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INTRODUCTION

The significance of tourism in the modern world is continuously increasing, mainly due to the changes in the preferred style of living of the developed societies. The transformations promoting a healthy and pro-ecological style of living result both in the changes in ways of spending free time (spending free time actively instead of passive leisure) and an increase of expectations concerning the quality of the natural environment in a tourism region. Simultaneously, tourism activities have become a standard element of a style of living and happen several times a year. The tourism development is still progressing despite many changes in global economy (frequently negatively, it seems, affecting tourism); a fact which confirms tourism's great significance for the functioning of both societies and modern economy. Yet another issue is the relation between tourism and the natural and cultural environment of tourism reception areas whose sustainable nature makes tourism develop further. The complexity of tourism and its interdisciplinary nature are the reasons behind the steady rise in the research interest of various fields of science, especially economic sciences, in problems of tourism. Such a rise is owed to an increasing impact of the tourism sector on the level and nature of the economic development, both on the local and regional as well as global levels.

The "Economic Problems of Tourism" is a platform for exchanging scholarly views and presenting research findings and achievements of scientists for whom tourism, especially in terms of economy, is the main subject of scientific interest. However, multiplicity and diversity of aspects of human tourism activity, its reasons and effects make it remain a field of interest of the researchers representing diversified fields of science, including economy, law, geography, or physical culture.

The "Economic Problems of Tourism" present the research findings and achievements of scientists from Polish and foreign academic centres. The current issue of the journal presents tourism in terms of the two areas: functioning of the tourism service market; and regional problems of tourism development. The articles can also be found at www.wnus.edu.pl/ept.

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TOURIST CONSUMPTION OF A CONTEMPORARY CITY – A TRANSGENERATIONAL ANALYSIS

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ABSTRACT Reflection on the contemporary character of tourist traffic in the city, in particular on the goals of visits and ways of spending time by visitors, shows new, currently emerging patterns of urban tourism. At the same time, many works on tourist demand, especially from the perspective of socio-demographic changes, stress differences between generations in their preferences and behaviour. Current research on urban tourism clearly lacks a transgenerational perspective, which would take into empirical consideration generational cohorts. The aim of the article is to establish the differences between generations of Poles engaging in urban tourism (in the context of a post-industrial city). Source material for the work comes from studies on tourist traffic in the city of Łódź conducted in 2009 and 2016; further generational segmentation has been based on these data.

Introduction

Urban tourism is nowadays considered to be one of the rapidly developing types of tourism, both in terms of the growth of the phenomenon, transformations of the tourist demand, and the broadly understood city offer. Academic reflection on the contemporary character of tourist traffic in the city, in particular on the goals of visits and ways of spending time, shows development of new patterns of tourist consumption of the city (Spirou, 2011). These changes are a part of a broader

post-modernist socio-cultural transformation, in which tourism is a constitutive element inseparably connected with globalisation and development of the mass consumption industry. They are also related to post-industrial transformations of modern cities and, in particular, their inner cities, which are increasingly – in economic and social terms – influenced by tourism with commodification of leisure and culture (Gotham, 2018; Kowalczyk-Anioł, 2018; Kotus, Rzeszewski, Ewertowski, 2015; Spirou, 2011). As noted by Aleksandrova, Rogova and Sluka (2011), cities offer the best developed leisure infrastructure; Clark (2004), on the other hand, who sees cities as an "entertainment machine", stresses that culture, entertainment and urban amenities are becoming main drivers for modern urban policy and urban development (see also Kowalczyk, Derek, 2015). Ashworth and Page (2011, p. 4) noted that "leisure economies… shape new geographies of urban consumption and production." Attractiveness for tourism and leisure is one dimension of competition between cities, both on a global, national and on a regional scale. Apart from the image, the stakes include visitors (tourists, one day visitors, commuters, shoppers) and residents, who in practice increasingly often use the same space and urban offering, in particular entertainment/leisure-oriented facilities. Moreover, as noted by Meyer and Niezgoda (2018, p. 51), "with the constant compression of leisure time, tourism activities in the visited locations become more similar to the leisure activities of residents."

In the modern, globalised world, cities are on one hand becoming more similar to one another thanks to implementation of similar projects and the same network shopping and gastronomy facilities; on the other hand, globalisation forces cities to select strategies of differentiation and encourages locally-based place identities (Hall, Williams, 2002; Zmyślony, 2016). Many of the changes observed in the urban space are a result of large revitalization projects, which in post-socialist cities, such as Łódź, cover in particular post-industrial areas located in the city centre, where entertainment, shopping and culture-related functions are introduced (e.g. Manufaktura – one of the main tourist attractions in Łódź), creating new tourist and leisure space (Mokras-Grabowska, 2018). At the same time, many European examples, in particular from the CEE region, show that the growth of the hospitality industry (including development of urban amenities, as underlined by Clark) can proceed without a plan and consist in the introduction of a new function in an old (sometimes dilapidated) structure (e.g. inner city of Budapest and the phenomenon of "ruin bars" – Smith et al., 2018).

Some works stress the perspective of socio-demographic changes and emphasise differences between generations as an important factor in the interpretation and differentiation of tourism preferences, behaviour and choice (Chen, Shoemaker, 2014; Kachniewska, 2014; Markiewicz-Patkowska, Pytel, Widawski, Oleśniewicz, 2018; Monaco, 2018; Pennington-Gray, Fridgen, Stynes, 2003; Sawińska, 2014; Seweryn, 2017; Zajadacz, 2014). As one of the most recent challenges, Corbisiero and Ruspini (2018) describe, among others, how the tourism industry should prepare for the generational shift.

A generation is the total of individuals born and living at the same time; it is also a community of experiences shaped by a specific society, because a common social and historical situation shapes similar attitudes, motivations, expectations and value systems (Wiktorowicz et al., 2016).

Gardiner, Grace, King (2014) notice that the popularity of generational segmentation in tourism research stems from the fact that it provides better opportunities than those offered by demographic segmentation based on chronological age and life stage.

According to Ruspini and Melotti (2016), the generation whose needs have deeply transformed and are still transforming our contemporary cities is Generation Y (Millennials). They argue that "we are facing a multi-level, co-creative and often informally carried out urban planning where residents, tourists, policy-makers and other stakeholders are adapting the urban space to the needs of this generation" (p. 1). Veiga et al. (2017) pose a straightforward question: Will Ys change the character of global tourism? When answering this question, they focus on the behaviour of one age cohort. According to these authors, the growing importance of Generation Y (slowly passing the young adult phase) belongs to logical and natural order of things, however the structure of today's tourism consumption of the city is equally strongly influenced by the extremely numerous and consumption-oriented, aging generation of baby boomers (BB) who both around the world and in Poland have shaped the patterns of mass tourism (Kowalczyk-Anioł, 2013), and by Generation X who are currently in the adult phase.

The existing studies on preferences and tourist behaviour are dominated by the characteristics of one selected generation. There is, however, a lack of works which would verify the theses about the described differences from the perspective of transgenerational research, covering behaviour of visitors to the same city at the same time. This gap will be addressed in this article, against the background of the use of the tourist offer of a post-industrial city.

Method

The authors used data collected during studies of tourist traffic in Łódź in 2009 and 2016 (questionnaire method – standardised face-to-face interview – PAPI) as the source material for analysis of the phenomenon for the cohorts of Poles of the generations BB, X and Y. The results of the performed generational segmentation have been confronted with available observations from the literature. The study adopts the following time frames for generations: Baby Boomers (1943–1960), Generation X (1961–1979) and Generation Y (1980–2000). The study sample was n = 1430 persons of which 603 persons were interviewed in 2009 and 827 – in 2016 (tab. 1).[1] In 2009, 178 persons represented Generation Y, 311 – Generation X and 114 – BB. In 2016, the numbers were, respectively: Y – 409, X – 353 and BB – 65.

1 The analysis covered only Polish residents, who in the reported populations constituted respectively 81% (Liszewski, 2010) and 79.5% (Kowalczyk-Anioł, 2017; Włodarczyk, 2017).

Table 1. Characteristics of the sample

	2009			2016		
	Y	X	BB	Y	X	BB
Number	178	311	114	409	353	65
Sex						
Female	91 (51.1%)	171 (55.0%)	50 (43.8%)	226 (55.2%)	192 (54.3%)	47 (72.3%)
Male	87 (48.9%)	140 (45.0%)	64 (56.1%)	183 (44.7%)	161 (45.6%)	18 (27.7%)
Tourists/ One day visitors						
Tourists	80 (44.9%)	193 (62.1%)	70 (61.4%)	241 (58.9%)	211 (59.8%)	34 (52.3%)
One day visitors	98 (55.1%)	118 (37.9%)	44 (38.6%)	168 (41.1%)	142 (40.2%)	31 (47.7%)

Source: own study.

Analyses of relations between the variables were performed in the statistical package Statistica 12.0. Relationships between the cross-tabulated categorical variables were tested using Pearson *Chi*-square test. Differences between the cohorts in the level of quantitative interval variables (number of visits, nights) were calculated using one-way ANOVA analysis.

Study results

In the first phase of the analysis, differences between the cohorts owing to the characteristics of the trip were calculated (tab. 2). One-way ANOVA analysis revealed that significant differences between the number of visits to Łódź occurred between Generations Y and X in 2009 and Generation X in 2016 ($F = 4.17$; $p < 0.001$). There were no significant differences in the number of nights. There was, however, a significant increase in the intention to increase spending in 2016 by all cohorts, in particular among BBs, where the increase almost doubled.

Table 2. Traits of interviewed generations

Traits of interviewees	2009			2016			F(p) or χ^2(p)
	Y	X	BB	Y	X	BB	
Number of stays in Łódź before	4.05	3.81	3.44	3.03	2.64	2.87	4.17 (**0.001**)
Number of nights spent in Łódź	1.25	1.49	1.21	1.89	1.49	1.62	1.12 (0.32)
Intention to increase spending	43.6%	38.6%	42.7%	50.0%	52.3%	74.6%	34.3 (**0.001**)

Source: own study.

A comparison of the main declared purposes for visiting Łódź between the investigated cohorts shows changes which occurred in the studied period (tab. 3). In 2009, interviewees from Generation Y stated as the main purpose visiting friends and relatives (VFR) and events, X – business, while BBs – sightseeing and business. In 2016, Ys and Xs declared in the first place business and events with significant presence of VFR and, in the case of Ys, education. Generation BB, which in 2009 was most interested in sightseeing, started to come to Łódź for VFR, events and shopping.

Table 3. Main declared purpose of visiting Łódź

Purpose	2009			2016		
	Y (%)	X (%)	BB (%)	Y (%)	X (%)	BB (%)
Sightseeing	5.6	4.2	17.5	2.2	2.9	7.7
Cultural or sport event	14.6	7.4	10.5	22.0	18.8	7.7
Business	1.1	18.3	15.8	20.2	36.3	3.6
Transit	11.8	6.7	8.8	2.7	3.8	11.8
Education	2.8	0.6	0.9	13.8	3.8	0.0
Shopping	6.7	2.6	2.6	5.2	6.1	6.7
Leisure	10.7	9.6	5.3	6.7	6.4	1.5
VFR	15.2	8.7	7.9	13.1	10.1	18.5
Chi-square test	$\chi^2 = 823.22$; $p < 0.001$					

Please note: The table includes only one main purpose declared by each interviewee.

Source: own study.

In nearly all categories of ways of spending time in Łódź, the investigated cohorts differed between one another (tab. 4). Generation Y is significantly distinguished from the others by spending time in clubs and pubs. Over 1/3 of persons of this generation (2016) spent time in restaurants and 1/5 – in cinemas. A clear decrease of interest in visits to museums is conspicuous in all cohorts: nearly two times fewer persons visited those in 2016 than in 2009. This pertains also to sightseeing in general. The situation is quite the reverse with respect to meeting friends: in all cohorts interest in this form of spending time increased, just like interest in events which nearly doubled.

Table 4. Way of spending time in Łódź by interviewees

Way of spending time	2009			2016			Chi-square test
	Y (%)	X (%)	BB (%)	Y (%)	X (%)	BB (%)	χ^2 (p)
Leisure	30.3	18.3	22.8	38.9	33.7	43.1	44.4 (**0.001**)
Walking	74.2	75.9	71.0	68.2	75.3	66.1	8.7 (0.12)
Clubs, pubs	23.0	15.4	4.4	20.8	5.4	3.1	65.2 (**0.001**)
Restaurants	17.4	23.2	31.6	34.7	24.4	15.4	29.9 (**0.001**)
Cinemas	7.8	2.6	2.6	23.7	9.9	0.0	110.9 (**0.001**)
Theaters	3.4	1.6	3.5	7.6	5.1	6.1	15.5 (**0.008**)
Museums	21.9	17.7	21.0	10.0	5.9	4.6	48.4 (**0.001**)
Sightseeing	41.6	39.2	54.4	29.8	27.5	33.8	38.3 (**0.001**)
Meeting friends	32.6	20.3	13.2	37.9	24.1	35.4	49.5 (**0.001**)
Events	18.5	20.3	18.4	35.2	38.2	27.7	54.2 (**0.001**)
Others	7.1	1.7	1.9	2.6	8.1	3.1	28.9 (**0.001**)

Please note: The table includes any number of ways of spending time in Łódź given by interviewees.

Source: own study.

Analysis of differences between the groups has also shown that in 2009 the analysed cohorts did not differ between each other with respect to the main source of information about Łódź. Such differences occurred in 2016 and between 2009 and 2016 the significance of traditional sources dropped significantly, with the Internet on the rise. Transgenerational differences are still visible:

many more BBs (2016) still used the press, television and especially information from friends and families. For the Internet, the reverse is true: for only 15% of BBs Internet was the main source of information about Łódź. No significant differences between the generations were recorded in the evaluation of the city: all of them rated the highest the atmosphere, hospitality and kindness of inhabitants and noted significant improvement to the night stay offering as well as aesthetics of the city. The younger generations appreciated more the development of entertainment and urban amenities, while BBs rated the worst discos, pubs and clubs, i.e. youth-oriented entertainment facilities.

Discussion and results

Our findings show that there are clear differences in the tourist consumption of the city between the generations. Moreover, the dynamic approach to the behaviour of the generations confirms certain directions of change, observable with age, also within generations (in particular the growing Y). Generation Y most often comes to Łódź for events, in the company of friends, to friends and spends leisure time together with them, even when they more often travel for business. In contrast, BBs travel with families and appear to be more willing to increase their spending. Generation X more often than the others travel nowadays for business-related purposes, but in their leisure time they participate most frequently in events in Łódź. The results also show that BBs still appear to be more interested in traditional sightseeing than the younger generations. This result is consistent with the previous research (Huang, Petrick, 2009; Lebrun, 2014; Pennington-Gray, Fridgen, Stynes, 2003) showing that this generation is more attracted than Generation X by historical and architectural aspects of cities. At the same time, the younger generations – X and Y – are more interested in gastronomy than the Baby Boomers. This is consistent with Lebrun's (2014) findings about Generation X and works focused on and describing Generation Y (Corbisiero, Ruspini, 2018; Kowalczyk-Anioł, 2012). Generation Y makes more use of amenities of Łódź – pubs and clubs, starting with cinemas, theatres and ending with museums. On the other hand, shopping, which is one of the biggest urban tourism activities, shows no difference between the analysed generations, as pointed out by Pennington-Gray et al. (2003) and Lebrun (2014). Generations Y and X (which is most often discussed in the literature) are more ICT-oriented in their search of a source of information about the city, however all the generations place a high value (BBs the highest) on information from friends and family.

The findings shed more light on the transformation of the tourist traffic in Łódź, as described by Kowalczyk-Anioł (2015) and Matczak (2017), which is a post-industrial city, creating its tourist offer primarily using central, revitalised urban space, the attributes of which in particular for younger generations are urban entertainment and leisure amenities located therein. The diversity of purposes for visiting and ways of spending leisure time by visitors observed confirms the existence of a mosaic of drivers – described in the literature and typical of contemporary urban tourism – encompassing entertainment, shopping, business meetings, VFR and sightseeing (Ashworth, Page, 2011). The patterns of tourist consumption of the city focused on, among others, VFR, which

are currently gaining ground, increasingly often result from the growing mobility of societies[2] and the growing diversity and availability of the urban offering. At the same time, they show a growing convergence between local and tourist consumption (Ashworth, 2009). This is related to the socio-cultural modernisation in which "consumerism is now ensconced as a cultural form" (Ashworth, Page, 2011, p. 6), while tourism and leisure have become a major element of lifestyle (Hołowiecka, Grzelak-Kostulska, 2013). This is also confirmed, in spite of the existing differences in the preferences and behaviour between generations of Poles visiting Łódź, by the results of the conducted analysis.

The research conducted has its limitations resulting from the character of the available data as well as the adopted generational cohort segmentation. At the same time, the exploration-oriented character of the research helps to outline directions for further search – including with the use of generational segmentation and determination of the consequences and challenges that the described phenomenon has for Polish cities, which increasingly often seek to use tourism development as a scenario for partial restructuring of the urban economy.

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Konsumpcja turystyczna współczesnego miasta – analiza międzypokoleniowa

Słowa kluczowe

segmentacja pokoleniowa, turystyka miejska, miasto postindustrialne

Streszczenie

Refleksja nad współczesnym charakterem ruchu turystycznego w mieście, zwłaszcza celami przyjazdu do miasta oraz sposobami spędzania czasu przez osoby je odwiedzające, pokazuje kształtujące się nowe wzorce turystyki miejskiej. Jednocześnie wiele prac na temat popytu turystycznego, zwłaszcza w perspektywie przemian społeczno-demograficznych, akcentuje różnice między pokoleniami w preferencjach i zachowaniach turystycznych. W dotychczasowych badaniach nad turystyką miejską wyraźnie brakuje perspektywy międzygeneracyjnej uwzględniającej empirycznie kohorty pokoleniowe. Celem artykułu jest określenie różnic między pokoleniami Polaków w turystyce miejskiej (w kontekście miasta poprzemysłowego). Materiał źródłowy pracy stanowią wyniki badań ruchu turystycznego w Łodzi prowadzonych w 2009 i 2016 roku, na których oparto dalszą segmentację pokoleniową.

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ECOTOURISM AS A FACTOR INFLUENCING BEHAVIOUR OF TOURISM MARKET PARTICIPANTS

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KEYWORDS tourism, ecotourism, tourism market, market participants' behaviours

ABSTRACT The aim of the paper was to identify the potential impact of ecotourism on tourism market participants. The methodology was based on the research of literature on ecotourism and tourism market, debate, and own reflection. The results prove that ecotourism significantly influences the awareness and attitudes of tourism market participants. It can serve as a tool to facilitate an alliance between tourism and the natural environment. Ecotourism can provide multidimensional advantage to tourists, entrepreneurs, inhabitants, and the nature itself. The paper indicates the directions of further research on ecotourism.

Introduction

The contemporary relations between man and nature are characterized by a greater respect for the natural environment. The relations between people, businesses, and the natural environment are of particular importance for tourism industry, largely based on natural assets. A development of attitudes, behaviours, and activities of ecotourist character is noted nowadays. Ecotourism, a relatively new phenomenon, requires scientific observation and analyses.

The aim of this article was to indicate the potential impact of the observed ecotourism trends on the awareness, attitudes, and behaviours of tourism market participants. The authors also intended to point at the areas of further research.

Material and methods

The methodological basis of the paper was literature research, debate, and own reflection. The literature research involved publications on ecotourism by, among others, Blamey (2001), Donohoe, Lu, and Wu (2006), Donohoe and Needham (2006), Fennell (2014), Weaver (2001). Sources referring to ecological awareness (Kollmuss, Agyeman, 2002) were also analysed.

Ecotourism – ideas and assumptions

The definition of ecotourism has been changing and gradually widening. Table 1 presents examples of the most significant definitions.

Table 1. Selected ecotourism definitions

Source	Definition
Ceballos-Lascurain (1987, p. 14)	Travelling to relatively undisturbed or uncontaminated natural areas with the specific objective of studying, admiring and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations (both past and present) found in these areas
Morgan (1999)	Ecologically sustainable tourism that fosters environmental and cultural understanding, appreciation and conservation

The British Ecotourism Market, UNWTO (2002)	Ecotourism refers to forms of tourism which have the following characteristics:
	All nature-based forms of tourism in which the main motivation of the tourists is the observation and appreciation of nature as well as the traditional cultures prevailing in natural areas.
	– It contains educational and interpretation features.
	– It is generally, but not exclusively, organised by specialised tour operators for small groups. Service provider partners at the destinations tend to be small, locally owned businesses.
	– It minimises negative impacts upon the natural and socio-cultural environment.
	– It supports the maintenance of natural areas which are used as ecotourism attractions by:
	  – generating economic benefits for host communities, organisations and authorities managing natural areas with conservation purposes;
	  – providing alternative employment and income opportunities for local communities;
	  – increasing awareness towards the conservation of natural and cultural assets, both among locals and tourists

The International Ecotourism Society (2015)	Responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education. Education is meant to be inclusive of both staff and guests

Source: own study based on sources mentioned in the table.

Numerous researchers (Blamey, 2001, p. 2; Zaręba, 2010, p. 48) maintain that ecotourism derives from sustainable tourism. Others (e.g. Lu, Gursoy, Del Chiappa, 2016, p. 1; Weaver, 2001, p. 2) suggest that it is a form of alternative tourism, as opposed to mass tourism, burdened with many tourist dysfunctions. Some perceive ecotourism as a hybrid of sustainable tourism, nature tourism, and alternative tourism (e.g. Weaver, 2001, p. 2). The diversity of approaches can result from the variety of education, specialization, and experience of the researchers (Koeman, 1998,

p. 1). Some authors rightly argue that creating one, world-universal definition of ecotourism is impossible for various reasons, e.g. cultural differences (Björk, 2000).

Numerous publications describe the key characteristics of ecotourism (e.g. Butler, 1999; Higham, 2007; Diamantis, 1999; Donohoe et al., 2006; Donohoe, Needham, 2006; Fennell, 2014; The International Ecotourism Society, 2015; Weaver, 2001; Whelan, 2013; Zaręba, 2010). The basic assumptions of ecotourism are presented in Table 2.

Table 2. Basic assumptions of ecotourism

Donohoe et al. (2006)	Fennell (2014)	Donohoe and Needham (2006)
1. Nature-based 2. Preservation/conservation 3. Environmental education 4. Sustainability 5. Contribution to local community 6. Ethics/responsibility	1. Nature-based 2. Sustainability: – local participation/benefits, – conservation 3. Education 4. Moral imperative	1. Nature-based 2. Preservation/conservation 3. Environmental education 4. Sustainability 5. Distribution of benefits 6. Ethics/responsibility

Source: own elaboration based on sources mentioned in the table.

The application of ecotourism attributes in the behaviours of tourism market participants is manifested by:

- the care of the natural environment;
- consideration for the cultural environment;
- respect for the social environment;
- education in the natural and cultural heritage.

Ecotourism has become a social phenomenon, with a constantly rising popularity (Hawkins, Lamoureux, 2001; The International Ecotourism Society, 1990). Ecotourism is also a trend. According to prognoses (Sharpley, 2006, pp. 7–22), ecotourism can constitute as much as 5% of holiday travels in the world tourism market by 2024. Researchers observe a constant interest in nature tourism (Balmford et al., 2009; Twining-Ward, Li, Bhammar, Wright, 2018) and an increasing ecological awareness of tourists (Center for Responsible Travel, 2017, p. 7). A new, specific but broad segment of the market is therefore emerging, which opens novel business perspectives.

Potential impact of ecotourism on the behaviours of tourist services consumers and tour operators

The following hypothetical areas of ecotourism influence on the behaviours of consumers should be indicated:

1. **Defining purposes of tourist travels**. Ecotourism allows numerous tourist forms, at the same time imposing some restrictions, such as recreation in the minimally transformed, unpolluted natural environment, personal development and interest stimulation through contacts with local culture, education (including ecological one), isolation from the city noise or everyday problems. Ecotourism ideas can change the traditional pattern of tourist travel aims. This is significant for both tourist services consumers and tour operators.

2. **Decisions concerning the sites and forms of tourist travels**. The sites of tourist stays are usually areas of outstanding landscape assets and minimally transformed nature. Potential ecotourist destinations facilitate active recreation and widening knowledge about the place being visited. This does not exclude achieving the aims of ecotourism in tourist centres, provided that a suitable offer of services and forms of spending time is available.
3. **Analysing tourist offer details in the context of the man-nature relationship**. Consumers compare tourist offers when planning a journey. They should consider criteria reflecting the relationship between man and nature in these analyses. Ecotourism imposes respect for such criteria.
4. **Shaping tourists' knowledge and sensitivity with regard to the coexistence of people and the natural environment**. In general, ecotourism is a conscious choice of a consumer, based on their already possessed knowledge and sensitivity. There is, though, a group of consumers whose knowledge and sensitivity develop during travels, mainly owing to the experience of appropriately presented heritage interpretation. This group often includes children and youth.
5. **Preparing tourist travels with the knowledge of and respect for local cultures**. Ecotourism protects the cultural heritage of destinations and the interest of local inhabitants. It requires proper relationship of the tourist and local culture.
6. **Respect for the environmental protection rules**. An ecotourist should understand and apply the basic rules of pro-ecological behaviours. Ecotourism requires and develops sensitivity towards nature.

As for the impact of ecotourism on the behaviours of tour operators, several hypothetical areas can be indicated:

1. **Recognizing the new market segment: consumers, trends, conditioning, prognoses**. The market segment is not recognized thoroughly, with a potentially variable group of young consumers of higher ecological sensitivity. Thus, an entrepreneur cannot follow tested paths but ought to find new ways of reaching the potential segment and satisfy its needs.
2. **Seeking for ecotourist offers: modifying products and creating new ones.** Ecotourism has few verified, traditional market products. To satisfy the ecotourism ideas, one has to create own, highly original products. This requires excellent knowledge of ecotourism standards and inventiveness.
3. **Awareness and actions of tourist facilities owners and managers**. The market success begins in the minds of entrepreneurs and managers. Ecotourism ideas shape a new generation of people managing business in tourism. They are characterized by a higher ecological awareness and capability to apply it in business; moreover, they often found their business solely on ecological awareness and sensitivity.
4. **Tourist facilities staff behaviours and preparedness**. Ecotourism raises staff requirements, demands suitable ecological awareness, sensitivity, and ability to influence tourists. These additional requirements are equally significant in a small rural tourist facility and in a hotel.

5. **Adjusting the devices and procedures in tourist facilities**. Ecotourism requires the fulfilment of many detailed conditions, usually bound with utilizing resources, waste sorting and recycling, organizing events.
6. **Promoting ecotourism ideas**. Tour operators promote ecotourism ideas due to their specific offer, declarations, and activities. Hence, ecotourism is constantly exposed in their promotion strategy.

Tourism and the natural environment alliance?

Tourism is strongly associated with the natural environment. The natural conditions drive its development, but exaggerated tourist traffic is known to negatively influence the environment.

The key factor influencing the alliance between tourism and the natural environment is environmental sensitivity (Chawla, 1998; Kollmuss, Agyeman, 2002, p. 251). Together with the ethical aspect, it has a considerable role in the decisions taken by tourism market participants.

Another factor is ecological awareness. It involves the knowledge and understanding of the environment, readiness to take action to protect it (Zuzek, 2017, p. 162). Depending on this awareness, the activities of tourism market participants more or less easily adjust to ecotourism assumptions.

The very knowledge of the impact of human behaviours on the natural environment is generally not sufficient to effectively inspire the market participants to manifest pro-ecological behaviours (Kollmuss, Agyeman, 2002, pp. 239–260). Often, pro-ecological attitudes are not shaped until strong emotions associated with a specific environmental issue are aroused.

Ecotourism can be a source of emotions and experiences. Emotions shape the bonds with the visited site, people, and culture, create responsibility. Experiences broaden the tourists' knowledge and evoke willingness to learn more.

Conclusions

1. One is never an ecotourist only when travelling. Ecotourism assumptions propagate into everyday life: one could suggest that **ecotourism is a lifestyle**. Ecotourists are characterized by high ecological awareness and environmental sensitivity.
2. As can be derived from the key ecotourism assumptions (tab. 2), **tourism does not have to degrade the environment; on the contrary, it can measurably contribute to environmental protection** (e.g. Morse, 2017; Nowacki, 2005; Tilden, 1977).
3. **An alliance between tourism and the natural environment is possible.** Care for the natural environment translates into care for human interests and long-term opportunities to satisfy man's needs (Barwicka, 2018, pp. 10–11).
4. Ecotourism can provide multidimensional **benefit to all parties engaged**, i.e. tourists, entrepreneurs, inhabitants, and the nature itself. More and more researchers (e.g. Ivanov, Ivanova, 2013; Weaver, 2001; Zaręba, 2010) call to allow the tourism of bigger organized groups to ecotourism, with some restrictions resulting from the care for the region being

visited. The implementation of ecotourism ideas provides opportunities to eliminate many contemporary tourist dysfunctions.

5. Ecotourism is a relatively new area of scientific research. Special emphasis should refer to:
   - identifying the conditions and tendencies in ecotourism development,
   - analysing and describing the mechanisms of the ecotourist system, including the behaviours and relations of the market participants.
6. The specific research issues in the area of ecotourism are the following:
   - What is the level and conditioning of the ecological awareness of the citizens of Poland and other countries in the context of ecotourism development?
   - What does the development of interest in ecotourism in various countries depend on?
   - To what degree is ecotourism a potential market with big opportunities to rise?
   - What are the needs and behaviours of consumers defined as ecotourists? What changes can be expected?
   - What are (should be) the attributes and contents of an original ecotourist offer? The issue of artificial (declarative, false) ecotourist offers.
   - How should the current ecotourist offers in the Polish market be assessed? What changes and developmental directions can be observed?

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EKOTURYSTYKA JAKO CZYNNIK ZACHOWAŃ UCZESTNIKÓW RYNKU TURYSTYCZNEGO

SŁOWA KLUCZOWE

turystyka, ekoturystyka, rynek turystyczny, zachowania uczestników rynku

STRESZCZENIE

Celem artykułu jest wskazanie potencjalnego wpływu ekoturystyki na uczestników rynku turystycznego. Metodykę oparto na badaniach piśmiennictwa dotyczącego ekoturystyki i rynku turystycznego, dyskusjach i refleksji własnej. Wyniki wskazują, że ekoturystyka znacząco oddziałuje na świadomość i postawy uczestników rynku turystycznego. Może ona stanowić narzędzie ułatwiające sojusz turystyki ze środowiskiem przyrodniczym. Ekoturystyka może dostarczać wielowymiarowych korzyści turystom, przedsiębiorcom, lokalnym mieszkańcom oraz samej przyrodzie. W artykule wskazano też kierunki przyszłych badań nad ekoturystyką.

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RAILWAY TRANSPORT AS A DETERMINANT OF IMPROVING THE AVAILABILITY OF AREA TOURISM PRODUCTS (AND ATTRACTIONS)

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Keywords | rail transport, tourism product, region

Abstract | The aim of this article is to present the importance of railway transport as a determinant of improving the availability of tourism products (and attractions), mainly for citizens of selected seaside counties, namely Koszalin and Sławno, as well as tourists within the access to Koszalin and Sławno. Koszalin and Sławno counties, where holiday rail transport services to the Baltic Sea were opened, were chosen as a research area. In order to achieve the aim, a desk research method, including the available literature and the results of secondary research published by Urząd Transportu Kolejowego (the Office of Rail Transport), the Central Statistical Office (GUS), Przegląd Kolejowy (Railway Review) and Przewozy Regionalne (Regional Transport), which open new opportunities to access the seaside tourism product and shape the communication behaviours of its recipients, was adopted. The article is of overview-research nature.

Introduction

Contemporary transport market (covering both passenger and freight transport services) is a customer market. The oversupply of services in the passenger transport market is caused by the development of individual motorisation, which meets most of the demand for transport services on the market.

According to the data provided by GUS, during the period 2000-2017, the number of cars per 1000 inhabitants increased in Poland from 261 to 586 (GUS, 2018, p. 23). This is the largest increase in the motorisation rate among 28 countries of the European Union (Urząd Transportu Kolejowego, 2017a, p. 7). This means that in Poland, a potential rail transport customer can choose between a passenger car and a train.

The selection criteria of passenger transport services mainly include instruments such as product (time and convenience of travel, physical availability and number of connections) and price. The rolling stock is gradually renewed, both by motor and rail undertakings (with the participation of the state and local governments), and customer service, together with the quality of services provided by rail undertakings which are also improving. Drivers can choose from an increasing number of expressways and highways, which in turn, translates into the improvement of safety of travel by car and shorten significantly the travel time between major cities in Poland. On the other hand, local roads still need repairing, they are narrow, often crowded, and require a significant level of concentration from drivers. The communication behaviour of travellers is also changing.

The aim of this article is to present the importance of railway transport as a determinant of improving the availability of tourism products (and attractions), mainly for citizens of selected seaside counties, namely Koszalin and Sławno, as well as tourists within the access to Koszalin and Sławno. Koszalin and Sławno counties, where holiday rail transport services to the Baltic Sea were opened, were chosen as a research area. In order to achieve the aim, a desk research method, including the available literature and the results of secondary research published by Urząd Transportu Kolejowego (the Office of Rail Transport), the Central Statistical Office (GUS), Przegląd Kolejowy (Railway Review) and Przewozy Regionalne (Regional Transport), which open new opportunities to access the seaside tourism product and shape the communication behaviours of its recipients, was adopted.

Passenger rail transport

The main factors affecting demand in passenger transport are population, distribution and degree of concentration of settlements, level of economic development of the region, purchasing power of the society, time spent on various forms of activities, costs of using individual means of transport in comparison to the prices of public transport services, and the rank of individual demands that make up the quality of the service offer. At the same time, factors that increase the demand for passenger transport (especially in individual transport) can be observed as a result of world social, cultural and professional integration (McLuhan's "world – a common village"); increased living standard of society and the related propensity to travel; developed tourism; and eliminated restrictions in the movement of the population.

A way to increase the use of passenger rail services in Poland may be the application of experience and solutions introduced in other countries. Switzerland has the highest rail usage rate in Europe, with 70 trips per year per capita. Rail travel in this country is characterized by (Urząd Transportu Kolejowego, 2017a, p. 11):

- high rail availability (large number of trains per day running cyclically e.g. every hour),
- reliability,
- travelling comfort (comfortable and soundproofed carriages available even in regional transport).

Another factor that encourages travellers to use services of railway undertakings is relatively high costs of using a car in and outside the city. In comparison with other European countries, the average number of journeys by rail, per statistical inhabitant in Poland, is not high. The average European citizen travels by train 19 times a year, whereas the Pole only 8. This shows the untapped potential of the railways, despite the changes that have taken place in recent years. They are primarily reflected in the gradual increase in the number of travellers (Urząd Transportu Kolejowego, 2017a, p. 12).

The following regularities can be observed in the regional transport:

- competitive advantage is often achieved by car transport due to greater availability and the possibility to organize transport "from door to door". This segment of transport experienced a significant increase of competitiveness of rail, as a result of the purchase of modern rolling stock offering high travel comfort by the local governments,
- as far as transport to tourist destinations is concerned, rail transport successfully competes with individual and bus transport. These transports are often characterized by problems regarding the use of cars, e.g. congestion and the lack of parking spaces in tourist destinations. Against this background, the competitiveness of the railways is experiencing a relative growth.

Based on the analysis of the survey results presented by UTK, it can be stated that passengers expect convenient and functional trains, adequate nodal infrastructure (station buildings, train stations, stops), its density, proper service level, timetable adapted to their needs and, above all, minimization of the effort involved with transport organization, which can be ensured by a regular timetable and easy purchase of a train ticket. Railway is a system where each of its element is important and can affect the final choice of means of transport by passengers (Urząd Transportu Kolejowego, 2017b, p. 42).

Availability of tourism product

The tourism product being the subject of supply on tourist services market is an element of considerations of many Polish authors (Altkorn, 1994; Gołembski, 2009; Meyer, 2006; Niezgoda, 2006; Marciszewska, 2010; Panasiuk, 2010; Mazurkiewicz, 2005; Jędrzejczyk, 2001; Kaczmarek, Stasiak, Włodarczyk, 2010; Zdon-Korzeniowska, 2009; Zmyślony, 2003). The term "tourism product" is widely used, also in relation to the region. Tourism product of the area (Dziedzic, 1988, p. 9) is most often perceived as tangible and intangible elements that constitute the basis of the tourist's ideas and expectations associated with staying at a given place.

Tourism product of the area of tourist reception (also described as an area's tourist product or tourist area product) arises on many levels and consists of various elements that ultimately should form a coherent whole that is attractive to tourists (Meyer, 2015, p. 239).

According to the concept by V.T.C. Middleton (Zdon-Korzeniowska, 2009, p. 13), a regional tourism product comprises the following factors related to destination: attractions and environment, infrastructure and services, availability, image, and price. In this respect, railways improve the availability of the tourism product of the area as well as the attractions of the destination.

The dictionary definition of the noun 'attraction' means something that is particularly interesting and provides someone with pleasure or entertainment (*Uniwersalny słownik języka polskiego PWN*, 2006). One of the types of attraction is a "tourist attraction", understood as attraction associated with tourism and tourists. Usually it is used in the context of buildings, trails, parks, etc. (Rada Języka Polskiego, 2018).

The concept of "tourist attraction" is most often considered as an element of a tourism product (Prylińska, 2008), which includes touristic resources occurring in the natural state or adapted for use by tourists, which may be the subject of their interest (Medlik, 1995; Kruczek, Sacha, 1997; Nowacki, 2000; Lijewski, Mikułowski, Wyrzykowski, 2008).

The tourist attractiveness of a region, including voivodeships, can be measured by using the value of tourist attractiveness index, which was designated for each voivodeship in Poland in 2016 with the use of the arithmetic average of the tourist attractiveness index for poviats belonging to a given voivodeship and cities with poviat rights (GUS, 2017, p. 20). The research shows that the most attractive voivodeships in terms of tourism are: Małopolskie, Pomorskie and Dolnośląskie, followed by Śląskie and Zachodniopomorskie; that is voivodeships located in the south and north, especially in the coastal belt of the Baltic Sea, Poland. This belt includes Koszalin and Sławno counties which are analysed from the point of view of improving communication availability for residents.

Availability is an environmental feature (physical space, digital reality, information and communication systems, products, services), which allows both healthy people and those with functional limitations (physical and cognitive) to use environment on an equal basis. For many people, availability is a condition for leading independent lives and participating in the social and economic life of the country, local community, school or workplace. (Ministerstwo Inwestycji i Rozwoju, 2018). Availability can be ensured mainly through the implementation of investments of new universal design that aims at facilitating the life of all non-disabled and disabled members of society. Availability can be also understood as removing remaining obstacles by reasonable accommodation, including compensating and assisting technologies. Majority of technological or architectural solutions, which are in use by everyone today, were originally created for people with special needs, for example low-floor buses, spacious toilets, ramps, lack of doorsteps, adjustable furniture, anti-slip surfaces, voice information. Availability also means the possibility of overcoming the distance and financial barrier that determine the use of the offered goods (Ministerstwo Inwestycji i Rozwoju, 2018).

Tourism product availability comprises economic (price of tickets, as well as travel, catering services, etc.), physical (including mainly transport and time-opening hours, availability hours) and social availability (all facilities and adaptation mainly for the benefit of people with special needs). Availability of tourism product is strongly conditioned by transport availability, which includes both the availability of private individual and public transport – rail and bus. As far as the availability of tourism product for individual customer segments is concerned, it is possible to distinguish availability for tourists and residents (local population). The availability of rail connections discussed hereinafter in Koszalin and Sławno counties concerns mainly inhabitants of seaside towns, but also partially tourists visiting the towns situated in the coastal belt.

Availability of rail links in Koszalin and Sławno counties

At the initiative of the Department of Infrastructure and Transport of the Marshal's Office of the Zachodniopomorskie region and the Mayor of Koszalin, Mielno Commune and five self-governments of Sławno County, a holiday railway line on the route Koszalin–Mielno, and for the first time (after a six-year break) on the route Sławno–Darłowo was launched in the period from 24 June to 3 September 2017. The distance between Koszalin and Mielno is 14 kilometres. This short distance becomes of significant importance during summer season (after which it is not used), when railbuses of Przewozy Regionalne become an alternative to parallel, congested national road No. 11. The ride from Koszalin to Mielno in extreme conditions, on sunny days during the summer season, can take up to two hours, whereas travel by air-conditioned railbus takes only 15 minutes. In the summer season, there is simply no competition for this type of transport, which results in the growing popularity of this connection (Rynek kolejowy, 2016).

On the other hand, the distance between Sławno and Darłowo is 19 km, with the journey taking 23 minutes. The 418 railway line had undergone a thorough renovation in 2002, after which the track speed for light rail vehicles increased to 100 km/h. Passenger connections were opened during summer seasons from 2005 to 2011.

The launch of the task was proceeded by concluding agreements with local government authorities on granting financial aid to the Voivodeship in the form of subsidies for financing the full deficit of the transport operator (Rynek kolejowy, 2016).

Voivodeship – organizer of transport as a result of the above-mentioned agreements have received the following funds (Na kolei, 2018; Rynek kolejowy, 2017):

- for the connection Koszalin–Mielno: PLN 235 000 (from the City of Koszalin – PLN 210 000; from the Municipality of Mielno – PLN 25 000),
- for the connection Sławno–Darłowo: PLN 187 213.47 (from Sławno County – PLN 37 444.69; from City Darłowo – PLN 95 960.73; from Sławno City, Darłowo Commune and Sławno Commune to – PLN 18 721.35).

Table 1 and 2 present the project of the holiday timetable for the analysed routes, in force in 2017 and 2018.

Table 1. Holiday timetable of Koszalin–Mielno in 2017 and 2018

No.	Starting station	Departure time	Final station	Arrival time	Running date	Number of days
1.	Koszalin	09:25	Mielno	09:40	runs from 24.06–3.09 on Fridays, Saturdays, Sundays and 15.08	33
2.	Mielno	09:50	Koszalin	10:05	runs from 24.06–23.09 on Fridays, Saturdays, Sundays and 15.08	33
3.	Koszalin	10:35	Mielno	10:50	runs 24.06–3.09	72
4.	Mielno	11:00	Koszalin	11:15	runs 24.06–3.09	72
5.	Koszalin	11:25	Mielno	11:40	runs 24.06–3.09	72
6.	Mielno	11:50	Koszalin	12:05	runs 24.06–3.09	72
7.	Koszalin	12:25	Mielno	12:40	runs from 24.06–3.09 on Saturdays, Sundays and 15.08	23
8.	Mielno	13:01	Koszalin	13:16	runs from 24.06–3.09 on Saturdays, Sundays and 15.08	23
9.	Koszalin	13:30	Mielno	13:45	runs 24.06–3.09	72
10.	Mielno	14:00	Koszalin	14:15	runs 24.06–3.09	72
11.	Koszalin	14:23	Mielno	14:38	runs from 24.06–3.09 on Fridays, Saturdays, Sundays and 15.08	33
12.	Mielno	14:50	Koszalin	15:05	runs from 24.06–3.09 on Fridays, Saturdays, Sundays and 15.08	33
13.	Koszalin	15:35	Mielno	15:50	runs 24.06–3.09	72
14.	Mielno	15:55	Koszalin	16:10	runs 24.06–3.09	72
15.	Koszalin	17:33	Mielno	17:48	runs 24.06–3.09	72
16.	Mielno	17:55	Koszalin	18:10	runs 24.06–3.09	72
17.	Koszalin	18:20	Mielno	18:35	runs from 24.06–3.09 on Fridays, Saturdays, Sundays and 15.08	33
18.	Mielno	18:42	Koszalin	18:57	runs from 24.06–3.09 on Fridays, Saturdays, Sundays and 15.08	33
19.	Koszalin	19:25	Mielno	19:40	runs 24.06–3.09	72
20.	Mielno	20:07	Koszalin	20:22	runs 24.06–3.09	72
21.	Koszalin	21:00	Mielno	21:15	runs from 24.06–3.09 on Fridays, Saturdays, Sundays and 15.08	33
22.	Mielno	21:50	Koszalin	22:05	runs from 24.06–3.09 on Fridays, Saturdays, Sundays and 15.08	33

Source: Nowacki (2012).

On the line Koszalin–Mielno, 12 trains started running daily, plus additional 10 trains on Fridays, Saturdays and Sundays, carrying out performance work at 15 773 train-km. On the Sławno–Darłowo line, 8 trains started running daily, plus additional 4 trains on Saturdays and Sundays, carrying out performance work at 12 624 train-km. (Rynek kolejowy, 2018).

Table 2. Holiday timetable for Sławno–Darłowo trains in 2017 and 2018

No.	Starting station	Departure time	Final station	Arrival time	Running date	Interconnection
1	Sławno	07:50	Darłowo	08:13	23.06–2.09 (C)	TLK from Lublin and TLK from Szczecin
2	Darłowo	08:20	Sławno	08:43	23.06–2.09 (C)	TLK/IC to Przemyśl
3	Sławno	08:50	Darłowo	09:13	23.06–2.09	TLK from Gdynia, Regio from Słupsk, TLK from Przemyśl
4	Darłowo	09:23	Sławno	09:46	23.06–2.09	TLK to Kołobrzeg

No.	Starting station	Departure time	Final station	Arrival time	Running date	Interconnection
5	Sławno	10:00	Darłowo	10:23	23.06–2.09	TLK from Przemyśl Gł.
6	Darłowo	13:05	Sławno	13:28	23.06–2.09	TLK to Białystok
7	Sławno	15:30	Darłowo	15:53	23.06–2.09	TLK from Katowice, Regio from Słupsk, Regio from Koszalin, TLK from Białystok
8	Darłowo	16:07	Sławno	16:30	23.06–2.09	TLK to Olsztyn, TLK to Kołobrzeg
9	Sławno	16:55	Darłowo	17:18	23.06–2.09	TLK from Szczecin Main Station, TLK from Łódź Fabr.
10	Darłowo	17:30	Sławno	17:53	23.06–2.09	TLK to Szczecin Main Station, Regio to Słupsk
11	Sławno	20:21	Darłowo	20:43	23.06–2.09 on (C)	IC from Przemyśl, TLK from Szczecin Main Station, Regio from Szczecin Main Station, TLK from Olsztyn
12	Darłowo	20:50	Sławno	21:12	23.06–2.09 on (C)	TLK to Przemyśl (through Gdynia), TLK to Cracow Main Station (through Piła)

C – runs on Saturdays, Sundays and holidays.

Source: Królewskie Miasto Darłowo.

A single ticket for either line costs PLN 5. The transport operator was obliged to report weekly a number of transported passengers. The analysis of the obtained information indicates that very changing weather would influence the number of passengers transported during holiday. The number of transported passengers on the Sławno–Darłowo and Koszalin–Mielno routes in the summer of 2017 is presented in table 3.

Table 3. Number of transported passengers on the Sławno–Darłowo and Koszalin–Mielno routes in the summer of 2017

Route/time	24.06–25.06	26.06–2.07	3.07–9.07	10.07–16.07	17.07–23.07	24.07–30.07	31.07–6.08	7.08–13.08	14.08–20.08	21.08–27.08	28.08–3.09	24.06–3.09.17
Sławno–Darłowo	395	1196	1445	1470	1506	1272	1529	1379	1279	1128	1086	13685
Koszalin–Mielno	458	1935	2955	3926	5472	4541	4954	4623	5506	3175	2033	39578

Source: own work based on statistical data.

In 2017, 38 588 passengers were transported on the Koszalin–Mielno route, whereas 13 685 people chose transport services on the Sławno–Darłowo line. The number of transported passengers in particular time intervals can be presented in the form of a normal distribution function, the maximum of which falls from mid-July until mid-August.

It is difficult to deduce whether these are large numbers from the one-year data. However, taking into account the passenger load factor of trains on the Koszalin–Mielno route at the level of 70%, it can be assumed that it indicates both satisfactory load factor as well as the possibilities of developing this connection.

Conclusions

Ensuring economic, physical and social availability guarantees reaching a wider audience opening towards new users, customers and guests, as well as translates into increasing recognition and activity on the tourist market. One of such elements is transport availability, which consists of a network of roads and railways as well as offered transport services. The connections established on the Koszalin–Mielno and Darłowo–Sławno routes, launched and analyzed in the article, constitute an example of improving the availability of attractions (tourism product) mainly for the inhabitants of seaside towns.

The results of the conducted research indicate that the most important factors that shape the availability of the tourist product, as well as consumer behaviour on the passenger rail market include (a) a product (offer) that is appropriately adapted to the needs of the region and which should efficiently use increasingly modern rolling stock and better infrastructure, offer a well-thought-out timetable structure (suitably adjusted departure times, cyclicality of timetable and frequency of running trains), as well as provide an appropriate level of service; (b) infrastructure and location of stops allowing for their use by the largest possible flows of travellers, as well as their adaptation to the needs of disabled people; and (c) the use of solutions applied in countries where railway realistically competes with passenger cars.

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Transport kolejowy jako determinanta poprawy dostępności produktów (i atrakcji) turystycznych obszaru

Słowa kluczowe

transport kolejowy, produkt turystyczny, region

Streszczenie

Celem artykułu jest przedstawienie znaczenia transportu kolejowego jako determinanty poprawy dostępności produktów (i atrakcji) turystycznych, głównie dla mieszkańców wybranych powiatów nadmorskich – koszalińskiego i sławieńskiego oraz turystów w zakresie dostępu do Koszalina i Sławna.

Jako obszar badawczy przyjęto powiaty koszaliński i sławieński, w których uruchomiono wakacyjne przewozy kolejowe nad Morze Bałtyckie. Do realizacji celu przyjęto metodę *desk research* uwzględniającą dostępną literaturę oraz wyniki badań wtórnych publikowanych przez Urząd Transportu Kolejowego, GUS, Przegląd Kolejowy oraz spółkę Przewozy Regionalne, które otwierają nowe możliwości dla dostępności nadmorskiego produktu turystycznego i kształtowania zachowań komunikacyjnych jego odbiorców. Artykuł ma charakter przeglądowo-badawczy.

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BUSINESS MODELS ANALYSIS IN THE CONTEXT OF HEALTH RESORTS ENTERPRISES ACTIVITY – LITERATURE REVIEW

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Abstract

Background. The basic background of the conducted research was the need to modernize business models of spa enterprises. In many cases the lack of formalized business model can be noticed, while in some areas there are attempts to describe it. Yet, this is often a deceptive activity, forced by hurried introduction of market conditions into health resorts enterprises and an attempt to fit into difficult economic situation. Health resorts sector is still characterized by business models dependent on other entities creating their market system.
Research aim. The main aim of the article is the analysis of literature in the field of business modeling and business models classification, referring to the needs of spa enterprises.
Methodology. The basic methodology of the conducted research was critical analysis of literature.
Key findings. Business models used in health resort facilities need to be re-defined in terms of components and business architecture, especially in terms of the occurring processes and relations, as the social changes, and with them the services reorganization in this sector, constitute the necessity to introduce changes to the health resort business model. Modern health resort business model should be targeted towards the market dependency of B2C (*Business-to-Customer*) type, creating especially value for the customer. Modern health resort enterprise business model should take into account changes in the health resort product structure and its components.

Introduction

The popularity of business models can be observed in numerous new academic papers concerning enterprises in which the managers attempt to identify new ways of running the business. It seems that the growing interest of practitioners and academics with business model results, first and foremost, from the turbulent environment in which the tourism enterprises operate. The necessity to adjust oneself to the dynamic changes taking place, among others, in the tourism consumers

preferences and the rapid development of digital technologies forces the enterprises to look for the possibility to define a new formula of business model or to improve the existing one. Much thought is devoted to the possibilities of using new technologies, especially when presenting the tourism offer, creating values proposals or when establishing effective communication channels.
Business modeling is an issue discussed by the entrepreneurs ever since they started establishing their own businesses. Nevertheless, only a few decades ago the tendency to organize this process emerged, thus creating various approaches (taxonomic, diluted etc.) and taking into account various combinations of components and architecture (Doligalski, 2014, p. 20).
One of the most popular approaches to business modeling is the business analysis through its components, that is key activity, key partners, key resources, cost structure, relationship with customers, customer segmentation, proportions of values, channels and revenue streams (Osterwalder, Pigneur, 2010, pp. 24–45). Other approaches list such elements of business models as customer's choice, capturing value, strategic control and scope of activities (Slywotzky, Morrison, Andelman, 2000, pp. 388–392). Yet, no matter what is the adopted approach, business modeling requires diligent classification of key elements of that model, paying attention that they are up-to-date.

This problem is evident especially in Polish enterprises rendering health related services, notably in health resorts facilities (Zakład Lecznictwa Uzdrowiskowego – ZLU) which till 1990s were financed by the state budget (Szromek, 2011, pp. 85–114). Historical aspects of development of that sector prove how many changes the managers of these facilities had to face. Starting from the changes in the system of financing of these enterprises, which resulted from political changes, through health services reforms, which ZLU is a part of, being at the same time health care institution (Zakład Opieki Zdrowotnej – ZOZ), and ending with privatization of these facilities and their transformation into enterprises being subject to market competition rules.

Observations made by the authors indicate that in many cases the lack of formalized business model can be noticed, while in some cases there are attempts to describe it. Yet, this is often a deceptive activity, forced by hurried introduction of market conditions into health resorts enterprises and an attempt to fit into difficult economic situation. Health resorts sector is still characterized by business models dependent on other entities creating their market system. Therefore, there is a need to define a universal health resort business model with selective choice of elements of each of its components. The main aim of the article is the analysis of literature in the field of business modeling and business models classification, referring to the needs of health resorts enterprises.

Business models and their classification

Business model analysis indicates their diversity in the objective scope. They can be perceived as a synthetic description of business nature (Magretta, 2002) or as a business tool (Teece, 2017), image of relations between the components that lead to establishment and capturing of value through organization (Battistella, Toni, Zan, Pessot, 2017) etc.

Business models definitions

J. Magretta (2002) presents a way of perceiving business models in descriptive category. In her view, business models resemble stories in their nature that explain how the enterprise operates. Similar approach is presented by J. Dworak (2016) who described business models emphasizing their usefulness when managing the enterprise, as a theoretical structure describing its activity based on selected factors.

The literature presents detailed definitions in the context of tool nature of business model. D. Teece (2017) perceives them as a tool describing the design or architecture of creation, supply or value capturing mechanisms. He also notes that the core of business model is defining the way in which the enterprise captures the value for the customers, entices them to pay for this value and converts payables into profits. S. Prendeville and N. Bocken (2017) perceive business model similarly. They described it as a conceptual tool describing the activities that refer to business transactions between customers, partners and suppliers and the organization and their participation in the development and capturing of value.

When paying attention to the tool character of business models, it was emphasized that they are not only used to describe the business reality, but also – when effectively used – to shape this reality. For that purpose, it was important to indicate elements of that model and relations that occur between them. It was emphasized by M. Geissdoerfer, P. Savaget and S. Evans (2017) who defined business model as a simplified representation of organization elements, together with interaction between these elements, in order to analyze, plan and communicate in the intricate organization structure. A similar approach is presented by M. Johnson, C. Christensen and H. Kagerman (1996) who describe it as interrelated elements, i.e. proposal of value, profit formula, key processes and resources that create and deliver the value.

An important element of defining business model is the need to pay attention to the main objective of business models creation, that is creating value for the customer and retaining the value as profit. Such a manner of perceiving business models is presented by for example T. Falencikowski (2012). He assumed that business model is a multi-component unit developed and separated to present in a simplified way the manner of running a business, by describing the logic of value creation for the consumer and capturing its part by the enterprise. B. Rusu (2016) also maintains the above assumption and understands the business model as a correlation system that enables the creation of value for customers, based on enhanced planning of architecture of the designed system and correlated activities. Similar views are expressed by L. Knop and J. Brzóska (2016, pp. 215–217) who in their approach to the business model focus on customers and what the enterprise can offer them. They describe business model as a configuration system of resources and activities (intercorrelated), covering among others creation of values that on the one hand need to satisfy the needs of the customer and on the other hand they need to be a source of revenue for the enterprise. A. Wiśniewski (2017, p. 76) presents a specific way of perceiving the revenue. He defines the business model by referring to the basic concepts and presents it as a description of construction, activity and correlations in a venture that generates profits.

C. Batistella et al. (2017) have an interesting approach to this subject. They pay attention to the relations with other manager tools. They assume that the business model presents how the strategy is implemented by description of creation, supply and recording of economic, social or other values.

Description of relations with other manager tools and manner of value creation and capturing can occur in two ways: with the use of description or graphics. It is emphasized by M. Al.-Debei, R. El-Haddadeh and D. Avison (2008) who perceive business models as an abstract textual or graphic representation of interrelated structures of model architecture prepared by the organization and of all the products and services that the organization has in offer and that are essential to achieve its aim.

When forming a definition, some academics pay attention to the aspect related to competitiveness. B. Iwasieczko (2014) belongs to this group of academics who define business model as a configuration of business elements established to create value for the customers and to be an element of effective competition. B. Nogalski (2009) has similar views while also paying attention to the resources being a key aspect of an organization. He described business model as a characteristic of value for the customer, a set of basic resources, activities and relations with partners, the aim of which is to create this value and competitive advantage.

To summarize the presented literature references, it can be stated that modern ways of describing the nature of business models have a tool character, treating the business models as management tools and indicating their strategic meaning for the organization (Szromek, 2018).

Business models classification

Apart from discussing business models definitions, in the literature one can also find business models classifications. They organize their tool usability and explain scientific meaning of the description of organizational processes.

From among Polish researches who present interesting and extensive typology, J. Brzóska (2009, pp. 18–21) is worth mentioning. In his publication he presents four groups of business models (tab. 1).

Table 1. Business models types

Business model types			
models based on the determinants of profitability	models exposing competitive advantage	business models as a unique combination of resources rendering value and competitiveness	business models using innovation
– model based on sectoral and specific factors of the enterprise, – model of dynamic marketing strategy, – model of economic effectiveness	– model of application creation and maintaining competitive advantage, – model combining competitive advantage with operational effectiveness	– business model as a unique combination of assets creating value, – model based on the competitiveness potential	–strategic model as a basis for innovative business concept, – model based on value innovation (Blue Ocean Strategy)

Source: own study on the basis of J. Brzóska (2009).

The first group are models based on the determinants of profitability. The basic concept behind this group of models is the selection and configuration of factors generating profit and the aim of their usage is to achieve current and long-term profitability. Three models were distinguished in this group:

- model based on sectoral and specific factors of the enterprise,
- model of dynamic marketing strategy,
- model of economic effectiveness.

The second group is composed of models emphasizing competitive advantage. They are based on achieving competitive advantage through innovative activities creating value chain, and the aim of their functioning is to create, achieve and maintain constant competitive advantage. Two models were distinguished in this group:

- model of application creation and maintaining competitive advantage,
- model combining competitive advantage with operational effectiveness.

The third group combines models focused on creating and development of resources potential that can ensure competitiveness, with the main objective being the increase of value. In this group we can distinguish:

- business model as a unique combination of assets creating value,
- model based on the competitiveness potential.

The fourth group is characterized by models using radical innovations to create a value for the customer and increase the revenue of the enterprise. The objective of such designed business models is the increase of effectiveness and the development of the enterprise by establishing new market space. J. Brzóska considers the following models to constitute this group:

- strategic model as a basis for innovative business concept,
- model based on value innovation (Blue Ocean Strategy).

K. Obłój (2010, pp. 103–117) divided models into three groups. Distinguished models are the following: *integrator, conductor and operator. Operator* model is based on one aspect of the value chain. A research operator can be distinguished, one who deals with the development of new technologies, as well as production and marketing operator. A specific type is the *navigator* model, characteristic for companies operating via the Internet such as Amazon, eBay or Google, that generate profits having relatively small amount of resources. The *integrator* model is characterized by the need to control the most important assets and skills and the process of creation and appropriation of margins. The organizations using the integrator model (for example these from energy sector) control the stage of raw material acquisition, its transport, processing and sale, at the same time acquiring the margin of every link of the value chain. The last model is the *conductor* model that means a configuration based on the partners networks in which the least important elements of value chain are outsourced.

A. Osterwalder and Y. Pigneur (2010) have a completely different approach to the segmentation of business models. They propose five general categories, paying attention to common components and a similar way of running a business. The typology presented by these researches is first

of all practical and explaining their nature and work is based on the prepared template of CANVAS model. The categorization covers the following types:

a) separated corporation: based on distinguishing three complimentary types of business activity, that is maintaining relationship with the customer, activity related to the infrastructure and creation of product innovations (banking sector, mobile phones);
b) long tail: business concept based on selling lower number of products belonging to a rich list of categories. It is often about cumulating the sale of a niche product (eBay, Facebook, YouTube);
c) multilateral platform: connecting separate but interrelated groups by creating conditions for interaction (Visa, Google, Microsoft Windows);
d) free model: providing, at least for one segment of customer, free offer. The costs are borne by customers belonging to another group of customers (Metro, Skype, Google);
e) open business models: these models are about cooperation with external partners in the form "from outwards to the center" or "from the center outwards" in which the company uses external ideas or forwards the unused ideas onwards.

R. McGrath (2010) proposed a division into six key categories of business models. *Advertising model* is about the company bearing the cost of reaching the customer and the customer does not pay for the product. The advertisers bear the activity and margin costs. The second group is the group of *binding models* in which the basic products are relatively cheap, and the margin is collected by way of complimentary products. The third type is the model based on *promotion*. It is about offering the customers a prize for purchasing a product in a form of a gift. Another type is the *Freeminium* model in which the basic offer is free of charge. Margins are collected from customers buying the extended versions of the product. The *barter models* also have been distinguished, in which the product is exchanged free of charge for another equivalent product. The last group are the *gift models*. The basic product is free of charge and often created by volunteers. The value is generated by offering additional services.

Presented classifications of business model are generalized. The types have been discussed in detail by, for example: O. Gassmann, K. Frankenberger and M. Csik (2013), M. Johnson (2010, pp. 3–173) and J. Linder and S. Cantrell (2000). Their analysis was made by M. Kardas (2016) by grouping the proposed business models into eleven parent categories (fig. 1).

Business model types	Price	Marketing	Benefits
Experience	Product	Chain	Intermediaries
Trust	Innovation	Legal instruments	Financial

Figure 1. Business model types according to M. Kardas.

Source: own work on the basis of M. Kardas (2016).

The first group is the price business models. They are focused on selling the product and price regulations. The *razor and blade* model can be considered one of the most popular, used for the first time at the beginning of the 20th century by Gilette (Picker, 2010). It is about proposing a cheap basic product and an expensive complimentary product. In case of Gilette, the customer when buying a razor had to buy the blades of the same company as another blade would not fit. Nowadays, this model is successfully used by manufacturers of printers and toners. From among the marketing models the *white label* model is quite popular. It is used by companies manufacturing the products sold under distributor's logo. This practice is used in supermarkets that sold goods under their own brand. *Benefits models* are characterized by easier access to products in which the customer can buy it easier than at the competition. *Experience models* are often based on a well-known brand and the sales or outsourcing prestige of selected elements of value chain, for example as in the model of *cool brands*. In *product models* the basic product becomes an element encouraging people to buy it. An example of such model type can be an *add-on* used by car dealers, where the basic product is relatively cheap, but the customer has to pay for additional equipment. *Chain models* focus on managing the whole chain of value creating and capturing. An example of such a model can be *direct selling*. It is used among others by companies dealing with direct sale of cosmetic products. It is about eliminating the intermediaries from the supply chain and collecting their margin. Intermediary models are the opposite of the chain models. *Open market making* is a popular chain model. In this case the company establishes a market and invites sellers and buyers, who pay commissions for carrying out the transactions, for example eBay. *Trusted advisor* model is an example of trust model. Such models are about offering services, at the same time maintaining strict confidentiality of business. *Legal instruments models* are popular in commercial or restaurant chains. One of the most well-known examples is the *franchise model* in which, on the basis of license and with the support of an organization, the owner bears the risk of running the business and pays the franchisor the commission. The last category is the category of *financial models*. To name one of the most popular models we can distinguish *cash machine* model in which the customers pay in advance for the product before the company bears any costs.

An example of *innovative business model* is the *open source* model where the creator shares the technology free of charge, and profits by rendering complimentary services such as technical support. Innovative business models are an interesting research subject (Wirtz 2016), which is not often linked with the technology.

We can also classify business models as divided due to the type of market relations. For example, M. Norris and S. West (2001, p. 179) make a reference to several market relations (B2C, B2B, C2C or P2P and M-commerce), while others (Grefen 2010, pp. 16–32) add subsequent relations (B2A, C2B, C2A, G2B, G2C and B2R) thus creating an extended classification:

1. **B2C** (*Business-to-Customer*), means a relation aiming to win individual customers by focusing the relation on the direct recipient.
2. **B2B** (*Business-to-Business*), means focusing the relation development in the enterprise on other enterprises by concentrating on group recipients (wholesalers, contract recipients, state recipients etc.).

3. **B2A** (*Business-to-Administration*), means the use of the transaction in which the entrepreneurs and public administration bodies are parties as a basis.
4. **C2B** (*Customer-to-Business*), a relation sometimes referred to as **M-commerce** (*Mobile Commerce*), in which the access to wireless devices is used, making it possible to carry out the transaction. It is a relation based on the opportunity of placing purchase offers to which the manufacturers can respond.
5. **C2C** (*Customer-to-Customer*), means targeting the activities to the possibility of direct exchange of goods between the consumers.
6. **C2A** (*Customer-to-Administration*), a relation between natural persons and public administration.
7. **Other relations**, cover such dependencies as **P2P** (*Peer-to-Peer*), using the Internet to enable direct exchange of data without the need to send them through the main server, **B2R** (*Business-to-Reseller*) in which the subjects of the relations are entrepreneurs and resellers, **G2B** and **G2C**, where the government is one of the sides in a relation with entrepreneurs and customers.

In the past decades, we can see the influence of new technologies, the development of which necessitates the update of the business models components (Nagumo 2002). Such an influence can result both from the expansion of the Internet (new processes, new business opportunities), new technologies of knowledge sharing (means, directions, channels) and new information technologies related to the behaviors of business and market processes participants (Duczkowska-Piasecka, 2013, pp. 132–142).

Changing health resorts business

Taking into account the nature of health resorts activities, it can be stated that among the changes influencing the shape of modern business models, in health resorts enterprises one must list some crucial ones.

The first change, clearly noticeable in the last two decades is the change in the structure of needs of persons visiting Polish health resorts. Although still in 1990s the health resort visitor model prevailed on the basis of which visitors stayed in the health resort to receive health resort services, in the following decades one can see a major share of persons in need of preventative care or sport services and of tourists who do not want a health resort treatment but who want some rest in conditions encouraging the contact with nature. It indicates changes in the health resort product structure that – although it is subject to changes from the past two decades – can hardly be considered final.

Another important aspect of changes is the system of financing the health resort activity. Multilateral character of the business partners creating the health resort product makes the relationship structure between them and the health resort visitor a very complex one. It applies both to relations between the every market participants as well as to the meaning of the health resort visitor in these relations. When the stay of the health resort visitor was fully financed by the state,

the health resort visitor was treated objectively, as the facility funds were not subject to satisfaction of the direct beneficiary of the health resort services. The image of these relations was not better in 1990s when the attempts to market the health resort activities were made. The health resort visitor was still a consumer without any influence on the level of revenues of the health resort enterprise. Only after opening the health resort market for visitors coming to the health resort without doctor's referral, at a convenient time, upon their own decision regarding the time and place for their stay, and thus financing their stay by themselves, made the visitors' satisfaction an important factor influencing the level of entity revenue. As a result, the quality of health resort services improved.

Some limitation for the resources of the health resort enterprises were already completed privatization transformations carried out in the years 2005–2015 (Gromalska, 2015, pp. 67–90). When the state resigned from the potential in the scope of health resort infrastructure (spas, spa hospitals, or even whole health resort companies), it limited the control the state had over the implementation of social role of health resort enterprises in applying the ideas behind public health. The simultaneous development of the sector in the area of private spas and other health resort facilities (spa and wellness facilities) attracted groups of new recipients to the Polish health resorts.

The fourth aspect that could have influenced the components of the business model in the health resorts enterprise are the demographic changes that indicate a growing society of older people and those needing help in terms of the negative influence the civilization has on them (Szromek, 2011). One of the results of such a situation is the growing demand for health resort services, both in terms of treating chronic diseases and preventive treatment of elderly people and even services covering 24/7 care. An additional market segment are healthy citizens who regardless of the stereotypes present in the past decades, willingly go to the health resorts. This group of the health resort product recipients can quickly become the key one due to the significant touristic possibilities of health resorts areas. It seems that the business model should take into consideration also some assumptions concerning the needs of potential health resort visitors, meaning those persons who – for different reasons – were never treated in a health resort and express such needs. There is the need to use the growing demand for health resort services with the limited infrastructure and financial potential that suggests the necessity to optimize the usage of this potential.

When analyzing the state of current knowledge about business models, it was stated that in the view of current situation of the health resort sector the best approach would be to use the business model concept of A. Osterwalder and Y. Pigneur (2012). The main reason for this choice is the approach to resources in the mentioned model. Thus, the vast analysis of business model of health resorts enterprises should take into consideration the characteristic of 9 business components. It will be as follows:

1. Market segments within which a re-selection of key segments of health resort market will take place, taking into consideration both the needs of current and prospective health resort visitors.
2. The proposed value for the customer, based on the change of structure and components of the health resort product, taking into account current social needs and threats (threats different than before, for example on the side of digital media, social alienation, civilizational stress).

This component will take into account also product innovation in the form of modern formula for a health resort, as well as the profiling of health resort services due to the current social threats.

3. Physical distribution channels, channels of communication and sale that did not change despite civilizational changes (the Internet, access to health promoting schemes of everyday life).
4. Relationships with the customers that need to be reviewed in terms of responsibility for spending the social insurance funds, but also in terms of building the awareness of health resort service providers of the fact that the final payer is the direct recipient of the services and not the insurer spending social funds on their behalf.
5. Revenue streams covering, among others, the value for the customer and market attractiveness of the rendered services.
6. The key tangible, intangible (information), financial and human assets being at the disposal of health resorts enterprises.
7. Key activities meaning the assumed strategic activities generating value for the customer using offered services.
8. Key partnership, resulting in new analysis of the choices made by business partners.
9. The structure of costs, either within the scope of *cost-driven*, meaning cost minimalization, building the value for the customer characterized by low prices and the mass character of offered products and services, or within the scope of *value-driven* through highly customized offer of the health resort.

Conclusions

Taking into consideration the characteristic of the health resort sector activity, one can state that the complex approach to research over modern health resort business model requires the analysis not only of the business model form but also of the key business components. Taking into account this diagnosis of the situation, the following conclusions were made:

1. Business models used in health resort facilities need to be re-defined in terms of components and business architecture, especially in terms of the occurring processes and relations, as the social changes, and with them the services reorganization in this sector, constitute the necessity to introduce changes to the health resort business model.
2. Modern health resort business model should be targeted towards the market dependency of B2C type, creating especially value for the customer, instead of the currently used approach of B2B or B2A type.
3. Modern health resort enterprise business model should take into account changes in the health resort product structure and its components, taking into account the needs of current and prospective recipients.

The role of business model in health resort enterprises is crucial due to the level of effectiveness of the service activities being carried out. Social and market changes, therefore, necessitate

the change in the scope of components of that model. The lack of determination of an enterprise in the following changes may result in the loss of competitive advantage or even its marginalization.

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Analiza modeli biznesu w kontekście działalności przedsiębiorstw uzdrowiskowych – przegląd literatury

Słowa kluczowe

Modele biznesu, uzdrowiska, przedsiębiorstwa uzdrowiskowe

Streszczenie

Artykuł ma na celu dokonanie analizy literatury w zakresie modelowania biznesowego oraz klasyfikacji modeli biznesu odnosząc się do potrzeb przedsiębiorstw uzdrowiskowych. Omówiono rodzaje modeli biznesu i ich klasyfikacje. Odniesiono się do zmian w organizacji usług uzdrowiskowych. Podstawową metodologią przeprowadzonych badań była krytyczna analiza literatury.

Podstawowym powodem prowadzonych badań była potrzeba nowego spojrzenia na modele biznesu przedsiębiorstw uzdrowiskowych. W wielu przypadkach można zauważyć brak sformalizowanego modelu biznesu oraz potrzebę jego opisania na nowo. Często jest wymuszone zmianami warunków rynkowych przedsiębiorstw uzdrowiskowych i próbą dopasowania się do szybko zmieniającej się sytuacji gospodarczej. Sektor uzdrowiskowy charakteryzuje się modelami biznesu zależnymi od innych podmiotów tworzących ich system rynkowy.

Modele biznesu stosowane w obiektach uzdrowiskowych muszą zostać ponownie zdefiniowane pod względem komponentów i architektury biznesowej, zwłaszcza pod względem zachodzących procesów i relacji, ponieważ zmiany społeczne, a wraz z nimi reorganizacja usług w tym sektorze, stanowią konieczność wprowadzenia zmian. Współczesny model przedsiębiorstw uzdrowiskowych powinien być ukierunkowany na zależność rynkową typu, tworząc szczególną wartość dla klienta. Współczesny model biznesu przedsiębiorstw uzdrowiskowych powinien uwzględniać zmiany w strukturze produktów uzdrowiskowych i ich komponentach.

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THE IMPACT OF REVIEWS ON THE INTERNET ON THE FINANCIAL RESULTS OF A HOTEL COMPANY

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KEYWORDS hotels, hospitality, reputation management

ABSTRACT This article reviews theoretically the impact of opinions about a hotel on the Internet on the financial results of a hotel company. The paper includes an overview of literature focused on hotel business and the reputation management concept which influence the decision-making process of guests. It presents other academic findings on this matter especially focusing on impact of reviews on hotel bookings and revenue. The aim of the article is to present previous research conducted in order to find if reviews on the Internet influence decisions of other people and at the same time influence hotel revenue. So far the academic field of explorations on this matter has been mostly unknown in Polish literature. The conclusions of this paper show online reviews which have generally a positive influence on consumers' decision to purchase hotel services. Most of the presented research indicate strong correlation between online consumer recommendations and financial results of hotels.

Introduction

As reviews are growing as an important factor of sharing experiences by guests, the hospitality industry has to consider them as equally important marketing factor. They play the role of continuous customer feedback which, as literature review shows, cannot be ignored by hotel management. The paper should be considered an introduction to hotel internet reviews and more broadly to the concept of reputation management. Both of them are new marketing communication channels and

they are significant initiators of hotel financial performance. The subject of this paper is a still emerging topic in academic research and therefore there is limited literature about it and it is comparatively new. The authors reviewed the most important and current publications. The presented articles were evaluated as relevant and valid representation of the current knowledge about the discussed topic.

Hotel Internet reviews

Consumer Internet reviews constitute content produced and published by the so-called end users, whose subject is the evaluation of products and services, published on websites of the reviewed companies or of third parties (Ye, Li, Wang, Law, 2014).

English online Cambridge Dictionary defines the opinion (review) as a belief in something, a view of some matter; the way others rate others; specialist judgment on a subject; as well as someone's opinion about someone or something, judgment, opinion, view; reputation; assessment of someone or something expressed orally or in writing (Cambridge Dictionary, 2018).

Opinions have the form of comments in which people who used the services of a hotel, describe their experiences associated with them in the form of numerical and text evaluation. Text comments have the form of semantic descriptions of experiences. They refer to such areas of experience with a hotel as: infrastructure and amenities, location and access directions, rooms, beds, services, meals, communication, sales and booking process. In fact, everything guests can associate their own experience with while staying at a hotel.

Online hotel reviews belong to one of the categories of internet communication (computer-mediated-communication) as an electronic word-of-mouth (eWOM) (Tian, 2013). They also fit in the broader concept of reputation management of hotels.

The Internet enables easy and costless publication of content to individual users (user generated content). In this way, the consumer has the opportunity to influence what is being said about the hotel while co-creating its image in this way at the same time. The willingness of clients to evaluate hotels varies depending on the hotel standard as well as the hotel segment. Top-class hotels receive more opinions than properties from other segments (Miguens, Baggio, Costa, 2008). This implicitly confirms that opinions shape the image (or reflect it), and also become a part of it. Opinions are an immanent element of the image of a hotel, because negative entries can seriously tarnish its image (Hwang, Lai, Chang, Jiang, 2017). In studies not involving the hotel industry, S. Bambauer-Sachse and S. Mangold (2011) proved that bad opinions about products have a negative impact on the brand value, even if consumers know the brand.

Guest reviews are created and published for a variety of reasons. First and foremost, this is due to the universality and the features of the Internet. People use the Internet to share their own experiences from various events and experiences. In this way, assessing your stay in a hotel does not deviate in any way from other experiences. The incentives for publishing opinions may be as follows: willingness to interact socially, self-enhancement, helping the enterprise, caring for others, showing power. When writing a review, the guest may think that by assessing the service they help

others decide on the choice of a hotel. Suggestions may be in the form of direct recommendation, as well as the description of the place itself. In this way, the potential guest is able to imagine the potential experiences and confront them with their own expectations. The need for social interaction is a motive resulting from the need for social belonging, because, as Youfei Tian writes: "travellers have the desire to write hotel reviews as a way to signify participation in and presence with the virtual community, which brings about the social benefit of integration and identification for the traveller." (Tian, 2013, p. 185). Self-enhancement in the sense of emphasizing one's own position and skills, refers to the expert position of an opinion-maker. By reviewing the object, the guest positions themselves as an expert, often underlining this role with the amount of opinions written as well as accentuating the amount of stays in a given place in the opinion. In this way, they appreciate themselves. and also the quality of own judgments, where the number of visits (or reviews) is to indicate the professionalism of writing and reliability of its entries.

Hotel reputation management

By publishing opinions, guests help the hotel company. Their opinions serve as a kind of market analysis because a review is a feedback message for a hotel carrying important information about the hotel and its services. Opinions build the image of hotels and market position (reputation). When properly analysed, they can serve as a full-fledged market research. Users directly and publicly express the assessment of the hotel and their needs. Feedback often includes an assessment of the level of satisfaction of needs. The guest not only judges the hotel itself, but also their own experiences and feelings about the needs that have been met or not and also, whether the communicated hotel image and the guest's expectations have been reflected in reality because the stay is their confrontation. Opinions, on the other hand, are its public articulation and the aspect of help may have an altruistic motive. When the guest tries to appreciate the hotel and the efforts of the staff, they reward their work not only with the payment resulting from the contract, but also through thanks and verbal valuation. Leaving a positive opinion also supports the hotel on a market level. Guests become a kind of ambassadors who, through recommendations, influence positive shopping decisions of subsequent guests. The help to a hotel company also has a second, less pleasant side as the customer can also exert power over the hotel. Negative ratings can simultaneously play a positive and negative role. In their opinion, the guest, pointing out shortcomings, is still trying to help the hotel, by paying attention to the elements that need improvement. However, the "power of opinion" also has a dark side. Consumers are aware that opinions affect others. So, leaving a negative opinion, they try to influence the hotel to achieve particular goals. In extreme cases, they are a bargaining element in blackmail with the hotel, which aims to gain own benefits (Tian, 2013). In order to prevent that, TripAdvisor created a "blackmail report tool" (TripAdvisor, 2018).

Opinions also provide authentic content, in contrast to the marketing messages of a hotel, which focus both on a real or exaggerated advantages the hotel communicates. However lately, there have been reports which cast real doubts on the review authenticity. The "mean of fake reviews is 32.9 percent whereas for B&Bs, that figure rises to 41.9 percent" (Birchall, 2018).

Therefore, opinions act as a verifier of officially provided information about a property both on the positive and negative level because they can also strengthen the official message, confirming the benefits contained in it and also to notice and emphasize its unreliability. They contain the actual experience of the consumer and their emotions associated with it. In addition, they are a source of recommendations and sensations after shopping which can be used at the same time by potential guests as well by hotel operators (Ye et al., 2014).

Opinions serve primarily to help other consumers. Thanks to them, the asymmetry of information on the market, between a hotel and a guest is reduced. The barrier of failure to inform the buyer in relation to a seller is thus significantly reduced. It thus aligns the chances of both players on the market. In this way, paradoxically, the seller (hotel) also gains, because greater knowledge favours better purchasing decisions and thus builds trust. Trust, in turn, is "a critical factor in stimulating purchases over the Internet" (Quelch, Klein, 1996).

Internet platforms that publish opinions act as intermediary agents between the seller and the buyer – the hotel and the guest. Currently, virtually every existing online portal containing reviews is primarily a place for the reservation of rooms. Opinions are a supporting element. In this way, these portals have become tourist agencies, with the only difference that they present in only on the Internet. A few years ago one could find platforms that were based only on opinions, without offering reservations. One of them, with a historical weight on the market, TripAdvisor, has evolved from the website publishing only reviews into the reservation platform. Although public opinion portals still exist, they do not focus only on the hotel industry. In this way, they are not a significant reference point for other consumers of commercial guest services, although hoteliers can still learn from them in the form of the abovementioned feedback from the market. The particular general-purpose portals on which you can find hotel reviews and recommendations are social networking sites. Facebook and Google allow you to give an opinion directly to the hotel properties, that is, on the profile presenting the hotel and clearly associated with it. For other social networks such as Twitter, you can still leave a review about the hotel, but they are not aggregated in one form. This is closer to the phenomenon of eWOM and the traditional tools of this service, such as blogs and forums.

In summary, there are four main types of online platforms in which opinions are published. They are divided due to the following functions: review and planning – portals in which only the opinions of other users can be found (Lonely Planet, TripAdvisor – currently evolved into the metasearch platform and is going to be a social media platform for tourism); metasearch – search engines, aggregating information from many strictly booking portals, but having hotel rating options (Kayak, Trivago, currently TripAdvisor); public opinion platforms – all other websites where hotels can be directly or indirectly evaluated (social media, catalogues of offers); reservation platforms – intermediary pages for the sale of hotel services for a specific commission.

Booking platforms publish reviews for their own commercial purposes because they base their business model on commissions from sold rooms. In this way, the more rooms sold, the greater the profit of the platform. More opinions means more interest in a given hotel, more sales and, ultimately, higher revenue on the booking portal. Opinions help everyone in the triangle describing

this business model: hotels, guests and the platforms themselves. As mentioned on the basis of the opinion, consumers build their knowledge and make decisions which leads to the sale and financial income of hotels and platforms. Booking portals also create demand through the advertising of their services and the presentation of hotel facilities on their websites, which in a way enhances the intent of purchasing by users. The negative phenomenon that may affect the booking platform are false opinions. They can be published by the hotels themselves to strengthen their position (positive) or reduce the position of competition (negative); but also by forewarned clients. Booking platforms ensure that they have procedures based on sophisticated algorithms and people, however, you can still encounter controversies related to unproven and untrue opinions.

When considering the effectiveness of an opinion, two aspects should be considered. Their valence and volume. Valence carries information about the sentiment of an opinion (positive or negative), a numerical rating and the ratio of positive ratings to negative ones. Volume tells us about the number of opinions published, but also about their length (Blal, Sturman, 2014).

The quality of opinions results from several features, which include sentence level informativeness, word level informativeness and product feature level informativeness. The first feature describes the number of sentences, their length and the number of sentences in which the features of the product-service are described. The second one informs about the number of words, the number of mentions about the product-service, as well as their name or brand. The third refers directly to the product-service described. The quality of opinion depends also on the author and their reputation in the given platform: how many reviews have been published so far and how they are evaluated in terms of usability (reliability) by other users. Many platforms have functionalities that also evaluate the writer's reputation. The qualitative evaluation features can also include transparency of the content, style of expression and its evaluation (Hwang et al., 2017).

The multiplicity of choice on the tourist market of hotels and the resulting information asymmetry requires solutions that help in choosing the right place to stay.

Thus, opinions play an important role – if not the most important – as an information medium about hotels in the Internet space because they provide up-to-date and reliable information for guests, or at least that is how they are seen. In this way, they influence the purchasing process of users.

According to Tuominen (2011) it can be broken down to the following steps:

a) selection from universally available options to a set of options that can be invoked consciously according to the variables needed;
b) narrowing down the selection from a set of deliberately available options to selected few, based on which the final choice will be made;
c) selection of one (several) options for the purchase transaction.

This process merges and permeates the hotel industry with the process of searching for information on the Internet. Based on this the booking decision is made. It consists of three elements:

a) a traveller whose decisions are initiated by internal needs or connected with the purpose or place of travel;

b) online tourism domain, which consists of all participants of the tourist services market on the Internet, and is characterized by a separate semantic structure, defined by the hypertext nature of the Internet and the structure of the tourism industry;
c) search engines, where the search for places and the first contact with offer takes place.

The main system analysing the reputation of hotels, which was established long before the promotion of online reputation management, is a star standardization system. It has been popularized all over the world, even in countries where formal categorization requirements do not exist. Another solution that facilitates decision making is the existence of intermediaries in the form of travel agencies. Due to the close cooperation with hotels, knowledge of their services, but also the opinions of their customers, they have wider access to information. They serve as a recommendation place, thus eliminating the existing information asymmetry (Yacouel, Fleischer, 2012). The development of the Internet has enabled the development of intermediaries in the form of online travel agencies. They are available to individuals without special restrictions and in this way, information about services is freely available and it facilitates the decision-making process.

Published opinions are an element of the hotel's promotion, because as how Tian (2013, p. 185) summarizes: "text simultaneously promotes what it represents". Thus, they fit into the wider concept of the marketing mix because "hotel owners/managements still use their hotel reviews as a marketing strategy to ensure their competitiveness in the era of new capitalism" (Tian, 2013, p. 185).

Financial impact of hotel reviews

N. Yacouel and A. Fleischer proved that the quality of a service expressed in online reviews influences the price. So online reputation also affects the offline market because hotels improve the service to increase revenue. They also provide it to people who do not reserve on platforms where positive feedback has taken place. In addition, the larger hotel, the better (broader) reputation, which can allow the prices to rise. Chain hotels, which operate under the brand associated with a previously developed image, can charge prices higher by 4–14% from non-chain competition. It should be emphasized that price premium applies to international hotel chains. Among local ones, this relationship was not observed which would confirm the relevance of the image because by default, it can be assumed that international brands enjoy greater recognition and positive association. The research also showed significant relationships resulting from the traditional star system for reputation and price. In the examined hotels in Barcelona, London and Paris the following price differences were noticed: 30% – between a 1-star (1*) and two-star (2*) hotels; 70% – between 1* and 3*; and 110% – between 1* and 4*. In addition, the relationship between online reputation and the traditional positioning of a hotel's quality with stars has been proven. In the surveyed Booking.com portal, one point (on a ten-point scale) in the opinion of the guest, corresponds – depending on the destination – to one sixth to one-third of the traditional star. According to the authors, the implication of this may be treating the star system as a relic due to the fact that distribution on the Internet is becoming more and more common and the stars are no longer as important as they used

to be. In addition, the star system standardizes the physical elements of the hotel and its infrastructure while not regulating the intangible qualities of a hotel enterprise which make up his offer and they are one of the main factors evaluated in booking platforms, e.g. the quality of the service or the value of the service (price-quality ratio). Abandoning the formal star system, as the authors think, will allow hotels to increase market efficiency thanks to a better allocation of available resources resulting from this change (Yacouel, Fleischer, 2012).

It is estimated that TripAdvisor itself is indirectly responsible for generating corporate travel sales of EUR 500 million in 2009. Moreover, TripAdvisor recognizes that 88% of all guests visiting booking portals (including those containing reviews) are influenced by the reviews they read during the hotel selection (Tuominen, 2011). In turn, in the World Travel Market report, we read that 35% of users change the decision of a selected hotel after reading the opinion on the Internet (Blal, Sturman, 2014). 74% of tourists treat opinions as the main source of information when planning a trip. Viewing entries is one of the most popular activities that users take online (Ye, Law, Gu, 2009).

Tuominen (2011), in his research of TripAdvisor and hotel financial performance, proved the following:

a) there is a significant relationship between the number of published reviews and the average daily price (ADR) and the average price per available room (RevPAR) (Anderson, 2012);
b) the number of opinions may also influence the hotel occupation rate, however, here the correlation is not so significant, and it differs between the places studied;
c) the average review grade is positively correlated with the average price and average price for an available room;
d) a high correlation also exists between the average of review rates and the occupancy of a hotel;
e) the percentage recommendation rate of users has a high impact on the hotel turnout, and its relationship was the strongest of all the factors studied;
f) the percentage recommendation rate of users also affects the average price for an available room, and the average price of the day, although in this case the relationship is not strong;
g) no dependence between the hotel results and the ranking of hotels on TripAdvisor.

C. Anderson's (2012) research, which analysed, among other things: the position of the hotel in the Internet search engine, the rating on the Travelocity.com portal, the number of reservations and the relative price, showed that the value and quantity of reviews on the website increases the probability of sale in the website itself, as well as in other Internet channels, but also in traditional ones. In fact, online assessments affect the global outcome of the hotel, not just on the Internet.

I. Blal and M. Sturman (2014), analysing the influence of value and quantity of opinions, proved that numerical ratings have a greater impact on the results of higher-class hotels, while the number of opinions is more important for a lower-standard properties. It is important that the study has demonstrated the same impact on hotels, regardless of the category they belong to. Dependency exists for both independent, franchise and chain hotels. The authors suggest that for hotels with a high standard, it is advisable to have fewer opinions, but with a high numerical value,

which justifies the claim that a smaller number of good quality reviews confirms the luxurious positioning of the hotel, its limited availability for certain segments of guests, and thus exclusivity. A considerable number of opinions may contradict this image, thus discouraging high-status people from using this type of hotel which can cause worse financial results of the property. The lower the hotel standard, the smaller the impact on the hotel results. Analysing the standard of the hotel, the number of opinions affects the hotel results, in that the lower the standard, the more the number of opinions affects its popularity and financial effects. In summary, the analysis distinguishes hotel segments to assess the actual impact of the opinions (and their value and quantity), as both quantity and quality are important, but the scope and even the nature of the impact depends also on the characteristics of the hotel product itself. Another feedback that the reviews bring is the perception of prices by the guests after the stay has ended. The price affects how the guests later assess the quality and value of the service. Typically, the price has a positive impact on the quality of services, but a negative one when it comes to their value. There is also a dependence where, due to the price, quality is more important in hotels with a higher standard. The perceived value, in turn, is more important for guests of the business segment than for tourists concentrating on leisure.

Vermeulen and Seegers (2009) proved that positive opinions improve the hotel image among consumers. In the same study, they found that positive and negative opinions build awareness about the existence of the hotel brand, although a negative one may affect the hotel's result. However, the developed consciousness can neutralize unwanted effects. Value of the opinion helps in the sale of rooms in the Internet channels (Ye, Law, Gu, Chen, 2011).

It is worth noting that there are studies which do not confirm the influence of online reputation on the sales of a hotel. However, still there is a correlation that allows for prediction of sales based on published ratings, but this is not a cause-effect relationship.

In the research conducted by A. Mauria and R. Minazzib (2013), 75% of respondents answered that they consider the opinions of others before making a decision on hotel reservation. In the same study, it was proved that the value of ratings, even on non-booking platforms, positively correlates with the intent of concluding a reservation somewhere else. Opinions therefore have a wide range, beyond the place of publication. In addition, the value of assessments affects the expectations of future consumers. Better opinions create higher expectations. Interestingly, it turned out that the ability to respond to guest feedback, which currently exists in most portals, may negatively affect buying intentions. The authors justify this claiming that such a hotel response can be perceived as an advertisement, and thus it is unreliable. And also, as a result of mercantile motives, it does not attempt to satisfy the guest's doubts. Opposite findings were presented by Dai and Jiang (2016) where the management response to online reviews has a significant adjustment effect in consumer decision-making process.

Conclusions

Reputation in the case of hotels primarily affects the consumer's decision to select accommodation. We can observe this process in two forms: a guest choosing different destinations can choose

one brand of a hotel, or they recommend a brand (hotel) in which they have already stayed to other consumers. It has been proven that the positive image of the company in terms of the quality of its services neutralizes negative reviews related to the asymmetry of market information. At the same time, it affects the profitability and overall success of the company. Reputation is closely related to consumer confidence. Customers' trust in turn, for example in the quality of services, allows for a higher valuation of services since guests are willing to pay more for the services they trust. In this way, offering services at a high level has economic justification, however, for this purpose it is necessary for reliable information about the quality of services to reach future consumers.

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Wpływ opinii w Internecie na wyniki finansowe firmy hotelarskiej

Słowa kluczowe

hotele, hotelarstwo, zarządzanie reputacją

Streszczenie

Artykuł teoretycznie analizuje wpływ opinii hotelu w Internecie na wyniki finansowe firmy hotelarskiej. Artykuł zawiera przegląd literatury koncentrującej się na biznesie hotelowym i koncepcji zarządzania reputacją, które wpływają na decyzje podejmowane przez gości. Przedstawiono dotychczasowe wyniki badań akademickich w tej dziedzinie, ze szczególnym uwzględnieniem wpływu opinii w Internecie na rezerwacje usług hotelowych, a tym samym przychody finansowe hoteli. Celem artykułu jest przegląd i podsumowanie dotychczasowych badań, ponieważ obecnie akademickie pole eksploracji w tej dziedzinie jest w większości nieznane w literaturze polskiej. Wnioski z tego artykułu wskazują, iż opinie online mają ogólnie pozytywny wpływ na decyzje konsumentów dotyczące zakupu usług hotelowych. Wskazać także można korelację między rekomendacjami internetowymi konsumentów a wynikami finansowymi hoteli.

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"ROZTOCZE – WITALNOŚĆ Z NATURY" BRAND AS AN INDICATOR OF ABIOTIC ASSETS IN MARKETING SLOGANS AND TOURISM PRODUCTS

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ABSTRACT | The study presents the results of evaluation of the "Roztocze – Witalność z natury" brand as an indicator of the abiotic assets of the region reflected in marketing slogans and tourism products. The study goals were achieved using the query and stocktaking methods, screening, and analysis of opportunities for development. The results indicate that the most frequently mentioned abiotic elements include landscape (hills, valleys, and Cretaceous, Eocene, and Miocene rock outcrops) and recreational (groundwaters) assets. There is no indication of specialist assets. The abiotic assets are most widely identified in Roztocze Tomaszowskie. The marketing slogans mainly refer to recreational (streams, Roztocze wave, kayaks, sunny beaches) and landscape (quarries, rock and fossil outcrops) assets. The tourism offer proposes primarily trail-products; in turn, there are no area-products or object-products evoking memories of the brand and Roztocze as a tourist region.

Introduction

Given the dynamically changing economic situation, a tourism brand (Kozak, Baloglu, 2011; Fedyk, Gruszka, Krajewska-Smardz, 2014) is created by many regions to attract potential visitors (Dwyer, Chulwon, 2003). In these areas, the brand symbolises a promise of what can be expected from a region and product (Pringle, Gordon, 2008) and what will satisfy visitors' expectations (Walas, 2001). Therefore, a recognisable set of material, non-material, and functional assets is created to

distinguish the tourist region (Wanagos, 2012) and constitute the brand's identity (Łuczak, 2011). In relation to the area, the brand should be broadly interpreted as a set of activities targeted at the regional tourism product (Lewandowska, Panasiuk, 2005). In terms of the tourism market, the brand is directly associated with the tourism offer and should be understood as its traits perceived by consumers (Panasiuk 2014). It provides buyers with emotional and functional benefits symbolising the uniqueness of the area/product and influencing the purchasing process (Kaczmarek, Stasiak, Włodarczyk, 2010).

The "Roztocze – Witalność z natury" brand was designed by the Local Tourist Organisation *Roztocze* (LTO) in 2010. The organisation includes local government institutions from two of the four Roztocze subregions, i.e. Tomaszów county, Tomaszów Lubelski town, and Bełżec, Krynice, Susiec, Tomaszów Lubelski, Tarnawatka, and Jarczów communes in Roztocze Tomaszowskie as well as Narol town and commune and Lubycza Królewska commune in Roztocze Rawskie. It also brings together entrepreneurs from these administrative units. The concept of the brand is based on activities aimed at enhancement of the recognition of the entire region as an area that is able to fulfil the promise of healthy and active recreation in nature.

In terms of tourism, the Roztocze region has already been evaluated in terms of the use of abiotic and biotic assets in the current functional tourism offer for development of the concept of the area product (Brzezińska-Wójcik, 2017, 2018a). Additionally, the "Roztocze – Witalność z natury" brand has been assessed as an indicator of biotic assets reflected in marketing slogans and tourism products (Brzezińska-Wójcik, 2018b). However, some questions arise: to what extent does the brand "Roztocze – Witalność z natury" identify the abiotic assets of the entire region in terms of tourism products? Does this brand actually promote products that are characteristic for the entire region, as promised (*Strategia marki* ..., no publication year). To address these questions, we focused only on abiotic assets in the brand structure as heritage constituting the attractiveness of the Roztocze region (one of the six elements proposed by A. Panasiuk (2013).

Therefore, the aim of the study was to evaluate the extent to which the "Roztocze – Witalność z natury" brand is an indicator of abiotic assets of the region present in marketing slogans and tourism products.

Material and method

In the first stage of the study, secondary source materials (literature; publication *Oferty turystyczne – Region Lubelski. Polska 2018/2019*; tourist information leaflets with the brand logo; tourist magazine *Magiczne Roztocze*; other promotional publications including cartographic materials) were subjected to the query method. The next stage consisted in analysis of the results of abiotic asset stocktaking from 2016–2018.

Next, marketing slogans and tourism products associated with the abiotic assets of Roztocze were collected, classified, and analysed. The analysis of the data was carried out in the following categories: 1) marketing slogans promoting brand-related abiotic assets of the entire Roztocze

region and its subregions; 2) abiotic assets in marketing slogans and tourism products in Roztocze sub-regions promoted by the brand.

In the final stage, a description combined with other methods (historical analysis and analysis of development possibilities) were used to determine the degree of identification of the abiotic assets in the entire region by the "Roztocze – Witalność z natury" brand.

Features of abiotic assets in the Polish part of Roztocze

The Roztocze subregions proposed by J. Buraczyński (1995) in functional terms (Lijewski, Mikułowski, Wyrzykowski, 2002) are characterised by landscape, recreational, and specialist assets.

The group of landscape assets formed by nature is dominated by relief forms (92 including springs – 29, gorges, rocks, and caves – 10 each, valleys and knickpoints in some of them – 7), geological outcrops (70 including Miocene rocks – 32 and Late Cretaceous rocks – 22), monuments of nature (32 including springs – 22 and rocks – 9) (Brzezińska-Wójcik, 2017, 2018a).

The landscape assets created by nature and man include museums and nature collections (12). Most of them are located in Roztocze Tomaszowskie – *Ośrodek Edukacyjno-Muzealny Roztoczańskiego Parku Narodowego* [*Educational and Museum Centre of the Roztoczański National Park*] in Zwierzyniec, *Muzeum Kamieniarstwa im. Adama Grochowicza* [*Adam Grochowicz Masonry Museum*] and *Pawilon geoturystyczny* [*Geotourism Pavilion*] in Józefów, *Muzeum Przyrodniczo-Etnograficzne „Zagroda Guciów"* [*Natural and Ethnographic Museum "Guciów Grange"*] in Guciów, and *Muzeum Wsi Krasnobrodzkiej i Muzeum Geologiczno-Garncarskie* [*Krasnobród Village and Geology-Pottery Museum*] in Krasnobród. The most distinctive collections associated with the geological heritage can be found in *Muzeum Skamieniałych Drzew* [*Petrified Trees Museum*] in Siedliska, Roztocze Rawskie (Brzezińska-Wójcik, 2017).

Natural landscape assets with a character and importance unaffected by human activity are represented by viewing platforms (17). They are mainly concentrated in Roztocze Szczebrzeszyńskie (Brzezińska-Wójcik, 2017).

The recreational assets comprise sets of features that are *indispensable* (clean air, silence, low level of urbanisation, aesthetic values of the landscape, no basic climatic contraindications) and *advantageous* (landscape scenic assets, conditions for active recreation in summer and winter, favourable bioclimatic conditions, medicinal assets) (Lijewski et al., 2002).

In Roztocze, the set of *indispensable* features is associated with abiotic assets, which are largely satisfactory. The region belongs to class A (concentration levels not exceeding the permissible level) in terms of ozone and benzo(a)pyrene air pollution in accordance with the relevant regulations of the Minister of the Environment (13 September 2012 – on assessment of levels of substances in the air, Journal of Laws of 24 August 2012, item 1032 – on the levels of some substances in the air; 2 August 2012 – on zones of assessment of air quality, Journal of Laws item 914; *Stan środowiska…*, 2014). As shown by data for 2016, particulate pollutants are retained (95.1–99.0%) by pollution control devices (*Atlas statystyczny…*, 2018).

The *advantageous* features in Roztocze include landscape assets. In terms of genetics, loess and carbonate landscapes are predominant (Chmielewski, Sowińska-Świerkosz, Kułak, Chmielewski, 2014). A majority of the assets are areas with a natural or nearly natural landscape (category I assets) (Bogdanowski, 1971). The landscape assets are enhanced by the diversity of relative heights. Areas with the highest maximum denivelation values (> 78.0 m) are most frequent in Roztocze Szczebrzeszyńskie and Roztocze Gorajskie but occur less frequently in Roztocze Tomaszowskie (Brzezińska-Wójcik, 2017).

The opportunity of water-related recreation in Roztocze is limited due to the contamination of fragments of the Wieprz, Tanew, and Sołokija rivers (*Raport*..., 2018).

In turn, the region is outstanding in the Lublin upland belt for the length of the ski hiking period (50–60 days) and downhill skiing (30–40 days) (Wyrzykowski, 1984). In terms of the downhill skiing conditions, the only criterion that is not met is the 150-m difference in altitudes (*Główne problemy*…, 1973).

Biometeorological factors promote recreation in Roztocze as well. In the scale of Poland, the region is distinguished in terms of solar radiation in the second half of summer and early autumn as well as the highest average number of sunny days, i.e. approximately 47 on its northern slope (Kaszewski, 2008). Therefore, it represents the warmest, moderately stimulus-related anthropoclimatic regions (Kozłowska-Szczęsna, 1991). As shown by the comprehensive indicator of weather for recreation (*WRI*), the region is characterised by the shortest period of non-recreational weather in Poland (only in December) and a shift of the onset of highly favourable weather to early May (Błażejczyk, Kunert, 2011). Furthermore, the level of scattered ultraviolet radiation in the warm half of the year creates great opportunities for heliotherapy (Kuczmarski, 1984).

The properties of groundwaters containing high amounts of calcium and magnesium bicarbonates are associated with the features of fractured Late Cretaceous and Miocene rocks (Michalczyk, 1996; Chmiel, Michalczyk, Turczyński, 1997). Additionally, there are sulphurous mineral waters with therapeutic properties (Ciężkowski, Porwisz, Zuber, 2003) near Horyniec-Zdrój.

The canoeing and speleological assets available in Roztocze are important in terms of the suitability of the abiotic assets for specialist tourism forms.

However, only some rivers (Wieprz and Tanew) and a few artificial reservoirs are suitable for water tourism. The group of objects that are not yet adapted for tourists' visits comprises caves (Piekiełko, Kolegów i Przyjaciół in Polanka Horyniecka, Chmielna in Niwki Horynieckie, Diabelska near Wola Wielka, Niedźwiedzia in Werchrata, Grota w Studni on Monastyr hill) located in Roztocze Rawskie (Mleczek, 2009).

Marketing slogans proposed by the brand and promoting the entire region and/or subregions based on abiotic assets

The advertising panel of the brand (http://roztoczewita.pl/marka-roztocze/) shows 19 photographs with six pictures presenting abiotic assets. Hence, the analysed region should be associated with the closed quarry in Nowiny, petrified wood in the Museum in Siedliska, knickpoints in the Tanew

river, a stone watchtower in Susiec, a water reservoir, and sand (http://www.roztoczewita.pl/lot-roztocze/marka-roztocze).

In 2012–2018, the "Roztocze – Witalność z natury" brand promoted abiotic assets of the entire region via only two marketing slogans. Earlier (in 2012), the area was promoted with a slogan "Roztocze. Tu chodzi się boso" [Roztocze. You walk barefoot here] with reference to the diversified relief, the colours of Roztocze sun-drenched fields, knickpoints in riverbeds, and higher insolation than in other regions of Poland. In the following years (2016–2017), the slogan was changed into "Jak zostać zdrowym leniem?" [How to become a healthy lazybones?] with the same reference to the high insolation and picturesque rivers. The fresh air was promoted as well (*Magiczne Roztocze*, 2012, 2016, 2017).

In their marketing messages "Roztocze. Tu chodzi się boso" [Roztocze. You walk barefoot here] and "List z wakacji na Roztoczu" [A letter from holiday in Roztocze], the slogans promoting the abiotic assets of the Roztocze regions mentioned the gorges in Roztocze Szczebrzeszyńskie, the quarry in Józefów and thresholds (waterfalls, knockpoints) in the Tanew river near Susiec in Roztocze Tomaszowskie, and the Petrified Trees Museum in Siedliska and mineral waters in Roztocze Rawskie (*Magiczne Roztocze*, 2012, 2013, 2015, 2016). The slogans did not refer to the abiotic assets of Roztocze Gorajskie.

Thus, in the promotional messages referring to the entire Roztocze area and its subregions, the brand offers the tourist only some landscape assets, i.e. mainly the riverbed knickpoints.

Abiotic assets characteristic for Roztocze subregions promoted by the brand in marketing slogans and tourism products

The abiotic assets of the subregions are promoted by the brand with three slogans. In Roztocze Gorajskie, these are "Kajakowe Roztocze" [Kayak Roztocze] and „Gdzie strumyk płynie z wolna..." [Where the stream flows slowly...], which popularise event-products (kayaking) in two valleys (Łada and Por rivers). The same marketing messages popularise three valleys (Wieprz, Sołokija, and Tanew) in Roztocze Tomaszowskie. Two of them (Wieprz and Tanew) are also promoted with the slogan "Na Roztoczańskiej fali" [On the Roztocze wave] (*Roztocze. Informator...*, 2010, 2011; *Magiczne Roztocze*, 2013, 2014, 2015, 2016, 2017).

Thus, only some landscape assets characteristic for the subregions, i.e. valleys, are promoted by the brand. Event-products, i.e. the cyclical National Canoe Tour "Rzeki Roztocza" [Roztocze Rivers] on the Wieprz and Sołokija rivers in Roztocze Tomaszowskie and the International Roztocze Bike Ride in Roztocze Rawskie, are the only promoted products, however without mentioning nature resources.

Abiotic assets in the communes of Roztocze subregions promoted by the brand in marketing slogans and tourism products

The assets of four (Batorz, Chrzanów, Janów Lubelski, Radecznica) among the 11 communes in Roztocze Gorajskie are promoted by the brand. They mainly include river valleys (Por, Łada, Gorajec) promoted in marketing slogans "Białe szaleństwo" [White frenzy] and "Na Roztoczańskiej fali" [On the Roztocze wave]. Only linear tourism products, i.e. downhill skiing trails (in Batorz and Chrzanów), are promoted. Additionally, the brand mentions Porytowe Wzgórze via a slogan "Szlaki konne" [Horse-riding trails] in the "Cwał" [Gallop] trail-product (*Informator...*, 2011; *Magiczne Roztocze*, 2013, 2014, 2017).

In Roztocze Tomaszowskie, the brand promotes assets in a majority (6) of the 11 communes (Adamów, Józefów, Krasnobród, Susiec, Tomaszów Lubelski, Zwierzyniec). The assets identified include primarily hills (Młynarka, Kamień, Hołda, Biała Góra, Wapielnia, Kamienna Góra) in five communes (except for Adamów) and valleys (Jacnia, Sopot, Tanew, and Jeleń rivers and Siwa Dolina) in four communes (except for Krasnobród and Zwierzyniec). Outcrops of Miocene rocks (in Józefów, Szopowe, Nowiny, Potok Senderki) located in three communes (Józefów, Krasnobród, Susiec) and artificial water reservoirs (on Wieprz, Sopot, and Świerszcz rivers) located in three communes (Krasnobród, Susiec, Zwierzyniec) are mentioned relatively frequently.

In terms of the repeatability of the promoted assets in this subregion, the marketing message about Krasnobród commune is characterised by the greatest richness - hills, Miocene and Cretaceous rocks, springs, artificial water reservoirs, as well as climatic and landscape assets. Tomaszów Lubelski commune advertised with its hills, Siwa Dolina Valley, Eocene rocks, and springs is in the second place in this respect.

Hills are referred to in seven marketing slogans – "Białe szaleństwo" [White frenzy], "Natura [Nature], "Rowerem po Roztoczu" [Cycling in Roztocze], "Dwa kółka na Roztoczu [Two wheels in Roztocze], "Szlaki konne" [Horse-riding trails], "Wędrowanie" [Hiking], and "Wędrujemy" [Our hikes]. Valleys are promoted in three repeating messages – "Białe szaleństwo" [White frenzy], "Wędrowanie" [Hiking], and "Wędrujemy" [Our hikes]. Rock outcrops are referred to in the slogan "Historia zaklęta w kamieniu" [History captivated in stone] and artificial water reservoirs are promoted by a phrase "Słoneczne plaże Roztocza" [Sunny beaches of Roztocze] (*Roztocze. Informator...* 2010, 2011; *Magiczne Roztocze* 2012, 2013, 2014; *Powiat Tomaszowski – mapa ...* [no publication year]; *Susiec na Roztoczu ...* [no publication year]; *Informator turystyczny powiatu ...* [no publication year]; sub-tab "pomniki przyrody i inne miejsca" [nature monuments and other places] on the brand's website).

Trails are the main tourism products mentioned. A majority of these products are bicycle trails, including "Centralny Szlak Rowerowy Roztocza" [Roztocze Central Cycling Trail] and "Trasa Rowerowa Ziemi Józefowskiej" [Józefów Land Cycling Trail]. There are single object/area-products, i.e. the geotourism pavilion in Józefów and *Sztolnie* near Krasnobród (*Roztocze. Informator...* 2010, 2011; *Magiczne Roztocze* 2013, 2014).

The assets of all three communes in Roztocze Rawskie are promoted by the brand, with the greatest promotion of the assets located in Lubycza Królewska commune. These include petrified Miocene tree trunks (marsh cypress) in Siedliska, hills (Goraje – Krągły and Długi), and the Sołokija river valley. In the other two communes, the promotion is focused on groundwaters, hills, and valleys (*Roztocze. Informator...* 2010, 2011; *Magiczne Roztocze*, 2012, 2013, 2014).

The hills are advertised by the marketing slogan "Wędrujemy" [Our hikes], the valleys – with two marketing messages "Rowerem po Roztoczu" [Cycling in Roztocze] and "Dwa kółka na Roztoczu" [Two wheels in Roztocze], and the groundwaters – by three slogans – "Smaki Roztocza" [Roztocze flavours], "Swojskie klimaty" [Familiar vibes], and "Borowinowe eldorado" [Peloid Eldorado]. Trails, i.e. "Nad Brusienką" [On the Brusienka river], "Nad Sołokiją" [On the Sołokija river], "Na kamiennym szlaku Roztocza" [On the Roztocze stone trail], and "Szlak p.o. Goraje" [Goraje trail], are the most frequently mentioned tourism products (*Roztocze. Informator...* 2010, 2011; *Magiczne Roztocze*, 2012, 2013, 2014).

Summing up, the greatest brand promotion of the communes of the subregions can be noted for landscape assets created by nature, i.e. relief forms (hills, valleys) and Miocene rock outcrops. The second place is occupied by recreational assets, i.e. artificial water reservoirs on the Wieprz, Sopot, and Świerszcz rivers. The most numerous tourism products are represented by cycling trails ("Centralny Szlak Rowerowy Roztocza" [Roztocze Central Cycling Trail], "Na kamiennym szlaku Roztocza" [On the stone Roztocze trail], and "Trasa Rowerowa Ziemi Józefowskiej" [Józefów Land Cycling Trail]). There are single object/area-products. The brand "Roztocze – Witalność z natury" does not take into account the abiotic assets in Roztocze Szczebrzeszyńskie.

Conclusions

Among the abiotic assets, the "Roztocze – Witalność z natury" brand most often mentions landscape assets (hills – in 15 slogans and 13 products, valleys – in 12 slogans and in 10 products, and Cretaceous, Eocene and Miocene rock outcrops – in 9 slogans and 7 products) and recreational assets (groundwaters – in 5 slogans and 2 products). There is no reference to specialist assets.

The marketing slogans refer mainly to recreational (stream, Roztocze wave, kayaks, and sunny beaches) and landscape (quarries, rock and fossil outcrops) assets.

The analysis of the lists of offers promoted by LROT (*Oferty turystyczne*..., 2018/2019) indicates that only one of 19 tourism offers in Lublin Province, i.e. the trail-product "Spływy kajakowe Wieprzem" [Wieprz river canoeing] is labelled with the logo of the "Roztocze – Witalność z natury" brand.

The study results indicate that the brand offers trail-products most frequently but rarely events, objects, and dishes. It does not promote any area-product or thing-products that could evoke memories associated with the brand and Roztocze as a tourist region. This is important because such identifiers (material souvenirs) are remembered easily for a long time by the tourist through visual-gustatory associations, which results in "experiencing" the tourism product. Products that are characteristic of Roztocze Tomaszowskie are identified by the brand most largely.

The Roztocze products promoted by the brand are highly similar and repetitive, which was underlined by E. Dziedzic (1998), who carried out a comparison with other regions. Consequently, tourists are concentrated in certain linear systems or in very small areas.

The marketing activities described in the study indicate that the "Roztocze – Witalność z natury" brand is a communicator (destination brands as communicators perspective), as specified by G. Hankinson (2004, p. 113). However, there is no targeted long-term strategy of communication between the brand and its recipients. On the supra-regional scale, only some object-products associated with the abiotic assets are recognisable in Roztocze. These include the artificial water reservoir in Horyniec-Zdrój – ca. 12% and ca. 11% of indications (respectively: Tabor 2009, Rydzewski 2012), the artificial reservoir in Krasnobród, "Stawy Echo" [Echo Ponds], kayaking (along the Wieprz and Tanew), Muzeum Skamieniałych Drzew [Petrified Trees Museum] in Siedliska, and the "Babia Dolina" Quarry in Józefów (Kula, 2012).

As demonstrated by the study results, the marketing messages should make better use of the landscape assets such as inanimate nature monuments (in particular – springs), museums and nature collections (as a variant for bad weather), or viewing platforms (not included in the slogans or products). Recreational assets should also be included, especially those constituting indispensable features.

"Roztocze – Witalność z natury" has a chance to become a strong tourist brand (Woods, Deegan, 2003), with which local stakeholders will identify provided it creates a wide range of assets, including cultural assets with their adequately promoted relationships with nature.

The results of the analysis of the marketing message of the brand can also be treated as recommendations for its designers, especially for the website as an important marketing tool (Pilarczyk 2010). There is a need for creation of a sub-tab "bioclimatic conditions" presenting maximum and minimum temperature values, precipitation rates (impact of rain on tourism, skiing conditions), persistence of the snow cover, and insolation (heliotherapy). There is no sub-tab "waters" with division into "surface waters" (rivers, water reservoirs) and "groundwaters", while other tabs present many offers of active kayaking recreation. The "health in Roztocze" sub-tab does not specify the properties of the mineral waters or the therapeutic and relaxing properties of the climate that are the basis for the function of the Horynie-Zdrój and Krasnobród health resorts, respectively.

Translated by Anna Zoń

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Marka „Roztocze – Witalność z natury" jako identyfikator walorów przyrody nieożywionej regionu w hasłach marketingowych i produktach turystycznych

Słowa kluczowe

potencjał turystyczny, funkcja turystyczna, Roztocze

Streszczenie

Zaprezentowano wyniki badań nad oceną marki „Roztocze – Witalność z natury" jako wyróżnika walorów przyrody nieożywionej regionu w kontekście haseł marketingowych i produktów turystycznych. Założone cele zrealizowano stosując metody kwerendy i inwentaryzacji, odsiewu i analizy możliwości rozwoju. Uzyskane wyniki wskazują, że spośród walorów przyrody nieożywionej marka najczęściej przywołuje krajoznawcze (wzgórza, doliny, odsłonięcia skał kredowych, eoceńskich i mioceńskich) i wypoczynkowe (wody podziemne). Brakuje odniesienia do walorów specjalistycznych. W najszerszym zakresie identyfikuje walory przyrody nieożywionej Roztocza Tomaszowskiego. Hasła marketingowe nawiązują zwłaszcza do walorów wypoczynkowych (strumyk, roztoczańska fala, kajaki, słoneczne plaże) i krajoznawczych (kamieniołomy, ekspozycje skał i skamieniałości). Przeważnie proponowane są produkty–szlaki; brakuje produktu–obszaru oraz produktów–rzeczy przywołujących wspomnienia związane z marką i Roztoczem jako regionem turystycznym.

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IMPACT OF THE EVENTS SECTOR ON THE ECONOMY – CASE STUDY OF POLAND

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Keywords meetings, events, economic impact, Poland, organizations, MICE

Abstract The goal of the study conducted project was to quantify the economic importance of meetings and events (i.a. social, economic, business) staged in Poland and show their economic contribution. This objective inspired research questions inquiring about the structure of the expenditures of meeting and event participants, the Gross Domestic Product generated thanks to Poland's meetings industry and the number of jobs created to perform services for meetings and events in Poland.
The project's three-stage analysis examined three groups of stakeholders: participants, organisers of meetings and events (seven categories) and venue administrators (twelve categories). The goal was achieved thanks to the collected data and an econometric model based on the data of the Central Statistical Office of Poland, built specifically to determine the meetings industry's impact on national economy. The research estimated the meetings industry's contribution to GDP at the level of 1%. In 2015 meetings and events generated 25,911,301,000 for Poland's economy and 11,960,058,000 PLN of gross value added. 12,401,600 domestic and international participants attended the meetings and events, which on average lasted two days. The meetings industry's employment contribution amounted to 171,000.

Introduction

The goal of the study conducted as part of The Economic Impact of Poland's Meetings Industry – Poland Meetings Impact 2015 project was to quantify the economic importance of meetings and events (i.a. social, economic, business) staged in Poland and show their economic contribution. This objective inspired research questions inquiring about the structure of the expenditures of meeting

and event participants, the Gross Domestic Product generated thanks to Poland's meetings industry and the number of jobs created to perform services for meetings and events in Poland.

Upon this occasion, the team composed of academics and industry representatives made an attempt to evaluate the economic impact of the meetings and events industry at a national level. This was a considerable research challenge, as demonstrated by the fact that even countries boasting well-developed economy and tourism have only recently made an effort to estimate the impact. National authorities usually assign this task to recognised research companies, a fact indicating that we are dealing with major budgets. Serious and complicated analyses finally result in several figures, with the meetings industry's share of a country's GDP as the most often cited example. The figures currently available in global literature on the subject are not comparable due to the absence of uniform research methodology and the fact that results concern different periods. The best-known figures show that the meetings industry accounts for 1.43% of Mexico's GDP (2010), 1% of the gross value added of Denmark's GDP (2010), 1.5% of Canada's GDP (2012), 1.06% of Singapore's GDP (2012), 0.77% of Thailand's GDP (2014) and 1.78% of Malaysia's GDP (2015). The UK meetings industry, which delivered 2.9% of the national GDP and 3.4% of the country's employment (2011), attracted the largest attention. Taking into account the highly diversified character of the British economy and the numerous advanced services available within it, this is certainly an impressive number that gives some idea of the serious contribution that the meetings industry is capable of making.

The measuring initiatives undertaken in countries of key importance for the meetings and events market inspired the very first comprehensive attempt of this type in Poland. The collective efforts of the team and industry representatives, who agreed to cooperate and hand over data from their venues, for which we owe heartfelt thanks, made it possible to attain several coveted figures.

The aim of the study was to estimate the meetings industry's contribution to Poland's GDP and labour market.

Theoretical Foundation(s) / Review of the Literature

A "meeting" can be defined as a gathering of several or many people in one place and/or at the same time in order to discuss, exchange views and experiences, debate, present products, share knowledge and ideas, as well as to learn and motivate. The meeting in question might be arranged on a one-off basis or regularly, with certain seasonality. As defined by Convention Industry Council (CIC), the term refers to a gathering that fulfils the criteria of 10 or more participants meeting for a minimum of four hours in a contracted venue/destination (UNWTO, 2006).

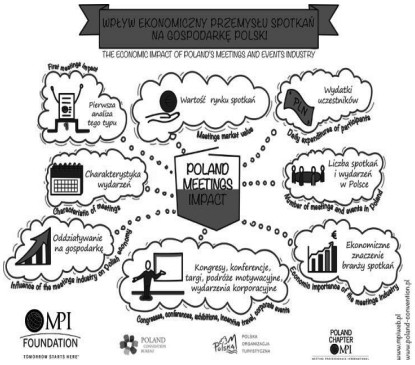

Figure 1. The model of economic impact of Poland's meetings and events industry

Source: Celuch (2015a).

The acceptance of these assumptions determines what types of meetings will constitute the subject of research into the industry. As "meetings industry" also tends to be used as a synonym of business tourism, it is worth emphasising the fundamental difference between the two terms. The scope of business tourism, understood as a synonym of business trips, encompasses also individual business trips, whose participants do not attend meetings (as defined by CIC) and thus cannot be comprehended as part of business tourism (Borodako, Berbeka, Rudnicki, 2015, p. 13). The meetings industry, on the other hand, also involves aspects that remain outside the scope of business tourism. Meetings, after all, might have a local character and then do not require their participants to travel and/or leave their place of residence and seek overnight accommodation (fig. 1). In other words, these cases are distinguished by the lack of features determining the emergence of tourism. The discussed meetings have local participants gathering in one place, usually people personally involved in a given issue or interested in the discussed subject matter exerting a direct or indirect impact on themselves or their surroundings. The "MICE" acronym (or "MICE tourism") is another term of English origin that until recently has been widely applied in foreign and domestic studies. The acronym was formed by combining the first letters of the words Meetings, Incentive, Conventions, Exhibitions or Meetings, Incentive, Congresses, Events, thus indicating which categories of meetings it encompasses. The name first became highly popular in literature on the subject, but recently is increasingly less frequent owing to a certain semantic awkwardness for English speakers (Berbeka et al. 2009, p. 13). For people insufficiently informed about business tourism, the "MICE" term might create an inappropriate picture of the market, as a consequence reducing its economic rank (Fullforms, 2013). In addition, the emergence of new types of meetings, which fall outside the scope defined by the big four, also contributed to "MICE tourism" losing its relevance.

The meetings industry can be deemed a fast-growing sector with a significant contribution to the national economy (Weber, Ladkin, 2004; Deery, Jago, Fredline, Dwyer, 2005; Dwyer, Deery, Jago, Spurr, Fredline, 2007). However, in today's knowledge-based economy, when information is of enormous importance as a knowledge component, a mere statement about a "significant"

contribution is imprecise and insufficient. This explains the attempts aimed at measuring and calculating the economic significance of the meetings industry (Lee, 2006; Dwyer et al., 2007). It is important to highlight that meetings held in a given place generate direct effects in the form of the expenditure of participants and organisers, indirect effects thanks to the spending of direct suppliers, and induced effects involving the further spending of the beneficiaries of the direct and indirect expenditure (Dwyer, Forsyth, 1997).

Research Methodology

Methodology is obviously a factor of crucial importance for the credibility of results. It is essential to take into consideration the expenditures of both the supply and demand sides of the market, paying particular attention not to examine the same streams twice.

The IO analysis was frequently applied in works dedicated to the economic contribution of domestic and international meetings (Rutherford, Kreck, 1994; Mistilis, Dwyer, 1999; Dwyer, Mellor, Mistilis, Mules, 2000; Kim, Chon, Chung, 2003; Lee, 2006; Kim, Chon, 2009; Lee, Lee, Yoon, 2013). The main goal of the models is to measure the co-dependency of particular industries within a given economy (Miller, Blair, 2009). It remains debatable whether the expenditures of local residents should also be taken into account. The opponents point out that we are dealing with a mere redistribution of resources (Southwick, Bergstrom, Wall, 2009), which is not synonymous with making an economic impact. According to other opinions, the expenses of local residents contribute to the creation of new jobs and thus should be taken into consideration (Dae-Kwan, Hak-Jun, Sang-Min, Yeongbae, Soo-Yeop, 2015). Early research conducted back in the 1990s (Falk, Pizam, 1991; Braun, Rungeling, 1992; Lee, 2006) focused exclusively on the expenditures of participants. This approach was inspired by the complex character of the meetings industry and problems with arranging the research process (Dwyer, 2002; Lee et al., 2013).

The first comprehensive approach was aimed at estimating the impact of the meetings industry in Orlando, Florida, and encompassed direct and indirect multipliers and an analysis of the industry's interrelationships (Braun, Rungeling, 1992). The study was expanded by Dwyer and Forsyth (1998), whose research framework was intended to estimate the overall impact and featured induced multiplying factors next to direct and indirect multipliers. In addition, Mistilis and Dwyer (1999) attempted to evaluate the MICE impact on a region but focused on indicating the differences between urban and nonurban areas.

Research featured several models developed to evaluate the economic contribution of tourism, among them the Tourism Regional Economic Impact Model (TREIM), which makes it possible to produce the estimates of direct, indirect and induced impacts of tourism-related activities on regional economy in the fields of Gross Domestic Product (GDP), labour income and employment (TREIM, 2008). The second attempt at examining the impact of tourism, the Regional Industrial Multiplier System (RIMS II), helps to estimate how much a one-time or sustained increase in economic activity in a particular region will be supplied by the industries located in it (Chang, 2001). The third of the research models, the IMpact analysis for PLANning (IMPLAN) tool, was

used to identify the impact of tourism on the regional economy of the state of Vermont (Bonn and Harrington, 2008).

The approach taken under the auspices of the World Travel and Tourism Council (WTTC) is an entirely different concept. In conjunction with Oxford Economics (OE), WTTC is conducting research on the impact of travel and tourism on the economy, including both global and regional employment. Its methodology identifies the effects of direct impact but also perceives the total contribution of travel and tourism as a wider phenomenon, involving indirect and induced impacts (following the concept of multiplier effects). According to WTTC, tourism economy refers both to providers of strictly tourist services (e.g. accommodation, transportation) and of goods and services indirectly linked with travel and tourism (e.g. vehicles, fuel). Tourism-related investments, public spending and export of goods are all perceived by WTTC as tourism-generated economy drivers.

Consistent data covering particular countries are required to make direct comparisons possible (WTTC, 2013). In 2006 the cooperation between ICCA, World Tourism Organisation (UNWTO), Meeting Professionals International (MPI) and Reed Travel Exhibitions, the organizer of IBTM World, resulted in developing and publishing Measuring the economic importance of the meetings industry – Developing a tourism satellite account extension, a study compiling guidelines on the measurement of the meetings industry's importance for national economies, referring to the Tourism Satellite Accounting methodological framework (ICCA, 2017) The development of the standards discussed above contributed to research conducted in particular countries. The results demonstrated a considerable economic impact of the meetings industry. All the studies showed that more than 50% of the direct expenditure by delegates and organizers involved products not related to tourism. (fig. 2).

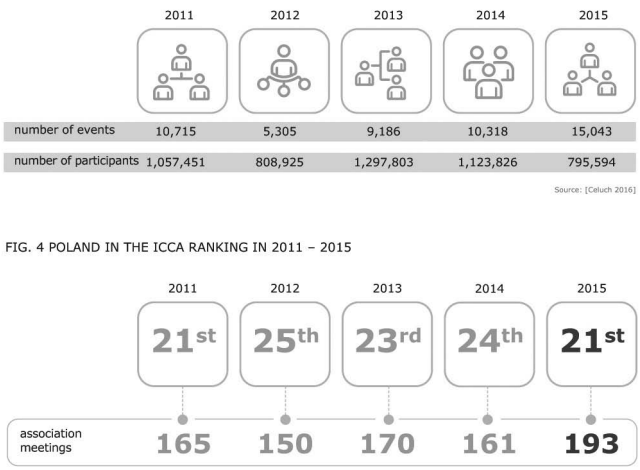

Figure 2. Number of conferences and congresses in 2011–2015

Source: Celuch (2015a).

The suggested methodology is linked to the combination of business approach and scientific method which could be questioned by academic environment, but still bring new way of calculating the impact.

A research goal formulated in this way inspired the following research questions:

1. What is the structure of the expenditures of meeting and event participants?
2. What is the Gross Domestic Product generated thanks to the meetings industry in Poland?
3. How many jobs were created by providing services for meetings and events in Poland?

Following an adopted formula, four groups of meetings/events were selected: conferences/congresses, corporate events, incentive events and trade fairs/exhibitions. For the purposes of this research, the following terms were employed:

- "conference/congress" describes national and international meetings of associations, with no clear division into governmental and non-governmental meetings,
- "corporate event" describes company events, with particular emphasis on trainings, workshops, seminars, press conferences, product launches,
- "incentive event" describes, among others, motivation-boosting travels and trips focused on the reward and recognition aspect,
- "trade fairs/exhibitions" describes large-scale events of any subject, usually staged in trade fair centres.

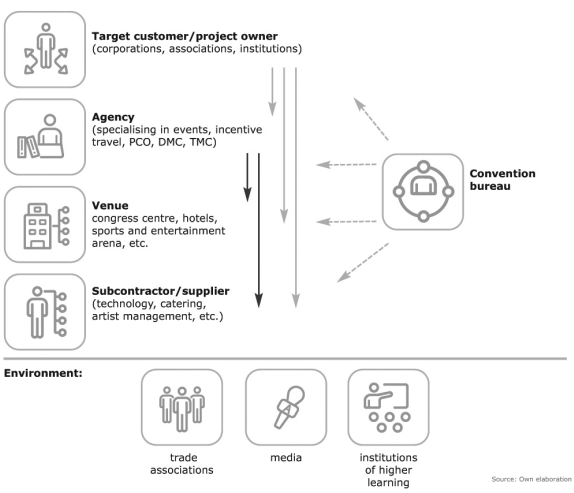

Figure 3. Poland's market of meetings and events

Source: Celuch (2015a).

The assumptions and goals were verified upon the basis of quantitative analysis and perceived in the industry context with a breakdown into meetings and events focused on the following subjects: humanities, technology, IT and communications, economy and politics, as well as medicine. These thematic categories should be understood as follows:

- humanities – meetings and events dedicated to culture and art (history of art, philology, musicology, ethics, philosophy) and social sciences (history, archaeology, sociology, psychology, economics, anthropology),
- technology – meetings and events dedicated to architecture and urban planning, automatic control and robotics, biocybernetics, construction, electronics, electrical engineering, geodesy and cartography, mining, engineering, chemical technology, transportation,
- IT and communications – meetings and events dedicated to the academic and technical discipline studying information processing, including information processing technologies, production technologies of information processing systems, as well as communication systems, communication and its derivatives,
- economy and politics – meetings and events dedicated to economy, politics, finance, management sciences, commodity science,
- medicine – meetings and events dedicated to medical sciences, including stomatology, pharmaceutics, public health, physical therapy, laboratory diagnostics, health technology, medical biology, biogenterology.

The scope of the analysis encompassed the participants, venue administrators and organisers of meetings and events held in Polish localities in 2015 and 2016, with special focus on cities and regions featuring regional convention bureaux and on venues participating in the project.

The following criteria were adopted to analyse meetings and events:

- number of participants and their places of origin,
- duration of national and international meetings and events,
- types and subjects of meetings and events,
- estimated economic impact of meetings held in Poland.

The entire research was to be implemented in 20 months and based on three key stages. Proper research was preceded by an analysis of literature on the subject with special regard to heretofore research on the meetings industry's impact on the economy of particular states. A successive element involved defining available statistical data connected with select types of economic activity in Poland's economy, which are directly related with the meetings market.

The building of an econometric model based on the data of the Central Statistical Office of Poland, intended to determine the meetings industry's contribution to national economy, was also among the most important tasks.

Next, the whole research was divided into three stages. Stage 1 consisted of studying the profile of the participants of meetings and events. The study was carried out in cooperation with 12 regional partners. Stage 2 studied the organisers of meetings and events responsible for securing, coordinating and implementing particular meetings. Finally, stage 3 focused on a study of venues divided into categories and an analysis of the impact, character and specific features of the meetings in question. Owing to the authors' involvement in the *Przemysł spotkań i wydarzeń w Polsce* report and familiarity with the market's structure and character from a formal perspective, a decision was made not to carry out a pilot study.

Research Findings

In other words, the substantive scope encompassed economic aspects connected with the industry's impact on the national economy in reference to fundamental reference points, i.e. value added, GDP and employment. The project's three-stage analysis examined three groups of stakeholders: participants, organisers of meetings and events (seven categories) and venue administrators (twelve categories).

The production volume related to the sector of meetings and events, as shown in the table, is not its only input to Polish economy. Its production requires the application of diverse goods and services constituting the indirect consumption of the discussed types of activity. Their production stimulates economic activity in particular industries, generating the so-called indirect effects of meetings and events. It is possible to define the size of these effects thanks to the application of coefficients of total product absorptiveness, which show the impact that the production of a given industry has on the whole economy (fig. 4).

	Global production	Gross value added
Total:	14,453,405	5,624,827
Food	3,310,407	1,466,540
Groceries	1,146,046	253,276
Wholesale trade	934,020	486,624
Electricity, gas	806,524	339,546
Real estate services	539,164	304,628
Beverages	487,144	141,759
Agriculture and hunting products	426,862	182,270
Advertising services, market research	391,989	174,435
Storage, postal and courier services	286,267	143,706
Equipment rental and leasing	277,624	155,470
Management counselling services	143,706	117,494

Figure 4. Indirect economic contribution of the meetings industry in 2015

Source: Celuch (2015a).

In the case of Poland, the available coefficients come from the 2010 Input-Output table compiled by the Central Statistical Office of Poland. Their application enabled the estimation of the indirect contribution made by meetings and events to Poland's economy in 2015. The results are shown in the table, which also presents data concerning the types of activity, whose production was most connected with meetings and events. It is worth noting that this group included, i.a. food and beverage-related activities, whose share in indirect effects is impressive.

On the basis of data collected in the course of research it was established that in 2015 events and meetings of interest for the study were attended by 12,401,600 guests from Poland and abroad.

No.	Activity type – symbol after Polish Classification of Activities	Global production	Gross value added	Number of jobs
	Organisers and venue administrators			
1.	Accommodation– 55	1,041,880	442,860	6,785
2.	Food and beverage-related services – 56	4,371	1,044	39
3.	Tourism-related activities – 79	713,837	74,773	1,131
4.	Administrative office services, business support activities – 82	541,984	224,003	3,077
	Participants			
5.	Accommodation – 55	7,028,507	2,987,594	45,772
6.	Food and beverage-related services – 56	348,554	100,322	3,074
9.	Cultural services – 90	379,489	272,083	9,525
10.	Land transport – 49	625,913		
11.	Air transport – 51	38,450	11,700	22
12.	Retail trade services* – 47	734,909	463,545	3,710
	Total	11,457,896	6,335,232	75,688

Figure 5. Direct economic contribution of the meetings industry in 2016

Source: Celuch (2015a).

On average the meetings and events lasted two days. A direct effect of staging the events and the expenditures of their participants was a contribution to the production of certain services and corresponding jobs (fig. 5). The table below includes more detailed information. The production volume listed in basic prices corresponds to the revenues of organisers and venue administrators, as well as participants' expenses reduced by net indirect taxes (VAT and excise) (fig. 6).

No.	Venue type	Number of sent questionnaires	Number of provided responses
1	Exhibition/congress centre developed specifically for this purpose	31	18
2	3-star hotel with conference facilities	36	26
3	4-star hotel with conference facilities	30	26
4	5-star hotel with conference facilities	23	10
5	Cultural venue	51	7
6	Castle, palace, manor house	32	2
7	Conference room in an office building	87	1
8	Restaurant with conference rooms	38	1
9	Tourist attraction with conference-ready venues (but not developed specifically for this purpose). This category might include special event venues	24	3
10	Sports and entertainment hall	39	3
11	Higher education institution with conference rooms	4	2
12	Other – please specify	10	1
	TOTAL	405	100

Figure 6. Overview of venues participating in the research

Source: Celuch (2015a).

The total direct and indirect contribution of meetings and events to Poland's economy in 2015 amounted to PLN **25,911,301,000** (current basic prices) and PLN **11,960,058,000** of gross value added, which comprised 1% of value added generated in the economy (according to early estimates

by the Central Statistical Office of Poland and included in the Local Data Bank, it equalled PLN 1,595,276). The lack of data relating to the net worth of indirect tax rates connected with the analysed scope of activity made it impossible to estimate the GDP contribution of meetings and events. However, we can assume that it resembled the input in the creation of gross value added, because there are no apparent reasons to believe that the relation between value added and indirect taxes was in this case considerably different from the relation for the whole economy. In addition, it was estimated that meetings and events contributed directly and indirectly to maintaining about 171,000 jobs.

Conclusion and critical analysis

The 25-year process of developing the meetings sector (industry) in Poland resulted in the functioning of an autonomous component (segment) of the economy, whose scope of activity involves the organisation of various types of events (distinguished by their multi-component character) commissioned by customers (representing corporations, associations and institutions) and in cooperation with them or aimed at fulfilling tasks through specialised entities (event agencies, incentive travel agencies, PCOs, DMCs, trade fair organisers) using services of specialised suppliers, among whom the category of venues is of particular significance. The size of this segment in Poland is demonstrated by below figure (fig. 7).

The Economic Impact of Poland's Meetings Industry – Poland Meetings Impact 2015 research was compiled by a team of researchers and industry experts working under the auspices of Meeting Professionals International Poland Chapter and Poland Convention Bureau Polish Tourist Organisation, in cooperation with regional convention bureaux from Poland, venues hosting meetings and events, as well as meeting organizers. Poland's very first publication of this kind also covered pioneering research on the meetings industry's impact on the economies of select countries, presented and sorted out terminology issues, as well as profiled Poland's meetings sector.

Finally, it is really important to explain why the research is needed and why it is so important from country statistical point of view to conduct the full research including all stakeholders of meetings and events industry. Starting from UNWTO perspective it is worth mentioning that only eight countries all around the world have conducted the full study about the economic impact and the role of meetings (ICCA, 2017). Secondly what it crucial to understand that all reports where prepared in a different way and using different statistical models (UNWTO, 2006). The prepared methodology was different in every country and the only similarity which could be noticed are three conditions under which all meetings where collected: 10 people, 4 hours and rented venue (UNWTO, 2006).

Lastly, it is very important that the elaborated study suggested new way of collecting the data and different approach and methodology of calculating the economic impact and the significance of meetings and events in national GDP. However, looking into the research, it is a must to admit that suggested model is a combination of business approach and scientific method which could be questioned by academic environment.

Entity type	Number
Organisers – customers	
corporations	746,000
associations	60,000
public institutions	100,000
Organisers – intermediaries (agencies)	
event agencies	1,500
incentive travel agencies	100
PCOs / DMCs	50
trade fair organisers	16
Venues	
five-star hotels with conference facilities	57
four-star hotels with conference facilities	321
three-star hotels with conference facilities	1,108
congresses and conference centres (developed specifically for this purpose)	50
trade fair and exhibition centres	21
conference rooms in office buildings	421
institutions of higher learning	415
training and recreation centres	464
sport stadiums	2,386
sport and entertainment halls (with auditorium)	512
restaurants	18,000
cultural venues (institutions):	
- museums	926
- art galleries and salons	331
- theatres and musical institutions	177
- permanent cinemas	444
castles, palaces and manor houses	525
tourist highlights with venues available for hosting events	1,000

Figure 7. Number of entities creating the meetings market in Poland

Source: Celuch (2015a).

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Wpływ przemysłu spotkań na gospodarkę – model krajowy na przykładzie Polski

Słowa kluczowe

przemysł spotkań, Polska, organizacje, gospodarka, PKB, organizacja

Streszczenie

Celem przeprowadzonego badania było określenie znaczenia gospodarczego spotkań i wydarzeń (np. społecznych, gospodarczych, biznesowych) organizowanych w Polsce i pokazanie ich wkładu gospodarczego. Pytania badawcze dotyczyły struktury wydatków uczestników spotkań i wydarzeń, produktu krajowego brutto wygenerowanego dzięki przemysłowi spotkań w Polsce oraz liczby miejsc pracy utworzonych w celu świadczenia usług na spotkania i wydarzenia w Polsce.

W trzystopniowej analizie projektu przeanalizowano trzy grupy interesariuszy: uczestników, organizatorów spotkań i wydarzeń (siedem kategorii) oraz administratorów obiektów (dwanaście kategorii). Cel został osiągnięty dzięki zebranym danym i modelowi ekonometrycznemu opartemu na danych Głównego Urzędu Statystycznego, zbudowanym specjalnie w celu określenia wpływu przemysłu spotkań na gospodarkę narodową. Badanie oszacowało wkład przemysłu spotkań w PKB na poziomie 1%. W 2015 r. spotkania i wydarzenia wygenerowały 25 913 311 000 zł dla polskiej gospodarki i 11 960 058 000 zł wartości dodanej brutto. 12 401 600 uczestników krajowych i międzynarodowych wzięło udział w spotkaniach i wydarzeniach, które trwały średnio dwa dni. Wkład zatrudnienia w branży spotkań wyniósł 171 000.

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CULTURAL HERITAGE AND THE DEVELOPMENT OF SUSTAINABLE TOURISM IN THE *EJE CAFETERO* REGION OF COLOMBIA

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ABSTRACT

Heritage, as an element of culture, needs to be looked at in terms of its economic potential, and the opportunities afforded for local and regional economies to be reshaped. A cultural landscape, and particularly one promoted and prized by local people and incomers alike, may also serve as a heritage object. An undoubted example from this category is the area of western Colombia devoted to coffee-bean cultivation. Known as *El Eje Cafetero*, it has already received World Cultural Heritage recognition from UNESCO, and has become one of Colombia's most popular tourist destinations. The *Eje Cafetero* tourist region is often perceived as exemplifying a sustainable economy based on existing natural resources and cultural heritage in the landscape of Colombia's Western Andes. Local and regional authorities in the coffee region certainly boast plans and programmes for the development of tourism that recognises the exceptional social, economic and landscape features of this part of the country, and the ways in which they support this direction of development as opposed to any other (Martínez, 2006). In doing so, they draw on examples of other countries and regions around the world in which tourism is indeed a product for export (Getino, 1993).

The aim of the article is to analyze the role of cultural heritage in the development of tourism in the coffee growing region of Colombia. It is assumed that the promotion of cultural tourism in the rural region brings economic benefits to the local economy.

KEYWORDS | cultural heritage, cultural tourism, sustainable development, least developed countries, Eje Cafetero

Introduction

Heritage, as an element of culture, needs to be looked at in terms of its economic potential, and the opportunities afforded for local and regional economies to be reshaped. As Immanuel Wallerstein puts it, the cultural aspect to globalisation derives from the economic process, with the way in which it is perceived as linking closely with the stage of development the global system finds itself in (Kumar, Welz, 2001). Going further, the role of heritage in the process of contemporary economic development needs to be analysed as one of the manifestations of the production/consumption dichotomy.

A cultural landscape, and particularly one promoted and prized by local people and incomers alike, may also serve as a heritage object. An undoubted example from this category is the area of western Colombia devoted to coffee-bean cultivation. Known as *El Eje Cafetero*, it has already received World Cultural Heritage recognition from UNESCO, and has become one of Colombia's most popular tourist destinations. The aim of the article is to analyze and assess the impact of the development of cultural tourism on the development of a traditionally agricultural region, where the cultivation of coffee prevails

Heritage and tourism

In geography, work on heritage is first and foremost associated with the geography of tourism. There can be no doubt that growing interest in the way tourism around the world is developing – and also playing a role in the economic restructuring of places and regions – is encouraging a process whereby both academic studies and planning practice attach ever-greater importance to the role of the cultural factor in development.

In seeking to analyse the development of tourism, Britton (1991) opted for presentation in the context of contemporary cultural and economic phenomena. He showed that groups and individuals shape their image (and also build identity) through the construction of a model of consumption that draws on local customs and practices. In the author's view consumption designates belonging to a defined social grouping (Britton, 1991). It is thus possible to observe fashion for the consumption of given goods or services. However, fashion for a given product fades and a new one makes its appearance, in this way attesting to the evolution of the consumption culture. If interest in heritage on the part of different groups in society is to be perceived in this way, then it emerges that fashion and the expectations of the given moment again do the shaping.

Apart from places serving a typical recreational function (i.e. they mainly offer the visitor ideal conditions for the so-called "R&R"), the offer areas put before tourists also include many places whose main positive attribute is culture, be this of a material or non-material nature. Geographical studies approach this phenomenon from the point of view of the local development it is able to generate in given areas. And among the key factors capable of offering the necessary stimulation are community ties with a given place, as well as a strongly shaped regional identity. At the same time, the existence of attributes like local identity, specific features of a place and its inhabitants, the feeling of social bonding and so on are treated as elements raising the level of utility of a given

place. This latter aspect proves particularly important to the development of tourism, in line with the concept that the level of interest in this, in a given place, is raised by the presence of items and aspects of cultural heritage (Ateljevic, 2000).

Market-related issues link up with the utility of heritage when it comes to achieving the objectives of tourism. Britton (Britton, 1991, p. 462) was already emphasising the exceptionally important role the advertising and marketing were able to play in developing public perceptions of a given place. He considered this an element of investment in the development of a place, or – to put it another way – in tourist space. In the advertising of such a place, the emphasis needed to be made on its unique nature, specific features, setting in relation to local tradition, and intimate association with the natural landscape present.

It is therefore in this sense that marketing of heritage for tourist purposes needs to stress that consumers (those paying visits) are acquiring (by visiting) a one-of-a-kind product, i.e. something unique that has been preserved or restored especially for them (Ateljevic, 2000). In line with views that are now the mainstream in the social sciences, the logic and rationality characteristic for the production of goods are now seen to translate into the sphere of free time, with great opportunities put in place for controlled (and also of course in some sense manipulated) mass consumption. That also means that the places created, whose development is assisted, are solely those in which effective marketing is present (Ateljevic, 2000).

Representatives of the Frankfurt School have resorted to the term "cultural industry" in addressing the phenomenon of the creation of an economic sector that focuses all of its activity on the management of people's free time (Ateljevic, 2000). The normal laws of the market are in operation here, and capital accumulation is a part of that, ensuring that a continuous stream of new ideas appears to allow accessible resources to be put in use, and managed, for tourism-related purposes (or still more generally, in relation to proposed ways in which free time may be spent). Simultaneously, a process of demand-stimulation is in operation, with this not merely reinforcing what heritage on the market has to offer, but also working to diversify it further.

The search for new products on the market that help with the pursuit of the "cultural industry" strategy draws even more strongly on the utilisation of known and catalogued heritage, as well as the search for new examples. Tourism thus treats heritage as its own particular kind of production system in which there is a steady inclusion of less well-known, more unconventional culture, people, places, behaviours and scenery (Britton, 1991, p. 454).

Thus, if heritage is *i.a.* something from the past that we select in the present as we seek to attain a contemporary goal (Graham, Ashworth, Tunbridge, 2000), then the ongoing process of offering society new representative items yet may last for a long while. However, the search for such items, alongside the inevitable over-exploitation of those that are discovered and rendered accessible to tourists has no option but to transform the heritage in question, and in the worst cases, to lead to its devastation and destruction. Furthermore, it is evident that the heritage in question is being put to use (or overuse) – by the consumer (on the one hand) and the entrepreneur (on the other) – in line with the concepts, values and needs of today. This is to say that, for example, the use made of heritage to achieve economic objectives a hundred years ago (when the level of social

development differed from that seen today) was likewise different, e.g. being manifested in a fashion for antiquity and a desire to visit Egypt in the manner and circumstances which that era was able to provide for.

In general then, heritage as a resource being used in the local or regional development process is a genuine phenomenon, and, in the view of Britton (1991) this resource is brought within a specific tourism-related production system. And the manipulation ongoing in this context to maximise profit leads to the creation of a new place differing from the one that had been present before "tourist site" status was taken on. This phenomenon of the creation of new places or the far-reaching transformation of existing ones, due to intensive tourist-related exploitation, boils down to what the literature terms "selling places" (Ateljevic, 2000) or even "the speculative construction of places" (Harvey, 1989, 1993).

Jackson and Thrift (1995) note that when given goods (products) start to extend beyond their normal functions as they assume cultural and symbolic (as well as merely economic) significance, a blurring of the production-consumption relationship starts to arise. It then becomes possible to refer to an unending cycle of interweaving between these two elements, as heritage is put to work in the generation of profit.

The consumption of heritage may be treated or understood as a public activity defined (and also subject to modification) by elites, and accepted, exploited and ultimately also consumed, by the masses. Indeed, for the consumption of heritage to take place, the process must be sanctioned by society, which itself implies legal regulation to allow for it, and institutions to monitor it. Likewise, the tradition, custom and instilled principles present in a given society must allow the act of consumption to go ahead. Ultimately, it may not contravene certain limits that ideology, religion and values continue to put in place. Thus, for example, Mecca remains closed to non-believers.

It should be recalled that, where heritage is referred to in terms of place, the perception may either involve a real item, or something that is only symbolic. In either case, different actors in the economy make use of it as they shape a defined image or portrayal of the heritage in question. This is naturally achieved via the media, but also tourist offices and agencies, local authorities, intellectual elites, and so on. All engage in iconography construction in respect of given landscape (or place), with consumers in their huge numbers then perceiving this as something evident and obvious (Ateljevic, 2000).

The two elements shaping a cultural region are social and cultural identity – which create and develop strong ties of affinity and solidarity within a given community that comes to make reference to these apparent virtues as it feels different from "outsiders", even if these live quite close by; as well as the place specific to the community in question – a defined piece of geographical space that has (or is perceived to have) features different from other areas all around it (Arango, Gaviria, 2008).

Coffee production in western Colombia

It was in 2011 that UNESCO listed as World Cultural Heritage the unique landscape and culture of the coffee-cultivating region in the east-central part of the Colombian Andes known as *Paisaje Cultural Cafetero*. *El Eje Cafetero* is a part of this wider area, located in the Colombian Departments of Caldas, Risaralda and Manizales; and today this is one of the most-visited tourist destinations anywhere in that country about twice the size of France.

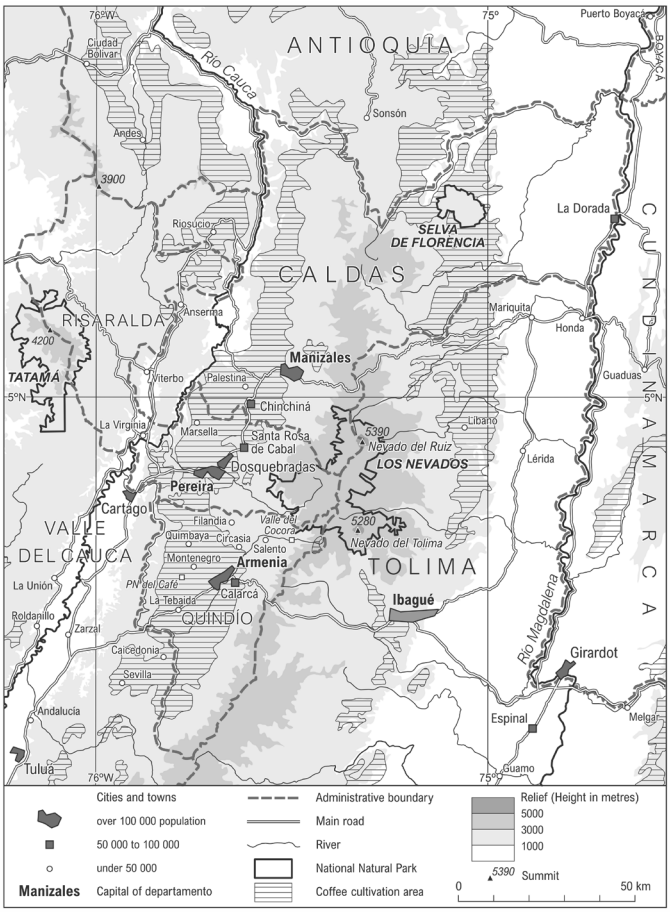

Figure 1. Eje Cafetero in Colombia

Source: own elaboration based on the map *Cartografia Base*, scale 1:500000 IGAG and the map https://geoportal.igac.gov.co/es/contenido/datos-abiertos-agrologia.

The *Eje Cafetero* region was rather colonised late, given that it was only in the mid-19th century that people came in here from Antioquia Department (located in the north of Caldas) in search of new land they might cultivate. Such land first began to be occupied in the central part of the Central Cordillera of the Andes, and this was forest at that time, and thus needed to be cleared.

Entire families took part in the process, and the ownership and management model in this part of Colombia has been based on small farms – unlike for example in the Cauca Valley with its large holdings of the *latifundia* type. Initially it was rubber production that was engaged in here, but coffee began to be cultivated from the late 19th century onwards (Duque, Escobar, 2017).

The living conditions in this region were always difficult since great physical exertion and effort was needed to clear forest and find plantations on mountain slopes. The cultivation process itself is also labour-intensive. This tended to favour large families and close ties between neighbours, and these became hallmarks of a specific regional culture based on strong ties to the place, strong social bonds, and a willingness on the part of people to help each other. Colombian literature referred to this as the *cultura cafetera* (Duque, Escobar, 2017). On the business side, the activity can be summed up in terms of the emergence of a new social group of small farmers capable of prospering thanks to small plantations that nevertheless generated rather high incomes. This favourable situation was maintained up to the 1970s, when spiralling demand for coffee on the world market encouraged the appearance of new Asian suppliers. Nevertheless, until this day around 600,000 Colombian families live by growing coffee, first and foremost in the Central Andes.

The most important urban centres of this region are Manizales, Pereira and Armenia, which grew up from 1849 until 1903. These localities grew in significance when the railway appeared in the 1920s, but prior to that a 72-kilometre cableway or ropeway known as the *Cable Aéreo Manizales-Mariquita* had been constructed to transport coffee from the plantations across to port towns on the Rio Magdalena. These efforts did much to raise the profitability of coffee-growing, while also making Manizales a business centre, as well as the cultural heart of coffee region. As of 1920, it had 20,000 inhabitants, whereas Medellín (today Colombia's second city) already had 60,000 people.

The growing importance of coffee as a crop for export allowed local entrepreneurs to prosper, with Antioquia merchant Carlos Eduardo Pinzón controlling 35% of Colombian coffee exports (primarily to the USA) as of the 1920s. As noted, the coffee trade contributed to the growth of boat traffic along the Magdalena, and into and out of its river ports. A railway was also extended to the Pacific port of Buenaventura, through which around 32% of all coffee exports was transported in the twenties.

The year 1927 brought the establishment of the *Federación Nacional de Cafeteros*, which from that day has sought to represent the interests of small-scale producers, on the domestic market, though first and foremost internationally. It is the Foundation that has also played its major role in funding of the construction of roads and bridges, and the organisation of rural schools and health centres, the supply of main electricity, and so on.

However, the situation changed markedly in the 1970s, when a crash in coffee prices globally sent many small farms into the hands of buyers and large agricultural enterprises. Some of the former small-scale producers moved out to large cities at this stage, with declining production of coffee following on from that moment, and a clear trend towards the depopulation of the region's small towns.

Yet a further fall in coffee prices in 1989 encouraged or forced many coffee-growers into a diversification, in search of extra income. This first and foremost involved the remodelling of traditional farms into establishments able to cater for agritourism and ecotourism. The founding of National Parks – i.e. Parque Nacional del Café in 1995, and Parque Nacional de la Cultura Agropecuaria (PANACA) in 1999 – had the impact on continuous raising interest among both domestic and international tourists. As the years passed, more and more places of landscape and/or cultural value were rendered accessible to visitors, with appropriate infrastructure for tourism put in place steadily. The number of accommodation places in hotels and guest houses was increased, e.g. by more than 1000 at the beginning of the 21st century (https://www.federaciondecafeteros.org/algrano-fnc-).

Among *Eje Cafeteros*'s three Departments, it is Risaralda that today produces most coffee (43.6% of the region's sales), followed by Caldas (on 36.5%) and Quindío (20.1%). At the same time, it is Quindío Department that has the least-diversified crop structure, with coffee continuing to dominate there until present day. Quindío is also in fact the one to use to the fullest the old coffee-estate infrastructure in seeking to develop tourism. It is here that the largest number of rooms for visitors located in former *fincas cafeteras* are to be found.

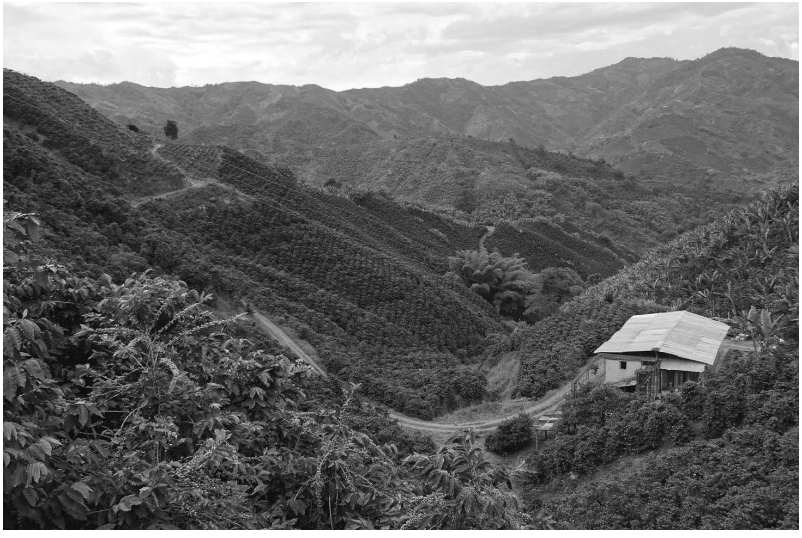

Figure 2. Cultural landscape Eje Cafetero

Source: own elaboration of Mirosława Czerny

Conditions underpinning the development of cultural tourism

The *Eje Cafetero* tourist region is often taken as exemplifying a sustainable economy based on existing natural resources and cultural heritage in the landscape of Colombia's Western Andes. Local and regional authorities in the coffee region certainly boast plans and programmes for the development of tourism that recognise the exceptional social, economic and landscape features of this part

of the country, and the ways in which these support this direction of development as opposed to any other (Martínez, 2006). In so doing, they draw on examples of other countries and regions around the world in which tourism is indeed a product for export (Getino, 1993).

In line with a classical definition of this branch of the economy (Mcintosh, 2006), tourism is a reflection of the fact that people today are constantly in search of new environments and new places in order to familiarise themselves with them. In this way, new contacts with people representing entirely different cultures and customs are made, with alien models at the same time tending to be brought into ever-wider areas. This way tourists enrich their knowledge of the world, and broaden their horizons, with the result that social and cultural relations develop, and come to be based on better and better mutual understanding.

The development of tourism describing itself as "green" thus falls within a more far-reaching aspect of "alternative" tourism (Chavez, 2005; Neira, 2005). Sub-components here would be ecotourism, agritourism and a more general rural tourism. Ecotourism is engaged in by those who particularly value time spent, as they were, in the "bosom of nature".

Figure 3. Cultural center in Marsella

Source: own elaboration of Mirosława Czerny.

As early as in 1995, it was clear from a study on the competitiveness of the tourist sector from the Ministry of Development and Tourism of Colombia that support for the development of agritourism and ecotourism in different parts of Colombia was taken as read. The study invoked the success enjoyed by agritourist farms run by German immigrants in Colombia's centrally-located departments.

Unfortunately, the country's political situation, with armed groups active in the drugs cartels and other kinds of organised crime made any such policies look like fantasy, in a circumstance in which free movement across Colombia was not even possible in the early 21st century, with visits

to beautiful areas in the centre of the country entirely precluded. Even by the 1990s, the coffee-growing region had become so dangerous and lawless place that any planned development there was doomed to failure. Despite this the launch in 1983 by agrobank *La Caja Agraria* of a special credit line aimed at supporting the adaptation of plantation farmhouses (*fincas cafeteras*) to serve the needs of agritourism.

A 1989 crisis on the commodity market for coffee intensified responses to the notion that change in the economic structure of Colombia's coffee-growing region was essential. Alternative sources of income for rural areas had to be sought, and one of those was agritourism, this tended to be referred to in relation to the broader category of *turismo verde* (Colombia Travel, 2010). For thousands of families in Caldas, Risaralda and Quindío, tourism would indeed become a new source of income eventually.

The best-organised tourist infrastructure, routes and promotion were put in place in Quindío Department. And, on average, this now receives some 800,000 tourist visits a year (with ca. 40,000 of them involving foreigners). All this has left Quindío as the region with the best-developed rural tourism anywhere in Colombia. The Department's 12 Municipalities have put together proposals for diversified ways of spending free time. The Valle del Cocora in Salento Municipality and Salento itself (known for its lines of colourful single-story houses) are attractive to tourists, as well as handicrafts, bamboo products, hats made from palm leaves and embroidered clothing all on display for sale at markets held each Sunday (https://www.eltiempo.com/archivo/documento/CMS-3606110).

The choice of tourism as an option for the region's economic development also reflects the presence of numerous attractive areas, including that encompassed within the *Parque Nacional de Los Nevados*, along with several Forest Reserves, as well as land set aside to protect the wax palm (*Ceroxylon quindiuense*). There are also hot springs and lakes, while the *Eje Cafetero* region as a whole has a total of 8 theme parks. It was in this way that there arose a new form of tourism proving to be a key factor operating in support of development in the wake of the crisis ushered in by declining exports of coffee.

Of crucial importance to the development of tourism and encouragement of tourist visits and stays are services and technical infrastructure (above all of roads), as well as places to stay, eat, view handicrafts, and so on. Roads prove to be well-developed in *Eje Cafetero*'s case, while airports in Pereira, Manizales and Armenia cater both domestic and foreign tourists. The airport in Pereira lies at the heart of the coffee-growing region and hosts flights from many South and Central American countries. The last ten years have brought a visible further development in road infrastructure here, and the modernisation of existing links. This is especially true for the roads leading to *Eje Cafetero*'s best-known small towns, where town-centre areas have been revitalised, with many additional services for tourists also put in place (e.g. in Filandia, Salento, Chinchina, Marsella and others).

A further key element in the development of "green tourism" has entailed the securing of an overnight accommodation base of suitable size and quality. In the case of *Eje Cafetero* there were initially guest rooms in coffee-estate farmhouses that were made available. However, as the time

passed, entire homes were converted into guesthouses. The architecture in these cases is often exceptional, with a ground and first floor, a balustrade around each room, with its own separate entrance, and bright-coloured walls. Such structures are an inseparable element of the landscape in these parts. Today, there are some 20,000 rooms for guests in accommodation of various types. However, given the ongoing growth of tourist traffic, these tend to enjoy 100% occupation levels. And this is particularly the case in the Department of Quindío, whose whole economic structure has changed in line with adaptation for the development of tourism (Colombia Travel, 2010).

The authorities in different Departments are joined by associations within the tourist sector in pursuing an intensive marketing campaign that seeks to bring in visitors. Key advantages of the region which made use in the campaign are as follows: the cultural traditions based on the agricultural profile of this zone, as well as the specifics arising from coffee-growing; the cultural heritage; and the fine mountain landscapes. The most intensive advertising is that pursued by Quindío tourist office, which promotes visits to plantations, agritourism, visits to other buildings associated directly or indirectly with coffee-growing, theme parks and protected areas, not to mention Café National Park, or the Cocora Valley in Salento (Fuentes Guerra, 2017). There is now a map showing the locations of restaurants, hotels and other items of tourist infrastructure. The *Cámara de Comercio de Armenia* Chamber in turn proved to be able to pursue with some success its project - *Rutas del Paisaje Cultural Cafeterio*. In 2014, it reached finals in the competition organised by the International Tourist Organisation to find the best forms of tourist management. Involved here is the delineation and ultimate opening of 6 tourist trails featuring items of heritage built in the region (Giraldo López, Marín Aguirre, Yepes Montoya, 2015).

The year 2017 in fact proved a breakthrough year for Quindío when it came to numbers of foreign tourists. Over a year, the numbers of tourists whose destination was Colombia increased by 20.7%, with *Eje Cafeterio* visited by 41,000 foreign tourists (mainly from the USA) in 2017. Numbers of visitors originating from Europe also grew (http://caracol.com.co/emisora/2017/11/16/pereira/). In turn, data from the Colombian Statistical Institute dated 24.11.2017 make it clear that there were 6% more tourists visiting Quindío than there had been in 2016 (http://www.cronicadelquindio.com/noticia-completa-titulo-6).

During the international tourism fair of the *Asociación Colombiana de Agencias de Viajes y Turismo* held at Anato in 2018, the *Eje Cafetero* region had a stand in the international pavilion for the first time; while the *Paisaje Cultural Cafetero* became the third most important destination in Colombia, after Cartagena and San Andrés. In turn, in Risaralda Department, the coffee-plantation landscape has been enriched by tourist trails along which birdwatching can take place. This is naturally of particular interest to foreign tourists. Also small towns of this region are subject of promotion, and the most notably – Marsella (http://caracol.com.co/emisora/2018/02/22/pereira/1519298187).

The role of small towns in the development of tourism

This UNESCO-listed part of Western Colombia coffee-growing region has thus been proving very attractive to tourists, on account, not only of the beauty of a landscape in which coffee plantations stretch to the horizon, but also of the cultural heritage in both material and non-material form that for more than a century now has been a part of a life here sufficiently unique to form a distinctive feature of this region inhabitants.

The traditional cultivation of coffee bushes here was focused around family farms located on often very steep slopes of the cordilleras. Farms here were never large (mostly of just a couple of hectares in size). Coffee was brought to local towns on the backs of mules, two sacks per animal (each weighing about 60 kg). To this day, the measure describing both the production and export of coffee is the sack of this weight. Thus, a 12-month period of 2017/2018 saw some 14.3 million sacks of coffee produced (https://www.federaciondecafeteros.org/algrano-fnc-).

Material architectural heritage of the region thus includes the rural homes of coffee-planters on plantations now largely transformed into hotels and guest houses, as well as small towns most often located on elevations, in which coffee warehouses are located, and sales take place. The small towns in question rendered – and continue to provide – the services required by surrounding plantations. With a view to tourists being drawn to *Eje Cafetero*, farmers' houses have been restored and modernised. Indeed, whole small towns have fared likewise, with local-authority support paying off in order to locate many TV series and festivals here, as well as R&R facilities for Colombians and foreign tourists alike.

Figure 4. Central square in Filandia

Source: own elaboration of Mirosława Czerny.

To analyse the influence of such cultural heritage in the development of tourism in this region, three small towns of Filandia, Salento (Department of Quindío) and Marsella (Risaralda) were selected for study, given their status as the most-visited urban centres in *Eje Cafetero*. All of these have been restored and renovated on a larger scale, and photographs of these places gain most frequent use as promotion of tourism in this region. These areas are indeed thronged with tourists on Sundays and feast days. Then, places to park a car and tables in restaurants prove to be in short supply. In Salento, the region's most colourful locality, the first week of 2018 alone had some 120,000 tourists (very largely domestic) flooding in. The town had to absorb some 1400 private cars and microbuses. And this was definitely not a unique circumstance, given the similar influx noted at Eastertime (http://www.cronicadelquindio.com/noticia).

Table 1. Numbers of vehicles arriving at Salento during Easter celebrations, 2016–2018

Year	Cars	Motorcycles
2016	12873	5171
2017	11022	4819
2018	13983	3182

Source: http://www.camaraarmenia.org.co/noticia-detalles-id-1488.htm.

To seek confirmation of hypotheses regarding economic growth in the small *Eje Cafetero* towns, short interviews were run in March and August 2018 in Marcella, Filandia and Salento, with a view to the issue of tourist traffic being raised with employees of local gastronomic outlets, Jeep and bus drivers, and those engaged in the sale of souvenirs. Conversations were also held with inhabitants met more randomly in central squares. The 30 or so interviews combined with observations made support the observations that:

1. There has been a revitalisation of small towns in the 1950s spirit, with colourful homes, wooden balconies, cafes on the ground floors of buildings around the central square, street traffic dominated by Willys Jeeps loaded with coffee and other goods, and farmers equipped with the traditional attributes of the coffee-grower (i.e. the *carriel* – a leather bag with many compartments and the *mulera* cotton shawl, also serving to shield the eyes of mules heading down the steep slopes loaded with sacks of coffee) – all with a view to generate a nice, colourful local atmosphere that attracts tourists (albeit more domestic than foreign thus far, with people from all over Colombia drawn to the place in a desire to stroll the streets, eat meals and – above all – taste the ubiquitously-served coffee).
2. Safety, the openness of *Eje Cafetero* inhabitants and a diverse cultural offer (including museums, galleries, folk-ensemble performances and the tradition of time being spent together in public space) represent further attributes of the towns in question.
3. A wealth of folk handicrafts (including hat making and the production of items from wool and cotton) combine with a diverse culinary offer to further attract tourists.

This in turn suggests that what tourists are seeking in the small towns of this region, i.e.:

- various different ways of spending free time, as well as a broad range of gastronomic options,
- safety, and attractive ways in which free time can be spent by the whole family, and families with children in particular (engaging in riding, trips by Jeep or the type of country bus known as the *chiva*),
- other attractions – like performances by music groups, displays of dancing, local folk costumes, and exhibitions or fairs featuring local craftsmanship, etc.,
- opportunities to visit theme parks.

Conclusions

Interviews carried out in the small towns of Filandia and Sarento show that foreign tourists purchasing trips before they arrive in Colombia are accommodated on coffee estates, where they spend one or two weeks, visiting the plantations, witnessing the process how coffee is made ready for sale, and participating in some of the work in the fields. In contrast, domestic tourists visit the region's small towns on Sundays and holidays to participate in fiestas, religious or national observances, in this way enjoying the gastronomic services on offer, and purchasing items of local crafts (Pérez, Valencia, González, Cardona, 2014).

The question arises whether the mass tourism involved here is in line with plans for the development of sustainable tourism in this region, as referred to in the first part of this article Regional authorities indeed have ambitious plans in which the sustainable development concept is heralded and slated for implementation; yet other voices note only the *en masse* nature of the real-life phenomenon. In fact, the responses of inhabitants and the discussions found on blogs readily sustain the conclusion that mass influxes of tourists into these beautiful places are actually leaving them threatened to an even-greater degree.

Locals recall how just 25 years ago the landscape was featured by caravans of mules carrying the sacks of coffee on their backs, coming into the centres of small towns where the beans were offered for sale. They were then set out to dry on pavements and squares, and life in general followed its own slow and steady pace, as accompanied by the drinking of a cup or two of *tinto* (a small coffee). The tourist boom was ushered in 1999, when interest in coffee tourism exploded and peace came after decades of civil war in Colombia. While this was first a domestic phenomenon, the international version soon took off. Thus did hordes of visitors begin to arrive even just months after hostilities finally ceased. At no point since then have numbers of tourists stopped increasing. So farmers abandoned their small plots of coffee bushes and made their homes into guest-houses. Tourism was able to generate more profit than the sale of coffee. While the daily wage of an agricultural labourer employed to pick coffee was 12,000 pesos (or some $6) – after deduction of the costs of a meal during the working day, today's car-park employee receives 2000 pesos (around $0.70) per car. The animals once used to get around plantations or transfer harvested coffee now take tourists to more-distant coffee estates where local people perform dances and sing, while showing off traditional ways of making coffee ready for consumption.

Figure 5. Jeep adapted to carry passengers

Source: own elaboration of Mirosława Czerny.

The boom in tourism in Salento, Filandia and other small towns has also boosted the real-estate market, with enchanted foreigners offering prices for houses and coffee estates that are 500% higher than the original ones noted in the region (Alvarez, 2018). It is common for houses of this kind to be renovated and made over into hotels, though some are also used as second (holiday) homes. As of 2018, 17.2% of the foreign tourists visiting Salenta were Americans, while 16.6% were Germans and 13.2% French. Remaining tourists were from countries of South America, or else from Canada. In the case of Filandia, the figures were in turn 21.4% for Spaniards and 16.3% for Americans, as well as 13.3% French and 10.2% Germans. It is from among these nations that we find the majority of those settling more permanently in *Eje Cafetero* (https://www.elquindiano.com/noticia/6381/espanoles-y-estadounidense).

The outmigration of coffee-planters to the large cities like Pereira, Armenia and Cali has intensified, notwithstanding the fact that the jobs of such people are not very good. This has ensured that returns to the coffee-growing regions represent a quite widespread phenomenon, and one that involves former owners of land coming back as hired labour. In the sources cited above, women are reported to have returned to the homes they once resided in, which had been converted into hotels in the meantime, ensuring that the immigrants found work in them as maids or cooks.

Considerable influxes of capital into the region ensure a rising cost of living. Quite often, the amount of money to be earned from tourism is insufficient to cover the costs of housing services and food (Alvarez, 2018). And, as in other places in Andean South America "discovered" by mass tourism (Cordova Aguilar, Czerny, Czerny, 2018), so here as well projects involving the construction of large hotel complexes have come into being. Decamerón and Hilton plan to build hotels

able to accommodate 1400 guests, within the Cocora National Park. For now, protests on the part of Salento have held off works in order to put these plans into effect.

The social and economic problems indicated here (which also arose with the tourist boom) exemplify over-intensive tourist utilisation of a quite limited area that possesses high-quality cultural attributes. Furthermore, the plans for further development are seen to depart markedly from the sustainable development concept. Nevertheless, the development of local pro-environmental tourism seeks to bring in projects that limit the potential harm done by a considerable influx of guests into the *Eje Cafetero* cultural landscape. In recent years, an education programme promoting the idea of nature conservation has been devised, with care to be taken of both cultural and natural heritage, and with both local traditions and local resources being promoted. These elements of projects for the development of tourism do fall within the concept of ecotourism in the region under consideration (Sandoval, 2006).

Figure. 6. Manizales, coffee is served not only in cafes, but also from jeeps and trolleys in squares and streets of cities of *Eje Cafetero*

Source: own elaboration of Mirosława Czerny.

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Dziedzictwo kulturowe a rozwój turystyki zrównoważonej w regionie El Eje Cafetero, w Kolumbii

Słowa kluczowe

dziedzictwo kulturowe, turystyka kulturowa, rozwój zrównoważony, kraje rozwijające się, Eje Cafetero

Straszczenie

Na dziedzictwo, jako jeden z elementów kultury, należy spojrzeć przez pryzmat jego potencjału ekonomicznego i możliwości kreowania gospodarki lokalnej i regionalnej. Krajobraz kulturowy, szczególnie promowany i ceniony przez ludność miejscową i przyjezdnych stanowić może również obiekt dziedzictwa. Niewątpliwie jest nim region uprawy kawy w zachodniej Kolumbii. El Eje Cafetero – zadeklarowany obiektem dziedzictwa kulturowego przez UNESCO stał się jednym z najbardziej popularnych destynacji turystycznych w tym kraju.

Region turystyczny Eje Cafetero, przedstawiany jest często jako przykład zrównoważonej gospodarki opartej na istniejących zasobach naturalnych i dziedzictwie kulturowym w krajobrazie andyjskim zachodniej Kolumbii. Władze departamentów i municypiów „kawowych" w przyjętych planach i programach rozwoju turystyki w regionie, uznając wyjątkowość cech społecznych, gospodarczych i krajobrazowych tej części kraju wspierają taki właśnie kierunek rozwoju (Martínez, 2006), biorąc przykład z innych krajów i regionów świata, gdzie produktem eksportu jest właśnie turystyka (Getino 1993).

Celem artykułu jest analiza i ocena wpływu rozwoju turystyki kulturowej na rozwój regionu tradycyjnie rolniczego, gdzie dominowała uprawa kawy.

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THE USE OF TOURISM CONSUMPTION ESTIMATIONS TO ASSESS THE ECONOMIC EFFECTS OF TOURISM IN METROPOLITAN CITIES AS EXEMPLIFIED BY WARSAW

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KEYWORDS economic impact of tourism, urban economics, tourism expenditure, tourism industries

ABSTRACT The article aims to present possible use of tourism consumption estimations for the assessment of the economic effects of tourism in metropolitan cities as exemplified by Warsaw, followed by their application as a support tool for urban development management. Such estimations allowed to assess direct effects in terms of demand generated by tourism, also broken down into major market segments. The comparison of information on trips of residents and non-residents allowed to evaluate which of the main groups of customers played a particularly significant role for producers of tourism services in Warsaw.

The investigation also indicated the possibilities of and limitations on the use of the estimations made for strategic measures, whether taken by the municipal authorities or economic operators. The article points out available sources of information and has identified gaps in that respect.

Introduction

Recently observed buoyant growth of metropolitan cities as complex economic, social and political systems is accompanied by increasing interest in the role of tourism from policy-makers, business bodies and research centres (Smętkowski, Jałowiecki, Gorzelak, 2009: Zmyślony, 2015; UNWTO, 2012). Metropolitan cities receive major tourist traffic providing substantial value to local communities but that fact and its implications have not been sufficiently addressed in publications

and studies (Ashworth, Page, 2011). Until lately, cities were mostly perceived as source markets, whereas analyses of cities as tourist destinations mainly discuss social and spatial aspects of the effects of tourism with less attention given to its contribution to the economy. Nevertheless, due to the importance of metropolitan cities to the tourism market, the need arises to better recognise the impact of tourism (UNWTO CICtourGUNE, 2014; WTTC, 2017). The measurement of such effects is not an easy exercise, mostly due to the lack of reliable data. Such impact is primarily measured by the size of demand generated, output, gross value added or GDP, the number of persons employed and tax receipts.

The needs of the authorities of tourist regions, whether at the national, regional or local level, focus on obtaining summarised knowledge regarding macroeconomic indicators.[1] Vital areas of interest also include the level and structure of tourism employment broken down into types of activity, tourism investment relating to both building the tourism attractiveness of the region and the development of infrastructure used by visitors (also in the breakdown by type of activity) and the share of tourism in local budget expenditure and revenue. The sources of revenue for regional authorities include the share of receipts from personal and corporate income tax, revenue from property tax charged on facilities classified as tourism infrastructure and from the local levies on accommodation services. The regional authorities are interested in establishing the amount of revenue from the above-mentioned taxes and levies as such knowledge facilitates the determination of the overall share of tourism in the regional budget revenue and, in comparison with expenditure, it also allows to specify the contribution of tourism to increasing revenue allocated to other needs of the region.

The presented article assumes that the economic effects of inbound tourism in a metropolis are derived from consumption expenditure made during stays in that metropolis and before such trips on the purchase of services provided by businesses located in the visited area. Tourism consumption in Warsaw was estimated on the basis of receipts from two groups of visitors: residents of other regions of Poland and non-residents from abroad arriving in the city. The estimation relied on the methodology of the tourism satellite account (TSA). It was assumed that – tourism consumption in the metropolis comprised of household consumption, expenditure related to business trips and the consumption of the general government sector and of non-profit institutions, made in the metropolis and for the benefit of the metropolitan enterprises. Such estimations allowed to assess direct effects in terms of demand generated by tourism, also broken down into major market segments. In addition, they enabled estimation of gross value added and employment. The study resulted in the determination of both the level and structure of tourism consumption in the metropolis. The comparison of information on trips of residents and non-residents allowed to evaluate which of the main groups of customers played a particularly significant role for producers of tourism services in Warsaw.

The investigation also indicated the possibilities of and limitations on the use of the estimations made for strategic measures, whether taken by the municipal authorities or economic

1 In addition, it is worth emphasising that such indicators frequently cannot be determined, not only due to difficulties related to the estimation of tourism GDP and value added in tourism but also on account of the lack of GDP and value added estimations for the regional economy.

operators. In addition, the article points out the available sources of information and identified gaps in that respect. The example of Warsaw was used as – according to the WTTC estimations – in 2006–2016 the city experienced dramatic growth in the contribution of tourism to the economy (by an annual average of 5.7%), with the rate additionally increasing to ca. 7% (WTTC, 2018).

Measurement of the economic effects of tourism in metropolitan cities – a theoretical approach

The economic effects of tourism are usually measured by economic aggregates such as the size of generated demand, output, gross value added or GDP, employment in the sector and tax revenue (Frechtling, 2009; Murillo, Vayá, Romani, Suriñach, 2011; Kauppilaa, Karjalainena, 2012).[2] Those result from demand created by inbound tourism in a metropolis and by outbound tourism of its residents on the one hand and from the output of enterprises located in the city and demand generated by tourism-related investment on the other hand. Another crucial element is demand created by tourism-related collective consumption, also including public expenditure (Dziedzic, Kachniewska, Skalska, 2016).

All the phenomena described can be examined in terms of overall values or with regard to selected market segments, e.g. the effects of demand by foreign visitors, the effects of sporting events, expenditure on the promotion of the metropolis, etc. (Heeley, 2011). The focus can be on direct effects of consumption expenditure or of investment, indirect effects including the whole production impulse in the region as a result of the aforementioned expenditure or on induced effects, arising from increased consumption of persons earning income from such direct or indirect effects of tourism (Heeley, 2011; Murillo et al., 2011). One method used to measure direct economic effects of tourism which can also be applied to a metropolis is the assessment of revenue from consumption expenditure incurred in connection with trips taken to the destination under analysis. It also enables market segmentation but requires access to reliable data on visitors' expenditure made in the metropolis and on behalf of local enterprises. In addition, the method allows to estimate gross value added and employment, on the assumption of the availability of supply-side data, mostly derived from public statistics.

As regards the demand side, metropolitan cities face two large flows of tourist traffic affecting their economies: inbound and outbound tourism. In the case of inbound tourism, it includes travel for virtually all personal purposes, i.e. leisure, visiting relatives and friends, education, health, religion, shopping and transit, and business purposes, including participation in conferences, trade fairs, etc. (Law, 2002; Mika, 2011; Edwards, Griffin, Hayllar, 2008). The travel purposes has specific implications concerning the seasonality of visits, their weekly and daily distribution, places visited, types of activity during the stay in the city and thus the amount and structure of travel-related expenditure. It is worth pointing out that a great number of trips are generated somewhat autonomously as a consequence of the functions of metropolitan cities (business trips to administrative and production centres, engaging commercial and medical service providers, family visits,

2 Most frequently, the effects are analysed as net budgetary effects, i.e. receipts from taxes and levies less subsidies.

etc.), whereas only part of tourist traffic can be actively promoted through marketing activities. The above applies to trips taken for broader experience and entertainment purposes, to participate in congresses, trade fairs and possibly health and education travel.

The technological advancement in IT services, improved access to transport services and new social phenomena have all considerably influenced tourism in metropolitan cities. The consequences of the aforementioned changes include the rise of the sharing economy posing certain competition to economic operators, changed ways of using goods and services offered by the city, i.e. switching from traditional sightseeing to participation in urban life (Bock, 2015; Ashworth, Page, 2011; Mika, 2011), and an increased importance of same-day visits (Murillo et al., 2011).

The economic effects of inbound tourism arise from consumption expenditure made not only during the stay in the metropolis but also before arrival, insofar as such expenditure comprises the purchase of services supplied by businesses located in the metropolis visited. Traditionally, the main sources of relevant information were surveys conducted at accommodation facilities (Heeley, 2011); however, those produced no satisfactory results as they excluded demand from same-day visitors, persons visiting relatives and friends and guests of non-registered accommodation facilities, also as a part of shared consumption. An alternative solution allowing to avoid such problems is to survey visitors in their places of residence. Whereas such a solution seems effective in the case of domestic tourism, it is impracticable with regard to inbound travel. Therefore, relevant data are usually gathered as part of surveys of foreign inbound visitors in the country concerned. Such a data collection method proves effective with regard to overall tourist traffic and expenditure but obtaining information on purchasing behaviour patterns in particular market segments requires a considerably increased sample, otherwise such estimations are significantly biased (UNWTO InRouTe, 2015). For that reason, a number of metropolitan cities decide to carry out their own field surveys, which entails preparing appropriate survey patterns regarding the timing and places of conducting interviews (Szafrańska, Włodarczyk, Dziedzic, 2015, pp. 51–62). It must be taken into consideration that particular categories of visitors may appear only in certain types of places, therefore the spatial structure of places surveyed may affect the survey results. To recapitulate, on the demand side it is possible to rather precisely determine the scope of tourism (inbound and outbound traffic), whereas it is more difficult to gather relevant data.

The level and structure of tourism consumption in Warsaw in 2014 and 2016: the estimation results

The above-mentioned difficulties involved in the assessment of the economic impact of tourism occurred in estimations of tourism consumption for Warsaw in 2014 and 2016. In the case of the consumption of residents (inhabitants of Poland visiting Warsaw), it proved necessary to make appropriate estimations on the basis of different information sources. As the main sources used, the results of field surveys conducted in Warsaw in 2014 and 2016[3] served to estimate the number of arrivals of tourists in both years and that of same-day visitors in 2014 as well as the amount of ex-

3 Surveys commissioned by the Warsaw Tourist Office (Stołeczne Biuro Turystyki); for 2016, the number of same-day visits was estimated on the basis of the omnibus survey conducted among Polish residents.

penditure incurred in the metropolis. As regards expenditure, it was determined from the field survey questionnaire concerning planned expenditure in Warsaw (i.e. expenditure on accommodation, food- and beverage-serving services, cultural services, local transport, shopping, etc., but with no possibility to break it down into categories). Due to the lack of information on the structure of the expenditure by type, it was imputed with the use of data on short-stay domestic trips available in the EUROSTAT database.[4] Expenditure on transport, both to and within Warsaw, was estimated separately from data on the transport mode obtained from the field survey. It must be noted that data on the consumption of transport services only covered the consumption of services provided by enterprises registered in Warsaw.

In 2016, tourism consumption in Warsaw was ca. PLN 7.6 billion, 51% more than two years before (cf. tab. 1), more than half of which is attributable to visits by Polish residents. It is worth pointing out that in comparison with 2014 the share decreased in favour of expenditure by non-residents from abroad. The tourism consumption estimated for Warsaw cannot be compared to the respective values for Poland as a whole, obtained in the TSA , as it was not prepared for either 2014 or 2016.

Table 1. Tourism consumption in Warsaw in 2014 and 2016 (PLN million)

Products	2014	2016	2016:2014
Accommodation services	869	1,064	1.22
Food- and beverage-serving services	1,873	2,979	1.59
Passenger rail transport services, interurban	329	722	2.19
Other passenger land transport services	470	260	0.55
Passenger air transport services	454	941	2.07
Services incidental to air transportation	73	157	2.15
Travel agency, tour operator and other reservation services and related services	116	201	1.73
Library, archive, museum and other cultural services and sporting services	540	667	1.24
Tourism products, total	**4,724**	**6,993**	**1.48**
Retail trade services (retail trade margin)	295	575	1.95
Total	**5,019**	**7,568**	**1.51**

Source: authors' study.

The most important item in the group of tourism-characteristic products purchased in Warsaw by visitors (both tourists and same-day visitors) were services related to subsistence (food and beverages); it is worth stressing that their share in total consumption increased from 37.3% in 2014 to 39.4% in 2016. It is connected with a high number of same-day visits of Polish residents, using services supplied by food and beverage serving establishments during their stay in Warsaw, as well as with growing interest from tourists in regional cuisine. At the same time, accommodation services, provided by both hotels and other accommodation establishments accounted for 14.1% of total consumption in 2016, a proportion 3.3 pp lower than in 2014. When discussing the composition

4 Average expenditure per trip by expenditure categories (from 2012 onwards) [tour_nat_expert], http://ec.europa.eu/eurostat/data/database, accessed on 23.06. 2017 (the most recent data concerning 2015 were used for 2016).

of tourism-characteristic products, it is also worth pointing out that expenditure on air transport services and services incidental to air transportation more than doubled (fig. 1).

At the same, the comparison of expenditure of residents and non-residents allows to evaluate which of the main groups of customers plays a particularly significant role for producers of tourism services in Warsaw. In 2016, it is worth noting the importance of residents' households as customers of food and beverage serving establishments and recipients of passenger land and rail transport services; they consumed, respectively, 58.6%, 69.2% and 91.7% of the services indicated above. The comparison of data for 2014 and 2016 shows a distinct domination of demand from residents with regard to food- and beverage-serving services, although with a weakening trend (in 2014, the share of residents' expenditure on food- and beverage-serving services was 60.7%, in 2016 – 58.6%).

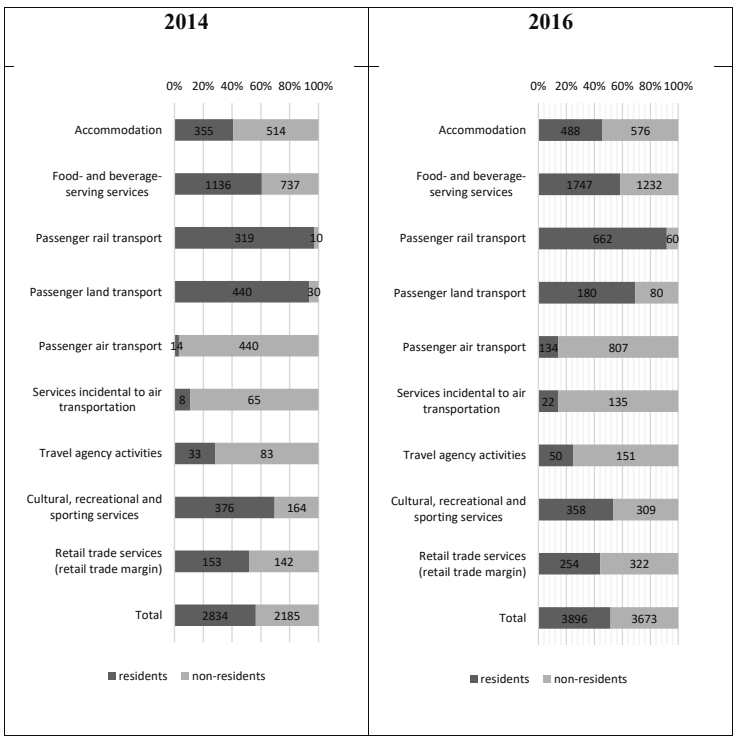

Figure 1. Tourism consumption in Warsaw by category of products and group of customers in 2014 and 2016 (million PLN)

Source: authors' study.

Such a considerable proportion must be attributed primarily to a great number of same-day visits of residents. As regards air transport services, services incidental to air transportation and broader travel agency activities (i.e. travel agency, tour operator and other reservation services

and related services), expenditure by foreign nationals played a dominant role. The significance of air transport results not only from different features of tourist traffic, characteristic of a large city, arising from factors such as a major share of business tourism, but also from the location of Poland's largest international airport. Simultaneously, in 2016, travel agency and tour operator services were purchased in nearly 75.2% by non-residents (in 71.5% in 2014).

To recapitulate the results of estimations of tourism consumption in Warsaw in 2014 and 2016, it is worth pointing out its different structure in comparison with that estimated for the country (but it must be remembered that it is solely possible to make references to estimations for the whole Poland from 2013 and 2015). In Warsaw the composition is more favourable for the tourism sector than in the case of Poland as a whole. The different structure of expenditure results from a number of factors such as:

- a major share of expenditure incurred by non-residents from abroad,
- a significant proportion of expenditure by persons travelling on business (both residents and non-residents), typically spending more per trip,
- the location in the capital city of the largest international passenger airport and of operators providing services incidental to air transportation,
- a greater share of same-day visits of Polish residents who generally declare the use of food and beverage serving services,
- and – which is certainly not irrelevant but was not analysed in proper detail – a higher level of prices for tourism services, both in the hotel industry and at food and beverage serving establishments.

The use of estimations: possibilities and limitations

When commenting on the results of estimations and their possible use, one must identify the actual tourism policy needs – on the one hand and present statistical limitations – on the other hand. It is worth emphasising that tourism is a regional phenomenon; in that context, regional statistical information is a pre-requisite for estimations of the impact of tourism on the regional/urban economy, followed by actions undertaken in tourism policy and overall economic policy concerning that area. A major role may be played by regional tourism satellite account (RTSA). The priority is to determine consumption in the region where it actually took place. With regard to tourism consumption, employing the concept of RTSA at the agglomeration level assumes that the terms used are equivalent to those applied at the national level, only the reference area is the metropolis concerned. It must be assumed that every region is treated as a separate, strictly specified and economically defined entity, which means that all transactions with other regions must be registered as transactions with the 'rest of the world'. For the region concerned, the 'rest of the world' includes not only other countries but also the rest of the national territory, i.e. other regions of the country in question.[5]

5 The necessity to adapt the TSA to regional needs is pointed out, *inter alia*, by P. Laimer, Regional Tourism Satellite Accounts in Austria – sufficient information for regional tourism policy? 11th Global Forum on Tourism Statistics, November 2012, Reykjavík, Iceland.

In tourism policy, reliable data for regions cannot be overestimated as decisions concerning both tourism promotion and tourism investment are mostly made at the sub-regional level, in tourist regions usually delimited on the basis of the existing administrative units. The results of national and regional TSA are generally used and commented on by various public and private entities: national and regional authorities engaged in the tourism sector, national and regional tourism organisations, national and regional entities responsible for public statistics, the central bank, business and tourism associations, academic and research institutions, international organisations and non-governmental organisations active in tourism. The development and implementation of selected methods of assessing the impact of tourism on the regional economy certainly supports policy-making with regard to development strategies, by supplying policy-makers with data allowing to understand the size and importance of tourism and its position in the regional economy. Such information can foster new tourism policy initiatives and the distribution of available subsidies. Having suitable and proven methods as well as reliable data should be conducive to optimal decision-making strengthening tourism development and contribute to the maximisation of benefits derived from that industry. In practice, estimations based on the methodology of TSA can serve as a framework for investigating the impact of tourism on regional development, analysing changes, measuring efficiency, thus as the basis for shaping tourism policy. They provide policy-makers with insights into tourism, its functions and socio-economic effects, they allow for indicating production functions of the tourism industry and illustrating links between the tourism industry and the rest of the economy. They demonstrate that tourism is much more than 'accommodation' and 'food and beverage serving services'. Figures shaping and fostering awareness help to increase funds of local authorities and reasonable support for the sector. Consumption analysis provides information on the composition of the main groups of customers: households, non-residents, corporate employees. Importantly, it shows items purchased by users and industries benefiting the most from those purchases.

However, being a macroeconomic tool, it is primarily used at the national level. With regard to regions, its value and usefulness largely depend on the availability and quality of data for the regions under analysis, on the application of reliable estimation, modelling and extrapolation methods. At the metropolis level, it is a difficult but not impossible exercise; it certainly requires cooperation between regional statistical offices, municipal authorities and research institutions. This also – or primarily – concerns surveys of demand which, if available, are usually not very recent, characterised by excessive aggregation, rarely conducted, frequently on the basis of irregular, one-off surveys.

Conclusions

The actual scope of measuring the economic effects of tourism depends on the needs related to urban development management, the stakeholders' interests and objective possibilities linked with the application of specific measurement methods (Heeley, 2011, pp. 53–54). Information on the economic effects of tourism may be required in connection with various stages of the urban

management process. In the case of tourism, they may primarily concern strategic planning, with regard to both the role of tourism and specific tourism development orientations, organisation and decision-making (including the allocation of funds, the distribution of decision-making powers) and the control stage (Markowski, 1999, pp. 15–16). Obtained information can be used to monitor tourism development, within internal benchmarking (tourism development, tourism versus other economic activities) as well as, if possible, external benchmarking (Heeley, 2011, p. 54; Kozak, 2004). Making such use of the measurement results depends on the consistency of data used and methods employed in dynamic terms (internal benchmarking) and in spatial terms (external benchmarking). Therefore, data obtained within the framework of standard public statistics programmes and administration data are of particular value. An important merit of information reflecting the size of tourism consumption as a measurement method is the possibility of illustrating the level and structure of all items of expenditure recognised as tourism-related, including expenditure incurred by same-day visitors, i.e. excluded from statistics concerning accommodation. On the other hand, however, tourism consumption only comprises the value of direct contribution of tourism to the economy. Considering direct relationship between the visitor and the producer, such an approach excludes various indirect and induced effects of tourism demand arising from linkages within the economy.

As indicated above, it is difficult to empirically estimate the value of consumption due to strict requirements as to the scope and granularity of data. During estimations, the needs resulting from methodological assumptions may clash with statistical reality.

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Wykorzystanie szacunku konsumpcji turystycznej jako miernika efektów ekonomicznych turystyki w miastach metropolitalnych na przykładzie Warszawy

Słowa kluczowe

ekonomiczne efekty turystyki, ekonomia miast, wydatki turystyczne, branże turystyczne

Streszczenie

Celem artykułu jest prezentacja potencjalnego wykorzystania szacunku konsumpcji turystycznej efektów ekonomicznych turystyki w miastach metropolitalnych na przykładzie Warszawy, a następnie zastosowania go jako narzędzia wspomagającego zarządzanie rozwojem miasta. Taki szacunek umożliwia określenie bezpośredniego efektu jakim jest popyt generowany przez turystykę, a dodatkowo jego strukturę według głównych segmentów rynku. Porównanie informacji o podróżach rezydentów i nierezydentów pozwoliło ocenić, która z głównych grup nabywców odgrywają szczególną role z punktu widzenia producentów usług turystycznych w Warszawie. Badanie wskazuje ponadto możliwości i ograniczenia zastosowania tego typu szacunku dla zadań strategicznych, podejmowanych przez władze miasta lub podmioty gospodarcze. W artykule wskazano dostępne źródła informacji i zidentyfikowano luki w tym zakresie.

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MODEL OF COOPERATION IN THE NETWORK OF NON-ENTERPRISE ORGANIZATIONS ON THE EXAMPLE OF REGIONAL TOURISM ORGANIZATIONS IN POLAND

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Keywords | regional tourism organizations, effectiveness, cooperation models, promotion management

Abstract

In the authors' opinion, one should look for a new mission for regional tourism organizations in Poland (RTOs), in the face of radical changes in tourism and their high level of organizational maturity. Therefore, our research problem is to identify and settle which model of functioning (cooperation) of RTOs is adequate to their internal and external conditionings, as well as their inherent features – which model would allow them to function effectively. The aim of the paper is to formulate a proposal of a new functional model of RTOs based on networking and cooperation with their stakeholders. The paper includes a coherent and versatile collection of qualitative and quantitative research methods, including a multi-dimensional, innovative questionnaire and multi-stage method of assessment of RTOs' effectiveness.

The authors are determining and estimating a catalogue of features influencing the level of effectiveness of functioning of RTOs; the features describe the character of cooperation between the organization and its environment. In spite of disclosed divergence of ideas on the directions and purposefulness of modification of the existing RTO system, the authors propose an evolutionary system of RTO functioning as a networking organization, indicating the features, actions and tasks that will implement the new model to organizational practice. In consequence this will lead to the increase of effectiveness of the organization and eventually result in changes in the logistics and quality of management of tourist promotion of a region.

In the opinion of authors, the proposed method of measuring the effectiveness of RTO network cooperation with its stakeholders should be implemented to the assessment of effectiveness of other tourism management and promotion organizations.

Introduction

The present stadium of development of tourism, broadly understood as the service sector, form of economic activity or model of business, needs dynamic as well as radical changes. It results from many parallel issues: growing turbulence of natural, social and other factors, taking place in tourist destinations, growing competition between tourist enterprises, changing needs and expectations of the clients towards the level of service, expected benefits, etc.

The complexity, intensity and unpredictability of various trends on the tourist market is inducing the creation of modern, technologically advanced and highly distinctive tourist products. This process makes it necessary for the companies and organizations that are responsible for the development of tourism (on the infrastructural, legal or conceptual level) to cooperate in various forms. One could assume that at present no tourist product has got a monolithic structure, being prepared, promoted and commercialized entirely by a single operator. It is especially visible from the perspective of the tourist chain of value (Morawski, 2012, p. 50). Within the tourist economy a necessary complementation of a typical "tourist chain of value" – which is an example of intensive and multidirectional cooperation in itself (Weiermair, 1997, p. 40) – are various support organizations: educational, informative, initiating, counseling and other. Regional Tourism Organizations (RTOs) are undoubtedly amongst them. They are both a subject and an object of analysis in this paper.

Regional Tourism Organizations, which at present operate in all 16 provinces of Poland, were created in the 2000-2006 period (*Act of June 25…*, 1999), becoming an important element of a three-step system of management of promotion of tourism in Poland, the other two being Polish Tourism Organization (PTO) and Local Tourism Organizations (LTO) (Wąsowicz-Zaborek, 2009).

Several years of functioning of 16 RTOs calls for a deepened reflection on the validity of their functioning within the framework of managing national tourism and its promotion. The idea behind the creation of these organizations was the need to create a solid, institutional support for the rapidly developing tourist market.

During their 18 years of functioning the RTOs, which bring together over 1400 members, have financial means of PLN 46 million and employ around 130 people, have become an essential element of Polish tourism system (Gołembski, Niezgoda, 2014), and even earned themselves the name of the "regional leader" (Rapacz, Jaremen, 2007; Zmyślony, 2014; Żemła, 2010) and "the instrument of regional tourism policy" (Borzyszkowski, 2011a, 2011b, Panasiuk, 2009).

Thus, the RTOs reached a certain maturity as an organization, which calls for a natural need for a change, in the pursuit for "organizational perfection" (Waterman, Peters 1986). This implies the need for continuous periodic assessment of the character of this change, including identification of its factors and determinants and their effectiveness.

The set of determinants of effectiveness of RTOs functioning comprises of external and internal elements. The internal ones are: decrease in professional competence, increased knowledge of the tourism sector, problems, challenges and perspectives, integrated teams of employees and even the well-known brand of the institution, and many others. The external determinants are:

increasing pressure from competition, expectations of the surrounding businesses, expectations of an intelligent, well-informed client – traveler and other.

The effectiveness of an organization is hard to define unequivocally, which is a result of too many definitions, interpretations and approaches to it (Kowal, 2013). It's also hard to measure because of the influence of many varied factors (Sobolewski, 1998; Stabryła, 2011; Zieleniewski, 1972; Ziębicki, 2012), including sheer luck (Bratnicki, 2009).

At the same time, there were only a few attempts at making outlines (not models) of assessment of effectiveness (Migdal, 2008), and isolated attempts at assessing the effectiveness of RTO functioning (*Opracowanie metody…*, 2008) or at ranking them,[1] which caused a lot of controversies because of the methods used; they cannot be considered as standardized and scientific classifications of assessment of RTOs' functioning.

Research methods

The choice of research methods as well as the scope of research on the functioning of RTOs was the authors' own conception and was meant to show the conditions for the functioning of RTOs as well as the idea for the management of tourism and its promotion in the regional system within the frames of multidirectional cooperation and competition.

The research methods included desk research as well as direct and indirect data analysis (original documents of individual RTOs: rules, regulations, plans, statutes, annual reports, data from websites). The authors did a survey of scientific writings concerning analyses of RTO functioning as well as models of functioning of these organizations in managing tourist regions. Moreover, the authors referred to their own research of determinants of RTO functioning and level of their effectiveness (more: Fedyk, 2016; Fedyk, Morawski, 2014, 2016).

For drawing conclusions, the following methods were used: deductive reasoning method, comparative analysis including the technique of description of similarities and dissimilarities, and – to simplify the presentation of issues – method of reduction and techniques of authors' own observation.

The research included all 16 Polish RTOs, and the questionnaires were carried out on the basis of aforementioned authors' own questionnaire. The aim of the diagnosis was the evaluation of effectiveness of implementation of RTO functioning model (RTOs are seen here as network cooperation organizations) from the point of view of their strategic partners (understood as subjects of intentional surrounding, following R. W. Griffin [2004], with deliberate choice of strategic respondents and with the usage of adapted five-level Likert's scale) with simultaneous usage of some elements of researching the relations of an organization with its surroundings, proposed by J. Olearnik (2009, pp. 49–87). Deliberate choice of respondents included analysis of quality

1 The analysis was carried out in the 2009–2011 period by the editorial staff of trade periodical "Rynek Podróży" based on several variables concerning RTOs, for example number of members and its growth, amount of membership fees, budget, number of organized tourist fairs, number of printed promotional materials, number of web pages and their rating, number of organized events, etc.

structure of RTO members, allowing for selection of dominant and recurrent types of partners. Altogether, there were 15 types of selected partners that prevailed in all 16 RTOs. These were: a) from the common RTO members: self-government of a given voivodship (department of tourism), district (community), local tourism organizations (LTOs), local activity group (LAG), tourist associations, tourist chamber, local tour operator, university and other (distinctive of a given RTO); b) from the non-members, cooperating with RTOs: local tourism organizations, local activity groups, various tourist entrepreneurs (more: Fedyk, 2016).

Deepened interviews with the usage of CATI method were carried out with the managers of all 16 RTOs. At the same time a pilot study was carried out, directed at 15 experts from RTOs and their surroundings (including members of the Ministry of Sport and Tourism, Polish Tourism Organization, RTO forum and independent experts). Proper research, relating to a number of variables and features of RTO functioning as a network cooperation, was eventually carried out with 137 respondents, representing varied subjects from all 16 RTOs, which made up 42.81% of the assumed research sample (320 questionnaires). The proper research concerned the assessment of four groups of criteria and indicators (197 variables) of RTO effectiveness, that is effectiveness of statutory aims (51 variables) and economic aims (30 variables), benefits of cooperating entities (56 variables) and general features of RTOs effectiveness (60 variables) (more: Fedyk, 2016).

Based on aggregated questionnaire data, and using the Grapher programme, 32 standards (graphs) were created – profiles of organizational effectiveness of RTOs with the reference to: statutory and economic aims, gains achieved by its regular members, and general features of effectiveness of their functioning together with authors' own determination of "effectiveness thresholds", indicated in the aforementioned graphs (more: Fedyk, 2016).

According to analogous rule, the authors also created 4 types of profiles of RTO effectiveness for 8 selected RTOs, taking into consideration their position in the classification (see: Fedyk, 2016) and the number of questionnaires received from the respondents of a given RTO (more than 50% of the audited population of a given RTO). The graphs contained also profiles of organizational effectiveness of RTOs with the reference to 4 indicated groups of variables basing on results of research poll of experts.

The comparison of "expert models" (effectiveness profiles) and the "reality" described by the RTO partners during empirical study, showed differences, variations, regularities and irregularities, and allowed for distinguishing certain features that increased or decreased the effectiveness of RTOs (here – "effectiveness thresholds") and indicated the desirable directions of changes of RTO functioning.

Discussion

In modern world tourism is a network of interrelated actions and services of tourism economy entities (hotels, restaurants, transportation companies, shop owners, tourist attractions, managing entities, etc.), and many other factors.

The main goal in establishing cooperation within network systems is to achieve synergy. A visible exposition of this postulate is the tourist sector. We are dealing here with a huge dispersion of many companies and institutions, which are most often specialized operators of various services, often specific or niche due to the type of customer, type of service, area of operation. However, creating a comprehensive offer and its promotion, the benefits package that fully fills the leisure time of a tourist is virtually impossible by a single company. In such an environment, the role of RTOs as an integrator of the offer, an expert offering marketing support (segment analysis, promotion, commercialization, legal) seems obvious.

In this aspect of tourism sphere, the phenomena that are constantly present are, on the one hand: increasing competitiveness (both specific tourist destinations, tourist reception areas and individual service providers compete), and on the other the nature (model) of cooperation between all entities in the tourism sector.

It should be noted that the weakness of the Polish tourism economy is the noticeable lack of cooperation between tourism enterprises, and what is more important, low level of cooperation between enterprises and tourism organizations (here – RTO), and the key threat to tourism are the insufficient system changes in management of tourism in Poland (Zmyślony, 2013).

The conditioning factor for the success of Polish tourism is deepening cooperation between enterprises, tourist industry institutions and the field of science, and the implementation of modern tourism management systems with the help of RTOs, and this thesis is confirmed by the results of existing research and diagnostic survey (Fedyk, 2016; Fedyk, Morawski, 2014, 2016).

It is legitimate to indicate that the creation of integrated tourism development networks, including various entities involved in the competitiveness of the tourism economy (entrepreneurs, business and science institutions, financial institutions, NGOs – such as RTO), affects the formation of strong cross-sectoral tourism links and increases the strength of the economic impact of this sector. At the same time, the location and operation of RTOs at the interface between supply and demand in the tourism economy (fig. 1) cause, or even force the need to build new types and forms of cooperative relations between the organization and its closer and wider environment (Dębski, 2012a, 2012b; Grabińska, Mierniczak 2010; Migdal, 2008, Wanagos, 2011, Walas, 2007).

Regional tourism organizations are no longer "beginner organizations" in the sphere of regional or national tourism, because some of them have already gone beyond the formal role of the implementer of basic tasks (canon) written in the Act on PTO (i.e. promotion or tourist information). Often RTOs take on the role of a strong partner (but not always also a direct implementer) for the industry, public institutions, NGOs and other tourism organizations in the region undertaking new tasks in the area of initiating the development of various forms of tourism or pointing to opportunities and areas of joint activities for the tourist economy. Some RTOs while aiming at increasing their competences and using niche skills (including the potential of their cadres: director, employees, board members), seek to gain the status of a leader of tourism development in the region through, inter alia, strategic management and impact on entities and institutions not only from the sphere of tourism and through involvement in issues only indirectly related to tourism (including environmental protection, investment consulting, science and research).

All of these phenomena trigger the need for a firm correction in the RTO functioning model. These activities are also necessary in the light of the ambiguity of the rules of operation and various ways and levels of RTOs' effectiveness, which was indicated by the analyses (more: Fedyk, 2016; Fedyk, Morawski, 2016), which features badly influence or destabilize the whole system's evolution.

Evolutionally shaping of different solutions (current models of the effectiveness of functioning), adopted in individual RTOs can perpetuate bad patterns of action, since there have never been universal recommendations based on "good examples" for the model of operation of all ROTs[2] and strong disproportions in the effectiveness of their actions are noticeable (Fedyk, 2016). This implies the need to take the effort to change the current model of RTOs' functioning as a condition for their further development, and, in some cases, their further existence.

Results of the research

Comparing the levels of effectiveness of regional tourism organizations, let alone ranking or classifying them, is a multidimensional process and one that is very strongly dependent on local conditions of functioning of a given RTO in the region (cf. Fedyk, 2016; Fedyk, Morawski 2014, 2016; Fedyk, Kachniewska, 2016; Fedyk, Meyer, Potocki, 2016). At the same time, the opportunity to make an attempt to compare the level of effectiveness and cooperation with the environment realized by individual RTOs is recognized by comparing the results of the analysis of performance thresholds in terms of the effective level of statutory and economic objectives and the level of benefits obtained by members and stakeholders of these organizations, and the level of performance characteristics considered to affect the overall effectiveness of the organization (its maintenance or growth). Due to the limitations of the size of the article, there were no presented profiles of the effectiveness of achieving goals by RTOs, but merely aggregated conclusions (more: Fedyk, 2016).

As a result of the conducted questionnaire, a qualitative catalog of the functioning characteristics of all RTOs was identified,[3] which ensure the current effectiveness of their operation and / or may affect the increase of this effectiveness in relation to particular groups of studied characteristics.

In the group of variables examined (tab. 1), referring to the level of effectiveness of the implementation of statutory aims of RTOs concerning network cooperation, the following have been noticed:

- high efficiency of RTOs in relation to the implementation of the majority of objectives in the area of building a cooperation network with the environment, and at the same time perceived phenomenon (which requires intervention and change) is less effective organization

2 With the exception for the postulates indicated in *Kodeks Dobrych Praktyk*… (see: Wąsowicz-Zaborek, 2009).

3 W. Fedyk (2016) identifies a total of 68 exo- and endogenous conditions affecting the effectiveness of RTOs functioning and indicates, on the basis of surveys of RTO stakeholders, 197 characteristics affecting the level of their effectiveness.

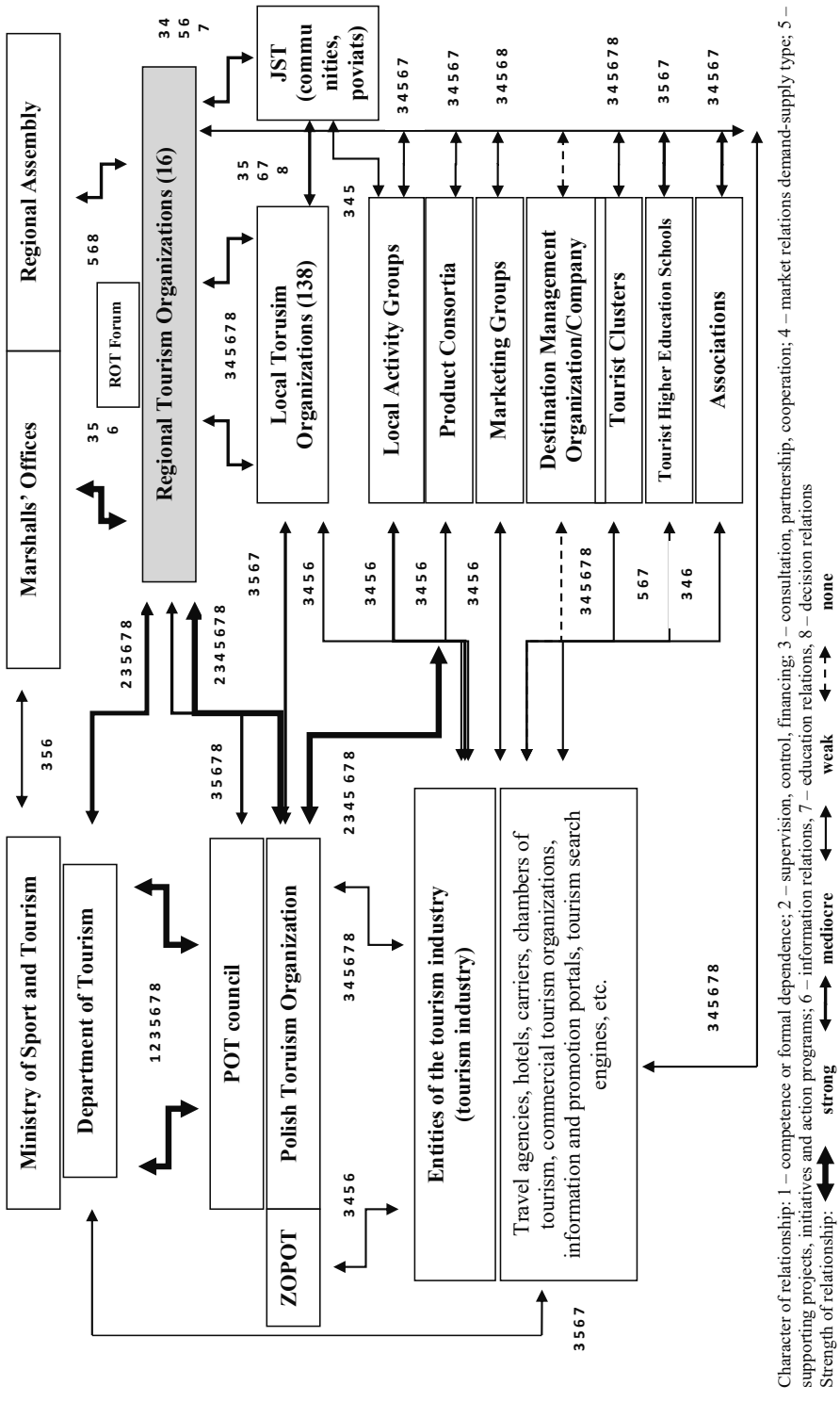


Figure 1. Regional tourism organizations in a system of selected entities of tourism economy in Poland

Source: own elaboration.

in cooperation with LTOs, which should be a strategic partner of RTO within the existing model of cooperation in the tourism promotion of the PTO-RTO-LTO Polish system,

- a worrying phenomenon is the limited degree of RTOs' effectiveness in activities supporting entrepreneurship and economic development, and in creating conditions for organization members to build a platform for cooperation of tourist business entities with the authorities in the region and the country,
- in view of the new types of statutory objectives proposed by the authors in the area of building a network of cooperation with the environment, RTO stakeholders clearly indicated the importance of these features (after implementation to organizational practice) for raising the level of RTOs effectiveness, including:
  - key significance of activities related to joint strategic planning, development of the organization's communication system with the environment and strengthening of ties and trust relationships with members,
  - big importance of expanding the in-house support system for members (members' rights list) and increasing the awareness of the social responsibility of entrepreneurs – members of the organization,
  - the need to strengthen the mechanisms for sharing experience, knowledge, actual defining of common goals of action or getting entrepreneurs to cooperate,
- the organization's stakeholders perceive the effectiveness of the organization's activities and the need to achieve the objectives aiming at building the position of RTO as the leader in the system of network cooperation with the environment.
- The results of the conducted research indicate that in the opinion of stakeholders only 13 types of statutory goals of regional tourism organizations are achieved at the level of the determined effectiveness threshold (25.49% of the total number of 51 goals), and only 9 goals are achieved at the high effectiveness threshold level (17.64%).
- The diagnosis of the above-mentioned level of effectiveness of achieving statutory objectives (in the field of network cooperation) by RTOs is in several types of target groups coincident with the indications of experts participating in the survey, while reserving a more critical assessment of the level of effectiveness obtained, especially with regard to:
- problems in the sphere of building a network of cooperation with the environment, including perceived lack of expected effectiveness in creating multidimensional platforms of cooperation with entrepreneurs,
- ineffectiveness of RTOs in achieving objectives regarding:
  - projects implemented in the formula of project teams with the participation of stakeholders of the organization,
  - building new forms of cooperation in the form of product consortia or tourist clusters,
  - acting as a leader in the system of cooperation with the environment.

In the light of the above analysis, the correction and creation of a transparent, clearly expressed hierarchical ladder of statutory objectives of regional tourism organizations, including the creation of a separate catalog of strategic goals (*official objectives*) broadly presenting publicly

the intentions and directions, is justified and necessary to increase the effectiveness of RTOs. Undertaken actions and a catalog of operational goals (*actual intentions of the organization*) relate to the expectations of members and organization's stakeholders, including strengthening RTO activities in the area of entrepreneurship and relations with tourism industry entities (also in new organizational forms: tourist clusters, product consortia, Destination Management Company), as well as the overall economic efficiency of the tourism sector in the region.

Due to regional conditions of RTOs' functioning, the authors of the study call for unification of the new structure of strategic goals for all RTOs, while maintaining individual models of the structure of operational objectives in individual organizations adapted to regional conditions and the organization's environment.

Table 1. Effectiveness of the implementation of statutory objectives (concerning network cooperation) by regional tourism organizations according to the opinion of stakeholders

Identified goals of regional tourism organizations (statutory approach)	Evaluation of the effectiveness of statutory objectives implementation by regional tourism organizations					
	0 – resignation, 1 – lack of effectiveness, 2 – low efficiency, 3 – I have no opinion as to the level of effectiveness, 4 – actions are effective, 5 – high efficiency					
	0	1	2	3	4	5
	% of responses given by respondents					
The area of goals in the sphere of building cooperation networks with the environment (objectives noted in the statutes)						
Integrating institutions and communities interested in the tourist development of the region	0.00	4.38	11.68	11.68	16.06	54.74
Support for local organizations and tourist structures	0.73	3.65	10.22	10.22	18.25	51.82
Creating partnerships for regional development	0.00	6.57	16.06	16.06	13.87	51.09
Cooperation with LTO	0.00	1.46	9.49	9.49	19.71	44.53
Running business supporting economic development (entrepreneurship, supporting communities and local communities)	0.73	6.57	23.36	23.36	41.61	23.36
Creating a platform for cooperation of tourist business entities with the authorities	0.00	8.03	15.33	15.33	27.74	38.69
The area of goals in the sphere of building a network of cooperation with the environment (goals postulated by the authors)						
Joint creation and implementation of development strategies and tourist promotion programs	0.73	5.11	9.49	9.49	18.25	56.20
Initiating and developing cooperation by creating an active communication system with the environment	0.00	4.38	10.95	10.95	13.87	50.36
Building a trust relationship with members	0.73	4.38	4.38	4.38	26.28	45.26
Permanent extension of the support system (substantive, organizational, financial) for members („rights card")	0.73	12.41	10.95	10.95	45.26	22.63
Taking actions for the development of the concept of corporate social responsibility (CRS)	5.11	13.14	15.33	15.33	44.53	18.98
Initiating and creating tourist cluster structures	3.65	10.22	16.06	16.06	43.07	20.44
Creating real mechanisms of joint determination of the organization's goals by members	0.73	6.57	12.41	12.41	28.47	41.61
Initiating and creating product consortia in tourism	2.19	5.84	18.25	18.25	39.42	28.47
Acting as a leader in a network collaboration with the environment (clusters, network broker, tourism animator)	0.73	8.03	13.87	13.87	38.69	32.85

Identified goals of regional tourism organizations (statutory approach)	Evaluation of the effectiveness of statutory objectives implementation by regional tourism organizations					
	0 – resignation, 1 – lack of effectiveness, 2 – low efficiency, 3 – I have no opinion as to the level of effectiveness, 4 – actions are effective, 5 – high efficiency					
	0	1	2	3	4	5
	% of responses given by respondents					
Creating membership mechanisms that allow entities from outside tourism to be involved in the organization	2.92	11.68	15.33	15.33	37.96	27.01
Creating and developing mechanisms for the exchange of experience in the undertaken activities	1.46	6.57	15.33	15.33	33.58	36.50
Creating real mechanisms for jointly defining the goals of the organization's activities with entities from the environment	0.73	9.49	13.87	13.87	34.31	33.58
Creating and developing project teams appointed from members of various organizations	1.46	8.76	18.25	18.25	31.39	34.31

Source: own study based on surveys.

In the group of the examined variables (tab. 2) referring to the level of effectiveness of the action from the perspective of the benefits gained by the stakeholders while cooperating with RTO, one should notice and record:

- in relation to all types of benefits identified by the authors, the majority of respondents (between 56.93% and 79.56% of respondents) pointed to their achievement thanks to cooperation with RTO in an effective (I achieve benefits) and highly effective (I achieve great benefits) level,
- high level of obtained benefits in the sphere of organization and management of tourism, with particular emphasis by stakeholders on:
  - the possibility of exchanging experiences in the undertaken activity,
  - voluntary cooperation and the autonomy of members, not limited by the formula of affiliation to an organization (freedom of joining, leaving an organization) while maintaining economic and legal independence of partners (equal passive and active rights),
  - building a relationship of trust with members of the organizations interested in offering the member their own services,
- in the group of benefits of financial nature, the stakeholders emphasize achieving large benefits from cooperation, in particular in the area of easier access and more effective acquisition of funds from the EU budget and implementation (co-financing) of joint projects,
- the majority of stakeholders strongly point to achieving large benefits from cooperation with RTOs in the area of tourism product development, which is directly related to the strategic goals and tasks of the organization. At the same time, the worrying phenomenon is lower level of obtained benefits in the area of creation and promotion of tourist products using the network cooperation formula of the organization members (joint concepts, obtaining subsidies and implementation), which indicates the need for modification of tasks and activities undertaken in RTOs and the model (principles) of cooperation with its members,
- RTO stakeholders effectively gain great benefits in the field of pro-tourism education (jointly organized training, participation in specialist training), and at the same time indicate

gaining smaller benefits relating to the flow and diffusion of expertise between entities in the organization or access to know-how (innovation) and specialist data and analyzes, which raises concerns about the need to base modern tourism economy on knowledge and on the use of knowledge in managing the tourist market,

- high level of benefits (tangible and intangible, savings and profits) generated by stakeholders pertains to cooperation with RTO in the broadly understood promotion of members (fairs, web portals, publishing houses, recommendation systems and membership card) as well as participation in the tourist information system, which directly corresponds with the strategic goals of the organization,
- respondents of the survey point to obtaining benefits from cooperation with RTOs in the sphere of their own organizational development, including obtaining additional profits in the joint implementation of tasks in the most economically efficient manner or thanks to the formula of RTO ordering of their own tasks; members or RTO stakeholders from the public sector emphasize their gain in the area of increasing the non-economic aspects of tourism development (increase in tourism migrations and improvement of the image of the tourist destination),
- an interesting observation here should be the indication by stakeholders of the benefits of the pro-tourism investments (mainly obtaining additional funds), although this is not a commonly designated and practically implemented purpose of RTOs – it seems that this area of benefits may be developed by RTOs striving for a market organization model – a pro-business organization, although according to the group of experts, this group of benefits is less important for the effectiveness of the organization.
- The summary results of the conducted research indicate that, in the opinion of stakeholders, as many as 25 types of expected benefits from cooperation with RTO are achieved at the level of determined effectiveness threshold (44.64% of the total 56 types of indicated benefits), and 11 benefits of cooperation with the organization are achieved at the level high-efficiency threshold (19.64%).

In the light of the above results, the need to modify the structure and characteristics of the RTO operation should be pointed out so that their activities could be decidedly more oriented towards providing clearly identifiable benefits to their members and stakeholders as a guarantee of their organizational effectiveness and development.

Table 2. Effectiveness of regional tourism organizations from the perspective of the stakeholders achieving benefits from cooperation in their opinion.

The types of stakeholders' benefits identified from cooperation with regional tourism organizations	Assessment of the effectiveness of regional tourism organizations from the perspective of the stakeholders achieving benefits from cooperation with the organization				
	1 – lack of effectiveness in providing benefits, 2 – low efficiency (small benefits), 3 – I have no opinion as to the level of effectiveness (benefits achieved), 4 – actions are effective (I achieve benefits), 5 – high efficiency (I achieve great benefits)				
	1	2	3	4	5
	% of responses given by respondents				
Area of benefits in the sphere of organization and management of tourism					
Opportunity to exchange experiences in the undertaken activities	3.65	8.76	8.76	10.95	55.47
Voluntary cooperation (freedom of joining, leaving the organization)	0.73	2.19	2.19	17.52	54.74
Formality or informality of cooperation (ordinary, supporting membership); maintaining the economic and legal independence of partners (equal passive and active rights)	0.73	2.92	2.92	27.74	51.82
Building a relationship of trust with members of the organization interested in offering member's own services	5.84	6.57	6.57	23.36	49.64
Creation (extension, consolidation) of the tourism management system (in the region, Poland)	1.46	15.33	15.33	23.36	48.91
The opportunity to focus various interests, financial resources and experience of entities in the organization	2.19	12.41	12.41	25.55	47.45
Possibility of accumulation (compliance) of the organization's goals and own member – benefits for everyone (public, economic goal – own profit)	2.19	8.03	8.03	29.93	47.45
Involvement of members (acceptance of plans) at the planning stage, requiring effective implementation of common goals in practice	1.46	10.22	10.22	28.47	47.45
Allowing each member of the organization to do what they can best	1.46	10.22	10.22	26.28	47.45
Creation and operation of the structure (division of tasks, powers, responsibilities) which gives members a sense of being a host	6.57	10.95	10.95	41.61	29.20
Possibilities of coordination of activities in tourism (avoiding duplication of tasks, projects, structures)	5.11	14.60	14.60	24.09	41.61
Impact as a lobby for authorities (local government, government) with joint projects, inquiries, interventions	5.84	12.41	12.41	25.55	41.61
Activation through organization activities, remote initiatives and ideas	4.38	11.68	11.68	32.12	40.88
Consolidation of the potential of people from the region (their skills, knowledge, experience) for the implementation of a common tourism strategy	4.38	13.14	13.14	21.90	40.15
Allowing entities that do not operate in tourism to be involved in the organization	7.30	8.03	8.03	34.31	40.15
The ability to create and function project teams appointed from members of various organizations	5.11	9.49	9.49	32.85	35.77
Taking responsibility for common concepts – changing attitudes from claiming members (competing) to active and creative attitudes	5.11	12.41	12.41	36.50	32.12

The types of stakeholders' benefits identified from cooperation with regional tourism organizations	Assessment of the effectiveness of regional tourism organizations from the perspective of the stakeholders achieving benefits from cooperation with the organization				
	1 – lack of effectiveness in providing benefits, 2 – low efficiency (small benefits), 3 – I have no opinion as to the level of effectiveness (benefits achieved), 4 – actions are effective (I achieve benefits), 5 – high efficiency (I achieve great benefits)				
	1	2	3	4	5
	% of responses given by respondents				
Area of benefits in the financial sphere					
Easier access and more effective fundraising from the EU budget and funds	8.03	8.03	8.03	24.09	42.34
Implementation (co-financing) of joint projects	9.49	4.38	4.38	27.74	41.61
The possibility of combining public and private resources in projects	8.03	10.95	10.95	38.69	30.66
Joint (formal partnership) obtaining subsidies for projects involving resources (institutional, personal) of the organization	7.30	10.22	10.22	32.85	37.96
Substantive support in the creation of grant applications and funds from EU and budget funds	13.87	15.33	15.33	37.23	22.63
Cooperation (consulting for members and stakeholders) in obtaining subsidies and funds from EU and budget funds	10.95	13.87	13.87	34.31	27.74
Area of benefits in the area of tourism product development					
Expanding the possibilities of promotion and distribution channels of the offer and tourist product	2.19	3.65	3.65	13.87	53.28
The possibility to improve the quality of a tourist product (own, local, regional)	4.38	7.30	7.30	13.14	52.55
A more effective tourist promotion ORT (area of activity of organizations and members) – increased competitiveness	1.46	7.30	7.30	15.33	51.09
The possibility of creating an attractive tourist offer (own, local, regional)	5.11	4.38	4.38	13.14	49.64
More effective promotion of tourist offers and products (own, local, regional)	2.19	7.30	7.30	10.95	47.45
Creating and promoting tourist products in network cooperation of members (concepts, obtaining subsidies, implementation)	3.65	13.87	13.87	25.55	33.58
The area of benefits in the sphere of research and education of the protagonist					
The possibility of organizing joint training on topics of interest (and developing a similar approach to issues and problems)	5.11	11.68	11.68	25.55	44.53
Possibility to improve qualifications for members and stakeholders through training	5.84	10.95	10.95	21.90	43.80
The opportunity to attract practitioners from the business (from the organization) to conduct education and organize specialized training	8.76	11.68	11.68	27.74	38.69
Cooperation (including paid orders) in tourism research, analyzes, studies of conditions and tourism strategies	11.68	12.41	12.41	37.96	27.01
Possibility to acquire places for internships and apprenticeships or in the form of volunteering (potential jobs)	11.68	11.68	11.68	37.96	28.47
Savings on expertise and research (sharing knowledge by members)	10.22	13.87	13.87	36.50	29.20
Access to specialized data in the field of promotion and tourism (tourist traffic, brand and image)	4.38	17.52	17.52	24.09	35.77
Training support (know-how) in conducting innovative activities	9.49	13.87	13.87	33.58	31.39
Flow and diffusion of expertise between entities in the organization	9.49	13.87	13.87	32.85	32.12

The types of stakeholders' benefits identified from cooperation with regional tourism organizations	Assessment of the effectiveness of regional tourism organizations from the perspective of the stakeholders achieving benefits from cooperation with the organization				
	1 – lack of effectiveness in providing benefits, 2 – low efficiency (small benefits), 3 – I have no opinion as to the level of effectiveness (benefits achieved), 4 – actions are effective (I achieve benefits), 5 – high efficiency (I achieve great benefits)				
	1	2	3	4	5
	% of responses given by respondents				
Area of benefits in the sphere of promotion and tourist information					
Support in organizing tourist information of its own members or in the region (info kiosks, internet portals)	2.19	6.57	6.57	15.33	48.18
Preferences (cards, discounts, subsidizing) for members in statutory activities (events, study trips, publishing houses)	7.30	10.22	10.22	18.98	45.99
Joint publishing projects (reduction of own costs, increasing forms of promotion for a member)	4.38	9.49	9.49	18.98	45.99
Joint organization of promotional events (offer, tourist product of a member) – limiting own costs and increasing the forms of promotion for a member	2.19	13.87	13.87	16.06	44.53
Implementation of joint exhibitions and fairs, B2B / C workshops bringing additional benefits (tangible, intangible) to a member	0.73	511	5.11	24.09	43.80
Providing patronage and recommendations for members	2.92	8.03	8.03	20.44	42.34
Promotion of members (and stakeholders) on the organization's website	2.19	10.22	10.22	15.33	42.34
Organization of competitions for members and stakeholders	2.92	9.49	9.49	27.01	42.34
Wide opportunities to promote your attractions (offers, products) thanks to the involvement of entities in the organization and ROT capabilities in the PTO-RTO-LTO system	2.19	9.49	9.49	15.33	41.61
Area of benefits in the sphere of own organizational development					
Increasing non-economic aspects of tourism development (increase of traffic, improvement of the image of the destination)	5.11	9.49	9.49	24.09	46.72
Implementation of tasks in the most economically efficient way (profits)	8.76	11.68	11.68	46.72	26.28
It is possible to order a part of own tasks for RTO, because it may be easier to implement them (get additional funds, limit tenders)	12.41	14.60	14.60	41.61	21.90
Providing services to solve local tourism problems	10.95	15.33	15.33	40.15	24.82
Possibility of social (public) acceptance for the organization's activities (including its own members)	5.84	10.95	10.95	32.12	38.69
Area of benefits in the sphere of the proto-investment					
Effective distribution of investment risk (increasing the ability to accept higher risk)	17.52	7.30	7.30	58.39	10.22
Possibility to start investment in PPP with members which allows you to raise more funds and increase the scope of work	16.06	8.03	8.03	53.28	16.79
The possibility of attracting private investors to carry out investment own tasks (RTO, a control platform for ventures, may create non-commercial SPVs)	20.44	8.03	8.03	51.82	14.60
The possibility of obtaining funds that a member cannot access on their own (loans for special purpose vehicles, venture capital, green-fields and subsidies for non-governmental / non-profit organizations)	21.17	9.49	9.49	51.82	11.68

Source: own study based on surveys.

Analysis of the developed profiles of the effectiveness of the implementation of statutory objectives (regarding the construction of a cooperation network) by the examined RTOs (see: Fedyk, 2016) from the perspective of the organization's stakeholders assessment allows to formulate the following conclusions:

- there are very strong disproportions in the effectiveness of achieving the objectives for building a network of cooperation with the environment (included in the organization's statutes) from the almost full effectiveness of achieving them (ROTWŁ, ŚOT) through effectively implementing only selected objectives (PDROT, WOT), to the lack of effectiveness in this range (DOT, KPOT, LROT);[4] what is important for the system is the fact that cooperation with LOT is achieved by all surveyed organizations with a minimum level of effectiveness (apart from DOT – lack of effectiveness),
- the fact of low (or complete lack of) effectiveness of RTOs in the field of achieving objectives serving the development, strengthening and boosting cooperation networks with the environment and postulated by authors (including experts in the study) based on literature studies, as only individual goals are efficiently reached, should be considered worrying. They are effectively achieved only by PDROT (4), ŚOT (3), WOT (3), LROT (2) and ZROT (1) ,[5] and a high level of effectiveness was achieved in this area only by ROTWŁ (9 goals out of 13 indicated).

At the same time, a visible picture of the effectiveness of the implementation of statutory objectives (including building cooperation relations) by the examined RTOs confirms the original thesis about the strong impact of the environment (stakeholders) on perceiving the effectiveness of these organizations, and highlights the strong impact of regional conditions in the operation of RTOs, which in their statutes, they try to adapt (sometimes "forcefully") to the local conditions of management of tourist promotion or the rules of obtaining funds.

The analysis of the performance profiles of the surveyed RTOs from the perspective of achieving by stakeholders the benefits of cooperation allows to formulate the following conclusions:

- strong disproportions in the level of effectiveness of benefits achieved by RTO stakeholders have been found, which is indicated, inter alia, by the number of those benefits at the level of the determined effectiveness threshold ranging from 1 (KPOT) to 38 (DOT) and the number of benefits achieved at the high level of effectiveness ranging from 0 (KPOT, LROT, ZROT) to 38 (ROTWŁ),
- there is a noticeable convergence in reaching by stakeholders of several RTOs similar benefits at a similar level of effectiveness in the sphere of organization and management

4 ROTWŁ – Regionalna Organizacja Turystyczna Województwa Łódzkiego [Regional Tourism Organization of Łódzkie Voivodship], ŚOT – Śląska Organizacja Turystyczna [Silesian Tourism Organization], PDROT– Podkarpacka Regionalna Organizacja Turystyczna [Subcarpathian Regional Tourism Organization], WOT – Wielkopolska Organizacja Turystyczna [Tourism Organization of Greater Poland], DOT – Dolnośląska Organizacja Turystyczna [Tourism Organization of Lower Silesia], KPOT – Kujawsko-Pomorska Organizacja Turystyczna [Tourism Organization of Kujawy and Pomorze], LROT – Lubelska Regionalna Organizacja Turystyczna [Regional Tourism Organization of Lublin].

5 ZROT – Zachodniopomorska Regionalna Organizacja Turystyczna [Regional Tourism Organization of Western Pomerania].

of tourism (ROTWŁ, DOT, ŚOT – high efficiency and large profits, WOT, PDROT – activities are effective and I achieve benefits); in the analogous system, there are small benefits (LROT, ZROT) or almost none (KPOT),

- in the group of benefits of a financial nature there are strong disproportions between RTOs (effectiveness thresholds achieved by ROTWŁ, PDROT, WOT, DOT), and low efficiency (ZROT, LROT) or its lack in ŚOT and KPOT,
- clear similarities were found between RTOs in terms of the degree of obtaining the same benefits in the area of tourism product development (ROTWL, SWOT and WOT stakeholders benefit greatly, DOT, LROT, PDROT and ZROT stakeholders benefit, and their lack is indicated by the stakeholders of the KPOT),
- strong disproportions between RTOs were found in relation to the degree of obtained benefits related to the access to research (tourist market analysis) and pro-tourist education (specialist training) – big benefits (high-efficiency threshold) are achieved by ROTWŁ stakeholders, the (threshold) benefits are obtained by PDROT stakeholders, and to a small extent also stakeholders of DOT, ŚOT and LROT, lack of benefits (ineffectiveness) is characterized by KPOT and ZROT,
- there is a convergence in the achievement of similar benefits (material and immaterial) of similar RTOs to the similar level of effectiveness in the promotion of members (trade fairs, web portals, publishing houses, recommendation systems and membership card) and participation in the tourist information system (high thresholds). Effectiveness achieved in ROTWŁ, efficacy thresholds obtained in DOT, LROT, PDROT, WOT, ZROT, and lack of effectiveness (benefits) noted in the KPOT,
- stakeholders of most RTOs indicate a low level of benefits obtained from cooperation with RTOs in the sphere of their own organizational development, including those related to the level of additional profits obtained when jointly performing tasks in an economically efficient manner or thanks to the own RTO task allocation formula (lack of effectiveness in KPOT, ŚOT and ZROT, very low effectiveness in LROT, WOT, PDROT, and thresholds of effectiveness for selected traits achieved only in DOT and ROTWŁ),
- an interesting observation should be the indication by stakeholders of almost all RTOs (except for DOT and ROTWŁ) on the lack of achieving any benefits in the area of pro-tourist investments (mainly referring to the possibility of obtaining additional financial resources through cooperation).

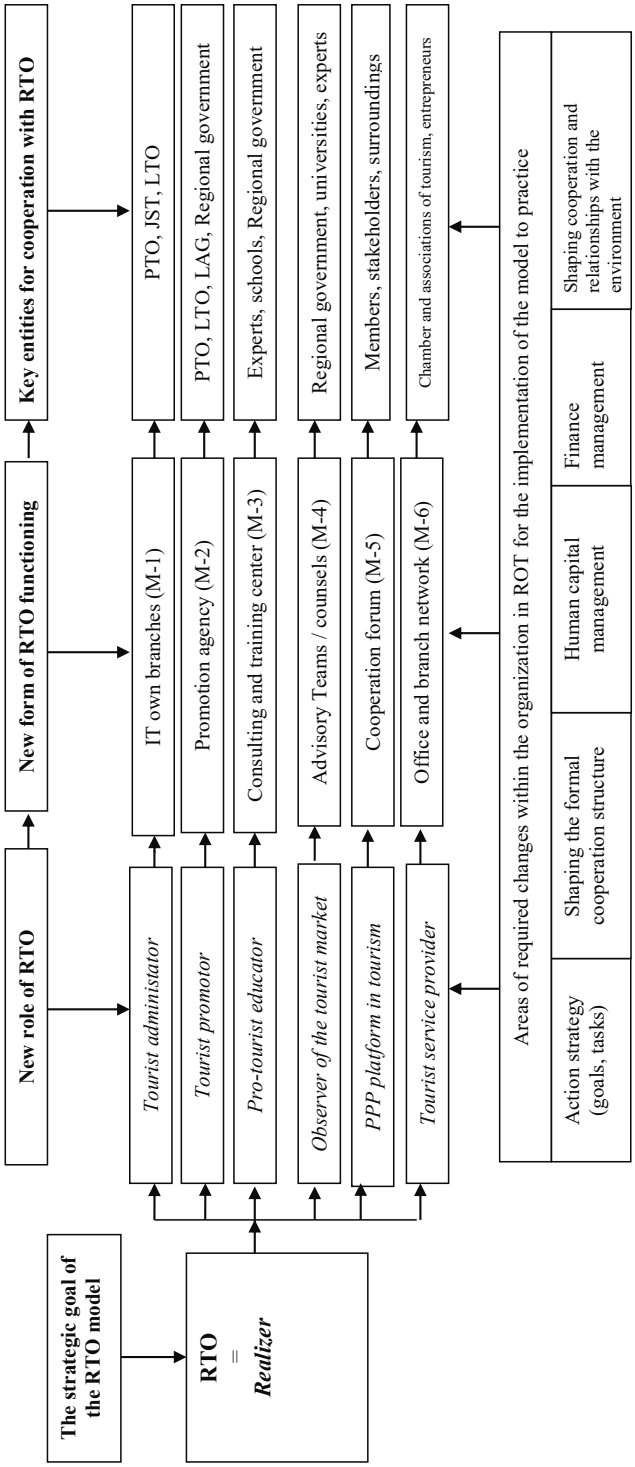
The analysis of the levels of effectiveness of the stakeholders achieving benefits from cooperation with the RTOs allows for indicating a strong "deviation" of RTOs in many areas in relation to the postulated pattern of effectiveness profile of this variable based on the opinions of experts participating in the survey. Experts indicated as many as 38 types of benefits (67.85% out of the 56 identified by the authors), which in their opinion should be guaranteed and effectively achieved by the organization, and are not obtained in the expected range and at the required level in most RTOs (specific exception here is ROTWŁ).

The analysis indicates and authorizes the existence of the phenomenon of strong criticism among RTO stakeholders that results in the opinion about the extremely low effectiveness of the organization (KPOT) or extremely favorable opinions (ROTWŁ) indicating high efficiency of the organization. The results of the comparative research of the profiles of the effectiveness of benefits of RTO stakeholders are also a proof of the need to develop levels and areas of cooperation with members of the organization as well as intensify communication with the environment in order to present the achievements of the organization with which its members can identify and thus also recognize them for fulfilling their own expectations.

Model of RTO functioning

On the basis of literature studies, own analyzes and results, diagnostic surveys and own long-term observations of the three-tier management system for tourism promotion in Poland (in particular regional tourism organizations), the article presents the original model of RTOs functioning as a network cooperation organization (fig. 2, tab. 3), which after implementation to the organizational practice can provide a fundamental and perfect change and increase the effectiveness of the organization (Fedyk 2016; Fedyk, Morawski, 2016; Fedyk, Kachniewska, 2016) and, consequently, a more effective promotion of the tourist region.

The proposed model (tab. 4) assumes achieving certain types of parameters of the RTO functioning efficiency assigned to the performance of particular roles by the organization and relating to the effectiveness of achieving statutory objectives (51 variables), effectiveness of economic objectives (30 variables), effectiveness of achieving benefits from cooperation with RTO by stakeholders (56 variables) and general efficacy traits (60 variables).



M (1–6) – elements of the model described in Table 4.

Figure 2. Regional tourism organization as a network collaboration organization

Source: own study.

Table 3. Regional tourism organization as an organization of network cooperation – description of selected operating features and implementation conditions

Element of the model (role of RTO)	Features, activities, special tasks of RTO	Determinants of implementation to organizational practice in RTO
Tourist administrator M-1	– RTO fulfills the function of the tourist information system administrator in the region by consolidating tourist information points (IT databases) (common databases, uniform data classification system, periodic training for employees of IT points) and their certification (in cooperation with PTO, LTO and local government units), – it is possible to create their own IT point in cooperation with the voivodship self-government, large urban agglomerations and tourist chambers and entities operating in communication services for tourists (airports, railway and bus stations) – commercialization of some of the services provided at the IT point, i.e. intermediation in the booking of foreign services, advertising and promotional services for non-members of the organization	– undertaking lobbying and substantive activities to integrate the network of IT points (including the development of a specialized concept, obtaining a special purpose subsidy from budgetary funds – Ministry of Sport and Tourism or EU funds – Regional Operational Program, PO Intelligent Development, conducting specialized training for IT staff in the region, full implementation of IT certification in agreement with LTO, local government units (JST) according to the PTO model), – adoption of relevant resolutions by the management board of RTO regarding creation of own IT point (obtaining the place and subsidies for its launch in consultation with interested parties, creating a catalog of information and promotion services for their commercialization, setting the rules for the promotion of organization members by the IT point, providing specialist trained personnel the point can also be run in the form of entrusting a task to a given LTO), – formal and legal regulation of conducting business activity by RTO (registration in the National Court Register (KRS), introduction of accounting and accounting required by law)
Tourist promotor M-2	– undertaking activities and initiatives aimed at appointing at RTO, the so-called Partner Groups (GP) with a wide participation of tourist entrepreneurs (also from LAGs, including representatives of ordinary members) aimed at creating network tourism products in the region and the target transformation of the GP into LTOs, – launching and administering a specialized internet portal with a semantic search engine for regional tourist products (ultimately also commercialization through online booking and purchasing) and promoting certified tourist products, – cyclical edition in cooperation with entrepreneurs and representatives of attractions of electronic catalogs of regional tourist products and their extensive redistribution through new ITC channels in tourism: mobile applications, thematic blogs, social networks	– creating a concept for the operation of partner groups and a wide dissemination of the idea (conferences, workshops and presentations in the region, publication of an instruction-guide, specialist training for future leaders of partner groups), – creating rules for acquiring tourist products for implementation to the portal (including unification of the form of their presentation, conclusion of contracts for brokering sales, activities promoting a portal), – creating a substantive, graphic and technical concept of a regional catalog of tourist products (obtaining subsidies for implementation and a distribution system from budget funds – MSiT or EU funds – Regional Operational Program, PO Intelligent Development, starting cooperation with IT points in the field of dissemination and promotion of the catalog)

Pro-tourism educator M-3	– establishment with RTO of a professional personnel training center (ORK) for tourism in cooperation with territorial self-government units (targeted measures, EU subsidy) and with the participation of experts from universities and the tourism sector (e.g., tourism chambers, hotel associations, tour operators of inbound tourism) – including those obtained from representatives of ordinary members, – organization within ORK free or under preferential terms of specialist training for organization members (e.g. tourist information, tourism management, promotion and advertising, modern technologies, innovation in tourism, creating applications for subsidies from EU funds and budget funds), – organization of thematic trainings within ORK services with pro-profession entitlements (e.g. tourist informer I-III class, IT center manager, tourist product animator, leader of local action groups and local tourism organizations, specialist for trade fairs and tourist publications in a local government unit), – organization of several permanent and thematic advisory teams at RTO, providing consultancy services (free of charge for members, and commercially for entities from the environment) – members of teams acquired, among others, from representatives of ordinary members	– adoption of relevant resolutions by the management board of RTO regarding appointing the ORK (acquisition of subsidy, facility),formal and legal regulation of conducting business activity by RTO (registration in the National Court Register, introduction of accounting and accounting required by law), – lobbying and conclusion of agreements (long-term civil law agreements) with local governments in the scope of establishing ORK, – creation of a thematic training system (acquisition of lecturers, development of programs, creation of a promotion and recruitment system, rental of an object with training infrastructure – ultimately own facility), – adoption of appropriate resolutions by the management board of RTO regarding appointing advisory teams (obtaining experts, providing financial resources as a part of the annual plan, creating a catalog of commercial consultancy services)
Observer of the tourist market M-4	– establishment of a permanent team for tourist market research in the structure of the RTO office (office staff, experts, academics, representatives of the voivodship self-government – including those obtained from representatives of ordinary members), – sharing your results or analyzes (own or acquired from MSiT, PTO, from other entities of the tourist economy or monitoring the Internet network) concerning the tourism market using modern technologies (e.g. specialist tab on the website, specialist newsletter) – data provided free of charge to members organization and their commercialization towards other interested entities	– adoption of relevant resolutions by the management board of RTO regarding appointing a research team (e.g. as a statutory section); preparation of research concepts and tools, – launching a specialized portal as part of the company's website and creating a specialized newsletter mechanism for organization members, – creating professional packages (catalogs) of RTO's own services in the field of research and analysis of the tourist market

PPP platform in tourism M-5	– establishment of the Regional LTO and LAG Forum at RTO as a platform for exchange of information and taking up pro-development initiatives in tourism (organizational and financial support of RTO for LTO and LAG), – restoring or maintaining in RTO a form of cooperation with the organization in the formula of the so-called "supporting member" – with an advisory voice without the necessity to pay a membership fee, – creation of regulations and procedures for awarding by RTO persons and institutions of merit for the development of tourism in the region the title of Regional Tourism Leader (by RTO management) or the Regional Tourism Brand Ambassador (by the General Meeting of RTO Members) with a wide PR mechanism for the distinguished; it is also possible to agree a similar mechanism with the Provincial Parliament in the form of granting the title of "Distinguished for the Province" from the RTO nomination	– adoption of relevant resolutions by the management board of RTO for implementation of the forum and lobbying activities to establish cooperation with LTO and LAG; entering the project into the annual ROT plan and financial plan, – formal and legal regulation in the RTO statute of the issue of supporting membership with the specification of a new catalog of rights and obligations; lobbying activities aimed at acquiring supporting members, especially from the sphere of tourist entrepreneurship and from outside the tourism sector, – development of rules and regulations for granting special distinctions to meritorious persons and their approval by resolutions of the management board and the General Meeting of Members; a wide promotional campaign disseminating the idea and promoting the distinguished (ultimately creating a special tab in the company's web portal); developing a statuette in the competition mode for people distinguished as a symbol associated with the region
Tourist service provider M-6	– establishment of a permanent advisory team in the RTO office structure for the commercialization of services (own and members of the organization – entrepreneurs) consisting of office staff, experts and representatives of the tourism industry (including those obtained from members' representatives), – running through the office (and branches) of RTO or own IT points of business in the field of brokerage in the sale of tourist services of organization members (pilot and chair, booking accommodation and transport services, etc.) or own services (organization of fairs and workshops, service of events and events, running promotional campaigns, etc.), – design and implementation of regional loyalty card systems covering the services of organization members using the regional IT points system and within the member network, – creating preferential rules for the promotion of the offer and products of organization members on internet portals, in RTO publishing houses	– adoption of appropriate resolutions by the management board of RTO relating to appointing an advisory team (e.g. as a statutory section), – formal and legal regulation of conducting business activity by RTO (registration in the National Court Register, obtaining the statute of the tour operator, introduction of accounting and accounting required by law), – creating professional packages (catalogs) of RTO's own services, – creating a new "card of rights and privileges" of a member of the organization

Source: own elaboration.

Table 4. The forecasted effectiveness of the model of functioning of regional tourism organization as a network cooperation organization.

Role of RTO according to the model					
Tourist administrator M-1	Tourist promotor M-2	Pro-tourism educator M-3	Observer of the tourist market M-4	PPP platform in tourism M-5	Tourist service provider M-6
Forecast achievement of parameters for the effectiveness of the RTO operation (with a minimum threshold value in the expert profile for RTO)					
Statutory aims	Economic aims	Stakeholders' benefits	Effectiveness characteristics		
14	8	26	16		
27.45%	26.66%	46.42%	26.66%		

Source: own elaboration based on Fedyk (2016).

In the adopted concept of the proposed model of effective operation of RTO, as a network collaboration organization, the essential features are as follows:

- flexibility which allows for using all elements of the model or only its selected elements (here – choosing the role to be performed by RTOs or organizational and legal forms[6]) and at the same time each of these selected parts together or separately bring with it an increase in the effectiveness of the organization after its implementation to organizational practice,
- the possibility of evolutionary and non-revolutionary organizational changes with the use of the proposed model, while at the same time being free to determine the intensity and period of implementation of these changes,
- founding new RTO rules contained in the model on multidirectional cooperation with their members and stakeholders in a turbulent environment, while simultaneously adapting to the contemporary conditions of a competitive knowledge-based economy and managed by knowledge,
- the possibility of building, after the implementation of the model for organizational practice, a new type of organization – the transition to a synergistic organization open to searching for various connections of elements of its own way of acting with elements of other ways,
- the possibility of building new platforms and activating the cooperation of a larger number of members and stakeholders, with the reservation of an individual RTO decision regarding the choice of the final legal basis for the operation of a given form,
- the ability to build, based on the role of RTO and model features, a new structure of strategic goals of the organization's operation, and further the system of related operational goals (including tasks),
- providing an opportunity to enable the operation of a given RTO in its most favorable formula: cooperation (when goals and strategies of members are similar), coopetition (when goals of members are different and their strategies are similar) or complementarity (when goals of members are similar and their strategies are different),

6 In determining new roles for RTO, the concept indicated by Zmyślony (2014) was also used.

- the possibility of monitoring and assessing the effectiveness of the RTO in a new model based on the use of specific performance indicators,
- lack of formal and legal obstacles for RTOs currently operating as an association, to implement the model to organizational practice, subject to possible minor corrections or additions to statutory documents of the organization and to conduct an adequate change in the accounting and bookkeeping system in the organization.

The key determinants (limitations) when implementing the proposed model for the RTO practice are:

- the necessity of basic intra-organizational adjustments in the field of financial management (relocation of funds, diversification of sources, development or launching of a business and commercialization of own services),
- correction of the human resources management system (general reinforcement of human resources at the RTO office),
- correction of decision mechanisms by statutory bodies (management) of RTOs (strengthening of the process of socialization of decisions by the system and forms of advice with the participation of members and stakeholders).

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Model współpracy w sieci organizacji niebędących przedsiębiorstwami na przykładzie Regionalnych Organizacji Turystycznych w Polsce

Słowa kluczowe

regionalne organizacje turystyczne, skuteczność, modele współpracy, zarządzanie promocją

Streszczenie

Zdaniem autorów, w obliczu radykalnych zmian w turystyce, a z drugiej osiągniętego wysokiego poziomu dojrzałości organizacyjnej, w tym poziomu kompetencji merytorycznych należy szukać nowej misji dla regionalnych organizacji turystycznych (ROT-ów). Problem badawczy należałoby zatem zdefiniować jako ustalenie jaki model funkcjonowania (współpracy) ROT-ów jest adekwatny względem uwarunkowań wewnętrznych i zewnętrznych oraz cech działania wpływających na możliwość skutecznego funkcjonowania organizacji. Celem opracowania jest sformułowanie propozycji nowego modelu funkcjonowania ROT-ów opartego na sieciowej organizacji współpracy z interesariuszami. W pracy wykorzystano spójny i zarazem wszechstronny zbiór metod badawczych ilościowo-jakościowych, w tym wielowymiarowy, autorski sondaż diagnostyczny i wieloetapową i nowatorską metodę oceny skuteczności działania ROT-ów. Autorzy wyznaczają i wartościują katalog cech wpływających na poziom skuteczności funkcjonowania ROT-ów, a odnoszących się do charakteru współpracy organizacji z jej otoczeniem. Pomimo ujawnionych rozbieżności poglądów na temat kierunków i celowości modyfikacji systemu regionalnych organizacji turystycznych, autorzy proponują ewolucyjny model funkcjonowania ROT w formule sieciowej organizacji współpracy, wskazując cechy, działania i zadania pozwalające na wdrożenie tego modelu do praktyki organizacyjnej, a w konsekwencji służące wzrostowi skuteczności działania organizacji, a dalej implikujące zmiany w logistyce i jakości zarządzania promocją turystyczną regionu. W opinii autorów przyjęta metoda badania skuteczności ROT-ów w sferze współpracy sieciowej z interesariuszami powinna być implementowana do praktyki oceny skuteczności działania innych organizacji nie będących przedsiębiorstwami, a działających w sferze zarządzania i promocji turystyki.

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PARTY SPACE IN CRACOW AND WARSAW: PARTYING AND CONFLICTS

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KEYWORDS clubbing, Cracow, party tourism, stag tourism, Warsaw

ABSTRACT Central European cities became popular party tourism destinations after the enlargement of the European Union in 2004. Cracow and Warsaw became one of the most popular such destinations among Polish cities. With the increase in the number of tourists in both cities the incomes of local entrepreneurs increased, especially owners of restaurants, bars and clubs, but over time the presence of many drunken, behaving improperly tourists from abroad became the cause of conflicts with the local population and other tourists. These conflicts occur mainly in public spaces, near places with the highest concentration of bars and clubs. Such spaces can be called a before party zones (for bars and pubs) and party or clubbing zones (for clubs). This paper presents such zones in Cracow and Warsaw.

Introduction

Party tourism can be divided into two main types: clubbing tourism and stag tourism. The first type is associated with a sociological phenomenon of clubbing, which emerged in the mid-1980s, involving participation in electronic music events. Initially such clubbing parties were organised illegally, e.g. in abandoned warehouses or in the open air on the city outskirts (Malbon, 1999). Over time, these events became legal, and at the beginning of 1990s the island of Ibiza became

the most popular clubbing destination. In the next years other resorts in the Mediterranean such as e.g. Mallorca or Ayia Napa (on Cyprus) also gained popularity (Malbon, 1999; Sonmez, Apostolopoulos, Teocharous, Massengale, 2013).

The second main type of party tourism, stag tourism, has a slightly shorter history closely related to the development of the low-cost airline market and city break travels (Dunne, Flanagan, Buckley, 2010). This type of tourists goes to European cities usually at the weekend for pre-wedding party in several clubs and pubs. Most of them are British citizens (Boazmann, 2010; Thurnell-Read, 2012).

Since the accession of Central and Eastern European countries to the EU, stag and clubbing tourists speaking a foreign language could be heard in the streets of large cities in those states. These are in particular very noisy groups of tourists from the United Kingdom. The behaviour of foreign tourists, often under the influence of alcohol, poses a problem for many clubbing centres (e.g. Hughes, Allen, 2009; Smith, Puczko, 2010; Nofre, Giordano, Eldridge, Martins, 2017). In many cases, cities attempt to change their tourist image and they introduce regulations to reduce the arrivals of party tourists (e.g. Hadfield, 2009; Colomb, Novy, 2016; Nofre et al., 2017).

The main aim of the article is to define conflict areas of public space related to the party tourism infrastructure in Cracow and Warsaw, based on delimitated clubbing and before party zones. The additional aim is an attempt to find reasons of the evident differences that exist between Warsaw and Cracow party tourism-related issues.

Conflicts in party zones

Many cities have undergone a revitalization process in recent decades, as a part of which they have transformed their centers into places of night life entertainment lasting until the early hours of the morning (e.g. Lovatt, O'Connor, 1995; Bavinton, 2010). Such changes in the urban space have also led to changes in the ways of spending free time, especially among young people who have begun to spend time in dance clubs and pubs (e.g. Malbon, 1999; Laughey, 2006; Goulding, Shankar, 2011). As a result of these changes, city centers have transformed into night life areas, which at the same time have initiated some negative phenomena widely described in both sociological and medical literature. These phenomena relate in particular to health issues related to casual sex or to abuse of alcohol, drugs or other intoxicating substances by club-goers (e.g. Briggs, Tutenges, Armitage, Panchev, 2011; Ravn, 2012; Sonmez et al., 2013).

With the emergence of low-cost airlines, some European cities became a popular weekend destination for party tourists, which contributed to the initiation of another negative aspect related to clubbing: conflicts between foreign party-goers and local residents. In particular, this problem concerns loud, drunken and badly behaving groups of British tourists (Boazmann, 2010; Thurnell-Read, 2012). Few attempts of describing such conflicts (and other negative aspects) compared to the existing clubbing infrastructure have been made in the literature so far, for example, the situation in the Ayia Napa (Sonmez et al., 2013), Lisbon (Nofre et al., 2018) or Barcelona (Nofre et al., 2017).

Previous studies on Polish cities regarding changes in urban space related to tourism concerned mainly general touristification and gentrification issues, in particular such processes taking place in recent years in Cracow (e.g. Kubicki, 2017; Kruczek, 2018). Party tourism aspects of touristification were mainly discussed in the local press (e.g. Gąsior, 2014; Puto, 2017; Tymczak, 2018), and attempts to delimitate clubbing zones (Iwanicki, Dłużewska, 2014, 2015) did not contain such information. In particular, the issue of conflicts related to foreign party-goers concerns the public space of the most popular Polish party tourism destinations, which are Cracow and Warsaw (Iwanicki, Dłużewska, Smith, 2016; Thurnel-Read, 2012).

Data and methods

The methodology can be divided into three stages: (1) collecting data about clubs, pubs and bars; (2) determining before party and party zones; (3) identify the conflicts resulting from the popularity of party tourism in both cities.

Data regarding operating clubs in 2017 were collected through an inquiry on the clubbing.pl and ftb.pl websites. Information about the frequency of parties was obtained from official websites of the analyzed clubs.

The before party and party zones have been marked on the maps according to the method used by Somnez et al. (2013) and Nofre et al. (2018). In order to obtain a clear readability of the maps, before party zones contain only the boundaries without marking hundreds of pubs and bars. In the party zones the location of all 136 clubs is marked using QGIS programme (maps based on Apple Maps). Information about pubs and bars comes from the panoramafirm.pl website.

The identification of conflicts resulting from the popularity of party tourism in both cities occurred by querying the comments placed under the official accounts of selected clubs and pubs on the TripAdvisor and Facebook portals (comments up to 2017). Additional information was collected during on-site observations which took place six times in both cities in the years 2014–2017.

Results

Clubs and zones

Both cities have two main areas, which due to the high concentration of pubs, bars, cafes and restaurants can be called the before party zone. In Cracow, the main such zone is located in the Old Town, around the Main Square (fig. 1), and in terms of location it is almost identical to the main party zone which consists of 39 clubs (60% of all clubs in Cracow) and covers an area of 58 hectares. The second place of high concentration of both pubs and clubs is located in the former Jewish district – Kazimierz, distant from the Main Square by over a kilometer. In terms of the number of clubs, this location is less important than the zone in Old Town and is popular mainly among local students, much less among tourists.

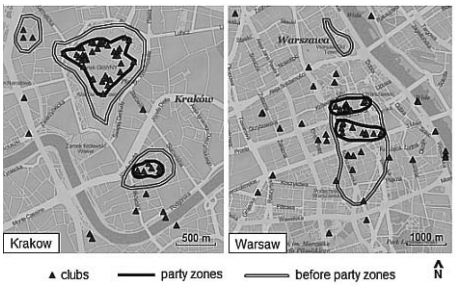

Figure 1. Clubs and zones in Cracow and Warsaw in 2017.

Source: own work.

As mentioned previously, in Warsaw, as well as in Cracow, two before party zones can be distinguished. The first one is located in the Old Town, the second one is much larger, however has a smaller concentration of pubs, and is located in the city center, on a vast area around the Palace of Culture and Science.

In contrast to Cracow, the Old Town is free from partying and clubbing, which is mainly concentrated in the city center. However, it is difficult to determine the boundaries of the party zone, because the clubs are scattered relatively loosely over the area of over 1,500 hectares, occupying almost the entire vast city center and reaching to the Vistula river banks. For this reason, the above map of clubs in Warsaw (fig. 1) has been prepared on a twice smaller scale in comparison to the map of Cracow, in order to correctly illustrate the issue. From this loose cluster two closely located zones can be specified, between the Saski Park and the above-mentioned Palace. In this area occupying over 130 hectares, there are 29 clubs out of 71 of all (40.8%).

Despite the smaller overall number of clubs, the higher number of parties on weekdays is held in Cracow (tab. 1). Every day you can visit at least 26 clubs (on Sunday), which is almost nine times more than in Warsaw (only 3 open clubs on Monday). Taking into account the percentage of clubs open each day, Cracow is definitely outstanding.

Table 1. Frequency of parties in 2017

city	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Cracow	27	41.5	30	46.1	36	55.4	47	72.3	63	96.9	65	100	26	40.0
Warsaw	3	4.2	7	9.9	19	26.8	22	31.0	55	77.5	71	100	6	8.5

Source: own work.

In the former capital city of Poland, on the least attractive days, at least 40% of clubbing facilities are open. If we consider this to be a model value, only Fridays and Saturdays meet this percentage criterion in Warsaw. Despite the fact that the capital city has slightly higher number

of clubs (71 compared to 68 in Cracow) this figure refers to Saturday only. On other days of the week, especially on Mondays, Tuesdays and Sundays, few of them organise parties.

Conflicts

When viewing the comments on TripAdvisor and Facebook portals written by people who took part in parties in selected Warsaw and Cracow clubs, the similarity of discussed topics can be noticed. Most of the negative comments refer to annoying grappling or accosting of participants often by drunk groups of mostly British stag tourists. The complaints also concern loud behavior of such tourists in restaurants, and sometimes non-ordinary behaviors encountered in public places, in the vicinity of major tourist attractions. It should be emphasized that such comments are much more frequent in Cracow. In Warsaw, the complaints about letting drunk foreigners inside the prestigious clubs where selection is applied can be more often found. Commentators suspect that the owners of most clubs agree to such a situation because of money, concluding that foreign tourists will leave more money than local Polish partygoers.

During the observations conducted in both cities, there were clear differences. Groups of drunken and noisy tourists, mainly from the United Kingdom and other countries of Western Europe were much more often and clearly visible in Cracow. However, the unsuited behavior of these groups was evident mainly in the Main Square area and neighboring streets. The remaining area of the Old Town and the city center was relatively free of this type of groups.

In Warsaw, the situation with badly behaving foreign party tourists was completely different. The Old Town was almost completely free of such noisy groups, also on streets in the city center this problem seemed to be insignificant. Some vivid cases that occurred during the research were mainly encountered only directly in the queues at the entrances to the most popular clubs.

Discussion and conclusions

Despite a similar number of clubs in both cities (71 in Warsaw and 68 in Cracow), there are great differences in their clubbing infrastructure. The clubbing zone in Cracow can be clearly distinguished and it covers the greater part of the Old Town, almost entirely coinciding with the main part of before party zone. Such location of most clubs and pubs resembles the situation in Wroclaw (Iwanicki, Dłużewska, 2015). In turn, the clubbing zone in Warsaw is hardly noticeable, and the clubs are scattered over a large area covering almost the entire city center. In contrast to Cracow, the Warsaw Old City is free from clubbing. In this part of Warsaw there is the northernmost part of the before party zone, however, it is far from the place where the most clubs are concentrated.

Such differences in the clubbing infrastructure may affect more frequently negative incidents in Cracow related to the presence of foreign party tourists. In the Old Town of this city, which is the main tourist attraction and where most clubs are gathered, such situations are simply more visible and intense in contrast to the quieter Old Town in Warsaw. This is also influenced by smaller distances between particular clubs, and numerous apartments in the Old Town in which tourists spend their holidays, often drinking alcohol in those apartments as a part of a before party (instead

of drinking in pubs). As a result, some groups of tourists traveling on foot from hotels towards the party zone are already very drunk and attract attention. In Warsaw, the distances between popular clubs and hotels are often so large that tourists use taxis, and because of this they might be less visible on the streets.

The impact on a larger number of negative incidents can be also related to much higher popularity of Cracow among party and stag tourists (Iwanicki et al., 2016; Thurnell-Read, 2012), as well as higher frequency of events throughout the week. In Warsaw, most clubs are open only on Saturday and Friday, while in Cracow every day at least nearly 30 of them are open, including most clubs in the party zone.

Is there a chance to solve a problem that seems to affect Cracow to a greater extent than Warsaw? Local officials and politicians could benefit from the experience of other cities struggling with the problem of troublesome party tourists (Colomb, Novy, 2016), introducing e.g.: a ban on the sale of alcohol at certain night hours in the Old Town, or introducing strict regulations regarding the short-term rental of apartments in representative parts of the city. The liquidation of clubs and discos in the Old Town of Cracow, as was the case in Warsaw, also could be an effective step. In the coming years, however, any major changes should not be expected, as it seems that Cracow authorities are not interested in changing city image (often associated with cheap fun and alcohol) due to huge income from weekend tourism.

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Imprezowa przestrzeń w Krakowie i Warszawie: imprezy i konflikty

Słowa kluczowe

clubbing, Kraków, turystyka klubowa, turystyka wieczorów kawalerskich, Warszawa

Streszczenie

Miasta środkowoeuropejskie stały się popularnymi kierunkami dla turystów imprezowych po rozszerzeniu Unii Europejskiej w 2004 r. Wśród polskich miast, jednymi z najpopularniejszych tego typu destynacji stały się Kraków i Warszawa. Wraz ze wzrostem liczby turystów w obu tych miastach wzrosły dochody lokalnych przedsiębiorców, zwłaszcza właścicieli restauracji, barów i klubów, ale z czasem obecność wielu pijanych, często zachowujących się niestosownie turystów z zachodniej Europy stała się przyczyną konfliktów z lokalnymi mieszkańcami i innymi turystami. Do konfliktów tych dochodzi głównie w miejscach publicznych, w pobliżu miejsc o największej koncentracji barów i klubów. Takie miejsca można nazwać z ang. strefą before party (miejsca koncentracji barów i pubów) i strefą clubbingową (miejsca koncentracji klubów). W artykule zaprezentowane została delimitacja powyższych stref w Krakowie i Warszawie.

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ASSESSMENT OF THE POSSIBILITY OF TOURISM DEVELOPMENT IN BIAŁOWIEŻA FOREST AFTER THE SPRUCE BARK BEETLE OUTBREAK

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Abstract The development of tourism depends to a large extent on the natural environment but nature also depends on tourism. The area of Białowieża Forest has changed its appearance to a large extent after the bark beetle outbreak. Therefore, it was decided to conduct research among full-time and part-time students of the Faculty of Forestry of Białystok University of Technology in Hajnówka, as future employees of forest areas and local government employees, on their opinions about spruce stands and further actions in the field of tourism development in Białowieża Forest. The research concerned two topics: whether tourism will develop more intensely after the infected trees are left or after they are felled. In the research, the diagnostic survey method was used and the survey technique in the form of a questionnaire in accordance with the above-mentioned method.

Introduction

In Podlaskie Voivodeship there is a significant number of places and towns which attract tourists with their values and tourist attractions. It should be stated that each region has different determinants, and the possibilities of tourism development are most often identified with the existence of values and tourist attractions. Białowieża Forest is a special place in terms of tourist values.

The area of Białowieża Forest is one of the most attractive tourist regions of the Podlaskie Voivodeship due to its location on the borders with Belarus and as the most valuable forest complex in Europe and a natural lowland forest with the kingdom of the largest European mammal which is the European bison (Grodzki, 2016, pp. 324–331).

The attractiveness of each area is primarily its climatic conditions, uncontaminated environment, the diversified configuration of the area and existing attractions. Despite the fact that travellers rarely refer directly to the issues of environmental protection, natural and cultural values are an important component of the choice of the place of travel. A tourist choosing a place of travel and rest always looks for areas characterized by a relatively higher share of tourist values and attractions. However, not only forest areas or surface waters but also tourist and para-touristic infrastructure determine the development of the tourist function of a given area.

The natural, landscape and cultural values make the Białowieża Forest a frequent place of visits for tourists who appreciate contact with nature. It is also a special area in terms of diversity of tourist products. However, it is not fully used by tourists. Local entrepreneurs and local activists believe that uncontaminated environment and ecological food are sufficient to encourage tourists to visit Białowieża Forest.

In the analysed area the problem of the outbreak of the spruce bark beetle has recently emerged. Analysing the development of tourism in this area, supporters and opponents of cutting down coniferous trees attacked by the spruce bark beetle have appeared, justifying their theories for both variants that tourism will develop without any fears.

The aim of the study is to present the results of research on the development of tourism after the outbreak of the spruce bark beetle. The research allowed to indicate the optimal variant concerning further future actions in the field of management of spruces attacked by the spruce bark beetle.

Research methods and research material

In the research, the method of diagnostic survey was used with the use of a survey technique, literature analysis and the method of observation. The survey questionnaires were addressed to students and representatives of local governments.

The survey study involved 44 full-time students (3rd and 4th semester students) of Bialystok University of Technology, 46 part-time students (3rd and 4th semester students) and 53 selected local government employees from Hajnówka and Bialystok counties who are familiar with the subject of Białowieża Forest. It should be added that Białystok county borders on Hajnówka county and some residents often visit Białowieża Forest. In total 143 questionnaires were submitted and 136 questionnaires were obtained, i.e. 96.4% of the respondents. The questionnaire contained 55 closed and open type questions. The research concerned the evaluation of tourism development in Białowieża Forest after cutting down trees attacked by the spruce bark beetle and leaving them intact. These are opinions which, according to the respondents, give a picture – a vision of which variant is the most optimal, felling or leaving spruce trees dry for tourism in order to develop more

dynamically. Their opinions are important as they are future employees of forest inspectorates and other forest areas (national parks, landscape parks, Natura 2000), as well as people interested in the situation in Białowieża Forest. This applies mainly to part-time students, many of whom already work in forest areas. Employees of self-government were selected to fill in the questionnaires by district governors and heads of commune offices.

The questions included in the questionnaire concerned: the motive for choosing Białowieża and Białowieża Forest to visit; the purpose of coming to Białowieża; the age and sex of visitors; the knowledge about the condition of spruce trees in the Forest; the outbreak of the spruce bark beetle; whether after cutting down dried spruces and removing fallen trees tourists will be more willing to visit Białowieża Forest; which groups of tourists tend to visit Białowieża Forest; the place of permanent residence of visitors; their education; interests; the knowledge of foreign languages; the evaluation of tourist and para-tourist infrastructure; the period of stay; expectations of tourists during their stay in Białowieża commune; the evaluation of Białowieża and Białowieża Forest in terms of attractiveness; the possibilities of increasing tourist traffic in Białowieża Forest. The research was carried out in January, February and March 2018.

Characteristics of the research area

In the area of Białowieża Forest, there is a commune of Białowieża to which the following localities belong: Budy, Czerlonka, Grudki, Podcerkwy, Pogorzelce, Przewłoka, Teremiski, Zwierzyniec. Outside Białowieża commune, the Forest covers the communes of Hajnówka, Narewka, and Dubicze Cerkiewne. Practically in all localities of Białowieża commune, tourists use accommodation and regional cuisine to a greater or lesser extent. Białowieża forest, which is a vast forest complex, is located on both sides of the border between Poland and Belarus and is a remnant of the former Białowieża Forest, Ladzka Forest, Svilots Forest and Shereshevska Forest (fig. 1).

Figure 1. The location of Białowieża Forest

Source: http://www.parki.pl/parki_narodowe/bialowieski_pn/turystyka/mapy/mapa_pb.jpg.

Białowieża commune constitutes 12.52% of the area of Hajnówka district. According to statistical data, the commune covers an area of 203.2 km², including 8% of agricultural

land and 88% of forest land (the data from Białowieża commune office). The commune is inhabited by 2696 people, of which 47.6% are women and 52.4% men. The population density is 13.2 inhabitants/km².

Białowieża Forest is a forest complex with an area of about 150 thousand ha, divided after World War II by the state border. The western part is located in Podlaskie Voivodeship (62.5 thousand ha) and the eastern part in Belarus (87.5 thousand ha) – (Puszcza Białowieska w liczbach). The Forest is located in the basin of the Narewka and the Leśna rivers (Kozieł, 2010, pp. 271–284). In 1986 it was recognized as a landscape protection area of 3200 ha. In Białowieża Forest the last fragments of primeval forests in the European lowlands have been preserved including the largest animal in Europe – the European bison. In general, it should be stated that this place is a habitat for various species of flora and fauna. The most valuable part of the Forest in terms of nature is protected within the boundaries of Białowieża National Park and 20 nature reserves. Due to its unique natural values, the entire Polish part of Białowieża Forest was declared as a World Nature Reserve by UNESCO in 2006 (Chocian, Kotowska, 2008, p. 21).

Białowieża is a tourist resort, situated in the heart of Białowieża Forest which stretches from the east to the west for 55 km and from the north to the south for 51 km.

Statistical data show that the majority of the population constitute people aged between 19 and 59. The number of births is very low and the number of elderly people living there is quite high. The reason for this situation is the fact that the number of jobs is too low, as the inhabitants define it, and Białowieża is mainly a "storage place" for middle-aged and older people.

A characteristic feature of the forest complex in Białowieża Forest is the existence of almost all legal forms of nature protection (connected by ecological corridors), such as:

- national park,
- areas of Nature 2000 network,
- nature reserves,
- areas of protected landscape,
- monuments of nature,
- ecological areas (Bołtromiuk, Jakimiuk, 2006, p. 20).

The basic and the most important components of the tourist offer, apart from tourist attractions, are accommodation, catering and tourist information enabling a longer than one-day stay in the area of Białowieża commune. The area of the commune is unevenly developed in this respect. The situation is improving year by year, and new accommodation facilities are being built, but their standard often falls short of the expectations of service users. However, it should be stated that in the area of the commune there are localities where there is not a single categorized accommodation facility. This also proves that due to the low standard of accommodation and a few attractions, tourists do not decide to stay longer. The area of Białowieża Forest has not changed in terms of its attractiveness for several years now, the only change is that the number of dry spruce trees is growing and thus the landscape of the forest area is changing.

The analysis of the research results

Forest areas are an important factor of the attractiveness of the area, and with an effective and optimal forest policy, they may constitute a significant element in the development of tourism. The development of tourism in forest areas is one of the most important forms of using the non-productive functions of forests. For the tourist, it is important that not only natural but also historical and cultural values can be found in forest areas (Jalinik, 2017, p. 251). Forest areas play an increasingly important role as a tourist and recreational areas, especially if they are located near large urban areas. Their residents like to take advantage of the unpolluted environment, devoid of urban noise and pollution. Such a place is undoubtedly the area of Białowieża Forest.

Well-planned and organized tourist services can not only create excellent conditions for relaxation but also contribute to the discovery of such a complex and somewhat mysterious forest ecosystem. As the research have shown, the expectations of respondents regarding forest areas and the use of forest resources are diverse. The research confirmed that visitors to forest areas perceive non-productive functions, and above all in terms of tourist infrastructure, tourism and recreation, ecology, safety, protection and preservation of biodiversity. On the other hand, production functions were less important for the respondents, although criticism was made of the disorder in the Forest (dry spruces, fallen trees), where not only man but also animals have difficulty in moving around.

When asked what the respondents associate Białowieża and Białowieża Forest with, 79.5% of the respondents stated that with bison and forest, 13.5% with the uncontaminated environment, and 7% with regional cuisine. On the other hand, the vast majority of respondents who visited the area stated that they were interested in active recreation and the appearance of the Forest after spruce trees were attacked by the spruce bark beetle (fig. 2).

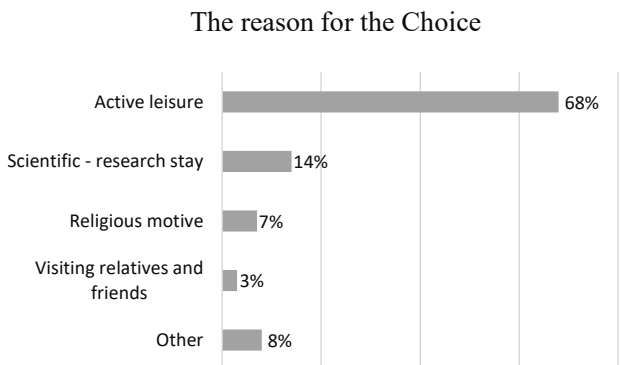

Figure 2. Motives for choosing Białowieża and Białowieża Forest

Source: own study based on the research results.

In the answer to the question whether the development of tourism in Białowieża Forest would be more dynamic if spruce trees attacked by the spruce bark beetle were left without being cut down, the following answers were obtained (fig. 3).

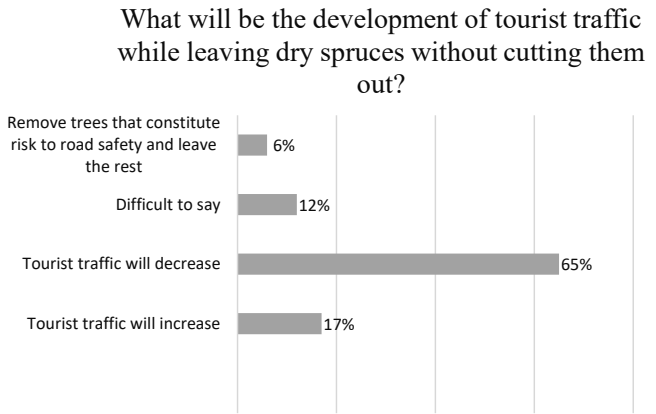

Figure 3. Development of tourist traffic without cutting down dry trees

Source: own study based on the research results.

The respondents also stated that complete cutting down of dry spruce trees would distort the landscape, which would discourage visitors from using tourist services. It was found that spruce trees attacked by the bark beetle which grow near footpaths and bicycle paths, educational paths and public roads, should be cut down, and those fallen trees should be removed. According to 65% of the respondents, this would contribute to increased tourist traffic (fig. 4).

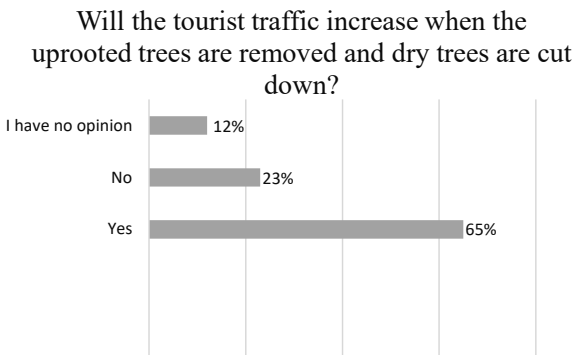

Figure 4. Development of tourist traffic after removal of uprooted trees, which cover the undergrowth, and cutting down dry spruce trees

Source: own study based on the research results.

Quite interesting were the results concerning people who are ready to visit the Forest while leaving the spruces attacked by the spruce bark beetle intact. It was indicated that pseudo-ecologists and adults, who may occasionally come to the Białowieża Forest, would be the most popular visitors (fig. 5).

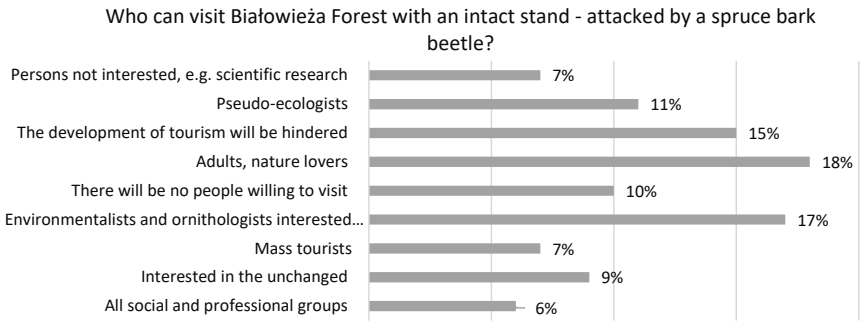

Figure 5. Development of tourism at the outbreak of the spruce bark beetle

Source: own study based on the research results.

After cutting down sick (dry) trees, the respondents stated that different social and professional groups can be expected, who would honour their presence by visiting different areas of the Forest. This opinion was most frequently justified by the possibility of safe movement and improved aesthetics of the examined area.

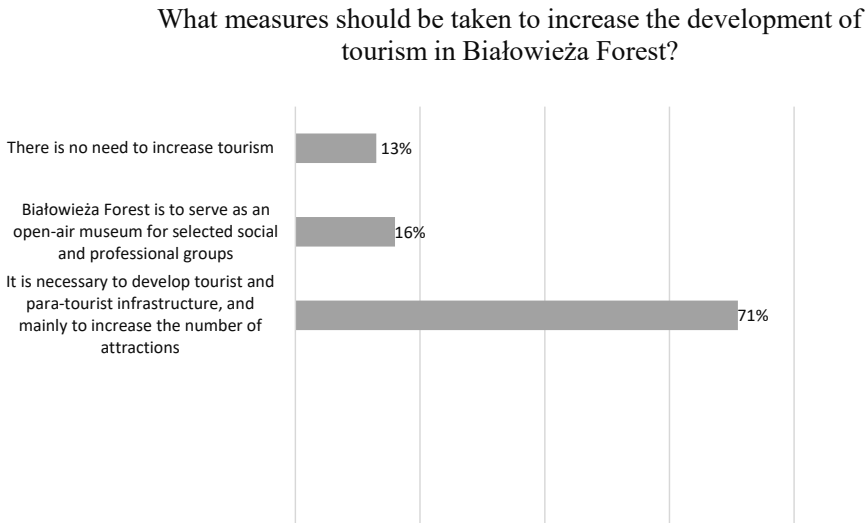

Figure 6. The possibilities of increasing tourist traffic in the area of Białowieża Forest

Source: own study based on the research results.

In conclusion, the respondents stated that the area of Białowieża Forest is to serve the society in such a way that it is possible to cultivate various types and forms of tourism there and to collect undergrowth, and propose to designate a specific area for research, as stated by 71% of the respondents. The respondents suggested that forest areas should serve people, and not be a "picture or postcard" for life, which one looks at and it has no benefit at all.

In order to increase the development of tourism in Białowieża Forest, the respondents suggested that a necessary element is a construction and development of tourism and para-tourist infrastructure which according to the respondents is very modest (fig. 6).

It has been emphasized many times that values and attractions mainly attract tourists and where they occur tourism is developing. Bearing in mind Białowieża Forest, the local authorities should be mainly involved, which should contribute to the aforementioned construction and development of tourist and para-tourist infrastructure. Some respondents (18%) suggested building a bicycle path from Hajnówka to Białowieża where tourists could admire the beauty of nature. In the area of Białowieża Forest, there are the remnants of the narrow-gauge railway which was used to transport wood in the enterprise in Hajnówka that no longer exists and this is also the way to use the material potential in the development of tourist traffic.

Only 13% of the respondents believe that there is no need to develop tourism in Białowieża Forest, and the area is to serve only specific social and professional groups (enthusiasts of flora and fauna, and researchers). The majority of the respondents (71%) believe, however, that tourism should develop, and that local authorities must take care of the construction and development of tourist and para-touristic infrastructure (cycling paths, footpaths, educational paths, car parks, shelters, observation towers, grocery stores, bars, hairdressers, beauty parlors and others). First of all, the number of tourist attractions should be increased because they attract tourists.

Conclusions

A significant element attracting tourists to Białowieża and Białowieża Forest is nature, landscape and cultural values, and mainly uncontaminated environment. The results of the research showed that in the area of Białowieża Forest a big obstacle are dry spruce trees attacked by the spruce bark beetle, which distort the landscape and pose a danger during travels and walks in the forest area (Kershaw, 2016, p. 21).

Tourists should feel safe while dry spruces are a threat to visitors. The construction and development of tourist and para-tourist infrastructure should also be pursued, according to 79% of the students and local government employees surveyed.

Only tourist attractions are a guarantee of increased tourist demand among the society. For tourism to develop dynamically, the area of Białowieża Forest must be safe and orderly in terms of aesthetics. A specific area should be designated for the research, and the remaining part should be devoted to the development of tourism, which will contribute to the improvement of the budget of the county and commune (Jalinik, 2016, pp. 316–317).

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Ocena możliwości rozwoju turystyki w Puszczy Białowieskiej po gradacji kornika drukarza

Słowa kluczowe

Białowieża Forest, forestareas, touristtraffic, tourism

Streszczenie

Rozwój turystyki uzależniony jest w znacznym stopniu od środowiska przyrodniczego, ale i przyroda zależy od ruchu turystycznego. Obszar Puszczy Białowieskiej po gradacji kornika w znacznym stopniu zmienił swój wygląd. Dlatego też postanowiono przeprowadzić badania wśród studentów studiów stacjonarnych i niestacjonarnych Zamiejscowego Wydziału Leśnego Politechniki Białostockiej w Hajnówce, jako przyszłych pracowników obszarów leśnych i pracowników samorządów lokalnych na temat ich opinii o drzewostanie świerkowym i dalszych działaniach w zakresie rozwoju turystyki w Puszczy Białowieskiej. Badania dotyczyły dwóch wątków, czy turystyka będzie intensywniej się rozwijała po pozostawieniu drzew skażonych, czy po ich wycięciu. W badaniach wykorzystano metodę sondażu diagnostycznego i adekwatnie do wymienionej metody wykorzystano technikę ankiety w postaci kwestionariusza ankiety.

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FUNCTIONING OF SPORT AND RECREATION FACILITIES OF THE CITY OF POZNAŃ IN THE OPINION OF SERVICE PROVIDERS

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Keywords sport and recreation infrastructure, management of sport and recreation facility, interview survey

Abstract

Management of a sport and recreational facility aims at effective use of potential of a given infrastructure. Today, a sport and recreation facility must be not only technically modern, but also adapted to the changing needs of the customers. The disparity between goals set by service providers stems from the fact that efforts are made, on the one hand, to achieve satisfaction from financial results, and on the other, to implement the social objective of a sport and recreation facility that may contravene rational efficiency and economic performance.

The aim of this article was the evaluation of sport and recreation facilities by people managing them within Poznań in the aspect of the economic factor, competitiveness, and policy pursued in the sport and recreation sector by the authorities of the Poznań City Hall. In order to achieve this aim, interview surveys were conducted among 38 people managing selected sport and recreation facilities.

The performed statistical analysis shows that that all factors studied are important in the proper functioning of sport and recreation facilities. The determination of service prices is mostly affected by the costs of running a sport and recreation facility and prices offered by competition. A point of concern is that only 40% of the respondents positively evaluated the policy conducted by the City Council in the sports and recreation sector.

Introduction

Management of sport and recreation facility aims at effective use of the potential brought about by a given infrastructure. The definition of "object management" currently has a much broader meaning than the definition regulated by the provisions of the act, as it concerns not only real estate administration, but also, and perhaps above all, business and commercial management. Today, a sport and recreation facility must be not only technically modern but also adapted to the changing needs of customers. Each type of sport and recreation infrastructure has its own specific business model (Dębski, Kozłowski, Wawrzak, 2010).

The disparity between goals set by service providers stems from the fact that efforts are made, on the one hand, to achieve satisfaction from financial results, and on the other, to implement the social objective of a sport and recreation facility that may contravene rational efficiency and economic performance.

Liberalisation of service sector in Poland, increased competition on the market of sports and recreation services, growing awareness of customers and their requirements towards service providers result in an increasing interest of service providers in opportunities to obtain and maintain a competitive advantage on this market. Thus, sport and recreation facilities are more and more often applying various methods of competition to win the client (service recipients), while remembering that price, which was until recently a commonly used instrument of influence, unfortunately no longer plays such an important role in obtaining a competitive advantage by a sport and recreation facility. Competitiveness should be based on high quality of services, which undoubtedly constitutes a solid basis for building long-term relationships with the service recipient (Widawska-Stanisz, 2015).

The aim of this article was the evaluation of sport and recreation facilities by people managing them within Poznań in the aspect of the economic factor, competitiveness, and policy pursued in the sports and recreation sector by the authorities of the Poznań City Hall.

Research materials and methods

In order to achieve the aim of the article, interview surveys were conducted (method of structured interview). The non-probability sampling of respondents, i.e. managers in selected all-season sport and recreation facilities, was conducted. In total, 38 respondents were included in the study. The questions included in the questionnaire and addressed to service providers were aimed at obtaining their opinion on the operation of sport and recreation facilities under their management in the aspect of the economic factor, competitiveness and policy pursued in the sports and recreation sector by the authorities of the Poznań City Hall.

The following research methods were used to conduct the analysis of the studied phenomena: descriptive statistics, histograms, medium equality testing (ANOVA), testing equality of variance (test), Pearson's Chi^2 test, as well as conditional probability and model of binary variables.

Research results

Based on the service providers' answers to the questions, it can be concluded that there is a connection between a service provider, i.e. a person who manages a sport and recreation facility, and an organization system (the owner of the facility: private, public), which significantly affects the functioning of the sports and recreation infrastructure of the city of Poznań, as well as the system of organization of sport and recreation facilities.

In the questionnaire, the respondents were asked if, and to what extent, they perceive the competitive activities of sport and recreation facilities operating in Poznań.

Statistical characteristics indicate that service providers are aware of the existence of competition among sport and recreation facilities (above average perceptibility value). However, at the same time, the results (especially standard deviation and kurtosis) indicate a wide diversity of service providers' opinions (tab. 1). The distribution presented in the figure below resembles a multimodal distribution with local maxima – the level of perceptibility most often indicated by service providers for the values of 4, 6 and 8 (fig. 1).

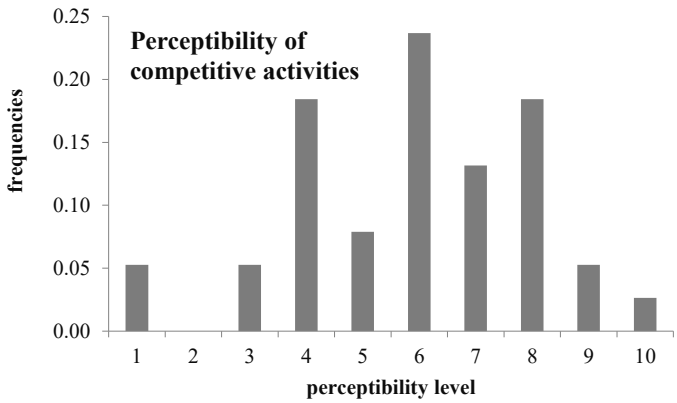

Figure 1. Perceptibility of competitive activities of sport and recreation facilities in the opinion of service providers

Source: own work.

Table 1. Statistical characteristics of the perceptibility of competitive sport and recreation facilities, in the opinion of service providers

	$\overline{X}$	S	SK	K	N
Competitors' activities	5.895	2.115	–0.381	2.766	38

Source: own work.

An important element of the analysis of the participation of Poles in sports and physical recreation is the analysis of expenses incurred for sports and recreation purposes. The results of surveys conducted by the Central Statistical Office (GUS) in 2017 show that among all households surveyed, only 41.1% incurred any costs for this purpose. Financial resources intended for sports and recreational activities (without travel costs) were allocated by 29.9% of households.

As compared to 2008, this percentage increased by 12%. The most visible are changes in expenses related to the payment for sports and recreational activities (in 2008 – 17.2% of households, in 2017 – 29.9% of households), and the purchase, maintenance or rental of sports equipment (in 2008 – 12.6%, in 2017 – 19.4%). Moreover, there can be observed an increase in the average total amount of expenditure per household in Poland over the period of 12 months studied – from PLN 284 in 2008 to PLN 418 in 2017, mainly due to a significant increase in the number of households incurring such expenses. The average expenses in households that incurred any costs for sports and recreational purposes amounted to PLN 1 017 (per household incurring expenditure), in comparison to 2008, when they increased by only PLN 42. Among the examined households, the largest costs were related to sports and recreational activities (PLN 818) (GUS, 2018).

Another question addressed to the service providers concerned determination of the level of perceptibility of changes in the household budgets of service recipients.

Statistical characteristics indicate a slightly above average level of perceptibility of changes (as the average shows); however, the shape analysis, especially of negative skewness, indicates the most-distinguished categories with a high level of perceptibility. This proves the great importance of the perceptibility of changes in the household budgets of service recipients, clearly felt by service providers. The consequence of this should be proper planning of the rules for the proper functioning of sport and recreation facilities by service providers (fig. 2, tab. 2).

Table 2. Statistical characteristics of perceptibility of changes in household budget of service recipients, in the opinion of service providers

	$\overline{X}$	S	SK	K	N
Perceptibility of changes in household budget of service recipients	5.789	2.350	–1.226	3.702	38

Source: own work.

Sport and recreation facilities in their pricing policy must adapt to the expectations of the service recipient. For sport and recreation facilities, the price level is important because it determines the income in the facility as well as the demand. The price level may also be information for the service recipient about the quality and value of services. It may also affect the image of sport and recreation facilities.

Confirmation of this opinion was reflected in the answers to the question determining the level of price adjustment by service providers to the expectations of service recipients using sport and recreation facilities. It is visible that price is an important criterion for service providers. This

is confirmed by the high average score of the price adjustment level to the recipients as well as the small dispersion of the opinions of the service providers under review (fig. 3, tab. 3).

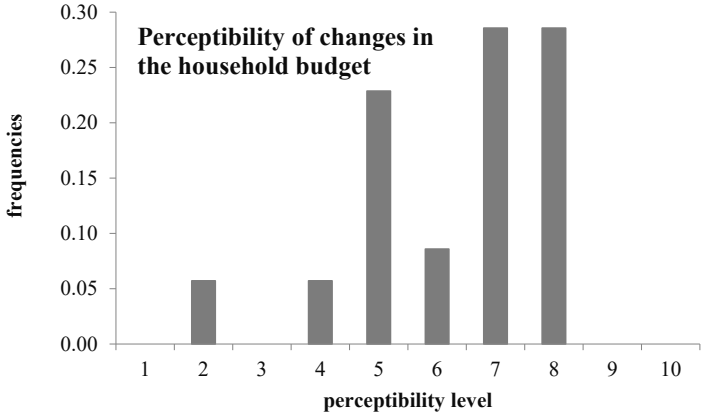

Figure 2. Perceptibility of changes in the household budgets of service recipients, in the opinion of service providers

Source: own work.

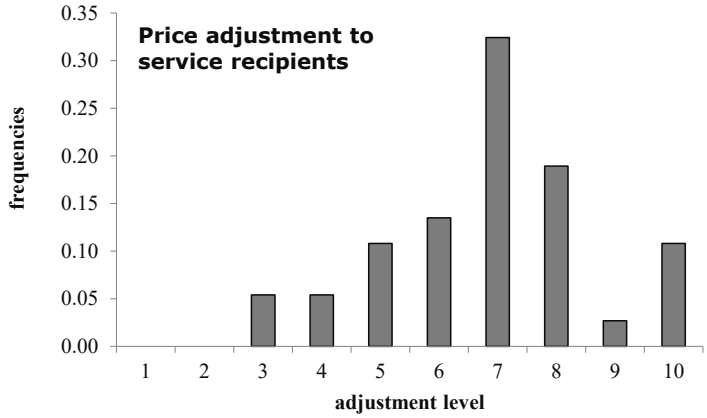

Figure 3. Adjusting the price to the expectations of service recipients, in the opinion of service providers

Source: own work.

Table 3. Statistical characteristics of adjusting price to the expectations of service recipients in the opinion of service providers

	$\overline{X}$	S	SK	K	N
Adjusting price to the expectations of service recipients	6.658	2.096	–0.805	4.323	38

Source: own work.

A service is a commissioned job and benefit aimed at enriching personal values or volume of utility values that a service recipient has (Rogoziński, 2000). According to Adrian Payne, a service is an activity that includes an element of intangibility that affects a client, as well as objects or property in their possession, and which does not include a transfer of ownership. Transfer of ownership may, however, take place, and the provision of a service may or may not be closely related to the material good. In summary, a service is simply an activity performed by a service provider to meet the needs or expectations of a service provider (Payne, 1996).

It is obvious that all kinds of sport and recreation services are associated mainly with sport or physical activity. In the case when the use of a sports facility, ground or an instructor's services involves payment, non-competitive sport becomes a sports and recreation service. Competitive sport, on the other hand, includes adolescents and adults with full physical strength who, through systematic exercises, will improve their movement skills, bringing their bodies to the highest physical efficiency (Trześniowski, 2000). From the point of view of a professional athlete, competitive sport is a profession, whereas from the viewer's point of view, it is a sports and recreation service. Examples of sports and recreation services are: services provided by fitness centres, swimming pools, tennis courts, golf courses. The availability of sports and recreation services can be analysed in various aspects: economic, social and spatial. In this study, when considering the availability of services across the city, all three factors were considered.

According to the surveyed service providers, sports and leisure services offered in the whole city are at a high level of accessibility. This is illustrated through the presented statistical characteristics and the figure describing the shape of the distribution of the variable under study – the average value combined with the negative skewness and the very high degree of kurtosis in this case. It is also confirmed by the shown graph where over 50% of all grades fall on ratings between 7–10. The availability of sports and recreation services assessed by service providers in this way proves that in their opinion the facilities they manage function at a high level of organization. (fig. 4, tab. 4).

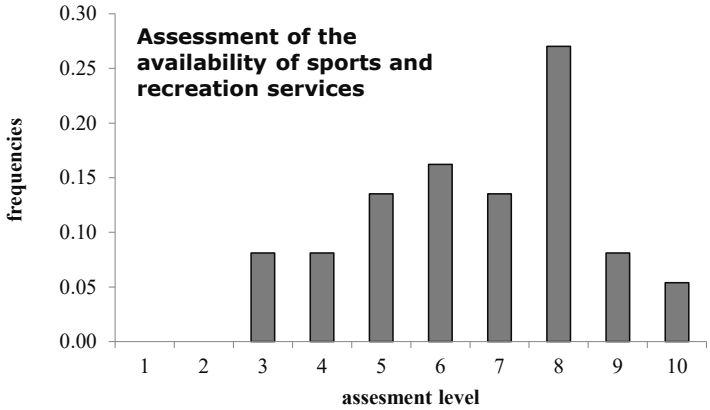

Figure 4. Assessment of the availability of sports and recreation services in Poznań in the opinion of service providers

Source: own work.

Table 4. Statistical characteristics of the availability of sports and recreation services in Poznań in the opinion of service providers

	$\overline{X}$	S	SK	K	N
Availability of sports and recreation services	6.421	2.189	–0.676	3.335	38

Source: own work.

Subjective perception of sports and recreation facilities located in the city of Poznań was assessed based on four questions asked to service providers in a questionnaire. Their opinion is shown graphically in figure 5. The most important factor for service providers for the proper functioning of a sport and recreation facility is the adjustment of the price of services to the expectations of service recipients ($\overline{X} = 6.658$). Almost the same importance is attributed to the availability of sports and recreation services throughout the city ($\overline{X} = 6.421$). The importance of competition in sport and recreation facilities was assessed slightly lower ($\overline{X} = 5.895$), with changes in personal budgets of service recipients ($\overline{X} = 5.789$) being placed on a similar level of sensibility (fig. 5).

Visible lack of statistically significant differences between the averages of the variables examined indicates that the importance of each of them is assessed similarly high by service providers. Moreover, according to service providers all have a significant meaning in the proper functioning of sports and recreation facilities they manage.

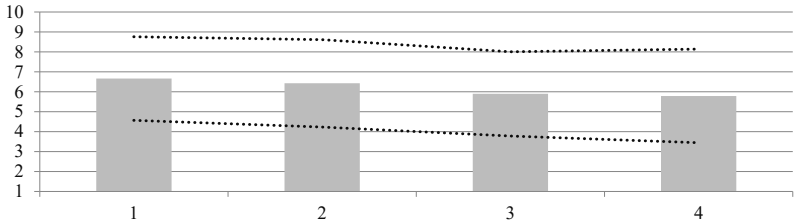

Figure 5. Graphic picture of the assessment of the proper functioning of sport and recreation facilities $-\overline{X} \pm S$

1. Price adjustment to a service recipient
2. Availability of sports and recreation services in the city
3. Actions taken by competitive sport and recreation facilities
4. Changes in household budgets of service recipients

Source: own work.

Subjective perception of sport and recreation facilities in the city of Poznań was also expressed by service providers in answers to specific questions requiring only YES or NO answer (tab. 5).

From the list of responses of the surveyed service providers presented below, it appears that the criteria they consider when fixing prices in the sport and recreation facilities managed by them constitute:

- mark-up on costs (cost + margin) – 84.2% of YES answers,
- changes in household budgets of service recipients – 81.5% of YES answers,
- costs of running a sport and recreation facility – 89.4% of YES answers,
- prices at competitive facilities – 84.2% of YES answers.

The obtained results are consistent with information presented in the literature on the subject and indicate the correct direction in the management of the examined sport and recreation facilities, in the scope of implementing the right pricing policy.

Table 5. Opinion of service providers assessing the functioning of sports and recreation facilities

Variables tested	Number of YES answers	Number of NO answers
Determining prices based on mark-up on costs (cost + margin)	32 84.2%	6 15.7%
Perception of changes in household budgets of service recipients	31 81.5%	7 18.4%
The costs of running a sport and recreation facility determine the price of services in the facility	34 89.4%	4 10.5%
When determining prices in a sport and recreation facility, you compare prices at competitive facilities	32 84.2%	6 15.7%

Source: own work.

Table 6 contains results of Pearson's Chi^2 test with the help of which attempts were made to determine the relations between the variables contained in the above questions and the influence of selected dependencies on the functioning of sport and recreation facilities.

Statistically significant at $p < 0.05$ were only dependencies between: price determination (cost + margin) and costs of running a sport and recreation facility (variable 2); and between price fixing (cost + margin) and prices of services in competitive sport and recreation facilities (variable 4).

Statistically insignificant were dependencies between: perceptibility of changes in household budgets of service recipients and prices of services in competitive sport and recreation facilities (variable 1), as well as between perceptibility of changes in household budgets of service recipients and costs of running a sport and recreation facility (variable 3). The list of selected dependencies allows for believing that the pricing of services in sport and recreation facilities is primarily affected by the costs of running a sport and recreation facility and fixed prices in competitive sport and recreation facilities in the city of Poznań.

Table 6. Influence of selected dependencies on the functioning of sport and recreation facilities $p<0.05$

Variables	Df	Pearson's Chi^2
1. Perception of changes in household budgets of service recipients and prices of services in competitive sport and recreation facilities	1	0.507
2. Price fixing (cost + margin) and costs of running a sport and recreation facility	1	**0.047**
3. Perception of changes in household budgets of service recipients and costs of running a sport and recreation facility	1	0.572
4. Price fixing (cost + margin) and prices of services in competitive sport and recreation facilities	1	**0.004**

Source: own work.

The answers of the service providers to questions evaluating the policy in the field of sports and recreation implemented by the Poznań City Hall and its impact on the functioning of sport and recreation facilities gave disturbing results (tab. 7). The data presented on the policy implemented by the City Hall show that it meets the expectations of service providers only in about 40%.

Table 7. Opinion of service providers assessing the policy implemented in the sports and recreation sector by the Poznań City Hall

Variables tested	Number of YES answers	Number of NO answers
Policy implemented by the Poznań City Hall has a positive effect on the functioning of sport and recreation facilities	15 39.4%	23 60.5%
Policy implemented by the Poznań City Hall is effective	15 39.4%	23 60.5%

Source: own work.

Conclusions

For several years, dynamic development of sports and recreation infrastructure in Poland has been observed. Currently, the biggest problem is management at the appropriate level of these facilities, which requires employment of professional staff in the broadly understood management of sports properties. Therefore, service providers are required to combine managerial competences with

knowledge of physical culture and sport (Ministerstwo Sportu i Turystyki, 2017). Effective management allows for taking full advantage of the potential that the infrastructure brings. Hence, the opinion of service providers on the functioning of sport and recreation facilities in various aspects is very important.

This study assesses the functioning of sports and recreation facilities in the opinion of service providers, based on the assessment of the economic factor, competitiveness and policy pursued by the authorities of the Poznań City Hall. The statistical analysis shows that the managers of sport and recreation facilities appreciate the importance of each of these factors and, in their opinion, all of them are important in the proper functioning of sport and -recreation facilities they manage. The use of selected dependencies confirmed that the pricing of services in sport and recreation facilities by service providers is primarily affected by the costs of running a sport and recreation facility and prices in competitive sport and recreation facilities in the city of Poznań. The response of service providers to the question evaluating the policy in the sports and recreation sector implemented by the Poznań City Hall gave disturbing results, as according to them, it meets their expectations only in 40%.

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Funkcjonowanie obiektów sportowo-rekreacyjnych miasta Poznania w opinii usługodawców

Słowa kluczowe

infrastruktura sportowo-rekreacyjna, zarządzanie obiektem sportowo-rekreacyjnym, badania ankietowe

Streszczenie

Zarządzanie obiektem sportowo-rekreacyjnym ma służyć efektywnemu wykorzystaniu potencjału, który niesie ze sobą dana infrastruktura. Obecnie obiekt sportowo-rekreacyjny musi być nie tylko nowoczesny pod względem technicznym, ale musi dostosować się do zmieniających się potrzeb klientów. Rozbieżność celów stawianych przed usługodawcami polega na tym, że wymusza się dążenia z jednej strony do osiągania satysfakcji z wyników finansowych a z drugiej do realizacji społecznego celu działania obiektu sportowo-rekreacyjnego, który może okazać się sprzeczny z racjonalnym efektywnościowym i ekonomicznym działaniem.

Celem pracy była ocena funkcjonowania obiektów sportowo-rekreacyjnych przez osoby zarządzające danym kompleksem na terenie miasta Poznania, w aspekcie czynnika ekonomicznego, konkurencyjności i polityki prowadzonej w sektorze sportu i rekreacji przez władze Urzędu Miasta Poznania. Dla realizacji celów pracy przeprowadzono badania ankietowe wśród 38 osób zarządzających wybranymi obiektami sportowo-rekreacyjnymi.

Z dokonanej analizy statystycznej wynika, że wszystkie badane czynniki mają znaczenie w prawidłowym funkcjonowaniu obiektów sportowo-rekreacyjnych. Na ustalanie cen usług największy wpływ mają koszty prowadzenia obiektu sportowo-rekreacyjnego oraz ceny w konkurencyjnych placówkach. Niepokojący jest fakt, iż tylko 40% badanych pozytywnie oceniło politykę prowadzoną przez Urząd Miasta w sektorze sportu i rekreacji.

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SELECTION OF ACCOMMODATION BY POLISH TOURISTS IN CROATIA

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JEL codes L83, Z30

Keywords tourism accommodation, Croatia, self-catering accommodation, Internet

Abstract The aim of the paper is to describe the process of accommodation choice by Polish tourists visiting Croatia. It uses online survey data gathered among the users of thematic Facebook pages and internet forums. The results show a dominance of apartments and other forms of self-catering accommodation among the accommodation services used by Polish tourists. They point at the importance of Internet information sources in accessing the information and purchasing accommodation services. Location by the sea, price, and cleanness proved to be important motives for accommodation selection. Besides the dominant group of online-booking self-catering accommodation users, there were less numeric groups of more traditional hotel users using traditional travel agencies, and camping users looking for accommodation on site.

Introduction

The accommodation sector is one of the most significant components of the tourism industry. Tourism accommodation services vary in terms of their technical and organisational form and the array of services provided. Besides commercial accommodation services, there are also non-commercial forms of accommodation for tourists: staying with relatives and friends, or in private second homes (Garrod, 2012). There are two trends in the recent development of the accommodation

market that require further attention: the first is the increasing use of the Internet media in marketing tourism services, including accommodation (Pawlicz, 2012; Standing, Tang-Taye, Boyer, 2014). The second is the development of self-catering forms of accommodation including timeshares, rental of apartments and holiday homes (Więckowski, 2014).

Internet communication is increasingly used to sell tourism services, including airline tickets, car rentals, accommodation, cruises, and tourist packages (Buhalis, 2003). It has affected the purchase behaviour of tourists in two ways, leading to the processes of disintermediation and re-intermediation. The first term refers to the increasingly popular direct purchases of tourist services from their suppliers (airlines, hotels) through their webpages rather than using the travel agencies as intermediaries (Law et al., 2015). Re-intermediation, in turn, is the development of new intermediaries (Palmer, McCole, 1999): online travel agents (e.g. Booking.com, Expedia), metasearch engines (e.g. Kayak, Trivago), online review aggregators (TripAdvisor), and sharing economy platforms (e.g. Airbnb, HomeAway). They fulfil the role of traditional agents: aggregate information on available products, ease the purchase process, and increase the sense of security (Kowalska, 2018). Moreover, such new intermediaries provide tourists with the access to reviews and ratings posted by other customers, which are influential in the choice of accommodation (Gretzel, Yoo, 2008).

The other trend in tourism accommodation that has to be taken into account is the growing number and role of the forms of self-catering accommodation, which differ from hotels and similar establishments by not providing services such as meals, reception and daily cleaning. Such places, in their technical form and location, are often closer to residential housing, hence such a model of tourism development is also called residential tourism (Perles-Ribes, Ramón-Rodríguez, Such-Devesa, 2018). Self-catering accommodation services include rental apartments, holiday homes, timeshares, and are often related to second home tourism (Hall, Müller, 2018). Their growing popularity is related to the development of Internet mediators: holiday apartments and homes are marketed through online travel agents, and the development of peer-to-peer accommodation has made it possible to provide accommodation services in private flats creating a whole new stock of tourism accommodation particularly in large cities (Dolnicar, 2018).

For marketing and management of destinations it is important to understand how the tourists take their decisions on choosing accommodation: both type and particular provider. In this paper we try to contribute to this understanding by focusing on the market of Croatia, an important summer holiday destination in Europe. We use survey data on Polish tourists who have visited Croatia to answer the following exploratory research questions. First, what types of accommodation are used by Polish tourists visiting Croatia? Second, how do they access information on accommodation and book the accommodation? Third, what factors affect their selection of accommodation? And fourth, what specific groups of tourists with similar characteristics of accommodation purchase behaviour can we distinguish and how do they differ from each other?

Tourism in Croatia

Tourism in Croatia is mostly developed along the Adriatic coast, in the regions of Dalmatia, Kvarner and Istria. These regions are characterised by the Mediterranean and sub-Mediterranean climate with hot and sunny summers, and rugged coastline, full of peninsulas and islands. There are also historic attractions, in the cities of Dubrovnik, Trogir, and Split, to name a few. Tourism in Croatian interior is less developed, and its major tourism centres are the capital city of Zagreb and Plitvice Lakes National Park. With population of only 4.1 million inhabitants (Eurostat, 2018a) the country creates relatively little domestic demand for tourism, so its tourism potential is used principally by international tourists. In 2017, Croatia was visited by 15.6 million foreign tourists (71.1% more than in 2010) making it the 14th largest international tourism destination in Europe, according to the UNWTO statistics (UNWTO, 2017). Croatia is the second country in the EU (after Malta) in terms of tourism intensity measured by guest nights spent in accommodation establishments per inhabitant (Eurostat, 2018b). Croatian economy is highly reliant on tourism: in 2017, tourism generated 19.6% of the country's GDP (Ministry of Tourism…, 2018a), compared to 3.9% direct contribution of tourism to the total GDP of the EU (WTTC, 2018).

Croatia is a popular vacation destination for Polish tourists. Besides suitable conditions described above, relatively close distance and well developed road linkage between the countries enable easy access by private car. According to the Croatian Ministry of Tourism, in 2017, 934 thousand Polish tourists visited the country spending 6.1 million nights there. It puts Poland on the fifth place among countries in terms of number of visits (after Germany, Austria, Slovenia and Italy), and the fourth place in terms of overnights (ahead of Italy, Ministry of Tourism…, 2018b). According to the Polish statistical office, there were 683.8 thousand tourist trips of Polish residents to Croatia in 2017 (only people at least 15 years old are included in this number, hence the difference between Polish and Croatian data), which put the country on the fifth place of Polish tourists' destinations, after Germany, Italy, the UK and the Czech Republic. Yet, if only leisure travels are taken into account (excluding e.g. VFR and business trips), Croatia reaches the second place, only after Italy (GUS, 2018). Trips to Croatia are only 1.5% of all summer trips organised by Polish tour operators (Polish Chamber of Tourism, 2018), which means that the vast majority of trips from Poland to Croatia are individually planned.

Data

The study reports the results of an Internet survey, gathered in March 2018. We published an invitation to respond to the survey on several thematic Facebook groups and Internet forums. Facebook groups are: "Chorwacja" (Croatia), "Chorwacja – podróże" (Croatia – travels), and "Chorwacja – noclegi w Chorwacji" (Croatia – accommodation in Croatia). At that time, these groups had between 13 and 30 thousand members, who used the groups to ask questions to other members about transport, accommodation and tourist attractions in Croatia, and to share own experiences from trips to this country. Internet forums where we published the survey are: cro.pl and grobtroter.pl. The former one is a Polish forum devoted specifically to present tourist information on Croatia.

The latter forum has wider scope and covers tourist information on various countries, including Croatia.

The survey consisted of 11 questions regarding respondents' experience in travelling to Croatia, and their choice of accommodation, as well as 5 questions about the socio-demographic status of the respondents. The survey was conducted with the use of LimeSurvey online surveying system, and the results were later summarised, analysed and presented using R software.

Sample description

In total, 929 respondents answered the survey. After excluding incomplete responses, 777 surveys were used in further analysis. Out of them, 31 respondents did not answer one or more socio-demographic questions, but we still used these responses as missing data did not affect the analysis.

Most respondents are female (79.3%), young and middle-aged (72.6% between 26 and 45 years old, tab. 1). They usually have higher or secondary education and are working (employed or running their own businesses). The composition of the group in terms of places of residence is similar to the distribution of entire population, with slight underrepresentation of the residents of rural areas and small cities, and overrepresentation of the residents of middle-sized and large cities. The socio-demographic composition of the sample probably reflects the structure of Polish tourists visiting Croatia. It may be biased though by the method used, leading to the overrepresentation of people in young and middle age, and females.

Table 1. Socio-demographic structure of the sample

Variable	Value	Frequency	Percentage
Sex	female	616	79.3
	male	153	19.7
	no answer	8	1.0
Age	less than 19 years	5	0.6
	19–25 years	65	8.4
	26–35 years	240	30.9
	36–45 years	324	41.7
	46–55 years	100	12.9
	56–65 years	29	3.7
	over 65 years	7	0.9
	no answer	7	0.9
Education	primary	5	0.6
	vocational	28	3.6
	secondary	263	33.8
	higher	474	61.0
	no answer	7	0.9
Professional status	working	645	83.0
	student	54	6.9
	unemployed	26	3.3
	retired	22	2.8
	other	16	2.1
	no answer	12	1.5

Variable	Value	Frequency	Percentage
Place of residence	rural area	152	19.6
	city <20 thousand inhabitants	84	10.8
	city 20–100 thousand inhabitants	189	24.3
	city 100–500 thousand inhabitants	200	25.7
	city over 500 thousand inhabitants	145	18.7
	no answer	7	0.9

Source: own study.

Most of the sample members have been to Croatia more than once (tab. 2). During their last trips, most of respondents spent between one and two weeks (84.5%) in Croatia, and travelled with their families or partners (88.4%).

Table 2. Trips to Croatia of the sample members

Variable	Value	Frequency	Percentage
Number of trips to Croatia so far	1	164	21.1
	2–3	242	31.1
	4–5	143	18.4
	more than 5	228	29.3
Length of last stay in Croatia	1–3 days	5	0.6
	4–6 days	38	4.9
	7–10 days	309	39.8
	11–14 days	347	44.7
	15 days and more	78	10.0
Company during last trip to Croatia	with family	540	69.5
	with partner	147	18.9
	with friends	85	10.9
	alone	5	0.6

Source: own study.

We asked the respondents to write the name of the exact place where they were during their last visit to Croatia. Some respondents wrote a list of places that they visited, in these cases we took into account only the first place mentioned. Then, we assigned the localities to administrative units (županijas – NUTS 3 units). Great majority (99.4%) of respondents spent their time in one of the coastal regions, the remaining 0.6% visited the capital region – City of Zagreb. Among coastal regions, Central Dalmatia was the most popular (fig. 1).

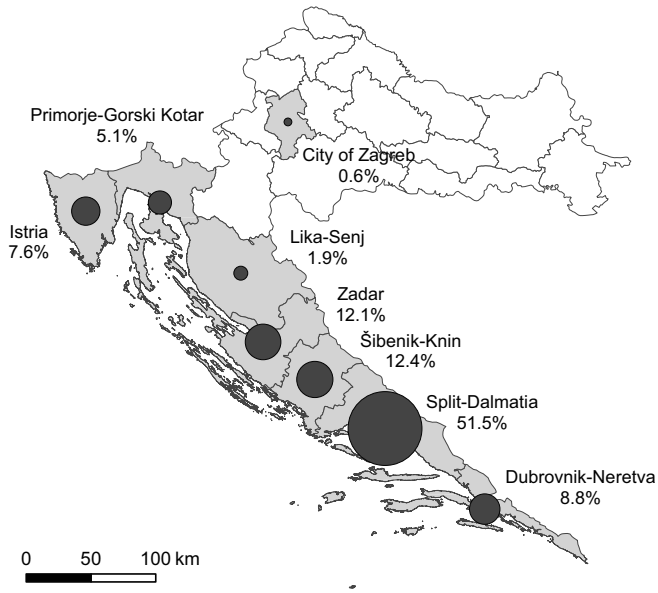

Figure 1. Regions (županijas) visited by respondents

Source: own study.

Choice of accommodation in Croatia

The classification and categorisation of tourism accommodation services in Croatia is regulated by the Ministry of Tourism. All tourism accommodation establishments are divided into three main groups: hotel establishments, camping establishments and homestays run by individual persons. The three groups are further divided into more precise kinds of establishments. Hotel establishments are the following: historical (*baština*) hotels, dispersed (*difuzni*) hotels, hotels, aparthotels, tourist resorts (*turističko naselje*), tourist apartments, pensions, integrated (*integralni*) hotels, SPA, hotels with special standard (*posebnog standarda*). Camping establishments are divided into two kinds: campsites (*kamp*) and recreational vehicle parks (*kamp odmorište*). There are six types of homestays: rooms (*sobe*), apartments (*apartman*), studio apartments, holiday homes (*kuća za odmor*), and both types of camping, if they are operated by individuals.

In the survey, we did not expect Polish tourists to know exact formal classification of the accommodation service that they used. We created a simpler typology of eight types of accommodation services. For clarity, we wrote a short description of each of them in the survey. The types included: tourist resort, hotel, SPA, apartment, private room, holiday home, hostel, camping. We asked respondents about the kinds of accommodation they used during all their trips to Croatia (multiple answers were allowed), and the accommodation they used during their last trip (single

answer). A few respondents could not find suitable answer among the eight suggestions, and provided other answers. These included: yacht, friends or relatives' house, and wild camping, among others.

Tourist apartments turned out to be by far the most commonly used kind of accommodation by Polish tourists in Croatia (fig. 2). 76.7% of the respondents used it during any of their visits, and 71.6% did it during their last visit. Other forms of self-catering accommodation: private rooms and campsites held the second and third place, and holiday homes were on the fifth place. Hotels were only on the 4th place with 9.3% of total users and 5.4% of last-visit users. Tourist resorts were even less popular, hostels and SPAs were selected only by individual cases.

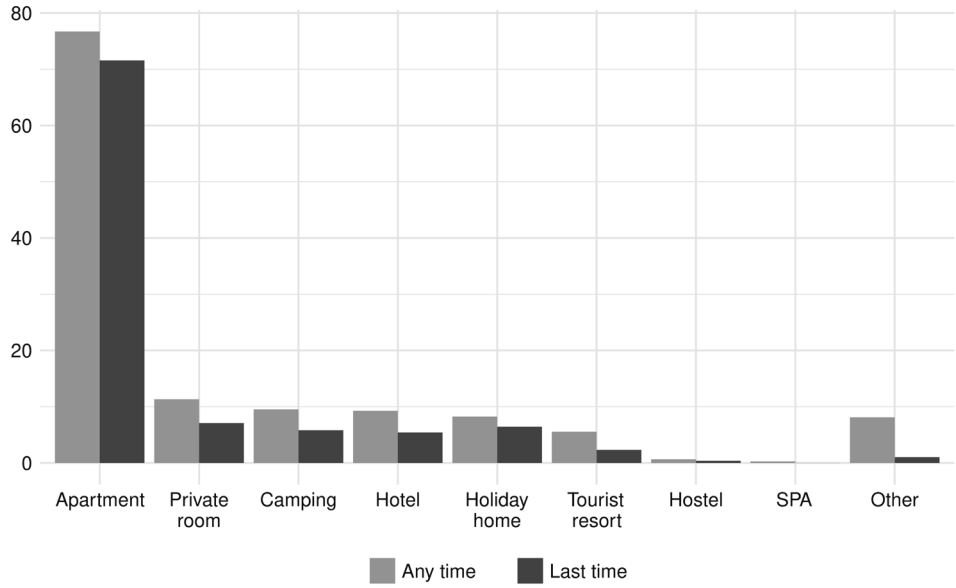

Figure 2. Share (%) of respondents using various types of accommodation during any of their visits, and during their last visit to Croatia

Source: own study.

Most of surveyed tourists booked their accommodation well in advance of their trip, yet 16.2% did it only after arriving to the country (tab. 3). The respondents extensively used Internet channels when booking their accommodation: more than one third did it through an online travel agency, such as Booking.com, and almost every fourth respondent – directly through the webpage of the accommodation provider. Most of 8.1% respondents who choose "other" answer did the reservation through Internet as well, providing answers such as: through email, Facebook, Messenger, or stating specific OTA or accommodation webpage, such as Airbnb. It was much less common to use traditional travel agency or book via telephone, or to purchase accommodation on site, without prior booking. Internet sources were equally important before booking, during the search for possible accommodation: OTAs, Internet forums and social media were more commonly used than

advices of relatives and friends, local residents, and traditional travel agencies. Again, other respondents' answers pointed at more types of Internet sources (Google, Google Maps, and Croatian accommodation search engines).

Table 3. Trips to Croatia of the sample members

Variable	Value	Frequency	Percentage
Time of booking accommodation	more than 6 months before trip	236	30.4
	6–4 months before trip	226	29.1
	3–1 months before trip	125	16.1
	within 1 month before trip	64	8.2
	on site, after arriving to Croatia	126	16.2
Method of booking accommodation	with online travel agency (e.g. Booking.com)	269	34.6
	on the webpage of the object	183	23.6
	on site	131	16.3
	with travel agency	76	9.8
	by telephone	55	7.1
	other	63	8.1
Sources of information used when selecting accommodation (multiple answers possible)	online travel agency(e.g. Booking.com)	391	50.3
	internet forums	279	35.9
	thematic groups in social media (e.g. Facebook)	221	28.4
	relatives and friends	216	27.8
	local residents	127	16.3
	travel agency	71	9.1
	other	32	4.1

Source: own study.

In the last part of the survey, we asked the respondents about the importance of various motives for their decisions on the choice of accommodation. 14 motives were evaluated on 1 (not important at all) to 5 (very important) scale. Cleanness, distance to the sea and price turned out to be the most important of all motives (average response over 4, fig. 3). Among the features of the accommodation establishment, the respondents highly valued its amenities and size of room/flat, while the presence of additional services and catering in the place were the least important features. It could be expected taking into account that the majority of respondents use self-catering accommodation services. Location characteristics, besides very important proximity to the sea, were in the middle of the list. Opinions were important as well, but electronic word-of-mouth was higher valued than direct one: opinion of family and friends.

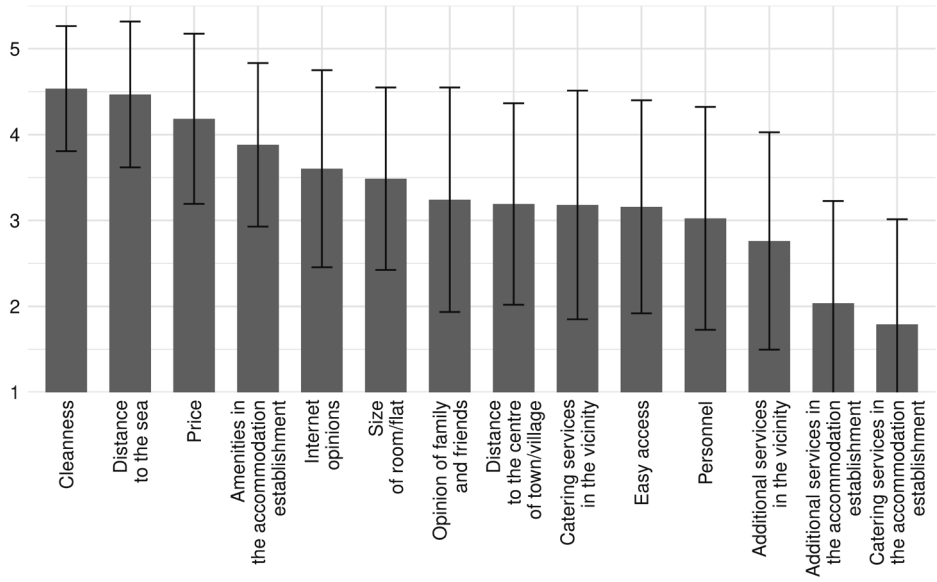

Figure 3. Average importance of motives for decisions of respondents on the selection of accommodation. Whiskers indicate standard deviation of responses

Source: own study.

Typology of tourists according to the choice of accommodation

Based on the answers to the question about the type of accommodation used during their last visit to Croatia, and about the method of booking accommodation, we created a typology of respondents with similar accommodation selection behaviour. To find the groups we used k-modes method, which is an extension of the k-means clustering method to be used with categorical data (Huang, 1998). We selected the 4-cluster solution based on the application of the elbow method (Kodinariya, Makwana, 2013). Then, we took into account only the typical cases, so those where answers to both questions were equal to the modes in given cluster. 55.6% respondents fell into one of four typical categories. Their characteristics are summarized in table 4.

We distinguished two large and two smaller groups of respondents. The first two groups are apartment users. The first group booked them through the own webpages of the accommodation providers, while the second group used online travel agents. It can be assumed from the results that people switch from OTAs to specific webpages when they gain more experience and do not have to rely on online opinions anymore. Members of cluster 3 stayed in campsites and booked accommodation after arriving to Croatia. They are typically in older age, have large experience in travels to Croatia, stay there for long and have low expectations towards the amenities in the accommodation site. The members of cluster 4 stay in hotels that were booked through traditional travel agencies. This group includes tourists who take part in organized trips. They are usually older than average,

they go to Croatia for the first time and for a short stay. The motives they take into account when choosing accommodation are also different from those of the rest of the sample.

Table 4. Characteristics of four types of Polish tourists visiting Croatia

Cluster number	Size of cluster	Mode: type of accommodation	Mode: method of booking	Distinctive socio-demographic characteristics	Distinctive characteristics of trips	Distinctive motives
1	148 (19.0%)	apartment	on the webpage of the object	36–55 years old	Experienced in trips to Croatia. Stay more than 10 days. With family	
2	219 (28.2%)	apartment	with online travel agency (e.g. Booking.com)	19–45 years old	Inexperienced in trips to Croatia. Stay about 1 week. With partner or family	important: internet opinions
3	31 (4.0%)	camping	on site	>55 years old	Experienced in trips to Croatia. Stay more than 2 weeks. With partner	unimportant: size of room, amenities, distance to the centre, opinions of family and friends
4	34 (4.4%)	hotel	with travel agency	>55 years old	First trip to Croatia. Stay about 1 week. Alone or with partner	important: catering and additional services in the accommodation, easy access
Others	345 (44.4%)					

Source: own study.

Conclusions

According to the results of the survey, apartments and other forms of self-catering accommodation are the most popular types of tourist accommodation used by Polish tourists in Croatia. It is only a minority who use hotels, tourist resorts or even camping places. Moreover, the more experienced a tourist is, the more probable s/he is to choose this kind of self-catering accommodation. There are quite specific groups of mainly older tourists, who use hotels and campsites. Apartments were particularly popular among travellers with families (75.7% of them chose apartments). The second important conclusion is about the dominant role that Internet media play in both accessing information about accommodation opportunities, and purchasing accommodation services. Two thirds of the respondents used webpages, OTAs, e-mails or other Internet media to book their stay. Half of the remaining "traditional" accommodation users are last-time bookers who went to Croatia without prior reservation of accommodation. The rest are those who use traditional travel agencies or telephone. Online booking was correlated with the inclination towards self-catering forms of accommodation. Hotels, hostels and tourist resorts were mainly booked through traditional agencies, campsites – on site, but three quarters of apartments and holiday homes were booked via Internet.

The limitations of the study mainly derive from the method of accessing respondents for the online survey: they were recruited through the Internet forums and thematic Facebook pages, which might cause multiple bias in the sample selection. Out of the total population of Polish tourists who have visited Croatia, the users of such webpages are likely to be people who intend to

go to Croatia again, independent tourists rather than participants of organised trips, and people used to Internet communication, usually young and middle-aged ones. There are also specific features of Polish tourists which distinguish them from other nationalities. In fact, tourists from most of other countries are more probable to use hotel or camping accommodation when visiting Croatia (Ministry of Tourism, 2018b). Further studies on international samples could shed more light on the general accommodation choice patterns.

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Wybór zakwaterowania przez polskich turystów w Chorwacji

Słowa kluczowe

zakwaterowanie turystyczne, Chorwacja, zakwaterowanie z własnym wyżywieniem, Internet

Streszczenie

Artykuł opisuje wybory zakwaterowania przez polskich turystów odwiedzających Chorwację. Badanie oparto o wyniki ankiety internetowej przeprowadzonej wśród użytkowników tematycznych stron na Facebooku i forów internetowych. Większość respondentów korzysta z apartamentów i innych form zakwaterowania z własnym wyżywieniem. W świetle wyników najistotniejszymi źródłami informacji i kanałami zakupu usług noclegowych są serwisy internetowe. Najważniejszymi motywami wyboru zakwaterowania okazały się położenie nad morzem, cena i czystość. Poza dominującą grupą osób rezerwujących zakwaterowanie z własnym wyżywieniem, wyróżniono mniej liczne grupy turystów korzystających z usług hoteli i tradycyjnych biur podróży, oraz użytkowników kempingów szukających zakwaterowania na miejscu.

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THE ROLE OF LOCAL COMMUNITIES IN SUSTAINABLE TOURISM DEVELOPMENT – NOTEĆ RIVER VALLEY CASE STUDY

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KEYWORDS ecotourism, local communities, protected areas, sustainable tourism, tourism product

ABSTRACT

This paper aims at illustrating the scope of involvement of local communities and local businesses in the development of cultural ecosystem services in rural areas, in particular with reference to sustainable tourism. The authors discuss if, how and why local communities develop ecotourism products and infrastructure in areas where natural and cultural resources are strictly controlled. This work is based on field surveys in the naturally valuable region of the Noteć River Valley, forming a part of International Waterway E70. Six focused interviews were carried out with employees of the indicated organisations and local residents who were involved in developing the offer of sustainable tourism and ecotourism. The results indicate that the local community more and more often realizes the existence of advantages related to operation in protected areas and utilizes local natural and cultural resources for the purposes of developing sustainable tourism, including ecotourism in their territory. It becomes an additional source of income, and for some people – the main one. At the same time, local cultural heritage, being a priority measure taken into account by the European Union, is protected. On a wider scale, such activities have a chance to develop in the Noteć River Valley if specialist and financial support is provided and if the residents' knowledge about ecotourism and their conscious involvement in the development of ecotourism increase.

Introduction and background

Sustainable management of rural areas is a key normative concept used by politicians, experts and researchers when they relate the use of 'natural' landscapes to the concept of sustainability (Rist et al., 2007; Dłużewska, 2016). However, more and more frequently normalized rules of sustainable development of rural areas set out in the legislation of many countries encounter non-scientific knowledge of local communities (Rist et al., 2007; Saufi, O'Brien, Wilins, 2014). To some extent this necessitates a dialogue concerning sustainable development between local government authorities and local communities residing in the specific area. That way "this leads to understand sustainable rural development as the creation of 'social spaces' that enable the actors involved to shift from strategic to communicative action" (Rist et al., 2007, p. 36). In turn, this allows faster and better implementation of strategic assumptions concerning the specific area in practice.

Building a forum for dialogue is particularly important for rural areas and development of rural tourism (Fagioli, Diotallevi, Ciani, 2014). Their sustainable development requires an increasing involvement of social, economic and public actors in the socio-economic processes of change (Esparcia, 2014; Kuźniar, 2015; Marks-Krzyszkowska, Jeziorska-Biel, 2017). In addition, the necessity of creating local networks based on cooperation between local governments, associations and organizations as well as local businesses is emphasized (Wearing, McDonald, 2002; Beaumont, Dredge, 2010; Gascon 2013; Ruhanen, 2013). The latter group of stakeholders is expected to act according to the principles of sustainable business, taking into account, among other things: "ecological, social and economic value through offering products and services, sustainable supply chain management and distribute economic costs and benefits equitably among actors involved" (Schaltegger, Lüdeke-Freund, Hansen, 2016).

Authors of this article aimed at defining the role of involvement of local inhabitants and local business in cultural ecosystem services related to rural tourism, especially in relation to sustainability, delivery of products, and preparation of infrastructure for ecotourism in protected areas. The subject matter consists of depicting parties involved in the creation of products and tourism infrastructure.

The authors assumed that local communities should be involved in the development of tourism in protected areas since they have the best awareness of their existing natural and cultural potential. In addition, based on the experience of generations they can promote specific natural and cultural values for the needs of tourism, protecting them at the same time.

Various projects can be undertaken by local communities, authorities, companies, and also by NGOs, which can shape the tourism landscape according to the needs of sustainable tourism and of ecotourism (Balińska-Grzelak, 2012). For instance, these can be associations and local groups co-administrating the protected areas in various countries, e.g. in Japan (Hiwasaki, 2003), Australia (Ruhanen, 2013) or Romania (Buta, Holland, Kaplanidou, 2014). In the first case, associations operating in valuable natural areas such as Ogasawara Islands, Yakushima Island, and Shiretoko National Park, actively support the development of sustainable tourism, and at the same time carry out promotional, educational and training activities (stimulating economic activity)

targeted at the residents. In Queensland area, described by Ruhanen, local government authorities and NGOs are to a large extent responsible for developing the tourist policy since no top-down initiatives exist in that respect. On the other hand, the example of residents making use of the Retezat National Park buffer zone in Romania leads to the conclusion that in case of strong positive ties to the place of residence and the encouragement from the authorities to manage the protected areas in a sustainable, environment-friendly manner, the residents are more willing to be involved in managing such areas. Puhakka (2008), describing the development of tourism in national parks in Finland, emphasizes that tourism activities developed by the residents and generating measurable socio-economic advantages for whole communities, is also an excellent argument in support of the idea of active protection of the natural and cultural heritage.

Methodology

The examples presented in the paper above include protected areas (in the frame of Nature 2000 programme) found around the Noteć River as those locations provide natural habitats for fauna and flora. The valley constitute an important ecological channel, in the same way it has a major potential in the development of sustainable tourism.

Firstly, the analysis of statistical data and secondary documents was applied in relation to the quality of environment and to socio-economic factors. In return, this method allowed for an objective evaluation of the applicability of the area under investigation to the analysis of the development of sustainable tourism. Secondly, authors studied a number of local planning documents and strategies. The readiness of local authorities to grant permissions for various activities related to tourism development was verified. Current projects with local communities involvement were investigated and described in detail. Here authors searched for cultural ecosystem services and their relation to sustainable tourism, ecotourism, and tourism products. Finally, a number of qualitative tests were applied. Structured interviews were conducted in November and December of 2015 among 6 individuals directly involved in tourism development at the investigated area. Local communities located in the valley of the Noteć River were represented by the employees of: the Rural Advisory Centre in Minikowo responsible for the development of agritourism, organic farming, as well as the protection and promotion of local customs; the Ecomuseum which is the only one of its kind in the whole Kuyavian-Pomeranian region (NUTS 2); local authorities; and some delegates of local communities. All interviews were divided into two parts. The first part concentrated around the general involvement of local communities in the life of communes, and around the attitude of citizens to protected areas found in the vicinity of Noteć river. The second batch of questions focused on ecotourism, involvement of local communities in the development of tourism, and the evaluation of potentials for future development of tourism (tab. 1).

Table 1. The structure of questions, pertaining to the role of local communities in the development of ecotourism in Noteć river valley in respect to research categories

Category	Investigated issue
General involvement of local communities in the life of the commune	Means of encompassing local communities in actions directed at local development
	Benefits of cooperation between communities, local authorities, NGOs, and entrepreneurs in respect to local development
Attitude of citizens to protected areas	Impact of protected areas on the life of communities
	Types and forms of tourism possible to develop in protected areas found in the vicinity of the rivers
Involvement of local communities in the development of tourism	Means of encompassing local communities in actions directed at the development of sustainable tourism
	Organising trainings, workshops, and consulting in relation to developing ecotourism offers
	Organising public consultations, discussions, and meetings in respect to the directions of development of sustainable tourism
	Sources of funds reserved for the development of sustainable tourism
Evaluation of potentials for future development of ecotourism	Forms of sustainable tourism which can be develop in protected areas found in the vicinity of the rivers
	Initiators of activities related to ecotourism in protected areas found in the vicinity of the rivers
	Looking for connections between ecotourism and the tourism offer available in protected areas found in the vicinity of the rivers
	Characteristics of tourism development – is it aligned with the protection of traditions and identity, with respectful and responsible approach to current natural and cultural assets, integration of local communities, and harmonious economic development of communes
	Evaluation of ecotourism as means of increasing numbers of tourists in protected areas found in the vicinity of the rivers
	Obstacles in conducting activities by local communities directed at the development of ecotourism offer

Source: authors' analysis.

This approach was verified by applying a few tools preferred by researches investigating sustainable tourism at local levels (Choi, Sirakaya, 2006; Gascon, 2013; Godfrey, 1998; Iorio, Corsale, 2014; Ruhanen, 2013).

Results

Bringing the sense of identity, belonging, and responsibility to local communities is one of major prerequisites for developing tourism in the investigated areas. This fact can be proven while investigating strategic planning in NUTS 2 Kuyavian-Pomeranian, especially with respect to communes located in the vicinity of the E70 waterway. These documents not only mention the approval, but also the necessity of including local communities in the life and development of communes. More often than not they require the mobilisation of local communities in the social and economic spheres of development. It is stated openly in strategic plans that local authorities encourage citizens to take active part in developing tourism. It is achieved through supporting local entrepreneurship, associations, local and groups of activists, through creating organisations and associations which are devoted to consulting in the sphere of tourism. Such goals are found, e.g., in the plans of Nakło nad Notecią (Nakło upon the Noteć River) commune. All of the investigated documents refer to the existing natural potential within the communes, making special note of protected areas,

which can function as the basis for the development and promotion of tourism. Unfortunately, those positive factors – natural assets, promotion of organic farming, high quality of environment – do not translate into higher interests in pro-ecological tourism. Most communes are inclined to develop and promote rural tourism and agritourism, which naturally follow the characteristic features of those administrative units. In addition urban and urban-rural communes favour the development of culture tourism. Only two communes found in the Noteć Valley, namely Nakło and Sadki, list the possibility of developing eco-tourism in their strategic plans. This can result from the inclusion of those communes in Natura 2000 programme.

Stocktaking of current tourist offer confirms the goals and directions of tourism developing found in the strategic plans of investigated communes. The list encompasses tourism products based on natural potential; however, these are not directly linked to ecotourism. The offer is mostly prepared by citizens working in local organisations and associations in the valley the Noteć river. In the Noteć River valley these are the *Partnership for Krajna and Pałuki* (*Partnerstwo dla Krajny i Pałuk)* and *Three Valleys* (*Trzy Doliny)* – a LAG that is also interested in the Brda and the Vistula rivers. On the one hand, they aim at integrating areas, and on the other they refer to the potential of each commune in its own right.

Having analysed development strategies of LAGs, the authors managed to find similarities in primary tasks defined by those groups. The analogies can be seen in: goals related to the sense of belonging to local areas, economic activisation of citizens, and finally actions aimed at rural and active eco-tourism. Only the *Three Valleys* and the *Partnership for Krajna and Pałuki* are interested in organic farming, and only the latter differs from other LAGs by engaging in educational events and in developing eco-tourism.

All LAGs define their primary goal as tourism development which is achieved by the utilisation of ecosystem services (ES) and cultural ecosystem services (CES). The following specific objectives enumerated in their strategies are supposed to fulfil the tasks:

a) preservation and development of natural resources, of historical and cultural heritage, and of local identity – achieving this objective necessitates, besides renovating monuments, educating children, teenagers, and adults in relation to heritage found in their dwellings, upholding traditions and customs characteristic to the region, and supporting traditional crafts in order to prevent the disappearance of some professions;
b) promotion of assets, heritage, and local identity – this can be fulfilled by publishing texts, by organising events promoting local assets, and by developing and promoting local and traditional products;
c) improvement of tourism and recreation infrastructure and increase of the appeal of offered services – succeeding here depends on, e.g., providing a network of paths for biking, walking, horse riding, canoeing, as well as education tracks; in addition supporting infrastructure must be developed together with the number of sleeping and dining establishments;
d) creation of integrated tourism and culture offer in the areas covered by LAG activities.

The improvement of life quality is achieved by the development of:

a) public spaces and infrastructure – cultural and sports centres in urban and rural areas, courts and pitches, which integrate local communities and increase their level of activities directed at local development; designing modern public buildings; developing services provided for communities;
b) entrepreneurship and new forms of non-agricultural activities;
c) social capital – this goal requires the creation of a substantial offer of courses, workshops, and trainings, which will allow to develop individual interests as well as to improve professional qualifications; in due course that should enhance the competitiveness at the job market; diversified offer of cultural, sport, recreation, and education events provided for children and teenagers, as this will warrant the development of their passions.

The authors noticed that tourist offer prepared by local communities revolves around recurring events, where primary importance is given to the presentation and promotion of local heritage, e.g., nature, dishes, culture. Quite often those products can be found in the List of Traditional Products managed by the Ministry of Agriculture and Rural Development. Various events mentioned before are organised by local authorities, tourism organisations, local associations, local action groups, and rural advisory centres. It is worth mentioning that programmes of those meetings often relate to ecological education, e.g., ecological education booths prepared by the Rural Advisory Centre in Minikowo. Among the most popular annual events one can list the following: Goose Festival in Przysiek and Minikowo, Carp Festival in Minikowo, and Summer in the countryside in Minikowo. This offer is garnished by selected restaurants which specialise in local dishes, and by local entrepreneurs and producers who deliver high quality organic food.

Despite the existing potential and declarations of local communities, who seemingly are interested in promoting local natural heritage, the number of eco-tourism products provided in the area is rather limited. The best offer characterises local communities spread in the lower section of the Noteć River. To exemplify one can refer to the Ecomuseum of the Noteć River Valley established by the local action group Partnership for the Development of Krajna and Pałuki (*Partnerstwo na Rzecz Rozwoju Krajny i Pałuk).* It gathers local entrepreneurs, restaurant owners, beekeepers, craftsmen, owners of agritourism farms who jointly present and promote natural heritage. In addition, the offer of the Noteć River Valley (Polish – *Dolina Noteci*) Nature Education Centre located in Minikowo increases the range of options. Most of the employees, who live in the valley of the Noteć River, hold ornithological camps, green schools, and cross country walks. After conducting the analysis of available examples, the authors concluded that in order to create a holistic and integrated ecotourism products, e.g., the Ecomuseum of the Noteć River Valley, numerous institutions, associations and representatives of local communities must work hand in hand. In addition, a wide information and promotional campaign should follow, as this will demonstrate the wealth of assets found in the vicinity of oblivious local communities.

Development of sustainable tourism and ecotourism in the opinion of representatives of local communities

The citizens dwelling in the Noteć river valley are involved in the life of their communities, which must be perceived as a positive factor. Their actions are best visible in cooperating with local action groups, associations, and organisations. Communities also participate in various meetings and public consultations. All those can be seen as a result of perceiving potential benefits, e.g., availability of additional funds for investments and projects, or more efficient cooperation leading smoothly to desired objectives. To some extent, joint work is also understood as the factor integrating local communities, increasing safety, and mutual responsibility for the commune.

Local communities usually share a positive outlook on their existence in the valley of the Noteć river. Natural assets found near the rivers are perceived as an opportunity to develop local enterprises, to establish agritourism farms, to produce organic food, and finally to develop tourism based on the very natural assets. Local communities, taking into account the natural and cultural assets of the valleys, usually select the following forms of tourism as most appealing: active and educational tourism, event tourism, and also, though to a lesser extent, recreation and nature tourism. It may be symptomatic that local communities do not comprehend the extent of sustainable tourism, and as a result they do not perceive it as the major category to be developed in the region. Only on rare occasions are protected areas shunned as hindrance to the development of local entrepreneurship, as limitation to the scope of economic activity, or as the source of strict legalisations favouring the protection of environment.

Presently, local communities list agritourism and ornithological walks as the most popular. Secondly, outings, botanical workshops, trips devoted to finding and observing animals in their natural habitat, but also photographic and painting workshops are quite common. These are typically organised by local action groups, and less often by the administration of landscape parks or local authorities. Nevertheless, local communities find it problematic to identify the main initiator of ecotourism development, which may hint that the activities initiated by those groups are not as obviously noticeable, and hence, they are not understood as directed towards any specific objectives. It must be stated, though, that local action groups together with the Rural Advisory Centre in Minikowo are responsible for the preparation of numerous trainings, workshops, and public consultations relating to the development of sustainable tourism in the region. They also share their expertise in the creation of ecotourism offer. In the eyes of local communities, local authorities are much less productive in this sphere.

Local communities recognize benefits of developing ecotourism, especially in relation to natural assets of the river valleys praised in all questionnaires. Ecotourism is also perceived, more often than in the past, as an interesting alternative capable of increasing the number of tourists visiting the protected areas. Consequently, they pledge full and active support to the development. They justify their attitude by stating that ecotourism creates a niche, attracts tourists tired of urban clamour, enables supervision of natural and cultural assets, engages local communities, and finally

distinguishes the region. It comes as no surprise that such an attitude is not only favourable but can become the source of ecotourism development and prosperity (fig. 1).

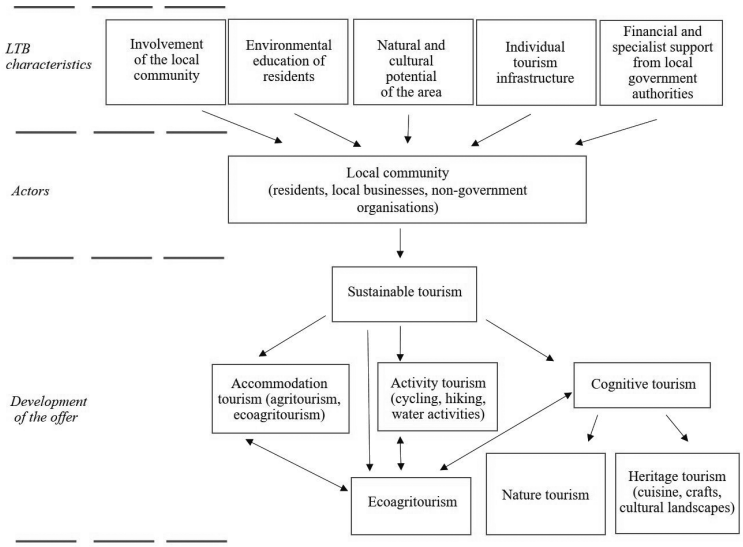

Figure 1. Involvement of the local communities in the development of sustainable tourism and ecotourism in the light of survey results

Source: own elaboration.

On the other hand, various opportunities to develop ecotourism are limited by factors indicated by local communities: ignorance of local communities in respect of the idea of ecotourism; lack of funding devoted to the development of ecotourism; mediocre support in terms of consultations and finances provided by local authorities; difficulties in obtaining requited certificates; and finally lack of prospects of substantial gains resulting from ecotourism enterprises. Majority of funds were obtained from the EU and Regional Marshal's Office. The length and complexity of the path to those funds is more than troublesome, or even impossible to traverse due to confusing red tape. In some cases prospective beneficiaries had no idea they could apply for such funds. As a result, a number of investments is balanced by the influx of private capital provided by local communities. The results of the survey indicate that respondents agree about the fact that managing the protected areas according to the principles of sustainable development can contribute to protection of such areas. At the same time, it offers an opportunity for social and economic development at the local level through bottom-up initiatives regarding the offer of sustainable tourism and ecotourism. Respondents indicate that a necessary condition for success in this respect is the cooperation between residents, local government authorities and Local Action Groups manifested in the transfer of knowledge (training, specialist project support), financial support and building of the feeling of local identity of the residents and their responsibility for the area they live in.

Discussion and conclusions

The authors' research showed that the activity of the local community is an important element of sustainable management of natural heritage in the analyzed rural areas. With reference to utilization of this heritage for the purposes of tourism (and in particular its sustainable forms), both local government authorities and local associations, organizations, businesses are actively involved in the dialogue and cooperation. The attitude of the local communities presented in this paper complies with the results of studies by, among others, Hiwasaki (2003), Puhhaka (2008), Buta et al. (2014), Ruhanen (2013) and Gralak (2018). They list positive aspects of the activities undertaken by local communities for the development of sustainable tourism. At the same time, they point to cooperation between residents and the local government authorities and non-government organisations as a necessary condition for correct management of the protected areas.

With local government authorities the will to manage the natural heritage in a responsible manner is manifested in strategic documents which require residents to assume greater responsibility for developing the communes they live in. With extra-governmental organizations and associations, this responsibility is expressed in actual activity for the sake of environmental protection but also making the existing heritage available through creating sustainable tourism products.

In turn, comparing the activities of small businesses running tourist activities within the analyzed area to examples given in reference literature, it can be concluded that they have "a good grasp of sustainability concepts without knowing the theory" (Fassin, Van Rossem, Buelens, 2011). They still often undertake "sustainability actions without really disturbing the status quo of current practices" (Fassin et al., 2011). In connection with insufficient knowledge, a number of environmental and social measures it undertakes are more instinctive than well considered. Thus, continuing promotion and education of entrepreneurs on the principles of sustainable development and corporate social responsibility is very important, taking both economic as well as social, environmental and ethical goals into account.

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Rola społeczności lokalnych w rozwoju turystyki zrównoważonej – przykład Doliny Noteci

Słowa kluczowe

ekoturystyka, społeczności lokalne, obszary chronione, turystyka zrównoważona, produkt turystyczny

Streszczenie

Poniższy artykuł ma na celu ukazanie zakresu zaangażowania społeczności lokalnych i lokalnych przedsiębiorstw w rozwój usług ekosystemu kulturowego na obszarach wiejskich, w szczególności w odniesieniu do zrównoważonej turystyki. Autorzy omawiają, czy, w jaki sposób i dlaczego, społeczności lokalne tworzą produkty i infrastrukturę ekoturystyczną na obszarach, na których zasoby przyrodnicze i kulturowe podlegają ścisłej kontroli. Niniejsza praca opiera się na badaniach terenowych prowadzonych w cennym przyrodniczo rejonie doliny Noteci, będącej częścią Międzynarodowej Drogi Wodnej E70. Przeprowadzono 6 ukierunkowanych wywiadów z pracownikami wskazanych organizacji oraz z mieszkańcami zaangażowanymi w tworzenie oferty turystyki zrównoważonej i ekoturystyki. Wyniki wskazują, że społeczność lokalna coraz częściej zdaje sobie sprawę z korzyści związanych z funkcjonowaniem na obszarach chronionych i wykorzystuje lokalne zasoby naturalne i kulturowe w celu rozwoju na swoim obszarze zrównoważonej turystyki, w tym ekoturystyki. Staje się to dodatkowym, a dla niektórych głównym źródłem dochodu. Jednocześnie chronione jest lokalne dziedzictwo kulturowe, będące priorytetowym miernikiem Unii Europejskiej. Na szerszą skalę takie działania mają szansę rozwinąć się w dolinie Noteci, przy specjalistycznym i finansowym wsparciu, a także, przy wzroście wiedzy mieszkańców na temat idei ekoturystyki oraz ich świadomym zaangażowaniu w działania na rzecz jej rozwoju.

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WEBSITES AS A EUROREGIONAL MARKETING TOOL IN POLAND

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Keywords marketing, territorial, cross-border, Euroregion, internet

Abstract This paper discusses territorial marketing of Euroregions. Websites, one of the marketing tools, were the subject of an analysis. Based on literature research and experiences of the authors, criteria for website assessment have been prepared and 14 Polish Euroregional entities were the subject of an empirical study. An expert binary analysis and a survey in which a group of Polish students participated were used in the study. The study has shown that the websites vary considerably by content, form and navigation. Euroregions with interesting, stylish and modern websites have been identified. These websites are more and more commonly used for territorial promotion, including tourist promotion. After relevant consultations and modifications, the assessment criteria and the research tools that were proposed by the authors can be used in research and can support Euroregional authorities in the improving of marketing communication tools.

Introduction

Websites are becoming an increasingly important tool for territorial marketing. A special case of territorial marketing is marketing of cross-border regions called Euroregions. This issue can rarely be found in academic literature. Using triangulation, the authors seek an answer to the question – what role is played by websites in marketing activities of Euroregions.

The authors show the character of Euroregional marketing based on literature research. Furthermore, they develop research tools (an expert questionnaire and a survey questionnaire) for website assessment in terms of two complementary elements, i.e. content and form. The authors also seek to answer the questions – who the receivers of marketing activities are and what information is given to them. The subject of this study is 16 national Euroregional entities in Poland, including 14 entities which have their own websites.

A diagnostic survey was carried out based on a questionnaire. Fifty-four students took part in the survey. The study is supplemented by a binary expert analysis with 10 key criteria for assessment of Euroregional websites.

"Euroregional" marketing and its character

Euroregional marketing is inseparably connected with the process of cross-border cooperation. In operational terms, such a cooperation may be defined (Sousa, 2012, p. 5) as any type of concerted action between public or private institutions of the border regions of two (or more) states, driven by geographical, economic, cultural and political factors, with the objective of reinforcing neighbourhood relations, solving common problems or managing jointly resources between communities through any cooperation mechanisms available. The institutionalization of cross-border cooperation in Europe results in an establishment of international structures for cross-border cooperation called Euroregions (Kurowska-Pysz, Castanho, Gomez, 2018, p. 134).

Euroregion is not a legal term and it is defined ambiguously in source literature (Medeiros, 2011, p. 141). Apart from the term "Euroregion" words such as *regio, euregio, euregion, europaregion, eurodistrict* are used as synonyms (Duran, 2007, pp. 234–238). Leaving aside legal issues, Euroregion in an economic sense can be interpreted as a cluster (Greta, 2016, p. 34) or an institution (Perkmann, 2002, p. 113) that coordinates cross-border cooperation in its area of activity.

Euroregional authorities, just like regional authorities, may conduct marketing activities aimed at achieving the desired objectives by using available tools. Conventionally marketing conducted by Euroregional bodies can be called Euroregional marketing (Greta, Tomczak-Woźniak, 2014, pp. 329–339). But this term is so ambiguous that it needs to be specified more precisely. The organization and legal structure of Euroregions vary greatly among European countries. An important differentiating criterion is the degree of integration of national euroregional entities. In a Euroregion that covers two countries A and B (fig. 1) the aim is that marketing activities can be conducted by one cross-border entity P (A, B). However, in practice marketing activities are also conducted by national entities P(A) and P(B). This situation takes place also in Poland, where national Euroregional elements operate almost everywhere as associations of local governments. Each association, regardless of transnational structures, conducts its own "Euroregional marketing".

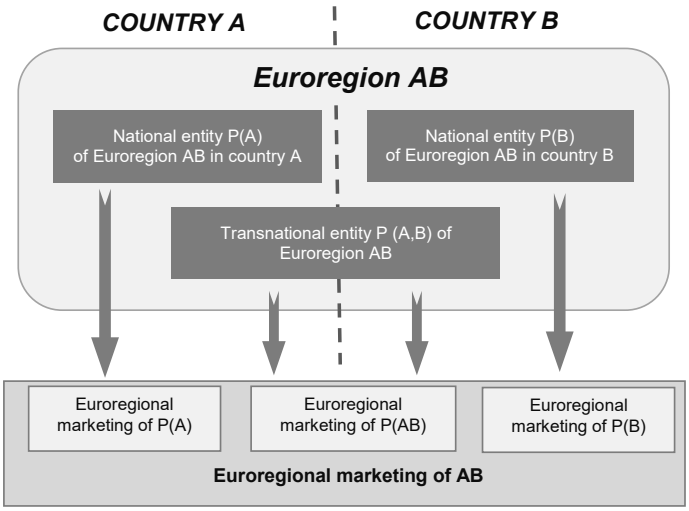

Figure 1. Marketing organizational model in Euroregions in Poland

Source: own study.

The philosophy of euroregional marketing evolved along with the development of cross-border cooperation. The first Euroregions were established in Poland in the 1990s. At that time Euroregional marketing was born (Winiarski, Przybyła, Bobowski, 1997, pp. 276–303). It was defined as "activities that create favourable conditions for Euroregional activity as well as the representation of euroregional interests at national level and the promotion of Euroregional ideas among local communities, aimed to make the entire population accept the objectives of cross-border cooperation". At first government administration was the initiator and coordinator of Euroregional marketing. Over time this function was taken over by local administration, mainly at communal level. Contemporary Euroregional marketing has become a part of territorial marketing (Greta, Tomczak-Woźniak, 2014, p. 332), including tourism marketing (Studzieniecki, 2003, p. 256; Studzieniecki, 2006, p. 243) and investment marketing (Leszczyńska, 2005, p. 24). Its objective is to influence opinions and attitudes of external and internal stakeholders by developing an adequate set of means and instruments for stimulation of exchange relations.

Websites as a marketing tool

Creating websites is one of the more important elements of modern marketing activities conducted by organizations. A website is a collection of webpages scored on a particular computer, called a Web server, and accessed by outside computers (Bell, 2009, p. 9).

It is believed that websites are becoming (Wolniak, 2012, p. 884) a key source of information about the organization, a promotional tool and a PR tool. There are many paths which the organization follows to share information about itself and its activity as effectively as possible. It wants to be

positively assessed by the Internet community. But there are also many risks and traps which have a negative impact on the functioning of the organization. These factors are analysed and assessed, seeking the most optimal communication tools (Grzywińska-Rąpca, Grzybowska-Brzezińska, 2016, p. 333).

The website content can be divided into a static part and a dynamic part. The former is a permanent element on the website, while dynamic elements include news, panels to log in and save preferences of each user. Furthermore, websites can contain interactive elements such as forms or interactive buttons (Wolniak, 2012, p. 886).

Before a website is created, it is necessary to connect it with the activity and image of the organization (Bell, 2009, p. 9). When designing and visualizing the website, the following principles must be applied (Frankowski, 2010, p. 67):

- a proper layout, a logical and clear structure of the content,
- a sensible sitemap, which makes finding the information one is looking for easier,
- a system of links – a navigation map,
- precise and up-to-date information about the website's owner,
- an accurate format of the text on the screen,
- adequate language versions,
- proper graphics that identifies the website's owner (colours, symbols, patterns),
- interactive elements, users can post their own opinions and comments,
- optionally a keyword search box.

The institution that is creating a website not only specifies the objective it wants to achieve by using this tool but also indicates target groups of receivers (Frankowski, 2010, p. 11). As for websites of Euroregions, three key groups of receivers can be identified (tab. 1).

Table 1. Key groups of receivers of Euroregional marketing in Poland.

No.	Category	Receivers
1.	Receivers who have their registered office or residence in the area of activity	Members (institutions) of the Euroregion Citizens Social and economic entities Local government units
2.	Receivers who have their registered office or residence outside the area of activity	Tourists Potential citizens Investors
3.	Others, regardless of their registered office or residence	Academics Students Journalists Entities interested in activity

Source: own study.

For high quality communication via websites, websites should be periodically evaluated. The scope of evaluation must include, above all, the content of the presented information, its clarity, topicality, easy navigation (browsing), website clarity and the usefulness of information for users (Smalec, 2014, p. 203).

A popular method for assessment of websites of offices and administrations at different levels is the Website Attribute Evaluation System (WAES) prepared by the international team Cyberspace Policy Research (Bański, 2006, p. 60). The website content and functionality are assessed with 40 binary criteria. The WAES is often modified, some criteria are ignored or weights are ascribed to them (Prałat, 2010, p. 259). Websites of administration offices are sometimes assessed on a scale with several points (Smalec, 2014, p. 204). According to the authors of this paper, it is worth assessing websites by using a diagnostic survey with a questionnaire. This type of surveys, despite an element of subjectivity, gives the opportunity to confront better the content and form of a website with the expectations and preferences of the assessing persons.

Euroregions in Poland

There are 16 Euroregions located on Polish borders (fig. 2). They border all 7 neighbouring countries (Russia, Lithuania, Belarus, Ukraine, Slovakia, Czechia, Germany). Apart from the territories of the neighbouring countries, Euroregions include territorial units of four countries (Romania, Hungary, Sweden, Denmark).

Figure 2. Euroregions in Poland

Source: own study.

The entities of the Euroregions (defined as international structures) are Polish national entities which operate as associations. At the time of conducting this study, only 14 entities have functioning websites. Internet domains consist of two parts: the main name and the ending – an extension. Most entities have the ending "PL" in their addresses. Only one entity has the "EU" ending (fig. 3).

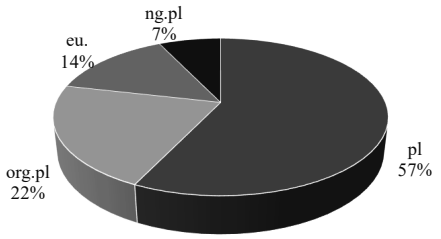

Figure 3. Endings of domains owned by national Euroregional entities in Poland

Source: own study.

The full Polish name of a Euroregion can be found in addresses of 10 entities (tab. 1). A shortened name or an abbreviation was used in the addresses of three entities. In one case it was the name of the association which belonged to the Euroregion instead of the name of the Euroregion (Olza). The address of Euroregion Białowieża Forest was http://www.euroregion-puszczabialowieska.prv.pl. However, when you entered this address, you were redirected into http://www.euroregion-pb.pl. Since none of these websites worked, they were not evaluated.

Table 2: Websites of national euroregional entities in Poland

No.	Euroregion (in Polish)	Abbreviation	Neighbouring countries	Name of the Polish entity (in English)	Website
1.	Baltic	Bal	Sweden, Denmark, Lithuania, Russia	Association of Polish Communes Euroregion Baltic	http://eurobalt.org.pl.
2.	Neman	Nie	Russia, Lithuania	Association "Euroregion Neman"	http://www.niemen.org.pl.
3.	Łyna – Ława	No website			
4.	Bug	Bug	Belarus, Ukraine	Association of Local Governments of Euroregion "Bug"	http://www.euroregionbug.pl
5.	Białowieża Forest	Website breakdown			
6.	Carpathian	Kar	Ukraine, Slovakia, Hungary, Romania	Association Carpathian Euroregion Poland	http://www.karpacki.pl
7.	Tatras	Tat	Slovakia	Association Euroregion Tatras	http://www.euroregion-tatry.eu
8.	Beskids	Bes	Slovakia	Association "Beskids Region"	http://www.euroregion-beskidy.pl/
9.	Śląsk Cieszyński	SC	Czechia	Association of Regional Development and Cooperation "Olza"	http://www.olza.pl/
10.	Silesia	Sil	Czechia	Association of Communes of the Upper Odra River Basin	http://www.euroregion-silesia.pl/
11.	Pradziad	Pra	Czechia	Association of Polish Communes of Euroregion Pradziad	http://www.europradziad.pl

No.	Euroregion (in Polish)	Abbreviation	Neighbouring countries	Name of the Polish entity (in English)	Website
12.	Glacensis	Gla	Czechia	Association of Polish Communes of Euroregion Glacensis	http://euroregion-glacensis.ng.pl
13.	Nysa	Nys	Czechia, Germany	Association of Polish Communes of Euroregion Nysa	http://www.euroregion-nysa.eu
14.	Sprewa Nysa Bóbr	SNB	Germany	Association of Polish Communes Euroregion "Sprewa-Nysa-Bóbr"	http://euroregion-snb.pl
15.	Pro Europa Viadrina	PEV	Germany	Association of Polish Communes of Euroregion "Pro Europa Viadrina"	http://www.euroregion-viadrina.pl/
16.	Pomerania	Pom	Germany	Association of Polish Communes of Euroregion Pomerania	http://www.pomerania.org.pl/

Source: own study based on websites.

Website evaluation

Based on literature research and the results of an analogous evaluation of websites of local government administration, the authors, using their own experience, proposed 10 criteria for website assessment (tab. 3). Based on these criteria they carried out a binary analysis.

Table 3. Website evaluation with the expert method

No.	Elements	Bal	Nie	Bug	Kar	Tat	Bes	SC	Sil	Pra	Gla	Nys	SNB	PEV	Pom	Total
1.	members	+	+	+	+	+	+	+	+	+	+	+	+	+	+	14
2.	authorities	+	–	+	+	+	+	+	+	+	+	+	+	+	+	13
3.	employees	+	–	+	–	–	+	+	+	+	+	+	+	+	+	11
4.	statute	+	+	+	–	+	+	+	+	+	+	+	+	+	+	13
5.	contact	+	+	+	+	+	+	+	+	+	+	+	+	+	+	14
6.	background	+	+	+	+	+	+	+	+	+	+	+	+	+	+	14
7.	reports	+	+	+	+	–	–	+	–	+	–	+	–	–	–	7
8.	current activities	+	+	+	+	+	+	+	+	+	+	+	+	+	+	14
9.	ongoing projects	+	+	+	+	+	+	+	+	+	+	+	+	+	+	14
10.	place promotion	+	–	+	+	+	+	+	+	+	+	+	+	+	+	13
Total		10	7	10	8	8	9	10	9	10	9	10	9	9	9	X

Source: own study.

In 5 out of 14 Euroregions, the websites contained all 10 elements. All the websites included elements such as members, contact, background, current activities and ongoing projects. Nearly all Euroregions made their statutes available on their websites. Only some of the Euroregions put financial and substantive reports on their websites. But we must emphasize that it is not their obligation. Almost all the websites were used for tourist and promotional purposes. When analysing

the activity of Euroregions, it was noticed that they fulfil one more important function. They share information about programmes and funds dedicated to cross-border cooperation and help to match partners to implement cross-border projects.

The websites were also examined by using a moderated survey. Fifty-four students took part in it. They viewed, tested and assessed the websites on a scale from 1 to 10 with the participation of a moderator. Five categories were assessed (table 4). The accuracy of the address got the highest score and visual attractiveness received the lowest score. The address which consisted of the full name of a Euroregion and the ending "PL" got the highest score (e.g. www.euroregionbug.pl). The address of Euroregion Cieszyn Silesia obtained the lowest score (4.53). It probably resulted from the fact that the name of the address included not the name of the Euroregion but the association Olza which is a part of this Euroregion (http://www.olza.pl). The category – visual attractiveness had the most diversified scores (from 4.28 to 8.81), while the category – easy navigation had the least diversified score (from 6.16 to 8.24). The websites were on average assessed as good (7.08). One of the websites (Euroregion Beskids) was assessed as very good (8.47). At the other end, the website of Euroregion Neman got the lowest score (5.75).

Table 4. Website evaluation with a questionnaire

No.	Euroregion	Accuracy of address	Website layout	Easy navigation	Visual attractiveness	Substantive attractiveness	Average
1.	Baltic	7.83	7.02	7.20	6.83	6.98	**7.17**
2.	Niemen	7.68	4.94	6.22	4.28	5.64	**5.75**
3.	Bug	9.02	7.00	6.96	6.33	6.48	**7.16**
4.	Carpathian	7.72	6.83	6.83	6.43	7.00	**6.96**
5.	Tatra	8.36	7.39	7.26	7.19	6.96	**7.43**
6.	Beskids	8.68	8.43	8.24	8.81	8.17	**8.47**
7.	Śląsk Cieszyński	4.53	7.19	7.02	6.79	7.23	**6.56**
8.	Silesia	8.11	6.48	6.28	6.33	6.37	**6.71**
9.	Pradziad	7.96	5.91	6.16	5.72	6.11	**6.37**
10.	Glacensis	7.77	6.93	7.65	7.57	7.52	**7.49**
11.	Nysa	8.33	7.13	7.50	6.92	7.52	**7.48**
12.	Sprewa Nysa Bóbr	6.94	7.04	7.31	7.31	7.54	**7.43**
13.	Pro Europa Viadrina	7.65	7.11	7.13	7.19	7.24	**7.27**
14.	Pomerania	7.78	6.71	7.06	7.10	7.00	**7.13**
15.	Average	7.74	6.87	7.06	6.77	6.98	**7.08**

Source: own study.

The survey has also revealed an interesting correlation between the score of visual attractiveness and substantial attractiveness of Euroregions. The website that obtained the highest score in substantive attractiveness (Euroregion Beskids) also got the highest score in visual attractiveness.

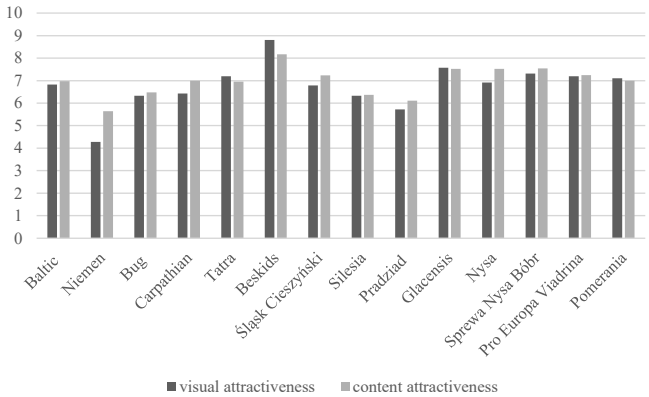

Figure 4. Visual and substantive attractiveness of websites of Polish Euroregions

Source: own study.

Conclusions

The issue of euroregional marketing, in the context of evolution of Euroregions and development of their successors, i.e. European Groupings of Territorial Cooperation, seems to be important and far-reaching. Euroregions, and more precisely national entities of Euroregions, operate in Poland as associations of local governments, which determine their activities and indirectly impose the content and form of their websites. There is no perfect example of what the website of a Euroregion should look like and what it should contain. Numerous models and patterns developed for the needs of local government administration are not fully applicable for Euroregions. The authors of this paper proposed important elements which, in their opinion, a website should contain. Having conducting a survey in Poland, they noticed that majority of these elements is already present on the websites of Euroregions. Many Euroregions have very stylish, modern and interesting websites. They can serve as a model for other Euroregions. After adequate consultations and modifications the assessment criteria and research tools proposed by the authors can be used universally.

Cross-border cooperation and Euroregions are still rather unknown in Central and Eastern Europe, so Euroregional authorities perform an educational function via their websites. Euroregions are a link in the system of sharing information about programmes and funds dedicated to cross-border cooperation. They are important for matching partners to implement cross-border projects.

It should be stressed that websites are more and more commonly used for regional promotion. Consumers of euroregional products are both tourists and citizens. Websites are used in very different ways for tourist promotion. The simplest form is a picture gallery (Euroregion Beskids), the most advanced one is a promotional video (Euroregion Silesia), an event calendar (Euroregion Glacensis) or a separate tourist website (Euroregion Cieszyn Silesia). Taking into account the fact that members of Euroregions (mainly communes) and regional authorities conduct their own marketing activities and have their own websites, it is challenging to synchronize Euroregional marketing in such a way that its effects are optimized and synergetic benefits are generated.

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Witryna internetowa jako narzędzie marketingu euroregionalnego w Polsce

Słowa kluczowe

marketing, terytorialny, transgraniczny, euroregion, Internet

Streszczenie

Artykuł podejmuje problematykę marketingu terytorialnego euroregionów. Analizie poddano jedno z narzędzi marketingowych jakim jest witryna internetowa. Na podstawie studia literaturowych i doświadczeń autorów opracowano kryteria oceny witryn internatowych i przeprowadzono badania empiryczne 14 narodowych podmiotów euroregionalnych w Polsce. W badaniach wykorzystano metodę binarnej analizy eksperckiej oraz sondażu ankietowego przeprowadzonego na grupie studentów polskich. Badania dowiodły znacznego zróżnicowania witryn internetowych pod względem treści, formy i nawigacji. Wskazano euroregiony posiadające ciekawe, eleganckie, i nowoczesne witryny. Witryny te znajdują coraz większe zastosowanie w promocji terytorialnej, w tym w promocji turystycznej. Zaproponowane przez autorów kryteria oceny i narzędzia badawcze, po stosownych konsultacjach i modyfikacjach, mogą zostać wykorzystane w badaniach naukowych oraz ułatwić władzom euroregionalnym doskonalenie narzędzi komunikacji marketingowej.

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RESPONSIVENESS OF HOTEL WEBSITES: AN EXAMPLE FROM RZESZÓW AND ITS SURROUNDINGS

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KEYWORDS mobile devices, Internet, booking

ABSTRACT The internet services market in tourism is developing intensively. Among factors affecting the quality of hotel services, modern information technologies play an important role, so hotels need to adapt to this dynamically changing virtual environment. Since more and more Internet users use mobile devices, hotels should make their websites work with such devices; in other words, they should make them responsive. Responsive websites smoothly adapt to changes in browser size and screen resolution of all types of devices, both desktop and mobile. A site designed in such a way makes it easier to read content and navigate irrespective of the device used.
The aim of the study is to analyze the state of adaptation of hotel websites in Rzeszów and its surroundings to mobile devices. The results show that in 2016 many hotels did not have websites designed for mobile devices. Thus, there is a need to invest in websites compatible with mobile devices. Thanks to responsive websites, hotels will be more visible on the Internet and thereby easier to reach for potential customers.

Introduction

The market of internet services in tourism has been developing intensively. This can be seen in the studies conducted in 2006 and 2013 by Biełuszko (2014) who observed clear changes in the market, such as:

- an increasing number of ways to promote hotel services on the Internet,

- an increasing degree of market globalization manifesting itself in the presentation of offers of some international businesses even in 90 languages,
- a possibility for a hotel to directly manage its offers,
- the appearance of numerous and very popular Internet comparison services.

Hospitality industry is one of the most important industries of the tourism sector, and an important factor affecting the quality of hotel services is the use of modern information technologies. They allow hotel entrepreneurs to obtain, process, analyze, and exchange information necessary to conduct effective business operations (Szostak, 2008). These days, most hotels invisible online are almost invisible in general.

These days, it is the Internet that offers the most popular form of communication with recipients. It allows bilateral communication; constant access to information; searching, collecting and organizing data; and making transactions – all of these at low unit costs (Orfin, 2013). A good website is thus a necessity in the modern world of hotel services, a necessity without which most hotels are doomed to extinction.

More and more Internet users – tourists are no exception – use mobile devices. At the beginning of 2018, the number of mobile phone users amounted to 5.135 billion globally, an annual increase of 4%. Already 68% of the population uses such devices (Majchrzyk, 2018). Thus, for a website to be available to as many users as possible, it should be responsive: RWD (Responsive Web Design) websites render well regardless of the device and screen size (Gardner, 2011).

Dedicated exclusively to mobile devices, mobile websites are separate websites (with a different address), lighter and faster, which load automatically (without user's action) after the original website detects a mobile device trying to open it. Responsive websites do not require such redirection. They do not need two separate websites, instead adapting themselves to a browser, screen resolution, and a device, whether desktop or mobile (E-hotelarz, 2015). A site designed in such a way makes it easier to read its content and navigate through it.

This study aims to analyze whether hotels located in Rzeszów and its surroundings are responsive, so whether they are mobile-device–friendly.

Mobile operating systems and booking portals for accommodation

Not long ago, websites in the hotel industry mainly aimed at presenting basic information about the hotel. Recently, a hotel website should also work as a virtual seller whose task is to provide information, encourage reservations, and enable transactions in real time (Litvin Goldsmith, R.E., Pan, 2008; Wang, Law, Guillet, Hung, Fong, 2015). Now, however, even these functionalities are not enough: more and more often people – tourists included – are using mobile devices, and thus a hotel website should not be repellent for the users who visit it on their mobile devices. In 2014, 53% of inspirations related to travel began on mobile devices, according to Frits van Paasschen, President and CEO of Starwood Hotels & Resorts (*Słuchać gości...*, 2014). According to Criteo's Travel Insights Report, those travel companies who had their dedicated mobile applications saw that 41% of their bookings take place on mobile devices in the fourth quarter of 2016 and 60% in

the same period in 2017, quite an impressive increase. Online travel agents also note the increasing use of mobile devices, with 45% of the bookings being made with a smartphone or tablet (up to 80% in 2018).

In recent years, the market of mobile operating systems has been rapidly changing (fig. 1). In 2010, it was fragmented with two dominating giants (Black Berry and Symbian) and several smaller ones (e.g. Bada, the experimental Samsung system). In 2016, only two players counted – but different ones: Android (84.8%) and iOS (14.4%) on iPhones, the remaining ones being used mainly on old smartphones and accounting for only 0.8% of the market. Android has been constantly strengthening its position on the market ever since, its share in 2017 amounting to 85.9%. It is currently the most affordable platform on which cheap devices operate, many of which are still in use (Majchrzyk, 2018).

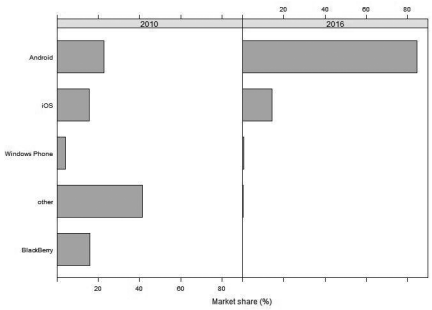

Figure 1. Market share of global mobile operating systems sold to end users

Source: https://mobirank.pl/2018/05/12/udzial-mobilnych-systemow-operacyjnych-na-swiecie-4q-2017/ (24.09.2018).

Websites offer hoteliers a lot of interesting information about their users. One such piece of information is what kind of devices the users use. Such information can help to decide to rebuild a website, for instance when many website guests use mobile devices and the website is not mobile-friendly (Marek, 2014).

In June 2013, the ARC Rynek i Opinia Research Institute conducted an expert study aimed at analyzing the brand awareness of hotel reservation systems in Poland. The survey results covered ten portals: Booking.com, Trivago.pl, HRS.pl, Rezerwuje.pl, Hotele.pl, Hotels.com, Expedia.com, OdkryjPolske.pl, Kayak.com, and StayPoland.pl. The experts from the Interaktywnie.com portal were asked to express their opinion as to whether the websites recognition went hand in hand with their usefulness. To assess website usefulness, the experts evaluated the website method and time of operation, graphic design, quality and form of the information, general impression after using the website, and additional functionalities, including the mobile version of the website. Among the studied websites, Booking.com received the highest score (Interaktywnie.com, 2013).

A study conducted in 2016 at 1400 hotels by the German Hotel Association (Hotelverband Deutschland – IHA) in cooperation with the Institute of Tourism at Westschweiz Wallis Higher Vocational School showed that 25.2% of overnight accommodations in Germany were purchased

through booking portals. Over 95% of the market share belonged to three companies, namely, Booking.com (54.7%), HRS (30.4%) and Expedia (10.8%) (Szypuła, 2017).

A study by HRS, a leading hotel booking portal in Europe, shows that hotel reservations are more and more often made using mobile applications. In 2015, nearly one in five overnight accommodations was booked using a mobile device. The survey showed that 19.6% of respondents had made at least one such reservation, and about 13% – most of whom were in the age range of 30–49 – did so regularly. A market study by eResult showed that private travelers used mobile solutions almost as often (18.4%) as did business travelers (21.2%), the ease of booking being the reason the respondents offered as an explanation to the use of a mobile device (E-hotelarz, no publication year).

Study area

Located in south-eastern Poland, on the Wisłok River, Rzeszów is the capital of Podkarpackie Voivodeship. It is an important administrative, economic, cultural and academic center in the region. Its good transport accessibility is due to the location near the A4 motorway and the S19 expressway (still under construction), important railway lines, and Rzeszów-Jasionka Airport. In 2016, Rzeszów occupied an area of 117 km^2 and was inhabited by 187,422 people (Statystyczne Vademecum Samorządowca, 2017).

In 2015, there were 39 tourist accommodation establishments in Rzeszów, 2,914 beds altogether. Throughout the year, 220,718 people used them, including 60,380 foreign tourists. In total, 322,236 overnight accommodations were registered, including 81,500 accommodation for foreigners. Among the foreign tourists using the tourist accommodation establishments, 33.4% were from Ukraine, 15.7% from Germany, and 6.8% from Israel (*Turystyka*..., 2016).

Among various tourist accommodation establishments, hotels play a key role. In 2016, 30 hotels operated in the city: one five-star (Hotel Bristol – Tradition & Luxury), five four-star, thirteen three-star, seven two-star, two one-star, and two under categorization (Bank Danych Lokalnych). In addition, a dozen or so facilities are located in the suburbs, some of which of very high standards (e.g. Blue Diamond Active Spa Hotel).

Methods

Conducted from June to September 2016, this research assessed the responsiveness of hotel websites in and around Rzeszów. In particular, the study focused on whether the websites were adapted to mobile devices.

The study included 28 hotels representing the whole range of standards. We analyzed their websites using Google's PageSpeed Insights tool, which shows the speed of a website on computers and mobile devices, on a scale from 1 to 100, and the Google-Mobile-Friendly tool which assesses whether a website is adapted to mobile devices.

We will use the scoring interpretation suggested by the PageSpeed Insights documentation (About PageSpeed Insights, 2018). According to this, a page is considered "good" when it scores at least 80 points: such a page "applies most performance, best practices and there is little headroom

for further optimization." The score is "low" when it is below 60: such a page "is not optimized and there is fairly large headroom for optimization."

We supplemented the study with the direct analysis of hotel websites using an iPhone 6 smartphone. In its course, one of the co-authors (L.P.) opened websites of all hotels under research on the above-mentioned device and analyzed their aspects as being visually adapted to mobile devices, presence of easy-to-locate booking option, and easy access to basic information about the hotel.

Results

Even the fastest websites were not really fast, the highest score was below 90 PageSpeed Insights points. The fastest-running websites on computers (the score of over 80 points) had the following hotels (fig. 2): Best Western Plus Ferdynand***, Horizon***, Eden*, Falcon***, Grein***, and Prezydencki****. Websites of 11 hotels had low PageSpeed scoring (with fewer than 60 points), the slowest website (below 30 points) of Hotel Zimowit***. None of the websites, however, had a good score (at least 80 points) for mobile devices, and only three websites had at least 70 points on mobile devices, namely, Best Western Plus Ferdynand***, Falcon***, and Grein***. As many as 13 websites scored low (below 60 points) on mobile devices, and two others reached the boundary of 60 points. The slowest websites (scoring below 25 points) were those of Schanel Residence*** and Zimowit***. The median score was 56.5 on computers and 49.5 on smartphones.

The websites of all hotels but two (Hotel Classic and The Blue Diamond Active Spa) scored better on computers than on smartphones, quite likely due to their being designed at least a few years before the study. Back then, mobile devices played a minor role in booking – so, for a hotel, creating a responsive website was more of an innovation than a necessity.

The study also identified faults which should and those which could be improved (fig. 3). Among the elements indicated as necessary for improvement, the most frequent ones were the following: eliminating the JavaScript and CSS code blocking rendering from the part of the page visible on the screen (92.9% of the websites tested); using the browser's cache (71.4%); optimizing images (32.1%); including compression (14.3%); reducing server response time (10.7%); reducing JavaScript (7.1%); using legible font sizes (7.1%); changing window configuration (7.1%); choosing the right size of the touch elements (3.6%).

Among the elements that could be improved, the most frequent ones were the following: reducing JavaScript (71.4%); reducing CSS (60.7%); optimizing images (46.4%); shortening the server response time (39.3%); including compression (32.1%); reducing HTML (28.6%); using the browser's cache (21.4%); prioritizing the visibility of content (17.9%); avoiding redirection of landing pages (3.6%); choosing appropriate sizes of touch elements (3.6%); and avoiding the use of plug-ins (3.6%).

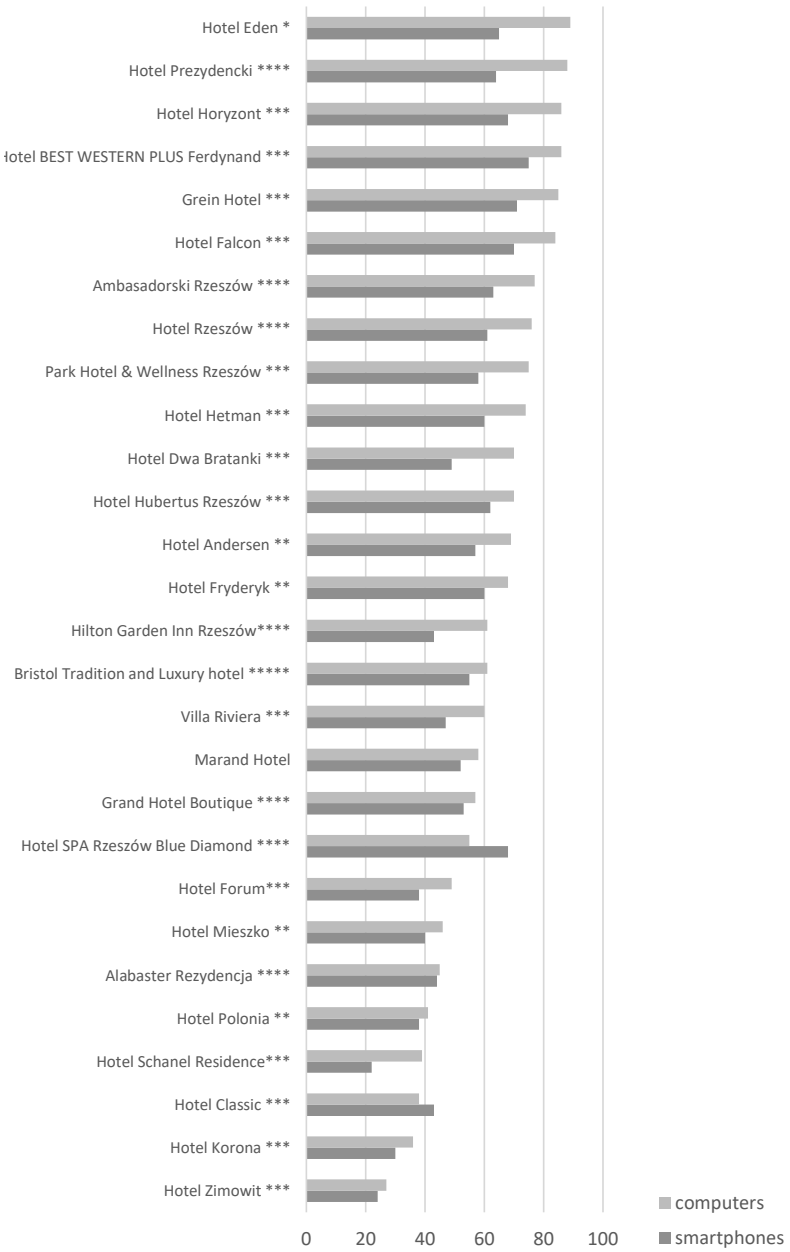

Figure 2. Loading speed of websites of the studied hotels from Rzeszów and its surroundings

Source: own study based on data obtained with PageSpeed Insights.

Figure 3. An example of a slow website: PageSpeed Insights for the Zimowit hotel on a mobile device

Source: own study based on data obtained with PageSpeed Insights.

The test carried out on the mobile device showed that only ten hotels had reasonably useful pages. Unfortunately, most of the tested websites were neither adapted to mobile devices nor intuitive. Problems occurred both at the home page and after expanding the menu. For example, often the basic function "Book" was missing, and instead other – less useful – information appeared, often too much of it and taking too much space.

According to the test of compliance for mobile devices, carried out with Google's Mobile-Friendly Test, 53.6% of examined websites were well adapted. The most frequent comments for the websites that did not pass the test were as follows:

- links located too close to each other (100% of the pages that were negatively rated),
- too small font hindering reading (69.2%),
- working window not set for mobile devices (69.2%),
- content wider than the screen (53.8%),
- using incompatible plugins (7.7%).

Conclusions

The results showed that in 2016 websites of most hotels located in Rzeszów and its surroundings were non-responsive. In order to keep pace with the changing world and the needs of potential guests, these hotels should consider investing in websites that are both user-friendly and compatible with mobile devices. Otherwise, they risk being marginalized in this fast-changing market.

People all over the world tend to use mobile devices more and more, and tourists are no exception to this rule. Indeed, mobile devices, especially smartphones, have affected the hospitality industry (Wang, Xiang, Low, Ki, 2016). These days, mobile phones are not just *phones*: they are *smartphones*, smart computers offering various information services that can be accessed whenever and wherever one has Internet access via Wi-Fi or a mobile network (Wang, Park, Fesenmaier, 2011).

Tourists need a quick and easy way to book accommodations anytime and from anywhere. These days, it is mobile devices that offer such service. One takes the smartphone from a pocket,

and there it is: all the information a tourist needs to make a reservation. So hotels that disregard such needs disregard their potential clients, risking losing them forever.

A website is a hotel's showcase on the Internet. If it is unreadable, incomprehensible, difficult to use, or mobile-unfriendly, it is likely to repel most potential guests. Unfortunately, even high-standard hotels in 2016 had very unhelpful websites. Responsive websites could help them increase their visibility on the Internet and make them easier to reach for potential customers, which could have a major impact on both the use of accommodation in facilities and profits. Importantly, such investments are usually relatively low, given all the costs hotels have to incur.

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Responsywność stron internetowych hoteli. Na przykładzie Rzeszowa i okolic

Słowa kluczowe

urządzenia mobilne, Internet, rezerwacje

Streszczenie

Rynek usług internetowych w turystyce intensywnie się rozwija. Wśród czynników wpływających na jakość usług hotelarskich ważną rolę odgrywają nowoczesne technologie informacyjne, dlatego hotele muszą się dostosować do tego dynamicznie się zmieniającego środowiska wirtualnego. Ponieważ coraz więcej użytkowników Internetu korzysta z urządzeń mobilnych, hotele powinny sprawić, aby ich witryny współpracowały z takimi urządzeniami; innymi słowy, powinny one być responsywne. Responsywne strony internetowe płynnie dostosowują się do zmian rozmiaru przeglądarki i rozdzielczości ekranu wszystkich typów urządzeń, zarówno desktopowych, jak i mobilnych. Strona zaprojektowana w taki sposób ułatwia czytanie treści i nawigację niezależnie od używanego urządzenia.

Celem badania jest analiza stanu dostosowania stron internetowych hoteli w Rzeszowie i jego okolicach do urządzeń mobilnych. Wyniki pokazują, że w 2016 r. wiele hoteli nie miało stron internetowych zaprojektowanych z myślą o urządzeniach mobilnych. Dlatego istnieje potrzeba inwestowania w strony internetowe kompatybilne z urządzeniami mobilnymi. Dzięki responsywnym stronom internetowym hotele będą bardziej widoczne w Internecie, dzięki czemu łatwiej dotrzeć do potencjalnych klientów.