



Publisher

<http://jssidoi.org/esc/home>



SUSTAINABLE COMMUNICATION AS A MARKETING ELEMENT

Margarita Išoraitė ¹, Irena Alperytė ²

^{1,2} Vilniaus kolegija/Higher Education Institution, Didlaukio str.49, LT-08303 Vilnius, Lithuania

E-mails: ¹ m.isoraitė@vyf.viko.lt (Corresponding author); ² i.alperyte@vyf.viko.lt

Received October 12 2023; accepted February 11 2024; published March 30 2024

Abstract. Sustainable communication refers to any communication related to corporate social responsibility, considering economic, social, and environmental concerns and the interests of all stakeholders. The fact that media culture has become a dominant force of socialization is discussed in the article. The other point here is that at the beginning of the twentieth century, there were about 3500 manor houses in the territory of present-day Lithuania. Currently, only about 600 of them have survived. The description of the communicative strategies that some of the manors apply, such as by Paliesius manor, can prompt far-reaching conclusions. The general idea of the article is that castles and estates located in priority areas of the country's tourist attraction can be decisive in promoting the nation's heritage, tradition, and culture. The strongest precondition for this influence can be the part of programming that those heritage objects undertake.

Keywords: manor; culture; communication; sustainability; public interaction; territorial marketing; end-product for visitor

Reference to this paper should be made as follows: Išoraitė, M., Alperytė, I. 2024. Sustainable communication as a marketing element. *Entrepreneurship and Sustainability Issues*, 11(3), 211-226. [http://doi.org/10.9770/jesi.2024.11.3\(14\)](http://doi.org/10.9770/jesi.2024.11.3(14))

JEL Classifications: M31, M30

Additional disciplines: information and communication

1. Introduction

The manor (curia) was first mentioned in Lithuania in the middle of the 13th century. It was both the residence of Lithuanian ruler Mindaugas and the economic and administrative centre where the tributes of the surrounding settlements were collected. The spread of estates (network) directly expressed the monarch's power and his trustees residing in them. In the 13th century, these estates were likely rarely spread over the territory of the ruler's domain, and their structure (both material and social) still needed to be more robust; the state of Lithuania was forming, and the manor was one of the first signs of the existence of the state. Later sources allow us to talk about Lithuania's denser network of castles and estates. The sources clearly distinguish the castle from the manor. This proves that not every manor could be a castle simultaneously. In the 14th century, the estates of the Lithuanian nobility were described by the term *yard*. The courts of the nobility were less developed than the castles and estates of the Grand Duke. These latter ones were clear reflections of power and status. The manor was served by different groups of people and services scattered around. The courts of the nobility also had a group of subordinate people (captive

people). The nobleman's court expanded its structure and, over time, “copied” the model of the lord's manor, turning it into a manor, both an administrative and economic, as well as a representative and social structure.

Part of the cultural treasures accumulated in the estates during the mid-17th century, in 1812, during and after World War I and World War II were destroyed, a part of the Russian authorities left after the uprisings of 1830-1831 and 1863-1864, and another part of the movable cultural property was taken by the landlords themselves to Poland and other countries, and the rest were turned into state institutions (museums, archives, libraries). During the liquidation of the estates by the Soviet authorities in 1940–1941, the cultural assets were nationalized. Currently such objects are protected worldwide (Ortiz & de Madariaga, 2021).

The article's authors will look at the communication techniques that manors (estates) could apply today to spread the word about the manors globally.

2. Literature review

2.1. Communication and culture communication concept analysis

Currently, communication sciences recognize several meanings of communication and have many definitions of communication. All this reveals that the perception of communication is different. Communication is defined as the exchange of informational signs. It is a process whose purpose is to share information, feelings, and thought contents with the exchange of information. Communication is always directed to someone else – to the listener, and it is always an interaction between two – the speaker and the listener. Communication can evoke emotions. Hermawati et al. (2022) mention that business and marketing practices are based solely on rational and emotional considerations. According to Hermawati et al. (2022), if we take finance business at a sensible level, someone is trying to achieve financial gain alone rather than considering whether a company is conducted according to, let us say, religious laws. Marketing is based on the power of logic and scientific concepts. In contrast, at the emotional level, marketing uses human feelings; at this level, empathy, the ability of marketers to understand the emotions and feelings of customers, is essential.

Malik et al. (2021) state that in scientific literature, three aspects measure communication: formality, informality, and willingness to communicate. According to Malik et al. (2021), proper communication includes meetings, document sharing, etc., and barriers between team members still need to eliminate this form of communication. On the other hand, with the help of informal communication, people get to know each other's culture, habits, and skills. Company communication can be divided into two types: internal and external. Internal communication provides an opportunity to carry out and coordinate formal tasks. External communication occurs by forming public opinion, responding to user letters (requests, complaints, claims, etc.), advertising, placing orders, and exchanging information. Thus, effective external communication forms a positive image of an organization.

Ṭigan et al. (2021) consider that communication can be (1) intrapersonal communication (with self); (2) interpersonal (with others); (3) metacommunication or what is communicated to interlocutors through gestures, facial expressions, and voice intonation, body posture, clothing, etc. According to Ṭigan et al. (2021), the status in any community is always influenced by an individual's ability to share emotionally. This can be translated into positive outcomes depending on the social, personal, and professional status.

Brinia et al. (2022) argue that communication, as a concept, has attracted the interest of scientists from various fields of science. It can have different interpretations and definitions depending on the approach taken. According to Brinia et al. (2022), communication is a form of interaction where various messages are transmitted or exchanged. Different technical definitions of communication in the literature describe communication as an interactive process between at least two people - the sender and receiver. This interactive process shows that communication is a dynamic and ever-changing process.

Primožič et al. (2022) mention that communication strategies are a powerful tool to influence people and raise awareness. According to Primožič et al. (2022), when it comes to sustainability, this is especially important because it requires a change in people's perception to achieve the much-needed sustainability-oriented society. Therefore, it is necessary to change human actions and day-to-day operations in all areas.

Modern communication tools help businesses achieve good results. In recent years, technological skills and the need for communication skills have grown the most. Through creativity, the proper channels, specialized content, and a transparent system, modern technologies and communication tools can become tools that create added value for business. Ahokangas et al. (2021) mention that modern communication networks, including 5G, are the basis of the digitization of our entire society. According to Ahokangas et al. (2021), mobile networks are increasingly virtualized and become multifaceted service platforms that facilitate context-, location- and customer-specific communication, offering tailored to the needs and content services to meet diverse and localized end-user and vertical needs. Georgiou (2020) argues that new types of assessment, incorporating multimodal and digital elements, are increasingly being used to assess university students' "soft skills", such as communication and science content knowledge. According to Georgiou (2020), more is needed to know whether and how such products evaluate communicative elements, especially when these elements are so closely related to disciplinary knowledge.

Tjøstheim et al. (2020) state that communication is the transfer of information from the sender to the receiver, whose purpose is to reproduce the message as accurately as possible on the receiver side. As Tjøstheim et al. (2020) understand, successful communication, according to this classical view, is the lossless transmission of information from the sender to the receiver's mind, where the concept of information is derived from semantics and pragmatics - that is, from the meaning of vocabulary words and the way these words are used in the ongoing social interaction of intentional actors.

Munodawafa (2008) mentions that communication requires a complete understanding of the sender and receiver behaviour and potential obstacles that may exist. According to Munodawafa (2008), there are challenges in developing the source of what needs to be communicated because it is a prerequisite for program success. Communications (i.e., messages) often come from professionals or the government and are ignored by intended beneficiaries.

Dincer et al. (2022) argue that the term "sustainable communication" refers to any communication related to corporate social responsibility, considering economic, social and, on the one hand, environmental concerns and the interests of all stakeholders. According to Dincer et al. (2022), the abundance of definitions and confusing names of this type highlighted three common meanings of sustainable communication in practice, "responsible communication", "ecological design of communication products", and "communication about sustainable development".

According to van Ruler (2018), mass communication theories focus on communication as a one-way process in which a sender does something to one or more receivers. However, the identity of this subject remains a matter of debate. Some theories have considered communication as a diffusion process, a flow of information in which the sender spreads the message to the receivers, revealing its meaning in this message.

Sharma (2017) states that communication is the art of creating and sharing ideas, and the richness of those ideas makes the communication process efficient. It is a communication process that enables us to communicate with others; we wouldn't do it without him being able to share knowledge or experience with other people. It is the verbal and non-verbal communication of information and understanding between the sender and receiver.

Kirtiklis (2008) thinks that communication theory seeks to accumulate and structure knowledge about communication and, based on it, to explain and predict specific cases of communication, while the philosophy of communication aims to understand the role of communication in the social life of individuals, to determine general communication principles and general communication research guidelines, to solve the emerging methodological problems of communication science.

Marketing communications provide tools that influence the user's decision a little more. Nowadays, you must stand out if you want to have a user. Otherwise, you will be overshadowed by other, more noticeable alternatives. Therefore, it is essential to attract users. So, attracting him becomes the primary goal. It is necessary to take a purposeful action plan and make thoughtful and rational decisions that would be effective and lead to the desired goal. Integrated marketing communication is one of the ways to reach the consumer's attention and thus attract the buyer to use the relevant product or service.

Pruskus (2015) assumes that communication and knowledge management, the main functions of marketing, are closely related to information. On the other hand, communication and news management can also be used to persuade citizens. These two elements – informing and persuading – belong to the public relations activity.

Černevičiūtė et al. (2009) notice that the communicative potential of culture has grown and formed together with the processes of globalization: networks of global culture include the concepts of worldwide society and the world order, models, and methods of organizing social life, etc. According to Černevičiūtė et al. (2009), today, we can observe that there is an emerging media culture that is replacing "high culture", and the attention to the art provided by a famous cultural centre affects many more people. Media culture becomes a dominant force of socialization, creating new patterns of identification, resonance style, fashion, and behaviour images.

Juzefovič (2011) examines how other concepts of beauty and creative communication are formed and why this issue is still relevant for today's aesthetics and communication theory, highlighting the reception of ideas developed in ancient philosophy reflected by current phenomenological philosophy.

As Gudonienė (2013) considers, culture includes certain distinctive human activities. Although different theories provide different definitions of culture, they have a feature which is in common for everybody – the recognition that culture includes knowledge, faith (religion), arts, morals, law, customs, and other abilities, which a person acquires as a member of a specific society in one particular historical period.

Rudokas (2013) suggests that since the 1960s, knowledge has been one of the growing paradigms of society; this happened due to postmodernity, which influenced the situation that public relations are no longer a department of any organization instead – public relations are carried out in a networked structure that public (self) organizes their communication instead of the organization's activities.

Chen et al. (2023) say that trade in cultural products within international cultural communication effectively weakens cultural distance. According to Chen et al. (2023), cultural exchange can strengthen cultural identity, build bilateral trust, and create a trade effect. Still, on the other hand, bilateral cultural differences in the expansion of trade markets force the strengthening of international cultural communication and further reduce barriers dealing with the impact of cultural differences on export trade.

Janavičienė (2009) argues the role of cultural events in the most popular cultural communication measures. According to Janavičienė (2009), within real-time events, direct contact is established between the communicators of cultural values and the consumers of culture, whilst information is directly exchanged, and cultural perception is formed or corrected instantly. What form of the traditional or non-traditional event would be presented to the public

is not particularly relevant. The event must transmit the message (information) to be received favourably, and meet the needs of those receiving that message, which would be understandably conveyed.

Charapan (2018) reveals how cultural communication creates various visiting scenarios for ethnographic museums. Concepts of the open air as a cultural heritage site, natural park and recreational site are trendy in modernity. Research findings can be relevant for cultural strategy developers and communication specialists forming open-air ethnographic museums as communicators and cultural, recreational and educational policy builders.

2.2. Dissemination of knowledge of the heritage of manors

Spreading knowledge of national heritage, it is essential to undertake the preservation and revitalization of family manors as a part of territorial marketing. The state supports specific projects from the state budget, provided they have historical value. The rules for the partial financing of the projects disseminating and revitalizing the immovable cultural heritage with state budget funds are regulated by the procedure for the organization of the tender for partial financing provided by the Department of Cultural Heritage under the Ministry of Culture, including the principles of project evaluation, applications for partial financing of these projects with funds from the state budget procedure for submitting, considering, allocating state budget funds and accounting for their use.

According to the rules for the partial financing of projects of immovable cultural heritage with state budget funds, partial financing can be awarded to (Minister of Culture of the Republic of Lithuania, 2023):

1. Events, artistic and cultural activities, audio, video, information tools, and online projects (except for creating websites) promote tangible cultural heritage protection, revitalization, knowledge, and dissemination.
2. International cooperation and exchange projects: regional cooperation, European cultural routes of the Council of Europe, initiatives of the European Commission's European Heritage Label.
3. Projects that actualize Lithuanian immovable cultural heritage values are included in the UNESCO World Heritage List and contribute to capacity building, competence development, and implementation of volunteering programs in the areas of immovable cultural heritage.
4. Disseminate information about the immovable cultural heritage of Lithuania, including dissemination using information technologies.
5. Publishing: educational, cognitive-informative, scientific-informative, comprehensive publications, scientific studies, monographs, unique professional literature with a volume of at least three pages, 120,000 printing characters (including spaces);
6. Certified "Lithuanian cultural road" projects.

In 2023, 90 applications were submitted for the competition for dissemination and revitalization (publishing) of knowledge of immovable cultural heritage, out of which three applications did not meet the requirements of administrative verification and were not considered, whereas 54 projects were partially financed, the amount of 197,000 euros was allocated for the implementation of knowledge and dissemination projects.

2.3. Manor culture communication as a part of territorial marketing

The promotion of tourist destinations is an essential part of territorial marketing. The main task of promotion is to interest consumers in a tourist area before visiting it directly. Currently, this area of research is of increased interest not only among theorists but also among practitioners. The tendency to study the features of the promotion of regional tourism products is primarily a consequence of changes in the tourism industry. According to the authors, among the main ones, the following can be identified:

- An increase in the number of tourist destinations and, consequently, an increase in competition between them.
- The rapid development of media carriers and information dissemination channels has increased information saturation within the tourism industry.

- The emergence of several new tourist destinations (the so-called sending countries), whose representatives actively travel.

The reasons listed above for the increased interest in the topic of tourism promotion territories give rise not only to strengthening competition in the tourism industry but also new opportunities in disseminating information about the regional tourism product, attracting the interest of travellers, and, in ultimately making more profit due to increased tourist flow.

The key ones, according to the authors, are the following features as

- the nature of the very product (of tourism).
- the multicomponent nature of a tourist destination and the resulting features of financing marketing activities.
- features of each specific region.

Thus, the authors set the following goal-based strategies based on existing concepts and features of the tourist destination to form a program for promoting the destination (manor).

The cornerstone for the strategies is set in the working papers of the World Tourism Organization. “UNWTO: marketing and promotion plan” aims to strategically position the country as a tourist destination and identify tourist models and priority sources, markets, and segments. The algorithm of actions posted on the official website assumes the formation of a detailed marketing and advertising plan for the tourism industry considering the quality and quantity of tourist products, diversity of domestic, regional, and international source markets, image and positioning, branding, quality, and distribution of advertising materials (including e-marketing) and institutional marketing mechanisms added by promotion, including public-private partnerships.

Presented by the World Tourism Organization, the methodology includes several points:

- Review and evaluate the current quality and standards of the country's tourism product, such as existing and potential, from the point of view of its diversity (natural, cultural, or recreational).
- Analyze past and present tourism development scenarios in the country, conduct several visitor surveys in crucial locations, and assess the country's current domestic, regional, and international image as a tourist destination.
- Develop profiles of short-term, medium-term, and long-term perspective destination markets (tourist supply markets) and segments of these markets that can be attracted to the country.
- Determine quality and estimate the cost of current marketing and advertising programs in the country, including promotional materials produced, distribution channels, and electronic marketing methods.
- Review the existing institutional structure for country marketing as a tourist destination and identify and recommend organizational changes necessary to implement effective marketing strategy involving a robust public-private partnership.
- Prepare a medium- and long-term marketing strategy, including recommendations for branding at destinations and identification of financial and technical resources necessary for implementation strategies. The General Marketing Strategy includes a detailed short-term marketing and advertising program for the first five years, indicating activities, goals, and cost estimates on an annual basis.

The plan proposed by the WTO provides a detailed marketing concept. This algorithm of actions includes the study of not only the regional tourism product and past and current marketing programs but also an institutional base, profile and goal setting of clients and the current image of the territory. However, sometimes, the significant determining aspect of the strategy becomes the location's macro- and microenvironment.

2. 4. On the protection of manor homesteads

On October 24, 2023, The Manor Forum was held at the Presidency of the Republic of Lithuania, during which the main parties responsible for the situation of Lithuanian estates met incorporated representatives of state institutions and municipalities, heritage protection specialists and the owners and managers of the estates (see vkpk.lt). The

participants analyzed both the most urgent emerging problems and future opportunities. The hope has been expressed that such an event would stimulate the necessary changes, fundamentally improving the condition of all Lithuanian estates. The proposals of the Heritage Commission were systematized on December 16 2022, and the decision "On the protection of manor homesteads" was made.

There are 484 manor homesteads in the Register of Cultural Values and about 70 homesteads where buildings no longer exist. Solitary since 2014, 46 objects under legal protection have been cancelled.

There needs to be more systematic scientific research on the need for differentiated protection of manor houses. There is an underestimation of the importance of information accumulation, preservation and archiving, the suspension of projects that are significant for the dissemination of the heritage of manor houses, such as the Lithuanian manor database and the Lithuanian manor house atlas.

Estate managers and owners often lack legal and managerial knowledge. Since the heritage objects often depend on grants, the administration needs to be well-trained in public policy to avoid political manipulations and bureaucracy.

The susceptible problem of the integrity of manor homestead complexes when the homestead belongs to several owners – as many as 74 per cent of all manor homesteads in Lithuania – was touched upon. The order and legal regulation of the sale and rental processes are unfavourable for the protection of manor homesteads; the lack of competencies and professional training of specialists in cultural heritage institutions, which are already lacking, so the problem will become even more acute in the future, were discussed. The problem of objects of exceptional cultural value or those on the verge of extinction in 2005 was accentuated. Another sensitive problem was the inefficiency of the list of homesteads of non-privatized estates.

2.5. The existing research on the issue

How to organize communication in manors properly? What are the strengths and weaknesses in the current communicative tools promoting manors? What factors can play a vital act in promoting a nation's heritage, tradition, and culture?

1. To monitor how the heritage property is responding to the public needs and expectations of its local community",
2. To examine the impact of immovable memory on regional development.
3. To envision the opportunities, issues, and threats and inactivate the image as an object of the cultural heritage.
4. To undertake qualitative research, supported by field research on the topic, and produce the research records.
5. To publicize the outcomes of the study while developing prospects for future decisions (Ščiglienė, Kuizinienė et al., 2017).

The most critical issue in modern communication of the estates is their role in territorial tourism.

The paper offers several recommendations on how to redevelop the communicative message of the estates:

- Event congruence (annual events)
- continuity of the calendar
- site-specific heritage services: culinary heritage, crafts and other services
- a high-level amusement
- state-of-the-art housing and catering services
- excursions and other interactive means
- a good rapport with the media

3. Research methodology

The authors' research investigates the methods and peculiarities of studying manor culture communication as a marketing element.

Objectives of the research:

- to describe the concept, benefits, and role of communication and culture of manors and estates.
- to summarize the dissemination of knowledge on the heritage of manors and manor culture communication as a part of territorial marketing.
- to apply the case study method relating it to the manors of M.K. Oginsky “Northern Athens” in Byelorussia to the well-preserved and animated manor of Paliesius in Lithuania.

The article uses theoretical analysis and case study analysis methods. Cultural case studies are used as a reliable research strategy while looking for successful marketing solutions.

Article structure: The article consists of an introduction, theoretical part, research part, discussion, and conclusions. The introduction describes the topic's relevance, problem, purpose, research, tasks, methods, and methodology. The theoretical part (2) describes the communication and culture communication concept, summarizing the dissemination of knowledge of the heritage of manors and manor culture communication as a part of territorial marketing. Part 3 of the article analyzes research methodology. Part 4 analyses the case study method relating it to the Byelorussian M.K. Oginsky manor “Northern Athens - the estate of the famous creator of the Polonaises and the Paliesius manor in Lithuania.”

The input to this study is to develop theoretical and empirical arguments about the case study method, relating it to the manors acting as specific cultural hubs in the area.

4. Case studies' analysis

4.1. Case study of the M.K. Oginsky manor

One of the attractive ways to draw public attention to the tourist site is a celebrity. This type of manor is dedicated to a real persona who lived on the site. The village of Zalesye, incomparable to any other, in the Smorgon district of the Grodno region (Byelorussia), owes its name to the estate of Michal Kleofas Oginsky, a great diplomat of the three neighbouring countries.

According to the famous historian of the 19th century, Czesław Jankowski – the peasant settlement on the site of today's village of Zalesye was then called Derby (from the word “to tear”), which means "cleared place". Near Derby, M.K. Oginsky founded another village named "Améline" in honour of his eldest daughter.

The land ownership of the Oginskys around Zalesye was a whole “key” of surrounding lands with serf villages. In the first half of the 18th century, this large landholding was acquired from the previous owner by Michal Kleofas's great-grandfather, Vitebsk voivode Marcian Michal Oginski (1672-1750). According to his will, Zalesye went to his fourth wife, Tekla Anna Lyarska, after his death. After the death of Lyarska (1765), the owner of Zalesye became Tadeusz Oginski (1712-1783), son of Marcian Michal from his first marriage, castellan, and later voivode Troksky (of Trakai), a grandfather of Michal Kleofas. Uncle Franciszek Xavier intended to bequeath all his property to his nephew, Michal Kleofas Oginsky. However, it happened so that Michal Kleofas had the chance to become his heir only 12 years later, having lived all these years as the guardian of his elderly uncle.

On April 28, 1802, M.K. Oginsky, having received the imperial decision of Alexander I to become the guardian of the elderly Franciszek Xavier, returned from St. Petersburg to Lithuania and settled in one of his uncle's estates – Zalesye near Smorgon.

The estate of Frantiszek Xavier was a wooden manor house built in the first half of the 18th century, added by a farmyard, a wooden mill, a brewery, a garden, and a vegetable bed. A pond was dug behind the house. The Zalesye estate also included a transport facility on the Viliya River, three taverns, meadows in the floodplains, the Olenets forest and a brick factory on the Belaya River. Not far from the estate was an ancient wooden Orthodox Church of St. George the Victorious, as no church was nearby.

Almost immediately after arriving in Zalesye, Mikhail Kleofas began the construction of a new stone palace next to the old one. He accepted the architectural project of Vilna University architecture professor Michal Schulz for implementation. The construction was carried out under the supervision of the Vilnius architect Jozef Pousse. The palace of Michal Kleofas received a look previously unseen in the construction of aristocratic residences: it consisted of two one-story wings elongated at right angles, between which and at the ends of which there were two-story pavilions. The primary wing, with columns, was 50 m long, and the side wing and the greenhouse were 160 m long. This elongated wing was presented in the famous engraving “Zalesye in Lithuania. 1822” by Oginsky's young secretary Leonard Khodko.

The construction of the palace was completed by 1815. The architectural style in which the palace was built corresponded to the canons of Classicism. In addition, the entire building was erected almost without a foundation. The central part of the palace was marked by a portico of four Tuscan columns and was crowned with a small turret in which a striking clock was placed, with dials and arrows on all four sides. A ball was attached above the tower, and a unique bell chimed the time.

Further, the historian Jankowski describes in detail all the manor and park buildings, their beauty, and admiration for the nature of Zalesye, allowing us to visually imagine the view of ‘Northern Athens’, the estate of the famous creator of the Polonaises.

The Zalesye estate received the sublime name ‘Northern Athens’ from his contemporaries because it is a centre of social and political affairs discussed here, new musical and literary works listened to, and live musical festivals organized.

Along with the outbreak of World War II and the annexation of Western Byelarus to the BSSR, all owners of the Zalesye estate left it. In 1939-1941, in the Oginski palace, there was a spa for the residents of Minsk. After the end of the war, the spa resumed its activities. In 1961, it was converted into a nursing home. In 1977, the territory of the estate and the palace were transferred to the balance of the Smorgon silicate plant, which meant nationalization, planning to create a sanatorium here for its employees. At this time, the plant even ordered the restoration of the estate and its adaptation to a dispensary. Still, the project was not implemented due to a lack of financial resources.

The successful revival of the Zalesye estate can only be imagined with the daily detailed work of the leadership of the Smorgon district organizations. Without exception, they all pay significant attention to preserving Zalesye's historical heritage. Thanks to them, reviving the estate and historical memory became a priority, and a constant search has been carried out for the most successful solutions and close cooperation with the relevant state and cultural institutions.

Since 2014, the state historical and cultural institution “Museum-Estate of M.K. Oginsky” has been in the composer's palace, and since September 2015, there has been a permanent museum exhibition. The article's author

had visited the estate and, with her students, staged a performance in Vilnius Academy of Arts, dedicated to Oginsky's (1765 – 1833) 250th anniversary.

In 1996, the estate of M.K. Oginsky became a branch of the State Museum of the History of Belarusian Literature. On September 25, 2014, the official opening of the museum estate of M.K. Oginsky took place, and a year later, on the composer's 250th anniversary, the current museum exhibition opened.

Contents and Programming

The museum offers the following items on display:

- The exposition of the museum estate of M. K. Oginski is represented by 13 halls, in which its visitors can get acquainted with the life and work of the talented composer and statesman Michal Kleofas Oginski and become imbued with the spirit of 'Northern Athens'.
- The "Music of Oginsky" hall might interest guests of the estate with musical instruments of the 19th century and allow them to plunge into the harmonious atmosphere that reigned in this estate during Oginsky's life.
- In the "Fireplace Hall", visitors could see a gallery of portraits of the Oginsky family, and the exhibition "The Bureau of M. K. Oginsky" tells the story of the state activities of the famous politician and diplomat Oginsky.
- Exposition of the hall "Greenhouse. Temporary exhibitions" demonstrates the variety of exotic plants of the tropics and subtropics that grew on the Oginsky estate in the 19th century and introduces visitors to artists' works.
- The Coffee House is the composer's famous summer dining room, where he often received guests. Now, there is a coffee shop in this greenhouse

Among the foremost collections of the museum, the following items are in the funds:

- Old printed editions (Memoirs of M. K. Oginsky)
- Musical instruments (zither, 19th century violin)
- Printed publications (19th-century books by Oginski's secretary Leonard Khodko)
- Items from the history of technology (barometer, floor clock, mantel clock of the 19th century)

The main directions of scientific research in the museum are:

The museum-estate of M.K. Oginsky conducts scientific research on the topics: "Descendants of M.K. Oginsky", "Traditions of education in the Oginsky family", "Northern Athens - the centre of culture", "Oginsky - politician and statesman", "Architectural heritage of the family of princes Oginsky", "Patron Michal Kleofas Oginsky", etc. The international scientific and practical conference "M. K. Oginsky in the culture of three nations" is held here. The Oginsky Estate Museum actively participates in regional and local seminars dedicated to the theme of the famous composer's heritage.

Services for visitors:

- Sightseeing tours of the museum and park
- Theatrical excursions
- Museum classes and lectures
- Organization of classical music concerts
- Holding balls (for adults and children)
- Solemn registration of marriage ceremonies
- Hotel and coffee shop services
- Traditional holidays: the festival "Zalesye Invites Friends" on the first weekend of August (timed to coincide with the name day of M.K. Oginsky's wife, Maria Neri), "Visiting Michal" (September 25 - ceremonial events on the composer's birthday). The estate museum is ready to accept excursion groups (up to 25 people).

4.2. Case study of the Paliesius Manor

The best example of what has been said earlier is the Paliesius mansion in Lithuania. Paliesius manor dates back to the 17th century, when Count Tyzenhaus bought a manor here, and there was a sauna and tavern at the Kanchiogina stream. With its unique landscape and mysterious diversity, nature itself whispered the name of the area: those near the forest, "in the woods" (the word comes from Slavic languages). This is how the Paliesius area was born, and Paliesius manor became its centre. In 1671, historical documents mentioned the owners of the Paliesius manor, the Tyzenhauses (see Paliesius manor, n.d).

Over the years, as the owners of the manor changed, so did the manor itself. The 19th century is considered a period of prosperity for the manor. Since 1736, the manor belonged to the Kublicki family of Livonian government officials (Livonian cupbearers Justina and Kazimieras Petras Kublicki), who were related to the Soltan nobles of the LDK. During the reign of the Kublickis in the 19th century, a residential house with stables, now called the manager's (econom's) house, was built. An unusual semi-circular barn was built next to it, connected to the residential house by a closed yard. Only later, an unsophisticated brick-plastered residential building - a palace - was erected, to which the owners moved.

There was a chapel, a freezer house (ice room), and a representative courtyard park near this building. The fact that there was no rush to build a residential building indicates that the Kublickis cared more about the farm than expected. This is also confirmed by the letters of the painter Vincent Smakauskas, written to his wife Emilija Kublickaite, in which they mention that the Kublicki brother's farm in a modern way, has the latest equipment, the farm is large and tidy, and the manor library is rich. Also, in 1779, the Kublicki funded the construction of the Mielagėnai church. Paliesius Manor was even more important than the town of Mielagėnai and was a major centre of the prosperity of the Lithuanian economy and the spread of culture; just at that time, the entire ensemble of Paliesius Manor was formed. Besides, the brothers Stanislovas and Adolfas Kublickis were active in 1831. Organizers and participants of the uprising in the Užneris County were forced to leave for Prussia after the rebellion.

Vincentas Smakauskas, who painted the famous "Steponas Batoras Founding the University of Vilnius", also lived in the estate. The Mielagėnai church is decorated with magnificent paintings painted by him "St. Mathew the Evangelist", "St. Mark the Evangelist", "St. Luke the Evangelist", "St. John the Evangelist", the high altar is decorated with his painting "St. John the Baptist", in the presbytery – "Jesus Christ Crucified". In 1838, he created the magnificent St. Peter and St. Paul's stucco sculptures and a memorial plaque in the presbytery - Kublicki's busts.

During the mid-19th century and mid-20th century, the estate survived the fall. In 1887 Paliesius manor was bought from auctions by Lyubimov, around 1900. Mrs. Povarova took over the manor after becoming its administrator. The latter sold the estate to Major General von Ekse, after whose death Maria Dmitrievna von Ekse's widow sold the estate's lands, and what remained was pledged to the Vilnius Land Bank. In 1921, Romualdas Bržezinskis became the manor's owner, but before World War II, when this part of Lithuania entered the territory of Belarus, the manor was nationalized. From 1940, after nationalization, the manor went to the Cirkliškis collective farm. During the Soviet years, the water mill and other manor buildings were destroyed, and the property was looted. It should be noted that in 1956, the manor house, although in poor condition, was still standing. In 1974, by the collective farm's decision, permission was given to demolish it.

When the manor reconstruction began, one main goal was creating health improvement and complex tourism services. So now, on the foundations found at the northern entrance to the manor, a wooden building has been built, which houses the Paliesius cardiac and exercise therapy clinic. Only here, where the magical nature of Paliesius itself invites you to return to it and heal, did it become possible to establish an exclusive clinic whose primary treatment method was bodily work.

The treatment is based on the specialized and evidence-based experience of treating patients with this method at the Mayo Clinic in the United States. It has also been proven that the best therapeutic effect is achieved when clinical practice is used in a holistic environment. Therefore, Paliesius applies specialized clinical practice and a holistic principle connecting body treatment, life education and positive emotions. The sound of chamber music stimulates positive emotions, nature and history-remembering walls invite you to learn to live, and the body is treated with individualized clinical programs. In 2019, Paliesius Manor won the “Most Attractive European Health Tourism Destinations 2019” award in Lithuania.

In 2015, The Restorers' Union of the Republic of Lithuania awarded Paliesius Manor with the competition's winner diploma for the best restoration works - for implementing new methodological solutions in the management functions and the complexity and innovativeness of the restoration. The revival of the economist's house, which has become luxurious, will pleasantly surprise those staying here for the night. Instead of the former barn, a real object of cultural attraction appeared - the horseshoe-shaped concert hall, which was appreciated by representatives of the world classical Olympus, who chose this space for their recordings due to the sensations when you can feel every emotion of the performers, as well as the uniquely created acoustics was reborn. There are legends that because of the acoustics of the hall, classical music celebrities bypass even the halls of the capital city Vilnius and, on purpose, come to perform concerts only at the Paliesius Manor.

There is a shop in ‘Ledaune’ where you can find various rare products and goods. And when you go down, the wine cellar awaits you with 200 types of selected French wines - public and private tastings are held here. Instead of former barns, the plinth floor of the economist building now houses a restaurant and a mini spa with restored columns. They grow a garden next to it with flowers and herbs used to decorate and flavour their meals. Bread, buns, and cakes are baked in the bakery according to authentic recipes.

The territory is surrounded by an original outdoor boulder fence - not made of brick but uniquely put together. At the entrance to the manor, an oval parterre has been restored, and pedestrian paths, outdoor lighting, and a parking lot have been installed. The cellars in the former house of the estate owner Mr. Kublicki, built in the 19th century, have finally been opened. The outdoor terrace invites guests to enjoy a rest, a cup of tea or coffee in the summer.

In the park of the old manor, there are maples, ash trees, poplars, and linden trees that are several hundred years old. The decoration of the park is the protected botanical natural heritage object, the 25 m high Paliesius oak. Also, a fountain of naturally gushing waters, the sculpture of which was created by the Finnish sculptor Jari Mannisto, stands here. Constantly gurgling water like a picture frames a living work of nature - Paliesius Manor Park.

The park invites you to walk with its comfortable surface for walking paths - reminiscent of a natural forest path, designed to make movement extremely easy. The walking paths are of different lengths so everyone can choose a distance according to their strength. The total length of the walking paths in the park is about 1,250 meters. When you are tired, you can rest in the park's rest areas.

In the forest near the manor, there are also wellness trails of various distances (2.3 km, 5 km, and 8 km) with signs. You must choose the desired route and overcome it according to the directions or the orientation map. In winter, these trails turn into excellent ski tracks.

Paliesius Manor, faithfully guarding the old secrets within its masonry walls, now offers visitors a wonderful sense of peace, inviting them to take a breather from work, immerse themselves in the world of music and art, escape from civilization, and choose friendship with nature.

The twists and turns of history have changed the life of the manor. Still, now the Paliesius manor, which has preserved the spirit of centuries and has been reborn for another life, emerges again in all its grandeur and reborn history, becoming the centre of a broad-spectrum attraction again. Symbols will accompany you everywhere, be it

the stones of the buildings that protect the secrets of the centuries, the song of the bird, the dewy grass rustling in the morning, or the cinnamon-scented buns just taken out of the oven, or the music playing. The services offered here are the concert hall "Pasaga" (Horseshoe), accommodation services, restaurant and bakery, recreational services, shop, spaces for leisure, studio, clinic, etc. They say that even world-famous performers may refuse the most prestigious halls of Lithuania in favour of Paliesius Manor for its acoustics and intimacy.

Conclusions

Nowadays, a mansion often is part of the local culture. Social needs define the importance of the manor as a cultural heritage. It also serves as a representative unit presenting a country's historical development, culture, customs, and traditions. The restoration and use of the manor for tourism purposes is strategically beneficial both for the local community and at the national level, as it attracts foreign visitors. Reserving the manor is one of the most sensitive cultural safety issues today. This article examines the integration of tourism into manor life. The influence of communication of the estate as an element of the marketing complex has yet to be widely studied. However, individual publications on the impact of communication have yet to be published. Each manor was influenced by the local environment and created according to a particular purpose or the owners' vision. Although the culture and management of a specific manor differed little from other manors, in principle, all manors are different and require separate research.

The Association of Lithuanian Castles and Estates (2023) mention that thanks to the project "Increasing the awareness of Lithuanian castles and estates using electronic marketing" carried out by the Association, castles and estates located in priority areas of tourist attraction are widely presented as exceptional values, places of interest, protected as cultural heritage in 2019-2020. Castles and mansions of Lithuania are offered in a new and attractive way on the new website, as well as professional visual information and communication in social network spaces. Anyone interested can easily and conveniently access information about the heritage objects to be visited, their uniqueness and their value. To promote Lithuanian heritage and endorse tourism, advertising should be carried out for domestic markets and foreign visitors.

Recommendations

1. Modern means of communication help modern businesses achieve good results. The need for communication skills has grown everywhere during the most recent years. Through creativity, the proper channels, specialized content, and a clear framework, modern technology and communication tools can become instruments that create added value for the hospitality business.
2. The results of the study show that the increased interest in the topic of territorial tourism promotion leads not only to the strengthening of competitiveness in the tourism industry but also to new opportunities to spread information about the tourism product of the region, attract the interest of travellers and finally get more profit thanks to the increased flow of tourists.
3. Complexity of the services offered, including environmental sustainability, stakeholder involvement, attractiveness to end-users, adequate socialization and skilful entrepreneurship.
4. The recommendations of previous researchers suggest the following:
 - I) the congruent strategy of services and more excellent annual events,
 - II) Fill in the calendar so the year can offer activities.
 - III) Local and regional culinary heritage, crafts, and other services should be provided.
 - VI) A state-of-the-art entertainment is organized.
 - V) Quality housing and catering services should be guaranteed,
 - VI) excursions and other interactive means should complement the permanent collections; and finally,
 - VII) an excellent relationship to the communication channels set up and maintained.

The authors complement the list by the following suggestions:

5. New media should be used (3D, AI, and other techniques) while creating new content.
6. Calendars and maps should become a ready-made product of a manor.
7. A merchandise corner would create more possibilities to distribute knowledge about the site.
8. The local excursions should include Trivia games, competitions, and treasure hunts.
9. Hospitable housing and cuisine should add extra value to the place.
10. Artistic programmes should be the ultimate tool for successful communication.

As Ashworth et al. (2027, p. 207-212) once focused on the 'enduring and complex interrelationships' between heritage, identity and place, the article supports the idea that a place continues to be important in the world and that by promoting manors, we can learn not only how to organize entertainment but also how to reach plurality in the world. Only a complex offer package can become a win-win solution towards sustainable communication of the manors and estates.

References

- Ahokangas, P., & Matinmikko-Blue, M. (2021) Introduction to Special Issue "Mobile Communications and Novel Business Models". *Sustainability*, 13, 674. <https://doi.org/10.3390/su13020674>
- Ashworth G. J., Graham B., Tunbridge J. E. (2007). *Pluralising Pasts: Heritage, Identity and Place in Multicultural Societies*, Pluto Press, 248 p. <https://doi.org/10.2307/j.ctt18mvrhw>
- Association of Lithuanian Castles and Estates (2023). Increasing the awareness of Lithuanian castles and estates using electronic marketing. <http://www.dvarai.lt/index.php?rinkodara> access October 24, 2023.
- Boboc, R.G., Băutu, E., Gîrbacia, F., Popovici, N., & Popovici, D.-M. (2022). Augmented Reality in Cultural Heritage: An Overview of the Last Decade of Applications. *Appl. Sci.*, 9859. <https://doi.org/10.3390/app12199859>
- Brinia, V., Selimi, P., Dimos, A., & Kondea, A. (2022) The Impact of Communication on the Effectiveness of Educational Organizations. *Educ. Sci.*, 12, 170. <https://doi.org/10.3390/educsci12030170>.
- Charapan, N. (2018). Communication matters: how do visitors interact with ethnographic open-air museums? *Informacijos mokslai*, 83, 142-154. <https://doi.org/10.15388/IM.2018.83.9>
- Černevičiūtė, J., & Žilinskaitė, V. (2009). Kūrybinių industrijų raida ir meno komunikacijos samprata Lietuvoje. *Filosofija. Sociologija*. 20(3), 203-212.
- Chen, Q., Mao, Y., & Morrison, AM. (2023) Study on the Influence of Cultural Communication on the Development of the Visitor Economy. *Sustainability*, 15(3), 1842. <https://doi.org/10.3390/su15031842>
- Dincer, B., & Dincer, C. (2022) Sustainable Communication; Perceived Motivation and Nature of the Commitment. *Sustainability*, 14(15), 9783. <https://doi.org/10.3390/su14159783>
- Georgiou, H. (2020). Characterising Communication of Scientific Concepts in Student-Generated Digital Products. *Educ. Sci.*, 10, 18. <https://doi.org/10.3390/educsci10010018>
- Gudonienė, V. (2013). Tarpkultūrinė komunikacija: Mokomoji priemonė. Klaipėda: Socialinių mokslų kolegija.
- Hermawati, A., Anam, C., Suwarta, S., & Puspitosarie, E. (2022) Reconstruction of Spiritual Marketing, Culture of Innovation, Quality of Work Life, and Retainers for Tourism Industry SMEs in East Java. *Adm. Sci.*, 12, 152. <https://doi.org/10.3390/admsci12040152>
- Janavičienė, D. (2009). Skuodo savivaldybės viešosios bibliotekos kultūrinė komunikacija kaimo bendruomenėse. *Ekonomika ir vadyba: aktualijos ir perspektyvos*, 3(16), 193-201.
- Juzefovič, A. (2011). Grožio ir kūrybinės komunikacijos samprata antikos filosofijoje. *Filosofija. Sociologija*. 22(3), 286-295.

- Kirtiklis, K. (2008). Komunikacijos teorijos ir komunikacijos filosofijos asimetrija. *Problemos*, 74, 141-149. <https://doi.org/10.15388/Problemos.2008.0.1990>
- Li, D. J., Chen, J. X., & Zhang, M. (2021). An Empirical Study on the Effect of Tourism Marketing and Communication: Taking OCT Cultural Tourism Festival as an Example. *Journal of Service Science and Management*, 14, 133-150. <https://doi.org/10.4236/jssm.2021.142009>
- Malik, S., Taqi, M., Martins, J.M., Mata, M.N., Pereira, J.M., & Abreu, A. (2021) Exploring the Relationship between Communication and Success of Construction Projects: The Mediating Role of Conflict. *Sustainability*, 13, 4513. <https://doi.org/10.3390/su13084513>
- Minister of Culture of the Republic of Lithuania. Order on the approval of the rules for the partial financing of the projects of real estate cultural heritage dissemination and revitalization with funds from the state budget. No. KV-346, 24/04/2023.
- Munodawafa, D., (2008). Communication: concepts, practice, and challenges. *Health Education Research*, 23(3), 369-370. <https://doi.org/10.1093/her/cyn024>
- Ortiz, S.L., & de Madariaga, C.J. (2021). The UNESCO convention for the safeguarding of the intangible cultural heritage: a critical analysis. *International Journal of Cultural Policy*, <https://doi.org/10.1080/10286632.2021.1941914>
- Paliesius manor <https://www.paliesiusmanor.com/> access November 24, 2023
- Primožič, L., & Kutnar, A. (2022). Sustainability Communication in Global Consumer Brands. *Sustainability*, 14, 13586. <https://doi.org/10.3390/su142013586>
- Pruskus, V. (2015). Politinė rinkodara komunikacijos kontekste: samprata, funkcijos ir priemonės. *Santalka: filosofija, komunikacija = Coactivity: philosophy, communication*, 23(2), 149-158. <https://doi.org/10.3846/cpc.2015.223>
- Rathee, R., & Rajain, P. (2023). Destination Marketing Creating Memorable Tourism Experiences. Published December 29, 2022 by Apple Academic Press.
- Rudokas, K. (2013). Kultūrinė komunikacija: architektūra kaip įvaizdžio formavimo strategija. *Santalka: filolosofija, komunikacija = Coactivity: philosophy*, 21(1), 35-45. <https://doi.org/10.3846/cpc.2013.04>
- Sharma, R. (2017). Communication: The Lifeline. *World Wide Journal of Multidisciplinary Research and Development*, 3(9), 259-262.
- Ščiglienė, V., Almonaitytė-Navickienė, V. Daubarytė, K., Kuiziniene, I., Čepėnaitė, A. (2017) In pursuit of heritage and place synergy: the environmental impact of Panemunė Castle as a heritage property and entirety of values. A study. *Budownictwo i Architektura*, 16(4), 59-92. https://doi.org/10.24358/Bud-Arch_17_164_05
- Țigan, E., Blaga, R.L., Isac, F.-L., Lungu, M., Milin, I.A., Tripa, F., & Gavrițaș, S. (2022). Analysis of Sustainable Communication Patterns during the Telework Period in Western Romanian Corporations. *Int. J. Environ. Res. Public Health*, 19, 9796. <https://doi.org/10.3390/ijerph19169796>
- Tjøstheim, T.A., Stephens, A., Anikin, A., Schwaninger, A. (2020). The Cognitive Philosophy of Communication. *Philosophies*, 5(4), 39. <https://doi.org/10.3390/philosophies5040039>
- UNWTO: marketing and promotion plan. URL: <http://www2.unwto.org/technical-product/marketing-and-promotion-plan>. The site of National Commission for Cultural Heritage of the Republic of Lithuania at [Valstybinė kultūros paveldo komisija | Valstybinė kultūros paveldo komisija \(vcpk.lt\)](http://www.valstybinė.kultūros.paveldo.komisija.lt)
- Van Ruler, B. (2018). Communication Theory: An Underrated Pillar on Which Strategic Communication Rests. *International Journal of Strategic Communication*, 12(4), 367-381. <https://doi.org/10.1080/1553118X.2018.1452240>
- Zaluski, I. (2010). The Oginski Gene: The History of a Musical Dynasty, *Zaluski Researches* (January 1, 2010).

Funding: This research was funded by Vilnius kolegija.

Author Contributions: Conceptualization: Alperytė, I., Išoraitė, M., methodology: Išoraitė, M., Alperytė, I., data analysis: Alperytė, I., Išoraitė, M., writing—original draft preparation: Alperytė, I., Išoraitė, M., writing; review and editing: Alperytė, I. All authors have read and agreed to the published version of the manuscript.

Margarita IŠORAITĖ. Doctor of Social Sciences in Vilnius Gediminas Technical University, the Associate Professor was given by Mykolas Romeris University in Lithuania. Associated Professor in Vilnius kolegija/ University of Applied Sciences. Research interests: human resource management, strategic marketing, marketing management, advertising, entrepreneurship. **ORCID ID:** <https://orcid.org/0000-0001-9108-0525>

Irena ALPERYTĖ. Doctor of Social Sciences, formerly Associate Professor at the Lithuanian Academy of Music and Theatre, Theatre and Film Department, Arts Management Division. Dr. Alperytė has written numerous articles in the areas of arts management and marketing, has extensively researched culture, and has been cooperating with the media. In 1987, Alperytė graduated with a degree in culture and theatre direction; in 1998, she obtained an MS in Public Administration at New York University (USA). In 2009, she obtained a Doctor's degree in social sciences from Vilnius Gediminas Technical University; since 2000, she has been a lecturer and later Associate Professor at the Vilnius Academy of Fine Arts; in 2009–2012, she was an Associate Professor at the Business Management Faculty, Department of International Economics and Management at Vilnius Gediminas Technical University; and since 2012, she has been an Associate Professor at Mykolas Romeris University and since 2018 - Vilnius University of Applied Sciences. **ORCID ID:** <https://orcid.org/0000-0003-2233-3175>

Copyright © 2024 by author(s) and VSI Entrepreneurship and Sustainability Center

This work is licensed under the Creative Commons Attribution International License (CC BY).

<http://creativecommons.org/licenses/by/4.0/>

