

Strielkowski Wadim,*PhD, Research Associate of Cambridge Judge Business School,
University of Cambridge (Cambridge, United Kingdom)***INNOVATIONS IN TOURISM MARKETING:
OPERATION ANTHROPOID IN PRAGUE**

Nowadays, when a plethora of innovations found its way into the field of tourism marketing, the impact of the new technologies is likely to change the way international tourism will develop in the forthcoming decades. A very cheap but effective way how to innovate the traditional tourism marketing approach in cultural tourism destinations might be through game-like appsmartphone and tablet apps based in a cultural destination that would involve local stories, myths and legends and blend them with popular culture, represented by literary works and films. This paper explores the potential of the geolocation game app based on the events of "Operation Anthropoid" that took place in Prague in 1942. Our results demonstrate that geolocation games constitute very successful examples of innovations in tourism marketing that profit from novel technologies.

Keywords: innovations, marketing, tourism, cultural heritage, Operation Anthropoid, Prague.

Introduction. Various innovations are extensively used in the field of tourism marketing nowadays with the impact of the new technologies growing and altering the way international tourism will develop in the forthcoming decades [2; 4]. When it comes to the new expanding field of tourism marketing, there is clearly a shift from the old and traditional to the novel and innovative way of experiencing available resources. This shift is largely based on using a major fusion of information and communication technologies (ICT), as well as the new services (e-services) that bring into the picture various modern information technologies. Therefore, there exists a certain demand on the tourism market to assess the preferences of potential tourists for innovative and novel e-services that might enhance their experience before, during, and after a visit to the cultural destination of their choice. This assessment could provide policy-makers with important insights to help them appropriately shape the supply side of the tourism market in order to respond to the latent demand whilst developing sustainable cultural tourism strategies [7; 11; 12].

Nevertheless, it has to be stressed that the role of innovative e-services in tourism marketing and the part they might play in shaping the demand side has not been fully explored so far. Some authors [5; 13; 14] discuss the role of e-services in shaping up the digital cultural heritage offer in European cultural destinations (some particular research projects reported the results for the case studies represented by Amsterdam, Genoa and Leipzig [5; 14]). Moreover, [13] describes the results of the focus groups that were held in Prague with an aim to construct a blueprint for the mobile app (provisionally called "Golem") that would aim at exploiting local myths and legends (or mysteries and thrillers) in order to capture the new segment of the tourism market – e.g. the young and adventurous tourist who might be interested in exploring the Prague's cultural heritage in a new, unknown way, to play city games or conduct "treasure hunts", etc.

In general, one can see that smartphone apps represent one of the most interesting ways for exploiting the mystery and thriller tourism in European destinations and for attracting young Europeans to get to better know their cities. Nowadays, there are many smartphone apps of

this kind available either from Apple Store or Google Market Play: for example, an app focused on Italian mysteries and called “Mysteries Italy” by GeersTrea and representing an atlas of mysteries both in Italy and Vatican. The app contains over 165 mysteries to be solved and revealed, together with their detailed descriptions, GPS locations, documents, photos and videos. Smartphone apps, such as this one, represent one of the relatively cheap but also very effective ways of promoting mystery and thriller tourism in European cities. These apps might have to include a contest-like element of multiple users playing against each other in real time, or competing for a prize or some incentive, thus resembling the “urban games” or “urban quests” that are often organized by the local residents in large cities and include elements of treasure hunt and gaming.

Overall, it can be seen that the potentials for cultural tourism in European cultural destinations is enormous and new paths should be found to develop its hidden and embedded layers. There are many realms of cultural tourism marketing with the most promising being the employment of the intangible cultural heritage.

Analysis of recent research and publications. Although personal computers became probably the most important must-have item in the 1990s, the 2000s and the 2010s belong to the smartphones and (most recently) handhelds or tablets (with those two becoming one symbiotic device). Since the appearance of an iPhone, a revolutionary cellular phone with a touchscreen that combined the features of a mobile phone and a portable computer, smartphones gained wide popularity and are currently owned by the majority of world’s population [1]. While most of Apple devices were relatively expensive and therefore unavailable for the larger masses, the introduction of Android-based devices by Google made smartphones and tables widely available to the people from virtually all income groups.

A very cheap but effective way how to innovate the traditional tourism marketing approach in European cities might be through game-like appsmartphone and tablet apps based in a cultural destination that would involve local stories, myths and legends and blend them with popular culture, represented by literary works and films. These apps might constitute quest-like games often played by teenagers and adults in urban locations (known as “treasure hunts”) bearing the elements of the legends and the stories, narratives of the city’s most interesting parts and neighbourhoods as well as including the interactive element of “being a part of the city”. As far as the interactivity is concerned, the app should also include a contest-like element of multiple users playing against each other in real time, or competing for a prize or some incentive, thus resembling the “urban games” or “urban quests” that are often organized by the local residents in large cities and include elements of treasure hunt and gaming.

The story of the secret WWII operation called “Anthropoid” has an incredible tourism marketing potential. Operation Anthropoid which resulted in the assassination attempt on the life of SS-Obergruppenfuhrer and Reichsprotektor of Bohemia and Moravia Reinhard Heydrich in 1942 by the Czechoslovak SOE operatives parachuted from the United Kingdom [15]. Operation Anthropoid can be seen as an allegory of a struggle between David and Goliath, or between good and evil [9]. Similar stories can be found all throughout the history of mankind: for example, a story of Milos Obilić who killed Ottoman sultan Murad I after the tragic Battle of Kosovo in 1389, the story of 300 Spartans led by king Leonidas I of Sparta who stood outnumbered against Persian armies in the Battle of Thermopylae in 480 BC, or the Japanese legend of 47 Ronin who avenged the death of their master in accordance with the code of honour called “bushido”.

The themes of heroism and bravery have for long been used in promotion of tourist destinations [2; 11; 14]. The most famous examples are, for example, the story of William Wallace of Scotland (filmed in the epic “Braveheart” (1995) starring Mel Gibson), the Battle of Gettysburg that took place during the Civil War in the USA, or the story of Ned Kelly (nicknamed the “Australian Robin Hood”). All of these stories proved to increase the potential of specific tourist locations [6; 7].

The main objective of paper is to investigate the potential of the geolocation game app based on the events of “Operation Anthropoid” (anti-Nazi Resistance hit-and-run operation) that took place in Prague in 1942 and resulted in massive human sacrifices but also in achieving its main aim. Operation Anthropoid changed the military history of WWII and became an inspiration for films, plays, literary works and the works of art. We demonstrate that geolocation game might become a very interesting example of innovations in tourism marketing using novel technologies.

Basic materials. Our research of the innovative potential in tourism marketing involved one of the most widely-used techniques in marketing research, namely the focus groups interviews. Focus group interviews are quite common in all fields of social sciences as a form of qualitative research analysis. The first of them were used in the early 1920s, perhaps due to the fact that some social scientists had doubts about the accuracy of traditional information-gathering methods and started turning to focus group sessions instead [3] A focus group is typically made of people accommodated in an appropriate venue and having a discussion on a suggested topic and expressing opinions and suggestions in an interactive manner. A focus group is usually led by a moderator who leads the discussion and prevents it from deteriorating from the topic of discussion.

American sociologist Robert Merton developed focus groups for the evaluation of audience responses to radio programmes in 1941. During World War II, Merton used focus group techniques to investigate morale in the U.S. Army [10]. Although academics and researchers were not very interested in using focus groups in the 1950s at first, market researchers used focus groups as a research tool to identify the attractiveness of their products and related customers’ preferences [8]. In the 1980s, focus group interviews were rediscovered by social scientists who adopted some of the practical strategies from market research experiences. According to Morgan (1997), focus groups can be used as a preliminary step in the design of surveys for further research

Taking all of the above into consideration, our focus groups analysis was conducted by the means of the questionnaire survey utilized convenience sampling. We stopped and surveyed the visitors to the Memorial of the heroes of Heydrich terror, Military Museum, and the spot of the assassination in Kobylisy district of Prague (now non-existent due to major highway development during the Communist times, but with a small memorial and an information board (only in Czech) accessible via pedestrian path under the motorway about 200 meters from “Vychovatelna” tram stop). Overall, 203 surveys were obtained.

The majority of our respondent purposefully went to see the sites associated with Operation Anthropoid (71% of all respondents). They also knew about Operation Anthropoid, about 60% watched the British-American film “Operation Daybreak” (1975), or read the novel “HHhH” by Laurent Binet.

Empirical model. Overall, 9 focus groups were held in Prague in April-May 2015 with a total of 65 respondents comprised of tourists (both Czech and international visitors), local residents and tourism professionals (tour guides and representatives of the tourism

organizations). The focus groups followed the usual design used in this type of research [14].

The selection of participants into the focus groups was conducted by the convenience and snowball sampling. One focus group interview was held only with Chinese tourists and another one with Czech students, while the others used a mixture of respondents of various backgrounds. All focus group interviews were run in accordance with the prepared agenda and carefully monitored and recorded.

The focus groups were preceded by the questionnaire survey with 203 respondents (tourists and local residents) that helped to gain basic understanding of the issues related to the research and to formulate the focus groups agenda in a better way.

Overall, our preliminary analysis of the questionnaire surveys revealed many interesting findings. For example, the vast share of respondents (145 people) knew about the events of Operation Anthropoid and its main protagonists and places in Prague well before coming to the Czech Republic. Some respondents (11 people) watched “Operation Daybreak” film before and 20 respondents read the novel by Laurent Binet called “HHhH”. About 90 respondents used a paper map to locate the Operation Anthropoid sites in Prague, while only 60 used Google maps on their smartphones and handheld devices. Over 70 respondents declared that they were planning to visit two or more sites in Prague associated with Operation Anthropoid events. Some respondents mentioned other sites outside Prague (e.g., Lidice Memorial).

More than a half of the respondents (105 people) stayed in a hotel and spent 3 or more night on average in Prague. Overall, the sample included both younger respondents with lower income and high-end and high-income visitors (see Figure 1).

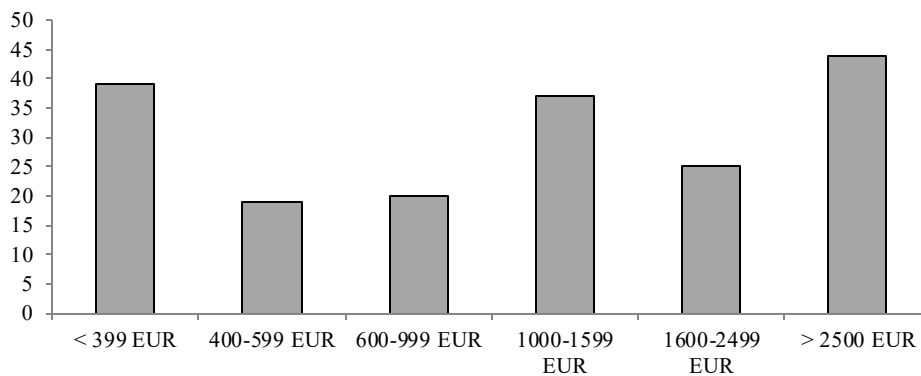


Figure 1 – Division of focus groups participants by income (own results)

The results of the questionnaire survey help to design the focus groups which, in turn, provided further information including the attributes and levels of the intended tourism app. Table 1 that follows presents the results of the focus groups. It reports the main attributes of a hypothetical smartphone app based on Operation Anthropoid events, provides the description of its main features (middle column) and lists the focus groups that recorded the mentioning of each attribute and its description (denoted by the names of the focus groups leaders (moderators)).

Table 1 – Results of the focus groups (Operation Anthropoid project) (own results)

App attributes	Description	Mentioned in FG
Opening video	Introducing the heroic story of Operation Anthropoid in a short but catchy film or cartoon (1-2 minutes)	Fortini et al., Šimková et al., Berenguel et al., Lohynský et al.
Interactive map (Google maps or similar)	Locating one's position on the interactive map (based on or similar to Google maps) and get help in choosing the best tourist route to the next POI. Getting suggestion about other POIs or businesses nearby. Practical info (opening hours, bathrooms) should also be included	Finney & Looney, Fortini et al., Šimková et al., Lohynský et al., Hsiao-Yi et al.
Facts & details	Reading the relevant information on Operation Anthropoid and its main characters (e.g. Heydrich, Gabčík and Kubiš). Scrolling through the photos of the main protagonists	Finney & Looney, Šimková et al., Lohynský et al., Hsiao-Yi et al.
Photos (old and augmented reality)	See the photos of 1942 Prague taken after the events of Operation Anthropoid that would include key points of the tour. Possibility to compare the existing sites and the way they looked in 1942	Lohynský et al., Fortini et al.
Quest "treasure hunt" game	Taking part in the quest that combines education and entertainment and features looking for the clues in order to be pointed to the next POI (possibility of collecting points or to compete with other players)	Berenguel et al., Lohynský et al., Fortini et al., Šimková et al.
Transportation	Checking for transport connections and buying tickets for the Prague's public transport	Finney & Looney, Šimková et al., Lohynský et al., Hsiao-Yi et al.
Mode of delivery	Both App Store and Google Market Play	All FG
Price	Free of charge (possibility to have the light version or payment by donation)	Finney & Looney, Šimková et al., Fortini et al.

Table 1 also provides a blueprint for the potential tourism app related to the events of Operation Anthropoid depicting the results generated in 9 focus groups. The left column represents the main "building blocks" of the potential app with further dissemination of their contents and functionality.

Conclusion and directions for further research. The paper clearly shows how innovations featuring modern ICT technologies might be employed in modern tourism marketing. It demonstrates how the in-depth focus groups can be used to assess residents and tourists' preferences for a tourism smartphone and tablet app that would enhance access to intangible cultural heritage in Prague using the WWII story of bravery and heroism.

Overall, we find that the tourism potential of Operation Anthropoid story in Prague remains largely unused. The majority of the visitors visiting the National Memorial to the Heroes of the Heydrich Terror (the crypt of the Cyril and Method Church where the final battle between the SOE parachutists and Gestapo took place) are from abroad. Our survey held

in March 2015 with the visitors of the Memorial confirmed these findings and revealed most of the visitors come from United Kingdom, France, United States, Australia, and the Netherlands. The majority of these people stated that they learned about the story of Operation Anthropoid from the British 1975 war film “Operation Daybreak” or from the book “HHhH” by the French writer and historian Laurent Binet.

Moreover, our results show that the potential smartphone and tablet app should contain an opening introductory video about the Operation Anthropoid, an interactive map, facts & details augmented reality photos, a quest with a possibility to collect points or play against other users, as well as the information on the Prague transportation and the possibility to buy tickets online. The app should be offered free of charge, as a so-called “light version” with a possibility to buy the full version, or should be offered for free download at App Store or Google Market with an option to send a donation to its creators.

Our results might lead to the successful creation and implementation of the geolocation game which became very popular recently due to the breath-taking success of the “Pokemon Go” game worldwide.

As for the pathways for further research, an analysis of attributes and other features of potential app might be also tested using a conjoint analysis approach or revealed preferences techniques. Some more research can be done on eliciting the willingness-to-pay (WTP) for the potential app-like game.

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В. Стрілковські. Інновації в маркетингу туризму: приклад операції «Антропоїд» у Празі

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Інновації в маркетингу туризму: приклад операції «Антропоїд» у Празі

У наш час, коли різні інновації успішно проникають в область маркетингу туризму, вплив нових технологій докорінно змінює шлях, по якому міжнародний туризм буде розвиватися в найближчі десятиліття. Так, наприклад, досить дешевим, але ефективним способом посилення інноваційності традиційного маркетингового підходу до туризму в культурних туристичних напрямках є гра-додаток для смартфонів і планшетів, що базується на місцевих історіях, міфах і легендах. У цій статті розглядається потенціал мобільного додатку геолокаційної гри, заснованої на подіях операції «Антропоїд», що відбувалися в Празі в 1942 році. Наші результати показують, що геолокаційні ігри являють собою дуже вдалі приклади інновацій у маркетингу туризму.

Ключові слова: інновації, маркетинг, туризм, культурна спадщина, операція «Антропоїд», Прага.

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Инновации в маркетинге туризма: пример операции «Антропид» в Праге

В наше время, когда различные инновации успешно проникают в область маркетинга туризма, влияние новых технологий в корне изменяет путь, по которому международный туризм будет развиваться в ближайшие десятилетия. Так, к примеру, весьма дешевым, но эффективным способом повышения инновационности традиционного маркетингового подхода к туризму в культурных туристических направлениях является игра-приложение для смартфонов и планшетов, основанная на местных историях, мифах и легенда. В данной статье рассматривается потенциал мобильного приложения геолокационной игры, основанной на событиях операции «Антропид», которые проходили в Праге в 1942 году. Наши результаты показывают, что геолокационные игры представляют собой очень удачные примеры инноваций в маркетинге туризма.

Ключевые слова: инновации, маркетинг, туризм, культурное наследие, операция «Антропид», Прага.

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