the protected and residential areas is disappearing;
- As the paved-over area is growing, the hydrology of the Nagykovácsi and Pilisvörösvár basins is altered;
- The feeding areas of birds of prey are disappearing;
- The growing population increases the pressure on the protected area. Motor-cyclists and mountain bikers damage the sensitive turf. Illegal parking bays and garbage dumps appear in the forest.

In 2003, the European Union awarded a grant for nature conservation purposes in Szénás Hills. Although the five-year programme ended, Duna-Ipoly National Park Directorate and Pilisvörösvár Forestry Company continue to **work together** on habitat restoration, environmental education, guarding and research activities launched as part of the programme. Their cooperation is based on a 10 year management plan for Szénás Hills, adopted as ministerial decree (No. 17/2008 of 03/06 issued by the Ministry for Environment and Water) in 2008.



From 1930, black pine was planted on mountains to replace vegetation destroyed by deforestation and grazing. Although these dark pine forests are extremely species-poor, new fertile soil gradually formed under them potentially offering the chance for their replacement by species-rich downy oak forests in the future. The greatest threat imposed by **forest transformation** is soil erosion prevented by using some of the pine trees to build erosion control hedges.



EROSION CONTROL HEDGES (PHOTO: PÁL KÉZDY)

Horses or slides are used to move logs from the area. These **delicate methods** do not cause damage in upper soil layers. Larger clearings are replanted with downy oak or beech seedlings.



LOG SLIDE
(PHOTO: PÁL KÉZDY)

In order to **reduce the numbers of wild boar, red deer and roe deer** to a level that enables the forest to regenerate, a new fence have been built. To facilitate access for walkers, ladders, rotating or swinging gates have been installed wherever the new fence crosses a path. This way, tourists can still enter but crossmotor bikes have been eliminated from the Szénás Hills and can no longer cause damage.



FENCES
(PHOTO: PÁL KÉZDY)

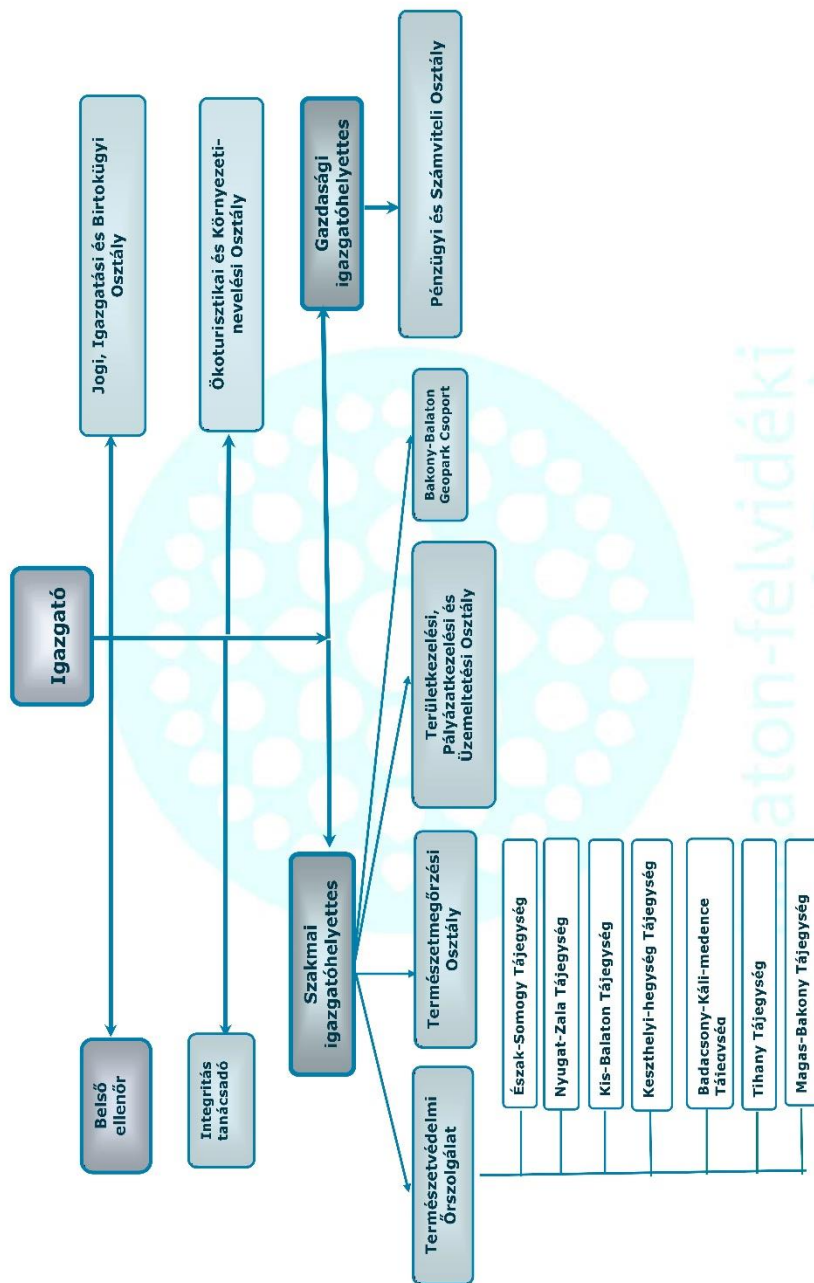
Annex 18 - Program guide 2014



THE BALATON UPLANDS NATIONAL PARK

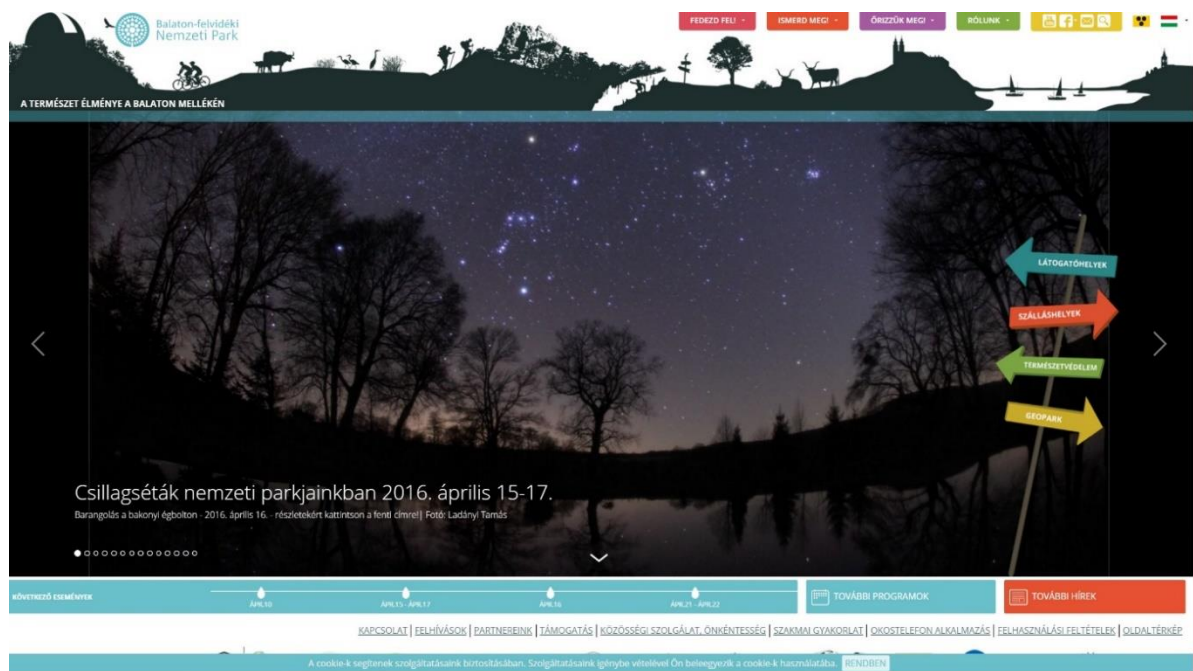
Annex 19 - Organizational structure of the Balaton Uplands National Park Directorate

Balaton-felvidéki Nemzeti Park Igazgatóság
szervezeti felépítés



Annex 20 - Homepage of the Balaton Uplands National Park Directorate's website

(retrieved on 08-04-2016)



Annex 21 - Brochure of the BalatonMix

An offer for train, bicycle and entrance to museum and visitor parks

BALATON MIX – Your Pass to Lake Balaton

50% reduction to the Balaton, and unlimited travel around the lake by train and ship!

If you would like to spend your time at Lake Balaton active, visiting several sights, Balaton Mix is your ideal solution. Balaton Mix allows you travelling on the railway lines around Balaton, and on the scheduled ships and ferries of Balaton Hajózási Zrt. You can even bring your bike. Our special offer is valid between 19th April 2014 and 5th October 2014.

Balaton Mix can be purchased with 2 different validity: a 7-day version allows travelling on 2 days, a 3-day version allows travelling on 1 day; travel day(s) can be selected freely within the validity of the ticket. Balaton Mix allows unlimited travelling on the train lines around Lake Balaton, and on the scheduled ships and ferries of Balaton Hajózási Zrt. crossing the lake. The date of travel must be written on the ticket prior the journey.

Type	Validity	Travel days	Price
Adult	7 days	2	HUF 5 690
Adult	3 days	1	HUF 3 400
Child (between 6-14 y.o.)	7 days	2	HUF 3 380
Child (between 6-14 y.o.)	3 days	1	HUF 2 030
Family (2 adults + 2 children)	7 days	2	HUF 15 380
Family (2 adults + 2 children)	3 days	1	HUF 8 970

Child ticket can be bought for children aged between 6-14 years. Family ticket allows travelling for 2 adults and up to 2 children (aged between 6-14 years) together. For groups above 10 persons we offer special discount, for details please contact our sales staff.

For travelling to and from Lake Balaton, you can buy special round-trip discount ticket. The reduction is 50% of the full fare on 2nd class. The special round-trip ticket is valid for the return trip only if the number of the round-trip ticket is written on your Balaton Mix ticket. (For 3-day version Balaton Mix special round-trip ticket valid for less than 50 kms cannot be bought. There is no such restriction for the 7-day version.)

Balaton Mix can be bought in the railway ticket offices at the railway stations around Lake Balaton, and at the ports of Balaton Hajózási Zrt. Balaton Mix is also available at major railway stations across Hungary. Special round-trip ticket can be bought at any railway ticket office.

Would you like to bring your bike?

Balaton Mix entitles you to carry your bicycle free of charge around Lake Balaton according to the terms below:

On train: Adult, Child and Family Balaton Mix ticket allows carrying 1 bicycle per person free of charge (e.g. a party of 2 adults and 2 children with a Family ticket can carry 4 bicycles) on the day(s) marked for travel. Bicycles may be carried on the train only if there is enough capacity, and only according to the general terms of MÁV-START. (Bicycles may be carried only in special cars, or at designated parts of the train. The maximum number of bicycles to be carried depends on the type of car/train. If there is no such designated area, 2-2 bicycles can be carried at the first and last door of the train, – but only on 2nd class, – without obstructing the other passengers.) To carry your bicycles with your Balaton Mix ticket, you must obtain free-of-charge bicycle ticket prior your journey at the railway ticket office. (If there is no ticket office at the place of departure, you can obtain the ticket on board.)

On passenger ships: On designated passenger ships of Balaton Hajózási Zrt. free-of-charge carrying of bicycle is allowed with Adult and Child Balaton Mix ticket on the day(s) marked for travel, depending on the available space. 1 bicycle per person is allowed.

On ferries: Adult, Child and Family Balaton Mix ticket allows carrying 1 bicycle per person free of charge on the day(s) marked for travel.

Balaton Mix ticket bought with group discount is not eligible for free-of-charge carrying of bicycles.

Further information: www.mav-start.hu

MÁV-START wishes you a pleasant time at Lake Balaton!

Programinfók

Az itt látható QR-kód és egy okostelefona telepített alkalmazás segítségével közvetlenül megnyitható a Magyar Turizmus Zrt. Balaton oldalja, ahol számos információt találhatnak a magyar tenger körüli programokról, rendezvényekről és kulturális eseményekről.

BALATON MIX – a balatoni napijegy

with English pages

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Annex 22 - Bicycle friendly facilities at the Balaton

Rest area for cyclists (source: <http://www.turistamagazin.hu/>)



Start of the biggest Balatonkor tour/competition (organized by Vuelta Ltd.) at dawn
02.05.2014 (source: <http://www.vuelta.hu/>)



Annex 23 – Hungarian watersport successes

(source: <http://london2016.microplustiming.com/> retrieved on 2 June 2, 2016)

welcome to Euroaquatics London 2016 - Results ELITE CHAMPIONSHIPS

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NEWS STREAMING OVERALL MEDALS COMPETITION SCHEDULE OFFICIAL DOCUMENTS

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BY DAY BY CATEGORY MEDALS TROPHY

MEDALS AFTER 42 EVENTS

RANK	NAT	WOMEN				MEN				MIXED				TOTAL	Rnk BY TOTAL
		G	S	B	TOTAL	G	S	B	TOTAL	G	S	B	TOTAL		
1	HUNGARY	7	2	1	10	3	2	3	8					19	2
2	GREAT BRITAIN	2	5	5	12	4	1	4	9	1			1	22	1
3	ITALY	1	2	1	4	4	3	4	11		2		2	17	3
4	NETHERLANDS	2	2	2	6	2	1		3	1			1	10	4
5	FRANCE	1	1	4	6	1	2	7			1		1	9	5
6	SWEDEN	4		1	5								4	8	6
7	DENMARK	2	3	1	6		1	1					2	7	7
8	UKRAINE		1		1	1	1	2	4				1	8	8
9	POLAND				1	1		2					1	12	12
9	GERMANY	1			1	1		1					1	12	12
11	LITHUANIA	1			1		2	2					1	10	10
12	GREECE				1	1	1	2					1	12	12
13	SPAIN	3	3		6								3	7	7
14	ICELAND	2	1		3								2	10	10
15	ISRAEL					2		2					2	12	12
16	BELGIUM					1	1	2					1	12	12
16	SLOVENIA	1	1		2	1		1					1	12	12
16	RUSSIA					1	1	2					1	12	12
19	NORWAY					1		1					1	20	20
19	SERBIA					1		1					1	20	20
19	SLOVAKIA					1		1					1	20	20
22	FINLAND	2	2		4								2	20	20
23	CROATIA	1	1		2								1	20	20
23	PORTUGAL					1	1						1	20	20
TOTAL		20	20	20	60	20	20	21	61	2	2	2	6	42	127

[UP](#)


(source: <http://dailynewshungary.com/> retrieved on 2 June 2, 2016)

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FINA GALA: KATINKA HOSSZÚ BEST FEMALE SWIMMER OF THE YEAR AGAIN

01 FEB 2016 POSTED BY DAILY NEWS 0 COMMENT



International swimming association FINA has selected Hungary's Katinka Hosszú best female swimmer of the year for the second year in a row. Hosszú was given the title ahead of the American Katie Ledecky and Sweden's Sarah Sjöström.

Weekly Newsletter
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FIRST NAME

INTERVIEWS

Annex 24 - Interview – Avallon – Tourist office

Date: 15/04/2014

Place: Avallon

Participants: Catherine GOOR, director of the tourist office (CG)

G rard DELORME tourism councilor (GD)

Antoine Marsac (AM)

Jean-Luc Lheraud (JLL)

Orsolya Czegledi (OC)

(greetings, introduction)

JLL: Maybe we should start.. The relationship between Avallon and the regional natural park how is it and how is it formed?

GD: We are a member of the park, we had been, for a long time, a “gate city” before we were physically integrated in to the park . Because the limits of the park, it’s marked by the granite, and we are the last town to have the granite. The granite comes from the heights of Avallon, then it changes to limestone. So, we had been integrated. Then the industrial area caused some problems, but mainly on the “limestone side”. And so the joining took place, I don’t know in which year, but now we are member of the park and stakeholder and we have representatives who are in the committee, so the work is being done by the boards (forest committee, environmental committee, etc.)

JLL: It’s more than a partnership.

GD: Yes, it’s more than a partnership. We are stakeholders, but in the heart of the park. We are the gate on the north; we are the entrance to the park. Especially for those who come from Paris.

JLL: And so for you, what does it represent to be an actor or a stakeholder in the park for the life of Avallon?

CG: An Image. It’s linked to the Morvan in people’s heads. Anyhow, we, on the tourism level, we actually have an image related to nature, sports, leisure, etc. So it’s also an image of protection. That is, when people come here, they already know that they are coming to nature, it is already linked to the name. That is why we choose the name for our website “Avallon-Morvan”, because the Morvan gives a readymade image. And the park is defining three different areas right now. The last one is ours; it is the Morvan of Sites and Valleys. So we started our internet site two years ago. And we took the identity of Morvan immediately – its visual identity that is for free.

GD: Just to complete this thought, I think today, our days, the most important segment of tourism is the green tourism. I think that this is a new lifestyle. Particularly when you take a pause, when you relax and the blending of the city to the park is really in this direction. So I think that we are spoiled by nature, so we have to benefit from it. I think that when we speak

about the regional natural park, it already evokes a state of mind. Because even Vézelay, people don't necessarily know where it is. We really have a lot of work to do in this point.

AM: It's just politics; it's the strategy how to sell the destination.

GD: We would actually want to work on it, to become a destination on the north of the Morvan, because it could represent an actual additional value. I speak about an actual new identity here with the three settlements of the joint community at the entrance of the North of the Morvan and we have everything to add value to this territory. We have a motorway exit, we have the Burgundy Canal on the other site, we have the train that stops in Avallon itself, even if it is a little bit slow sometimes, because it is the Morvan line, but the train arrives just in Avallon, and we have the aerodrome, and we make 2500 moves annually on the aerodrome. The visitors of the aerodrome are mainly individuals, there is no other transport, but flying, and so the regional head office is now in Avallon. Before, it was St-Florentin but there was a conflict of interest with the parachutists in St-Florentin, because there are a lot of parachutes. So they come here regularly to do paragliding. And it can also be good training for the aerobatics; the aerobatics clubs come here for training in Avallon. It disturbs the neighborhood a little bit but we explain to them that they can come to see the training and it's quite nice. So these are the attractive transportation features we have: air, naval, railway and the motorway. And we have a real added value: Vézelay, which is a UNESCO site, 15 kilometers from Avallon. 100 000 tourists come annually to see the basilica. But that's not the only thing we have, because Vézelay can be seen in two hours, so what's interesting, is the patrimony, the activities, the accommodations, the restoration, and even the industry, we have every kind of service in Avallon, hospital, cinema – these are also elements that makes the town a central one – the real showcase of the territory. And what we want to improve, it's for the town tourism, to enhance the economic development, the tourism and the outdoor sports. Because here we have a natural area that we can use. We have orienteering competitions for example, we have an area that has the signs for orienteering. And there are regional and national competitions every year in Avallon, we are the starting point of the great crossing of the Morvan, departing or arriving point depending on the direction we choose. But today it is mainly the MTB, that's an asset, and we are developing our services around this, we put up signs where there weren't any before, because there is a great demand for that and we do this signposting according to different difficulty levels just like in the case of ski slopes, where you have the blue slope for families, the red and then the black. The black trail is Avallon's specialty, that's an urban track, so you ride your MTB in the town and you take the stairs and other constructions. It's a rather original track, and this is our black slope. And as not everybody does cycling as a sport but rather as a recreational activity, we will also have electric bikes. There was a call for a project recently, a park has responded to this call, and there are also 3 or 4 communities that applied for the competition. Saint- Père, just above Vézelay, us, the lake of Settons (Activitale) and then another, but I don't know if they will carry on because they have just changed their president. But we will definitely start the e-bike project. We are really building something around the tourism destination axis towards a real offer of outdoor sports. Our biggest fear is the accommodation of this kind. We improved the camping site two years ago, we have cottage houses, lodges, but we don't actually have proper accommodation for groups. So we are thinking about it.. We think about houses close to the camping.. A real hiker house that can be managed by the camping and thus they could also use the sanitary facilities of the camping, so

something like a mountain shelter. As for the physical activities, for the MTB, the public is important, they are the hikers. Hiking, mountain biking and horse riding.

OC: Do you happen to have statistics on these physical activities?

GD: Statistics on the MTB.. no, we don't have them because we cannot.. Today they don't necessarily pass by the town. They start at the valley of the Cousin and then they continue in the park of the Morvan, so they are really hard to identify and count, that's why we don't have the statistics.

CG: But the hikers, they represent our biggest turnover in the shop, that's what we call the hiking booklet. We edited this booklet for the hikers. It contains all the biggest tracks of the area and we have to reprint it regularly. And we also have guidebooks for the great crossing for example with its paths, and their market is pretty good. And we often see folks with backpacks who come to the office for a guide and who leave hiking.

AM: Are you in the booklet of Lyon on foot?

CG: We must be in it, yes

OC: And those tourists are mainly French or foreigners? For example, those who use the guides, where do they come from?

CG: The guides are in French, we don't have the English translation because we are not really international, but our visitors are not necessarily only French. The majority is French but you can find foreigners here.

GD: Also in the case of the sporting activities. We have the canoe on the Cure for example, that is important. Or the adventure park with the trees and ropes in the proximity of Avallon.

CG: There is also an eco-paddler course for canoes and kayaks.

(Short conversation on the kayak and on the beauties of the valley of the Cousin, etc.)

GD: Fishing is also an important activity – but they are sometimes disturbed by the kayakers. The conflict of land use.. I talked about it the forester in Avallon, it's 1000 hectares and still there aren't many communities that have such large forested areas. We manage a part of it with the National Forests Office, a part of it that is mainly for walking. Sometimes we have disputes with the cyclists when they want to have a competition with the young riders for example. And then the forest is mainly reserved for hunting, we have hunting huts, but that goes rather well, we don't have conflicts with the hunters neither with the fishermen. We even have fishing courses for the amateurs of fishing. We have more problems with the quads. The difficulty today is related to a European initiative: we have to remove everything that holds back the free floating of the fish. It will modify the course, that is, everything that makes the view beautiful will disappear so that we would have a smooth water flow, that's a little bit annoying. The old dams will be removed, etc. That's a pity. The old water-mills.. That's a project for the valley of the Cousin, we have a contract with the region, the idea is that it should become accessible for everyone. This means that we should transform our routes to one way roads so that it could be shared between cars and walkers, bicycles. Then we have to decide which route should go in which direction and that's a project to be completed at the beginning of the mandate period. So we are working hard on it right now along with the research offices that make propositions of how to valorize the area.

JLL: And so you are participating in this project?

GD: We are stakeholders

JLL: Yes, but you make the other stakeholders participate?

GD: Yes.

JLL: How is your relationship with them, the other stakeholders?

GD: We don't have problems with them.. on the contrary!

AM: You have said..

CG: Yes, because this year we are not included in the guide, but that's ok, we don't have problems with all the stakeholders. On the contrary, we are trying to encourage them to collaborate with us more and more in the tourism activities. So no, we don't have a problem.

AM: What about their internal relationship?

CG: I don't know much about their relationship, but it's true that they are in direct competition with each-other. But I don't have information on that.

AM: We will stay a little bit in the valley of the Cousin, because it's still a remarkable site. Do you want to promote it from the nature and environmental protection or rather as a route that follows the river?

GD: We want to try to really develop the path, but it's not easy. There are two sides. There is a side with grass which is no doubt the more pleasant side and also it is airier than the other side, where you may feel a little bit closed in. You have to find footbridges to get to the other side because the objective is to make a loop. For us it's an important tourist attraction.

AM: And the maintenance of these paths., there are private owners? Farmers?

GD: Yes, it's not easy to..

GD: Because we work really hard on this, and this makes the people want to come to see us: we have information boards at the Bercy train station⁴¹¹ inviting people for an excursion in the Yonne Department, or to visit Auxerre or Avallon, etc.

JLL: I was just wondering about something..You are working with the associations. But how is your relationship with the OMS⁴¹²?

GD: With the sports offices? It's not the sports office; it's the EDSA, with whom we have a partnership. They have instructors who intervene in many different areas. There are 4 or 5 instructors. It's an associations subsidized by the town. They can take 15 000 Euros a year but they live on financial aid, too.

JLL: We are really in the boundary between the two. They work mostly for the sport and you, when you are dealing with sport; it's rather recreational, tourism.

GD: There was a time when we had a lot of sport tourism related projects in Avallon and then we overstretched it a little bit. First we really wanted to follow this mission; we really wanted to create something on our territory. But later, in order to gain more financial aid, we had to take care of the whole territory of Avallon, and the larger we get, the harder it is to reach a consensus, thus the effect of our work diluted.

JLL: on the societal level, it may create jobs.

⁴¹¹ A train station in Paris downtown

⁴¹² Municipal Sports Office (Abreviation in French, stands for Office municipal du sport)

GD: of course! It should be developed. Today it allows us to receive trainees. We have good sports equipment, we have a swimming pool that should be renovated, we have accommodation, and we hosted the national club of Tahiti, the young Tahitians for a week on an internship...

OC: Do you have strategies to support the physical activities in the park? Bike rentals, sporting events..?

GD: We have local sporting events. We have running races, there are cyclists, nature adventure racing⁴¹³, we have a triathlon, we do canoeing tours and races in the form of adventure racing. And this also allows for the athletes to discover the region. For those who are intent on coming back. Then as another attraction, we have the local farmers for example. People who sell jam, honey, gingerbread. We try to advertise them on our hiking trails, because we also share nature with them, they contribute to the tourism activity of the area.

JLL: And do you have statistics and numbers on the economic benefits of these events? On the expenses, on the consumption, etc.

GD: No, I don't have them. But we don't have trainees who would work on it.

(A short conversation on trainees.)

AM: And the accommodation for example, the cottages in the countryside, is their clientele mainly from the Burgundy, from France?

CG: No, it depends. There are a lot of Dutch for example.

GD: In the camping, for example, during the bathing season, the Burgundians come back, but not after the season. There are people who come to Avallon to camp also from Sens, or from Dijon, Cote-d'Or, that used to be less pronounced.

AM: And this is the key, do you think that?

GD: Yes, I think. They go less far, they are looking for a quiet area, and the Morvan meets this expectation. Also, there are a lot of things to do here, additional things, very diverse. Shows, cultural shows, exhibitions, concerts, etc. In Avallon, Saint-Pere or in Vézelay, etc.

JLL: OK, if I'm not mistaken, you have really put a lot into nature.

GD: Yes, we respect nature. That's what we want to protect.

CG: Maybe, just to add, the Tourism Office of Avallon we are lucky to market. So we recommend the groups and the individuals to stay additional nights and thus we are able to enhance the promotion of the Burgundy. So we can have people for 5 nights in Avallon and then we organize bus rides to discover the Burgundy area, the local patrimony. And within this framework we, in the context of the sustainable development, also organize eco-touristic tours. We have three big companies in Avallon. So one of them deals with tire recycling, we have a center of trash segregating, and then we have an environmental section that has red kites, so they have observation huts for red kites. And then we have, for two years now, the solar plant of Massangis. And we organize a lot of tours for it. And so those are organized by the office

⁴¹³ Adventure racing (also called expedition racing) is a combination of two or more endurance disciplines, including orienteering (if an orienteering map is used) and/or navigation (when non-orienteering maps are used), cross-country running, mountain biking, paddling and climbing and related rope skills. (source: Wikipedia)

with the company people who make the guided tours, but this is something that works really well.

AM: Everything that is environmental education, observation?

CG: Exactly

GD: We have built a terrace garden to, we set up a conservation orchard (apple and pear) and beehives. And we have an association for that which maintains the terrace gardens, etc., and will also plant more flowers, we want to be a flowery town and we also have a member who deals with the pedagogy, with the children.

CG: And, for example we, the office, we set up a tour, we have a guide, it's a freelancer, who is also an environmental counselor, so we have a tour now to visit the parks and the gardens of Avallon, as we have many of them even downtown. And we also have an orchards' protection garden. What else do we have? We have an animal daycare and we are the only community in the Burgundy region that offers water bowls for dogs downtown. They belong to the tourism office. We started it last year. So this is something we can offer for animal keepers, a special reception. And we also have a list of accommodation sites where dogs are allowed, so we may even go to the museums without the dogs.

GD: And there are also the associations who have a different approach for being a pet owner. We have spoken about the "stations vertes", so while speaking about the evolution of these green sites, we are heading towards the eco-tourism and the sustainable development. Today, the new policy for the "stations vertes" is based on the sustainability and the eco-tourism. We have to incrementally meet the criteria and so Avallon meets these requirements and we have to be one of the first 50 communities that will be referred to on the 50th anniversary of the "stations vertes" in May or June.

AM: And do you have a landscape protection program?

CG: I think it is the park who manages this.

AM: And speaking about territorial coherence, you, since Avallon is in the center, can you manage to agree with the representatives in order to promote the territory together?

GD: We are starting it. We have new representative since yesterday. So I cannot tell you now. The aim is this. We have important resources and then we have to be able to gather everybody. We have the wine, the agriculture, the forest, there are many things that are worth promoting in this area.

JLL: And your target, it is the individuals, the tourists? Because here, you are not far from Paris.

GD: Yes, we are two and a half hours from Paris. We don't have a target in particular; we are trying to promote the sports tourism and the nature tourism.

(short discussion off topic, acknowledgement, etc.)

Annex 25 - Interview – Chateau-Chinon – Tourism office

Date: 20/05/2014

Place: Château-Chinon

Participants: Delphine JEANNIN, manager of the tourism office (**DJ**)

Jean-Luc Lheraud (**JLL**)

Orsolya Czeglédi (**OC**)

(greetings, introduction)

DJ: Yes, we are the capital of the Morvan.

OC: Just a quick question before we start. While waiting, I saw many motocrosses; is there a competition or a demonstration here?

DJ: The championship was in Magnicourt this weekend, maybe they are here for that. But if not, we are cited in the bikers' guide. But was it really motocross? Because here, it's mainly road biking. Btw, I don't see them around the tourism office. Even if they are coming with those big bikes every Saturday, they are having fun, that's nice, they participate heavily in our economy, as they book quite many hotel rooms. It's a too bad that we don't have a code of good conduct printed out anymore. It can be downloaded from the internet, but we don't have it printed out anymore.

Then, what may be interesting is to raise their awareness a little bit, to the service providers who are welcoming them. I have downloaded the code from the internet, but I'm not sure that all of the stakeholders have actually read it.

OC: The motorcross riders that we have seen. they seemed to respect the code. They stopped their engines for example while they were waiting at the crossing just in front of us. But motors are just like that.

DJ: Yes. They are not mean. It's true that there are some groups that may cause trouble. I know, as we have many, the hikers, the horse riders, they're the worst, horse riders! The bikers, they don't necessarily come to the tourism office; they already know the area, they have their addresses, they know their paths (not necessarily on the authorized roads), it's an auto-organized activity. Then, when they come to the office, I always tell them to avoid the horse trails, and the private roads.

JLL: But you have your requirements, your signs, your surveys, some questionnaires?

DJ: No, because, as I have already told you, I don't really have reach to these people; it's mainly the stakeholders.

(comparison of the situation in the Morvan with that of Taiwan)

JLL: So your office, you are which?

DJ: Associative

JLL: from 1901?

DJ: Yes

JLL: All right.

DJ: We call it Château-Chinon, but we are an inter-community, so we depend on the community of communes of the Haut-Morvan. It's a territory of 17 communities. We have two

Château-Chinons, the town and the country. 2500 living in the town and another 700 people in the country. There are two mayors, two local governments. So there are two communities. It is our originality, which we can mention when people are asking about us.

JLL: Ok, all right. So what we would like to know about is your relation to the park. What can be said about it?

DJ: We are mainly related to the House of Tourism in St-Brisson. So if you want to know more about our agreement or contract, we don't have an agreement, it's more like a partnership. With the park itself, it's mainly between the tourism offices. There is a partnership agreement among each tourism office in the park of the Morvan. It concerns our brochures for example. We write these documents together. Or we have joint communication, particularly on Facebook for example, we have created a FB page "Grand Lacs du Morvan" (Great Lakes of the Morvan) and everyday one of the tourism offices posts something on this page. And the same for the "Morvan des Sommets".

(Here we have a little conversation about the House of the Park and about a certain Anne-Sophie, who has just opened a restaurant there. The restaurant is closed on Fridays.)

DJ: In St-Brisson I think there are less people on Fridays. Saturday morning, that's a market day in Château-Chinon. During the summer, we have a lot of requests on Mondays. In our office, on Mondays, we have a peak compared to the other days and on Thursdays, there are the less people. So on Thursdays, we organize outdoor activities.

JLL: And about the documents..

DJ: The activities in the park? We participate in the publishing. This year we even have the English version of some of them.

OC: But your clients are mainly French?

DJ: Yes. We have 30% foreigners and most of them are Dutch and Belgians. Anyhow, this is a client base that arrived some 10 years ago; some of them have even become residents or bought a second residence here. We have Dutch associations. Most of them are artists. We have just started a partnership with an art association in the Morvan that has quite a few Dutch members and Belgians and so next week it's an open house at their workshops.

JLL: And otherwise, who is your clientele? Mainly seniors?

DJ: Well, it depends on the season. For example, this period, it's mainly the seniors. Mainly with their campers (RVs). So at this time of the year it's mainly the seniors, just like in September. On the other hand, in July and August, it's mainly families. Then we might have more and more during June and at the beginning of September, couples who work, who don't have kids. They are more interested in the activities that are a little bit more dynamic. While for the families it's mostly short walks, or informative, educational tours. Just during school holidays, apart from the summer vacations, it's mainly the grandparents who are here, who have their grandchildren. It's good, because before they haven't necessarily thought about coming to the tourism office to inquire about activities, but now it's starting to be quite common among them.

JLL: And the seniors, are they interested in the museum of Septennat (Museum of François Mitterrand) or the museum of costumes?

DJ: So the question is: are they are really looking for that? Less and less. It's more like we recommend to the people to go and visit the museum and things like that. And so we can

promote Château-Chinon a little bit with the F. Mitterrand track which is a good way to discover the town. While going from one museum to another and there we could also promote a project that was put forward by the “Pays Nivernais Morvan”, the e-walking. There are tablets or the people may take their own ones and they can download it. It uses geo-location so the tablet loads the application and the presentation starts.

JLL: You manage this?

DJ: The Pays Nivernais Morvan, started it and now we promote it on our tracks. So this one is about Château-Chinon and we have another one about Corancy. That one is more like a walk in the forest so a little bit more sporty, for families it might take a day if they want to take a picnic and so it allows them to discover the fauna and the flora of the Morvan a little bit. So this is a little bit.. how to say.. a little bit about the myths and legends, it's a fairy who tells the stories on the tablet.

JLL: In relation to the country?

DJ: Yes, kind of. The project was run by a partnership of the joint communities. So the work, in fact, that was done in the tourism office, included all the research of documents about the path, we have to find these documents and the people who can speak about it, who have the knowledge. Then the Pays Nivernais Morvan had to find the people who can actually do the rest.

JLL: So there is no competition.

DJ: No-no. Then, there were 17 hiking paths which were created on the territory of the Pays Nivernais Morvan, and so on each tablet, people may find all the territories, so they can take the tablet to Château-Chinon and walk anywhere. It is important, because most people, if they come to Château-Chinon they would also go to Settons, they are walking around, they go an event in Beaune or Vézelay.

JLL: And the geo-caching?

DJ: No, not yet. We still have a lot of work to do, but then, why not. At the moment, we are trying to develop the activities we offer for families. Because our clientele is mainly families, thus we have many open-air activities, things like this. The problem is when it's raining for a day or two, maybe three and we don't know how to hold back the clients. So we had to make the stakeholders here understand that they have to develop their activities so that the clients stay. So some of them now have modeling workshops, or they are making different kinds of objects, pottery, etc.

JLL: And so there are a lot of visits for the local handicrafts.

DJ: Exactly.

JLL: And so you have the numbers?

DJ: Yes. We had 13 975 visitors in 2013. It's a total including the in-season visitors, a total number of tourists that came to the tourism office. Or more precisely, that is the number of requests, not a total number of actual visitors, for example, when there is a family of five and the father comes to the office, we count it as one request. So numbers may vary between the number of people and the number of requests. Because as for the number of visitors, we have 9700 between May and September.

JLL: And the foreigners?

DJ: Belgians and Dutch they're more than the half of the 30%. Then we have Germans and English. As for the request from the French, last year, it was many Burgundian, proximity tourism, and then people from the Ile de France, Rhône-Alpes, Centre and Pays de la Loire. But here, for two years now, because of the economic situation, there are a lot of people who re-discover the region, this is the proximity tourism. So I have to add that in 2012 the Lac de Pannecièrre was drained empty, so there were a lot of excursions of people who knew the lake and who came to see it empty, who came to see the draining, it was an attraction in itself.

JLL: Do you have campaigns in particular, in Dijon or elsewhere?

DJ: Quite many "loisiroscopes" have been carried out. Then it is the General Council who participates in the Agricultural Show. I have participated in the Salon Marjolaine in Paris, that's a new client. The aim is to promote the well-being side of the Morvan.

JLL: Do the stakeholders have the same idea?

DJ: Yes. We have the Divali farm, which is a recreation center. And there are stakeholders who have cottages, but they are really high-range cottages with spas, hammams, jacuzzis, they have an offer like this.

JLL: Do they also have an offer of physical activities?

DJ: No, not really.

JLL: And then, the cultural clientele, who come here for the festivals of traditional music and things like that?

DJ: Yes. So we, we are more based on the Morvan, the accordion festival, and then it's true that they represent a specific type of people, but this is not our specialty. This year we wanted to do something similar, something additional, but we were thinking more about a rock festival. This is our second year, last year it turned out very well. It's the festival Rock au Morvan. With old groups, for instance the Ange (from the era of the Téléphone).

OC: And there are the motorbikes.

DJ: Absolutely! It's the same people.

JLL: So then the nature, tell me everything about the nature. Do you have a specialty in particular, an awareness campaign in particular?

DJ: Let's say that since we are now under the joint community we have published documents; we are trying to help develop our stakeholders. Then there are some project carriers, stakeholders who want to develop an activity or an accommodation, we try to raise awareness among them. And then, during our events also, we try to raise the awareness of the public.

JLL: And for example, the documents?

DJ: We published some documents together with the joint communities. I think they are also translated to foreign languages.

JLL: And the project for the development?

DJ: Well, the project for the development. I have spoken about it with the manager. There is a desire to take the question of sustainable development into consideration. I can see that on the level of the joint communities, there are new structures, we are trying, for example, in relation to the firewood.

JLL: And financially? Because we can have the will, but without financial aid.

DJ: When it comes to the financial support, it's the joint communities. Because we have a tourism development office who manages that, there is a team, there are stakeholders, projects, everything and I think there are also financial aids, for now.

JLL: Then for the park, what is your role there? The stakeholders, the rivals, etc.. ?

DJ: There may be a resources person for the sustainable development, so we expect them to be more interested in the topic. Or that they would maybe offer documents that we could handout during our events.

JLL: According to M. Caumont, there is a problem of communication, a lack of communication.

DJ: Yes, exactly. I know that we have our paths, the nature preservation, so things that represent values for families... we want them to be discovered more,, just to be aware of the sensitive environment of the Morvan. So this is what's important to us. But then our measures are limited, we can highlight or maybe improve it to help our stakeholders who have just set up. Then we try to cooperate as much as possible with the Association of Morvan Locals (Association Morvan Terroirs) in order to promote their products, to work with them on the Fantastic Picnic, etc.

(Short description of the Fantastique Piquenique (Fantastic Picnic) operation)

OC: And just to get back a little bit to the sustainable development. I didn't quite understand the structure. There is someone who manages it? How do we move from the global level (for instance the Charter) to the local, to the actual initiatives?

DJ: Actually, it's not very well managed. There is no real supervisor for this project. We embrace the notion of sustainable development, but then there is not really a representative of the issue, there is not really someone who deals with it.

OC: So there is no internal evaluation either?

DJ: No. Then it's the same for the tourism offices. There is a quality evaluation system and that has a sustainable development side, but this is just politics, there is no one to coordinate this. It could be something to develop. A day of training, of awareness raising.

(We summarize what is already being said on sustainable development and its three pillars.)

DJ: In Château-Chinon, we have agricultural activity, livestock farming, the forest, little agricultural jobs in the agriculture or for companies.

(She explains the problem with the sawmill: there is an initiative to build a sawmill in Château-Chinon, a project that would bring a lot of economic benefits, would create new jobs, etc. but it would also negatively affect tourism and at the social level. It is a huge dilemma, as there are many people looking for jobs – but there are also a lot of them living on tourism.)

OC: A last question, do you have statistics on the physical activities?

DJ: Hiking, this is the activity that we have the most requests on. Then mountain biking – as we also have quite many requests in connection to biking paths as we are not far from the canal Nivernais. Then leisure-time activities for children, requests and questions on the leisure parks, educational farms. Horse riding comes a little bit later; it has quite a special client base. And we also have the fishing. But this is just from the point of view of the requests at the tourism office. Then, however, it depends on the service providers. Who respond to our questionnaire; we send it to everyone.

JLL: Oh, yes, the freelances, ok. Because not everybody is a member?

DJ: No, not necessarily. We include all of them in our mail listings, but they are not necessarily our members.

JLL: And so what's the benefit for them to become a member?

DJ: Well, communication is better, they are on our Facebook page, on our internet site..

JLL: But then why don't the others join?

DJ: There are a lot of hosts, a lot of Dutch for example, who have their own network.

JLL: And for the MTB..

DJ: Well, the MTB, obviously, here, our concerns are more about the maintenance or the signs of the paths, there is not really existing signs. We have already made a request on is, but for example the document, the guidebook on the Grande Traversée du Morvan⁴¹⁴, people who are interested, for them there are some guides or maps of the different areas, which is, by the way, very good. The guidebook of the MTB Morvan.

(Acknowledgement, small talk.)

⁴¹⁴ a long-distance hiking trail in the Morvan

Annex 26 - Interview – Vézelay – Tourism Office

Date: 15/04/2014

Place: Vézelay

Participants: Alexandra DELAROCHE – Tourist Office of Vézelay, tourism advisor and digital content manager

Antoine Marsac (AM)

Jean-Luc Lheraud (JLL)

Orsolya Czeglédi (OC)

(introduction)

JLL: So, let's start. Regarding the park, what is your relation to it?

Alexandra: We have a very good relationship with them, we speak quite often.

AM: What about leisure sports, services?

Alexandra: Well, everything that is offered in the park, you can have access to them from here. First of all, our brochures, as a tourism office, that's what people are looking for in the first place: maps, brochures. So the park's offers are presented here, for example recreational activities for disabled people, in line with the Morvan for All program, and then the mayor of Millot works for the park as well.

JLL: And so there is a contract?

Alexandra: No, it's us, we know practically everybody, and we know who is doing what, so as soon as we need information, we just pick up the phone or send an e-mail and it works perfectly well.

JLL: So, you are absorbed in the park of the Morvan.

Alexandra: Yes, but then we are more integrated from the tourism point of view than geographically. In geological terms, we have nothing to do with them, but yes, we are the north-east gate for the park.

JLL: And so the activities, who is your audience?

Alexandra: We have absolutely every kind. Then it depends on the season. In May, June, our clientele is mostly students; in July and August it's mainly families, friends, couples; and then during the off-season, mainly seniors. But anyhow we have every kind of clientele during the whole year.

JLL: Do you have statistics on this?

Alexandra: Not on the types of clientele, but we have had visitor counters in the Basilica since 2009, so we know the number of visitors there. But we don't know anything about their nationality.> We have some information on the tourists we receive here in the tourism office (telephone, mail, e-mail, counter). In 2013 15% were foreigners As for the number of requests, primarily from the UK, Germany, Belgium, The Netherlands. As for the French regions, they are from Burgundy – we have a program called tourinsoft that most tourism offices use to register visitors. According to this, in 2013 we had 831 000 visitors in the Basilica. We dropped a little bit since the previous year, in 2012 we had some 900 something. In 2011 we exceeded one million, and in the office, in 2013, we had approximately 25 000 requests – of which 20

000 were at the desk. Receiving tourists at the office is 70% of our yearly job, the rest is administration, the brochures, the updates.

JLL: So you don't have the time to develop the park?

Alexandra: No. And we don't even have the means. Also, we don't have the right to advertise. And we wouldn't know either if it would be worth it. And this year is really a year of transition before the regrouping.

JLL: That may create jobs?

Alexandra: We already have everything, there is enough staff already and we also have the knowledge on the territory.

AM: May I ask a question that is a little indiscreet? Do you have a permanent contract?

Alexandra: Mme Millot and I are on a permanent contract. She's been here for 20 years and I've been working here for 3 years, and I have my permanent contract for one and a half years.

(Short conversation on the tourism educational programs)

JLL: And so speaking about nature conservation, Are you actively working on it or do you have special measures?

Alexandra: In relation to what you have just said, recycling, cutting back print outs, natural household products, but besides these???

AM: Don't you have bikes for rent?

Alexandra: No. Simply, we don't have the place to store them, and then you have to have agreements for example, with the rentals, things like that. As for me, for example, before here, I used to work in Avallon, they rent out bikes and they could display them outside. But here it's not possible.

JLL: Don't you want to increase the size of the office?

Alexandra: The problem is that the place is not ours, it's the General Council's, and then to extend it in Vézelay, that's just not possible. I think the ADF would be happy, but then the question would be raised of who pays for it? We are not a town tourism office anymore, we are inter-communal now, so it's not just Vézelay, it's the country of Vézelay.

JLL: Meaning that there is no representative, no political will – in a good way – no development for the tourism office

Alexandra: To make it bigger, no. And again, some years ago, the tourism office was higher in the village, closer to the Basilica and it used to be even smaller.

AM: And for example, the tourist tax, what do you do with the tourist tax, are there service stations, parking lots, things like that for the community?

Alexandra: Well, the tourist tax is reinvested into the office, but of course never entirely.

(Owing to a technical issue during the interview, a few minutes of conversation is missing)

Alexandra: (...) and we, the tourism office, are a member. And also a member of the administration committee, its..

(a tourist just came in the office; Alexandra has to deal with him)

... As for the future organization structure, we already know that it will be something like an association. Then it is true that when there are too many representatives doing the same thing, that may also cause problems. And then, on the other hand, the stakeholders are also decision-makers, everyone will preach for his parish, so it's not easy to work together, but the problem is, that the tourism itself is too politicized. But next year, the objective is that, for

example, the offices issue publications together, in order to avoid just patching together ideas; the objective is to create our own identity for the area and to propose a coherent offer.

AM: Avallon has the most population in the area. In the decision making, is Avallon more powerful than you? It's a small community, but that has more influence on tourism with the Basilica. How do you position yourself, how are the strategic decisions made?

Alexandra: For now, the offices are not yet merged, so this is a transitional year, so everyone is doing their own job. Then us, since we merge next year, have made, and we hope that it will soon be ready, a tourist map with the office of Avallon and ours. We will target a territory a little broader than what is usually requested here, as we rarely have requests about what is 200 kilometers from here. So here we really highlight the hills of Vézelay and also a little to the north. And so we recommend on the back of this map some small paths, in particular in the hills of Vézelay, a tour in the vineyards, a tour of the water spring, things like that, that people are often ask about, so we just simply want to meet the demands. So the demands that we have here in the office, they are not necessarily the same that they would be in another kind of organization.

JLL: The Park's actions in order to help you out: it's more like an obstacle or it really helps?

Alexandra: the Park like a constraint? No, not at all! But then the Park's House (Maison du Parc) is not part of the future territory. But then the problem is that the park is in the center of four departments of Burgundy, the joint communities that will unite will want more of it on the future territory of the park. So there won't be maybe 6-7 contact sites in the offices but there will still be 3 or 4.

JLL: The joint communities?

Alexandra: Exactly...

(they are making fun a little bit about the French administration system)

OC: Do you have statistics on people's involvement in physical activities in the park? And from the opposite point of view: what kind of offers do you have for these people? Do you have a strategy to encourage them to be involved in these activities?

Alexandra: So this, this is not the level we are working on, it's not the level of the office. You have, for example, the CRT Bourgogne⁴¹⁵ who publishes a map: Burgundy by bike. So you have them first of all, they target the bikers, who are basically the Dutch, who practically don't do anything else here. So there are already people that are looking for biking in the region.

AM: Do you have MTB paths here?

Alexandra: Yes. They are here (she points out the paths on the map). We already have these; we don't create them. In the Park of the Morvan, we have the MTB, we don't have the VTC⁴¹⁶. Sometimes it's hard for people to understand that we don't have bicycle routes here. We have a demand for the MTB but rarely for trekking routes so we usually send them to the canal of the Nièvre. On the other hand, they never ask for electric bikes. In general, those who

⁴¹⁵ Bourgogne Tourisme (<http://www.bourgogne-tourisme.com/>)

⁴¹⁶ Vélo tout chemin – trekking bike

come here to ride their bikes, they bring their own. If not, if they want to rent one, we send them to Saint-Pere. And also, if they don't want to do this, we have the other rental stations in Avallon and in Clamecy, who are by the way not our partners.

(acknowledgements)

Annex 27 - Interview – Autun – Tourism Office

Date: 15/04/2014

Place: Dijon, University office (telephone interview)

Participants: Nathalie CADET, tourist office manager (NC)

Jean-Luc Lheraud (JLL)

Orsolya Czeglédi (OC)

JLL: The topic of the interview will be the position of the stakeholders in the organization of the regional nature park, and also a little on the topic of nature conservation and finally your development projects.

NC: So we, the tourist office of Autun, our expertise is on the joint communities. As today, we are more into cultural tourism and of our heritage than sports tourism. There are, of course, some projects that we are implementing right now and others that we have already carried out, projects on sports and recreational activities. But the demand that we, as a tourist office, have most often from our tourists (who are contacting us to request prior information), is more on our heritage than about sports. But I will still try to answer your questions.

JLL: OK. The first question is about your relationship with the regional nature park. What can you tell us about your relationship, roughly speaking? Do you have a relationship? If yes, how is it? Is it contractual? Do you have agreements? If not, why not?

NC: As for me, I have mostly a relationship with the Tourism Center of the Park (la Maison du tourisme du parc) with whom I often work with primarily on communication problems. So we cooperate on releasing documents on the park, on exhibitions, on our web pages – but not on building projects. Our objective is to promote the existing projects. I have already worked on many meetings organized by the park on different topics, and in particular on the theme Morvan for all. But I would say, it's always in the spirit of communication, information, that we could better disseminate proper information to our local tourists, to realize our signed contracts between the tourist office of Autun and the park. We maintain a rather cordial relationship, but they are more based on the good will of people than on formal, paper-based agreements.

JLL: All right, so it's more informal.

NC: Yes, it's very informal, as is most usually the case with us. We do networking activities with the park, as we can see, with the Departmental Agency for Tourism (l'agence départementale du tourisme), with Burgundy Tourism (Bourgogne Tourisme) or with small tourism stakeholders in the Burgundy region. And these are really relationships that are working on the level of human relations that we might have the people, we can have exchanges about the processes, exchange documents, information, knowledge, expertise on communication such as web and social network, etc. Knowing that as a tourist office, we are focusing mainly on the promotion than on the project or equipment development. We may be on the project in terms of creating products, but by products we mean to unite already existing services. That is, tourism products. But it's not our role, as a tourist office, to go and create recreational equipment or paths for climbing, or downhill biking. But we might give our opinion

as part of an advisory committee, that is possible, but we are not to carry out projects on these kinds of equipment.

JLL: Yes, sure, it's the creation of equipment, that's another thing, but for example the guidebooks – they might be asked for, guides more centered on active leisure. I'm saying active leisure not to confuse it with the term of sport, because for us, the term sport, we use is in a broad sense in tourism.

NC: We, indeed, will be linked with the creation of guides, of documents; we will create them when we think there is a need for them and when we cannot use the existing ones anymore. But then everything depends on the equipment, of course, everything depends on the activities. For example, 3 years ago the tourist offices were responsible to create a guide for hikers on the region of the joint communities and also on a larger scale, on the Morvan. We have created a collection, every community had its own guide with the signed walking paths. So this is actually a document in which we have actively participated in the creation, in terms of technical support, which was financed by the joint communities, so this was a partnership job, if you will. But even for this we didn't have a convention. We have to identify ourselves, so we gather around a table and we work together for our own good. It was coordinated by the county of Morvan, and as it was about a new project, it allowed us to gather the stakeholders to speak about it. And it revealed a common requirement that the tourism offices had on the territory. It is to have this kind of document, as visitors are requesting it, but we didn't have a real roadmap; so we made it on our own, there were no obligation from other organizations, so no agreement or contract.

JLL: So you are more concerned with the demand than with the offer.

NC: Of course, as a tourist office we sell our destinations, so we are concerned, above all, to know what people would want from us. This is the marketing aspect of our job. So actually we are not making documents for fun, we want to promote the equipment someone else has financed> Our objective is really to meet the demands, the needs. So as soon as we realize a need from our tourists, that they are interested in this or that activity, we will try to install a communication track. If it is a digital or paper-based, if it is a map or a description, it depends on the activity. But we will try to respond to a demand. It's true that actually it's not always like that. For a long time, the tourist offices were responsible for promoting the equipment that were installed by this or that collectivity, and the objective used to be to promote the tools that had been financed, let's say, by public funds, but if there isn't a real need in the background, that won't do much. So it remains important that these tools should be backed by a real need in the field. And so I can come back to the case of the walker's map that was released three years ago now – you know on the joint community – just to give a good example. It's not a document that we distribute quickly, but we sell it and we are almost in a stock shortage. So this is something that meets the demands of our tourists.

JLL: And you only have it for hikers or maybe you have the same for mountain bikers, for cyclists?

NC: So this particular document, it only contains hiking paths. And even if it is more walking than hiking. It's not real hiking with backpacks and everything. We were focusing on walking for half a day or one day, because that's what we have on the demand side. The real hikers, those who do the Great tours (les grandes traversées), they don't really need the tourist office. They have another kind of information network. They might come to us for contact details for accommodation or for things like that, but the paths, they know them more than we

do. Our concern is really those clients and those activities that need the network of the tourist office to obtain information. And the same applies for the sporting activities. As for the MTB, for example, for two years now, we have had a path in the Morvan, the Great Tour of Morvan (Grande Traversée du Morvan). Then, of course, we have competent visitors. Because, when they make an itinerary from Vézelay to Autun they are still taking paths that are rather technical and sporting. This public, obviously, don't need us. They know how to get the information. Then there is also a private editor who has a partnership with the park. So our task here is to sell the guides. But those who would buy the guide, because they want to go hiking, they are completely independent, they don't need us. The same applies to the mountain bikers: the mountain bikers who come to the office, they are mostly Sunday riders who ride 2-3 hours every now and then and who may actually be interested in the downhill paths for example, that we have just opened in Autumn. This is one and a half kilometers and it's actually for anybody in the park. It's for anyone, who does mountain biking a little bit – obviously it's not for those who have never ridden a MTB.

JLL: And this is included in the Morvan for All project, with the walkers' guide? Or not at all?

NC: No, not at all. Our work in creating the walkers' guide, it's really on the level of the Morvan County, so the park itself wasn't involved. Even though the park was actively involved in the creation of the paths, and then, when we created this guidebook we didn't create paths, but highlighted the existing ones. And when we had to choose the criteria for the selection, because when you start to create a guide on the territory, you realize that every community has their own paths and it's not possible to promote all of them, so we choose as a criterion the paths that are already signed. That is, we choose those that are officially recognized by the General Council. This allows us to limit our offers to some fifteen itineraries, and to be able to say, that here it is, these are the paths that are mentioned in the guide that we know about, and not some route that is recommended by this or that community, that we can't necessarily guarantee.

JLL: So you work with the associations and the park also?

NC: Yes. So, actually we have worked with several partners, we worked with the Morvan county and we also worked with the park to validate a certain number of paths, we worked with the General Council and then we also worked simply with the joint communities who are in charge of the maintenance of the signed paths and so who know much better than, let's say the General Council or the park, because they maintain these paths regularly. Or we needed a guarantee for the paths that they would be maintained regularly, that the signs would be visible etc. But these paths, they should be revalidated regularly, but in any case, we wanted to have a guarantee that if we send tourists to these paths that they won't get lost. Because we have to think of those who would just go for a walk without any map or guide, people who come to the office first for information. So we can't just send them on paths where, after a while, there are no more signs and they won't know where they are.

JLL: Yes, of course, as this would be your responsibility, as you were the one who made the guide.

NC: Exactly. So for us, we really needed a guarantee that, first of all, these paths are technically feasible for anybody, as our public is mostly families, not necessarily people who are used to hiking for hours and hours. I think the biggest tour in this guide is about 7 hours; it's not bad, but with a reasonable difference in altitude, so a tour that is feasible for a family. But most of these tours offer 3 hours of walking with not many climbs. By the way, we note it in the guide, so that people would know before leaving, if it is feasible for families with kids or not.

JLL: And do you have statistics about the number of visitors on the paths, do you have information on this?

NC: No, because these paths are not equipped with counters, so there is no way of knowing who really use them. Moreover, there is also a local public who uses them, who are not necessarily tourists, but people living in the area and who, on Sundays, go for a walk. By the way, many of those who have bought the guide are people living nearby.

JLL: Your partners, as you have explained it earlier, but I couldn't hear it right, you worked with them?

NC: Not in the case of this document. But of course when we wanted to create the paths, the associations were asked for help by the joint communities, the towns and the General Council. They had to sign these paths, but for us, by the time we created this document, the paths had already had been done. So we simply had to highlight this equipment via paper-based documents. Then we could focus on certain paths and promote them further via smart phones or things like that, but our aim was to promote the whole territory.

JLL: Yes, OK, we agree on this one. So now, as for your tourist office, how many visitors do you have, do you have a counter?

NC: So we, we register some 15 000 requests annually. But you have to understand that one request means about one family. So it's between 30 and 35 thousand visitors who come to the tourist office for information. But for the number of requests, it's around 15 thousand.

JLL: And then, for the different nationalities, do you have data on it?

NC: So for these 15 thousand requests, about half are foreigners – the tendency is that their number is falling slightly; in 2013 it was 45%. It is falling because five-six years ago it was more like 55% of foreign customers. Why is it falling? Simply because of the crisis we can see in the development of the proximity tourism; at the expense of the international tourism. So it's does not only apply to us but to every French territory, at least in rural areas that are comparable with ours, but not the big ski areas. So today we have approximately 45% of foreign customers, and of this 45% for our territory the biggest number is coming from the Netherlands, approximately 40% of them are Dutch. They have been actively present in the Morvan for a long time. Then people come here from Germany, from the UK, from Belgium. But the Germans make up around 20% and the English and Belgians are more or less equally 11-12%.

JLL: OK, I think now that we have spoken about every topic I wanted to. But just to come back to the question of the park, I can see that you are a channel for conveying useful information about the park, but if the park didn't exist, it wouldn't hurt you that much, so actually, the park doesn't bring you that much?

NC: No, well, I work a lot with the park on the communication and on the exchange of expertise and from this point of view the park is very important. And also when we speak about open air activities, as soon as you see the PNR sign, it's not the same thing to promote open-air

activities on a common rural area or in a PNR. When you think of the image, or people who are seeking to spend their holidays in a natural area, in general they acknowledge only the PNR label. On the other hand, the park supports many projects, well, not necessarily alone, more in a partnership with other organizations, but they carry out projects in the development of the equipment and in particular the on the “great natural stadium” with the development of the MTB infrastructure, the bike park of the Nièvre, and for now they are building the canoe and kayak course. All these projects are heavily supported by the park, so sure enough, the park, it is important. (She keeps on speaking about the role of communication of the tourist office.) And then, another important initiative of the park is the concept of the Morvan for All. (She explains again the relationship of the park and the tourist office and the cooperation with the members of the joint communities.)

JLL: It makes me think of the merging of Avallon, Vézelay.

NC: Exactly! The Morvan des Sommets (She explains the importance of the communication – the collective promotion, the promotion of the area, etc.) to sell the territory as a whole. The people coming here, we have to offer them things on the entire zone. But at the same time, we are working on the identity of the park, we are approaching from the emotional side. Because we have customers from nearby areas and others looking for natural sites or gastronomical experiences, programs and so we are engaged in this new tendency to reach out to people, to make tourists live emotions.

JLL: Experiential tourism.

NC: And with the aim of tourism development. The behavior of the tourists has been in constant change for a couple of years now, and this is happening really fast with the technological initiatives and with the extension of social networks it becomes even faster. So we have to keep up, and we are working on this concept – with the network of the stakeholders in the Morvan.

JLL: Here I might ask you a last question about the environmental protection. So how are you dealing with this problem? Is nature conservation a main idea within your work?

NC: It's a requirement, we are necessarily aware of this problem. A great deal of our business is based on Nature. Moreover, the tourists who come for a shorter or longer period, they are not only here for our cultural appeal but also for Nature and for the environment. So necessarily I would say that we are naturally aware of the question of the sustainable development and Nature. So we, for two years now, have a quality policy and one of the criteria of this policy is the promotion of the sustainable development, of everything that is linked to environmental protection, everything that has anything to do with ecology, etc. So we foster the promotion of nature protection, use of the train (we have a train station – even if it's not on the main lines) and also the use of the electric bikes.

(Jean-Luc speaks about certain training and about an old trainee in connection to the electric bikes.)

NC: We, as a tourist office, offer electric bike rental. We also have a project for “green roaming”, which is approximately 70 kilometers of cycling lanes, so for MTB, trekking bikes and electric bikes close to the green lanes (voie verte) that were laid out by the General Council. There is a great demand from our clients who ride bikes in this part of the joint communities.

We need really well signed and maintained green lanes – but we used to have nothing like this. But with the installation of these paths, we can now link them with the existing green lanes that we already have and then the Burgundy region would be able to be cycled around, and that would be a real adventure.

JLL: That will bring many to tourists here. And that raises another question we have already spoken about in Avallon and Vézelay and the question of motorized vehicles.

NC: So, the motorized vehicles, we are in an area where there is not much demand for them. I guess that there is a real demand for motorized vehicles in the Morvan, but maybe it's more important around the great lakes.

(They speak a little bit about the use conflicts and about the code of good conduct in general.)

JLL: And as a last question: do you have any particular development projects?

NC: Us, our desire is to promote the great area of the joint communities, and as it has just doubled its size, it has now 43 communities, so we have a new touristic offer. Autan, I would say, until last year, we have formed a joint community with communities that attract people interested in tourism activities. And now we have other communities that are real rural areas. So they all have tourism offers in connection to open-air activities. And it helps developing or complementing our activities too, they are now a part of our strategy of tourism development. And even when we speak about activities that we have already, now we have a structured offer. So our project today is to improve the communication around this offer.

JLL: And so you have to be in touch with the stakeholders?

NC: Yes, of course. When I speak about structuring the offer, I speak too about their appeal. Official trainings, associations of mobile workshops, that used to be a project for canoe and kayak. So there are people who propose a framework for their offer, they might rent the material or have reasonable opening times that match with the season or with a festival, etc., because it wasn't always organized this way.

(acknowledgements)

Annex 28 - Interview – Morvan Regional Natural Park (MRNP)

Date: 17/04/2014

Place: Dijon, University office

Participants: Jean-Philippe CAUMONT (**JPC**) – president of the MRNP

Jean-Luc Lheraud (**JLL**)

Orsolya Czeglédi (**OC**)

(introduction)

JPC: Yes, that may be interesting to go to Hungary too. We, the federation of the parks, on the level of the French natural parks, we are often asked internationally to describe the French model, its functioning and therefore we are organizing international tours, we have some traveling projects right now, the most important target countries are in South-America: Mexico, Chile, Peru, where there are a lot of requests to create parks so they are trying to get inspiration from the French model. Soon we will receive the Norwegians. I don't know if you are aware of that, that the Norwegians are very committed to this process.

JLL: Yes...

JPC: And they want to see how the French model works, with its managements and the environmental aspects that allow all the activities.

JLL: The zones, etc.

JPC: Yes. And also there is Morocco, they have the same request. There are a lot of projects where we have to go somewhere and explain our model, even though it is not necessarily the best model, but it is ours.

JLL: Yes, exactly. We are going to move backwards then. Because this is the question I wanted to ask at the end. But it's OK... After our stay in Taiwan, we have visited multiple parks; those are national parks by the way (a short description of the journey to Taiwan). So even there we were speaking about the idea of possible exchanges with the Morvan, why not.

JPC: Yes, that may be interesting.

JLL: By getting to know each other's' model better.

JPC: Sure.

(short conversation about Taiwan and Hungary)

JLL: So we wanted to start with the creation of the park.

JPC: 1970

JLL: All right, and before that?

JPC: There was no park.

JLL: There was no park.

JPC: And the regional natural parks date back to 1967. Thus the park of the Morvan was one of the first ones to be created. The very first was the park of Caps and the Marais d'Opale. And we are in the second round, formed with Camargue, the Vercors and Armorique. Four parks were created in 1970. They were created in then and before that there was nothing.

JLL: So no nature management

JPC No. It was "everybody for himself".

JLL: What's the idea behind it? To unite even though, right?

JPC: Firstly it was to preserve the cultural and natural heritage of the territory that is considered nationwide as completely remarkable. The secondly was to install a tool for planning and development of the territory (because at that time, there were no joint communities, there was no land management, there was no regional council, so there were only the small communities, the really tiny communities, so it was also a tool for development). And then thirdly, it was a tool that united the communities of this area and reinforced the Morvan identity.

JLL: I see.

JPC: It was like that. The law of '67 started this spirit. That is, that this is a territory of great patrimony, but it was inhabited, with economic activities, so the idea was to – how to say –to develop a plan and to preserve the heritage. That's it. And it was almost sustainable development. And the parks were created after a two-year mission (I would give you its documentation but I don't have it right now) – two years while a group of professionals (sociologists, geographers) traveled around the world to see what already exists. So they created the idea of the park back in those days.

JLL: And so, if I got it right, the mission hasn't changed since then, they are still the same in 2014?

JPC: They haven't changed, they remained the same: it's the preservation of the patrimony while enabling economic, human and social activities.

JLL: I have read the charter and the balance sheet that were made in 2012 on the five missions of the park.

JPC: It hasn't changed. On the other hand, the parks, since the 1970s, have seen three big periods. With the first one, 1970-1990 there was a lot of developments, lots of construction. There were many other structuring elements, there were the communities and there were the parks. And so the park, it created camping sites, parking lots, hiking trails, cottages. lots of things, and also a network of cooperation. So this was a park that handed out the money, the grants and that was a real developer.

JLL: Ah yes, I see.

JPC: All these activities were carried out while also preserving nature. And then the second period, 1990-2000, when the park had much less means.

JLL: Oh yes!

JPC: And so they emphasized this mission: preserving nature, the environment in general. And then it caused some problems.. it created distance between the inhabitants. People wouldn't understand why the park was so fond of the environment and only that. So since the year 2000 until now, the park's activities are balanced between the preservation of the heritage, the nature, etc. and the economic development and land management and planning. So today we support the economic stakeholders of the area while preserving the environment. So we are back to the original mission.

JLL: Yes

JPC: We were distracted for a little period, but since 2000 we are back on this very mission.

JLL: I see

JPC: The parks were encouraged to follow this mission and a positive image was given on the territory, they got the means and it just worked out right. Today, there are 48 parks in France, and there will be 50 this year, but right now, it's 48.

JLL: And so your duty, the development of the park, as the director, it is your business assets?

JPC: Yes. My job is to implement the projects that are validated by the representatives. A project that is stated in the charter of the park, because the Name “regional natural park” is given by the state, by the Minister of Ecology. The Name is awarded for 12 years. Every 12 years we have to prove that we worked hard during the period and thus still deserve the classification.

JLL: I see.

JPC: So every 12 years, we rethink the projects.

JLL: Hmm

JPC: Not necessarily everything, but we rethink our project, we present it in front of the Minister of Ecology and then we obtain or not the Name. And so this project is presented in the document that is called the charter.

JLL: The charter!

JPC: This charter sets certain directions, the action plan, that is my job. In an annual framework, for a period of 12 years. After the 12 years there is an evaluation and there is a balance: you’ve been working hard, you haven’t been working hard enough, you reached this goal, you haven’t reached that goal. And here is what we recommend for you to do next. So that’s it in general and then I have to make sure that every stakeholder of the area contributes to this project. They can be the communities, the farmers, the foresters, the tourism stakeholders, even the inhabitants for certain work, we encourage them to participate. So at the same time I have to manage the project but I also have to ensure that the project is suitable and supported by the joint power of the area.

JLL: And here we reached our idea of the governance of the park, as you have the participation of the people.

JPC: This is the factory brand of the park, meaning that we are trying to do so, even if the decision is made by the representatives. It’s them who are directing. But in order to get the propositions, the decisions would be shared with the stakeholders, by obtaining a consensus with them that will allow us to carry out a project with everybody involved. So we organized a committee, and in this committee the representatives, the technical services, the associations, the socio-professionals are present. We organized, for example, a committee on agriculture or another one on the forest; we gather around the table, every competent stakeholder is present and we discuss the directions and the actions that we want to follow and make. Sometimes we do not agree with each other, but it’s ok, this round table still allows us to start a debate and in the end we have a common project that we suggest for consideration to the representatives. Those are projects we all embrace in the end. So this is the difference from a normal community... we are really a union of the associations and the socio-professionals of our governance. And finally the decisions go back to the representatives.

JLL: Yes, but as it is the representatives who finally make the decision, he may decide as he wants. He can also disagree with the committee.

JPC: Of course!

JLL: And then, that’s it, I’m the representative, I decide just like that.

JPC: It's not the way we do it in the park. It is really shared governance with the area.

JLL: Yes, it's clear.

JPC: Because the difference from a national park that is subject to a decision from above, here the strategy is formulated at the lower level. We agree on a strategy of conservation, but it's also important that the project should be accepted on the lowest level.

JLL: Hmm

JPC: It is very important to us; it is for us. In every park it's like that. In every park, the inhabitants, the economic actors are represented within the authorities.

JLL: Yes, it's not like in the national parks, ok.

JPC: The national parks are in transition a little bit, because they have just realized that they are not really understood by the population. Even though in the national parks there aren't too many inhabitants.

JLL: Yes

JPC: But they realized that it is important to bring the inhabitants together, the economical stakeholders in order to realize suitable projects. For us it is something important in the governance. The job is also to make efforts so that the governance can function. We do a lot of mediations and a lot of consultations on the matter.

JLL: I see, so it's important. But I would say it was just like that since almost the beginning. Because when we speak about the park, we don't speak about the communities and the regions, so there must really be a dialogue between them..

JPC: Yes, exactly.

JLL: So maybe that's what is valuable, that is different from other countries. It's not necessarily the same everywhere, neither in Taiwan.

JPC: This is for this model that they are a bit jealous of. How we are capable of making a decision together; how is it possible to unite the population? It's not that hard! But it takes a lot of energy because everyone has to say what he thinks and we don't always agree with each other, so sometimes we have to find a solution that's right for everybody. Then sometimes the representatives make the decisions on which direction to follow, but anyhow, there is always team work in the territory. It is our way since the origins of the park. Nothing is directed from above, we negotiate, we discuss, and we create together.

JLL: Real governance. Everybody's speaking about the governance, but.. it's mainly to describe the managing of things.

OC: What are the most important priorities of the governances right now? The park is going in which direction? In greater detail.

JPC: In detail, ok. There is the preservation of the environment, or every remarkable natural site, country, but also everything that is built or historic heritage, so even the immaterial patrimony, such as oral memories, the language, the music. We have a festival of *vielle*⁴¹⁷ in August. So for us, this is the most important, the first and biggest direction or area. The second most important area of our duties is the economic development, as I've just told you. But it's

⁴¹⁷ "The *vielle* /vi'ɛl/ is a European bowed stringed instrument used in the Medieval period, similar to a modern violin but with a somewhat longer and deeper body, five (rather than four) gut strings, and a leaf-shaped pegbox with frontal tuning pegs, sometimes with a figure-8 shaped body." (Source: Wikipedia)

an economic development that is based on the valorization of natural resources; the natural wealth. So this is the agriculture, we support the farmers to work on this territory properly while also producing enough to earn their living. And secondly, we work on the forests, because 50% of our territories are forest.

JLL: It's the Christmas tree; that comes from there.

JPC: The Christmas trees, fir and pine, so the forest is very important. And the third area is tourism, because our territory is a touristic area, so the economic development. And so these are the three main areas of ours, it's a social, societal orientation that's aim is to create a consolidated, living territory. And this can be achieved by the education, so we have environmental education programs and education on the territory, on the eco-citizenship, so it's always sustainable development. And then we take measurement so that the area would also be a living cultural territory, because culture makes the territory attractive, it makes people have bonds and it may be a source for creating a flourishing territory. Also, we have a program that welcomes artists. So we have these three directions or areas, once again, the preservation of the patrimony, the economic development through the three axels I've just mentioned, and then a territory in the center of which education and culture are in the center of interest. We have spoken about the festival of the vielle, but on Saturday night we have a show with a mixture of jazz and acoustic rock music in a barn in the center of the Morvan. And we received a theater group last week who stayed a week in the Morvan in order to create a new show.

JLL: You are outsourcing or is it the park who organizes all these?

JPC: It's us. But it doesn't prevent us from... We know about the other stakeholders in the area and we rely on them sometimes. But, for example, the education, there is nobody else around but us. The cultural life is very vivid, so we cooperate with them a lot.

JLL: Culture is..

JPC: And for the others, for the economic activities, it is obvious that we work with the farmers, the foresters, the tourism providers. For the heritage, we work with the settlements, the associations...

JLL: You mentioned education..

JPC: Yes, for education, we are the only providers, besides national education, with whom we also collaborate. So these are the three big fields of activities of the park. And the work is always shared with the other stakeholders here.

JLL: Maybe this is what is different from the other parks, when speaking about activities..

JPC: If that is what you are interested in, I would be happy to receive you for two or three days in the park. You can come to see us, you can stay 2-3 days, you can get to know our teams. You'll see our projects of the sustainable development, we are dealing with the patrimony and the environment with an orientation towards the economic development while we stay mindful of the habitants of the territory.

JLL: The three pillars of the sustainable development. So we have seen the activities.. ok..

JPC: What I've just told you for example, the event that is organized by the park – well, the park doesn't do everything alone. There are other players. If we go back to the Festival of the Vielle in August, we are not the organizers. We just try to enhance what others are doing,

we promote it, we don't do everything on our own. When we speak about sport, we have a few sporting events. We had, for example, last year, a canoe and kayak course.

OC: But do they need the authorization of the park to organize such events?

JPC: For the big demonstrations, they would normally need our agreement. Notably those that are held outdoors in nature. For example, the French championship. But we collaborate completely with the canoes and kayaks, it's a formality that we have to give our professional opinion. Or for a big MTB event we just receive a letter from the organizers asking if there is any conflict for the competition.

JLL: You have the right to police, haven't you?

JPC: No. The national parks do have it and maybe the parks in Hungary too, I don't know, but in any case, we don't have any power like that. So if we see a violation in the Nature, we don't have the right to fine them or to mark up. On the other hand, we can call the Gendarmerie or the environmental police. Our mission is awareness raising, negotiating, mediating, we are involved in things like that – it doesn't always work.

JLL: you should know that in Taiwan, they don't understand this kind of negotiation; it's either black or white.

JPC: Yes, I see that.

JLL: It's either prohibited or allowed. But for us, the nuances are important.

JPC: In the search for consensus.

JLL: Voila

JPC: Sometimes it may be a bad position because often it's the least disturbing, but that's ok, it's an obligation, so the activities, to go back to them, they are private stakeholders of public entities.

JLL: Do you have numbers on it? Statistics? Not easy..

JPC: It depends on what statistics you need?

OC: What are the most practiced physical activities?

JPC: So the most practiced physical activities in our region, in terms of the outdoor sports, it is hiking, MTB, whitewater sports, kayaking, rafting, and whitewater swimming. Then horse riding, we have quite a few equestrian paths including carriages. Then, it's less, but we have water sports, especially in the lake. So these are the essential activities in the Morvan. The cycle-tourism is not enough developed yet. Because we developed a lot the mountain biking but so far we haven't developed enough of the cycling tourism, even though this is a fabulous area for those who like cycling. There are some small paths where there are no cars, the path goes up and down, and there is some spectacular countryside here.

JLL: You don't necessarily need a mountain-bike but a hybrid bike.

JPC: Certainly. And then during this season, during spring, we have people who come here just to spend a week here and ride their bikes. But we have to develop that. As for the numbers, I'm afraid I don't have them.

JLL: With the great crossing of the Morvan, it's really dynamic, maybe it suits better the mountain bikers, it's more challenging; they are not the same kind of athletes.

JPC: Then we also have some smaller sports. For example climbing, but not much. Or a little cross-country skiing, but it's also marginal. So this is mainly the MTB and hiking, the two main activities and then we try to discover the whitewaters, because the people in Dijon don't necessarily know that they can go rafting only one hour 15 from Dijon.

JLL: Yes, exactly

JPC: In the summer it goes well, it works very well. And I can find some numbers for you on the great crossing of the Morvan, so on the mountain biking, we have just realized that we have a client that we didn't know before, young people from the east of the Paris Basin, young professionals, who arrive in groups of 4 or 5 to ride their bikes for 4-5 days.

JLL: Who camp?

JPC: No, no, who take the cottages.

JLL: Ah, so it's interesting

JPC: Yes, it's interesting. And this allows them to discover. After the great crossing of the Morvan. Then they can come back on weekends or during the week. There are many demonstrations, so..

JLL: And with the bikes you will have the whole range of tourists.. from those who do downhill with its emotions and sensations, to the seniors who ride their bikes, sometimes electric. We were speaking about this in Avallon.

JPC: We had a bicycle project for Avallon, Saint- Père with the Activitale; it was a project for electric mountain bikes

JLL: So this may complete the offer

JPC: Hmm. I will try to find numbers for you

JLL: Yes, if you have them that would be good. Then to speak about the age-groups, the elderly..

JPC: They are hiking, the seniors?

JLL: The seniors, yes

JPC: The walkers, they are mainly seniors, young retired people, 50 years and more. The MTB it's for those between the age ranges of 25 to 40, mainly men. The whitewater sports are for families in the first instance. There are some who do it seriously, but if we're speaking about it as a leisure activity.. rafting and whitewater swimming is mainly for the families. It's accessible; it's not necessarily too complicated. And the hikers, they are mostly people of 50-60 years of age, and in much smaller groups than it used to be. We used to have groups of 30 people who went hiking together. Now we have groups between 4 to 12 people, no more.

JLL: And the couples?

JPC: Yes, the couples, with friends, 2-3 couples, 4 couples who hike together.

JLL: And their accommodation

JPC: It's changing. Before, there were some cottage houses on the road that served as dormitories

JLL: Mountain cottage houses

JPC: Yes. But we don't have them anymore

JLL: Small chalets?

JPC: Exactly. For four. For two couples, 3 couples, 6 couples, they need a small hotel or a bed and breakfast. On the other hand, they demand better quality services than before. Our mountain trail cottage houses that serve as dormitories, they are done.

JLL: But then it may be the other kind of accommodation. Just like the yurts, tree houses, cave houses, etc.

JPC: Yes, sure. The young are dealing with this, they made 3-4 yurts, a hobbit house and it's great, you have to pass a night in a hobbit house, it's really great!

JLL: So there you have a new kind of clientele, couples, families. So do you think that they will find your offer appealing?

JPC: Yes, but it should always be modernized and improved. Why? Because.. first of all the biggest clientele on our territory is from the Parisian Basin, we are the first mountain area two hours from Paris, so it is obviously appealing. And secondly, the Morvan was always considered as a wild area with hiking possibilities.

JLL: The image of the Morvan?

JPC: Yes, the image of the Morvan, and the image of the hiking in the Morvan. It was always.. Morvan and hiking, these two words are tightly connected. On the other hand, we have to be careful, because the clientele changes. We have to take care of the quality of the equipment, including the quality of the paths they use; they all have to be in a good state of repair. So we have to constantly be careful. And then, secondly, we are attractive, because we are actually in the nature. You can hike or ride your bike during half a day without seeing anybody. I think this is appealing, but we should never forget about having the good quality equipment and infrastructure. Our threat is the possible gap between us and rest of the world. What I've just said, that the hiking clientele expects a certain level of quality in the services. For example, they want baggage transfers. They arrive to the hotels, they put down their bags, and a car takes them. Including the mountain bikers who are doing the great crossing, they do the same. The hotels are organized this way: they ask them about their next stop for the night and take their luggage there. And then the same thing happens. So the riders don't have to take their entire luggage with them. We have to improve this service, because there is a real demand for that. The private stakeholders offer should be in balance with the demand of the clientele.

JLL: And so they come to see you to tell you about all these?

JPC: They don't necessarily come to deliver a message. We have a real network of tourism stakeholders with whom we work a lot, so we try to make them improve their services. Then we have a lack of tourists in this area, and it is getting worse. The small hotels, the aging inns can't afford to modernize, because financially it's not easy, it's really complicated. The big cottage houses should be modernized. Because there is another phenomenon, which has nothing to do with this, that is, that the Morvan is a rather central territory in France and thus people like to gather here, so they want cottage houses for 30-40 people. A whole big family gathers for a weekend. And there is a real demand in the Morvan for the approximately 10 big, good quality cottage houses..

JLL: I see. I haven't thought of that, but it sounds right.

JPC: So there is also a geographic condition. We don't have enough, in the Dijon Basin. It doesn't come naturally to the inhabitants of Dijon to come to the Morvan.

JLL: Not even in Pouilly. We carried out a study in Dijon with our students on the Chailly castle, and only 2% of them know the place. That makes me wonder. Their problem is not exactly the same as yours as their positioning is different and because it is a castle with a hotel, with a golf course, and they also want to reach the local people. We have a trainee there, it is her research question: the position of the luxury level.

JPC: I have friends in Dijon who play golf and who don't know the golf course of Chailly.

JLL: A day there, it's just nothing

JPC: Nothing. But it's not on the way.

JLL: Exactly... Or maybe their communication is not enough, I don't know. So we understood that the protection of nature works out very well and we were speaking about the three pillars of sustainable development.

JPC: We talked about the parks, the seasons, the most important sites. And that we don't have the right to police, so we are always obliged to negotiate with the owners and the farmers. So the remarkable sites are often over exploited here. So we have to find a way to protect these sites without being an authority. We are working with the settlements and with any stakeholders. And then there are some sites that are maybe a little bit less remarkable, the owners of which try to obtain agreements on the management. Those are the meadows used by the farmers, with another kind of biodiversity. We try to reach to an agreement with them – for example we try to get them to have less animals than they wanted to have, etc. In order to preserve the biodiversity.

JLL: Yes, but for that, there is no support?

JPC: There is a lot of support: There is the support from the EU for the farmers, so our duty is to go and look these farmers up.

JLL: I can imagine their response when you tell them that they should have 3 cows instead of 15...

JPC: Oh yes.. they need compensation. So we can only come to an agreement if we can find the money to make up for them. And the same applies for the forests. For the remarkable forest sites, for the biodiversity, we bring the financial compensation that usually comes from the EU. In any case, it's all about negotiating. The park itself owns very little territory, because sometimes during our history we have bought some remarkable sites, but we have around 40 hectares of property, that's all. The conservatory of natural sites of Burgundy also owns a few sites, the General Council of Nièvre also, so we can take care of the most sensitive sites. But besides this, it's about negotiating with the owners and the workers.

So we have get-togethers with the stakeholders: farmers, ecologists, hunters, fishermen. We don't really have problems with the hunters, or with the fishermen, because these territories are more or less reserved and then the hunting: we don't have great pressure from their side. The hunters of the Morvan are those who live in the Morvan. And there is no deer for example, because the inhabitants of the Morvan don't like the deer. Because it may cause problems – so they deal with it by themselves. We don't really have problems.

OC: And with the motorized vehicles?

JPC: In contrast to that, with the motorized vehicles.. it's really an issue that we try to resolve. So we don't have the right to police, but quads and motors are not authorized everywhere either. We unite our forces, the environmental police, the representatives, the stakeholders who rent quads and who organize quad tours – and together we try to define the problem and find a solution. Then we edit a code of proper behavior: the quad users should respect the others with whom they share the road.

OC: But the quads, for example, where are they authorized?

JPC: Normally the quads may only use the routes open for all circulation. So not in the forest. A path in the forest or in the countryside, if they are not open to any circulation, then they have to avoid them.

OC: But they still try to use the forest path?

JPC: Yes.

OC: I have seen the quad rentals, so in this case, who is responsible? The rider of the quad or the renter?

JPC: The renter, of course! He has to provide all the information for the rider on where he may or may not use the vehicle. But then..

JLL: So the problem.. Because some quad rentals are managed by the representatives of the village or by the mayor, etc. So their economic activities are in an internal conflict with their political activity.

JPC: We try to mediate when there is a problem or an argument, but our aim is that it is them, the players who would solve the problem. We can mediate, but it's them who should actually solve the problem.

JLL: The code of proper behavior is well-known?

JCP: Yes.. And by the way we don't promote the motorized activities. On the other hand, if it exists, we have to find the best solution so that it would have the least impact on its environment.

JLL: Hmm... Just for the economic benefits of tourism in the Morvan, there are people who are working on this question?

JPC: No, and it is.. We made some global estimation. We think that an average tourist who comes to spend a day in the Morvan, he spends around 30 Euros. We multiply it with the number of tourists we estimate will come to the area, and so that is how we calculate our numbers. It's the joint communities of the Morvan who carried out a study in the area and found that the most important economic activity here is the tourism. In terms of turnover and number of employment. Ahead of agriculture that came out as third, as between the two of them, there are the Christmas trees.

(acknowledgements)

Annex 29 - Interview – Réka Előd – Duna-Ipoly National Park Directorate (DINPD)

Date: 30/09/2014

Place: Budapest, office of the DINP Directorate

Participants: Réka ELOD, Head of the Eco-Tourism and Environmental Education Department of the DINPD (ER)

Orsolya Czeglédi (OC)

(Introduction – she starts so speak directly about one of my questions)

OC: So cycling is not that important from the eco-touristic point of view?

ER: As eco-tourism, no. Cycling on protected areas is not a very likeable thing. We don't like off-road cycling.

OC: Then you don't have information on their number and if there are more people that ride in the forests since it's no longer forbidden?

ER: Well I don't know; I don't have information about it. First of all, it's really hard to measure. It's rather the nature watchers, who spend most of their time on the field, who may have more information about it. That's why I asked a colleague, when I saw your questions, from the Buda Protected Landscape Area (Budai Tájvédelmi Körzet) to ask his opinion. But he hasn't replied yet, unfortunately, so now I don't know what he thinks about it. As for us, we don't organize such things, so I don't have that kind of information.

OC: OK. Then tell me, what exactly is the objective of the Eco-Tourism Department? What are you doing? Since when?

ER: Well, the department itself has operated since around 2005. The national park directorate was formed in 1997. The first thing that the national parks started with was the forest school. I'm looking for a program guide, or maybe you know about our yearly brochure detailing the programs we offer during the year.

OC: I know about last year's brochure.

ER: Well, actually, that can be used also. It's like that.

(she is showing me the brochure)

Then I will continue to speak, it's just better to see as well. So it started in 1997 at the Forest School in Királyrét, which is still working, developing, growing. So that was our first activity of this kind. Also, we already had the tourism caves, with its infrastructure: for example, the Szemlő and the Pálvölgyi Caves here, but there are some in other national parks, too. The eco-touristic activity of the national parks started like that. That time its importance was negligible compared to other activities, and then little by little it became more important so around 1998-'99, the first employees were hired by the national park whose job was to organize this particular activity of the national park. Before that, our colleagues did it in addition to their other tasks.

OC: That's what I wanted to ask. Then this is the primary objective, education?

ER: It is certainly very important. Department of Eco-tourism and Environmental Education – that's the name. There are national parks, or rather there have been – they are being reorganized all the time – where these two departments were separate. Now I think in all of them these two are under the same department, but both aspects are primary. As a state-funded

organization, our primary goal is not to gain profit, we are not expected to do so, but we can afford to serve social purposes.

OC: And then, parallel to this, you are trying to make eco-tourism more appealing and enjoyable?

ER: Well, on the one hand, to make it more enjoyable, yes, and on the other, to make them profitable – the tours, the caves, visitor centers and any other infrastructure and programs. But it's true that we are trying to do so through transforming them into good experiences which also give us the opportunity to teach people the principles of nature conservation. A good example of this is our canoe and bicycle tours. We have canoes and bikes that visitors can rent just as they are but also with a professional guide – or with a steersman for the canoes, if they prefer. But those steersmen and guides are also professionals, during these trips they speak really firmly about our opinion on the Danube, on its flora and fauna, what we are preserving and what we think about the Danube navigation, the shores and about the flood protection.

OC: What do you think about those things?

ER: Nature conservation approaches provide only a limited support of the river control, the dredging, changing the shores. From our point of view, the natural morphology of the river would be best. But of course the water management, the flood protection, the navigation, they all need other things. So dredging the reefs or deepening the river bed, etc., those are all against the environmental protection.

OC: Yes, that's the eternal conundrum: the more people involved – to get the most profit possible means that more are present, thus, the more they ruin nature.

ER: Well, that's another question. Flood protection and navigation is another dimension. There we interfere terribly with the wildlife. But it's very true that for the eco-tourism, it's highly important to study the area's capacity and to load them with less intensity at a time. That's why nature trails were built. That was the next milestone in the life of the national parks, to start to signpost nature trails. So that we could let people enter those areas under control. The paths were very well planned: the attractions, the beauties must be visible for the visitors, but we have to avoid them from entering areas that are really sensitive in some respects. So nature trails are an important means for the eco-tourism. And then most of them can be visited freely. Just like a simple tourism path, I mean the signed paths. Others are in highly protected areas and can only be visited with professional guides or after paying an entrance fee, just like on Sas-hill, so some of them are not freely accessible.

OC: Then, if I've got it right, river control, for example, has a much bigger impact on the life of the river than tourists. But what happens if there are more tourists? Is there some places where their presence can cause serious damages?

ER: Well, it depends on the area; in some areas, yes. Areas close to Budapest: the Buda-Hills, the Buda Protected Landscape Areas (Budai Tájvédelmi Körzet), a certain part of the Pilis, the area of Dobogókő, which is visited by thousands of tourists from Budapest, are obviously more affected than other regions, and in these areas the impact of human presence can be really high. For example, they are picking ramsons or snowdrops, and sometimes many people arrive at the same time for the same reason. Additionally, we cannot tell you the same about areas further from Budapest, such as Aggtelek for example or on other, much less frequented areas. The High-Börzsöny is considered as rather intact, even if there are some people who go there on excursions. But they are not too numerous. But here, close to Budapest,

cycling can place a really heavy burden on Nature. They can really damage the hill-sides, or on the Strázsa-Hill next to Esztergom: cross motors, cyclists, quads, even horses. It may seem that horse riding is a nice and nature friendly activity, but they can cause a lot of harm to the sensitive lawn or the grasses or some barren areas. They can even destroy the habitat of some highly protected plants or animals just by using a certain path. It's quite visible on the air photos where they've destroyed areas according to the lunging. Well, this is the case when little streams make great rivers.

OC: Then in this case, what's the strategy? Do you try to invite people to visit places like the High-Börzsöny, that used to be more protected, or you would rather preserve the intact areas and use those that are already..

ER: In general, no,, it always depends on the situation. It's futile to tell a horse rider at Nagykovácsi to go to the High-Börzsöny instead, because he won't. Of course, attractions must be created elsewhere, to, to make people visit that certain area, to select their interest. Where there is too much tourism we may use sanctions, prohibitions, that happens also. We have different means to protect our areas. But it's not easy, not easy at all to communicate, to find the alternative, to get to know who the cyclists, the horse riders, the tourist are. That's why it is really hard to discuss these things with them. Or rock climbers for example, a lot of them appeared recently and they want to climb everywhere. Or the geo-caching, that also seems to be totally harmless – except when they put their boxes where they really shouldn't. And then we try to find on the internet whose box is it and who we should ask to relocate it.

OC: So there are attempts to speak to the cycling federation, the climbers, etc.?

ER: Of course there are. And sometimes it's them who come to see us, when they feel that there may be a problem. We have an eternal conflict, for example, with the paragliders for their launch sites. It's an eternal battle; we have already sat down to talk – with varying success. Those are hard games.

OC: These are small areas they want.

ER: True. But there are only a few places that comply with their needs. And if it's the only good place for the “Magyarföldi husáng⁴¹⁸”, a highly protected, endemic species, so they simply shouldn't go there. But they want the very same place usually for the very same reasons. So it's a standoff.

OC: In this case, what kind of sanctions can you use? You call the forester?

ER: I don't know, is it clear, the relationship of the forestry and the national park? Here we are speaking about an enormous area. The national park here should not be pictured like most of the national parks in the world. We have the Duna-Ipoly National Park and then the National Park Directorate. The Directorate is the institution itself, but it's also a territory, a part of the Nógrád County, with the Ipoly, the Börzsöny, the Pilis, Visegrád, the whole Pest County, the whole Fejér County, the whole Komárom-Esztergom County, and Budapest. So this is the territory of the Directorate. On this area five forestry's operate, alongside a million private forest owners. So there are a few versions [of ownership]. But in general the state-owned

⁴¹⁸ *Ferula sadleriana*, a highly protected plant

territories are managed by the forestry; they are responsible for the property management. Parallel to this or above or next to it – that’s another question, we are less powerful now – there is the national nature conservation. They can define restrictions or management policies in order to preserve the nature conservation values. But those are two different things. And in addition, there is also an authority: the National Inspectorate for Environment, Nature and Water who is in charge of and acts upon the authority issues. Just like the building authorities at the local governments, if someone commits a misdemeanor or a crime in the forest, then the accusation goes to the authority [to the National Inspectorate for Environment, Nature and Water]. It doesn’t matter if the accusation is levelled by the forestry or by the nature watchers of the national park, who spend a lot of time on these territories and pay attention to this. They also have the right to proceed to a certain level, it depends. So if someone wants to organize an event in the forest, then he should have the authorization of the owner or the manager – that is, from the forestry – then another from the nature conservation authority. It’s quite complex. So in the case of nature damage, you should address it to the authority. If someone, for instance, steals wood, then the forestry and the nature conservation is also in charge, if the wood was taken from a protected area. Because then it’s a property damage of the owner, the forestry, but also the nature is damaged.

OC: Oh, I see, it wasn’t clear that it is split up like that.

ER: Well, it is split up and it connected.

OC: Yes.. The interrelation was clear to me, but the difference of the approaches is new information. But it’s logical, I just haven’t thought about it yet.

And then who makes the decisions in these instances? Who says what should be done and what should not. I guess it comes from the ministry – but I don’t think the ministry creates the guidelines on its own.

ER: Well, everything is fixed by law. The law on nature, the law on forestry.

OC: To what extent can the national park intervene in the legislation process?

ER: Well, those are processes.. Those are very.. Well, the original nature conservation law is from 1997 and 1996, of course national parks have a say. But there are laws that.. This is a process; in which national parks obviously participate. We are not a body of legislation, only the government can be. So they are coming from below, there are collations, and then the state secretary or the minister submit it.

OC: Does there happen to be a formal or informal forum where the different stakeholders can sit down together and discuss things?

ER: Public consultation?

OC: On any level. Communication.

ER: Well, in Hungary it’s not really typical. And I don’t think that it works better in other domains. It [the legislation process] has its policies and the draft is published on some sites. It also depends on the lobbying force of one side or the other. Sometimes it is stronger, or there may be some social pressure. Sometimes the ministry or the authority just simply makes a decision. Those are not standardized things, they depend on the issue.

OC: And – just as your personal opinion – is there a need, a demand for that? Do you think that there are things that may work better if the communication was stronger?

ER: We work here in a strong interdependence. In Hungary there is obviously an higher control that applies to everyone. If there is a will from the government than it can manage to go

through things. Of course, a broader public consultation would serve the reinforcement of the democracy. I don't think.. So this is a question of the structure of the Hungarian public administration and legislation, I can't really.. I don't think that we would refuse to collaborate – we would even encourage it. We cooperate with a thousand civil organizations or any one organization. There is a general Hungarian state, a situation, and this is the same here also.

OC: Than how do you cooperate with the civil organizations?

ER: Well, in the many project proposals of the EU, for example the realization of LIFE projects or any other projects. Or we cooperate on smaller projects, during events for example. Or the civil nature watchers can be mentioned who help the nature conservation on higher or lower levels. Or the land use: they rent and use protected territories.

OC: There are long-term cooperations also?

ER: Yes, there are some. For example with the WWF Hungary or with the MME⁴¹⁹, just to mention a few bigger civil organizations for nature conservation, we have been working together for decades. Sometimes it's a project or... well, most of the time we work together on projects.

OC: OK, thank you, and with the Ministry?

ER: The Ministry is our supervisory body, they are actually our bosses. So from them, we receive constant management and control. National parks are independent budget organizations – but we are under the supervision of the Ministry.

OC: So you have to report to the Ministry?

ER: Yes. And also to the Hungarian State Treasury (Magyar Államkincstár), yes. So the employer of the national park's director is the minister. But not to us, we are employed by the director. The director runs an individual organization, so he acts as the employer, and his employer is the minister. So the bonds are really thick..

OC: So to what extent does the director have the right to make decisions?

ER: This is a huge company, on an enormous territory, with more than a hundred employees, doing about 300 different kinds of activities. So I cannot tell you to what degree he is free to decide. We have to comply with the primal laws that define our essential activities. So this is a state administration body, just like the government offices or the guardianship office and so on. So this is not a market-based company. The Ministry won't tell us what day to choose for the Dömös Fair (Dömösi Forгатag), they don't intervene on this level. But they define our primary scope of activities, what we should do on the protected areas, how we manage our properties, those are strictly defined by the laws.

OC: So the major directives come from above?

ER: from the laws and other legal documents.

OC: It's not the first time that you have mentioned how vast the territory of the directorate is. Is there a specific reason behind the construction of this system?

⁴¹⁹ Magyar Madártani és Természetvédelmi Egyesület = Hungarian Ornithological and Nature Conservation Association

ER: Of course. The whole country is covered by the 10 national park directorates. They are defined according to the county borders. This is a state administrative division that fits the existing Hungarian state administration.

OC: I have never seen a system like this anywhere else before and I don't really understand the reason behind it.

ER: Yes, it's particular and even in Hungary, people don't know about it, so we always start the conversations with this.

OC: True, no one knows about this.

ER: By the way, until 2004-2005, I can't tell you exactly, the national park directorates worked as authorities. Then the so called Green Authority was formed in order to integrate the nature conservation, the environmental protection, the water management, then it was taken out, then they put it back, so it was transformed many times, but it actually had the power of authority and the right to proceed as an authority in the case of every building permit or any other activity that was related to not only the protected area but any other area. We had to give or deny the permission as the professional authority. But then the system changed and the park lost its authority status. Now the authorities, the Green Authority I mentioned, can proceed and we give them legal support. For instance, if they have a building permit request and the administrator sees that it is on a protected area, then he or she asks for the official legal support from us and then our professionals in charge check if that certain construction can be authorized or under what circumstances can it be authorized, so they form the nature conservation standpoint on the issue. Then we give it to the authority who may consider it or not. So they make the decision, but in theory they consider the nature conservation's point of view. It works like that; it's just a simple state administration system. The directorate is responsible for these protected areas and the nature conservation actions on them.

And in the national park – but that is just supplementary detail – we distinguish national parks, protected landscape areas, and nature conservation areas, and these are all nationally protected areas. In addition, there are the Natura2000 areas, the EU's network, territories that are also under the management or control of the national parks. The directorate is actually a company that has an operational area; we call it the operational area.

OC: I see. So let's have a look at the activities. Who are the visitors? Are there foreigners? When do they come? Do you have some statistics on these questions?

ER: Well, we don't register the foreigners separately, because why would we? Of course, there are some, especially in the caves around Budapest. Is it clear to you what our demonstration sites are?

OC: Yes.

ER: So, then in Budapest, there are two tourist caves that have the highest number of visitors and as they are in Budapest, there are also foreigners among them. But it's not a big proportion, though their number is rising, but I can't tell you if it's 3% or 5% or 6%, but that must be the maximum.

OC: So it's fewer than 10% anyway?

ER: Yes, I think somewhere around that. In terms of the annual visitors' number. At our other demonstration sites, their number is minimal. If you take the Királyrét visitor center or even the Sas-Hill, which is here in Budapest, or the Jókai Garden where we are sitting now, it's minimal. And we don't really appeal to them and they are not really our target either. We don't

have the means and the capacity to build on this market. Besides demonstration our priority is awareness rising, I think we should really focus on the people who live here, so that they can see and understand why there is no more place in the Rózsa-hill for more houses or why they shouldn't just throw the grass through the fence, etc. I personally think that it would be useful to target them as they represent a demand that have the means, but I think we still have a lot to do for the Hungarian clientele first. And also our capacities are limited, we are not functioning as a hotel at the Balaton, who can hire three more maids when there are a lot of tourists and then fire them – because it is state administration. So we have a certain number of staff and manpower that can carry out the tasks and it cannot be extended indefinitely. So we aspire to have, and actually have, brochures in foreign languages, and we also have some colleagues, who speak languages, but we don't have the force to deal with foreigners 24 hours a day; we have our limits.

OC: Then it also means that the department pays attention mainly to its own nature trails and demonstration sites and pays less attention to the other territories on its operational area?

ER: No, I have nothing to do with that. And I cannot do anything about them.

OC: The question is what is important? What do you want to do with your available manpower? If there is a need for cooperation? – with service providers of any kind, sport service providers for instance. And to what extent, in fact, do they have to comply with the rules.

ER: Well, they have to comply with the law, that's for sure. So if someone wants to run a business or organize a tour, than there are some simple rules that he has to comply with. Then, for example, we rent our canoes through an entrepreneur, we have a consignment for the equipment and thus we run the business together. The Balaton-Upland National Park runs many of its demonstration sites the same way. We have this option and it's not without example, but it's still something that we own, we still manage our own property, such as a manor or a buffalo reserve or anything. If there is a bicycle company, the same applies for them to. In general, we can provide intellectual contribution, we help to work out their program which would not damage the protected areas and thus the organizer can avoid a lot of trouble. Or maybe we can help each-other advertising or with the communication. We don't really have the capacity and it is not our aim either, but we are happy when someone comes to see us and says that 'I have a cycling company and I would organize bicycle tours that the national park is also OK with'. Then we would sit down together and we would explain to them our point of view and he can ask for professional guided tours, so we can find connection.

OC: Ok, that's cool.

The next issue then: statistics. I mentioned some possible questions in the document I sent to you.. Do you happen to have statistics on those matters?

ER: We have visitor statistics from every demonstration site. We don't care if someone is a foreigner or not. We have categories like reduced price entrance fees, children's tickets, groups, etc. I will give it to you and you'll see how many visitors we have. Here in the national park we only can measure those who purchase a ticket, an entrance fee or some services. So I cannot tell you the number of visitors in the Pilis, the Börzsöny or in the Visegrád-Hills, you could maybe find some estimates on the internet.. I don't know.. millions?

OC: In relation to that, or to other tasks, do you cooperate with the TourInform offices?

ER: Occasionally. It's less common in our directorate.

OC: And then, if I'm not mistaken, there aren't that many TourInform offices on your operational area?

ER: No, there aren't too many and they don't function well – I mean those that are in the area of the national park or close to Budapest. This is the problem of the Hungarian Tourism Zrt. (Magyar Turizmus Zrt.) and it's also their duty to deal with them, but for some reason they are not capable of doing so, thus we don't have collaboration with them either.

OC: Yes, that's what I doubted. I wanted to visit some of them but then I couldn't really find a lot.. In Budapest, in Vác there is one..

ER: And in Ráckeve and Szentendre and here and there, but they are not working well. There is an agreement between the ministry and the Tourism Zrt., so the cooperation is legally framed. And then the head of tourism from the Közép-Duna region – I'm not sure of their name – says that the TourInform offices are not working well there, but we still have to regularly send them the data on the visitors and so on. So that is a weaker cooperation.

But for example the Eco-Tourism Infrastructure of the Year Award (Év Év Ökoturisztikai Létesítménye pályázat). This is issued by the Tourism Zrt., the Ministry for National Economy (Nemzetgazdasági Minisztérium) and the Ministry of Agriculture (Földművelődésügyi Minisztérium) for five-six, seven years maybe? They just held the award ceremony last Friday. So this is a tender issued once a year in two categories: visitor center and nature trail. You can find it on the internet, maybe the call for proposals, to: Eco-Tourism Infrastructure of the Year Award. And then any infrastructure managed by the national park or the forestry can apply – now forestries also have a lot of eco-tourism infrastructure – they can also apply for the competition, as they can also be involved in tenders and may create demonstration sites, nature trails, visitor centers. Just as we do at the national park. But there are privately owned and managed demonstration sites also. So, for example here, when we speak about this award, it's a meeting point for these organizations and then we create something together and finally they award the national park, the forestry or even the private owners.

Do you know the sites itthon.hu and the “itthon otthon vagy” and what else, I don't know, so those are webpages related to the Tourism Zrt. and there is also paper-based information. Or the national parks are always present at the Travel exhibition (Utazás kiállítás). This is also the result of our cooperation. So there is still a tourism side of the national park.

OC: Yes, it's visible. Especially that the communication has intensified a lot during the past few years.

ER: Well yes. It's partly intentional, partly a necessity. Facebook, the spreading of the internet, it's a relatively accessible channel for us also. We cannot afford expensive media or advertising campaigns, but we have some brochures and we are on the web. And in the meantime we learn how to do it right. And on the other hand, the number of the demonstration sites is constantly growing. Thanks to the EU sources, many things were created or reconstructed, renovated – so we have more and more things to offer at the national parks.

OC: So it's since we joined the EU that there are more things.

ER: Since that, very, obviously. National parks can apply for many resources. On the site – I will show it to you – there are our annual reports, it's public data. You will see how many tenders we are involved in, at the same time. Like 20 of them at the same time. And some of

these big EU tenders can grow up to hundreds of millions of forints – and every national park is involved; billion forint investments. You’ll see that.

OC: So then in these billion forint investments, to what extent do you take into consideration the principles of the sustainable development?

ER: Well, these buildings, in most cases, use renewable energy partially or totally. This is an important point of view for the design and the construction, the sustainability, so those are already constructed in this approach. Obstacle clearance, renewable energy, those are incorporated.

OC: Are there some concrete policies or directives to follow?

ER: No. It’s just the way the modern thinking and architectural aspects dictate.

OC: Are they actually realized? It exists in theory to follow these aspects, but then maybe it’s too expensive or too difficult, or..

ER: In some places, it is realized and in others, not. Those things need a strong financial background – but the intention is always there. And every national park always tries to do the most according to the possibilities. Maybe we are not the best in Europe, but we can achieve the Hungarian average, maybe more. When there is an investment, it’s sure that sustainability is taken into consideration. And usually the calls for proposals are already issued accordingly.

OC: So there is also control, supervision to be sure that..

ER: No one controls this.

OC: Not even the realization of the tender?

ER: But yes, of course. If you write in the proposal that you will install a kind of solar thermal collector, or you will use greywater systems, wastewater treatment or anything like that, that you have to do so, of course. But this is an internal aspiration. For a national park, this is an internal aspiration to have segregated trash disposal, we print on recycled paper – this one is reused. No, not this one because the contract didn’t let us print on reused paper – but for our other paper-based brochures always use recycled paper. Like this, during our event, we don’t let the attendees produce garbage: we don’t let in any kind of food products and we try to reduce the amount of garbage we generate to a minimal level. And we reuse the printing papers: when we make a mistake, we reuse the other side of the paper. So those are existing things.

OC: So in the office, and everywhere..

ER: Yes, on a certain level.

OC: And, just to look out to the future, what are your objectives? Do you have a specific goal you want to achieve or a particular direction you want to head in?

ER: Well, the national park doesn’t yet have a corporate planning strategy, we don’t possess such documents. It is beginning to look like we would need one, and maybe sooner or later we will actually have one. It is state administration, we have to comply with a very strong external directive, that, changes every four years (or according to any new directives), and also there is the laws and regulations, the public finance act, the law on government officials, all these present a very solid frame for us and put us into quite a different area than a market-based company. So for now, the national parks don’t have a medium or long term strategic planning. There are some ideas, trends are forming, and we can see which direction we are heading towards, but here a whole system has to move, which is hard and difficult.

OC: Yes, that's normal, that big state organizations move slowly.

ER: This is at a national level! We can have objectives on our own. When a new construction project is ready, we set goals – for the number of visitors or anything. So we have these kinds of small objectives. But as a company, that's another story..

OC: So you have many goals but not..

ER: It's not synthesized, it's not written or accepted or how to say.

OC: Are there implicit directions?

ER: For the functioning of the national park as a whole?

OC: Yes.

ER: The so called seven year plans were prepared, but those are not classic corporate strategic plans. So I can say that there are some documents, but we don't have the particular documents an organizational developer may think of when he is looking for the strategy.

OC: Actually, primarily I'm not interested in the organizational development, what I would like to know is what happens when the awareness is raised already, then what would the department do? If let's say in 10 years the people are more conscious about the environment, when these understandings would be more common.. Is there any idea or vision what you would do then, what would the next step be?

ER: No, there isn't. That was what I was just saying, that we haven't got any strategic planning or concept of this kind. Maybe we can call a concept what is written there, but it's not a strategic plan. Not from the marketing, neither from the economic point of view. Here we have annual budgets, we redesign our budget plan every year, underspends from one year cannot be transferred to another, so the classic company development model is not applicable here. I cannot say, that this year I have done this and that and then next year I will accordingly.. no, it doesn't work this way here.

OC: This is state administration...

ER: Exactly.

OC: Do you happen to have anything in mind that can be important from the point of view of the department but that I haven't asked about so far? Not necessarily in relation to my questions I have sent to you.

ER: One of your major topics was the sport.. We don't offer sport activities here in particular, sport is a means for us or just the natural "by-product" of touring in nature. But classical sport activities, such as running, cycling, swimming, rock climbing, or I don't know, maybe Nordic walking, that is very popular nowadays, we don't deal with such things directly.

OC: Yes, I understood that.

ER: We don't have offers like that; we have nothing to do with these sports. If you take a look at our infrastructure or tours, then it's maybe the touring in nature that can be mentioned, and then the demonstrations. One of the most important goal or particularity of eco-tourism is the knowledge transfer. This is the difference between a simple excursion and the eco-tourism services or offers. We always give a brochure, or it can be purchased, or there are information boards or we provide a professional guide. This is our offer. Then it depends on the visitor, if they accept it or if they are willing to pay for it. They can either take a walk in the forest – then they are tourists, hikers. Or if they are interested to know why that area they are walking on is under protection or highly protected, then we can speak about eco-tourism. And the same applies for the demonstration of the cultural values, so this is also included in the eco-tourism.

In the Natural Protection Area of Ócsa (Ócsai Tájvédelmi Körzet), there is The House of Traditions (Tájház) or a set of buildings which is under protection. We demonstrate here the popular values in the national park.

OC: OK, I see.. The national park defines eco-tourism a little bit differently than science usually does – but it's comprehensible, as it has a different approach.

ER: Well, eco-tourism may have a broader sense. Our interpretation is narrow. We took everything from the nature conservation point of view, for us it's not eco-tourism anymore if someone goes cycling in the Pilis or do I don't know what, that is not eco-tourism. Or it can be considered as eco-tourism only if someone does it in a highly prudent and conscious way. Or the canoeing: you can do it in a really nature manner or you can cause damage to the shores. For example, on the Dráva there are a lot of restrictions, it is precisely specified where you can dock and even there you cannot do whatever you want: it's prohibited to swim as well as many other things. There is even some canoe tours that have to follow very strict rules. Not like on the Tisza, where thousands canoe and dock anywhere. That is a less sensitive area.. anyway, there must be a reason for that, so..

OC: What I find really difficult here is that many people worship nature sports and they are rarely aware of the consequences of these activities to the Nature.

ER: Yes. Maybe we have directly look at the cyclists.. It happens by the way that when they are asking for authorization for a cycling event or when our colleagues hear about an event and they go there before the start to speak with the organizers and then they tell them what they should be aware of and what to pay attention to and why something should or should not be done.

And then there is the other side, that we can add: when we meet them during an event and maybe the father cycles the weekend but now he just walked in with his kids, for this family day, for example, because he heard about it and liked the program and ultimately he is there as a father, with his family. And he hears about the nature conservation and maybe next time when he goes cycling, he would consider what he has just learned – if he thinks that this is important.

OC: I think this is a good approach, because those who do physical activities outdoor, most of them actually like the nature.

ER: Yes, in theory. But then here comes the conflict of interests.. Most likely he prefers cycling to caring about nature. Some people can be persuaded, others cannot. They just simply cannot understand that they shouldn't pick all the lily of the valley in the oak, because they can sell it for X forint a bouquet. They have been doing this for 200 years and we have been telling them for 20 years now in vain that it is forbidden, it happens time and again. But maybe there are some people who give up the damaging activities once their attention is drawn to the issue.

(Acknowledgements.)

Annex 30 - Interview – Sándor Bíró, Duna-Ipoly National Park Directorate

Date: 18/06/2015

Place: Pilisszentiván, office of the Nature Watchers

Participants: Sandor BÍRÓ, Head of the Nature Watchers (BS)

Orsolya Czeglédi (OC)

(introduction)

OC: The question to start is – since the law on cycling in the forest was passed almost two years ago now – is there any changes, are there more cyclists on forests paths?

BS: Well... it all started two years ago when equestrian tourism became a priority. Riders like to go to the forest, but horse riding was never mentioned by name in the laws. The horse is not a means of transport and the law on forest and the law on nature conservation mention only means of transport and the horse on its own is not a vehicle. Then after equestrian tourism became a priority, many new ideas and diverse development projects have been created and finally horse riding entered the law on forests. It says that in the forest, horse riding is permitted practically anywhere with only one or two exceptions – I will speak about the exceptions later. And cycling arrived on the back of this. And then on the internet, you could only hear this; that thank you horse riders and let's grab a beer together and thank you for making cycling itself part of the law on the forest. So cycling as it is, not cycling as a means of transport in general. And now they think that cycling is now permitted everywhere. But there's a problem, namely that – still about the law on forest – there is a paragraph that says “if it's not forbidden by other regulations”. So this is what escaped their attention. Because in the law on forest there is more than one paragraph about it, somewhere around the 4th paragraph, there is a note which says the law on forest, should be taken into consideration together with the law on environmental protection. This is the problem, and the real question is whether it can be expected from cyclists, and I am one of them to, or from a citizen to have broad juridical knowledge like this. Because the regulations on the environmental protection now says that only authorized vehicles may enter the area. So practically since the bicycle is a means of transport, it doesn't matter what the law on forest allow the use of – even though it also says that “if it's not forbidden by other regulations” – it's not allowed on protected areas to ride the bike only if there is a designated bicycle path.

OC: Yes, that was my interpretation, too, that you can ride where there is a sign allowing it.

BS: And this is like that in the case of the protected areas, too. In the case of the non-protected forest, that is not the case.

OC: So in 'non-protected' forests you can ride a bike wherever you want.

BS: Exactly.

OC: Just because, before the law, cycling was not allowed at all in the forests.

BS: To be honest, the law, this forest law coming from the EU, it is the XXXVII law of 2009, it has changed and now it allows cycling on non-protected areas practically almost anywhere. Not everywhere, for instance tourist paths may only be opened for cyclists with the special permission from the authorities. But actually on the state-owned forest areas, in the non-protected state-owned forest, it is allowed. On the protected areas not, as there is still a need for

special permission for vehicles to enter from the forest authorities as is declared in the law on nature conservation.

OC: Is it visible where the protected areas are?

BS: To this, I can only answer that where there is more significant tourist circulation reaching the protected areas, be it cycling tourists or hikers, we install signs. Evidently, those are more common on tourist paths and on the bigger paths with more significant circulation which are more frequented. But we cannot sign each and every track and path, this is out of question, it's impossible. And so this is why it may occur that some come to a protected forest and aren't aware of having reached a protected forest area. But there must be some civic responsibility. So if I go to ride my bike somewhere, well, I cannot say that I will just follow my instincts and it will be ok. That is why you have those different web pages, information systems for nature conservation, public service modules, where people can check on the protected areas before going there. Also, most tourist maps, especially those who checked in with us prior to publishing, those contain the limitations. So tourism maps provide analog information, to put it this way and there is also the web based information where you can have really precise locations of the protected areas. That information can be easily obtained from the termesztvedelem.hu page. So it's a bit of the responsibility of those cyclists, anyone who uses a means of transport to know where they are going.

OC: Sure.. Am I right to feel that cyclists are not always welcomed with open arms?

BS: Look, I don't speak about the peaceful riders but about downhill riders in the first place. They take the cog-wheel railway to go up, for example in Inner Buda (Bel-Buda), and then they ride down in the forest. That's not OK in a protected area. Furthermore, it's not even allowed in a non-protected area. They start erosion problems so serious that they cannot be handled anymore. If someone made the effort and listed all of these illegal DH slopes, for example in the outer Buda hills, he would be surprised to see how many hectares of forest area disappear. This is a very serious problem. The opened erosional trench is unable to recover. On the one hand, because they are constantly being used, and on the other, because water, especially recently with these extreme weathers, this large amount of rain within a short period of time – so it flushes down the ground to the soil parent material and then it's ruined. So the problem is the downhill, I think this causes the biggest problems. Those doing cross-country or some peaceful cycling, who use existing trail networks, mainly wider paths where there are wooden trucks anyway, they are not a problem, they are not an issue (besides some rare exceptions). But it doesn't cause a real problem. The biggest problem is that, with their constant presence, they disturb some protected or highly protected species that tolerate being disturbed less. I speak mainly about animal species, evidently, or even bird species who tolerate fewer disturbances especially during their laying period. So, there are some highly protected bird species, for example the brown harrier eagle, that can hardly bear any human disturbance. And so cycling in close proximity to the nest may cause serious problems. Because the bird may leave, the eggs go cold, the laying fails. In the whole area of the Buda Protected Landscape Area there is only one couple at the moment. And the overall national livestock is very low, their numbers decrease. So cyclists may cause these kinds of problems. Because we ask for restrictions from the forest management for this period if the restrictions cannot be realized or can be used

differently by cyclists. And also they don't even know about this restriction as it's not assigned to them but to the forest management for example.

OC: So if I understand this, the problem is not those who are riding on the assigned tourist paths.

BS: Stop! It's not allowed to ride on the tourist paths, this is important. Tourist paths can only be cycled with permission from the forest authorities.

OC: So you can only ride your bike where there is a sign?

BS: That is usually the result of an agreement process. Let's stay in the case of forests on areas for nature conservation, which is the result of an agreement process. Evidently on those areas even the nature conservation has agreed on the paths so it won't be a problem. There the owner of the forest may have restrictions for certain periods – especially for the sake of logging and for safety reasons, for hunting maybe. But basically those are paths that every authority has agreed on, so there may not be problem using those.

OC: So the problem is specifically where downhill riders (DH) are present, as they like to make new cut downs⁴²⁰ and to use non-existing paths.

BS: DH riders and what I've just said, that restrictions on these forest areas are not randomly assigned, so it's not incidental that they cannot ride the bike anywhere. So the example of the afore mentioned brown harrier eagle, but it is not the only one, there may be other highly protected species that we would rather avoid being cycled through in the protected forest areas. And this restriction is still in order, but people just refuse to listen.

OC: And so what do you think about building a DH slope for example and then you would know that this is a designated area for them, they're allowed to go there and so they won't ride elsewhere, so have you ever thought of "giving" them a small area to..

BS: There have been attempts for that, such as the Normafa project and if I'm not mistaken, they were speaking about a DH slope

OC: They've been trying to do this for years

BS: But just one question.. a theoretical one.. is that, all those paths should necessarily be on protected areas?! Because if we give them a slope, there would be less protected areas. And, you know, in the area of Budapest, everyone's using those, everyone is using the protected areas and everyone wants just a little bit of those for their own interest and then little by little the original 10 000 some 200 hectares would reduce to I don't know how many thousands of hectares, as somehow everyone wants to go there..

OC: I've been working on this topic for years but even today it is not completely clear which are the protected areas and which are not. Finally, the whole country belongs to one of the national park directorates and then I can make an effort to find out that this area is protected and this one is even more protected.. Maps are clear, what's not clear, is why is it like that and how I can find those limitations on the spot. A DH rider is not looking for protected areas; they're looking for steep slopes.

BS: Right, I want many things, too.. but we should still remain citizens who follow the rules.

⁴²⁰ cyclists cut transitional edge between two vertices of a forest path

OC: Yes, of course.

BS: I would want many things myself, too and everybody else wants many things but nowadays everything has an owner and the private ownership is “sacrilegious”, a priority and now with a priority objective. I think that a responsible citizen cannot just go downhill cycling just because he feels like it.

OC: That was absolutely not what I meant. What I mean is that there are only a few places that they would use, but all of them are under protection. But if there are some places that are not protected, then why can't they use them?

BS: Look, if all the places they use are under protection, then they should look for other places that are not protected. There are lots of areas around Budapest, in the Buda Hills that are not protected. Protected areas haven't been assigned to be used as sport bases..

OC: I'm fully aware of that.

BS: Or to be the venues of technical sports. Because if they'd use these areas for those sports, then.. As I just said, downhill cycling is a really efficient way to destruct forests. But we could also mention the motors, quads, etc. And to be honest, if a DH rider is capable of destructing soil to the parent material, and the topsoil disappears – that can be done also by the motors and quads, but faster – so what's the difference between them?? Once again, protected forest areas aren't assigned for these kind of purposes. Maybe there should be, or must be those kind of paths.. 2/3 of the Hungarian population live here in Budapest and its agglomeration. So there is a need, but these things should be controlled. We speak about guided and controlled tourism all the time, that's an important factor. But it cannot be stretched to the extremes. So I think that these things should be done primarily in non-protected areas. The root of the problem is that in Budapest green areas have practically disappeared. They have disappeared and thus those who want to relax in nature or walk their dog, or just walk, then they have no other option than to use these protected areas. And that's why not that long ago the Normafa's area was declared to be responsible for fulfilling public park functions. Public park... Just like the Margaret Island.

OC: Yes.

BS: Well, now, there is a significant difference between a protected forest area the Margaret Island, I think. So the fact that compels people to go to protected forest areas – which is not a problem, I'd encourage them to go there and walk, but then it slips out of our hands. And the crowd grows too big and then new needs emerge.. like now they have those electric.. I don't know the name.. those Segways..

OC: Yes..

BS: Now you also have those off-road Segways, and there is the bicycle and the DH and the cross-country and god-knows-what else and they have to be dealt with. And I think that is only possible in a very serious, thoughtful way.

OC: Do you have any kind of data, measures on the number of visitors that is bearable or too much for the forest?

BS: No, we don't. To tell you the truth, that would be not be easy. Protected areas have been assigned because they include environmental values that need to be preserved. Now, we speak about hundreds of types of species, animal and plants, mixed, with quite different needs.

But I think that if we speak about forest areas, an almost natural forest ecosystem is capable of keeping these species alive under the condition that this natural ecosystem is maintained. If we change it – and when we change it, it's usually for the worse – it would definitely make species disappear from the forest area. There will be species which won't be able to handle those changes. So I believe that we should think on the level of ecosystems and we have to maintain these good conditions.

OC: Yes, so the most important is the forest, it's the focus. What about the people? There are more and more who are longing for nature.

BS: Yes, and that generates some kind of conflict, that's an undeniable fact. Because there are many of us here, in Budapest and its agglomeration, so it has to be controlled and rules must be strictly adhered to, otherwise it won't work. So these "partisan groups" of five-six-ten-hundred people or some associations who just decide to assign a downhill path and then they ruin it in half a year before they realize that it's not interesting anymore as they already know it by heart and so they go and look for another place, I really think that it's not a solution. It doesn't work this way. Unfortunately, it still happens.

OC: And there are laws and regulations that should be followed, that is clear.

BS: Well, now, the protected areas.. I have to add this one. Nowadays, I think, when everyone has many technical gadgets, maybe smartphones or anything else.. you can purchase a GPS for 20-30 000 forints, it's no longer an excuse, that someone doesn't know where the limits of the protected areas are. On the one hand, it can't be an excuse, as many court decisions declare, that the fact of being a protected area comes from the law. I know that it can be annoying for a tourist, but still, protected areas are assigned by the law. And recently the court confirmed in many ways that just because someone has not seen the sign or even if there is no sign at the limits of the protected forest area, that land is still protected so ignorance is not an excuse. I understand that it can be really irritating, but I still can only say, that anyone can check the limits of the protected areas in a minute on the web, you can download maps, you can download it to your smartphone so you can be sure practically everywhere if you are in or out the protected area. So I really think that nowadays it shouldn't be a problem.

OC: I think that people maybe don't think of paying attention to this.

BS: I think some don't even want to understand this. They are unable or they don't want to.

OC: Of course.. the forest is just there, why I shouldn't go there?!

BS: And if they ride their bike on a wide path, with their family or as a light cycling tour, that's one thing. Besides some, afore mentioned, examples, this is normally not a problem. But still, it has to be controlled.

OC: Are there any changes since the law passed in 2013?

BS: Yes, everyone was very happy that now they can freely ride. And they just ignored the paragraph a bit later, saying that 'if it is not limited by other regulations', no one considers that phrase.

OC: I see, so there are more cyclists and they are riding more freely.

BS: I think yes. At least, the cyclists I have spoken to so far, it seems that they practically ignore this paragraph saying 'if it is not limited by other regulations' or they just don't care about it.

OC: My angle is of that of the riders, so I know that people didn't even know that cycling in the forest was forbidden. I mean, before 2013.

BS: Yes, it was forbidden, that's right. As I said, now it is possible in the non-protected forests, practically anywhere, or almost anywhere, there are still exceptions. But the regulation is still valid in the protected forests that vehicles can only enter with permission. Of course, where there is a sign that vehicles can enter, you don't need special permission, that's obvious. That's why we did the signposting not long ago. And they now appear on the tourist maps also, there will be an assigned cycling path in the forest areas, people should use those paths.

Otherwise, the merge of the three laws is on the agenda – the law on forest, the law on wildlife management and the law on nature conservation. So the merge of these is in progress: either two of them or all of them will be merged, we'll see. And then it will be easier to handle these questions, as you won't need to look up different laws at the same time to be able to decide whether you can enter a particular zone or not. So it will be clear and unequivocal in the one new law.

OC: I see.. I tried to read them by the way – but the interpretation of the law on this level is not easy.

BS: But hard.. If someone is not using it day by day, for them, it must be really hard to understand. And the problem is those pages on the web, trying to explain these laws so that ordinary people can understand them, in an easy and understandable manner, those pages just don't exist. I can't really identify one where it is clearly explained.

OC: Journalists tend to make lists of 10-12 points on regulations for cyclists – they put in what they consider to be important, and then it spreads among riders.

BS: Although I think that the law is quite simple. To me, obviously. But it should be published officially but simply – it would be something like: in protected forests cycling is only allowed on the assigned path, period.

OC: Yes. But usually it is part of these summaries.

BS: Basically the law on the forest says about the non-protected areas.. well, of course, their approach is understandable, too, as they don't distinguish between protected and non-protected areas, as they are speaking about forests, as the law is on forests. So they won't split it up into protected and not protected. They say that it is possible to ride a bike in the forest – we are speaking about state-owned forests here – private owners may have restrictions, local governments also, without any problem and well the state also, but that is.. well, never mind. The most important thing is that in state forests cycling is practically allowed anywhere or almost anywhere. If the area is protected, then the law on nature conservation applies. But I would say that in protected forests, cycling is allowed on the assigned paths. This is the only solution now. And in the non-protected areas – if it is not a private forest, not a private property, as they don't have to tolerate them, so the owner can restrict the usage of the area – so if it's not a protected state forest and not a private forest, then cycling is allowed practically anywhere. The regulation – if I remember it right – doesn't speak about specifically where it is forbidden, so it's allowed anywhere.

But this is almost a trap, as within the protected areas, there may be highly protected forest areas. Well, now, there is the law on nature conservation that a priori forbids to leave the paths

or the nature trails that may be legally used by pedestrians. Now, on the highly protected areas, as it is forbidden to leave the assigned paths or nature trails, but (in theory) as on the tourist paths cycling should be authorized by the forest authority as well before riders can use it, consequently, for now, on highly protected areas cycling is not allowed anywhere. Except where there is already decision on it from the forest authority.

OC: I see, so in theory people shouldn't even be there.

BS: It's a trap. You cannot leave the tourist path, you're only allowed to cycle on those tourist paths if you have the permission of the forest authority. That is why cycling is out of question on the protected areas – where there is no sign that it is allowed.

OC: So finally that's not much of a difference compared to before when cycling was not allowed.

BS: Yes it is. Now cycling is allowed without any restriction in the non-protected national forests.

OC: Yes, so now those who have always been riding there and are still riding there, they won't be punished?

BS: Yes. So on the non-protected forest areas; there is no problem with that. The problem is in the protected forests.

OC: I see. Going back to the new law, are there more events since it passed?

BS: Cycling events?

OC: Yes. Or there haven't been any changes?

BS: I don't know to what extent the juridical changes have affected the organization of sport activities. There are cycling events that have been organized for years, but those need authorizations. Then the illegals.. well, I cannot speak about them. Especially because when we speak about a mass public event than it's not a solitary or self-serving activity, but an event and as an event, it needs permission.

OC: Yes, I know about that.

BS: And you need authorization even on the non-protected areas.

OC: Yes, I know, you need the permission of everyone, the city, the county, the owner of the roads, the police, the owner of the forest, the manager of the forest, the bus company has to be informed, etc., etc.

BS: Well, it depends where the event takes place.

OC: But then if normal cycling doesn't do any harm to the forest – then events don't do harm either? Because there may be hundreds of people..

BS: On the non-protected forest areas, there the nature conservation doesn't step in, unless there is a species that lives there and which needs protection. On the protected areas, if there is an event, then the organizers should go through a supervising process. A particular cycling event would be authorized by the forest authority but now the environmental protection department is involved to. And the department involves the nature conservation management, and that would be us, so the national park, the national park directorate linked to the operational area. And the national park provides data and also a managerial opinion. And then if the directorate says that the event may be a source of problem, then the directorate informs the authority about these concerns, who will finally decide on the question. What happens most often, is that, if any restriction is needed, then we provide the data and explain in our opinion what should be done in order to disturb, in the least possible way, the protected forest area. And

then they build this opinion in to their decision and the event should be carried out according to them. So the land management is, in any case, part of the process and the permission is delivered according to their opinion and so the event should be organized in line with these decisions.

OC: So to sum up, the only problems are the protected areas. And so cyclists are accepted, they are encouraged to cycle as responsibly as possible and then the only problem is on the protected areas.

BS: Look, let's see the case of Budapest and its agglomeration, so, where we are right now. I think that, the answer is yes. Almost two thirds of the country reside here. ... Not that much, one third..

OC: One third

BS: So if someone wants to ride a bike, he can see that this is the lungs of Budapest, that's what this area is called, the lungs of Budapest. So if he won't look up information about the ecosystem and the protected species, but then he should still gather some information about the area, just because these are the "lungs", they should be protected to a certain level by everyone and as I said, you can obtain information in a minute from the websites. And if someone lives here, and cycles regularly, then this only has to be done once. As the limits of the protected areas is practically sacrosanct or at least they don't really change. It's very rare that the limits of the protected areas change. So it's an entrenched status, so it's enough to check it once. You buy your map once and then you'll know where you are and where the limits of the protected areas are. So I don't think that it would be such a difficult question. Even the map is not expensive. So I don't really understand the problem. When someone says "how should I know?".. Someone who's a frequent visitor of the Buda-Hills, this person shouldn't say that he/she don't know where the limits of the protected areas are. If that 5-10-any number of years weren't enough, then what should we expect? Should we put signs everywhere?!?

OC: They really don't know, because first of all they don't know the limits of the national park directorate. It's a complex system. Not for you, of course, but it took me a while before I figured it out.

BS: It is taught in second-third class; so there will be a generation to who it will be natural.

OC: The key is the education, that's my opinion, too.

BS: And those who don't want to know, well, we cannot force them. Then we have no other means than the official notice. But if I go cycling, and if I go to a place that I don't know, where I have never been, then I make the effort and check whether I violate private property or whether it is a real, existing road where I want to go. I think today it's a level of awareness that can be expected. As it always used to be, but before we didn't have so many gadgets and devices. I hope that soon even our webpage will provide some pieces of information about cyclists' regulations.

But then the question raises rightfully about the horse riders. Because cyclists tend to say that they only use their tires, I can cross the forest without leaving any trace behind, especially when I use the roads. But when the horse comes with its four legs and its hoofs than he leaves behind hoof marks, especially when there is more than one rider, that it cannot remain unseen. And it is a somewhat "legitimate" question. It is dealt with in the law on forest; the regulation

on nature conservation doesn't even mention the horses. Only vehicles. So if there is a cart behind the horse, it is clearly identified in the regulation on nature conservation. If there is no cart behind it, then there's practically no way to deal with it. Or it is possible to deal with, but it's really hard.

OC: Are there any lobby activities so that it would be added to the..

BS: Look, I don't know. When these 3 or 2 – I don't know how many – laws are merged, then we'll see. Then we'll see how the horses will be named. What I think is that it should be in the law, we shouldn't avoid it. From the off-road horse riding we have diverse horsing events. There's no problem with it and I think that horse tourism is not a problem either. Between horse tourism, horse riders, and the forest management there are often conflicts if their presence is too much for the forest path. In this case, the forest owner would like to have the rider to deal with the costs of the maintenance and thus the forest owner wants to have someone responsible for the maintenance who would take care of the paths on a regular basis. So they want the paths to have an owner, someone responsible. Forest administrators want this; because if there is no responsible person for that, then it means that it would be their task to deal with the maintenance. Because forest administration also use the paths a bit and so if someone destructs them, it's their task to repair them in order to be able to carry out their other tasks properly. So that's the problem horses may cause. I can't really say the same about cycling, speaking about the marks they leave after themselves, because there isn't any if it's just a quiet cycling, that's not a problem. This kind of problem only occurs in the case of horse riders. So the owner of the forest, and not only in the case of horse riding but in the case of cycling – they want the associations to be responsible for the upkeep and maintenance of these paths. Because, we shouldn't forget that off-road cycling is a dangerous sport. Unfortunately, I had to see it with my own eyes a few times over the last couple of years. I had to guard dead bodies on several occasions in the forest. The point is that this is a dangerous sport and, of course, the forest owner wants to give the responsibility of maintenance to the associations so that they don't have to deal with it. So that, for example, if there is an accident, the ambulance or the disaster management can pass through or if needed, a helicopter can land. The venue of the accident needs to be accessible. This is an EU requirement by the way, that these cyclist and horse paths should be accessible. So when we speak about cycling on non-protected areas, or anywhere.. just think of this, what happens if someone falls. We always say that "one diver is not a diver" or "one caver is not a caver", well this is true to cyclists also.

OC: Absolutely. And for events, there are very serious requirements.

BS: For races, yes. But when there are one or two cyclists in the forest.. you know, you cannot be located by your mobile phone. You cannot have a precise position from the mobile phone. And if the venues are not accessible, then how is the rescue supposed to be done? It is reasonable that they should be accessible. And for the assignment of the paths this has to be taken into consideration. And they are; it's always considered that paths be accessible. But riders don't really think about it. Why would they? No one goes cycling thinking about falling. But it is still a very serious part of the question.

OC: And so now no one is responsible for that? Because I know that for the tourist paths are..

BS: Tourist paths are maintained by the owner of the forest in an appropriate condition. But if we let cyclists use the paths with a decision from the forest authority for example, then

it's still the owner of the forest who remains responsible for it. But maintenance is not the same in the case of walking tourism or cycling tourism. Ergo, it is understandable that the owner would want to make the associations responsible for it. They should take on the responsibility and they should initiate signposting and they should offer money for that or they should do the work on their own – with the owner's contribution, of course. They should deal with the maintenance of the paths to keep them in an appropriate condition. And if the signposting is not on a tourist path, then, and I think that this is also a reasonable, but at least an understandable demand from the forest owner – that it should be also done by the one who asked for it. That can be an association, or a non-governmental organization, who maintain these paths with the contribution of the owner. But it's hard to have a responsible agency and to have the financial resources. But if there are more users of these roads, than it's evidently a bigger burden for the forest management and also for the environmental management. So we also have to take care of it, observe it, monitor it to know if it causes any trouble, to know if it's time to raise our voice for the protection or not. So it needs serious control on our part, primarily in the case of the protected forests, of course. So it's not easy. But as I have already said, protected forest areas are not assigned for extreme sport purposes.

OC: I think that there are more and more associations for cyclists for example who are dealing with this problem

BS: More and more. And they are initiating the extension of the cycling path network. And I don't speak here about the public roads, but about forest paths or other outer areas, such as the Green Path Association, here in the Zsàmbék Basin. They have assigned a green path network in the periphery, they cross-checked with everyone they should have, so with the owner, the manager, etc. etc.

OC: They also have a lot of useful information on their website.

BS: True.. I think that in the long run, this is the future. Discovering doesn't work anymore. You can only do it in an organized way. And the more organizations there are, they are somewhat connected, so they don't act as little unions of individuals, but they try to find connections, to make it coherent, and it works well. I hope that in the long run there will be a real system like that and that it will work. That's how we can handle it.

(acknowledgements, etc.)

Annex 31 - Interview – Pierre-Michel Sarrazin, Watersports site Dijon

Date: 25/11/2014

Place: Talant, Watersports Center de Dijon

Participants: Pierre-Michel SARRAZIN (PMS) – deputy director of the watersports center

Orsolya Czeglédi (OC)

(I arranged an interview with Pascal Martinien, director of the watersports center of Dijon but he didn't show up at the interview. As his closest colleague, Pierre-Michel Sarrazin happened to be in the office, he kindly accepted to answer my questions.)

PMS: As for me, I am temporary but a full-time worker here in the watersports center. So I'm dealing with the management of the center together with Pascal and with everything that is educational support.

OC: OK, so I have four types of question. First of all, I would like to know more about the role of the watersports center. What's the objective, how's its relationship with the town, the other stakeholders around the lake, and the leisure and tourism stakeholders here.

PMS: I see. So, the watersports center, it's a municipal center, run by the city hall.

OC: So it is owned by the city hall?

PMS: Yes. We are employees of the city hall, Pascal and I. We have a kayak club and a training center for high level athletes (pôle espoir) via the Regional Committee, so we have these two. There is also the rowing club, the third organization and then the sailing club, that's the fourth.

OC: All these are owned by the city hall?

PMS: So.. The clubs are autonomous in brackets and independent from the rules of the watersports center. And actually these two sites are provided by the city hall for the clubs.

OC: I see.

PMS: So this represents a certain number of members. I think that their number must be between two hundred.. well it should be around two hundred for the canoe and kayak and around one hundred and fifty-two hundred for the rowing. And the training center.. considering that it is for young, high level, athletes, they number around 10. So this is our main role, we are owned by the city hall of Dijon so we mainly deal with anything that is related to educational support.. from primary school to the university level, and so we work with them from 1st of April to.. well, until after the autumn holidays.

OC: What can be said about the communication, for example? There is not much advertising, as you're mainly dealing with students and the clubs?

PMS: For the advertising, we don't necessarily do it, because we know very well that the club would do it before us. It works just like that with the city hall, it's an agreement. Our idea is to receive elementary school children for free. It's an area for sporting activities where the elementary school children are covered by the city hall. And then for the others, secondary school and college students, for them it's one euro per session.

OC: I see. So private individuals can't come here?

PMS: With the club. They can rent equipment from the club. If not, they can board on the other side, right next to the restaurant, there; there is public boarding there

OC: But that is also managed by the..

PMS: Not at all.

OC: Not at all. So there is a private company there?

PMS: There is a public embarkation point for those who are not license holders, so that is on the other side. Here, the club deals only with people who have a license and who come here for rental.

OC: And so that is managed by.. ?

PMS: By the clubs.

OC: By the same club that you have here?

PMS: Of course! We don't have private stakeholders who operate here, it's really the clubs who.. who have groups every now and then, who run their paddle school or their rowing school.

OC: Oh I see.. So this works fine, isn't it a source of conflicts?

PMS: Not necessarily because we, we need additional staff so we just call them and it works. So usually it's like that, if we receive more classes at the same time, we need more workforces. Because there is only the two of us, we ask the kayak club if they can lend us some staff and we, of course, pay for it.

OC: And so they can expect the same when they need it?

PMS: No, we don't do that. Because we are paying them to come and help us out. And also, what they can do for the club, the ads, all things like that, we pay extra for these for them above their assistance as instructors.

OC: And so, for example, the advertising, the communication, I understand that you don't have any interest if there are other people coming here or not, but..

PMS: Then for us, it's mainly just word of mouth. Most of our tasks are with the schools and during the summer we also receive groups who are on holiday with colleagues who are staying here, so we do the kayak, sailing and rowing and we also deal with the external groups. So if there are people who want to come only for an afternoon, we will let them also.

OC: But then they can come here but not to the other side

PMS: On the other side, there is nothing. It's really just for private individuals who come here with their boats, who already have everything they need, who don't need anybody. There is no other rental site; just here.

OC: And so here you can rent?

PMS: Yes, from the club

OC: From the club. So when there is a lot of tourists around the lake, they..

PMS: They come here, there is the club, there is someone who rent them the equipment they need.

OC: So they can just come here and they won't actually know if they are served by the club or..

PMS: No. But then it's them who do the advertising, we don't do anything about it.

OC: Ok, now it's clear. And so how is your relationship with the tourist office of Dijon?

PMS: We have a partnership with the tourism offices, but then we, we don't necessarily.. well, we are colleagues. And so with the other tourism stakeholders, we don't have problems either, we are working more or less for the same objective with the clubs – should it be the kayak club or the sailing club, even if they do a lot of activities here. Everyone can fulfill their own potential and so that's it.

OC: Yes, so now I see what wasn't clear at all at the beginning, that it is not a private company, so it won't work that way.

PMS: No, no, it's really just the club, the city hall, no one's coming here for the summer and says that he would do a canoe or a paddle boat rental or..

OC: But there are still tourists who come here?

PMS: Oh yes, because the club tries to advertise about us a little bit, they are putting placards around the lake and it seems to be working, in particular when the weather is good – well, this is a little bit the problem of Dijon, that one year out of two..

OC: So your public is more like.. so first of all the young?

PMS: So it's the young, the students, and then the families. But then the families but not really with us, but mainly with the clubs, and then we, we deal more with the young and the adults, we organize classes for adults quarterly, so here we are, we receive really..

OC: But then the adults, their activities are run by the?

PMS: By the city hall. Via its sports programs. We depend on Dijon city hall's sport programs and so there are different sectors where these activities are organized – such as non-sport activities, after work activities, before and after school activities, etc.

OC: And so what is the objective of the city hall?

PMS: The city center of sports initiations' (le centre municipal d'initiation sportive) objective is to get the citizens of Dijon to know the most number of sports, that is their main role.

OC: I see. So speaking about environmental protection... As there may be a lot of people here, which is not necessarily good for the environment..

PMS: So first of all here at the lake, motorized vehicles are forbidden, with the exception of the security boats of the kayak club, the sailing club, and the training center who own security boats. But then the private individuals cannot come here, and then..

OC: Are there people who want to come here with their jet-skis or anything?

PMS: Rarely, as everyone knows that it is forbidden and so they know that it's not too ecologic. Then the problem here is that we are a bit invaded by the seaweed during the summer, so it's a little bit annoying and then it is still a small lake.

OC: Yes, that's true.

PMS: It's a small lake so surely when there are more people here, you can easily feel that it's crowded.

OC: But then the protection is not a problem.

PMS: Well, no, no, because together we.. well, we do the canoe, the kayak, sailing or rowing here, they are still sports that are close to it. And also we pay attention, we don't drop things in the water, but then it is also our interest to keep it clean.

OC: Yes. So do you happen to have measures towards sustainable development?

PMS: So, the club has a partnership with the Regional Committee of Canoe and Kayak. There is a course that is called "Course of the Eco-Paddler" (Parcours Ecopagayeurs), this is a

little tourist's course with maps and with questions on the back of the maps about the environment. So they can do a little kayaking and learn a couple of new things. We don't cooperate in this, we leave it for the town and the clubs, as we cannot do everything ourselves and it's really not in our main objectives.

OC: So the city hall doesn't have any strategy here for sustainable development?

PMS: Besides paying attention to the use of water, heating or electricity, we haven't created a program for paying even more attention than what has always been done. We simply can't do it, there is not enough staff to, for example, go around the lake and if someone throws his paper on the floor, tell them that it's not good.

OC: And for the development projects, what is the direction of the watersports center?

PMS: Well, we, as we are managed by the city hall, we are in a sad economic situation, so as for now, we can only come up to what we already have. So we have summer training with the students, and we are working on having more elementary school students and for now they only come in the spring season, we don't have them later. So we are working on it. And also we are working on expanding a little our training to outdoor camps, to not only include canoeing and kayaking in the morning but to complement it by organizing orienteering, hiking and mountain biking, so that's how we imagine our development.

OC: So you also want to run mountain bike sessions..

PMS: Yes, we could do that. That is what we want to do. But this is complicated because we need equipment and staff, but that is the idea, our main direction is this for now.

OC: I see. And all these projects would be financed by the city hall or do you have other resources too?

PMS: Just the city hall. We have a budget and we do what we can with it.

OC: And so you don't even have the right to?

PMS: No

OC: To do something in addition, just like organizing events or things like that?

PMS: Well, we have the right but the problem is that here at the watersports center, our budget has already restricted our possibilities, that's hardly enough to make it through the season so it won't allow us to do something in addition. And if we did something, we wouldn't want to do a small thing, so if we did something, that would be something bigger and for that we would need a lot of money, so we just simply can't offer to do such things.

OC: Yes, it's clear, but then, if it would be profitable..

PMS: It's complicated.. It's not easy because we are really in a difficult economic situation as the city hall is trying to make the most savings possible, so.. Then the clubs, they are more interested in it. For them it's much easier to go and find a private sponsor who would say "here you have some money" for this or that. We cannot do this.

OC: So roughly speaking, the city hall makes the decisions. If they want to give you more money, it would be possible that you carry out all these projects.

PMS: We are capable of carrying out a project that would work, that could maybe raise our budget, but for some years this is not the case, we won't get more money.

OC: Because to do all these you would need facilities, equipment, personnel?

PMS: Actually, it's mostly the personnel we lack and then of the equipment. Then we manage to save up our equipment as their maintenance is quite good, we clean them annually, we store them inside during winter, and so on. We have our equipment, our boats which we can use for 15 years. The only problem is that you have to change and renew them all the time and there are new kinds of activities also that require new equipment and it requires even more investments. It's a little bit complicated.. the best would be to buy new equipment every year.

OC: So all the equipment here is owned by the city hall?

PMS: Yes. Well, the club has its own materiel, to, and so to the city hall.

OC: And I think the University to?

PMS: The University has a little bit of equipment. That we store here.

OC: And so is there an agreement for the storage? Or for the maintenance?

PMS: No. As for the University, it's just a few boats, so we, as a part of an agreement, we give them a little space to store them, no problem. Then the clubs, with them it's more separated: they have their corner and we have ours – it works quite well.

OC: OK. So there is a good relationship between you two.

PMS: Yes, we are working on it. Anyhow, we don't have choice. We won't have a new center with huge hangars, so it's just good that we pay attention to our side and they do the same on their side.

OC: How many work here? With the club and everything

PMS: So us, who are working for the city hall, there is the four of us: two watchmen and two agents. And the club, there is one employee working with volunteers.

OC: So 5 and the volunteers?

PMS: Yes, that's it.

OC: That's not much.

PMS: Ah no, no, no, it's a small organization we really are working for the town of Dijon and the club has its own interest. We are really two separate organizations; the two have nothing to do with each other.

OC: And all these five people, it's for how many visitors, circa?

PMS: I know that we have, on average, ten thousand boarding, the city hall alone.

OC: 10 000 annually?

PMS: No, in six months.

OC: Because the watersports center only functions for six months at a time?

PMS: Well, thinking of the activities for the town, we provide them from April until the autumn holidays. Then the club works with its members all year round, and I don't know their statistics. Here, we have a sheet to fill out at the end of the year, so I know that one, moreover, we've just finished it, so I know that there was a little less than 10 000 boarding this year, so that's the average.

OC: It seems to be a lot.

PMS: We have many visitors from the schools, so..

OC: And so most of these visitors are really the students

PMS: Yes, the students who come with the university as there are some courses offered to them, and then there are a lot of high school students. So the high school students come a lot, primary school pupils a little less often. It's really the high school students as it is really not

expensive; we have professional staff, good quality equipment, so they come, either in the spring or autumn.

OC: I see. And do you happen to know a little of the opinion of the city hall in relation to the Lake Kir? What do they want to do here? Because I can see that it's mostly sports activities here, then I can see cultural possibilities..

PMS: First there is the Dijon beach (Dijon Plage) in the summer for two months where there are sports activities with a climbing wall, with open air swimming, I think there is also the mobile library (bibliobus) and also, as cultural programs, there are jazz concerts every now and then.. But if you're asking me what's in the head of the city hall, then I don't know anything about it.

OC: What surprises me is that the new tram line was just built but there is no tram coming here.

PMS: To the lake, yes..

OC: There is the bus, but that's..

PMS: Every half an hour, yes..

OC: So as for the public transportation, it's not really supplied.

PMS: So for the public transportation, it's true that here it's not really served.. But we can easily come here if we arrive from the hospital or the direction of Fontaine d'Ouche

OC: Yes but then you have to take your car, not that ecological.

PMS: Yes, you're right..

OC: So the city hall doesn't have ideas about this..

PMS: At the moment we know nothing about it, we don't know what's going on. It's surprising, right, that there is not even a Vélodi station or something like that, that's a pity. Then the buses, I think they have been improved, they come here a little bit more often, but yes, it's true that I rarely come here by bus, this is surprising

OC: So the city hall wants to make people come here, but on the other hand..

PMS: They have to come here by car, that's the most convenient way to come here, or on foot if someone lives close by, but it's true that it may be complicated.

(acknowledgements)

Annex 32 - Interview – Balaton-Uplands National Park Directorate (BUNPD)

Date: 1/10/2014

Place: Csopak

Participants: Adel VARGA (VA) – Tourism Officer at the Eco-Tourism and Environmental Education Department of the BUNPD

Orsolya Czeglédi (OC)

(Introduction)

VA: Do you know our little brochure?

OC: I don't think so.

VA: Then it will be good for an introduction; it's about the national park, our tasks, etc. I will provide you with a few sentences on these. I don't know, what are the subjects you are interested in?

OC: First of all, as part of my doctorate research, we are carrying out a comparative study in France and in Hungary. Two national parks were chosen in both countries and our aim is to reveal how the physical and leisure activities in these parks may or may not contribute to ensure their sustainable development. Maybe it sounds complex.?

VA: I don't really get the idea of leisure activities. Here, the active touring, horse riding, how can they be connected to ecotourism and the services provided by the national park?

(Short explanation of the origins of the subject, about the universities, etc.)

VA: Well, sport is not really in our profile. Actually, it's only the excursions that can be considered as sport activities. First of all, we organize tours with professional guides on the different territories of the national park. We also organize open tours, and have more than a hundred events (maybe I can send you our event calendar), but those are rather walking tours, hiking tours, arts and crafts classes, awareness raising programs for children, but we don't have other sport activities. Even cycling is not in the focus of the park. It's not without profile though: we organized a cycling tour, but the participants had to bring their own bike – and the professional guide came also with his own bicycle. So there are cycling tours organized by the park, and in the future, we would like to put a greater emphasis on the cycling tourism.

OC: That is, within the national park directorate?

VA: Yes. The only problem is that we don't have bicycle rental. It would be good to have bikes and have a rental station – but it needs to be given some more thought: how and under what conditions could we provide bicycles to our clients. Well, as I have already said, we have already organized cycle tours with professional guides: the “nature watchers” organized a bicycle tour and accompanied the participants. They were pedaling all the way long and stopped sometimes to speak about the natural values of the territory. We would like to continue organizing these kind of tours – but we would also like to provide our own bikes so that we would not only have hiking or walking tours but cycling tours as well. But besides these, I can't really tell you about sport activities in the park.

This small brochure of the national park is also a “coupon collector”. Our eco touristic offer is quite diverse. Here, you have a small map: where you can see the green spots, there is an attraction. I said “coupon collector”, because if you purchase the adult entry fee in any of the visitor sites, you get a stamp here, that allows you to enter two other showrooms or

attractions for a reduced price. So this means that we encourage people to get to as many of our attractions by collecting our discount points as possible. Now the park has 14 attraction sites. Our territories are under different levels of protection: we have the national park areas – the dark green areas - then we have the protected landscape areas – such as the High-Bakony, the Somló Protected Landscape Area or the Mura-mente – and we also have nature conservation areas: we have 27 nature conservation areas scattered around our area of operation. Our eco-tourism activities are performed here.

Our visitor centers are created first of all with the aim of raising awareness.

Just in a nutshell, I think you already know our offer. We have the Lóczy Cave in Füred⁴²¹. This cave can be visited in street wear (meaning that you don't need any special equipment) and we provide a professional guide. Maybe another thing that can be related to sport is our adventure caves. Those are a sort of physical challenge also. We have two caves like that: one in Balatonederics, the Csodabogyós Cave, which is a stalactite cave. It was named after the bushes in front of its entrance, called Csodabogyós bushes. It works this way: you register in advance, then on the spot a professional guide is provided as well as the helmet and the overalls and you go inside the cave with a group. And then what you do inside is crawling and climbing, the program is really physically exhausting, it's not recommended for children. Here size is important: there is a place inside called the birth canal – that's the name – there is a really narrow hollow where you have to crawl for quite a while. This was one cave. The other one is the Kőlig Cave of Szentgál. This is here, not far from Herend. Here we also organize tours with professional guides; you have to wear the overalls and the helmets. So these two are the ones that could be connected to sport. We have four caves altogether: I have already mentioned the Lóczy Cave, the two adventure caves and we also have a Lake Cave in Tapolca, which is known internationally.

A visitor center is being built above the lake cave. This will be a big, two-storey building, a visitor center dedicated to the presentation of caves; it will be the first one like this in Hungary. We will show movies in 3D presenting caves that cannot be visited by everyone. Such as the Berger Károly Cave, which is in Tapolca, it's a part of the Tapolca caves. Likewise, international caves will also be presented, caves which can only be visited by researchers. It will be really interesting. It will present the wonderful world of karts – which is also the name of the exhibition. And of course, in the end, it is also possible to boat in the lake cave.

Besides, we are also dealing with livestock. For example, we present animals in the manor in Salföld, where authentic Hungarian animals are shown. Or we have the Buffalo Reserve in Kápolnapszta, we possess the biggest buffalo herd in Hungary. Then, we have built suites, such as the Kosty Watermill in Zalasántó, the Folk House in Vörs, or the visitor centers at the Kis-Balaton, and we organize guided tours to the Diás Island and to the Kis-Balaton.

In addition, we have two bigger visitor centers: in Tihany, the Lavender House and in Bakonybél, the Pannon Observatory. The things I haven't spoken about so far are the Hegyestű Geological Interpretive Site, also with guided tours and nature trails, it is also worth seeing, the

⁴²¹ Short for Balatonfüred

view is amazing from there and you can take a tour into the center of a former volcano in Monoszló. And then maybe I have not mentioned the House of Forests in Bakonybél: it's an exhibition on the forests and hunting, presenting the tasks of foresters, the forest engineers.

We also have nature trails: 9 for now. They can be freely visited without guides, so that also may be linked to sport or to leisure activities. They can be covered on foot, but Nordic walking or riding a bike is also a viable option on the trails whose topography allows them to be cycled. We would like to develop a little our offer in the future. Now we are trying to refurbish the Töreki nature trail in Siófok. We are thinking of an e-nature trail. We would add to the existing boards a QR code and then the image can be downloaded or you can listen to different birdsongs, play a video. So refurbishing a little our existing nature trails, that's our plan for the near future. It's the nature trails where we have the potential to improve.

OC: Where exactly are those nature trails?

VA: We have many, there's a link on our website about them. For instance, we have a tiny one here, this is for walking..

OC: Well yes, actually, the question is about their topography – just to see if they can really ride a bike on them or are they more for hiking, perhaps town nature trails?

VA: We have many kinds. We have some forest trails but not only those. This one received last year the title “eco-tourism nature trail of the year”, the Dormouse Circuit. Actually, this is a tiny walking trail in the garden of the directorate. It's about the animals and plants in the close environment of humankind. It's very interesting with the professional guidance but it can also be covered individually and a worksheet is offered after to test your knowledge. The gate is open all day long, so the trail can be visited anytime, it can be very interesting for children and for adults as well.

We have another really nice nature trail in Tihany that goes along the shore of the Balaton, so it's not only the forest we are interested in. We also have geological nature trails, so our offer is really diverse. The nature trail, close to Siófok – the Töreki Nature Trail, follows the Töreki Lakes. The course itself is not really interesting as it goes in a straight line. There, it's more the background information and the landscape that catches the eye. This is the first area where people from the town can escape to. So we use this one mostly for rising awareness.

OC: So, if I've got it right, the primary objective of the department is education and raising awareness.

VA: And also the eco-tourism, actually these two. Presentation.

OC: How do you define eco-tourism?

VA: Well, yes.. we have a long definition to this term that we use. I can send it over to you if you want me to, it's a definition of four long and complex sentences. For us, the most important is to show what's here, to familiarize people with nature and also to raise their awareness. Of course, the primary aim of the directorate is nature conservation. The second one is education and rising awareness. And we also have a visitor center where tourism activity is done – that is, on those 14 spots we have been spoken about. Well, with taking into consideration the sustainability and the other environmental aspects. All of our visitor centers are built – I mean the new ones – with environmentally conscious heating and cooling systems, even the buildings themselves are designed and constructed with the protection of the environment in the mind.

OC: Approximately from when can this great uplift be seen around the directorate? Now you have brochures, new visitor centers, etc. Nature trails existed before I guess but not in their current guise..

VA: Nature trails are old, yes. All of these developments are financed by different kinds of financial aid. For instance, the Lavender House, the Pannon Observatory and also the Cave Lake Visitor Center in Tapolca which now is under construction. The resources are from the EU. The first one of this kind is the Lavender House which is 3 years old now. The Pannon Observatory is 2 years old, and the Lake Cave of Tapolca should be ready by December. And all of them are built considering the principles of sustainable development.

OC: What was the reason behind these changes? I understand that you needed the aid and the money of the EU – but what's the strategy of the National Park? For the long term?

VA: I think it was always like this, even at our older visitor centers – for example at the Salföld Manor, one of our oldest visitor centers. It shows the life of an existing, authentic Hungarian manor. Even when it was constructed, environmental protection was always kept in mind. So the approach of the national park has always been the same. And now we have money to build in a certain kind of heating system – that could have been designed another way, but we wanted what's best for the environment and finally got the money to do so. In a natural park, it's quite natural, as our colleagues are professionals who all concerned about the environment. Maybe in society there is a change, maybe they are more concerned about nature than before – which is a good thing – but I think that it has always been like that here in the park.

OC: And what can be said about the budget of the national park? You should have some state resources, financial aid from the EU, the visitor centers also generate some money I guess. I can see that here, around the Balaton, there are plenty of things. Yesterday I was at the Duna-Ipoly National Park, they have significantly less tourist offices. They have really nice visitor centers, but much less than you have here. You told me that tourism is only the third pillar of the park – but I have the impression that it's importance is much bigger than that.

VA: You're right. Well, you should know that the support from the state is really not much. So we have to earn our living and reach our goals, we need money. That money mainly comes from eco-tourism. We are lucky here, because this is a tourists' area, we do have tourists. And we can rely on them. So we don't live on the agriculture, we don't have fields, we have a touristic offer.

OC: So the objective is to attract the most visitors as possible?

VA: You can put it that way.. you can speak about the number of visitors and explain how they affect Nature. You know, these visitor centers are built in places where tourism is already present. So yes, at these places, in our visitor centers, we would love it if our message could reach more and more visitors – within the framework of sustainable tourism.

OC: So your aim is not to attract more people to the Balaton, but rather to have those who are already there, come to..

VA: No. Well, we cooperate with the tourism providers. There is the Balaton Regional Marketing Directorates, the regional directorates of the Hungarian Tourism Zrt. (Magyar Turizmus Zrt.), we also cooperate to build the marketing and the image of the Balaton. We support them, they support us. This is an important task of the national park to provide good

quality services here at the Balaton. Of course, with the point of view of eco-tourism and sustainability always kept in mind.

OC: As you're speaking about cooperation.. how it is done, in what context?

VA: In what form.. Well, the Regional Marketing Directorate organize, for example, study tours to our visitor sites – that is, study tours offered to journalists – and we receive them. Besides, we are present for each-others events. So when they attend an event, such as the Children's Island (Gyereksziget), for example, a huge event for children, preceding the Sziget Festival (Sziget Fesztivál) on the Hajógyári Island – they invite us. We can conduct our tests and exercises on nature. Thus, we provide them with a program, and it's a good opportunity for us to present ourselves. In the same way, we also invite them to our events, where they can promote the Balaton – as a tourist destination.

OC: Do you have a contract with them?

VA: No. Well, their mission is to support tourism on the shores of the Balaton. This is a very well-functioning, frequently tested cooperation that works very well in our everyday work life. We also have a contract: at the time, the Ministry of Rural Development (Vidékfejlesztési Minisztérium) signed a contract with the Tourism Zrt., so it's also their role, passed from above, to support the national parks. And it works really well in our case. I don't know if the situation is the same for the other national parks or not with the local regional marketing directorates. We have a good relationship with them. And not only with the ones at the Balaton, but also with the Central-Transdanubia Regional Marketing Directorate (Közép-Dunántúli Regionális Marketing Igazgatóság) – who's headquarter is in Fehérvár⁴²². With them, we cooperate in connection to the Pannon Observatory, the Kőlig Cave of Szentgál, the House of Forests. But we are not only working with the Regional Marketing Directorates, but we maintain a very good relationship with the TDMs also. For example, with the Bakony-Balaton TDM, with them, we do have a cooperation agreement. And we also have one with the BestBalaton TDM, and the BalatonRiviera, with the TDM of Balatonfüred and with the great Balaton. So with the TDMs we have existing, signed cooperation agreements, meaning that we try to coordinate together and synchronize our marketing activities, we collaborate and cross-check, and provide each other channels to promote ourselves. At the moment, we have this big event together, the Open Balaton, held from the 22th October to the 2nd November. We try to organize events during the long weekends and during the period of the autumn holidays. Our goal is to have visitors at the Balaton not only during the summer but also during autumn. We already had one event for that purpose in spring, and now it's time for autumn programs. Here, everyone adds what they can. We have our guided tours, the art-and-craft workshops, our visitor centers, and we can also offer reductions, horse rides or rides on carriages for example in the Salföld Manor or in the Buffalo Reserve in Kápolnapusztá. And then they promote our activities and the park itself via their channels; we promote each other's offers. Our tools also contain, for example, our Facebook page. The national park has seven Facebook pages: one for the national park directorate, one for each visitor center, where we provide thematic information about them. The activity rate is quite high, the 'talk about indicators' are very high, so we can actually reach the

⁴²² Székesfehérvár

people, they receive the information. Besides, we have a newsletter list with about 6500 e-mail addresses – I should be writing the newsletter right now. We send out our latest news once a month, it also contains our programs and some of the stakeholders with whom we have an agreement, so we also send out a link to their site, we mention their program, their posts. And they are doing the same; they try to promote our programs in return.

So, we have a lot of cooperation with the regional marketing directorates, with the TDMS and also with the tourism stakeholders.

OC: Yes, that's what I wanted to ask: if you have any connection with the stakeholders or with any other service provider – sport related or not?

VA: Yes. For example, we have an agreement with quite a few hotels, hostels, and guesthouses. There the clients can use vouchers. The service provided includes us in their offer: the client arrives with their voucher to our visitor centers and then the hotel pays us for the entry – a pre-established fee, according to our agreement. Basically it works like that. And then in return, they promote our tours to their clients.

Then we have agreements with tourism providers, such as with adventure parks, the Herend Manufactory, with other museums, the Balaton Museum, the Balaton Tourist and we also cooperate with the camping. Then, just to demonstrate a different kind of cooperation: we also work with the Balaton on Kayak (Kajakon Balaton). They organize kayak tours. They are now a member of our system for our brochure, so if someone gets the stamp from the Balaton on Kayak, then he has the right to enter two other visitor sites for a reduced price. So that's an additional service to theirs that they can link to their offers. So that's another way to cooperate with service providers. Or we have agreement with sailing entrepreneurs. They organize sailing tours; they stop in Csopak for example and take the families to the Dormouse Circuit. So we have these kinds of small cooperation, but we reach a lot of people like this and it's good for our reputation: for them, it's an additional service, for us, a promotion.

OC: How are these cooperation formed? They contact you?

VA: This is one of my main tasks. Sometimes they contact us; sometimes we offer them an agreement. We attend quite a lot of workshops – organized by either the TDMS or the regional marketing directorates. Or we use existing contacts. For example, last year with the Balaton Plaza – a shopping center in Veszprém. Our cooperation worked like this: we renewed their garden in front of the mall a little bit, and in return, they installed a display of our park. So we operate with these kinds of small cooperation.

OC: Do you happen to have some statistics on the visitor centers? About the number of visitors, their demographics, etc.? And the same thing about your partners. Just to see if it really works.

VA: Yes, it works. I can send the visitor statistics to you as well as a list of our current partners: we are now joining the BestBalaton program; I'm preparing an agreement right now. That is a reduction card: the cardholders can enter our visitor center for a reduced price. BalatonVolán⁴²³ is also a partner of this card. So with this card, that is given to the visitors at

⁴²³ Public Bus system of the Balaton

the hotel, the clients can use the public buses for free. Then they take the bus to our visitor centers and get a reduced price. So it's quite complex.

OC: Then there is an agreement in the background and every now and then the Volán, for instance, sends an invoice?

VA: That is between the hotel and the Volán, I don't know exactly how it works. I only know our part: that they get a reduction for the card.

But we also have an agreement with the MÁV⁴²⁴. Our cooperation with them is called BalatonMix, which is a ticket for the train and the ship. And those who purchase this ticket are also entitled to a reduced price in our visitor centers. But we not only cooperate with the MÁV but also sign an agreement every year with the Balaton Shipping Co. (Balatoni Hajózási Zrt.). They also have packages: they take groups to the Lavender House every week, or to the Salföld Manor: ship-Lavender House-excursion – narrow gauge railway or ship – packages like that.

OC: Do you have a real demand for that? Because, as I can see, it's quite expensive.

VA: Well, we have space to progress. But people have started to use it.

OC: Is it used rather by Hungarians or foreigners? Do you have statistics on this?

VA: Unfortunately, I don't, but I can tell you what the general trend is. The tendency is changing right now. At the beginning of 1990 and even during the 1990s and the years of 2000, the ratio of foreigners versus Hungarians were 60-40, so 60% foreigners, 40% Hungarians. Nowadays there are more and more Hungarian tourists at the Balaton. I would even say 70-30, so 70% Hungarians and 30% foreigners. And those foreigners are still mainly German speakers: Austrian, German, Swiss, and Dutch. Well, Dutch speak German and English, there are a lot of Dutch tourists at the Balaton. And the other nations come after them. But you can find really good statistics on this on the site of the Magyar Tourism Zrt., they always carry out good surveys on the Balaton.

OC: OK. Now, speaking about the question of sustainability. We already know that there are many visitors and a lot of attractions.

VA: Our visitor centers have approximately 300 000 visitors annually.

OC: Oh, that's surprisingly a lot.

VA: Well, the lake cave alone has a 100 000 visitors. But I can send you the statistics on this also, if you want me to.

OC: I would be glad to have them.

VA: The smaller centers have around 30 000 entrances a year – but this is a good result at the Lavender House or the Pannon Observatory or at Hegyestű. Our biggest visitor center is, yes, the lake cave, and it is 300 000 altogether. But this number is, of course, without those who take the nature trails or who register for the professional guided tours, and the visitors at the Forest School are not included either. So this is just the entrances, the number of entrance tickets purchased. That is why I cannot tell you a precise number. For example, as we are discussing cooperation, at the Valley of Arts (Művészetek Völgye) in Kapolcs, include the Green Island (Zöld Sziget). This was an initiative of the national park at the end of the Malom Island. Now there are more exhibitors of the same field, for example, the Nettles Association (Csalán

⁴²⁴ Hungarian State Railways

Egyesület). We work together there and provide programs, such as tours, birding, bird ringing, we provide programs for children – and they provide the place for us at the Malom Sziget. So this is a mutual collaboration that has been working very well for a long time.

OC: I can see that the communication and the marketing are very well organized. May I ask you what your education background is? Marketing?

VA: Yes, marketing, I am not from the tourism side. I'm an economist, I graduated from Tourism and Hotel Management and I have always been working on these kinds of things.

OC: Yes, I had the same impression about you. So tell me, how can it be linked to the fact that, as you mentioned, the main purpose of the park is to preserve nature, that is why it was created.

VA: It was created to preserve nature. The problem is that the communication is quite disjointed in this field, departments don't really know about the tasks of the others. We have a team of nature watchers, they are responsible for guarding our territories and organizing the nature conservation, but I can't really tell you more about their tasks. They do everything nature watchers should do. Unfortunately, sometimes they also have projects to take care of, but their primary tasks are related to the conservation of nature. There are nature watchers on each and every site, sometimes more, sometimes less. I can ask them to write a summary for you about their work where they could explain it to you in more detail. I don't feel myself qualified to speak about those things.

OC: If you could give me a contact I could speak to..

(...)

VA: I have just found this brochure for you; we printed it for the 15th anniversary of the park. This is a professional brochure, not for the average tourist, as it contains really a lot of information. It describes to you what are we doing. From the geological conservation, the preservation of the geological values, through the conservation of the landscapes – such as the images of villages, land use, etc. – through the conservation management, about what we have already spoken: our land policy, our livestock, etc. And then, what I can speak to you about more in detail, is the education, raising awareness and the eco-tourism.

OC: That's the point: how do these two relate? Because it is obvious what they are doing in general, but I would like to know, what your priorities are, how do you find an equilibrium?

VA: We are trying. That is the goal. For example, the majority of our tours are led by our professional guides. They are the best people possible to pass the information. We are working in the background. We are dealing with the promotion; we organize everything and provide the tools for them to carry out their tasks. Our tours are often led by the nature watchers, as they best know the area and the nature; they can easily pass on the information, because they are credible, they represent the nature conservation.

OC: And what happens when someone wants to open an attraction that is not necessarily nature friendly? For example, I saw a lot of bob tracks, adventure parks, wakeboard courses around the Balaton – I understand that they have their own land, it's not yours, but they are still in the area of operation of the national park directorate. Do they ask you for professional support? Do they have to ask for your authorization to be created? How does it work?

VA: Well, the directorate is not an authority any more. It used to be – it used to issue approvals. Now this is the duty of the green authorities. But they can ask for our recommendation, which is what they actually do, from the national park directorate, so we become part of this procedure. But it's just a recommendation, we are not an authority.

OC: Then how should I understand it? You have land of your own, where environmental protection is the first priority – and there are the other lands that are not that important?

VA: Of course they are! But it is done by the department of our nature watchers. József Fischer, the head of the nature watchers will surely speak to you more about this, as well as of the tasks of the guard duty.

(We are trying to reach József Fischer on the phone.)

OC: Another thing that would interest me is knowing to what point the directorate can operate independently. Clearly, you have to follow your legal obligations and you are controlled by the ministry. If I'm not mistaken, your director is assigned by the ministry and all other colleagues are employees of the directorate itself.

VA: Yes. So we are employed by the directorate, it is our employer. People can work here under different conditions: government officials, employees working according to the labor code, and we have a lot of colleagues via the Public Works Program. The Public Works Program, which is a state financed program, provides us with a lot of employees. For example, the activity leaders: activity leaders of the Salföld Manor who guide tours at the manor or organize art-and-craft or any other kind of workshops for the children. Then we have a colleague at the Lavender House through the public work program, another one in the Lóczy Cave, our professional guide. So we employ a lot of people via the public work program.

OC: That's surprising news. What's the reason behind that?

VA: So, they get their salary from the State. And we have the right to employ them. It's a very good thing for them to have the opportunity to work for us and there are a lot of graduates at the beginning of their career. We have developed a good work force this way. When they leave us for a real employment, we are happy and sad at the same time. But it's also a difficulty, as people are always replaced, new colleagues come. But they are language speaking, higher-educated public workers. A lot of fresh graduates start their career at the park and work here during the job seeking period. That's good for everyone.

(*Acknowledgements.*)

Annex 33 - Interview – Balatonfüred – Tourist Office

Date: 1/10/2014

Place: Balatonfüred, Tourist Office

Participants: Piroska SÁNDOR (SP) – Tourist Office employee
Orsolya Czeglédi (OC)

(Introduction)

OC: To start with, my first question is what's the main role of the tourist office and who does it belong to. I tried to gather information about it and found various answers on the internet, it's not quite clear.

SP: Here in Balatonfüred, we, the TourInform office, we belong to the Tourism Association, which is a TDM⁴²⁵ body, I don't know if you have already heard about it?

OC: Yes.

SP: Well, there are more and more TDM organizations in the country. They have taken over most of the TourInform offices, so now we are financed by them. Just like a franchise system, the TourInform itself belongs to the Hungarian Tourism Zrt., that is where the name and the logo, the stickers, that we have to stick, and many other things come from, and of course, we have to comply with a lot of their regulations. That's how we can be a TourInform office and not just a regular information office. So we are financed by the TDM but belong to the Tourism Zrt.

OC: And how do the TDM and the Tourism Zrt. relate to each other?

SP: Well, actually, there is no direct relationship between them. It's mainly through the TourInform Offices. They have a stronger cooperation through us, so it's mainly us who work with the Tourism Zrt.

OC: Then from whom have the TourInform offices been taken over by, the TDM?

SP: When we entered the EU, some financial aids became accessible for tourism stakeholders. The TDMs were formed in order to meet the criteria for the candidature of these tenders. Before that, most of TourInform offices were under the financial direction of the local governments. And the matter of tourism belonged to the local governments. But let's face it: it was not always in the best hands. That's why the TDM was formed, to provide a professional organization for the tourism. And then the TourInforms were integrated under egis.

OC: Than what was the purpose of all these? Professionalism? Unification?

SP: Well, actually, the main purpose was the professionalism. That's why the TourInforms are under the TDMs. There is also someone now at the local government who is taking care of issues related to tourism – such as organizing events or anything. Such as the Wine Week (Borhét) for example, or the Anna-ball, which is a special event and very important from the tourism point of view. But I'm not sure that they could handle these things right or that those

⁴²⁵ Tourism Destination Management

people at the local government have the professional background; I don't think they know more about tourism than we do.

OC: So legally there isn't any relationship between the TourInform office and the local government?

SP: Yes, there is: the local government provides one of the main financial supports for the tourism association. Or more precisely, the local government is a member of the association, and thus they give us financial aid. So finally, there is a relationship.

OC: Is there a professional reason behind the construction of this system or it's just a channel to provide financial support? Are they your superior in some aspects?

SP: Well, practically the TDM is a self-organized association, its members being tourism providers. The TDM represents them, and that's why the TDM is good, because it is organized from the bottom up. And then this organization can better represent their interests – for example against the local government. And that's why it's good that they also pay their membership fee, because the association can live on those fees and in that way the local government can also support them.

That's why the local government delegates some tasks to us – of course we are speaking here about the kind of work we are maybe more qualified for than them. So we get financial support from them and then get tasks, too. So finally the answer is yes for both your previous questions.

OC: And then what is the main purpose of the TourInform office? If I got it right, it's sponsored by the TDM, but the main policies are coming from the Tourism Zrt.

SP: Absolutely. We welcome the arriving tourists here, that's our main purpose and we inform them about the attractions, programs, accommodation, etc. and provide them brochures, inform them on what they can do here, what they can visit, etc.. So the most important is information. That should be transferred competitive neutrally – according to the policy of the Tourism Zrt. And in this matter, there is a little disagreement between the Tourism Zrt. and the association. The TDM is working for their members and the Tourism Zrt. says that we should remain competitive neutral.

OC: Umm, so the TDM wants you to promote certain hotels or service providers?

SP: Yes. And the Tourism Zrt. wants us to remain competitive neutral. But I think that we can comply with it in the TourInform office. We promote primarily our members, but if our client is looking for something else, we recommend a non-member. So I think it works just fine. And our members' brochures have the best places on the display, but if a non-member gives us their brochures, we display them also. But of course, we would put our member's brochures in the best places.

And we also do sales activity. We are selling maps, souvenirs, postcards, fridge magnets, etc. And we also sell tickets. It is not compulsory in a TourInform, but we have an agreement with the Ticket Portal, so we can sell their tickets for many events all around the country. But we also sell tickets for performances in Füred. This is interesting particularly in the summer, when there are really a lot of programs. So, actually, these are our tasks in the first place - but the very first is always the tourist: when he is inquiring on the phone or asking for help in organizing their holiday, we are there for them to help.

OC: So how do these partnerships work? With the accommodation providers, the adventure parks, the beaches? If I got it right, they are all member of the association and thus pay the membership fee to the TDM?

SP: To the Tourism Association, yes, and we try to increase the number of our members. So the aim is to gather more and more members in the association, because that's where our force comes from. And then we can represent a wider circle, for example, in front of the local government, as they all have the same interests. There is a yearly membership fee that may be different for the members – if it's a restaurant or a hotel or anything, the fee is always different – and in return diverse services are provided to them. For example, they can display their brochures in the TourInform office for free. Or they can promote themselves in our publications for a reduced price. There are plenty of options, for example, if there is a project proposal or a special offer from the Tourism Zrt. or from anywhere else, we let them know first. Or we have three touch info screens in Füred, their contact info can be uploaded there for free – as it is our website that runs on them and where we include every member of the association – so we really offer them a lot of benefits. And if someone comes in and says that he wants to join the association, he is free to do so anytime. And by doing so he actually supports the association.

OC: How many members does the association have? What proportion of the stakeholders and service providers nearby are member – approximately?

SP: I tried to find it out myself to, but unfortunately, I don't have statistics on this. Maybe Anikó will be able to answer this question. We have around 200 members. But they are not only from Füred but from the region. Just like the BalatonGolf in Balatonudvari. So there are members from other towns to, not only from Füred, but most of them are from here.

OC: And how would you describe your relationship with the national park?

SP: They are also a member of the association. We have a good relationship with them, I think. We are often present at their events. And there is, for example, the Romantic Reform Era (Romantikus Reformkor) Festival – I don't know if you have heard about it already? It was one, no, two weeks ago, and this is the only event that is organized by the association. And there we have an arts and crafts fair, and we always invite the national park to attend. And for our members, we have a 50% reduced registration fee.

OC: So you don't distinguish between the non-profit state organizations and the for-profit service providers?

SP: Exactly. From our point of view, there is no difference: they have the same rights, the same benefits. So for example, if they want to advertise, as they had just added a promotion to our newest map, then they can, just like anybody else. Usually we send out the call for advertising and then, as they are on our mailing list, just like all of our members, they can contact us and tell us what they want.

OC: That's surprising for me. I thought that the relationship between two state-funded organizations may be even fixed by the law; I would have never thought that is working as some market-based business.

SP: Well, that's a difficult question. As there is no law on tourism. I think it's a problem, because it may answer many questions like this, it could fix the terms of the relationship between them, for example. So yes, there are still questions, and we have room for progress.

However, we always find a solution. Either because they are our members, or because every time we have a problem in the national park or with the professional guides, so whatever our problem is, we help each other, we try to find a solution, and it works. We help each other a lot I think.

OC: So those are old relationships, rather informal but strong and old relationships?

SP: Exactly.

OC: Well, this is interesting. And so how is the relationship with the other TourInform offices?

SP: Very good. Especially around here. There is the BestBalaton region from Tihany to Almádi⁴²⁶, this is also a TDM organization but not on the local but the regional level. It includes four TourInform offices: Tihany, Fűred, Alsóörs – with Csopak during the summer, as they have a little information office there – and Almádi. And we have a good relationship with each other. On the one hand, it's a professional relationship but we get on well also on the personal level. If someone needs something, then we are available for each other, we help each other. For example, there is a TourInform get together every year, we even go there together and we share a car. So we are almost friends. But not only with the offices close to us, but with everyone in the neighborhood. So here, around the Balaton, we know each other quite well, and also with Veszprém, Pápa maybe. So we have a friendly relationship. And I think it's good, because, for example, when we have a new colleague, they can ask questions from the others, a new office manager for example can ask the others how they deal with different kind of issues, what the rules are, and I think it's very good.

OC: Yes, I think so too. I can really feel that this is a tourist region here.

SP: Yes. It's the same region, our problems and worries are the same and we can discuss them with each other very well – so it works really well.

OC: I'm happy to see that. Then my next question is about the activities. Who are your clients?

SP: I would say 60-40% in favor of foreigners. I have been thinking about this: I think that the Hungarian clientele is less likely to look for accommodation at our office: they mainly do it on the internet. It's rather the foreigners who come to us for accommodation and for attractions. That's the case in our office. Or when the weather is bad, they come and ask us what they can do. Hungarians rather come to ask where they can find a room for one night, where they can find an available room. We don't book rooms, but we try to help, of course. And programs, Hungarians are mostly interested in them. And there are a lot of recurrent tourists who are more or less aware of the attractions, they are looking for novelties: they have heard about something and want to know the details.

OC: So you say 60-40 in the office. So it's not necessarily the ratio at the Balaton in general, but in the office there are more foreigners.

SP: Yes.

OC: And do you know where they come from?

⁴²⁶ Short for Balatonalmádi

SP: It depends. They are mainly from European countries. The German and Austrian dominance is still noticeable, but there are more and more tourists from Central and Eastern-Europe.

OC: Do you have statistics on this? How many are they?

SP: We have to provide data to the Tourism Zrt., it's one of our tasks to report once a month the visitor statistics. Last year we had 22 000 visitors at the office. Now we are back to the 2009 level, that is, we have the same number of visitors than we had before the crisis. At that time the number dropped to 19 000. 3000 visitors is a lot I think. But then it was 20-21-22 so we are back to normal. So yes, they are mainly foreigners, Germans, Austrians, and there are more and more Polish, Czech, Russian tourists also. And then French and Danish, but their numbers haven't changed. A few Spanish, Italian. But most of all German- speakers.

OC: What are they looking for primarily when they come to see you? You mentioned the programs and the accommodation.

SP: Yes, and even more, they are looking for attractions and they ask us what they can do here in Füred. So they are not as well informed about the attractions as the Hungarian tourists.

OC: Do you ask them sometimes why they have come here? Where have they heard about it? Why have they chosen the Balaton?

SP: Well, not really. Some of them are just from the neighboring towns: sometimes they say that they stay in Tihany and just came here for a day, what I can recommend for them. So a lot of them don't even stay here, but somewhere in the region. Or the inverse: they stay here and want to go on excursions in the region, and they come here to ask what is worth seeing.

OC: Do they look for physical activities?

SP: Yes. Especially during the summer, they are looking for water sports: From water skiing, through all of its variants, such as wakeboarding, etc. And then sailing is really popular here, I would mention it in the first place. And then cycling, that is a trend. Many people arrive asking for bicycle rental. And also the Nordic walking: we have a track for Nordic walking and we often recommend it for those who want to go hiking.

OC: What do you mean "we have"?

SP: The tourism association had a tender and within the framework of this, the track was constructed here in the Koloska-Valley at Balatonfüred. I say we have: we in Füred and we as the tourism association.

OC: So the sports that are most in demand are sailing, water sports, cycling and walking?

SP: Exactly. And horse riding. A lot of people are looking for horse riding.

OC: I see. And what about the environment consciousness?

SP: Well, what we can do about it is that we collect separately the expired brochures. Paper for sure. There is always someone who takes the paper to the kindergarten or to the schools, so it always ends up in a good place. And then we have the glass and the pet bottles, they are a little bit piled up now, we collect them separately also. Actually, I think that's all we can do or that we do, to speak of. But of course we accept any brochure on the subject and we would share them. We used to have brochures like that – we don't have now but we used to have.

OC: So raising awareness is not among the objectives of the office.

SP: It's not easy as in a TourInform. Here, there is a lot of paper-based information, brochures. So the most we can do is publish the same things online and thus those who don't need the printed form, won't take the brochure and therefore don't pollute the environment with something he took and that he throws in the nearest trash can. And we try to pay attention when we give someone two similar brochures to avoid him taking both, as one is enough. So that it won't end up in the trash can. And we try to give the least possible brochures in order to protect nature. But more than that.. well, what we also do is that maybe we order recycled paper for printing, that's what we can do.

OC: Yes, so mainly things that can be carried out individually.

SP: Yes. And for example we don't organize events or awareness raising actions. But anybody who organizes something like that, we support them and we promote the event.

OC: Are there tourists who are looking for eco things in particular? Either eco events or eco accommodation?

SP: Not really, they are not looking for the event but if there is one, they go.

OC: OK, thank you. You have already answered most of my questions – just one more thing: how can I get access to your statistics?

SP: I can send you the statistics of the last three years if it's OK for you. We record separately the number of visitors who come in person, who contact us via e-mail or the post and the phone calls.

OC: That is altogether the 22 000?

SP: That's just the number of visitors in the office. But I will send you the others to, as they are in the same table.

OC: And there is the two of you who run the office the whole year? For all those 22 000 visitors?

SP: Well, basically there are four of us. There is the two of us here in the front of the TourInform office and there are two other colleagues in the back office. They mostly deal with the issues of the association – such as events, the one I mentioned, the reform era, its preparations, the implementation, the after-event tasks, etc. Then they have to engage new members, prepare the general assembly, etc. So their primary occupations are related to the association. And we deal with the tourists. During the summer we are open from 9 to 5 from Monday to Friday and also on Saturdays from 9 to 3 all the year round. During the season, in the summer, we are open every day: from 9 to 7 from Monday to Saturday and from 10 to 16 on Sundays. On Sundays, opening hours are shorter, as the number of tourists won't account for more. Usually they arrive for a week and then they leave by Sunday. And those who arrive on Sunday either haven't arrived by then or won't start here. Also during the long weekends, that are significant for the domestic tourism, they are gone by Sunday afternoon, so we are only open until 4. And then we have students - in addition to the 2 permanent staff. That usually means students on professional internship. There is the College in Veszprém, so usually they are from there. They can help us, but of course, the most important tasks remain ours, but they can serve clients, which is their major task.

OC: I see. Than how would you describe the cooperation with the Tourism Zrt.?

SP: Very strong: the image, our tasks. Of course the association also has a logo, which is presented on its own brochures, but very often we use the logo of the TourInform for example on the leaflets for the ticket purchase. So for that we don't use the logo of the association but

that of the TourInform. So they act as a coordinating organization, they gather the offers from all over the country. And we are obliged to upload the information to the itthon.hu site so that it would be accessible from anywhere. And we really try to know about everything. And thus the Tourism Zrt. is able to represent the whole country and that's where its marketing base comes from.

OC: So the Tourism Zrt. is fully financed by the State?

SP: Exactly, yes. You know, most of the TourInform offices used to belong to the local governments. So we already had the levels of organization and the according tasks and then we were taken over by the TDM organization.

OC: OK, I see. Another topic: what do you think is the biggest attraction here? The Balaton itself? The water?

SP: No doubt, it is the Balaton. We are constantly trying to improve this by installing the Nordic walking track for example, just in order to show that Balatonfüred is not only a beautiful promenade and the view and the beach in the summer, but much more than that. So we are trying to organize tours in the autumn, there are museums that have good quality exhibitions; we have the gastronomic festival at autumn, so we are trying to broaden the season. So that it won't be just that Balatonfüred equals summer and bathing. That's why we organize different programs, concerts, just to show another side of the town, just to show what's worth visiting.

OC: The trend is the same on the other coast too? As that one is the party coast.

SP: Well, yes, Siófok is. They have built for themselves the image of the festival area and there are really a lot of people who go there just to party. There are also some museums, the main square is amazing, the water tower is renewed, you can go inside, there is a café, so they are trying to provide different services to the visitors. The South coast is the party area with Siófok in the center, but it is also for families. On the one hand, because the water is shallow there, you can go in with kids easily. And there are a lot of free beaches, at many places parking is for free, so most places on the other side is mainly for families.

OC: So who is your target, which age group?

SP: We are mostly engaged to culture, as Füred has old traditions of culture, on the one hand. On the other, we try to add other things: that is we not only have culture and tradition but you can find concerts here, we offer wine tours, we have very good wines here, just come and taste. Then our natural values are also beautiful in the upper part, so we try to focus on them also. So on the one hand it is the culture, museum, traditions – but not only these, if someone wants other things, we have plenty of them to offer. That's why I think Füred is good, because anyone can find something he/she likes here, even sport or culture or if someone wants to just lie in the sun, that is also possible. So we have everything here to have a good time.

OC: Well, since the Reform Era, Füred is the center of the Balaton.

SP: Well yes. A visitor center is being built on the Tagóra promenade: that includes 17 aquariums to present the wildlife of the Balaton. This museum is open all year round – just to demonstrate that it's worth coming here not only during the summer. And there are more and more service providers who try to stay open during the winter. No doubt, a lot of things depend on the weather. You can do anything here, if it's raining and the weather is bad, no one would

come. And you cannot go on an excursion or something, so our success mostly relies on the good weather.

(Acknowledgements.)

Annex 34 - Interview– Balatonalmádi – Tourist Office

Date: 1/10/2014

Place: Balatonalmádi

Participants: Tímea Freiné TAKÁCS (FTT) – tourism destination manager
Ágnes ÁRVAI (ÁÁ) – tourist office manager

Orsolya Czeglédi (OC)

(Introduction)

OC: First of all, I would like to know, where your place is in tourism as a whole. How is your relationship with the TDMs, the Tourism Zrt, the National Park, etc.?

ÁÁ: The tourism offices are led by the Tourism Zrt. – not with a financial support, but we have to comply with their Use of Name Policy (Névhasználati kézikönyv) and we have a contract with them, we should run the office according to their requirements. Our image is also as they require it to be, and we have to do the tasks they give us, for example, we have to upload the information they ask for onto the International Tourism Database. The country is divided into regions; each of these regions have a TourInform. Ours in the area of Balatonfüzfő and Szentkirályszabadja. It used to be bigger, but since there is a tourism office in Alsóörs, we divided our domains.

Another task is that the offices provide information on the settlements in their areas – we gather everything together that can be relevant for tourism purposes, and we upload the information in the required form and timeframe to that specific site. We can thus provide information to our clients on the settlements in our area. And also, if we receive information or brochures from other regions, we can pass them directly to the visitors. As for the National Park: we do not actually have a direct relationship to them. We receive many brochures from them and we are happy to recommend to our clients their visitor sites, because they present really nice programs.

FTT: There is the Lóczy Cave, right, and the Lake Cave, so options which everyone is interested in and likely to visit.

ÁÁ: As we are not part of their territory, we don't have a direct relationship to them, only indirect. They provide us the brochures, anytime we ask for more, they are ready to send them, and so that's how we promote them.

OC: And then the tourism office belongs to the TDM?

FTT: Yes. It is organized this way: the Tourism Association of Balatonalmádi is, in fact, a TDM organization in charge of operating the tourism office.

OC: So there is an individual organization for Balatonalmádi?

FTT: Here we represent everybody, it's one business. And we work, the two of us, everywhere.

ÁÁ: The tourism association provides the financial support for the tourism office, but the office itself has to comply with the requirements of the Hungarian Tourism Zrt. (Magyar Turizmus Zrt.) That's how we can run the office under the name of TourInform.

FTT: When the first Tourism Destination Management organization showed up in 2009 and the first trends were announced, one of the conditions of submitting our project proposals

was to take over these offices from the local government who had run them before, and who had to now hand them to the tourism associations. In the meantime, these tourism associations transformed into TDM organizations – at least on paper. Just like us. We are the same but we entered a competition where we had to change our legal status a bit. We had to take over the office from the local government so in the towns where there had already been a tourism association, they transformed into a TDM organization to be able to participate in the competitions and where they won, they took over the tourism offices that they now run. Thus, this was a compulsory element of these competitions. But there are only a few places where the employees of the tourism association and the tourism office are the same.

ÁÁ: If you have been to Balatonfüred, you must have seen many more people than here. There are the four of them if I'm not mistaken.

OC: Yes, four.

ÁÁ: There is the four of them – and here there is the two of us. During the summer there is maybe 10 of them. And they are looking for another colleague, so there will be five of them permanently. The most we can have, really the maximum, is four, in the summer, when we can have a colleague for the summer and a trainee. So there is always the two of us – which is not always easy.

FTT: So there, those who work for the tourism association, in other offices, they are never in the front, they never directly meet the clients. But we do. We perform our duties for the association while we are working in the front, receiving and serving clients. Usually it's not really like that.

OC: Then what are the duties for the association?

FTT: The tourism association gathers the tourism service providers of Balatonalmádi – such as the hotels, guesthouses, private accommodations..

ÁÁ: ..town marketing..

FTT: .., those are our members and also the restaurants, so on one hand, we gather tourism service providers and we try to help them. That can even be through the town marketing, which is also done by the association by publishing brochures, creating websites and organizing events – so we have four big events to organize.

OC: I see. So the town marketing.. ??

ÁÁ: This means that the maintenance of every tourism attraction in the town is our responsibility. From the tourism maps that you can see in the town, or the new internet site of the sculpture park for example, the exhibition in the railway crossing, they are all financed by the association, or the operational task: the pictures exhibited there, etc.. And then this latter one will have an internet page, that is also our duty to create. Then the association has a tourism site on the internet, we will shortly launch its English and German version. As it is a completely new webpage, so far it only had a Hungarian version. We also take care of the brochures about Almádi: sometimes we create a totally new one; sometimes we refurbish the old ones. It depends on our means and ends. But, for instance, we prepare the information booklet on the town also.

OC: What's the role of the local government then?

ÁÁ: To provide us financial aid, to be able to carry all these out. That was also a condition for the TDMs to make the local government provide us a certain amount of money.

FTT: For operating costs. The local government has to provide the operating costs of the TourInform offices during the 5-year period of the competition. The tourism association does no economic activity, so it doesn't have revenues to live on. So actually, we..

OC: What about the events you organize?

ÁÁ: Those are rarely profitable. Usually, organizing takes the money that we can generate. Or even more.

FTT: None of the associations are capable to live on the events. Either your only profile is organizing, or we are in great need of a tourism law, so that a certain part of the IFA⁴²⁷ could be allocated to the associations, that would allow us to live on. And it's not only for the operating costs, I say, in Almádi it's also the tourist boards and signs, or the red sandstone natural trail, which should be renewed and signed. So there are many things that we would love to do, things that would be useful for our visitors, things to develop our offer and all we need to do so is money. That is not available for the moment. That's why we keep on entering competitions, because the financing from the local government can only be used for operating the office – and it's only enough for that. So now we have an aid for the operation from the local government, we have an income from the membership fees. Then we have the events, but we use up the profit for the organization, as the background expenses are really high, so those events are rarely profitable. And their goal is not the profit either.

ÁÁ: It wouldn't be bad though, but...

FTT: It wouldn't hurt, but the most important is to provide for our visitors in the summer and also in the pre-season in May, or for the advent fair in December, to provide them with some programs.

ÁÁ: Yes, because even if one big summer event is profitable during the season, what is likely to happen, we will have to use this income for organizing an event at the end of August, which is already off-season. But off-season doesn't mean that prices are lower for us, although we cannot ask for the same fees for the space, so our budget isn't in balance anymore, so we use up our profit from the season. And then we have the advent fair, where we cannot ask for, let's say 10/20/30/40 000 HUF from an exhibitor when we are in Almádi and it's in Almádi where we organize our fair. We cannot generate the purchasing power of the Vörösmarty⁴²⁸ place. And the same applies for the TavasziZsongàs, our other event, held in May. Then we already have tourists, but they are mainly the owners of the holiday houses, the town starts to revive. But even like that, we have much more visitors in May than in December, though they won't necessarily spend a lot.

OC: Then the objective is to broaden the season, right?

ÁÁ: Sure, this is always the objective.

FTT: Then we have now, on the region level, the Open Balaton Autumn (Őszi Nyitott Balaton) campaign. It has the same objective. From 22nd October to 2nd November, just to broaden a little the season and to make visitors come as late in the autumn as possible, which

⁴²⁷ Tourist tax

⁴²⁸ A place in the center of Budapest, famous for – besides others – its Christmas Fair

is really a hard job. It's not easy to make the service providers stay open, success depends on the weather, the competition is strong with the new aqua and spa resorts, because they are enjoyable even in bad weather or at the Balaton, you should really tell the tourists what to do in case of bad weather.

ÁÁ: And the problem with those service providers is that only a few of them live in Almádi. A great number of them who have a resort for example may live at the other end of the country. So when the summer is over he closes the resort and leaves, to only come back next April to check on it. He may deal with the reservations from a distance, online, in between, but not everyone is that "advanced-minded" if I can use that word for this. Anyhow, some of them have a webpage and gets reservations this way.

OC: It's not worth staying open all year round?

ÁÁ: No. Here, in Almádi, no.

FTT: Here, after the 20th⁴²⁹, it's starting to get really difficult. We have the Pàlinka Days (Pàlinka Napok) after the 20th, you can see that there is significantly less tourists then on the "Hungaricum" Festival held end of July. Maybe you can find some German speaking tourists at the end of September, Austrians, Germans, as school starts later there, but we have less and less Hungarian visitors and as we leave summer, we have less and less tourists. They already went on holiday, they are waiting for the autumn holidays, the point is, that the Balaton can only compete with the other regions - Zalakaros, Hajdúszoboszló, Szeged, where you can find water – if we provide a lot of programs for the tourists.

OC: So what's the tendency? What do we want the Balaton to become on the regional level? What kind of tourist attractions are you thinking of, what do you want to develop in the first place?

ÁÁ: I think it's the gastronomy...

FTT: ..and cycling.

ÁÁ: Cycling, the active tourism and the active recreational possibilities: cycling, hiking. And all of them associated with the gastronomy, with wine tasting, wine dinners. There are a lot of wine cellars for example who realized the potential and have had cellars for a long time. Then they can join, for example, the Badacsonyi Pince Napok (Cellars' Festival of Badacsony), organize cellar tours, etc. Or another example: in Csopak the Szent-Donàt has just opened on the hillside. The question is: who is the target, who has the money for this. But those who can afford to rent bikes and then purchase a wine dinner; they will find what they want. So the target is not really the families, but mostly a rather wealthy, intellectual class.

FTT: Well yes, it's because of the wine..

ÁÁ: And the bikes, because bike rental may also be a bit of a burden for a whole family.

FTT: Here, in Almádi, there are a lot of tourists with kids. We mostly have families in winter and in summer also. To them, when the weather is good, it's obvious what to do as they came here to bathe in the Balaton. The problem is when the weather is not good enough. They can take a walk here in Almádi on the natural trail or they can go to Fűzfő to the bob tracks, go to the zoo in Veszprém but they don't really want to go further than that. Again, for financial

⁴²⁹ She speaks about the 20th August, Hungarian national holiday, celebration of the country's foundation

reasons. They planned to stay here, pay 6-700 HUF⁴³⁰ for the entrance to the beach and spend the day there.

OC: And the interest of the town, I guess, is to make them stay.

FTT: No, we don't want them to leave for long time. That's why we always have to develop Almádi, to be able to tell them that "well, it's ok, the weather is bad, but you still don't have to leave Almádi, as we can offer you great programs if you have bad weather for one or two days." That's a weak point of Almádi now. But we have already started to develop its cultural life. We now have a sculpture park, in the railway crossing underpass, we have an exhibition and during the season, on Saturdays, we have a guided church tour, as the Szent Jobb Kàpolna is here. So we have options and cultural resources, but this is also for a certain class or target. What we miss is something for families for bad weather.

OC: How do offer and demand meet then? There is the bike rental and the wine tasting and so on – but what are the tourists really looking for here?

ÁÁ: I think they are more or less in level.

FTT: Yes, those who want to do something can. If they go to Fúzfő which is 5 kilometers from here, there is the bob track, the viewpoint, etc., that's not a great distance. Those, who like walking, can use the nature trail. Of course, all of these can be developed further. That is one of the goals of the association for the second competition: so if there is a second one, it is that we want to build a forest playground in the mine park.

ÁÁ: There is another initiative for the natural park: to expose the history of Almádi as a health preservation center. The treadle of Kneipp or the air treatment of Rickli, etc. And then at the mine park we want to build a playground. Then to restore the viewpoint of Ovár. But I still think that the demand here meets the offer. It's not possible to have everything here at once, and that is not the objective either.

FTT: This town has to find its target. What is missing here, it's the party life for young people. Maybe this can be partially covered by the recently opened BarmikorBàr (Anytime Bar) at the beach – but we are still not Siófok or Fűred where you have 3 discos and I don't know what else.

ÁÁ: And I don't think that Almádi wants to become that kind of place.

(Short discussion about the party life of Almádi.)

ÁÁ: We offer entertainment possibilities for the young, from 13 to 20, 22 maybe. That is, for kids who don't yet have an income, who are not necessarily looking for quality entertainment. On the other hand, the Barmikor has a different kind of target, it's for those, who can afford a better quality. But it's not only for adults: for example, on weekends they organize workshops for children, animated programs during the summer, and in the evenings, they function as a bar. I think this is a good initiative.

FTT: The only problem is that the season is only from mid-June to 20th-25th August, after that the Balaton is empty. We have to accept that.

⁴³⁰ 2-2.5 euros

ÁÁ: Only the residents stay. Who are numerous in Almádi, but they won't necessarily go to the bar.

OC: Well, they are not on holiday here...

FTT: Yes, it's not easy. But I think the tourists who come here are more or less aware of what to expect, they won't be surprised if they don't find an enormous nightlife here. But we can recommend other programs or they can go to Füred or Siófok. But maybe those who you send to Füred, will next year be looking for accommodation there.

ÁÁ: But when they grow older, have a family, they won't make their reservation there. It's interesting that German young adults, who used to spend their holidays here with their parents, return to Almádi with their kids. Because they liked it a lot and now they want to show it to their kids. What the town can offer now is not necessarily the same as it was. It's not worse, just different; it's evolved in a different direction. And that's when they usually go to other towns. They stay here with the kids, but go and visit other towns. And if their kids are already 14-15-16 years old, then they want to stay in Füred. Because you can party there. Here, you can't. It's another class and they take advantage of it.

FTT: By the way, I don't think that everybody wants to party. Many people say that here in Almádi, it's much calmer, quieter, there are less tourists, it's not that crowded. So there are people who prefer to take a walk in the Szent Erzsébet Park to do the same thing on the Esplanade Tagore. So they cannot be compared. I think there is a lot to do there as well.

ÁÁ: The expectations are different everywhere. Then the tourism associations have a lot to do in every town, because they are expect to do different kind of things everywhere.

OC: Do you happen to have statistics on the ratio of foreigners, Hungarians, families, elderly people, etc.?

ÁÁ: We have no data on the nationalities. But we have a daily visitor index. It's around 3000 in August, and around 200 in January. Every month. But I don't think it's really surprising.

OC: And could you make an estimation on the ratio of foreigners?

ÁÁ: In the summer I think this would be around 70% .. during the season 70%, no? At the office. Then we don't know where they really come from, but I speak about those, who ask questions in German or English.

FTT: It changes from one year to another. One or two years ago we had much less Slavic visitors – now, as around all the lake, Russians, Polish, Czech show up, and here as well. Two years ago, we wouldn't meet French visitors.

ÁÁ: And now we have a lot.

FTT: This is, compared to the size of Balatonalmádi, we meet quite a lot of French speaking tourists..

ÁÁ: ...and Italians.

OC: Do you know what the reason behind this is? Especially in the case of the Slavic people – I noticed myself to that they are much numerous than before.

FTT: Russians invaded Hévíz.

ÁÁ: And everything else.

FTT: Hévíz is full of Russians, it's unbelievable.

ÁÁ: We don't know if it's their economic situation that has changed, so now they can afford to go on holiday, what they couldn't afford before. Or the opposite: they started to come here as it's cheaper. I can't tell – maybe you can find a national survey on this.

FTT: At the Tourism Zrt. Because the local government cannot give you the data, not even on the guest nights, as some regulation prevents them doing so. Anyhow, the data from the statistical office has nothing to do with the data of the local government. And it is like that in every region.

OC: Do they use different kind of methods?

FTT: Theoretically the statistical office works according to the stakeholder's statements – while the local governments' statistics are based on the IFA (Tourist tax) declarations. Like that, the results will differ. Because the local government only sees the tourists from whom the tax was actually paid. In addition, there is a category for who don't have to pay: under 18 and over 70 years. But you can see them as tax-free guest nights.

ÁÁ: In case the other members of the same group are involved in the declaration. If they don't pay for the others, then everyone remains invisible.

FTT: That's why the owners should understand a few things. Many of them, for example, are not members of the tourism association. So they are not in the brochures, not on the website, not involved in the regional reduction card, because they are afraid that once they become members, than they would immediately become visible to the local government, to the tax office, etc.

OC: According to those, the black and grey tourism is still alive.

FTT: Yes. Even though, for example, the regional BalatonBest card can offer reductions for the visitors that could be most beneficial for these owners, too.

ÁÁ: It's a common problem here at the Balaton, that many owners are stuck in their ways, the way they were 20 years ago and don't want to evolve. So they rent their accommodation unlawfully, don't update them, and they don't reinvest into it to be able to make a bigger profit later, etc. But I don't think that's a uniqueness of this region. Maybe at more fashionable places, like in Hévíz or Füred, maybe it doesn't work this way, I don't know.

OC: I can see a lot of positive changes. Its beauty is increasing.

FTT: True, but that's not the question. You have to develop, it's a must. You have to adapt yourself to the expectations of the visitors. But we can see also the other side: that they should invest a little bit more energy and financial resources even though business is quite unpredictable here and it's only for two and a half months a year. But the competition is strong, especially with the hotels, etc. Individual accommodation providers should evolve, should develop their offer to be able to enter to this competition. Even if one is only open for two and a half months. Because the tourist on the other hand is very conscious, they know really well what they want for their money. It has to be accepted. And they (the tourists) can choose from many options. And they don't come here anymore without reserving accommodation – or only few of them come without a reservation.

OC: I see, so they book in advance. Zimmer Frei is dead.

ÁÁ: That doesn't exist anymore.

FTT: Or rarely.

ÁÁ: There are a few, but people nowadays are too mistrustful to just ring the bell when they see the zimmer frei sign. And they prefer to book in advance, check on them, read the opinions of other tourists, so they want to see how the hotels and resorts are categorized, how

many points they have, etc. On the one hand it is because tourists want the best for their money – regardless to the amount. On the other hand, because people are mistrustful. Maybe they return to old ladies and men, if they have known them for a long time or when they are recommended by a friend.

OC: You say that the tourists are very well prepared for when they arrive here. Then what kind of information are they looking for here?

ÁÁ: What do you mean well prepared?

FTT: They may have booked a resort but they don't necessarily know the place.

ÁÁ: They come here to get to know the town. They don't want to know how to get to the beach, but many tourists ask what they can do there or in the neighborhood. They also ask for maps, attractions and active tourism options. How can they get to here or there, how they can get to Füred..

FTT: They don't want to stay home for the evening, or in the hotel room, or in a private guest house.

ÁÁ: They are ready to use public transportation: train, bus, ship.

FTT: They like hiking and they leave Almádi, like to have programs, like to have more options and they like it even better when they don't have to think about it. They like if they don't have to stay home and play games but when they have somewhere to go. They come here to ask for a map of the town, to ask about the attractions, or to ask about the possibilities of the active tourism. That's why they love the brochure of the national park, we have already spoken about, because they are ready to go and visit.

ÁÁ: Then we are not sure if it is due to the country image campaign that the Tourism Zrt. launched a few years ago to make Hungarians visit Hungary. Or maybe they launched the campaign because they had realized the demand of Hungarian tourists. Anyhow, the campaign works, I think. Even the slogan are very well targeted, as it is about the experience and that's what people are looking for. They don't want attractions; they are just curious to get to know the place. They don't want here a small Las Vegas or a tiny Váci Street.

FTT: They are happy to be able to rent a bike, or if a map is given to them, which helps to find their way in the town. The church tour on Saturdays is also quite popular. You don't have to think of big developments. Because building a playground or something, those are small steps. But we have to construct places where they like going. Biking is really popular now. I think every fifth tourist picks the bicycle map; many of them take those maps.

OC: That's what I wanted to ask: what are the most popular physical activities? Do you have a TOP5 list?

FTT: Cycling and hiking.

ÁÁ: And another kind of clientele, who want to sail. But they are much less numerous, as they should have information or even a driver's license for ships, prior to the vacation. But we meet some of them here. But also, those, who sail already, they don't necessarily go to the tourism office where they can rent a boat. Either they have one of their own, or they are staying in a hotel which has sailing boats.

And another significant physical activity is horse riding, not among Hungarians, but particularly among German speakers. I don't know if they are Austrians or German. I remember, even when I was a child, they spent all their time at the riding hall and it hasn't changed yet. I don't know why that is – they don't have any riding halls??

OC: There are a lot of hotels where you can rent sailing boats?

FTT: Yes, there are some. Here, in Almádi, as this is a small place, service providers know each other very well. There is somebody for example who is dealing with renting bicycles. And the same person has a boat rental, too, and organizes excursions on the lake. So they all want to be able to give information to their clients. Sometimes they come here to ask for some brochures, so they can give them to their clients. We prefer the clients to come here in person, as our information is broader and more up-to-date than theirs. During the season we are open from Monday to Sunday, so they can come.

ÁÁ: And if they have questions while we are discussing, we can answer them. Or we can just see what are they interested in, and recommend something accordingly – and not just here, but around the whole Balaton, we know everything. And we have a much broader social network with the other tourism colleagues than the service providers who just took a few brochures.

FTT: What I can see here is that, even though smart phones are really popular, people like coming here and take the brochures.

ÁÁ: I think few people stop before the QR codes, no matter how popular they are.

FTT: Yes, according to the number of visitors and the number brochures that they take, I can still say that they prefer the information printed out.

ÁÁ: And they don't trust the internet. Neither in the case of a timetable, nor in the case of the programs

OC: Am I right if I say that communication works really well among the stakeholders of tourism?

ÁÁ: Absolutely. Here, between the offices, absolutely. And we also help each-other. People want us to know about everything. When the information on the internet is incomplete, it's our duty to find out the exact details.

FTT: Yes, I think between settlements close to each other, the relationship is really good. But we can call our colleagues anytime when we need their help, even if they are in Szeged, Hajdúszoboszló or Tiszavasvári, if we want to ask them a question. We are one big TourInform family.

ÁÁ: It is because the employees here take the effort to gather information. It's not because of a decision from above. But it's also true that it is good to have a site where I can find the telephone number of any of our colleagues in no time. Then the quality of the relationship we have, it depends only on us.

OC: As I can see, this relationship is rather friendly.

ÁÁ: It is.

OC: Besides everyday communication, do you sometimes gather to speak about cooperation or to find out new strategies, to speak about trends, etc.?

FTT: Not really. The problem is that the tourism associations are too small to be able to influence those things. As we don't have money, there is not much we can do. End even when the town wants a tourism development, which happens rarely, they fail to ask our opinions about it.

ÁÁ: And not to forget that all these depend 90% on the current political situation and on the town management. So the association is too small to make big changes.

FTT: Yes, this is difficult. We are trying though.. Here, for instance, the online communication is important, and we try to convince our members to use the internet more. In our world it is essential. We cannot install a booking system for them, we don't have the financial resources to do so.

ÁÁ: Nor do the service providers have resources to connect to a system like that.

FTT: Because they also need strong financial backing to be able to develop. We can tell them what tourists want; it's in vain if they don't have the money for that. But we still try to help them. For example, we provide them German and English language courses, HACCP training, marketing training.

OC: It works on the association level, I guess, not in every town.

FTT: On the association level, yes.

OC: Then, if I've got it right, from the operational point of view, you are more or less autonomous and it works really well, and in every other question, it is managed from above.

ÁÁ: Well, everything is directed from above here.

FTT: TDM organizations should normally be a spontaneous cooperation among stakeholders from the lowest, operational level. But in reality, these organizations were created in order to be able to enter the competitions for financial resources. Then it's really hard to persuade the members that everyone should make an effort first so that we could help them. We cannot do everything for them. We can have a nice website, but it's in vain, if they cannot send us a good quality picture of their resorts.

ÁÁ: Or when we ask them to write a short narrative introducing their services – we ask for marketing purposes, and they just cannot understand that their phone number is not enough and they understand why we don't write it for them.

FTT: Yes, we can give direction, we can help them, but it won't work without them making an effort.

OC: According to these, TDMs are not spontaneous organizations; they were forced to be created.

ÁÁ: Right. And if there isn't any change in the tourism management – a law on tourism, for example – then there will be big problems in the near future.

FTT: Yes. We struggle to get some income, but we cannot make more. Either we will live on the support of the local government forever, or we will have the law on tourism.

OC: What is this law on tourism exactly?

FTT: It has been planned for a while, a lot of consultations were carried out, but the law itself hasn't passed yet. For us, as we are a settlement that lives on tourism, it would be great to be able to have a certain amount of the tourism tax – for tourism development. But, for example, for Veszprém, this would do no good, even the number of visitors is pretty high there, but they don't have too many guest nights. So for them, it would be no use to have a contribution like that, because they hardly collect tourism tax. But from now on, this kind of redistribution is not necessarily good. We must find out something. The TDMs are organized from bottom-up as there are local, regional and national organizations.

ÁÁ: It's a system organized from the bottom, directed from above.

FTT: Yes, but we have a lack of money. Now it's the local organizations that support the regional: for example, the region of the BalatonBest includes four tourism associations – and then around the Balaton we have the regional organization. But everything that is happening here, is due to the initiatives of the associations, it's their idea, they are using their own resources – money, time, energy (human). For example, events during spring and autumn. The Tourism Zrt. supports us very seriously, they have handed over some promotion sites, but it could work on a bigger level – but that would cost money. I think although we have zero money in hand, except for the membership fees, the campaign works really well. And this is because we gather local providers on every level and ask them to give a reduction, to organize wine tours, etc. And everyone who is involved does it for free, because no one can pay extra for them. So it works but it's hard to take big changes.

ÁÁ: That's why the directors should understand, that we actually need money. Otherwise we will stagnate and, little by little, start to degrade.

FTT: We are enthusiasts, on the regional level but also nationally, those who work here, are committed to this work, everyone wants to do something, but we are trying to bring things forward in vain, if we can't move forward due to lack of money.

ÁÁ: We used to have a possibility that the TourInform offices could get financial support from the Tourism Zrt. in case they managed to achieve X goals in Y time. On the contrary, we now get nothing – or what we get, it's some brochures (brochures in Latin, Russian or Czech about the Tisza Lake, the Alföld or Budapest, or in Polish or Norwegian). But we rarely get good quality brochures in English or German about the Balaton, and in total it's not much that we get from them. Or we receive small gifts. But we don't need gifts, what we need is financial support. This system of TourInform offices is very good, what they created, and it's also a hungaricum, because nowhere else is there a network like this, but we are more in need of good quality brochures and money rather than pens, fans and compasses.

FTT: We don't even give them to the tourists. We could display them, but..

ÁÁ: They would be gone in two days and it wouldn't help our work. We are just the little soldiers of this whole big army, and we need money to be able to do a really good job.

OC: You want to have the right, on the local level, to decide what you spend your money on?

FTT: Yes

ÁÁ: In the tourism survey, it brings us supplementary points to be open more or if we are present at an event, if we make brochures, etc. – but it costs money – or to maintain our website – costs money – or if we organize events – costs money. These are all plus points for our evaluation and then we can reach a 100% result, what is awesome, and then, as a reward, they take us to hiking, that is also great, because we get to know our country, what is really useful, but to be honest, what we need is money and brochures. We really only need those.

OC: What you've just mentioned, it's at least the job of 5.

FTT: Yes. We are dealing with the exposition at the railway crossing underpass; we are applying for competitions – for as many as we can. We love our job, but sometimes we don't know what to start with and it's not easy. But you won't often see the same: that we work in the front and we are employees of the association also. We need at least one more person in the

office. There was one, but she's gone and as the office is still functioning, they didn't replace her.

OC: And students? Trainees?

FTT: We have trainees. During the year, there are some who come twice a week, on Tuesdays and Thursdays – those are the students of a tourism school in Veszprém.

ÁÁ: And then when they arrive here in the summer, it's already the season. So they arrive when there is a lot of work already – not that I can see a transition between nothing and everything here, so they couldn't really have a training period either. When they arrive, the season has already begun and they have to be able to work immediately. We show them what to do, we are there to help them, but they have to be able to work and they have to want to work hard. We are speaking here about students of 18-22 of ages who spend their summer holiday here. Some of them consider it as a good thing that they can actually learn something and don't have to spend their summer in a buffet, frying lángos⁴³¹ for much more money than they make here. And there are others who just want to survive here. We cannot give responsibility to them, as ultimately it remains ours. So they can sometimes help us organizing events, doing the lamination, etc. And we leave the office to them when we are gone for the event. One week before and one week after the event, the office is almost 100% theirs. This is their big challenge. But we can see after the first 2-3 weeks if someone is able to deal with it or not. They have to become capable of running the office on their own while we are not here. And some of them want this and understand that it's good for him/her that he/she learns all this stuff, and some don't understand. But in the end, they are not really useful co-workers, only during those two weeks when we have the event.

OC: And they are here to learn..

ÁÁ: Yes, that's it. They are not colleagues. They are assistants but not colleagues.

FTT: And they don't feel, during their summer trainings, that this office is theirs – not as we do. So it's hard to involve them in the event organizing, because by the time you explain to them what to do, you could have done that same thing twice, and we don't have time for that. And then, they are not here afterwards. If they came back next year, it would be really worthwhile to train them for this job.

(A short conversation about former colleagues and about the Hungarian educational system.)

FTT: I had to do the TDM manager training at the BDG for the competition.

OC: There has been a master's program like that at the BGF even before 2009 or it is only since the new system?

FTT: No, there wasn't. We were the first class at the BGF in 2011-2012. So it didn't exist before. Since then, they have it and there are other colleagues who did it.

ÁÁ: The *raison d'être* of the of the TDM management training is to raise quite a lot of questions for the present and also for the future. For the present, it's because the TDM system we have, it is almost the past, as for now we can see no future for it. Or at least, we cannot see it.

⁴³¹ a Hungarian deep fried flat bread

FTT: This system is a copy of that from South-Tirol. There it works quite well, but there the financial support system is a bit different than ours.

ÁÁ: The sad thing is that when you finished that school, you already had a job. But those students who are in the higher education now, they won't be able to find anything and it's a big question if they would be able to find a job.

FTT: It would be great if they could. But even if this system worked very well in South-Tirol, and that was introduced here, there are fundamental differences: there the owners are happy to pay the stated fees for every guest night for the maintenance of the card – but it doesn't work the same way here.

ÁÁ: The same story as the tourism tax..

FTT: While the tourist can really save thousands of Forints with this card. You have to give him a plus if you want him to choose the Balaton over other destinations, and this card is that plus. But as they happily pay that 100 Forints per guest night in order to have a system like that, it wouldn't work here.

ÁÁ: And that's what the professionals from South-Tirol said during the conference in Füred, that we have to find what we are good at. Because in South-Tirol, they convinced the providers with a convenient profile, and here we want to force them to use a scheme from South-Tirol. But we are not South-Tirol but the Balaton. And we have a profile of our own, what we really are.

FTT: But for the time being we are not looking for our own identity but we always want to look like something else.

OC: What I can see here is that there are a lot of foreign tourists with a different vision from ours. And then there is this new Hungarian clientele. And there are quite a lot of service providers who are advanced thinkers. And there is still a group of people who are stuck in a situation from 20 years ago. Is there someone who takes care of them?

FTT: For us, as a tourism association, those stuck in the past are the hardest to speak to. Especially those who rent individual private houses. They are hard to convince about the advantages of the association and that we would work for them.

And then, there is a conflict of interest between the association and the Tourism Zrt. It's in the interest of the association to have as many members as possible, as the association survives on the membership fees. And so I'd say that yes, they should become a member and we, in turn, provide services. Services like we display their brochures in the office, as we have already done on our website, as there we only put the ads of our members. But as a TourInform office, we have to remain competitively neutral. So if anyone gives us their brochures, we are obliged to display them. Then some might say: that's fine; I don't need the online ads, so why should I pay for them. Then the other one, who is a member of the association, may think that if the other one, who is not a member, has exactly the same rights to display their brochures in the office as the non-member, then why should they pay for the membership fee, as they can display their brochures in the office for free.

ÁÁ: So, although we comply with the rules of competition neutrality, we would still recommend those, who we know, who are our members. And why? Because they come here, they speak about their profile, about their target, about their events; they invite us to see their

place to actually understand it. We can speak about competition neutrality, but it's also about our image and we will only recommend those we are sure about.

OC: Is there a forum, formal or informal, where you can share your opinion with the Tourism Zrt?

FTT: Of course, we have already told them several times.

ÁÁ: The TDM is not an advantage for them. From their point of view, it's a bad thing.

FTT: For a long time, they tried to keep themselves away from them and to overthrow this whole system. But in the meanwhile they understood that they have to cooperate.

ÁÁ: And now they represent what we do. Originally it was us who represented them, but now, let's just say that it's the other way around.

FTT: But as a TourInform office, we cannot act as a travel agency. That could be a source of income, to organize excursions for example, but we don't have the right to do so.

ÁÁ: On the other hand, it's not worth leaving the TourInform system, since the few brochures they do give us, we couldn't acquire from anywhere else. Let's say a full Balaton cyclist map in three languages. That arrives on the 8th of August even if it was due in May.

FTT: Anyway, at least we got it.

OC: And I think it's also a question of trust. When I see the logo, then I know that if I go there they will be able to provide me the information I need.

ÁÁ: Yes. This is a very well established brand. And it's should be like that.

FTT: But theoretically they are the country's image and marketing organization. That is their job.

(Small talk, acknowledgements.)

QUALITATIVE RESULTS

Annex 35 - Example for the two-way ANOVA analysis

Example for the procedure of data analysis – two-way ANOVA

During the analysis of the responses to the question Q11/1 (testing the Power Distance dimension of Hofstede), the following steps were followed (Stevens, 2009):

- (1) Checking the assumptions for two-way ANOVA
 - a. Checking the conditions of the analysis (type of data and outliers)
 - b. Checking the normality assumption of the data set
 - c. Checking the homogeneity of variances assumption of the dataset
- (2) Determining whether interaction effect / simple main effect / main effect exists

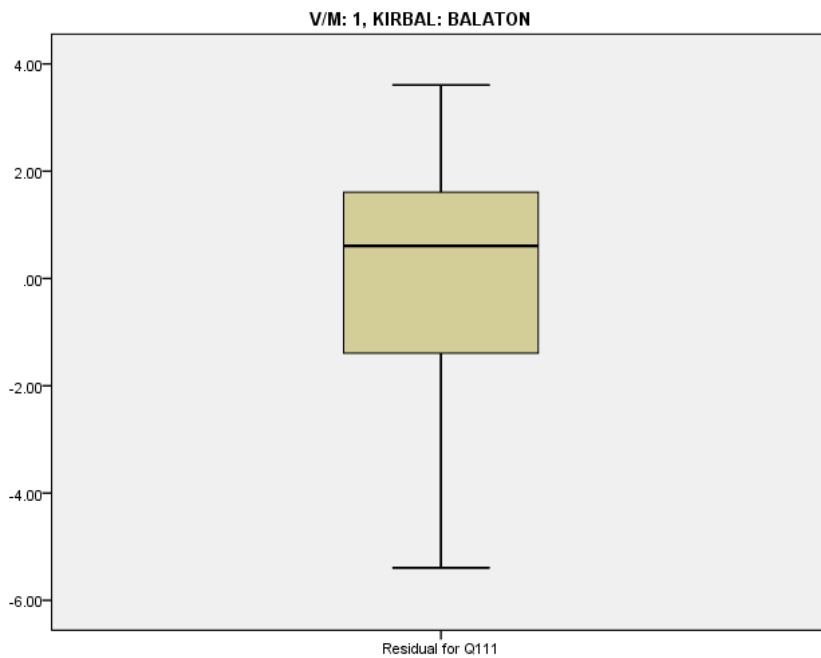
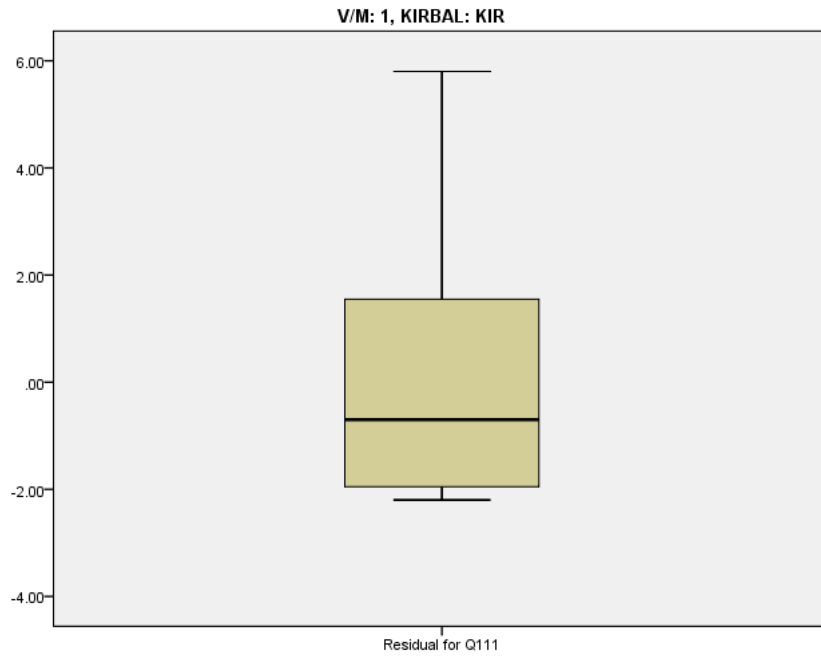
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/INTERCEPT=INCLUDE
/SAVE=PRED RESID SRESID
/PLOT=PROFILE(VM*KIRBAL KIRBAL*VM)
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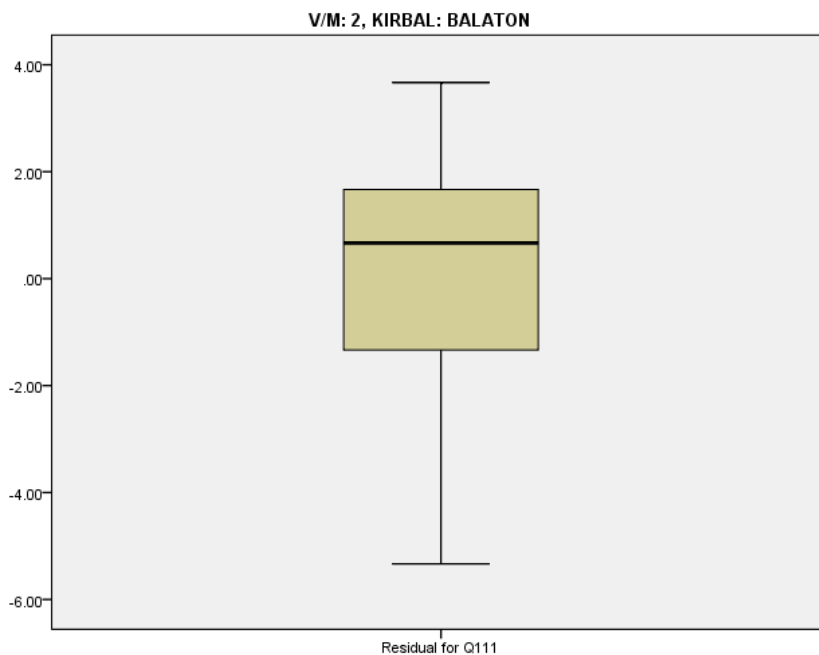
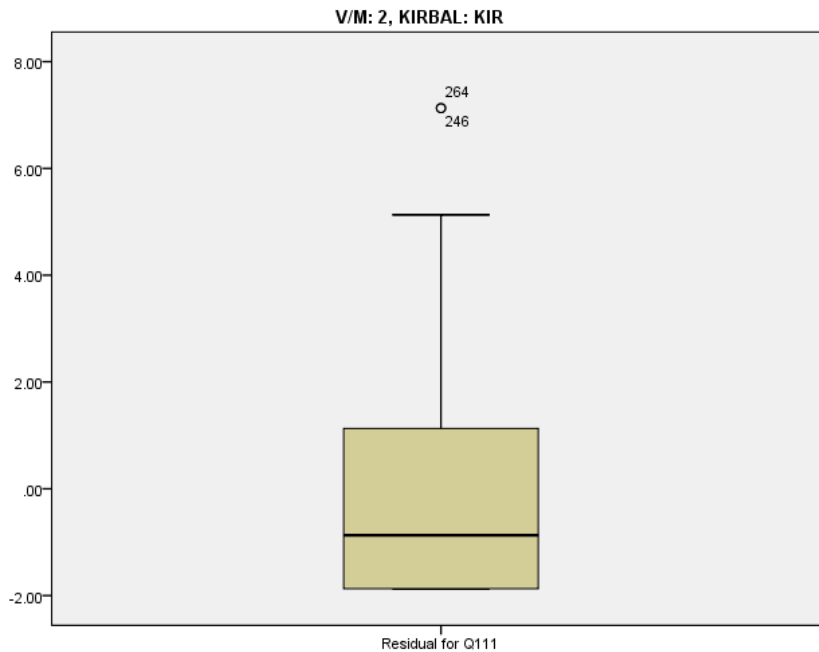
Checking the assumptions for two-way ANOVA:

- (1) Need for a continuous dependent variable
 - a. 10 item continuous Likert scale
- (2) Need for two independent variables, both categorical with two or more groups in each independent variable:
 - a. Independent variable/1: national affiliation; groups: French/Hungarian
 - b. Independent variable/2: choice of physical activity; groups: cycling/walking
- (3) Independent observations: there is no relationship between the observations in each group or between the groups themselves.
 - a. Thanks to our study design and clear choice questions, no participants may belong to more than one group.

(4) Checking for outliers

Boxplots





SPSS distinguishes two categories of outliers: (1) outliers and (2) extreme points. Any data point that is more than 1.5 box length from the edge of their box is classified by SPSS as an outlier (Norušis, 2011). These data points are marked with circular dots and labelled with the case number. As apparent from the boxplot generated that there is one extreme points on the V/M: 2 KIRBAL: KIR boxplot referring to two participants: 246 and 264. After checking these cases, we realized the following: they are not data entry errors, neither scores outside the range

of the scale. Accordingly, we decided to include the outlier in the analysis anyway⁴³². Finally, the following test for normality might still validate our data for the use of the two-way ANOVA method.

(5) Determining if our data is normally distributed:

Tests of Normality						
V/M	KIRBAL		Kolmogorov-Smirnov ^a			Shapiro-Wilk
			Statistic	df	Sig.	Statistic
1	KIR	Residual for Q111	.196	20	.043	.859
	BALATON	Residual for Q111	.181	65	.000	.920
2	KIR	Residual for Q111	.199	65	.000	.809
	BALATON	Residual for Q111	.159	90	.000	.929

Tests of Normality						
V/M	KIRBAL		Shapiro-Wilk ^a			
			df	Sig.		
1	KIR	Residual for Q111		20	.008	
	BALATON	Residual for Q111		65	.000	
2	KIR	Residual for Q111		65	.000	
	BALATON	Residual for Q111		90	.000	

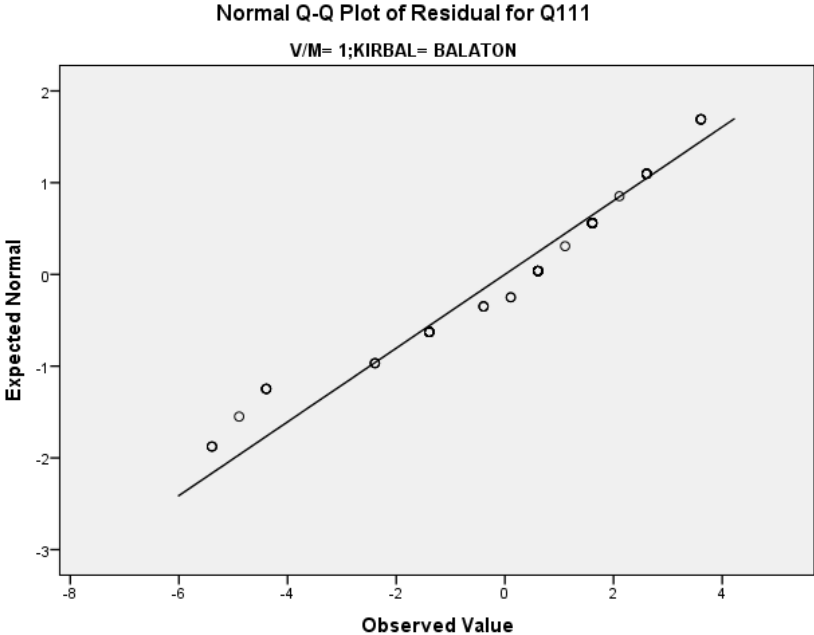
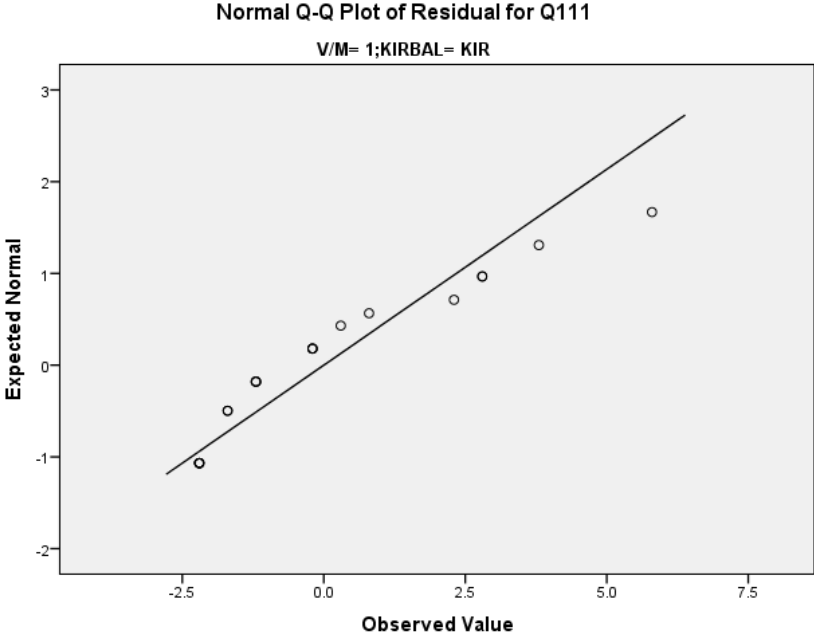
a. Lilliefors Significance Correction

A Shapiro-Wilk test has been run for each group combination of the two independent variables, the test is significant at the $p < .05$ level⁴³³. According to the test, and also, upon visual examination of the plots (see below), the normality assumption for the whole sample on this question is not validated. (Detrended normal Q plots/3: the 'right' end of the scatter is not normal, in other words: the distribution of all the answer to this question is normal, but the the answers of the groups are not.)

⁴³² As suggested by Wilcox (2012) – for further details, see 'Methodology' on page X

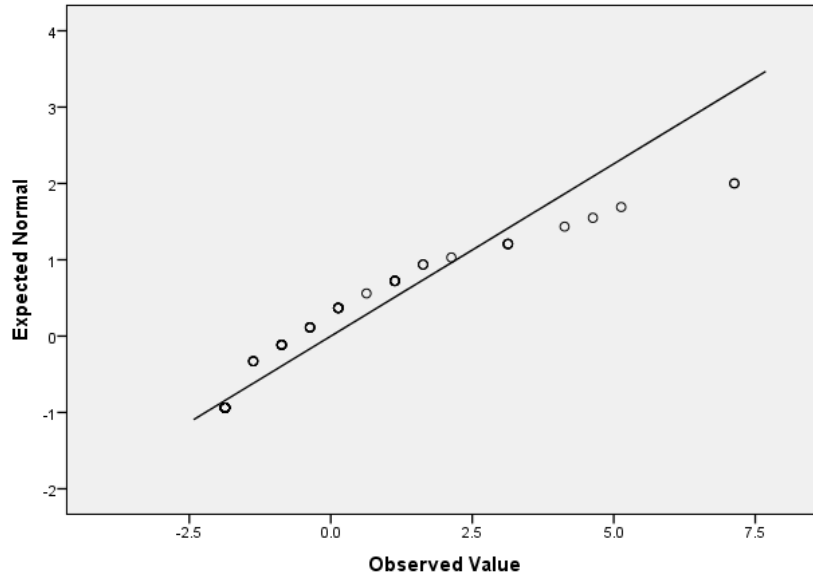
⁴³³ In other words, if the assumption of normality has not been violated, the "Sig." value will be greater than .05

Normal Q-Q Plots



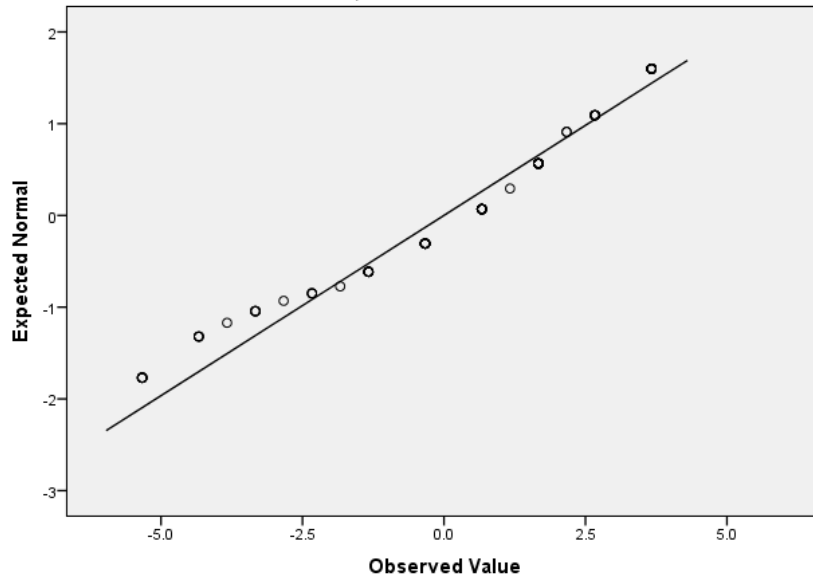
Normal Q-Q Plot of Residual for Q111

V/M= 2;KIRBAL= KIR

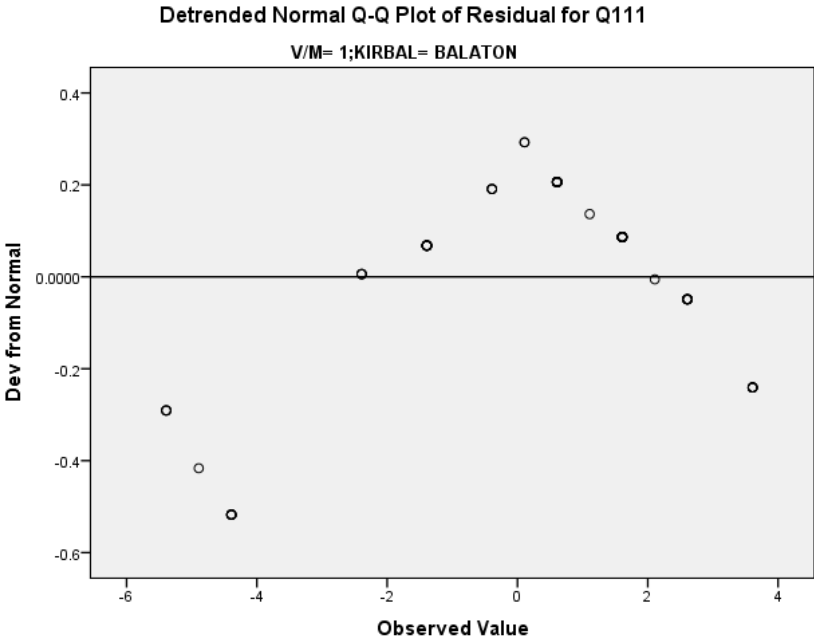
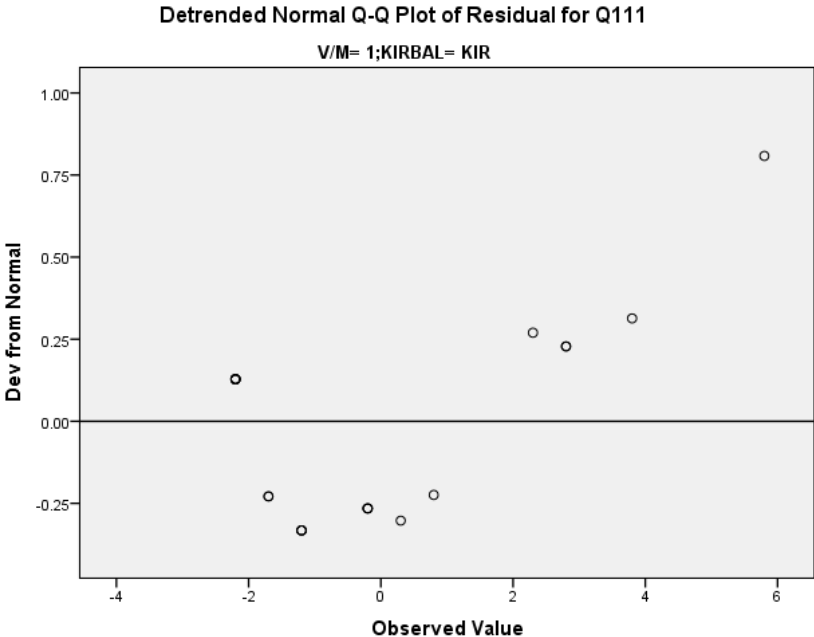


Normal Q-Q Plot of Residual for Q111

V/M= 2;KIRBAL= BALATON

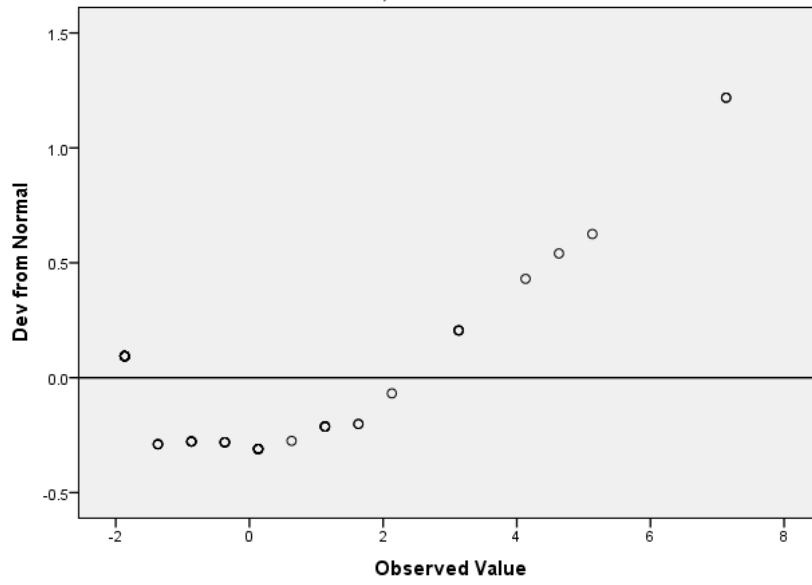


Detrended Normal Q-Q Plots



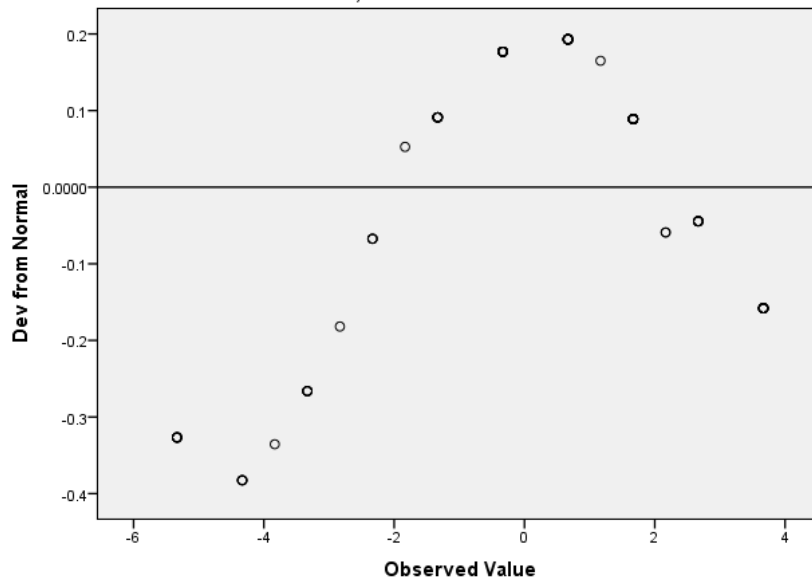
Detrended Normal Q-Q Plot of Residual for Q111

V/M= 2;KIRBAL= KIR



Detrended Normal Q-Q Plot of Residual for Q111

V/M= 2;KIRBAL= BALATON



(6) Homogeneity of variances assumption:

Levene's Test of Equality of Error Variances^a

Dependent Variable: Q11/1

F	df1	df2	Sig.
.993	3	236	.397

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.^a

a. Design: Intercept + VM + KIRBAL + VM * KIRBAL

As assessed by the Levene's Test for equality of variances, (as $p > .05$ (Martin & Bridgmon, 2012)), there is homogeneity of variances, $p = .397$.

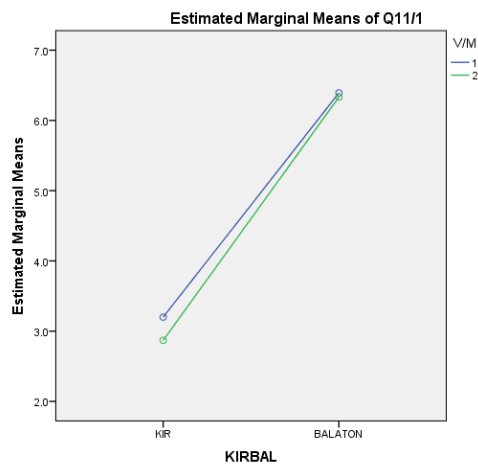
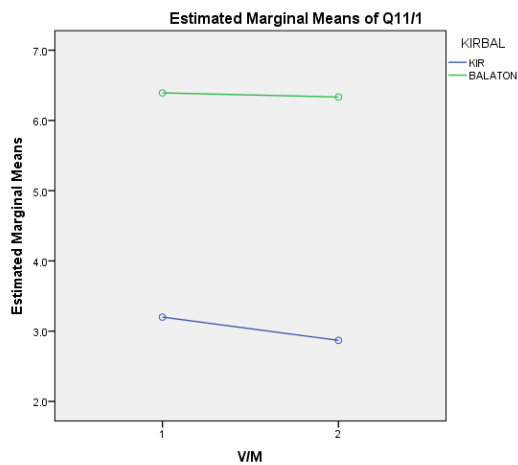
Determining interaction effect / simple main effect / main effect

After having successfully tested our data for the assumptions of the two-way ANOVA, we continued with determining the existence of interaction effect/simple main effect/main effect.

(1) Determining whether interaction effect exist on our sample for the question Q11/1

We can have an initial impression on the existence or absence of an interaction effect by visual inspection of the profile plots:

Profile Plots



Upon visual examination, we can see that the two lines are almost parallel, meaning that we might not expect an interaction effect.

Tests of Between-Subjects Effects

Dependent Variable: Q11/1

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	640.515 ^a	3	213.505	36.222	.000
Intercept	3844.644	1	3844.644	652.251	.000
VM	1.653	1	1.653	.280	.597
KIRBAL	482.234	1	482.234	81.812	.000
VM * KIRBAL	.804	1	.804	.136	.712
Error	1391.085	236	5.894		
Total	8397.000	240			
Corrected Total	2031.600	239			

Tests of Between-Subjects Effects

Dependent Variable: Q11/1

Source	Partial Eta Squared
Corrected Model	.315 ^a
Intercept	.734
VM	.001
KIRBAL	.257
VM * KIRBAL	.001
Error	
Total	
Corrected Total	

a. R Squared = .315 (Adjusted R Squared = .307)

The "Sig." column presents the significance value (i.e., p-value) of the interaction effect, in this case: $p = .712$. This is more than .05 (i.e., it satisfies $p < .05$), which means that there is no statistically significant interaction effect.

As we couldn't find statistically significant interaction effect, we continued to test our samples for simple main effects:

(1) Determining whether main effects effect exist on our sample for the question Q11/1

In the case of the cultural questions we are now making an attempt to find statistically significant differences between the answers of the cyclists/walkers and/or that of the respondents at the French/Hungarian sites.

1. Cycling/Walking

Estimates

Dependent Variable: Q11/1

V/M	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
1	4.796	.310	4.185	5.408
2	4.601	.198	4.212	4.991

Pairwise Comparisons

Dependent Variable: Q11/1

(I) V/M	(J) V/M	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a
					Lower Bound
1	2	.195	.368	.597	-.530
2	1	-.195	.368	.597	-.920

Pairwise Comparisons

Dependent Variable: Q11/1

(I) V/M	(J) V/M	95% Confidence Interval for Difference
		Upper Bound
1	2	.920
2	1	.530

Based on estimated marginal means

a. Adjustment for multiple comparisons: Bonferroni.

Univariate Tests

Dependent Variable: Q11/1

	Sum of Squares	df	Mean Square	F	Sig.
Contrast	1.653	1	1.653	.280	.597
Error	1391.085	236	5.894		

Univariate Tests

Dependent Variable: Q11/1

	Partial Eta Squared
Contrast	.001
Error	

The F tests the effect of V/M. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

In the sig. column, the value is higher, than .05, suggesting, that there is no statistically significant difference on this question between the answers of the cyclists and the walkers of the whole sample.

2. French/Hungarian

Estimates

Dependent Variable: Q11/1

KIRBAL	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
KIR	3.035	.310	2.423	3.646
BALATON	6.363	.198	5.974	6.752

Pairwise Comparisons

Dependent Variable: Q11/1

(I) KIRBAL	(J) KIRBAL	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b
					Lower Bound
KIR	BALATON	-3.328*	.368	.000	-4.053
BALATON	KIR	3.328*	.368	.000	2.603

Pairwise Comparisons

Dependent Variable: Q11/1

(I) KIRBAL	(J) KIRBAL	95% Confidence Interval for Difference
		Upper Bound
KIR	BALATON	-2.603*
BALATON	KIR	4.053*

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Bonferroni.

Univariate Tests

Dependent Variable: Q11/1

	Sum of Squares	df	Mean Square	F	Sig.
Contrast	482.234	1	482.234	81.812	.000
Error	1391.085	236	5.894		

Univariate Tests

Dependent Variable: Q11/1

	Partial Eta Squared
Contrast	.257
Error	

The F tests the effect of KIRBAL. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

The $p=0.0005$ value indicates, that there is a statistically significant difference between the answers at Lake Kir and Lake Balaton.

Mean scores of the groups are indicated in the “Estimates” table: France: 3.035, Hungary: 6.363.

Abstract: Cross-cultural investigations in management prevail over those on for-profit organizations, while intercultural studies on protected natural areas is a relatively untapped field of research. This thesis proposes cross-cultural models (adapted from the existing model of Hofstede, along with marketing and management concepts) for the analysis of the park management and visitor experiences at (protected) European natural parks. Among the various methods used, the most relevant were the semi-directed interviews with actors of the park management and the visitor survey, while document analysis and observations also completed our findings. Using our analysis of the park management, stakeholders, physical activities, and visitor experiences, we concluded, that cultural differences influence both the park management and visitor experiences, though, in different ways. While cultural differences were found between the French and Hungarian visitors, their recreational consumption patterns show signs of international/global considerations, whereas the choice of physical activities and demographic characteristics also proved to shape visitor experiences. In turn, operations and directions of park management were confirmed to be affected by cultural differences to a larger extent, while these were also influenced by the geographical characteristics of the natural sites. However, managerial considerations were found to be interrelated with the visitors' behavior, the legislative background and the geographical features of the area.

Keywords: cross-cultural studies, natural park, park management, visitor experiences, stakeholders, outdoor activities

Comparaison interculturelle des parcs naturels entre la France et la Hongrie au niveau de leur management et des expériences des visiteurs

Résumé : Les recherches multiculturelles en management prévalent sur les organisations à but lucratif, tandis que les études interculturelles sur les zones naturelles protégées constituent encore un domaine relativement peu exploité. Cette thèse propose des modèles interculturels adaptés (issus du modèle existant de Hofstede, complétés des concepts appartenant aux domaines du marketing et du management) pour l'analyse de la gestion de parcs et des expériences des visiteurs vécues au sein des parcs naturels européens (protégés). Parmi les différentes méthodes utilisées, les plus pertinentes s'avèrent être la conduite d'entretiens semi-directifs avec des dirigeants de parcs et l'enquête effectuée auprès des visiteurs, tandis que l'analyse de documents et les observations complètent nos résultats. À partir de nos analyses sur la gestion des parcs, les parties prenantes, les activités outdoor et les expériences des visiteurs, nous concluons que les différences culturelles influencent à la fois la gestion du parc et les expériences des visiteurs, mais d'une façon distincte. Bien que les différences culturelles soient constatées entre les visiteurs français et hongrois, leurs modes de consommation montrent des signes de facteurs internationaux/globaux, tandis que le choix des activités physiques et des caractéristiques démographiques s'avèrent également façonner les expériences des visiteurs. Les opérations et les directions de la gestion des parcs ont également confirmé être influencées par les différences culturelles dans une plus large mesure, bien qu'elles soient aussi déterminées par les caractéristiques géographiques des sites naturels. Cependant, les considérations managériales sont aussi liées au comportement du visiteur, au contexte législatif et aux caractéristiques géographiques du site.

Mots-clés : études interculturelles, parc naturel, gestion du parc, expériences des visiteurs, parties prenantes, activités outdoor