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Aspects of Industrial Heritage Tourism: Case of Novi Sad

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Abstract

The paper examines tourism potentials of industrial heritage of Novi Sad, especially the area of the local community Podbara, where there are the remains of the first industrial zone in Novi Sad. After its urban decay in the last two decades, the town tends to improve its image and restore its local economy by means of tourism promotion. The question imposes whether there is the possibility of implementing industrial heritage into the official tourist offer of Novi Sad. The research demonstrates the overall problem of industrial heritage in the town and identifies attributes of tourism planning and design of industrial heritage objects, taking into account the needs and aspirations of tourists, during their visits, stays, tours and their participation in the production process within industrial heritage objects. The hypothesis of the paper has been put forward and the methodology described in detail. The findings reveal various problems, such as weak perception of the local community, inadequate support from the base and problem of authenticity. The research scope of the study provides the proposal for future innovations in industrial heritage tourism development.

Keywords: Industrial heritage; aspects of industrial heritage tourism; Novi Sad; Vojvodina; Serbia.

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Introduction

There is a growing urge for experiencing something different, new and special during the holiday, which results in emergence of industrial heritage as a new tourist product, supported by the writing of numerous authors involved in the problems of architecture protection and its integration into the field of tourism (Halewood & Hannam, 2001; Pretes, 2002; Bramwell and Rawding, 1996). The authors introduced new term “tourism of industrial heritage” (Edwards & Llurdes, 1996; Jansen-Verbeke, 1997; Mitchneck, 1998; Hospers, 2002). The problem that emerged is the overuse of these objects, their adaptation to consumers to the extent that their former features and purpose start to fade and all that for the purpose of obtaining higher economic effects (Feifan, 2006; Alfry & Putnam, 1992). However, it is more than obvious that, regarding revitalization of such objects and their utilization for tourism purposes, according to the recommendations of WTO (1992), the process has to involve sustainability concept, which implies economic, cultural and social sustainability. In the sense of general sustainability, where there is a balance between the need for economic growth and essential preservation of resources, a quantitative indicator of possibility for utilization of resources enters the scene to satisfy all interested parties. The question about carrying capacity emerges (Mathieson & Wall, 1982), which, depending on the observation angle, may be ecological, social, psychological and economic (O'Relly, 1986). All the cited criteria rest with tourism spatial planning and design, which in all respects targets the decrease of negative and increase of positive effects, coupled with qualitative and quantitative potentials of operating tourist sites, their offer and elasticity of demand for operating and similar sites, based on previously established social and economic goals of the society and local community (Piha, 1982; Čomić, 2005).

Research settings

History of industrialization of Novi Sad

Novi Sad is the capital city of north Serbian province Vojvodina. Industrial development in Novi Sad commenced in the mid 18th century, when the first silk factory was built in 1770 and would remain the only industrial object in the town for several decades. The second industrial factory in textile production, a steam-weaving factory, was built in 1842. During the revolution in 1848/49, the building of silk factory was damaged to be replaced by a new larger building. Thus, the silk factory became a trustworthy industrial factory in the town. The industrial development continued in the following years by building the slaughter in 1885, then the natural gas factory was built in 1888 and the power factory in 1909

(Petrović, 1987). Triva Militar wrote about the development of workers' movement that at the end of 19th century in Novi Sad where there were several industrial factories, the largest one being the silk factory with over one hundred employees, predominantly women. Furthermore, he quotes that there were three large steam mills, then foundry factory, engine and natural gas factories where there were about ten employees (Militar, 2000). Erduhelji also reports similar facts in his work History of Novi Sad, where he cited that there were eleven factories in Novi Sad in 1888, but only several of them were mentioned: spirits and vinegar factories, soap factory, medical gauze factory, silk factory, brewery and factory for millstones production (Erduhelji, 1894). The development of industrial production continued at a faster pace in the 20th century. Novi Sad had 80 factories with over 5,000 employees in 1938 (Jovanović, 1994). The famous soap factory Albus was opened in 1904 and the factory for production of soft drinks and bottling of natural mineral water Minakva was opened in 1911. It needs to be emphasized that the period following the liberation from Austria-Hungary Empire and joining the Kingdom of Serbia; i.e. the forming of the Kingdom of Yugoslavia, when Novi Sad became the administrative centre; was fruitful with regard to industrialization. Specifically, the noodle factory Danubius was opened in 1919, the screw factory in 1921, cable factory in 1922 and weaving factory of cotton and silk in 1925 (Tomičić, 1990). Then followed Chemical industry Novi Sad, as well as the airplane and airplane parts factory Ikarus in 1924, where the first airplane in the former Yugoslavia was produced (Petrović, 1987).

Industrial heritage of Novi Sad

The industrial heritage of Novi Sad, with reference to ERIH guidelines, comprises all the objects where any form of production once existed, e.g. old manufactures, factories, objects where spirits were distilled. The results of the papers from the last decade give insight into the facts that Novi Sad was a developed and important industrial centre where numerous buildings remain to witness the versatile former production activities in this area. The field research revealed not one but several old industrial localities: Liman 4, Liman 2, area near the railway station, Radnička Street, then industrial area in Podbara and industrial zone between Kotorska and Šumadijska Street. The old rail yard with a railway colony near Europe Boulevard may also join the list. The cited localities are still occupied by objects of former factories, which may fall within the category of industrial heritage and thus become interesting, attractive and potential tourism motives.

Present industrial zones, South and North as well as industrial zone West arose after 1950, when the General urban plan of Novi Sad was audited. Industrial facilities were moved to around the canal Savino Selo – Novi Sad, near Futoški Road and to the northeastern part of Petrovaradin. Primarily, this was caused by the increase in the population, expansion of the urban area and relocation of the

railway terminal; coupled with the vital factors as the Danube flow and the Canal, as well as the blowing direction of prevailing winds (Jovanović, 1994). Presentation of the results obtained in the fieldwork was complicated by the condition of majority of objects and the lack of possibility to enter them for overall evaluation. Frequently, old industrial halls are used as raw material or final product warehouses for new factories. Occasionally, the old factories are rented to third parties for small-scale craftworks or services. Old factory buildings of noodle factory Danubius in Radnicka Street, then Silk factory at the corner of Kosovska and Almaška Streets, then weaving factory of cotton and factory of gauze and cotton wool "NIVA" at the corner of Šumadijska and Marka Miljanova Streets are particularly interesting buildings, recorded in the field. Among the registered are the buildings of two mills, one at the corner of Kisačka and Vuka Karadžića Streets and Temerinski Road before the bridge to Klisa. Moreover, there is the former industrial hall of soap factory Albus in Radnička Street, and Institute for military repairs. Finally, the old railway stations Novi Sad and Petrovaradin may be identified as parts of industrial heritage as well as the boiler-room near Jodna banja at Futg Road.

Industrial heritage tourism

Industrial heritage is a specific form of heritage of human society, which emerged as the product of industrialisation, i.e. as the by-product of deindustrialisation of the society (Beaudet & Lungren, 1996), when certain objects were abandoned. Frequently, the objects were huge complexes in industrial zones and therefore called "landscapes of nostalgia" (Halewood & Hannam, 2001). Industrial heritage primarily comprises all those material remains of industry, such as buildings and architecture, plants and facilities, machinery and equipment. Moreover, industrial heritage implies special industrial colonies, industrial landscape, products and processes as well as industrial society documents (Feifan, 2006). This is where the environmentalists and tourism employees proceed with the idea to revitalize and assign new role to abandoned and rusty plants, which is essential for their redevelopment. There are numbers of industrial zones where tourism might be promoted as a useful form of regional restructuring and economic development (Edwards & Liurdes, 1996; Mansfeld, 1992). That is how the new term industrial heritage tourism emerged. That was due to tourists' who were interested in old factory buildings and traditional production process, mainly the production of industrial products for everyday use, which would take place in front of their very eyes. Thus, it is all about the development of tourism activities at certain localities, buildings or landscapes that were once the part of industrial processes (Edwards and Llurdes, 1996).

Tourism of industrial heritage became an important social and economic phenomenon (Mitchneck, 1998), which both emphasises the value of the old local

industry, and intensifies local identity by encouraging localisation to oppose the globalisation process. Therefore, tourism of industrial heritage might become an interesting new combination (Hospers, 2002) of public tools for improvement of regional identities and for eliminating the prejudices about deterioration of industrial zones (Goodall, 1994; Harris, 1989). It has been frequently perceived as means of empowering effects of economic restructuring in urban areas (Harris, 1989; Olgethorpe, 1987) and reinforcing importance of tourism in the town and region (Kerstetter, Confer & Bricker, 1998).

Methodology

Addition of industrial heritage objects to the official tourist offer of Novi Sad would imply substantial investments in reconstruction of objects and equipment in order to partly resume their former functions and features and make them productive and attractive for tourists. That would require the engagement of the local community, business leaders, city authorities, as well as the public opinion. Moreover, discussions and possible changes of the general urban planning would undergo substantial changes at locations of special interest with regard to industrial heritage tourism. The research was conducted in Novi Sad, particularly in the local community Podbara and in Radnička Street. Data collection and analyses were based on the following three levels: (1) Research of documents related to industrial heritage in Novi Sad and its position in urban plan in force. Furthermore, historical data and data on industrial development of Novi Sad were collected and analysed. Various planning documents were examined in order to understand the problems the planners in this region have to cope with; (2) In-depth interview with a group of stakeholders in tourism and business sector, which express broad interest with regard to this issue. The focus group interviews were conducted (Krueger, 1994) with guidance of a moderator (Reed, 1999). First, the group was asked a question on their expectations concerning possible industrial heritage tourism and suggestions to develop that form of tourism in Novi Sad. Focus group had a tendency to identify problems and perspectives of industrial heritage tourism development and to achieve consensus among the participants. It is worth mentioning that, prior to this, a personal interview was conducted with each participant; (3) Phone interview was conducted in Novi Sad in order to obtain the opinions, perception and attitudes of the local population regarding the industrial heritage. The research was conducted on a simple random sample, based on a local phone directory (Feifan, 2006). Rapid increase in mobile phones use and call identification technology, coupled with bad reputation of telemarketing complicated the interviews, out of which only 30% were successful. The 50 valid interviews were conducted by the end of the research.

Aspects of industrial heritage tourism

There is the hypothesis that tourism spatial organisation is a conscious and planned activity with the aim to select an optimal object features and equipment within the selected objects based on valorisation results and to function on pre-determined demand, offer and social and economic aspects of the society (Piha, 1982). The activity is aimed at maximum positive and minimal negative effects on space, transformation of which arises out of the fact that tourists want to experience the total comfort during their stay (Comic, 2005). Based on the essence of industrial heritage, an attempt will be made to establish crucial aspects of tourism spatial organisation of industrial heritage objects for the needs and purposes of industrial heritage tourism as a new form of tourism here. Therefore, it needs to be emphasised that tourism spatial organisation also implies the modality according to which tourism facilities and equipment are allocated to predetermined optimal localities for both investors and future users of services on the spot. Accordingly, tourism spatial organisation should facilitate certain tourism processes and meet basic and additional tourism needs, which would certainly enable better exploitation of tourism resources (Comic, 2005), contribute to improvement of aesthetic aspect of the locality and its functional features and directly or indirectly influence the total economy. Depending on its function, tourism equipment, i.e. the destination elements may be classified into several categories: accommodation and catering objects, sports equipment, recreation and cultural needs, and utility infrastructure (Jović, Popović, 2006; Kripendorf, 1982; WTO, 1980).

With regard to the previous researches involved into industrial heritage tourism, we may observe that this concept is simply defined as the inclusion of former or present industrial zones into tourism economy. However, a question arises about the character of the objects' reuse, since it may include revitalisation of the present function, change or additional functions of objects, e.g. tourist attraction or a new functional unit different from the original and/or present one (Feifan, 2006). Growing literature on development of industrial heritage in urban planning and architecture explains industrial heritage in the sense of its possible educational role, protecting the immovable at the locality, restoring the objects, machines and processes (Alfrey and Putnam, 1992). Stratton adds that the renovation of the industrial heritage should be based on clear principles of conservation, useful for preservation of objects, equipment, process, landscape and people (Stratton, 2000). Industrial heritage tourism emphasises the importance of creating a special sense of the locality, primarily its uniqueness, creativity, vision, authenticity and sustainability. This paper attempts to use compatible ideas from literature on this subject. Every project connected with industrial heritage has its own attributes, i.e. aspects such as economic, historical, social, emotional, psychological etc. It needs to be said that every destination is different, as well as the

historical background of a potential place or locality of industrial heritage, which leads to variation of aspects in particular cases. For instance, the paper about the problems of foundation and development of Jeep museum proposes a set of six attributes as crucial factors for industrial heritage tourism development. The attributes are identified as important measures for testing the possibilities of industrial heritage tourism (Feifan, 2006). The following aspects of industrial heritage tourism are described here:

- *Potentials*: It is about a commission, i.e. “industrial classification” commission (Wilkey, 2000), authorised for attractiveness assessment of particular objects, zones or landscapes in industrial heritage. The commission is also in charge of examining the features of an industrial zone and makes a decision about the investments for tourism programmes in the industrial zone.
- *Stakeholders*: Industrial heritage tourism needs support of various stakeholders. Thus, it is necessary to form a team that would work on the realisation of the idea. These stakeholders may comprise business leaders, planners, construction companies, that easily adapt to unique situation and join every project, as well as all levels of authorities. Since all participants in the process have their own perceptions and ideas about the methods of achieving the mutual goal, it is important for destination development that efficient management and decision, making consensus is achieved (Bramwell & Sharman, 1999);
- *Adaptive reuse*: This attribute has been connected with the space where an industrial object is situated, with its past purpose of the object and the newly assigned one of a tourist attraction. Namely, it is about the content of the industrial heritage object at the point of its integration into tourism industry (Alfry & Putnam, 1992). The adaptive reuse may refer to utilisation of the existing object only, for instance for opening a new hotel or a hostel. In terms of industrial heritage, the deterioration of the object has been prevented and it obtained a new content, different from industrial one;
- *Economics*: Writing about the economic aspect of industrial heritage tourism, the author did not have in mind economic sustainability of a particular object already serving tourism purposes, but the fact that tourism infiltrated into industrial zones, that decay due to economic crisis and deindustrialisation, may reduce losses that are made due to economic changes (Crump, 1999), and thus make advantage of historical character, ambience and importance of the very location;
- *Authenticity*: This is an essential attribute having considerable influence on objects to be employed for tourism purposes, and on places to become tourism destinations. Authenticity has been perceived as dramatically different from generic, i.e. as the spirit of the place, upon which the tourism fairy tale reclines (Cohen, 1988);

- *Perceptions*: In this case, perception factors refer only to the local community, not to tourists. The question is to what extent the local population would recognise the value and aesthetic aspect of industrial heritage and express preferences and affinities towards the possible tourist attractions. Accordingly, this attribute plays crucial role in decision-making process about the conservation strategy (Edwards & Llurdes, 1996). Hence, successful tourism development would demand standard perception of the local population, which means; it should be neither underestimated nor overestimated with regard to the facts.

As already cited here, the attributes are selected for the case study of Museum of Jeep in Toledo, Ohio, USA. Although recognised and placed into the context of industrial heritage and tourism, the attributes are far more derived from the industrial heritage and less from tourism itself and tourism needs respectively. This paper aims at general guidelines valid for every object or industrial heritage zone, which emerged on the cognition about industrial heritage and industrial heritage tourism on the one hand and on theory of tourism spatial organisation on the other. In that sense, some of the cited attributes might be accepted and incorporated into a new and comprehensive set of aspects in tourism organisation of industrial heritage objects. For instance, the aspect of economics in its given form seems redundant, since it is not about the economic sustainability of the use of a particular object in industrial heritage tourism, but about financial loss that was incurred by the decrease of industrial activity and covered by tourism influence in industrial zones.

On the other hand, the attribute of adaptive reuse is purposeless; with regard to the attribute of authenticity since the two are mutually exclusive. In case of integral form of industrial heritage, which comprises objects, equipment, processes and people, it would be understandable to vote for the attribute of authenticity and against the new adaptive reuse that includes the possibility of using the objects for tourism purposes, but without offering industrial themes. Similar to these is the attribute of the local population perception. The truth is that local community perception is highly important for the industrial heritage tourism development, especially when discussions concerning two major themes: revitalisations for tourism purposes or devastation are led. From tourism aspect, the incompleteness of the attribute is transparent. The incompleteness implies the lack of tourists' perceptions, i.e. the visitors who try to satisfy certain tourism needs by visiting the object.

The stakeholders mainly represent what the tourism organisation vocabulary would label as "society", i.e. "social community" that promotes their preset, stipulated and vindicated interests. Those were all the structures having interests in the subject as well as all the channels through which the consensus is achieved in terms of which this attribute is completely acceptable in its original form. The

attribute connected with potentials of the object also complies with the principles underpinning tourism spatial organisation. Essentially, valorisation is the first step to be taken in order to have legitimate grounds for further actions regarding organisation of objects in industrial heritage for tourism purposes. Thus, the attribute may be accepted completely and incorporated into the new set of general and comprehensive aspects of tourism organisation of objects in industrial heritage, as described hereinafter.

Sustainability

The sustainability process in question implies integral sustainability resting on WTO attitudes. It is the concept of sustainable tourism based on three pillars of sustainable development defined and recommended by World Tourism Organisation: sustainability of economic, cultural and natural surrounding (WTO, 1992). Furthermore, World Tourism Organisation quotes and a point out that sustainable tourism development is possible only if all the relevant factors are informed and integrated into the process. The implementation process demands a consensus and continuous process based on constant control and correction of all observed drawbacks as well as strong and active political support. Those factors indicate a new category of sustainability, carrying capacity, which sublimates all ideas of sustainable tourism development and appears to be a unique function of sustainable development. The fact is that any type of spatial degradation intended for tourism purposes results in quality reduction of tourism experience, and leads to the perception of carrying capacity as the maximum number of visitors using an area, without unintended consequences and decline in quality of tourism experience. (Mathieson & Wall, 1982). Moreover, the possibility of harmful effects on the society, economy and culture of a particular destination is excluded, being commented as a fundamental of sustainable development (WTO, 1992).

Sustainability as one of the aspects of industrial heritage tourism should be provided in all respects, i.e. integral sustainability, which implies the sustainable utilisation of objects as well as the sustainable indoor and outdoor activities, which is recognised as spatial and economic sustainability. In addition, there is social sustainability referring to commitment and integration of the local community into the process, where the activities and presence of tourists would not degrade any of the aspects of their lives.

Cultural aspect

Tourism should educate, promote and arouse interest of tourists for the visiting area and impose the story of responsibility and develop the awareness about the sustainability in general. It needs to be emphasised that educational part of this tourism type is the crucial aspect and that the tourists are willing to learn, see,

work, do and participate (Vistoria, 2006). Exactly, this form of tourism is cultural tourism, which is recognised as new market and new form of tourism (Richards, 2002), and as special interests in tourism and special market niche with growing demand (Jansen-Verbeke, 1996). When sustainability is in question, cultural tourism is mainly mentioned as beneficial and useful for sustainable development, at which cultural heritage is preserved for future generations. Thus, tourism is connected with utilisation of history, tradition, culture and cultural heritage for commercial purposes (Prohaska, 1995). Cultural tourism is also used for positive promotion of culture and cultural heritage (Light, 2000). It includes not only culture, but entertainment, landscape, gastronomy, high quality food products and handicrafts, events, tours and excursions (Garaca, 2003). Referring to this, tourism of industrial heritage stands for a part of cultural tourism and objects and zones of industrial heritage stand for monuments and complexes of cultural heritage. The contribution to this notion are the attitudes of some scientists that industrial heritage may have educational or archaeological character (Alfrey and Putnam, 1992), which is exactly one of main conjunctions and connections of cultural tourism and industrial heritage. Hence, architecture, objects and facilities are undoubtedly part of cultural heritage, fragments of material culture, which people leave behind in the process of development. On the other hand, there is the educational component of industrial heritage tourism that is the essence of this tourism form realised through the insight and participation into the production process. With regard to this, tourism of industrial heritage should provide the visitors with “heritage in continuous interaction, i.e. heritage that merges with the visitors” (Lowenthal, 1985, 410).

Tourists' expectations

With regard to the fact that industrial tourism records annual growth of 1%, it is necessary to inquire and reconsider; the needs and expectations of service users in this form of tourism. Within the context, Delony states that the needs for meeting and interaction have been mainly recognised (Delony, 2005), at which it is already recognised that transformation of the area is the result of tourists' inclination to total comfort during their stay at a particular destination (Comic, 2005). On the other hand, this problem of tourists' needs and their satisfaction also confronts with requests for sustainable tourism development, where raising the sustainability threshold together with the protection level, mainly lead to the decline of tourists' satisfaction and failure in meeting tourists' needs. Therefore, high level of tourists' satisfaction needs to be maintained, coupled with growing awareness about the surroundings and active promotion of sustainable tourism (Mihalič, 2006). With regard to this, we propose TRIGAR- diamond model of industrial heritage preservation that would satisfy tourism needs and achieve optimal satisfaction of tourists.

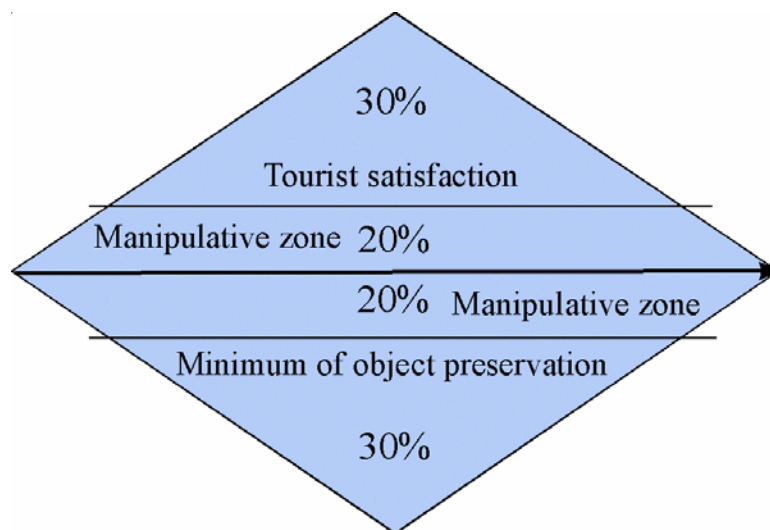


Figure 1. *TRIGAR- diamond model of industrial heritage preservation.*

It is the model confronting the need for object preservation and the ever-growing need of tourist satisfaction. The scheme shows that the starting minimum of object preservation is 30% of ideal situation and the tourist expectations are positioned at the same starting point, which is also 30% of the imagined ideal tourist satisfaction. Between the two confronted needs, there is 40% of manipulative zone for additional corrections, which should not go under the ideal 30% of the customers' protection and satisfaction and ideal 30% of the object protection. Thus, there is the open possibility for both sides to achieve ideal 50% or any other proportionate percentage for the market orientation. For every additional 1% exceeding 50%, but remaining within allowed 20%, it is necessary to take counter measures for protection, which imply additional funding, technology and equipment. In case the customer wishes do not match all the protection postulates and enter the 20% of manipulative protection zone, the care of the objects should be intensified proportionally or attractiveness relocated, or vice versa. In case the customer wishes zone is violated, the customer care should be intensified proportionally.

Tourism purposes

This aspect primarily implies tourism physiognomy of the object, which should be adapted for tourism purposes. It is obvious that a particular area or a region where tourism is a dominant activity, gains tourism physiognomy under tourism influence. Such physiognomy comprises specific objects in the tourists' zone, hotels, restaurants, travel agents, information desks, souvenir shops, crafts, etc.

(Jovičić, 1980). These are the issues to insist on with regard to tourism purposes, i.e. tourism physiognomy of objects in industrial heritage used for tourism purposes. Besides their original function of articles' production, the objects should also offer basic facilities in order to become tourist objects. Primarily, it is the reception that houses the offices of the tour guides, i.e. hosts. The reception section should also house luggage lockers and toilet facilities. In case there are dangerous or critical points in the production process, it is necessary to take, precaution measures and distributes emergency and security equipment to all the visitors. Furthermore, it is advisable to provide a room for short film projection about the history of the plant, production process, etc. Souvenir shop, cafeteria or a restaurant are a must of tourism physiognomy, arising from basic human needs for food and refreshment, since the active tourism visits to industrial heritage objects would last for two or three hours.

Finally, aspects from the set of attributes offered by the authors of the idea Museum of Jeep, first described as universal, and thus applicable to any object of industrial heritage, should be added here: Valorisation, Social community (stakeholders), Authenticity.

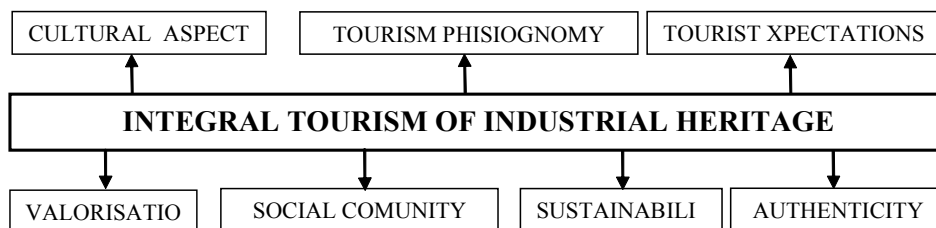


Figure 2. *Aspects of tourism organisation of industrial heritage objects*

Discussion

Following the fieldwork, i.e. the tour of the locations and objects, that have been suspected to represent former industrial facilities, it has been concluded that Novi Sad with its surroundings has several objects of industrial heritage that, according to the criteria, may be coarsely divided into following groups: (1) objects intended for visitor purposes; (2) objects not intended for visitor purposes; (3) well preserved objects out of production purposes; (4) poorly preserved objects out of production purposes.

The first category object would include the buildings of old railway stations in Novi Sad and Petrovaradin which house the post office and Lovoturs company, then the building of a former mill, which is at present the furniture showroom in Kisačka Street, as well as brewery in Čelarevo, the tin factory and museum in

Kulpin near Novi Sad. The second group would include Military-technical facility in Petrovaradin, which is closed for public visits. Among the well-preserved objects out of production purposes, the most prominent are former factories: Albus, Danubius and Niva. The fourth category would include the buildings of silk factory in Podbara.

With the insight into the General Urban Plan of Novi Sad (GUP), valid through 2021, that represents a base for more important developmental activities in the town, we have been informed that the majority of industrial heritage objects in Novi Sad occupy the areas defined as working zones and municipal areas or the zones of mixed land allocation by GUP. This enables the preservation and use of objects of industrial heritage within the industrial framework including tourism purposes. Those are the areas in Podbara and Radnička Street as the first industrial zones in Novi Sad. With regard to this, the favourable opportunity for industrial heritage tourism development should not be missed. On the other hand, the objects of industrial heritage located on sites intended for mixed or collective housing are endangered, since there is a possibility for their devastation. However, there are only several endangered objects and it can be said that GUP provides more than favourable preconditions for industrial heritage tourism development. Thus, it depends only on the local community and the authorities in the town of Novi Sad whether the industrial heritage tourism would be initiated.

High potentials and conflict of stakeholders' attitudes

Focus group produced positive feedback from different stakeholders participating in the development of the city and its tourism. Stakeholders-respondents were tourist organisations of Novi Sad and Autonomous Province of Vojvodina, then Chamber of Commerce of Vojvodina, Office for protection of cultural monuments, members of management of the objects potentially included into the town's tourism offer and the authorities of the local community Podbara. At the very beginning, one of the participants from tourist organisation described their vision of Novi Sad as the main river port, industrial centre, cultural lighthouse, recreational centre and family oriented town. Industrial tourism development in the town completely complies with the vision and offers potential not only to attract tourists (visitors), but also to attract new business people. Actually, industrial tourism does not offer passive visits to factories exclusively. Developed industrial tourism implies reactivated production in the past manner, popular craft museums with possible financial effects through their production role, and through their educational component that should not be neglected.

The participants of the focus group were asked to identify and give their opinion regarding the most important industrial resource in Novi Sad that might be used for tourism development. Almost all participants (84%) agreed upon the old railway colony being a pearl of industrial heritage in town that should not be

lost. Then followed the old industrial zone classified as the second choice by 67% respondents. The rest of the answers recorded a low degree of concordance, 4% of the respondents. In addition, the attractions out of Novi Sad and museums, such as the museum of agriculture in Kulpin were mentioned, to which trips might be organised.

Furthermore, the results obtained out of the research on stakeholders are the following: the question regarding their expectations about feasibility of industrial heritage tourism, 58% respondents answered affirmatively or supportively with regard to this form of tourism. The question about their suggestions referring to the development of that form of tourism in the town of Novi Sad produced divided answers and mainly the opinion expressed implied that the responsibility rests with the Institute for monument protection, 34% respondents, with the Tourism Organisation of Novi Sad, 21% respondents, and Tourism Organisation of Vojvodina, 26% respondents. Thus, one of the crucial problems of town's authorities emerged, the inclination to lay blame upon somebody else.

Namely, preceding the focus group, the individual interviews were conducted with the respondents and all agreed upon the fact that joint efforts are needed for the development of this special form of tourism. Conversely, when the focus group was brought together into a room, they started laying the blame on each other's for failing to commence a thing regarding the industrial heritage tourism development in the town. The participants then started to identify crucial components for possible industrial heritage tourism success. Although the potentials have been recognised, the transformation process from ruined production facilities to the attractive locations for tourism remained the challenge for the participants in the discussion. Implementation of significant tourism activities and offers is restricted by various factors. There are at least four major conditions for the development: (1) potential income of the local community; (2) strong support of the local authorities; (3) authentic presentation of potentials; (4) direct involvement of the local community. Focus group tended to identify problems and perspectives of industrial heritage tourism development and insisted on consensus among the participants, but it is evident that even the stakeholders lack the awareness to recognise the significance of all the factors within tourism development, especially this specific form of tourism. However, it is encouraging that the participants recognised industrial heritage tourism as an attractive and possibly refreshing element of the tourism offer of Novi Sad. The next level of the research was the phone interview conducted in Novi Sad with the aim of obtaining the opinion, perception and attitudes of the local population upon the industrial heritage. The situation was slightly different. Only 19% respondents, among which 85% highly educated respondents, evaluated industrial heritage tourism as attractive. Even 34% respondents replied that it was the first time they heard about such type of visits. The rest of percentages was shared among the answers: "I have heard about that form of tourism, but do not have the opinion about it, 23%

respondents, “I don’t know about that form of tourism, but it sounds as something good for out town”, 14% respondents, and the final 6% respondents consider that such form of tourism needs not to be developed. Asked about the reasons for such opinion, they mainly answered that what is needed in Novi Sad are kindergartens, hospitals, schools, but not such form of attractions. The most promising among this group of respondents is their positive attitude and opinion that everyone should take part in the development of such form of tourism.

Conclusion

Finally, we can draw the conclusion that it is urgent to conduct a comprehensive inventory of the objects on the territory of Novi Sad. Subsequently, four categories of objects according to the proposed categorisation should be sorted out, valorised and then the first category should be promoted more aggressively. Other three categories should not be neglected, but precisely described in promotional material in order to avoid disappointment of tourists expecting more than mere walls of the former factories. The category of important objects waiting to be put under protection should be sorted out and proposals for their urgent preservation should be submitted to the local authorities. Possible restoration projects for those objects should be aimed at the total revitalisation with reimplementation of the production process on a small-scale basis, e.g. souvenirs, gifts or the examples of fine tradition. The other revitalisation branch would imply clearance of waste material and object transformation into open stages or galleries and museums of industrialisation (roofing needed). Thus, an attractive and competitive offer would be created. In addition, the future purpose of the objects in industrial heritage should remain in the focus. Precisely, it needs to serve purposes of tourism, culture and tradition of industrial production. It is clear that in case completely preserved production plants exist, restarting of production process is a future must, including production of small series with demonstration of production procedures to the visitors and tourists. Thus, all the products might be neatly packed and sold as souvenirs or small gifts, embodying tradition and nostalgic memories of the past. In case of processed food industry, such revitalised buildings and specific interactive museums may house small restaurants for final preparation of old industrial products. Renovation of the old production in small or exclusive series, where exclusiveness, manual production and high price would cover for the non-productivity of production obtaining the income and representing the future actions with regard to industrial heritage revitalisation. The best practice example is Solane in Slovenia, where the network of shops was opened selling manually produced, mineral salts and other salt-based products, such as body baths and lotions. However, there are objects of industrial heritage, which are devastated and need to be cleared of debris, assigned another role, and restored to

life by new functions of summer stages or galleries combined with food and beverage services. Since those industrial facilities are located in *wider area* around the *town centre*, the renovation and revitalization activities would contribute to creation of new, more attractive object appearance and allocation. However, certain precaution measures are useful to prevent from slipping into exaggeration regarding satisfaction of the tourists and possible devastation of the area. The model applicable to Novi Sad is the model similar to the American one, where strong business sector and the local community work together on tourism development (Feifan, 2006). Unlike the European model for industrial heritage museum development that mainly depends on Green organisations in the region, the American model benefits from the strong support of the local economy (business) and the essential local community consultations. In the case of Novi Sad, it would be ideal to combine both European and American approaches in order to achieve optimal results for development of industrial heritage tourism.

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