

MICRO-REGIONAL TOURISM BRANDING AN OVERVIEW OF THE BRAND “THE LAND OF HATEG – WHERE LEGENDS LIVE”

Laura VESA

***Abstract:** The aim of this paper is to present a practical experience of place branding model development and implementation. The author of the paper proposed and coordinated the implementation of this branding model starting 2013 in the Land of Hateg, Transylvania. Upon a previous several years' research on the characteristics of the micro-region, assessment of the needs of the population and visitors, research and analysis on the strengths and opportunities of the area, a creative model of tourism branding was developed. After only three years of implementation it was recognized as a best practice model both academically and also by tourists, being awarded with a certificate for remarkable accomplishments issued by the largest traveller and tourist community in Romania and becoming a case study in the area of quality management of touristic activities, published in the scientific research magazine of one of Romania's top universities.*

***Keywords:** place branding, tourism, The Land of Hateg, model, best practice*

Introduction

Studies and research in the field of place marketing, especially regarding the area of place branding have been developed preponderantly in the last twenty-five years, most of the theories being shifted from the mainstream branding domain (Blain et al. 2005). Moreover, theories regarding place branding stemmed mostly from the field of tourism development, considering the place merely as a destination for tourists and visitors, and in 2004 it was even suggested that “almost nobody agrees on what, exactly, place branding means” (Anholt 2004). In time, studies within various disciplines discussed place branding in different ways: by comparisons between branding a product or service and destinations or cities (Cai 2002; Gnoth 2002; Parkerson & Saunders 2005), by comparisons between corporate branding and city brands (Trueman et al. 2004) and similarity to corporate umbrella branding (Gnoth 2002; Papadopoulos & Heslop 2002).

The aspect of image building and reconstruction was also studied (Curtis 2001; Hall 2004), as well as the use of terminology in place branding (Hanna & Rowley 2008) and the role of emotional connections with consumers (Hall 2004; Gilmore 2004). More recently, research regarding place marketing and branding was broadly conducted within the field of business and marketing, but

even though, scholars state that place branding research has only just begun to take account of the deepening and broadening of the mainstream branding domain (Hankinson 2010).

When we refer to a tourism destination brand, we talk about a perception. Moreover, we talk about the image or the tag that comes into people's minds when thinking about a certain place. Eventually, we talk about the emotions that people feel when hearing a name or seeing a logo of a certain place. The tourism brand is the image that people link to a tourism destination and reflects both their expectations and the brand promise of that place. Essentially, the tourism brand represents the amount of qualities of a tourism product or destination that brings value to the consumer (Aaker & Joachimsthaler 2012; Gallarza et al. 2002).

The local branding derives from the existing particularities of a certain place. Naturally, a distinct tourism brand enables a more flexible approach, thus emphasizing the differences and particularities of a specific area or place, which creates a higher perceived value of the offer's quality and variety. Furthermore, it has the capacity to emotionally connect the potential tourist to that specific place, which adds value and efficiency gains to the marketing process when "selling" that specific tourist destination to the customers (Campelo 2015; Therkelsen 2015).

Should there be several features, locations or events which are attractive enough to be successfully promoted and to become a brand on their own, one could make use of sub-brands. Thus, the local tourism brand becomes an "umbrella brand", which will be advertised mostly through general promotional materials and in a rather formal context (presentation items, ads regarding the area in the general context of a region or country). Sub-brands will follow the same rules of use, but they approach a narrower target than the local tourism brand. Naturally, the target market of sub-brands is narrower than that of the local tourism brand, is strictly focused on a specific theme and addresses a strict and limited interest of a group of potential visitors (Zenker & Braun 2010). Overall, the whole target groups of all the sub-brands must match the target market of the local tourism brand.

A local tourism brand is a promise of value, a promise that must be delivered (Campher 2014). A good tourism branding can help improve the place's attractiveness to tourists, just as an uninspired branding may keep the visitors away. A local tourism brand which is well-known on the market acquires brand recognition and that is strongly influenced by its visual presentation. An effective visual identity is achieved through the consistent use of certain visual elements that create distinction, such as specific fonts, colours and graphics. Colour is also a very important element of brand's visual identity for a colour that stands out provides an effective way to assure differentiation in a crowded visual market. Underlying each brand identity there is a brand mark or logo.

Brand development is extremely important in nowadays tourism. A local tourism brand must be integrated into the general concept of tourism development

of the specific area and it has to match the local tourism strategy, if there is one, or at least to follow some general tourism development guidelines.

In this particular case there were two different tourism strategies developed for the Land of Hateg, but none was implemented. One was the official Hunedoara County tourism strategy and the other one was a niche tourism strategy proposed by the University of Bucharest for the Dinosaurs Geopark of the Land of Hateg. Both were thorough analysed and parts of their guidelines were followed in the development of the new umbrella brand.

The Land of Hateg – a Transylvanian micro-region

Situated in the South-West of Transylvania, The Land of Hateg is one of Romania's richest places in natural diversity and density of historical monuments and vestiges (Muntean 2012). In 2009 a Romanian NGO called SENS - the Society for Nonformal and Social Education, of whose programmes I coordinate pro bono for almost a decade, initiated a project aiming to improve the level of tourism education and also cultural education in the Land of Hateg. It started with a narrow research and a report on the level of public notoriety of 10 monuments and tourist attractions from the Land of Hateg, with a focus on their preservation and proper use, in terms of sustainable development. Step by step, during the following years the project grew into a real initiative of place branding, education and cultural preservation of the entire micro-region.

As a general historical and geographical brand, the "Land of Hateg" brand has been present for hundreds of years and is irreversibly linked to the history of Transylvania. Originally it was only represented by its name which defined the boundaries of a geographical area. While the geographical demarcation remains its main attribute, the brand has also gained other features over time and has itself become an umbrella brand to other sub-brands represented by the amount of valuable attractions that this land has to offer. Even though it has been a brand, The Land of Hateg has never had its own visual identity. The only mark which provided some partial visual identity to this area was a brand of beer called "Hategana" which used for its logo the image of the European bison, naturalized in the 1960's in the Slivut Forest Reserve, near Hateg town. None of the individual attractions of the Land of Hateg were given a consciously and consistently created visual identity, the only image that has remained in people's minds being the one of Densus Church and that is because photos of this monument were used from time to time on some national and international tourism promotion materials, mainly due to its spectacular and unique architecture. However, even this monument has not had a clear visual identity, logo or tag line.

"Where Legends Live" – a tourism brand

Nowadays, thanks to its huge touristic potential, The Land of Hateg is growing more and more as a tourism brand of excellence. Precisely due to the

extent of its potential, which is represented by multiple tourist attractions in several thematic areas, the brand of The Land of Hateg may not just be represented by a single image of a monument or attraction, but must become an umbrella brand that would express the integrated nature of all its components, a complex area where one may find multiple and unique tourist attractions and, on the other hand, it must keep its image of a "land/ country" unaltered.

After years of research on the characteristics of this micro-region, direct assessment of the needs of the population and tourists, research and analysis on the strengths and opportunities of the area, SENS created an integrated branding model for The Land of Hateg, based on the one element linking all the features of the region: its legends (Vesa & Muntean 2013). Using this symbolical framework and in compliance with the previous considerations, the visual identity of the umbrella brand was created.

Taking into consideration the historical perception of this micro-region, deeply preserved and embedded in the collective consciousness, that of a "country" or an independent land, with people proud of belonging here and traces of all known historical periods, we chose to create a visual identity for The Land of Hateg using heraldic elements that suggest the shape of a coat of arms.



Fig. 1 Visual identity / umbrella brand logo of The Land of Hateg

The elements forming the stylized coat of arms of the Land of Hateg tell the stories and the legends of this area: the central element of the coat of arms is a shield-shaped component, suggesting a chivalrous character. It says that here, during the medieval ages, valiant knights and nobles rose and fought for their land. In the middle of the shield, Romania's national colours are to be found, separated and inverted as not to be confused with a flag, but only to suggest the national identity and also that this is the first cradle of the Romanian people.

The red colour symbolizes the passion of its defenders and their blood sacrifices, from ancient times when the Dacians and Romans fought at Tapae,

up to the modern times, in World War I and World War II when battles took place on the banks of river Strei. The European bison silhouette applied over the red section stresses the meaning of the colour, adding the perception of strength and, at the same time, it represents the natural wealth of the Land of Hateg as this majestic animal was re-naturalized here.

The yellow colour symbolizes the fertile fields of the Hateg valley, suitable for growing abundant crops, while the middle circular emblem emphasizes the significance of the colour, suggesting the round traditional homemade bread. In addition, this circular form represents the existing customary crafts and culture, kept unaltered in this land from ancient times, and it corresponds to the models found on the traditional wood carvings.

The blue colour suggests freedom and cloudless blue sky, where the peaks of Retezat Mountain can be seen rising in the distance on clear sunny days. The mountain that guards the Land of Hateg is only suggested in the visual, but it does show one of its key attributes, through the white colour – it is covered by snow most of the year.

At the bottom of the national colours, the green colour is bordered by a wavy white line suggesting the land's richness in flowing waters, but it also has another meaning in a different context: the bottom of the shield is green, which signifies natural wealth. Also, correlated with the elements above, it gives a subtle hint about the multiculturalism of this region which was, for several centuries, a part of the Austro-Hungarian Empire. Red, white and green are the national colours of the neighbouring country – Hungary – and placed within the same context as the Romanian national ones suggests unity in diversity, multiculturalism and also uniqueness.

On the green section of the logo there is a symbol of a dinosaur, as the entire Land of Hateg is a Dinosaurs Geopark, part of UNESCO Global Geoparks Network (UNESCO 2015). This symbol is also a tribute to Franz Nopcsa, the first scholar that discovered and studied the dwarf dinosaur fossils from the Land of Hateg and the founding father of palaeobiology (Muntean 2013).

At the top of the logo, above the shield, symbolizing the “crown” of the Land of Hateg, like on the most heraldry signs, there is the stylized design of this place's “treasure” – the monument of Densus church. Its representation underlines the inseparable historical connection between faith and cultural development, wealth of monuments and their uniqueness.

The fonts used to write the name of the place and the tag line were selected due to their aspect reminding both of medieval document writing and old stories. The perception of the written message had to be in line with the entire logo construction and this type of font suggests an archaic as well as a legendary dimension.

The words composing the tag line are actually the very "promise" made to the visitors. They connect today's real world of the Land of Hateg to a world

of legend and myth: “The Land of Hateg - Where Legends Live”. When promoting a brand, one has to make sure that the brand promise is respected and the very tangible benefit that makes the brand desirable exists and is available to the clients. In this case the promise was: “Where legends live”.

In order to make sure that the brand promise is delivered, starting with the year 2014 SENS continued to analyse and to collect data regarding legends, tales and myths from the Land of Hateg and thus three main categories of legends and folk tales have been labelled: legends about some historical and/or fantastic events and people, legends about natural monuments and/or wildlife and legends about dinosaurs and/or fantastic creatures. Due to the fact that on national level there are no established or at least official brands, part of a national tourism strategy for certain types of tourism, SENS considered necessary and appropriate to develop sub-brand concepts that would assure a specific identity for the tourist attractions in the Land of Hateg. Thus, under the umbrella of the tourism brand of the Land of Hateg, the themed sub-brand concepts were created following both the official tourism strategy of Hunedoara County and the guidelines of the Dinosaurs Geopark but using the findings from the research upon the legends of the Land of Hateg.

The three main categories of legends were grouped as: #Legends of the People, #Legends of the Nature, #Legends of the Dragons (SENS 2015) and became the sub-brand concepts used under the umbrella brand “The Land of Hateg – Where Legends Live”.

To respect the brand promise, the challenge was also to deliver meaningful legends and to find the best ways to reach their maximum potential impact, and therefore a LegendRoom was developed - an exhibition with legends meant to be, at the same time, an education centre, a cultural heritage preservation method and also a tourist attraction. It presents characters from local historical legends, like a museum of legends, with their clothes, weapons and objects – as described in tales and folklore.

Since its creation, the brand of The Land of Hateg and its sub-brand concepts were used to promote this micro-region on various types of materials: printed, on-line, photo, video and audio. SENS edited a book presenting all the tourist attractions of the Land of Hateg, printed a map of the most interesting places to visit, created materials like short videos for TV and podcasts for radio presentations, gave interviews and provided photo and video material for newspapers, radio and TV stations, printed postcards and T-shirts and, moreover, created a website and a social-media page with a constant organic growth of followers. Today, “The Land of Hateg – Where Legends Live” has over 5.000 followers on Facebook.

Legends of the Nature

The Land of Hateg is a Nature Park, a protected area containing 2 Natura 2000 sites and 8 nature reserves. It is also surrounded by other protected areas - Retezat National Park, Gradistea Muncelului-Cioclovina Nature Park, Domogled-Valea Cernei National Park, the two Natura 2000 sites - Tinutul Padurenilor and Tarcu Mountains - and the Jiu Gorge National Park. You will find here European bison, 140 butterfly species, over 1200 plant species, 190 bird species and "ferocious" carnivorous plants.

In the Land of Hateg you'll discover breath-taking landscapes, virgin forests, wild river valleys and lots of other unforgettable natural beauties. The Nature Park is like a large scientific laboratory of paleontology, geology, hydrology and botany, amongst other sciences and home for some rare and endangered species.

There are two Unesco sites in the Land of Hateg

- Retezat National Park
Biosphere Reserve
- Dinosaurs Geopark Nature Park
Geological Site

lonely planet 2016 The Lonely Planet travel guide placed Transylvania as #1 of the recommended tourist destinations for 2016.

BEST in TRAVEL The Land of Hateg is a part of Transylvania.

In the Land of Hateg you'll find traces of all the historical periods, from the Paleolithic period up to the present day. Here is the place where the Romans discovered such a great treasure that made the gold price fall, causing the world's first known financial crisis. Since it's a part of Transylvania, the people here still believe werewolves exist and you should also know that this land is the home of Zorro's literary grandfather, The Black Mask.

Some people name this region "The land of citadels, castles and stone churches". Take your time to learn new and amazing facts of history, because here you'll have the chance to discover a large number of archaeological sites. A huge citadel from the early Iron Age, holding a great megalith - ceremonial altar for sacrifices; the ancient capital of the Roman Province of Dacia - Ulpia Traiana Sarmizegetusa; the medieval Citadel of Coltz, inspiration for Jules Verne - "The Carpathian Castle"; the stone church of Densus, believed to be one of the oldest temples in Europe; a restored citadel used by the rebellious Kurutz outlaws; the Kendeffy reformed stone church of Santa-Maria Orlea and, last but not least, the nearby Castle of Hunyad, one of the best preserved medieval castles in Europe.

Legends of the People

The Land of Hateg was the first land of this part of the world. 70 million years ago, when Europe was almost entirely covered by the Tethys Sea, the Land of Hateg did exist, as a great archipelago of islands, home of some extraordinary and exclusive Dragons: the Dwarf Dinosaurs.

From ancient times people had discovered "huge bones" in the Land of Hateg, and the word was that the bones belonged either to the biblical giants, or to some dragons, like the one slain by Saint George. In the early 1900's a local baron, Franz Nopcsa, decided to study those bones. He grew so interested in this subject that, at the age of 22, he wrote a book and named the first dwarf dinosaur he had discovered, *Limnosaurus Transilvanicus*. In time, he developed new and bold theories about dinosaurs, that eventually proved to be right, and became the father of the science called paleophysiology (now paleobiology).

Nopcsa proved that the Land of Hateg was, in the Upper Cretaceous, a prehistoric island and the dinosaurs living on this island had to shrink in order to adapt to the island conditions (this theory is known today as "the island rule"). Nowadays, due to his work, we have the unique Dwarf Dinosaurs of the Land of Hateg and a Dinosaurs Geopark.

Legends of the Dragons

Fig. 2 Use of the sub-brand concepts of The Land of Hateg on a flyer

Integrated communication channels were used to promote the brand but still on a rather small scale due to the non-profit character of the organization and the lack of necessary funds and resources needed for a wider scale promotion initiative. The printed materials were distributed mainly on local events and the production has never exceeded a few hundred copies.

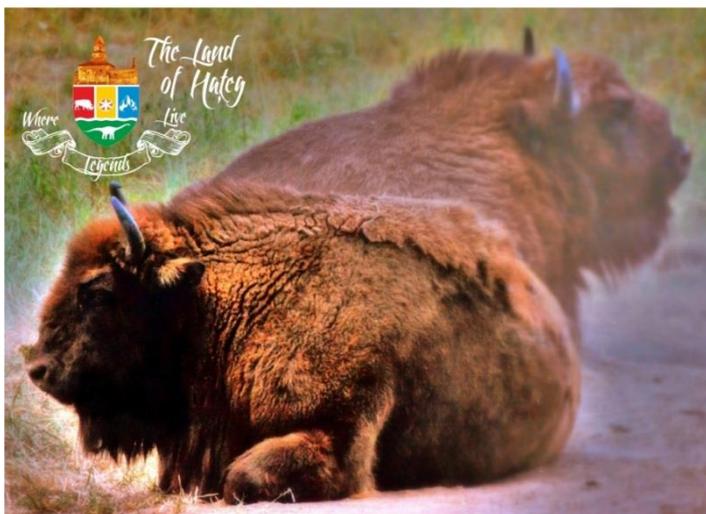


Fig. 3 Use of the brand / visual identity on a postcard of The Land of Hateg

Nevertheless, the impact of the new brand of the Land of Hateg was remarkable. Today the website www.visithateg.com is used even by the Hunedoara County authorities in their external communication when presenting the region, on one hand because it is, at the present time, the only website promoting the Land of Hateg that has an English version and on the other hand because it meets all the professional criteria for a tourism promotion website. It is worthy to mention that the website was also used as an example, case study and educational tool during a regional seminar on tourism as a sustainable development instrument for local communities.

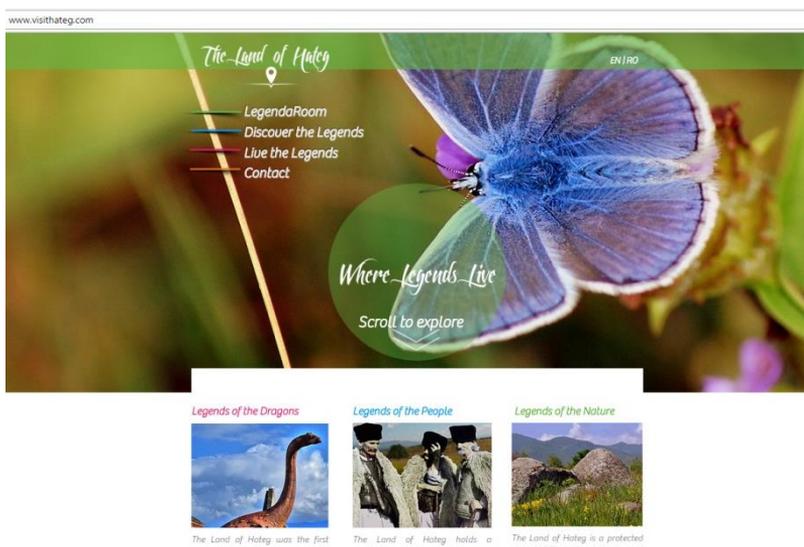


Fig. 4 Use of the sub-brand concepts of The Land of Hateg on the website

In 2016, after three years of hard work, “The Land of Hateg – Where Legends Live” became not only known as a successful, yet unofficial, branding and tourism strategy of a Romanian micro-region, but it was also academically recognized as best practice model in the scientific research magazine of the University of Bucharest (Vîlsănescu 2016).

The most important recognition though was the one received from the tourists, because it is the only one based on true experience and that cannot be faked. The largest traveller and tourist on-line community in Romania – *www.AmFostAcolo.ro* (I was there) – comprising over 75.000 travellers, awarded SENS with a certificate of excellence for its remarkable accomplishments in promoting The Land of Hateg (AmFostAcolo 2016).

Conclusions

There are four main areas for conclusions: prerequisites, originality, replicability and sustainability.

The development of a solid and successful place brand, especially for a micro-region, requires a lot of hard work, many resources and a huge amount of time and energy, but it can be done even only out of passion, by a team of dedicated volunteers. This is one of the best examples of a pro bono work for a micro-region (of about 1.300 square kilometres, inhabited by about 36.000 people grouped in 11 local communities), done by no more than 10 volunteers during three years, using nothing but local resources, from the money raised through some income-generating educational activities to the creativity and skills used to create graphics, pictures, texts, videos and events, from their limited time spent on endless research trips to the stationery supplies provided by only a few generous local sponsors. So, in terms of prerequisites, it depends, upon the developer and its motivation: if it is to be done by a local authority or some other institutional stakeholder, as a part of an official strategy, it requires a thorough analysis, solid strategic planning, a dedicated multidisciplinary team and other support human resources, a generous budget and some time. If it is the case to be done by volunteers, as in our example, it requires the same, with the exception of budget and time, because when there is not enough money available, one needs much more time for implementation.

In terms of originality, perhaps the most important aspect is linking all the different features and different types of characteristics (natural, historical, cultural, educational and scientific, etc.) of the land through one simple element and using that element as a foundation, in order to build a branding model and a branding strategy. In this case it was about legends, but there are endless features that can become a binder of a region’s characteristics in a creative brand construction.

All micro-regions, all over the world, have a traditional folklore with legends, tales, stories and sayings. All these cultural treasures can be, anywhere,

a base for such a type of tourism branding and promotion, meaning that there is a very high potential of replicability, with the one condition of choosing the proper way of telling the legends. As some recent research concludes that for many business fields it is important how the story is told, and that storytelling can motivate people to engage in some types of behaviours, it is up to the storytelling talent of the ones creating the brand if the legends will be or not the one element making a true difference in the future development of tourism.

Not least, when all of the above is in place, sustainability will follow, for when and if the branding model is a successful one, tourists would come and visit and that generates sustainability.

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NOTES ON THE AUTHOR

Laura VESA is Programme Director at SENS - the Society for Nonformal and Social Education, economist, photographer and certified trainer with a MA in Tourism. She is the co-founder of the micro-regional brand “The Land of Hateg – Where Legends Live” (2013) and of the non-formal education centre, cultural heritage preservation method and tourist attraction called LegendaRoom (2015).

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E-mail: lauravesa.eu@gmail.com