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**Introduction** 5

**Functioning of Tourism Market**

Tadeusz Ciupa, Roman Suligowski

The importance of the Busko-Zdrój and Solec-Zdrój spas for tourist accommodation in Świętokrzyskie Voivodeship 7–18

Katarzyna Klimek

The Role of Destination Management Organizations (DMOs) in Commercialization of Summer Tourism Products: New Challenges for Mountain Destinations in an Integrated and Global e-Market Place 19–28

Iwona Józefowicz, Hanna Michniewicz-Ankiersztajn

The Offer of Tourism and Recreation Business Entities Under Social Programmes on the Example of the Large Family Card 29–38

Joanna Poczta, Ewa Malchrowicz-Mosko, Nuno Miguel Castanheira Almeida

Concepts of *event loyalty* & *destination loyalty* based on the example of sports fans of Poznan Half Marathon 39–48

Ewa Skowronek, Andrzej Tucki, Monika Jodłowska

An Assessment of the quality of services offered by the Nałęczów Health Resort and SPA SA 49–63

**Regional Aspects of Tourism**

Teresa Brzezińska-Wójcik, Ewa Skowronek, Andrzej Świeca

Diversity of the tourism potential and functions in the Roztocze region 65–81

Jolanta Cichowska

Cultural heritage of Pałuki in relation to development of agritourism in the region 83–91

Anna Pawlikowska Piechotka, Anna Ostrowska-Tryzno, Karolina Gołębiaska

Urban pilgrims tourism – local community and visitors perspective (St. Stanislaus Kostka sanctuary in Warsaw) 93–101

Anna Szeliga-Duchnowska, Bolesław Goranczewski	
Use of TOWS analysis in tourism and recreation strategy planning by a commune governing the hosting area	103–114
Joanna Zielińska-Szczepkowska, Donata Sawulska-Kamińska	
Does EU funding support the development of tourism? Case study of warmińsko--mazurskie voivodeship	115–131

## INTRODUCTION

The next edition of the scientific journal *Ekonomiczne Problemy Turystyki* (*Economics Problems of Tourism*) contains articles prepared in English. The authors are academic employees of Polish universities whose scientific interests focus on the economic and spatial issues of the tourism economy. The articles in the current issue cover the issues of the tourism market and regional aspects of tourism development. All the works presented in addition to theoretical issues, take broadly the empirical issues related to the functioning of, among others, tourist enterprises, including health resorts, tourist organizations functioning in tourist destinations, and issues related to tourism policy. In regional terms, the presented works include research conducted in tourist regions and subregions such as: Warmia and Mazury, Świętokrzyskie, Roztocze, Pałuki and selected tourist destinations, including capitol of Poland – Warsaw. I kindly invite readers to read the current issue of the journal. Published texts are available at [www.wzieu.pl/?y=4502&yy=6593](http://www.wzieu.pl/?y=4502&yy=6593). I encourage authors to submit work proposals for subsequent issues of the scientific journal.

Kolejne wydanie czasopisma *Ekonomiczne Problemy Turystyki* zawiera artykuły przygotowane w języku angielskim. Autorami są pracownicy naukowcy polskich uczelni, których zainteresowania naukowe koncentrują się na problematyce ekonomicznej i przestrzennej gospodarki turystycznej. Prezentowane artykuły w bieżącym numerze obejmują zagadnienia funkcjonowania rynku turystycznego oraz regionalnych aspektów rozwoju turystyki. Wszystkie przedstawione prace, obok zagadnień teoretycznych, podejmują w szerokim ujęciu zagadnienia empiryczne związane z funkcjonowaniem m.in. przedsiębiorstw turystycznych, w tym uzdrowiskowych, organizacji turystycznych funkcjonujących w destynacjach turystycznych oraz problematykę polityki turystycznej. W ujęciu regionalnym prezentowane prace obejmują badania prowadzone w regionach i subregionach turystycznych takich jak: Warmia i Mazury, świętokrzyskie, Roztocze, Pałuki oraz wybranych miejscowościach turystycznych, w tym m.in. w Warszawie. Zapraszam czytelników do zapoznania się z bieżącym numerem czasopisma. Publikowane teksty są dostępne na stronie [www.wzieu.pl/?y=4502&yy=6593](http://www.wzieu.pl/?y=4502&yy=6593). Autorów zachęcam do zgłaszania propozycji prac do kolejnych wydań czasopisma.

Aleksander Panasiuk



# THE IMPORTANCE OF THE BUSKO-ZDRÓJ AND SOLEC-ZDRÓJ SPAS FOR TOURIST ACCOMMODATION IN ŚWIĘTOKRZYSKIE VOIVODESHIP

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## KEYWORDS

spa towns, Busko county, state of tourist development indices, tourist traffic intensity indices

## ABSTRACT

The presented paper shows the results of a comparative analysis describing the state and occupancy rate of accommodation establishments in Busko county in 2000 and 2015, including the influence of Busko-Zdrój and Solec-Zdrój where two major spas are located. With the use of the data from the Central Statistical Office describing establishments that provide accommodation services, a number of indices characterizing tourist management (i.a. density of the accommodation establishments, Charvat's, Baretje's and Defert's indices) and tourist traffic (Schneider's and Defert's) were calculated. The analysis of the indices values obtained has shown that Busko county can be classified as well-developed touristically in comparison to other counties in the voivodeship, and even in Poland. It has been proved that the two dynamically functioning spas contribute significantly to such an assessment.

## Introduction

In recent years, it is noticeable that spas are developing intensively and that their role on the market of tourist services is increasing (Góra, 2013; Panasiuk, 2013; Wójcikowski, 2013). The research carried out by Kapczyński and Szromek (2008), based on the Butler's model (1980), has shown that two life cycles can be identified in the development of Polish spas in the period 1949–2006. The authors prove that since 2000, a new development stage of modern spas has started.

This tendency is reflected in the greater interest of both domestic and foreign tourists in the Polish spas' offers (Kraś, 2011). The mentioned changes often result in the increase of the spas' attractiveness, mainly due to the development and improvement of existing infrastructure – including the accommodation establishments. Busko-Zdrój can be considered one of the most important and well known spas in Poland (Gonda-Soroczyńska, 2012; Górka, Wartecka-Ważyńska, 2013). Its dynamic growth at the beginning of the 21<sup>st</sup> century is most probably related to the discovery (2006) of the new and rich underground sulfur water deposits – Las Winiarski and Busko-Północ. In 2008, the construction of a hydrotechnical complex began and curative waters started to be exploited and delivered to 10 spa resorts. These waters are now widely used in bathing, drinking and inhalation therapies (Lisik, 2010; Lisik, Szczepański, 2014). Another spa in Busko county that also uses sulfur waters is Solec-Zdrój (Łajczak, 2001; Gonda-Soroczyńska, 2011). This raises a question: how important are the Busko-Zdrój and Solec-Zdrój spas for shaping the tourist accommodation in the Busko county compared to the Świętokrzyskie Voivodeship in the early 21<sup>st</sup> century?

The aim of the present paper is to determine the importance of the Busko-Zdrój and Solec-Zdrój spas for the development of the tourist accommodation and its use in Busko county in the years 2000 and 2015 in comparison to the other counties in the Świętokrzyskie Voivodeship.

Busko county is one of the 14 administrative units of this rank in the voivodeship (13 counties and 1 city with county rights) (Figure 1).



**Figure 1.** Location of Busko-Zdrój Spa and Solec-Zdrój Spa in Busko county in the perspective of Świętokrzyskie Voivodeship

Source: own elaboration.



Busko county with the area of 968 km<sup>2</sup> was inhabited by 73.4 thousand people in 2015, which in comparison to the whole Świętokrzyskie Voivodeship equaled to 8.3% and 5.8% respectively. Almost 17,000 people live in Busko-Zdrój which is a city with the county rights, while Solec-Zdrój is the seat of the rural municipality with 5,000 inhabitants.

## Methods

To evaluate the tourist function of selected administrative units, a number of commonly used indices were applied (Chudy-Hyski, 2006; Kurek, Mika, 2008; Lijewski, Mikułowski, Wyrzykowski, 2008; Szromek, 2012). A relative character of the used indices allows to compare and assess administrative units of different size and demographic potential. The indices were grouped in two different types characterizing:

1. State of tourist development:

- accommodation density – number of accommodation facilities by administrative area per: a) 100 km<sup>2</sup> and b) 1,000 permanent inhabitants (author's own index),
- tourist saturation index (Charvat's index) – number of accommodation facilities per 1 km<sup>2</sup>,
- tourist function of the area (Baretje's and Defert's index) – number of bed places per 100 permanent inhabitants.

2. Tourist traffic intensity:

- Schneider's index – number of tourists accommodated per 1,000 permanent inhabitants,
- Defert's index – number of tourists accommodated per 1 km<sup>2</sup>.

GIS techniques were used to compile the cartograms showing the average period of tourist stay in accommodation establishments and the accommodation occupancy rate in the counties of the Świętokrzyskie Voivodeship in the years 2000 and 2015. The spatial diversity of these indices was presented in five class intervals.

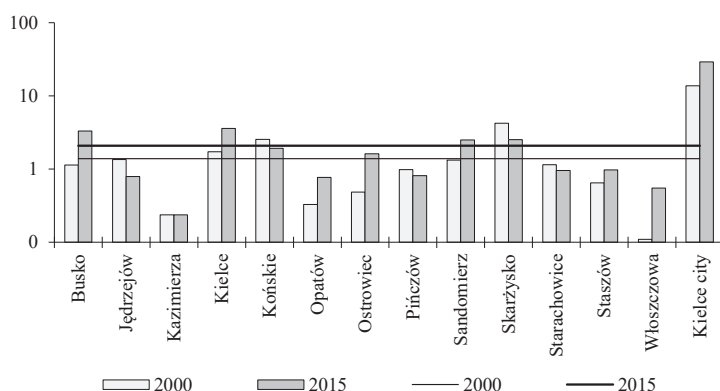
The analysis was based on the Statistical Office data published in *Kultura i turystyka w województwie świętokrzyskim* (2001) and on the *Bank Danych Lokalnych* (Local Data Bank) website (2016) which consisted of statistics on accommodation establishments existing in Świętokrzyskie Voivodeship in 2000 and 2015. The data included 11 types of tourist accommodation existing in the voivodeship: hotels, motels, boarding houses, other hotel facilities, youth shelters, holiday centres, health establishments, agrotourism lodgings, complexes of tourist cottages, rooms for rent and other not classified facilities (Table 1). These statistics do not include all the existing accommodation establishments, especially services offered by private guest rooms and 42 agrotourism farms in the area of Busko county.

## Results

The tourist accommodation establishments in Busko county in the year 2000 consisted of 11 objects, which was 7% compared to 162 establishments in the whole Świętokrzyskie Voivodeship (Table 1). By 2015, there were already 32 accommodation establishments in the county, which

constituted 13% of all such establishments in the voivodeship. In Busko-Zdrój Spa and Solec-Zdrój Spa there were 29 establishments, including 8 health establishments (6 and 2 respectively), 7 hotels (5 and 2) and 4 boarding houses (2 and 2).

Accommodation density per 100 km<sup>2</sup> in Busko county increased in the analyzed 15-year period (2000–2015) from 1.14 to 3.31, while in the whole voivodeship – from 1.39 to 2.10. This situated the county on the third rating in the voivodeship (after Kielce city and Kielce county) (Figure 2). The value of the analyzed index was slightly higher than its average value in Poland (3.21 accommodation object per 100 km<sup>2</sup>).

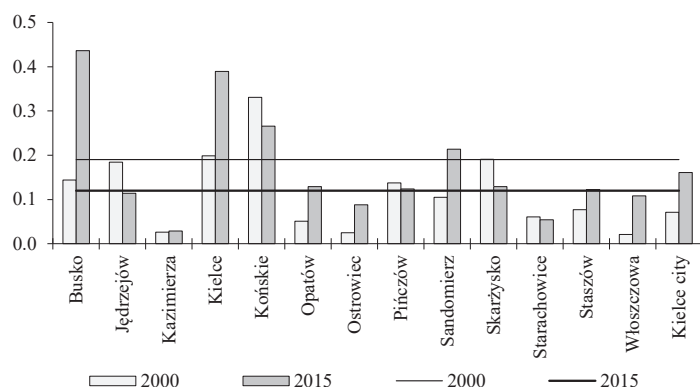


**Figure 2.** The tourist accommodation density index (number of facilities per 100 km<sup>2</sup>) in the counties of Świętokrzyskie Voivodeship in 2000 and 2015 (the horizontal line indicates the average value in the voivodeship)

Source: own elaboration.

The number of accommodation establishments per an administrative area per 1,000 permanent inhabitants is another synthetic index that allows to characterize tourist accommodation. In the year 2000 in Świętokrzyskie Voivodeship its value was only 0.12 (Figure 3), while in 2015 it reached 0.19 (average in Poland – 0.26). In 2015, Busko county with 0.44 establishments per 1,000 permanent inhabitants was the first among other counties in the voivodeship, whereas in 2000 it occupied fifth position (0.14).

The tourist accommodation establishments in Busko county in 2000 consisted of 318 bed places (9<sup>th</sup> place in the Świętokrzyskie Voivodeship) and their numbers have been increasing until 2015, when the number of bed places reached 3,086 (2<sup>nd</sup> place after kielecki county). These resources are located in two spas: Busko-Zdrój and Solec-Zdrój, which host 97% of all beds available for tourists in the county, 49.9% of which being located in health establishments (Table 1). The number of bed places offered in hotels located in the county in 2015 amounted to 1149, from which 632 in Busko-Zdrój (5 hotels) and 417 in Solec-Zdrój (2 hotels). In comparison to 2000, the number of bed places available in the county has increased forty times.



**Figure 3.** The tourist accommodation density index (number of facilities per 1,000 permanent inhabitants) in the counties of Świętokrzyskie Voivodeship in 2000 and 2015 (the horizontal line indicates the average value in the voivodeship)

Source: own elaboration.

**Table 1.** Types of accommodation establishments and bed places in Busko county compared to Świętokrzyskie Voivodeship

Establishment type	Bed places						Share of Busko county in the voivodeship	
	2000			2015			2000	2015
	Busko	Solec	county	Busko	Solec	county	%	
Hotels	28	—	28	632	417	1,149	2.3	15.5
Motels	26	—	50	—	—	—	14.7	—
Boarding houses	111	30	141	67	82	149	28.5	30.8
Other hotel facilities	—	—	—	19	47	66	—	19.8
Youth shelters	—	—	38	—	—	—	5.7	—
Holiday centres	20	—	20	—	60	60	1.5	6.7
Health establishments*	—	—	—	1,351	189	1,540	—	100.0
Agrotourism lodgings	—	—	—	—	10	17	—	2.9
Complexes of tourist cottages	—	—	—	—	10	10	—	1.6
Rooms for rent	—	—	—	55	—	55	—	20.5
Other	20	7	41	40	—	40	3.0	3.5
Total		318			3,086		3.2	19.2

\* According to the Act on Health Resorts, Health Resort Areas, Health Resort Medical Care and Health Resort Communes from 28 July 2005 (Journal of Laws from 2012 item 651, as amended).

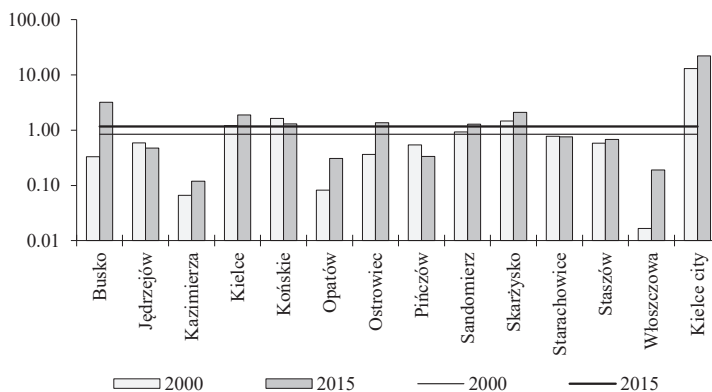
Source: *Kultura i Turystyka...* (2001), *Bank Danych Lokalnych* (2016); own elaboration.

In the opinion of Wójcikowski (2013), Busko-Zdrój belongs to a relatively small group of spa towns in Poland characterized by a very diversified offer of accommodation standards (Table 1). The dynamic increase in the total number of the available beds that was observed is a result of intensive development of spa infrastructure at the beginning of the 21<sup>st</sup> century. In the case of

Busko-Zdrój, the most important factor leading to the previously mentioned development was the discovery (in 2006) and exploitation (since 2009) of two underground sulfur water deposits (Las Winiarski and Busko-Północ), meant to be used for therapeutic baths.

In 2000 Busko county had an average of 29 bed places per one accommodation establishment, and in 2015 already 96. In this respect the county ranked first in the voivodeship with an average of 56 bed places per facility, the average in Poland being 71 bed places.

The obtained values of the tourist saturation index (Charvat's index) show that in 2000 Busko county was still poorly equipped with accommodation establishments. The average number of bed places was only 0.33 per 1 km<sup>2</sup>. However, the indices value grew to reach 3.19 in 2015, exceeding the average for the voivodeship (1.17) over 2.5 times (Figure 4).



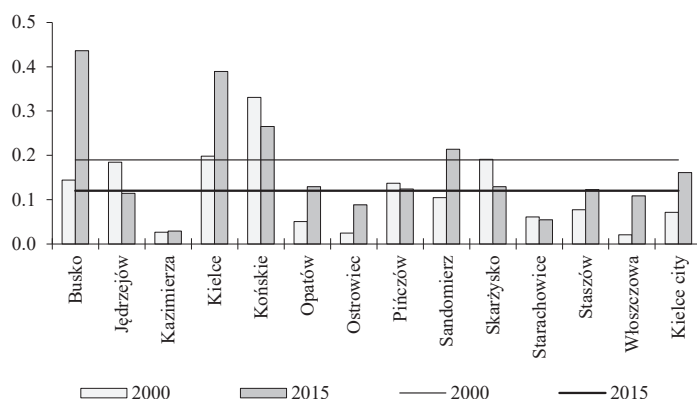
**Figure 4.** Tourist saturation index – Charvat's index (bed places per 1 km<sup>2</sup>) in the counties of Świętokrzyskie Voivodeship in 2000 and 2015 (the horizontal line indicates the average value in the voivodeship)

Source: own elaboration.

Busko county has become the best equipped county in terms of accommodation establishments among other local government units of the same rank. It is worth noting that the value of this index for Busko-Zdrój (180 bed places per 1 km<sup>2</sup>) exceeds the threshold value set by Warszzyńska (1985) at the level of 50 bed places as a characteristic for the municipalities which are well-developed touristically. Charvat's index value determined by Pytel (2010) for spas in Silesian Voivodeship is half as high as for Busko-Zdrój.

The values of the tourist function index (Baretje's and Defert's) in the analyzed counties are strongly differentiated and picture Busko county as very favorable for tourism development (Figure 5). In 2000, this county was located halfway on the scale with a value of 0.42 beds per 100 inhabitants, with an average for Świętokrzyskie Voivodeship of 0.75. However, in 2015 this index reached its highest value in Busko county (4.2), exceeding the value calculated for the county that followed (Kielce city) almost twice, and four times – the average in the voivodeship (1.08). On the national scale, however, it was lower than the values in other counties with spas, for example

Aleksandrów county with the Ciechocinek Spa – 9.8 bed places per 100 inhabitants. In Busko-Zdrój city itself, the value of this index reaches 13 beds per 100 inhabitants, and in the Solec-Zdrój municipality exceeds 17.



**Figure 5.** Tourist function of the area – Baretje's and Defert's index (bed places per 1,000 permanent inhabitants) in the counties of Świętokrzyskie Voivodeship in 2000 and 2015 (the horizontal line indicates the average value in the voivodeship)

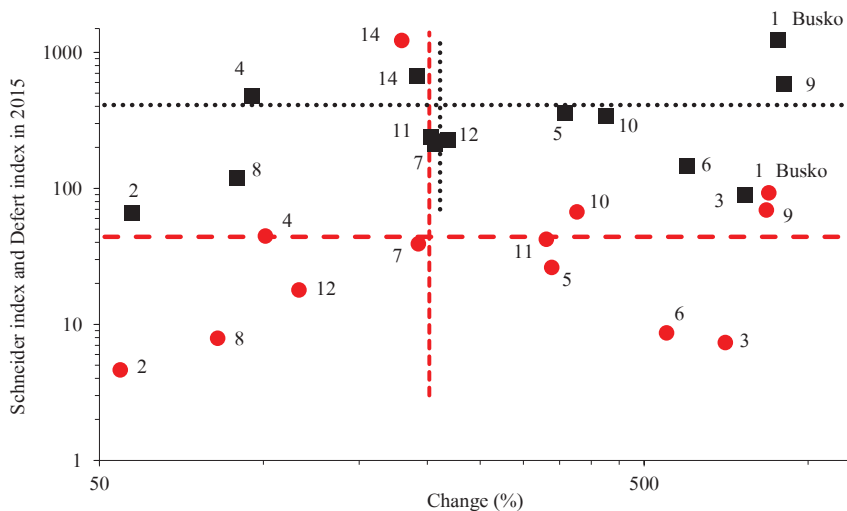
Source: own elaboration.

The tourist traffic intensity index is based on the number of tourists using accommodation services. In 2000 in Busko county, almost 10.6 thousand people used those services and in 2015 – almost 90 thousand, which means an increase by 8.5 times, whereas in the whole voivodeship in that period an increase by only 2 times was observed. It is worth noting that in this county the number of foreign visitors has increased from 159 (2000) to 1453 (2015). In 2015, tourists from the member states of the European Union accounted for about 65% of the total number of foreign guests, dominated by the Germans (300) and the British (132). This can be seen as one of the effects of Poland's participation in the EU structures since 2004. In 2015, 1164 foreign tourists used the Busko-Zdrój accommodation establishments (80% of the total number of tourists in the county), while in Solec-Zdrój – 179 (12%).

Schneider's tourist traffic intensity index shows the dominance of Busko county among other units of the same rank in Świętokrzyskie Voivodeship (Figure 6). In 2015 it reached a value of 1,223 tourists using accommodation per 1,000 permanent inhabitants and was 3.5 times higher than the average in the voivodeship (410 tourists), and almost twice as high as the value obtained for Kielce city. Taking into account, however, the population of the city of Busko-Zdrój itself, the index reached 3,336 in 2015. According to Warszzyńska (1985), a well-developed tourist area is considered to be a unit for which indices value exceeds 500 tourists per 1,000 inhabitants. It is worth noting that in Świętokrzyskie Voivodeship in 2015, only 2 units (Kielce city and Sandomierz county) exceeded this threshold, apart from Busko county. In the analyzed period, in Busko county, there was

one of the highest growth rates of this index in the voivodeship reaching 881% (Figure 6), which is a result of the dynamic development of the two spas.

Busko county also occupies a high position in the ranking of tourism intensity determined by Defert's index (Figure 6). The analysis of the diagram shows that the number of tourists in tourist accommodation establishments per 1 km<sup>2</sup> in 2015 was the highest in the city of Kielce (1,225), followed by Busko county (93). Three counties – Sandomierz, Skarżysko and Kielce – were above the average of 44 tourists using accommodation per 1 km<sup>2</sup>. Applying the analysis only to the area of Busko-Zdrój would make the value of the index exceed 4,500 persons per 1 km<sup>2</sup>, which means that the unit is well above 1,000, the value proposed by Warszzyńska (1985) as a threshold for classifying the area as well-developed touristically. For comparison, the value of Defert's index for the Ustroń Spa was 2,655 persons per 1 km<sup>2</sup> in 2012 (Hendel, 2016).



**Figure 6.** Tourist traffic intensity – Schneider's index (tourists in tourist accommodation per 1,000 permanent inhabitants) and Defert's index (tourists in tourist accommodation per 1 km<sup>2</sup>) in 2015 and their changes in 2000–2015 period in the counties of Świętokrzyskie Voivodeship. Horizontal lines show the average values of the indices for the voivodeship (dotted line – Schneider's, interrupted – Defert's indices). County: 1 – Busko, 2 – Jędrzejów, 3 – Kazimierza, 4 – Kielce, 5 – Końskie, 6 – Opatów, 7 – Ostrowiec, 8 – Pińczów, 9 – Sandomierz, 10 – Skarżysko, 11 – Starachowice, 12 – Staszów, 13 – Włoszczowa, 14 – Kielce city

Source: own elaboration.

The accommodation establishments of Busko county were used by tourists in average for 7.8 days in 2015, while in 2000 only for 3.7 (Figure 7). It was the highest increase of tourist stay period in the analyzed administrative units, which was a result of the increase in the demand for rehabilitation services in the health establishments of Busko-Zdrój and Solec-Zdrój. A small increase of this index value was recorded only in three other counties (Kazimierza, Kielce, and Ostrowiec) and in the entire voivodeship treated as one unit (increase of 8%, from 2.6 to 2.8 days). In Poland, an

average period of tourist stay in accommodation establishments amounted to 2.6 days in 2015 and was close to the value calculated for 2000, whereas in terms of the occupancy of accommodation establishments, a satisfactory situation expressed by 43.9% was already observed in Busko county as early as in 2000 (Figure 8). At that time, the county's accommodation base was second best in the voivodeship (after Kielce – 48.9%). Over the last 15 years, the index of the accommodation occupancy was also rising most dynamically in Busko county to reach 66.3% in 2015. This situation

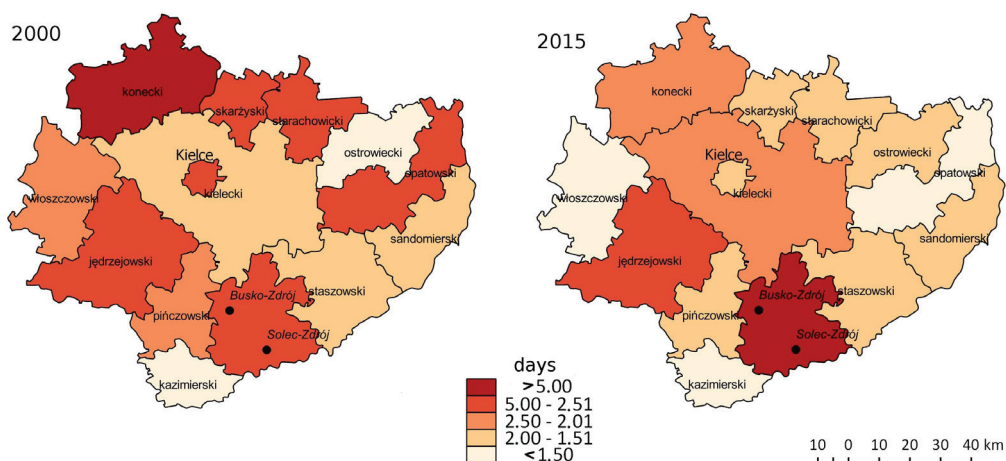


Figure 7. Average period of tourist stay in accommodation establishments in the counties of Świętokrzyskie Voivodeship in 2000 and 2015

Source: own elaboration.

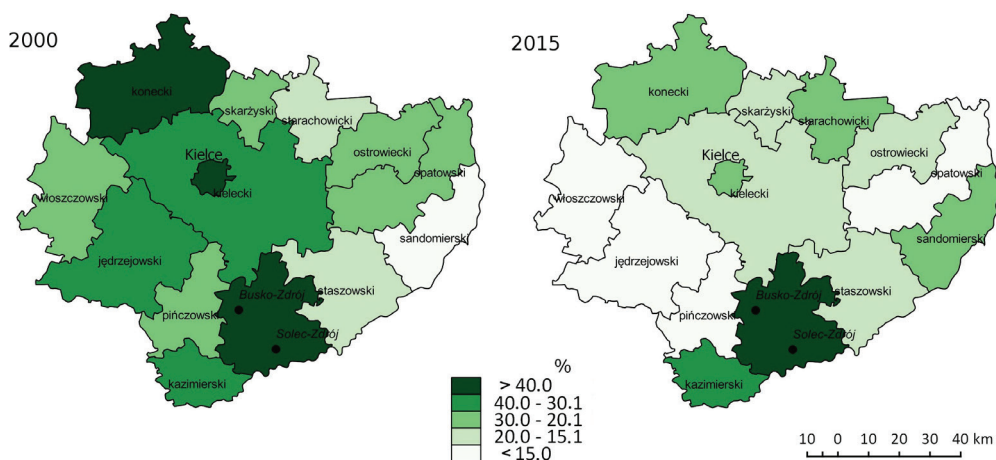


Figure 8. Accommodation occupancy rate in the counties of Świętokrzyskie Voivodeship in 2000 and 2015

Source: own elaboration.

was not accidental, as the occupancy of accommodation in all Polish spas has been high in recent years. This is due to the fact that spas used for healing purposes were classified as accommodation establishments in accordance with the Act on Health Resorts (2005).

According to the law, the duration of stay in such establishments, depending on the form of treatment, lasts at least 21 days. At the same time, it is worth noting that there has also been an increase in interest in full-paid, short-term stays in those spas, including weekend stays – using spare accommodation resources. In the voivodeship, a positive tendency in accommodation use in the period 2000–2015 was documented only in Sandomierz and Starachowice counties. The average occupancy accommodation rate in the whole Świętokrzyskie Voivodeship decreased from 33.1% to 29.8% at that time.

## Conclusions

The presented multidirectional, quantitative analysis of Busko county tourist accommodation, among which there are two well-known spas – Busko-Zdrój and Solec-Zdrój, indicates its dynamic development since the beginning of the 21<sup>st</sup> century. This process has been documented using objective measures for tourist development and tourist traffic intensity which allowed for carrying out a comparative analysis of Busko county accommodation establishments in 2000 and in 2015 regarding other administrative units of this rank in Świętokrzyskie Voivodeship.

In 2015, Busko county was distinctive because of the number of its accommodation establishments per 1,000 inhabitants (0.44 compared to the average in the voivodeship – 0.19). Over the 15 years there was an increase in the number of bed places offered from 318 (2000) to 3,086 (2015), with 97% of all bed places available in the county situated in two spas. It is worth noting that nearly 50% were located in health establishments. At that time, the largest increase in accommodation in Busko county (40 times) concerned hotels.

The very favorable tourist function of Busko county was confirmed by the results of the commonly used Baretje's and Defert's index. In 2015, in Busko county it reached the highest value among all districts of the voivodeship (4.2 beds per 100 inhabitants), surpassing the average of the voivodship (1.08) almost four times. In terms of tourist traffic intensity defined by Schneider's index, Busko county occupied the dominant position in the voivodeship (410 tourists using accommodation per 1,000 permanent inhabitants in 2000 and 1,223 in 2015). For the city of Busko-Zdrój, this index reached the value of 3,336 in 2015.

Busko county, in comparison to the other counties in the voivodeship, stood out with the longest period of tourist stay (7.8 days in 2015), which was a result of the provision of services in spas (the average length of stay in accommodation establishments for Poland – 2.6 days).

The accommodation occupancy rate was very remarkable in Busko county as it increased from 43.9 to 66.3% in the 15-year period, while in Świętokrzyskie Voivodeship it decreased from 33.1 to 29.8%.

The analysis of the obtained indicators shows that the Busko country can be classified as touristically well-developed due to two dynamically functioning modern spas – Busko-Zdrój and



Solec-Zdrój. This was possible thanks to the discovery of new healing sulfur water resources at the beginning of the 21<sup>st</sup> century, which led to rapid development of the two aforementioned spas.

The dynamic development of the two spas and the accompanying tourist accommodation facilities in the Busko country has been confirmed as they have been admitted to the innovative spa and tourist cluster named *Health and Tourism 'Spas – Pearls of Eastern Poland'*. Since 2013, they have also been operating within the cluster of *Świętokrzyskie Spas*, maintaining its headquarters in Busko-Zdrój. These clusters aim at improving the quality of the economic and social life, and at creating new innovative tourism products including sulfur healing waters.

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## ZNACZENIE UZDROWISK BUSKO-ZDRÓJ I SOLEC-ZDRÓJ W KSZTAŁTOWANIU BAZY NOCLEGOWEJ W WOJEWÓDZTWIE ŚWIĘTOKRZYSKIM

### SŁOWA KLUCZOWE

uzdrowiska, powiat buski, wskaźniki stanu zagospodarowania turystycznego, wskaźniki intensywności ruchu turystycznego

### STRESZCZENIE

W pracy przedstawiono analizę porównawczą stanu i wykorzystania bazy noclegowej powiatu buskiego w 2000 i w 2015 roku z uwzględnieniem wpływu dwóch uzdrowisk tj. Busko-Zdrój i Solec-Zdrój. Korzystając z danych Urzędu Statystycznego dotyczących obiektów świadczących usługi noclegowe obliczono wskaźniki charakteryzujące stan zagospodarowania turystycznego (m.in. gęstość obiektów noclegowych, Charvata, Barretje'a i Deferta) i intensywność ruchu turystycznego (Schneidera, Deferta). Przeprowadzona analiza wielkości uzyskanych mierników wskazuje, że powiat buski można zaliczyć do obszarów dobrze rozwiniętych pod względem turystycznym na tle jednostek tej samej rangi w województwie świętokrzyskim, a nawet niektórych w Polsce. Wykazano, że decydujący wpływ na taką ocenę wywierają dwa dynamicznie funkcjonujące tu uzdrowiska.

*Translated by Paulina Toporek*

# THE ROLE OF DESTINATION MANAGEMENT ORGANIZATIONS (DMOS) IN COMMERCIALIZATION OF SUMMER TOURISM PRODUCTS: NEW CHALLENGES FOR MOUNTAIN DESTINATIONS IN AN INTEGRATED AND GLOBAL E-MARKET PLACE

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KEYWORDS | summer mountain tourism, Destination Management Organizations (DMOs), e-tourism market

ABSTRACT | Having started to develop in the 19<sup>th</sup> century, mountain tourism has a very strong capital attraction for international tourist flow and represents approximately 15–20% of annual global tourism income (UNEP, 2007). Despite a huge variety of activity offers in numerous mountain destinations since the mid-1960s, summer tourism, unlike winter tourism, is stagnating (France Montagne, 2014; Nydegger, 2014). However, studies concerned with summer tourism development in mountain regions are rare.

The paper presents the result of comparative study conducted between 2013, 2014 and in 2015 in 183 local and regional Destination Management Organizations (DMOs) operating in selected European and North American mountain areas in order to understand their role in the stimulation of summer tourism through various product commercialisation strategies.

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## Introduction

For the last several years, numerous mountain destinations in particular have been losing overnight stays during summer months due to competition from winter tourism (especially skiing), as well often from warmer, cheaper and more easily accessible beach destinations (Hallmann, Mueller& Peters, 2015). These negative trends affect particularly mature mountain reception areas

which suffer from lack of clear positioning, principally in the development of summer tourism (Egger, Anthamatten, 2013; Frochot, Kreziak, 2008).

Another important issue for mountain DMOs is the advent of information and communication technology (ICT) which has radically reshaped the way of creating, distributing and acquiring tourism products (Qirici, Theodhori, Elmazi, 2011). The lack of loyalty, the increasing demand for individualised holidays (often in the form of dynamic packaging) and sharing new experiences, seem to be the most important features of contemporary tourist demand (Parvaneh, Arentze, Timmermans, 2012). As Destination Management Organizations (DMOs) are important marketing and management platforms, they have to face these challenges with appropriate product diversification and commercialization strategies and adapt their distribution to the changing patterns of tourists' consumption (Buhalis, Amaranggana, 2015). Thus, it is important to understand the role of DMOs in the development of summer tourism in a highly competitive and global e-tourism market (Laesser, Bieger, Beritelli, 2007; Volgger, Pechlaner, 2014).

The fundamental objective of this paper is to present the result of comparative research conducted in 2013, 2014 and in 2015 in 183 DMOs operating in selected mature European mountain regions (i.e. the Alps, the Scandinavian Mountains) and in North America alpine resorts concerning their product development to increase the attractiveness of mountain destinations in summer.

## Literature review

Mountain areas represent about 24% of world territory and about 26% of human population lives in or next to mountains and are dependent on their resources (UNEP, 2007). Summer nature-related activities constitute the basis for the creation of mountain tourism which has been developed in most of mountain regions worldwide from the 19<sup>th</sup> century. However, due to globalization pressure, summer mountain areas are in strong competition with often cheaper and weather-guaranteed destinations (Marrocu, Paci, 2013; Odit France, 2008; Rhône Alpes Tourisme, 2010). Moreover, for several years, the dominance of winter tourism and the decline in summer tourism is particularly observed in mature mountain destinations, e.g. The Alps, Pyrenees, and Rocky Mountains (Béchet, Margretier, 2013). In Switzerland, for example, from 2000–2012 the number of overnights generated by international tourists in the Swiss Alps decreased by 12.3%, i.e. more than 20M overnight stays (Nydegger, 2014).

Another challenging task for mountain DMOs are the technological advances in information and communication technologies (ICT) which have radically changed the customers' decision process. Due to abundance of information, the number of reservations booked via internet reservation systems and via mobile applications are rapidly growing (Papathanassis, Knolle 2011; Wang, Fesenmaier, 2013). Moreover, "post-modern" tourists are becoming more demanding and quality oriented customers, seeking to co-create new experiences, especially in unpolluted and nature-based areas (Franch, Martini, Buffa, Parisi 2008).

Nevertheless, despite global warming, the perception of mountain destinations in summer is often still associated with rapidly changing weather conditions, the lack of sun and cold (Falk, 2014;

Pröbstl-Haider, Haider, Wirth, Beardmore, 2015). Therefore, according to IPSOS survey, in 2015 more than 65% of Europeans chose beach destinations for their summer holidays, and only 20% of them spent their holidays in the mountains (IPSOS, 2016).

## Empirical settings & research questions

Overcoming seasonality to reinforce the attractiveness of mountain regions as summer destinations was the topic of the 8th edition of the World Congress on Snow and Mountain Tourism (Andorra la Vella, Andorra, 9–10 April 2014). Mountain tourism experts and DMO managers from over 40 mountain countries discussed the summer tourism issues.

During this event, short interviews were carried out with the managers of nine mountain DMOs coming from Allgäu (Germany), Andorra (Vallnord & Granvalira resorts), Dolomiti SuperSummer (Italy), Lemman sans Frontiers (France/Switzerland), Mont Tremblant & Whistler (Canada), Tatry Mountain Resort (Slovakia), Valais (Switzerland).

The DMO managers were asked to answer two open questions:

- What kind of commercialization strategies are used in their destination to stimulate summer season?
- What are the most important factors for successful development of summer mountain tourism?

The results of the interviews, the analysis of the cases studies presented at the congress and the literature review reveal that local and regional mountain DMOs implement mainly the following two types of strategies to enhance their summer tourism:

1. The strategy of deseasonalization, i.e. the commercialization of tourist offers which are attractive all year round. (This type of strategy is currently used e.g. by: Andorra, Allgäu, Mont Tremblant in Canada (Bernhard, 2014; Mont Tremblant, 2011; Rafel, 2014).
2. The strategy of summer tourism product diversification. This type of strategic solution combines different forms of accommodation, with various thematic summer packages. This approach is currently implemented by many mountain destinations, e.g. Alpine, Scandinavian and Canadian mountain regions, (Benur, Bramwell, 2015; Nordin, Svensson, 2007, Tourism Whistler, 2014).<sup>1</sup>

Moreover, the interviewed DMO managers emphasised that sustainable use of unique natural resources, product innovation based on experience and appropriate use of ICT solutions as well as wide cooperation between tourist organisations and different stakeholder groups are three key factors to boost the summer season in mountain areas.

All those challenging issues which contemporary DMOs face have been the basis for the development of the overall study design to find answers to the following questions:

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<sup>1</sup> On the basis of interviews and the best examples of summer mountain destinations presented at the 8th World Congress on Snow and Mountain Tourism, white paper in French entitled: “*L’offre touristique estivale de montagne. Les exemples de bonnes pratiques de destinations touristiques*” was elaborated by the author in September 2014. This report is available on: <https://www.researchgate.net>.

- What kind of summer offer do DMOs actually sell through their websites in selected Alpine regions in Europe and in North America?
- What kind of distribution channels do selected DMOs use to commercialise their tourism products?
- Have tourism organisations implemented innovative dynamic packaging solutions?

## Methodology

### Data collection

The comparative analysis of summer product development in European mountains and North-American DMOs was carried out from April 2013 to October 2015. The research was based on a quantitative bottom-up approach and comprised the two following stages:

Stage 1. Benchmark study related to DMOs' on-line summer product development

On the basis of detailed criteria related to the product development and commercialization strategies of destination organisations, a comparative analysis of 183 DMO websites in eight European mountain countries (Austria, Finland, France, Germany, Italy, Norway, Sweden, Switzerland), and in selected North-American and Canadian Alpine mountain resorts was carried out.

Stage 2. Distribution channels analysis

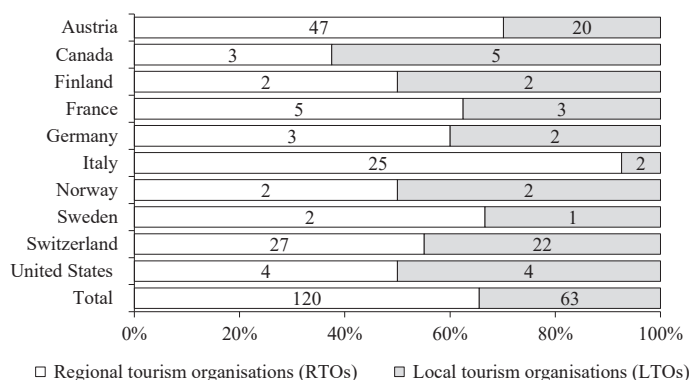
In the second step, the study of online and offline distribution channels related to the analysis of the DMOs' commercialization strategies was conducted.

### Sample selection

The sample selection was conducted on the basis of the following criteria:

- All DMOs concerned in the study were operating in mature mountain countries,
- the list of Alpine Arc DMOs (i.e. Switzerland, Austria, France, Germany and Italy) referred to the author's earlier studies carried out in those countries from 2011 to 2013 (Klimek, 2013),
- the Scandinavian and American destinations have been chosen on the basis of available online destination rankings (e.g. America's Best Mountain Resorts, Go Scandinavia),
- all selected destinations have implemented deseasonalization or diversification strategies to stimulate the tourist flow in the summer season,
- the DMOs' tourist offers were commercialised through their own websites.

In 2013 a data base of 183 mountain DMOs (63 local and 120 regional organisations) operating in selected Alpine European and North American destinations was created. The structure of the sample is presented in Figure 1.



**Figure 1.** Characteristics of the research sample

Source: own elaboration based on research results.

## Discussion of findings

Comparative analyses of 183 DMO websites indicate the three following types of mountain summer tourist offers commercialised by those organisations:

1. Accommodation offers available in different types of lodging.
2. Pre-composed “static” packages, i.e. simple or multicomponent packages containing from two to several services and sold by destinations at a flat price.
3. Dynamic packages, i.e. the combination of different travel components, bundled and priced online and in real time.

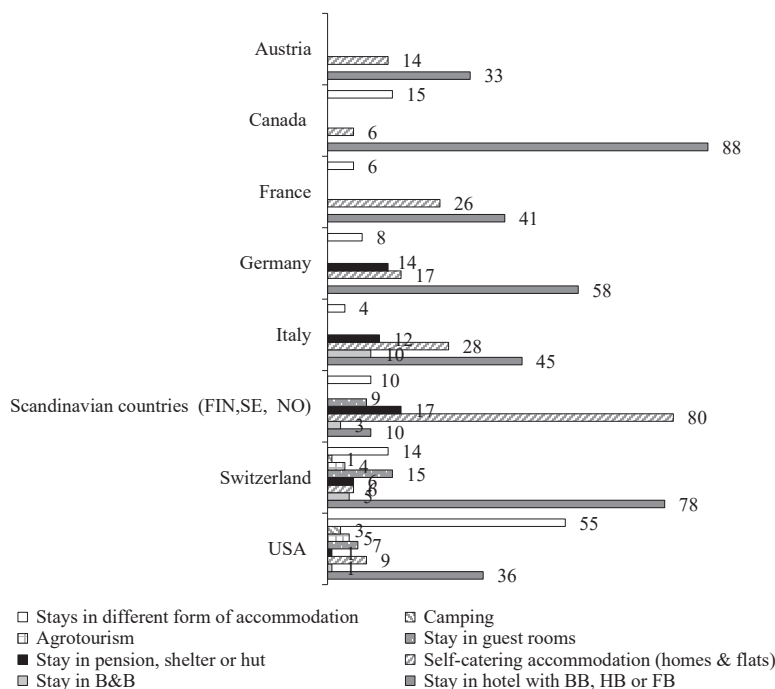
More than 90% of analysed tourism organisations provide through their websites different types of accommodation (see Figure 2).

Most of the analysed destinations offer online bookings in different categories of hotels with board and self-catering accommodation, i.e. secondary homes and flats. The widest range of lodging is proposed by Austrian and Italian DMOs, i.e. stays in pensions, B&Bs, farms, holiday homes, guest houses, shelters, camping grounds, etc. Many destinations in the USA, Austria, Switzerland, Sweden, Germany and Canada propose flexible stays in various forms of lodging.

In regard to the summer offers, the analysis of 583 destination proposals shows that 80% (146) of the DMOs concerned in the study commercialise a significant variety of summer packages.

Three principal types of summer packages developed by all destinations concerned in the study refer to traditional mountain activities, i.e. hiking, biking and family packages. Nevertheless, thanks to the original programming of those offers (themed holidays, 4 season health and spa&wellness offers) as well as new facilities and introduction of summer cards (offering various discounts), certain destinations aim to better differentiate (e.g. Allgäu, Whistler, Dolomites, Rhône-Alpes region, etc.). Moreover, several destinations under study (i.e. Austrian, Swiss, French, Italian and American DMOs) have developed interesting multicomponent packages based on “learning

by doing” activities. These types of active holidays allow tourists to familiarise with a destination’s “uniquities” and gain new experiences by interacting with the local population, e.g. cooking & gourmet stays, eco holidays, painting packages etc.



**Figure 2.** The types of accommodation offered for sale online by analysed 183 DMOs (%)

Source: own elaboration based on benchmark study research results.

The DMOs under study use different distribution channels to commercialise their summer packages (see Figure 3).

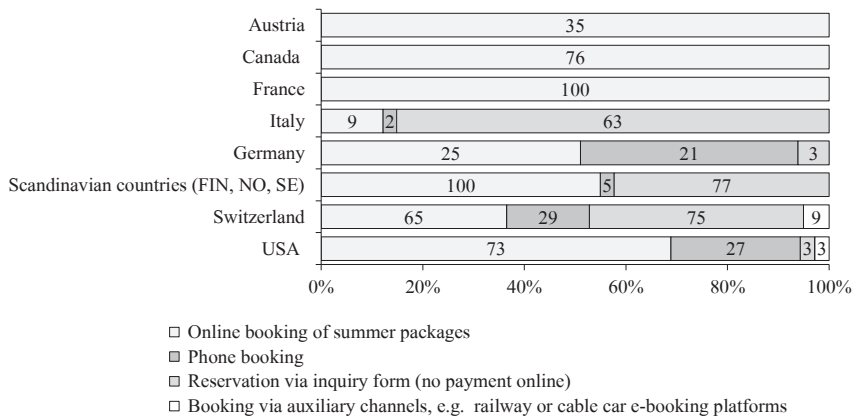
In terms of online distribution channels, the most technologically advanced DMOs seem to be French, Scandinavian, North-American and Swiss ones, because the majority of their packages are commercialised on-line. In contrast, most of the Italian, German and Austrian DMOs place summer packages on their websites, but purchase is mainly possible indirectly via reservation inquiry.

The result of the benchmark study reveals also that 85% of the above-mentioned summer packages are commercialised in the form of pre-composed “static” offers, i.e. consisting of a determined number of services and sold by DMOs at a flat rate.<sup>2</sup> Yet, as stated by Markus and Lassnig (2008) and many other authors throughout the literature review, “tailor made” packages have become fashionable and sought after by travellers. However, such innovative solutions seem to be

<sup>2</sup> The customer usually cannot change the number of services included in this kind of package.



a challenging task for many, especially European DMOs concerned in the study. Indeed, among 183 analysed mountain destinations, only 27 destinations (8% of Europeans and 81% North Americans) have implemented dynamic packages for summer season.<sup>3</sup>



**Figure 3.** The structure of distribution channels used by tourist organizations for the commercialization of summer packages (%)

Source: own elaboration based on distribution channels analysis results.

In regard to the characteristics of dynamic offers, the comparative analysis of selected destinations reveals that American and Canadian destinations seem to implement more complex dynamic solutions than other DMOs concerned in the study. During the booking process, the tourist is encouraged to dynamically select different types of summer activities, (e.g. various tourist attractions, transfers, guided tours, etc.) and add it to the chosen themed stay. Moreover, all American and Canadian DMOs concerned in the study simultaneously offer on their websites three categories of summer products, i.e. accommodation, pre-composed “static” packages and dynamic offers. The examples of dynamic themed packages and additional activities are summarised in Table 1.

In comparison to North American destinations, dynamic summer packages proposed by Alpine and Scandinavian DMOs are mostly limited to the reservation of lodging and some basic offers, i.e. ticketing, car rental, and transfers. However, the growing competition in the global e-tourism market and changing patterns of travellers’ booking habits will force European mountain destinations to develop a new e-business model and to implement dynamic solutions to a greater extent (Moreno, Hörhager, Schuster, Werthner, 2015; Wozniak, Liebrich, Senn, Zemp, 2016).

<sup>3</sup> Dynamic summer mountain destinations are following: Fernie, Kicking Horse Resort, Mont Tremblant, Sun Peaks Resort, Revelstoke Mountain Resort Whistler Blackcomb (Canada), Kuopio & Vemdalén (Finland), Obersdorf (Germany), Adelboden, Davos-Klosters, Flims-Laax-Falera, Verbier Saint-Bernard (Switzerland), Are, Levi Ski Resort, Salen (Sweden), and Alta, Utah, Deer Valley, Jackson Hole, Park City Mountain, Squaw Valley, Telluride, Vail in USA.

**Table 1.** Dynamic themed package examples commercialised by selected North American destinations

Destination	Dynamic package name	Additional activities bookable online
Sun Peaks resort (British Columbia), Canada	Hiking Stay & Play (min. one-night stay in various types of accommodation including ticket for the Alpine hiking trails)	<ul style="list-style-type: none"> <li>– 4 Fun Pack (includes: lift access, hiking and sightseeing, sports centre day pass etc.),</li> <li>– golf course,</li> <li>– bungee jumping,</li> <li>– canoe &amp; kayak rentals</li> </ul>
	Bike Park Stay & Play (min. one-night stay in various types of accommodation & a Bike Park ticket)	<ul style="list-style-type: none"> <li>– stand-up paddle lessons</li> <li>– cross country mountain biking,</li> <li>– horseback trail riding,</li> <li>– airport and inter resort shuttle</li> </ul>
Fernie, British Columbia, Canada	Adventure Trio (package offers lodging in various types of hotels and three adventure summer activities: golf, rafting and mountain biking)	<ul style="list-style-type: none"> <li>– aerial adventures in Fernie Aerial Park,</li> <li>– mountain bike private lessons,</li> <li>– ticketing &amp; summer passes, etc.</li> </ul>
Squaw Valley, Lake Tahoe, California Resort, USA	Stay and Water Play, Tahoe City (min. one-night stay combined with various water activities to choose)	<ul style="list-style-type: none"> <li>– paddleboarding &amp; rafting,</li> <li>– guided tours</li> <li>– bike location,</li> </ul>
	Fly Fishing Package (stay in the hotel or in studio & fly fishing lessons for adults and children)	<ul style="list-style-type: none"> <li>– yoga session,</li> <li>– golf lessons,</li> <li>– airport transfer, etc.</li> </ul>
Vail, Colorado, USA	Stay and Play Package for Red Sky Ranch Golf Club (min. one night stay & golf course)	<ul style="list-style-type: none"> <li>– optional travel insurance,</li> <li>– air travel to/from Vail</li> <li>– public/private shuttle service,</li> <li>– ground transportation,</li> <li>– rental equipment</li> </ul>

Source: own elaboration based on benchmark research results.

## Conclusions

The results show that numerous DMOs and the mountain destinations they represent are actively involved in fighting against summer season stagnation by diversification or deseasonalisation of their summer offers. The tourism product, by its nature, is a heterogeneous and complex one, which is why it is often sold by mountain destinations in the form of integrated service packages (UNWTO, 2007). Interviews, benchmark and distribution analysis reveal that the Internet and modern ICT solutions seem to play an important role in the commercialisation of those products through the DMOs' websites. Yet, summer offers in mountain destinations are mostly developed in the form of pre-composed "static" packages. Nonetheless, the originality of those products, e.g. allowing tourists to gain and co-create new experiences, and "tailor made" dynamic packages, seem to be key issues for successful commercialisation of summer offers.

E-packaging still remains a challenging task for the majority of Alpine Arc destinations. In this context, North-American and Scandinavian DMOs can be considered a good reference point in regard to the implementation of dynamic solutions.

Due to the limited amount of study cases, the generalisation should be taken with care. The examples of product commercialisation strategies presented in the paper, may, however, constitute for an interesting benchmark for Polish local and regional tourism organizations. Indeed, it would be beneficial to create more effective product development system based on innovative, ICT solutions in the Polish mountains.

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## ROLA ORGANIZACJI TURYSTYCZNYCH DMOs W KOMERCJALIZACJI LETNICH PRODUKTÓW TURYSTYCZNYCH. NOWE WYZWANIA DLA DESTYNACJI GÓRSKICH NA ZINTEGROWANYM I GLOBALNYM E-RYNKU TURYSTYCZNYM

### SŁOWA KLUCZOWE

letnia turystyka górską, organizacje turystyczne (DMOs), e-turystyka

### STRESZCZENIE

Od II połowy XIX wieku turystyka górską przyczynia się do rozwoju międzynarodowego ruchu turystycznego i według szacunków corocznie generuje około 15–20% przychodów osiąganych z turystyki na świecie (UNEP, 2007). Pomimo ogromnej różnorodności ofert, od połowy lat 60. XX wieku, w wielu regionach górskich, zauważalna jest stagnacja turystyki letniej, w przeciwieństwie do dobrze rozwiniętej turystyki zimowej (France Montagne, 2014; Nydegger, 2014). Badania dotyczące rozwoju letniej turystyki w regionach górskich są jednak rzadko prezentowane w opracowaniach naukowych w Polsce i za granicą. Celem niniejszego artykułu jest ukazanie roli lokalnych i regionalnych organizacji turystycznych (DMOs) w stymulowaniu letniej turystyki górskiej za pośrednictwem zdyswersyfikowanych strategii produktowych. W artykule zaprezentowano wyniki badań porównawczych przeprowadzonych w latach 2013, 2014 i 2015 w 183 lokalnych i regionalnych organizacjach turystycznych działających w wybranych europejskich oraz północnoamerykańskich destynacjach górskich.

# THE OFFER OF TOURISM AND RECREATION BUSINESS ENTITIES UNDER SOCIAL PROGRAMMES ON THE EXAMPLE OF THE LARGE FAMILY CARD

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KEYWORDS | social tourism, Large Family Card (LFC), Corporate Social Responsibility (CSR)

ABSTRACT | Contemporary tourism enterprises operating in market economy more and more often implement the policy of corporate social responsibility, which is conditioned by their business mission. An increasing number of economic entities decide to take part in prosocial programmes oriented at, among others, families in special situations. The article aims to demonstrate the involvement of economic entities taking part in the nationwide Large Family Card (LFC) programme in Poland in the area of tourism and leisure. The results of surveys have shown that despite the fact that economic entities participating in the programme are mostly based in areas where tourist traffic is very intense, they eagerly provide small discounts to multi-child families.  
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## Introduction

Contemporary tourism enterprises operating in market economy more and more often implement the policy of corporate social responsibility. One of its elements is looking after the interests of local communities and of the whole society (Labocha, 2017). The implementation of the assumptions of corporate social responsibility (CSR) is also a component of the concept of social tourism. By facing social issues, the company can generate new ideas to solve its business problems.

In addition, if the company is able to satisfy the needs of the society, it could be easier for it to satisfy the needs of its customers (Janeš et al., 2017, p. 178). Every company has a business model (BM), whether articulated or not. At its heart, a BM performs two important functions: value creation and value capture. An increasing number of enterprises, including those in the tourist industry, have implemented business models matching the concept of sustainable development. In turn, some models are classified as aiming at social innovation. This paper is focused particularly on BMs implementing the rule of social responsibility through: using profits earned from the sale of a product/service to donate a similar product/service to those in need, building new markets in innovative and socially responsible ways, and using different pricing (charging more to those who can afford it in order to subsidize those who cannot) (Zilahy, 2016, p. 64).

This article aims to demonstrate the involvement of economic entities taking part in the Large Family Card (LFC) programme in Poland in the area of tourism and leisure. The subjective scope covers the analysis of territorial distribution of the above-mentioned entities with reference to selected demographic and economic indicators, and the analysis of the number and amount of discounts offered to multi-child families. Thus, following research hypotheses were postulated:

- the number of entities participating in the Large Family Card programme is directly proportional to the number of multi-child families,
- entities offering discounts for LFC holders are mainly based in voivodeships with a high intensity of tourist traffic, whereas the discounts they offer are higher than discounts offered in other voivodeships

All entities registered in the LFC programme were covered by statistical analysis in the following categories: cultural institution – museum, sport, leisure, tourism – holiday resorts, and sports and leisure centres. In addition, tourist function indicators were used (e.g. Charvat index of the intensity of tourist traffic). Surveys and inquiries were carried out in the first quarter of 2017.

## Corporate social responsibility policy and social tourism

Corporate social responsibility (CSR) defined in the Green Paper published by the European Commission is defined as voluntary consideration of social and ecological aspects by the company in its commercial activities and relations with stakeholders (Green Paper, 2001). In the evaluation of the entities, compliance with CSR rules can be interpreted as philanthropy (voluntary activity, *pro publico bono*) or as a legal obligation stemming from, for instance, environmental protection regulations or as the result of the calculation of expenditure and deliverables (losses and profits) in their own interest. At the same time, CSR is a business strategy (Mazur-Wierzbicka, 2012). A company engaged with CSR's policies "should develop its social responsibilities in the following basic areas: principles, moral values and company ethics, management of the human resources at the company, relations with the company's local community, protection of the local and global environment, policies of marketing and company communication" (Pérez-Aranda, 2014, p. 45).

Surveys indicate that such a strategy can be profitable from the point of view of an economic entity. It refers to both international corporations and small and medium-sized enterprises.

The Report entitled *Green is Gold* (Goldman Sachs) shows that the stock exchange performance of companies being corporate social responsibility leaders is on average higher by 25% (Sysko-Romańczuk, Roszkowska, Niedźwiecka, 2012, p. 35). 80% of Americans claim that the ethical attitude, behaviour and practices of the company have direct influence on their willingness to purchase the company's products (Social Responsibility: Key to Building Reputation and Regaining Trust, 2004, p. 2). Despite the fact that in Poland the effect of corporate social responsibility is less significant than in the United States, it can be assumed that the involvement of tourism enterprises in prosocial programmes has a positive effect on their corporate image and it can improve the economic standing of such businesses. Social economics comprises a wide range of phenomena (Reichel, 2010). With reference to tourism, it means that not only enterprises operating in the tourist segment of the market are established but such forms of social enterprise are also regarded as a way of social inclusion of people who were previously excluded from tourist activities. Therefore, it can be deemed an element of social policy (Galor, Majewski, 2011). On the other hand, the interest of businesses in being involved in programmes such as Large Family Card can be a result of their will to increase the competitive edge of the company and at the same time to improve the social and economic conditions for citizens living in the local community in which the company operates. Such activities are inscribed in the Shared Value Concept which also emphasizes the significance of corporate social responsibility. These practices increase the competitive edge of the company, while at the same time improving economic and social conditions (Porter, Kramer, 2011, p. 6). They assume that economic value will be created by creating social value (what is good for the community is also good for business). It is significant because a contemporary consumer of services in the area of tourism and leisure more and more often becomes a prosumer, that is, a consumer involved in co-creation and promotion of their favourite brands of products (Kuźniar, Surmacz, 2015, p. 26). Profit earned based on the concept of *shared value* enables faster development of communities and increases the rate of growth of businesses (Sysko-Romańczuk, Roszkowska, Niedźwiecka, 2012, p. 32).

In order to demonstrate the advisability of prosocial measures taken by entities dealing with tourism, first the methods of expenditure from the family's (household's) budget must be analysed. The data provided by the Central Statistical Office of Poland for 2015 was used for the purposes of analysing the income and expenses of households on the voivodeship scale, with a particular focus on the costs related to involvement in tourism, leisure and culture. Out of the sixteen voivodeships, only in Masovian voivodeship the average available per capita income exceeded PLN 1,700 per household. Four other voivodeships: Lower Silesian, Silesian, Lubusz and West Pomeranian recorded income about 2% higher than the national average, whereas the lowest average income – less than PLN 1,081 – was noted down in Subcarpathian voivodeship. The level of income in respective voivodeships was generally reflected in the amount and structure of monthly household expenditure. The highest expenditure on culture and leisure per household was recorded in Masovian voivodeship (8.4% of total expenditures), Łódź voivodeship (7.5%), or Lower Silesian voivodeship (7%). However, it is notable that more than 7% of the amount (per capita) spent on culture and leisure derived from household budget in voivodeships where the available income per capita in



a household was lower than the national average, i.e. in Łódź and Opole voivodeships. The lowest expenditure on leisure and culture per capita was observed in households in Subcarpathian and West Pomeranian voivodeships (5.3%) and in Świętokrzyskie voivodeship (5.4%). It is analogous in the case of expenditure on hotels and restaurants. Here, the leaders are also households from Lower Silesian voivodeship (5.5%), Masovian voivodeship (5.3%) as well as Opole and Łódź voivodeships (4.5 and 4.1% respectively). Households in Subcarpathian voivodeship allocated the lowest amounts for this purpose – 2.9%. Thus, the financial standing of households reflects their ability to take part in tourism and leisure activities. For this reason, measures oriented at families in a special situation have become significant with a view to increasing the tourist consumption. These include but are not limited to prosocial programmes, for example the Large Family Card or the Senior Card.

Social tourism is defined as a set of relations and procedures resulting from the implementation of state-funded programmes in order to provide citizens having lower income with a possibility to take part in tourism activities (Analysis of the development of social tourism in Poland. Status, chances and risks, p. 3). According to the authors, the system of discounts offered under such programmes matches the idea of social tourism because it provides an opportunity to use, among other benefits, reduced prices offered by cultural institutions, leisure centres or museumstthroughout Poland. Thus, the Card provides large families with easy access to leisure activities and reduces daily cost of living<sup>1</sup> (<https://rodzina.gov.pl/duza-rodzina/karta-duzej-rodziny>, 17.05.2017). The earliest definition of social tourism by Hunzicker (1951) describes social tourism as “the relationships and phenomena in the field of tourism resulting from participation in travel by economically weak or otherwise disadvantaged elements in society”. Subsequent publications also define social tourism as tourism with additional moral value mainly aiming at using tourist exchange services (Minnaert et al., 2007; Minnaert et al., 2009; Minnaert et al., 2011). Apart from state institutions, the stakeholders of social tourism on the supply side include commercial entities supporting socially useful projects. Among the beneficiaries of this segment of tourism there are families in a special situation, including but not limited to families exposed to social exclusion, including multi-child families.

### **Large Family Card (LFC) as an element of corporate social responsibility policy**

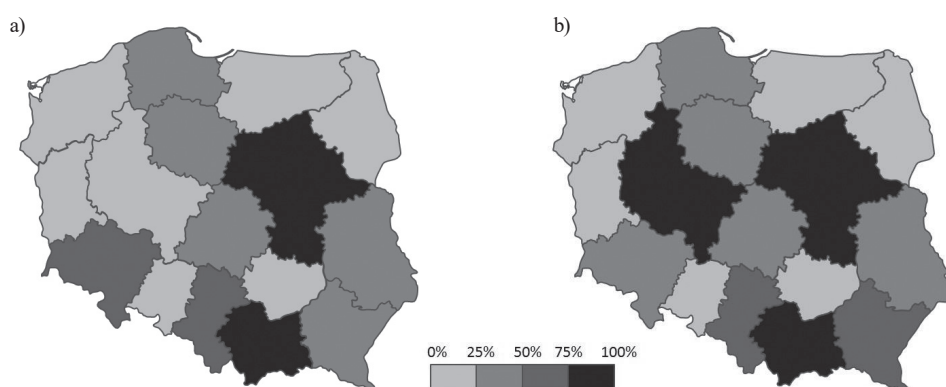
Social tourism includes, among others, activities to facilitate the use of services related to broadly understood tourism and leisure. The Large Family Card (LFC) is a system of discounts and additional benefits for families with three and more children both in public institutions and in private businesses. In turn, the involvement of public institutions and private sector entities in creating the programme contributes to improving their recognisability and it can generate measurable financial benefits by increasing the number of people using their offer, e.g. in the area of culture, leisure or sports.

<sup>1</sup> <https://rodzina.gov.pl/duza-rodzina/karta-duzej-rodziny> (17.05.2017).



The first of the research assumptions made by the authors with regard to relationships between the supply side and the beneficiaries of the LFC programme was verified based on the results of analyses concerning territorial distribution of the multi-child families according to the nomenclature of territorial units for statistics NTS 2 (based on National Census Data from 2011). Another verification criterion was the number and structure of the entities involved in the LFC programme.

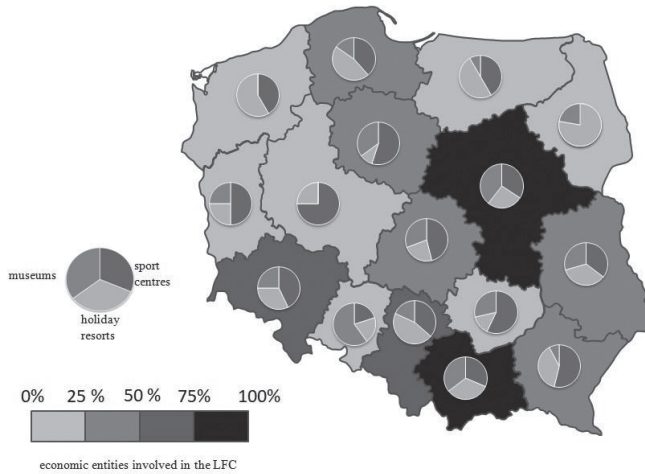
As regards the number and distribution of entities involved in the LFC programme in Poland, they were clearly concentrated within the area of two voivodeships: Lesser Poland and Masovian voivodeship. In both it was reflected in the ratio of concentration of multi-child families (Figure 1). On the other hand, an inversely proportional relationship was observed in Greater Poland voivodeship.



**Figure 1.** Territorial distribution of (a) selected economic entities involved in the LFC programme and (b) multi-child families in Poland in 2017

Source: author's compilation based on LFC data, <https://rodzina.gov.pl/duza-rodzina/karta-duzej-rodziny> (17.05.2017) and 2012 Census, [www.stat.gov.pl](http://www.stat.gov.pl) (30.04.2017).

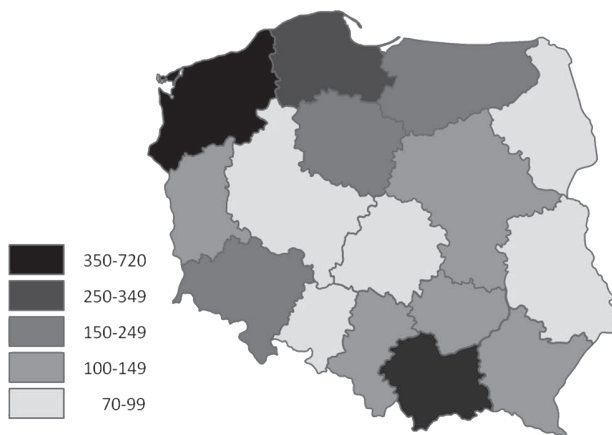
The structure of entities offering the analysed services related to tourism, leisure and culture (sports centres, holiday resorts and museums) in respective voivodeships differed in terms of their percentage share. The largest disparities were observed in West Pomeranian, Podlaskie and Greater Poland voivodeships. Museums in West Pomeranian and Greater Poland voivodeship and holiday resorts in Podlaskie voivodeship were not involved in the LFC programme. However, the percentage share of the above-mentioned services was even in Masovian, Lublin and Lesser Poland voivodeships (Figure 2).



**Figure 2.** Structure of entities involved in the LFC programme offering selected services in the area of tourism and leisure in 2017

Source: authors compilation based on LFC, <https://rodzina.gov.pl/duza-rodzina/karta-duzej-rodziny> (17.05.2017).

Analysing the involvement of holiday resorts in the programme using the tourist traffic intensity by Charvat rate (the quotient of the number of nights spent per year to the number of inhabitants) calculated for voivodeships in 2015 (Figure 3), it is noticeable that they were most numerous in the areas with the highest intensity of tourist traffic (West Pomeranian, Pomeranian and Lesser Poland voivodeships: respectively 30.1, 21.7 and 10.3% of all holiday resorts). In turn, in Lesser Poland and Masovian voivodeships the predominant entities offering discounts were museums (respectively 14.5 and 14.7%).



**Figure 3.** Tourist traffic intensity by Charvat by voivodship in 2015

Source: own elaboration based on Turystyka w 2015. Retrieved from: [www.stat.gov.pl](http://www.stat.gov.pl) (29.04.2017), p. 91.

Economic entities involved in the LFC programme most often grant 10–15% discounts (27.6% of all the surveyed entities). A slightly lower number of such entities grant discounts ranging from 16 to 20% (ca. 22% of all entities). Only 5% of entities offer discounts above 50% (whereas nearly 3% of entities in that group offer their services free of charge) (Table 1).

**Table 1.** Structure of discounts offered by enterprises involved in the LFC programme According to type of activity

Type of enterprise	Level of discounts										
	under 10%	10–15%	16–20%	21–30%	31–40%	41–50%	51–60%	61–70%	71–80%	81–90%	91–100%
Sport centres	33	32	14	3	11	0	0	0	0	1	0
Holiday resorts	14	48	24	7	3	4	0	0	0	0	0
Museums	1	3	1	6	7	28	0	0	1	1	7
Total	48	83	39	16	21	32	0	0	1	1	7

Source: own elaboration based on <https://rodzina.gov.pl/duza-rodzina/wyszukiwanie-partnerow-karty-duzej-rodziny> (17.02.2017).

Despite the fact that entities involved in the LFC programme are concentrated in voivodships with high intensity of tourist traffic, the assumption regarding the amount of discounts offered is not confirmed (Figure 3). A detailed analysis of the structure of discounts in respective voivodeships showed that in West Pomeranian and Pomeranian voivodeships no entity offered discounts on their services exceeding 50%. In Lesser Poland voivodeship it is only 1% of all entities from that area.

## Conclusions

Factors determining tourism and leisure activity of a family include both the level of income and the size of household. There is a “clear negative correlation between the size of a household and its annual expenditure on tourism” (Kowalczyk-Anioł, Włodarczyk, 2011, p. 13). Higher income (per capita) increases the capacity to buy consumer goods and services, including tourist goods and services (Szromek, 2013, p. 342). According to the authors, the function of LFC matches the idea of social tourism because it provides an opportunity to use reduced prices offered by cultural institutions, leisure centres or museums throughout Poland. Thus, the Card provides large families with easy access to leisure activities and reduces daily cost of living.<sup>2</sup>

The following conclusions can be drawn based on the presented analysis of data:

- in voivodeships with the highest percentage of multi-child families, expenditure on leisure and tourism are high in Masovian voivodeship, and they are below the average for Poland in Greater Poland and Lesser Poland voivodeship,
- the number of entities involved in the Large Family Card programme is directly proportional to the number of multi-child families. It is clearly visible in Masovian and Silesian voivodeships. In the third voivodeship – Greater Poland, which is one of the voivodeships

<sup>2</sup> <https://rodzina.gov.pl/duza-rodzina/karta-duzej-rodziny> (17.05.2017).

with the highest percentage of multi-child families, the number of entities dealing with tourism and leisure involved in the LFC programme is relatively low (Figure 1).

The second study assumption that entities offering discounts for LFC holders are mainly based in voivodeships with a high intensity of tourist traffic, whereas the discounts they offer are higher than discounts offered in other voivodeships, can be confirmed only in part. The analysis of territorial distribution indicates that most entities involved in the programme are located in voivodeships with the highest intensity of tourist traffic, but the discounts they offer are low – their level is similar in other voivodeships. At the same time, it should be emphasized that the rate of discounts depends on the type of activity and the form of ownership. Museums, which are mostly state-administered institutions, offered definitely higher discounts (37 institutions offered discounts higher than 50% of the ticket price, 7 of which had free of charge tickets). Holiday resorts and sports and leisure centres offered discounts at a definitely lower level.

Corporate social responsibility “focuses (...) on building full balance between the economic, ecological and social dimension of an enterprise” (Wołoszyn, Ratajczak, 2012, p. 14). In the light of reference literature, these dimensions also characterize the activities of enterprises in the area of sustainable development. However, Font et al. (2016) indicate that in many cases, responsible (sustainable) business is a result not so much of believing in the validity of the idea of sustainable development but rather of being convinced that the enterprises which undertake sustainability actions can provide a competitive, financial advantage. Moreover, societal legitimization is also mentioned – enterprises take sustainability actions which are visible or expected by others.

In the light of survey results, in the authors’ opinion, economic entities involved in the LFC programme, fulfilling their mission connected with protecting cultural heritage and making it available, implement the corporate social responsibility policy to a larger extent. In other cases it seems that activities for the sake of programme beneficiaries aim at improving corporate identity and are linked to a specific marketing strategy.

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## OFERTA PODMIOTÓW GOSPODARCZYCH Z ZAKRESU TURYSTYKI I REKREACJI W PROGRAMACH PROSPOŁECZNYCH W POLSCE NA PRZYKŁADZIE KARTY DUŻEJ RODZINY

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### STRESZCZENIE

Współczesne przedsiębiorstwa turystyczne działające w realiach gospodarki rynkowej coraz częściej wdrażają politykę społecznej odpowiedzialności biznesu przy czym jest to uwarunkowane misją przedsiębiorstwa. Coraz więcej podmiotów gospodarczych decyduje się na udział w programach prospołecznych m.in. skierowanych do rodzin w specjalnej sytuacji. Celem artykułu jest ukazanie udziału podmiotów gospodarczych uczestniczących w ogólnopolskim programie Karta Dużej Rodziny (KDR) w Polsce w zakresie turystyki i rekreacji. Wyniki przeprowadzonych badań wykazały, że pomimo koncentracji podmiotów gospodarczych uczestniczących w programie na obszarach o dużym natężeniu ruchu turystycznego chętnie udzielają niewielkich zniżek dla rodzin wielodzietnych.

# CONCEPTS OF *EVENT LOYALTY* & *DESTINATION LOYALTY* BASED ON THE EXAMPLE OF SPORTS FANS OF POZNAN HALF MARATHON

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KEYWORDS | destination loyalty, event loyalty, half marathon

ABSTRACT | This article explores the research problem of building loyalty of tourists towards sports events and tourist destinations, whose roots are in behavioral marketing. The work includes an overview of literature focused on tourist loyalty towards a sports event, and further on – towards a tourist destination. It presents the concepts which made it possible to create assumptions for conducting empirical research during the 6<sup>th</sup> Poznan Half Marathon. The aim of the study was to determine the factors influencing the spectators' loyalty towards this event and subsequently towards the destination. The study focused on the attempt to determine whether loyalty can be built also among sports fans, because foreign language publications are typically concerned with athletes. It appears that the conducted research confirms the assumptions adopted on the basis of the literature and proves that the loyalty of a sports fan towards the event is influenced by: motivations for passive participation in the event (*push* and *pull*), socio-demographic factors, and a sense of satisfaction from supporting the athletes, who are often close to them.

## Introduction

Research into the loyalty of consumers most frequently appears in the marketing literature, and conducting such research has been recognized as one of the most important steps to the success of businesses (La Barbara, Mazursky, 1983; Turnbull, Wilson, 1989). Hallowell (1996, pp. 27–42) proved that there is a link between customer satisfaction, customer loyalty and service provider's profitability. The author claims that loyal customers cause a reduction of the cost of recruiting

the new ones, their sensitivity to price and maintenance costs. From the standpoint of traditional marketing of products and services, loyalty can be measured by means of repeat sales or service referrals to other new consumers, but it is the satisfaction with the products or services that has the greatest impact on consumer loyalty (Pine, Peppers, Rogers, 1995; Bitner, 1990). Loyalty also occurs due to another, mundane reason – consumers have less and less free time, and this makes them try to simplify the decision-making process concerning purchases by acquiring known and proven products or services.

The analysis and exploration of this concept in tourism research has a relatively short history, and the notion of *destination loyalty* rarely appears in the literature. However, the researchers dealing with this issue consider it justified to understand what factors increase the loyalty of tourists towards the place they visited. This information is valuable for service providers providing tourism services (Flavian, Martinez, Polo, 2001). From a marketing point of view, it is less costly to put work in stopping a tourist, and to put work to get the tourist back to a destination again than to encourage to come and attract the new ones (Um, Chon, Ro, 2006). In addition, Baker and Crompton (2000, pp. 785–804) prove in their research that there is a strong relationship between consumer loyalty and profitability, showing that this is the reality of the tourism industry. Attaching a tourist to the place is simpler than encouraging new visitors to arrive.

The results of the research into factors which influence tourist loyalty have shown that the return visit is dictated by the high number of previous visits of a given place (Mazursky, 1989; Court, Lupton, 1997). However, apart from the knowledge of the destination, a significant factor is the overall satisfaction of the tourist with the tourism experience in a specific destination, considered as a prognostic factor, which is linked to the established intention of the tourist declaring their desire to target this destination again (Oh, 1999; Kozak, Rimmington, 2000; Bowen, Bigné, Andreu, 2004). The authors Yoon and Uysal (2005, pp. 45–56) emphasize the fact that tourist destinations can be perceived by tourists as a product and recommended to other potential visitors (including friends and family).

The development of sports tourism contributes to building the *destination loyalty* through sports events that attract not only rival competitors, but also crowds of fans and tourists. Among them, there are passive sports tourists – fans who are faithful to events and athletes. It is therefore worth defining the important factors influencing the loyalty of the fan of a running event towards the event and the city in which it is taking place, as well as checking whether the concepts of *event loyalty* and *destination loyalty* are ever present among the fans (and not just the athletes). This becomes of particular interest when the previous travel motives fail to predict loyalty intentions (Halpenny, Kulczycki, 2016). Furthermore, the social impacts of events can help to improve satisfaction in order to build loyalty (Yürük, Akyol, 2017, p. 376).



## Motivations, emotions, and sense of satisfaction — significant variables in the study of loyalty towards a tourist destination

In the literature, some comprehensive models for explaining loyalty towards the tourist destination have emerged. For example, Yoon and Uysal (2005, pp. 45–56) have proposed a model which binds loyalty towards destinations with travel satisfaction and motivation to go on holiday. These studies show a significant cause and effect relationship between the satisfaction of staying at the destination and loyalty, as well as between motivation to travel and satisfaction from travel. Another author – Oh (1999, pp. 67–82) stated that service quality, price value, perception of the value for the customer, and perception of company performance are all determinants of customer satisfaction. If customers are satisfied with them, they will show their intentions to visit the place again. Similarly, Bigne and co-authors (2004, pp. 682–696) state that declarations of return and willingness to recommend a particular place are influenced by the quality of tourism services and the image of a destination. Oom do Valle et al. (2006, 28) elaborated a model which presents a direct cause and effect relation between the satisfaction of the tourist with the target loyalty intention. It turned out that it is the motivations which are the basis for the decision-making process of the trip and therefore they should also be taken into account when analyzing loyalty intentions. Beerli and Martin (2004, pp. 623–636) argue that motivation is a need which drives the individual to act in a certain way so as to achieve desired satisfaction. We can distinguish *push* and *pull* motivation (Crompton, 1979).<sup>1</sup> Yoon and Uysal (2005, pp. 45–56) recognize the satisfaction of travel as a variable which is the mediator between *push* and *pull* motivations and the loyalty towards a destination. However, the impact of the socio-demographic variables on the decision-making process regarding the use of tourism services concerns yet another important issue. Studies have shown that age and the level of education affect the choice of travel destination and they are the variables which are determinants in the decision-making process.

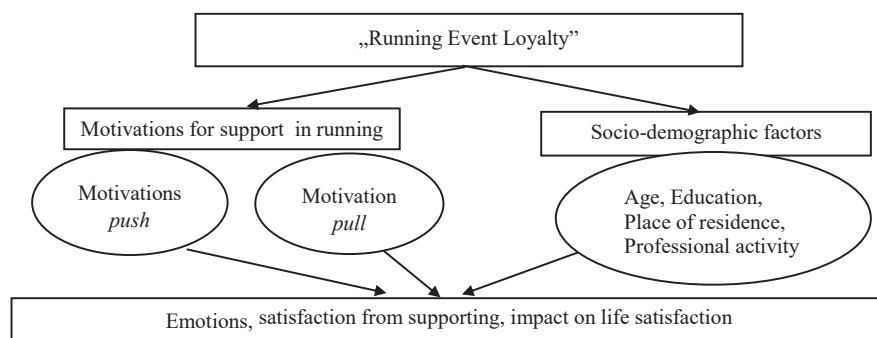
## Concepts of destination loyalty and event loyalty with reference to sports tourism

With regard to active sports tourists – athletes (e.g. runners), Sato, Jordan and Funk (2016) prove that participation in running events has a direct impact on the sense of life satisfaction and they connect it with loyalty towards the organized running event, the psychological aspect of participation and the impact of preparations for the event on health and well-being. The studies show that satisfaction from the tourist experience in a specific place is the indicator of the next visit and influences loyalty behaviors. Taking into account the results of their research and growing popularity of sports tourism, especially sports events tourism (including running events), it was decided to

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<sup>1</sup> *Push* and *pull* motivations – *push* motivation is the motivation that we impose on us ourselves. For example, an athlete decides to train for a year to run in the marathon. *Pull* motivation is the motivation which we cannot influence because we feel it inside us – for example, an artist paints a lot of pictures because it is his passion, he senses great satisfaction doing that and he is practically not able to resign from it. With respect to tourism, *push* motivation is triggered by such factors as attractiveness of the destination – for example beaches, recreation facilities and cultural attractions. On the other hand, *pull* motivation is the expression of the internal expectations of an individual, which are considered individually.

propose a similar approach, but concerning the fans of these events (i.e. their passive participants). A review of the literature on the analyzed research problem indicates a great significance of: socio-demographic variables such as age, education; life satisfaction (also affected by current professional situation); motivations (*push* and *pull*) and a sense of pride and gratification. Therefore, a conceptual model taking into account the findings of other researchers, specifying variables and preparation for the study among sports tourism participants, is proposed below.



**Figure 1.** Conceptual model – loyalty of fans, sports tourists towards a running event

Source: own elaboration.

The model shows variables which have a direct impact on the loyalty of sports tourists who support sports events towards a mass running event (e.g. half marathon). The *pull* motivations include: **social interactions** (supporting family and friends participating in sports rivalry, supporting athletes, meeting new people, time spent with friends, conversations with foreigners and people in other areas, sense of integration, etc.); **change of the environment, being in a new situation** (escape from everyday life, refreshing the mind, emotions connected with watching the competition); **family aspects** (strengthening of family ties through common active and passive participation in the event, support, sense of pride in their loved ones); **positive emotions** (excitement, satisfaction, pride of the athletes). *Push* motivations include: **city resources** (attractiveness and atmosphere of the place, route and atmosphere of the race, visible efforts of the organizers); **culture** (local food, traditions, local community, history of the city); **services** (recreation, tourism, gastronomy, entertainment, transport accessibility, etc.). Highly significant socio-demographic factors including age, education, professional activity, and place of residence were also taken into account. Meeting all the above factors results in giving the tourists a feeling of satisfaction and fulfillment in life. Emotions are present in tourist activity and tourist behavior represents an important starting point to explore the content analysis (Santos, Ramos, Almeida, 2014). In that way the content of the 6<sup>th</sup> Poznan Half Marathon represents an opportunity to study the role of the emotions. The research carried out during the 6<sup>th</sup> Poznan Half Marathon by the diagnostic survey method using a standardized interview technique was conducted on 510 sports fans. The sample was selected in such a way

as to ensure good representativeness of the obtained results. A scheme of simple random sampling without replacement was used. The study was conducted during Poznan Half Marathon, which is one of the most important running events in the field of mass sport in Poland. Apart from sharing the emotions resulting from running, half marathon gives you the opportunity of a joint trip to the venue of the event. In this case, *push* motivations (culture, history, atmosphere and overall attractiveness of Poznan) play an important role. A running event is an attraction, a magnet that attracts the same athletes/consumers even several times in their lifetime. However, in such a trip, the athletes are followed by their fans who become tourists in the destination and also take advantage of the offer of the host city.

### Empirical research results — a socio-demographic profile of a fan of the 6th Poznan half-marathon

The empirical studies covered 510 half-marathon fans (256 inhabitants, 254 tourists), with women predominating (64.7%). Male fans accounted for 35.3% of the respondents. The majority of the respondents were young people of working age. 41.4% of the respondents were at the age of 19–25 years, 27.8% were aged 26–35 years, 13.9% of the respondents were aged 36–50 years, 9% of the respondents – 51–70 years, 7.5% of the respondents were at the age of 18 and less, and 0.4% of the respondents were 71 years older and above. As far as education is concerned, the surveyed fans of the 6<sup>th</sup> Poznan Half marathon most frequently declared higher education with master's degree (44.5%), followed by higher professional education declared by 14.7% of the respondents, secondary education – 32.2%, primary – 5.9% and vocational – 2.7%. More than half of the surveyed fans were actively employed at the time of the survey (50.6%), student status was declared by 31.8%, every tenth respondent was a school pupil (10%), 4.9% were unemployed, and 2.7 % were pensioners. The highest percentage of the fans surveyed was working persons (more than half – 50.6%).

What is also interesting is the place of origin from which the surveyed fans came to participate in the race (Figure 2). Among the fans of half marathon who took part in the survey, 44.3% were residents of Poznan. 34.5% were residents of other places in Wielkopolska (Great Poland region), 18.2% of fans came from outside Wielkopolska, and almost 3% were foreigners who came from abroad.

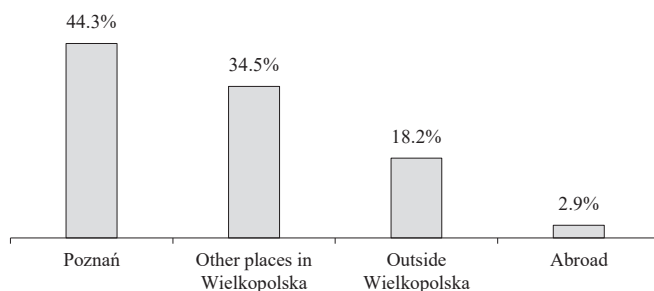


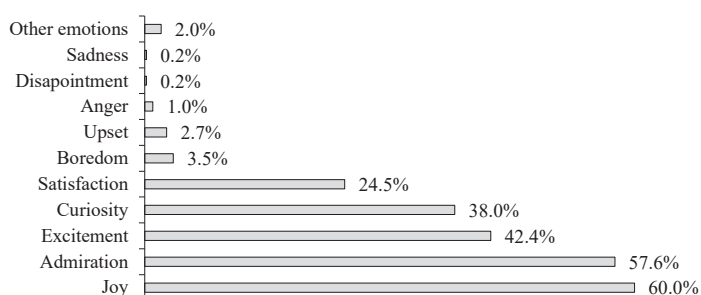
Figure 2. Place of residence of all fans surveyed (tourists + local residents)

Source: own study based on the conducted research  $n = 510$ .

More than half of the surveyed fans (55.7%) were visitors. This event is therefore an event which stimulates the development of sports fan-tourism. The Poznan Half Marathon is attended by both Polish and foreign fans coming to Poznan. However, the rank of the event is rather regional. This is reflected in the results of the presented research. Most of the half marathon fans were city dwellers from cities with over 500 thousand inhabitants (48% – nearly half). Then they were village residents (17.3%), residents of cities with 10–100 thousand inhabitants (16.1%), towns up to 10 thousand inhabitants (12.4%), and cities with 100–500 thousand inhabitants (6.3%). Summing up, the socio-demographic profile of the passive participant of the 6th Poznan Half Marathon is dominated by young women (aged 19–35) with higher education, working actively in their professions and big city residents.

### Motivations for passive participation in the race – support, sports rivalry, impact on emotions

The motivations of the Half Marathon participants identified during the conducted study include: support for the persons close to the fan through cheering, social interactions, change of the environment, and numerous positive emotions triggered by watching the athletes and their rivalry. The subsequent graphs below show the role played by cheering in the mass running event. They are, above all, positive.



**Figure 3.** Emotions accompanying cheering on 6th Poznan Half Marathon (n = 510)

Source: own elaboration.

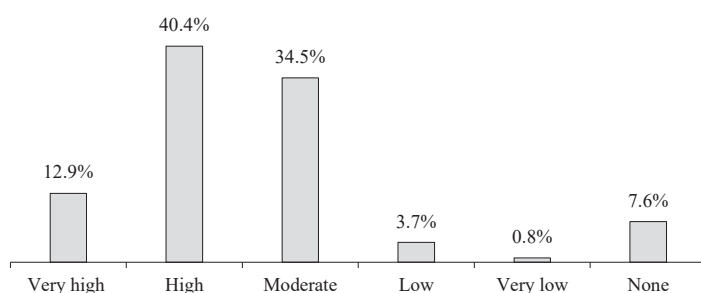
The feelings which dominated among the fans on the day of the half marathon race were definitely positive. As many as 60% of the respondents were joyful, 57.6% felt admiration, 42.4% were excited, 38% were curious, 24.5% satisfied. Boredom was felt by 3.5% of the respondents, upset by 2.7%, anger – 1%, disappointment – 0.2%, sadness – 0.2%, other emotions were felt by 2%, and included: arousal (1 person), affection (2), frustration due to cold (1), pride in the beloved person (6). These emotions are also dominant during the entire 3-day period of the event. More than half – 51.8% – of the respondents felt joy, 38.2% felt admiration, 37.1% – curiosity, 29.8% – satisfaction,

29.4% – excitement, 2.9% – upset, 1.6% – boredom, 0.6% – anger, 0.4% – disappointment, 0.4% – sadness, 1% – other emotions including: pride (4), indifference (1).

Almost all respondents (99.4%) also found that supporting the half-marathon allows for sharing emotions with other people, and only 0.6% of respondents disagreed in this question.

The respondents stated that support and cheering during the half marathon is an opportunity to share emotions with other people and to integrate with them on average at the level of 7.6 points. The fans were also asked about the level of satisfaction from passive participation in the event – as fans. It turns out that on the grading scale 1 to 10 as much as 32.2% indicated the highest grade. Fans were satisfied with participating in a sports event on average at 8.1 points on a 10-degree Likert scale.

In addition, as many as 40.4% of the fans felt that participation in the half marathon had a great impact on their life satisfaction. 34.5% said the impact was moderate. Over a tenth of the surveyed persons (12.9%) considered that the impact was very high. 7.6% stated that there was no impact at all, 3.7% described it as low, and 0.8% – as very low.



**Figure 4.** Assessment of the impact of cheering on half marathon on life satisfaction felt (n = 510)

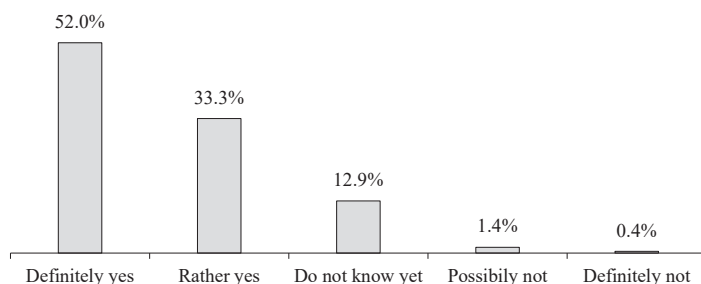
Source: own elaboration.

Therefore, sports events are worth organizing because they affect all participants, probably directly the athletes, but it turns out that also the fans. They increase the level of their satisfaction with life (more than a half of respondents answered so – 53.3%).

According to research conducted during this event in Poznan, 62.7% of the respondents supported the sports event for the first time in their lives. For 37.3% this was another time (the second time – for 19.4% of the respondents – i.e. every fifth fan, the third time – for 8.4%, the fourth time – for 3.3%, the fifth time or more – for 6.1%). These are very significant data showing that the loyalty towards the event and the destination in which it is held may also be related to passive participants in the competition – the fans. 37.3% – such a percentage of respondents took part in the event for another time – as a supporter. The results of the research show that out of 510 respondents, 78.4% supported their family and friends. More than one in five respondents (21.6%) cheered on the event despite the fact that no one close to them was in the competition.

Most of the fans are in the company of others. Nearly half of the respondents cheered in a larger group of 3–5 people (46.5%). More than 30% of respondents participated passively in the half marathon in the company of another person (as 2 persons), 11.8% (every tenth person) – alone, 5.3% (every twentieth person) – in the group of more than 10 people, and 4.9% – in the group of 6-10 people. These results are very significant from the tourist and economic point of view.

Most respondents declare their willingness to participate again. Thus, positive emotions and a sense of satisfaction affect this declaration already during the sports event.



**Figure 5.** Intention to participate again as a supporter in half marathon in Poznan (n = 510)

Source: own elaboration.

As many as 85.3% of the spectators intend to take part in the half marathon in Poznan in the future (52% – “definitely yes”, 33.3% – “rather yes”). 12.9% do not know yet, 1.8% of respondents reject such a possibility. This is a very optimistic result from the point of view of tourism. Such a declaration is undoubtedly influenced also by the high level of organization of the event, as more than 30% indicated the highest rating on a scale of 1 to 10 points. The level of organization of the event was assessed on average by fans at the level of 8.3 points.

It appears that for 95.3% of the respondents, participation in the half marathon as a supporter was the main motive for the arrival in Poznan (n = 254). However, this event and cheering motivated by giving support to a close person – a runner, contributed to taking part by the respondents in the short-term tourist movement.

## Conclusion

The conducted study positively verified the proposed conceptual model concerning fan loyalty, including the loyalty of passive sports tourists towards a running event (Figure 1). Research confirms that the satisfaction of cheering in a particular event organized cyclically in the same place:

- in the case of tourists, it affects the sense of satisfaction and contentment with life, and in this case is a determinant of the tourist re-visit,
- fans-tourists are also motivated to come and participate in the event not only by an event itself, but also by a positive, sporting image of the city and its tourist attractiveness,

- participating in the event as a fan contributes to spending time at the destination as a tourist and enjoying the cultural, entertainment and recreational offer. Sports events therefore significantly drive tourist movement.

The research confirms the significance of socio-demographic variables such as age, education, life satisfaction (also affected by current occupational status); motivations (*push* and *pull*) and a sense of pride or admiration for the dear and near ones participating in the event, and a sense of satisfaction. Positive emotions connected with participation in the event, a positive image of the city, tourist activities undertaken during a short stay, give a sense of satisfaction, fulfillment in life and build the *event loyalty* in a tourist, i.e. loyalty behaviors of a sports tourist towards (organizers) of a given race and destination (*destination loyalty*), where the race is organized. Therefore, the concepts presented in the article describe the phenomena that also occur among the fans and not just among the active participants of the half marathons (athletes).

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## KONCEPCJE EVENT LOYALTY & DESTINATION LOYALTY NA PRZYKŁADZIE KIBICÓW PÓŁMARATONU

### SŁOWA KLUCZOWE

lojalność wobec destynacji, lojalność wobec eventu, półmaraton

### STRESZCZENIE

Artykuł przedstawia problem badawczy, którego korzenie znajdują się w marketingu behawioralnym. Praca zawiera przegląd literatury skoncentrowanej na lojalności turysty wobec eventu sportowego, a w dalszej kolejności wobec destynacji turystycznej. Przedstawione zostały koncepcje, które umożliwiły stworzenie autorskich założeń badawczych, modelu koncepcyjnego i przeprowadzenie badań podczas 6. Poznań Półmaratonu. Celem badań było określenie istotnych czynników wywierających wpływ na lojalność kibica wydarzenia biegowego wobec tego eventu. Okazuje się, że przeprowadzone badania potwierdzają przyjęte na podstawie literatury założenia i dowodzą, że na lojalność kibica wobec wydarzenia biegowego wpływają: motywacja do biernego udziału w biegu, czynniki socjo-demograficzne oraz poczucie satysfakcji z kibicowania sportowcom, często bliskim osobom, a w konsekwencji podniesienie satysfakcji z życia.



# AN ASSESSMENT OF THE QUALITY OF SERVICES OFFERED BY THE NAŁĘCZÓW HEALTH RESORT AND SPA SA

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Z32

## KEYWORDS

health tourism, the Importance-Performance Analysis [IPA] method, healthcare resorts' offer, quality of services, Health Resort and SPA Nałęczów SA

## ABSTRACT

The paper presents the assessment of individual components comprising the offer of the Nałęczów Health Resort and SPA SA. The study stays within the vein of research into competitiveness of health tourism products. Highly topical, such investigations are more and more often described in both national and international research papers. The findings are very useful for entrepreneurs as they may be applied in business practice.

The analysis included the components of the ambience and attractiveness of the resort and services it offers. Two cohorts underwent the analysis – paying customers (commercial, paying in full) as well as the non-commercial referred to the resort by the national healthcare system [NFZ] and their social insurance [ZUS].

The research involved collecting the clients' opinions on their expectations concerning the services and the offer provided by the Nałęczów Resort and SPA. Their expectations were subsequently juxtaposed against the impressions they received using their products.

It was possible to identify strong and weak points of the offer owing to the Importance-Performance Analysis [IPA] method that focused on customers' perception. Additionally, the findings allowed to specify strategic actions to be aimed at streamlining the company's performance. The most urgent activities to be undertaken include improving infrastructure and facilities (especially sanitary facilities and the equipment used for providing healthcare services). Furthermore, commercial tourists brought up the problem of a weak flexibility in matching healthcare services to customers' individual needs.

## Introduction

“Nałęczów Health Resort SA” healthcare institution is among the most dynamically growing Polish health resorts. The company’s offer and range of services have been constantly evolving since its privatisation in 2002. The resort’s development and the improvements of its competitive edge have made Nałęczów a multi-purpose centre whose performance was modelled on Western resorts. Its facilities cater for healthcare, tourism, sport, recreation and relaxation, thus supporting all forms of health tourism and related services (Skowronek, Krukowska, Tucki, 2012).

Activities that the Healthcare Institution has undertaken to date have been aimed at preparing a modern healthcare product which caters to the widest possible range of needs of a contemporary health tourist. These activities were in line with the strategy of competing against other Polish health resorts by diversifying the offer, matching the offer to various expectations and an improved flexibility. The quality of the services offered has also been scrutinised recently, which complies with the general assumption that it is only those health tourism resorts that provide highest quality of services that stand a chance of succeeding. High quality must be maintained across all components of the service, as well as the whole service package and the very place where the service is provided (Burzyński, Dryglas, Golba, Bartosik, 2005, p. 58).

A necessity to maintain and raise the quality of the health resorts’ offer is a direct result of an increase in the share of commercial clients in the pool of services provided to all customers. Such customers provide ever increasing profits to resorts, however, unlike traditional customers referred to by the national healthcare system, commercial clients have greater financial means, but less time which they can spend relaxing. They also have slightly different expectations about their stay. According to W. Deluga (2013, p. 80), commercial customers expect cutting edge treatment facilities, high quality specialists and a guarantee of an atmosphere conducive to their treatment and relaxation. This group of customers also values highly: the quality of the hotel room equipment and treatment facilities, appropriate presentation of such facilities, staff’s qualifications as well as ambience which is created to cater for healthcare customer’s needs.

Hadzik and Szromek (2013, p. 101) expressed similar opinions concerning customers’ expectations while presenting the criteria for the customers to assess Upper Silesian health resorts. They enumerate the following elements as important assessment criteria: the condition of the equipment and facilities, looks of the staff, trustworthiness (keeping appointments and reliability); meeting guests’ needs, competency; empathy. Foreign literature presents similar criteria (inter alia Smith, Puczkó, 2009; Puczkó, 2010; Blešić et al. 2014).

In order to maintain high quality services, a constant assessment of the consumers’ satisfaction levels is necessary, along with meeting their functional or non-functional needs, which was pointed out by Rapacz A. (1999), Burzyński et al. (2005), Panasiuk ed. (2007); Maciąg (2010); Batyk (2012); Hadzik, Szromek (2013).

This paper stays in the vein of research into products and quality of services offered by healthcare institutions as well as SPA and wellness companies offering their services on the market of broadly defined health tourism (Vogt, Pforr, 2013). Similar problems are tackled by Snoj, Mumel,

(2002) Deng, (2007), Hadzik, Szromek, (2013) Środa-Murawska, Grzelak-Kostulska, Biegańska, (2015) Albayrak, Caber, Bideci (2016).

The paper aims at evaluating the quality of services offered by the “Nałęczów Health Resort SA” healthcare institution with the IPA method. The components of the atmosphere and attractiveness of the resort and the services it provides were analysed pursuant to the concept of competitiveness of the tourist destination by Buhalis (2000). Opinions from two cohorts were taken into account – customers who paid their fees in full (commercial) and those referred to the resort by the national healthcare system [NFZ] and their social insurance [ZUS] (non-commercial).

The problem of assessing attractiveness of the company as well as the quality of services it provides has already been tackled by Tucki, Hadzik (2013) and Mazurek-Kusiak, Soroka (2014). However, the aforementioned authors employed different methods. Only a few papers in Polish literature of the subject feature discussions of IPA's results employed for assessing services in resorts (see Środa-Murawska et al., 2015). This paper is in the vein of research projects aimed at the quality of resorts' offers.

## Material and research methods

The article presents findings from original investigations obtained through the diagnostic poll method employing a poll questionnaire. The first leg of the research consisted in administering a pilot study in May 2016, including in-depth interviews (IDI). Based on these interviews and pursuant to the literature (Deng, 2007; Olbrych, Łopyta, 2011; Hadzik, Szromek, 2013; Szromek, 2013; Środa-Murawska et al., 2015), a selection of features was made to undergo respondents' final assessment.

The survey was conducted in the Nałęczów Health Resort (SE Poland) between summer and winter 2016. 70 questionnaires were used to collect data from SPA customers. There were two sections in each questionnaire. Section 1, consisting of eight questions, focused on respondents' personal (demographic) data. Section 2 collected respondents' opinions on the quality of the product offered by the Nałęczów Health Resort. The former section employed a 5-point Likert scale with 28 attributes of the importance and the performance of a product quality. The total of 50 questionnaires were ready for the use in data analysis at the end of the survey period. The piloting research on which this paper was based determined a relatively small number of the cohort that was analysed. Furthermore, the chi-square ( $\chi^2$ ) test investigated whether there were statistically significant differences in assessments of individual attributes made by commercial and non-commercial customers.

The Importance Performance Analysis [IPA] method was used to assess the guests' satisfaction with the services and the comprehensive product of the Nałęczów Health Resort SA. The model used was originally created by John A. Martill and John C. James in the late 70s (Krok, 2011). Relatively common, the method is employed across numerous businesses and branches of industry, including tourism, where it has been used to assess the quality of services offered in travelling (Oh, 2011), hospitality, gastronomy (Lai, Hitchcock, 2015), as well as in health resorts and SPA and wellness destinations (e.g. Snoj, Mumel, 2002; Deng, 2007; Środa-Murawska et al., 2015).

An attempt was made at assessing the quality of services by the Nałęczów resort on the basis of the investigation by Środa-Murawska et al., (2015). The research process was appropriately modified so as to broaden the range of elements to be analysed (in total 28). Furthermore, the system of matrices that was adopted differed from the one presented by the aforementioned authors and instead was modelled on works by Bleśić et al. (2014) and Niemiec (2015).

The IPA method plots satisfaction as a function of two components: an importance/rank of features of a given product and its quality as perceived by a customer. An importance and an assessment resulting from a customer's own experience was specified for each attribute separately. The measurements of individual attributes were made on a 5-point Likert's ordinal scale (1–5). A significance matrix was created for the resort's offer on the basis of average results and was subsequently divided with horizontal and vertical lines (activity framework/IPA) into four sections A, B, C, D (Figure 1). Taking the resort's viewpoint, section A seems the most worrying. Elements included in this section require prompt improvements. All activities focused on solving these problems ought to have a high priority as these are elements of high significance for a customer but generating low satisfaction with services. Section B includes elements which function appropriately, and need to be maintained (high significance/high level of satisfaction). Section C includes elements of low significance for the functioning of the resort's offer (low significance/low level of satisfaction). Finally, section D is believed to include elements where the offer functions appropriately but the factors it includes do not need a lot of attention (Bleśić et al., 2014; Niemiec, 2015).

Administering this analysis facilitated identifying strong and weak points of the offer and services being provided. The findings allow to choose general directions for strategic actions aimed at streamlining resort's performance. Nevertheless, one must exercise caution while interpreting research findings from the piloting investigation.

## Results

### Sample characteristics

The research cohort was comprised of 50 tourists visiting Nałęczów, 48% of whom were males (24) and 52% were females (26). The highest percentage were middle-aged (61–70 years) – 46% of the respondents. Those aged from 71–90 made up 30% of the research cohort. Younger health tourists in the age bracket of 41–60 accounted for merely 20% of the cohort, and the youngest generation, i.e. those below 30 were the minority of 4% (2 people).

Nearly a half – i.e. 46% of the respondents had secondary education, and there was also a considerable percentage of customers with higher education – 30%. 18% had vocational education and only 6% had primary education.

80% of the respondents were retired, followed by 14% of those with their own businesses. Finally, 6% worked in the public sector.

Nearly half of the respondents (44%) had a total household income ranging from 1,000 to 2,000 PLN (net). 12% of the cohort had a relatively high income of 4,000 PLN and more, most of whom were the elderly. Nearly every fifth respondent (22%) had an income ranging from 2,001

to 3,000 PLN. There was also a relatively high percentage (16%) of respondents with the lowest income, (i.e. below 1,000 PLN).

Investigated customers came from various communities. Respondents from towns of 50 to 100 thousand inhabitants predominated – 30% of the cohort. Shares of customers from big cities (with over 1m inhabitants) and customers with rural background were similar – respectively 18% and 16%. Respondents coming from small towns (up to 10,000 inhabitants) made up 12% of the cohort, which was identical to the percentage of the customers coming from towns of 10 to 50 thousand inhabitants. The shares of customers from cities of 100 to 500 thousand inhabitants and 0.5 to 1 m inhabitants were respectively 4% and 8%.

Commercial customers who funded their own stay made up 58% of the cohort, whereas non-commercial customers made up the remaining 42% (referred by the national healthcare system [NFZ] and by their social security [ZUS]).

### Results of the Importance Performance Analyses (Overview of the results)

The research consisted in obtaining customers' opinions on expectations concerning services and offer provided by the Resort Nałęczów, and then comparing these opinions with their experience while and after using the resort's offer. On the one hand, juxtaposing 28 attributes of the offer using the IPA characteristics allowed to assess customers' impressions concerning the importance of respective attributes. On the other hand, findings that were obtained are of primary importance for the company management as well as for those directly providing the services, as they constitute the feedback showing guests' perception of the resort.

Table 1 and Figures 1–3 present research results concerning highlighted attributes of the offer. They were presented as general opinions and later split into commercial customers and customers referred to the resort by the national healthcare system [NFZ] and social security [ZUS] (described as non-commercial patients – hence no answers to questions 13 and 21).

Research findings show that it is No. 14 (Cleanliness), No. 15 (Condition of sanitary fixtures and fittings), No. 20 (A level of matching healthcare services to customers' needs), No. 25 (Friendly attitude of the lodgings' staff), and 26. (Reliability in meeting obligations resulting from the healthcare offer) that constituted the group of elements for which customers had highest expectations. Therefore, the management and the marketing divisions ought to make every effort to improve these particular aspects of the product.

On the other hand, the lowest importance mean scores for all respondents were attributes No. 6 (Sports and recreation offer in the resort) and No. 5 (Cultural offer in the resort) in ascending order. These findings confirm that conditions of the stay as well as treatment and rehabilitation procedures are more important for customers than a diversified offer aimed at making their free time more attractive (see Środa-Murawska et al., 2015, 120). The importance of the remaining 21 attributes ranged from 3.98 to 4.60.

**Table 1.** Importance-Performance scores

Attributes	Total			Commercial Respondents			Non-Commercial Respondents		
	I mean	P mean	Gap	I mean	P mean	Gap	I mean	P mean	Gap
1.	4.20	4.02	-0.18	4.32	4.04	-0.28	4.08	4.00	-0.08
2.	4.32	4.24	-0.08	4.56	4.36	-0.20	4.08	4.12	0.04
3.	4.12	4.14	0.02	4.36	4.20	-0.16	3.88	4.08	0.20
4.	4.24	4.28	0.02	4.44	4.52	0.08	4.04	4.04	0.00
5.	3.82	3.94	0.12	3.76	3.80	0.04	3.88	4.08	0.20
6.	3.74	3.80	0.06	4.00	3.92	-0.08	3.48	3.68	0.20
7.	3.96	4.08	0.12	3.96	4.08	0.12	3.96	4.08	0.12
8.	4.62	4.32	-0.30	4.56	4.32	-0.24	4.68	4.32	-0.36
9.	4.20	4.02	-0.18	4.68	4.36	-0.32	3.72	3.68	-0.04
10.	4.06	3.98	-0.08	4.20	2.28	-1.92	3.92	3.68	-0.24
11.	4.04	3.90	-0.14	4.36	4.20	-0.16	3.72	3.60	-0.12
12.	3.98	3.98	0.00	4.24	4.16	-0.08	3.72	3.80	0.08
13.	4.28	4.60	0.32	4.28	4.16	-0.12	n/a	n/a	n/a
14.	4.74	4.56	-0.18	4.84	4.64	-0.20	4.64	4.48	-0.16
15.	4.70	3.54	-1.16	4.68	4.12	-0.56	4.72	2.96	-1.76
16.	4.6	4.00	-0.60	4.60	4.12	-0.48	4.60	3.88	-0.72
17.	4.54	4.30	-0.24	4.48	4.36	-0.12	4.60	4.24	-0.36
18.	4.24	4.36	0.12	4.40	4.28	-0.12	4.08	4.44	0.36
19.	4.06	4.38	0.32	4.16	4.32	0.16	3.96	4.44	0.48
20.	4.60	4.30	-0.30	4.60	4.24	-0.36	4.60	4.36	-0.24
21.	4.44	3.92	-0.52	4.44	3.92	-0.56	n/a	n/a	n/a
22.	4.60	4.58	-0.02	4.68	4.60	-0.08	4.52	4.56	-0.04
23.	4.58	4.62	0.04	4.68	4.44	-0.24	4.48	4.80	0.32
24.	4.52	4.50	-0.02	4.72	4.56	-0.16	4.32	4.44	0.12
25.	4.64	4.74	0.10	4.88	4.60	-0.28	4.40	4.88	0.48
26.	4.62	4.38	-0.24	4.68	4.40	-0.28	4.56	4.36	-0.20
27.	4.42	4.62	0.20	4.64	4.48	-0.16	4.20	4.76	0.56
28.	4.50	4.48	-0.02	4.56	4.48	-0.08	4.44	4.48	0.04

Note: I – Importance; P – Performance.

Attributes:

1. Location/journey to the resort. 2. Resort's ambience and image. 3. Availability and quality of information on the resort's services and offer. 4. Spring park and buildings' arrangement. 5. Cultural offer in the resort. 6. Sports and recreation offer in the resort. 7. Tourist offer. 8. A wide offer of treatment therapies available in the resort. 9. Look of the premises/venue/SPA buildings. 10. Roominess of the lodgings. 11. Equipment in the lodgings. 12. Number of people per room. 13. Price of the accommodation. 14. Cleanliness. 15. Condition of sanitary fixtures and fittings. 16. Condition of the facilities and equipment used to provide healthcare services. 17. Food quality. 18. Diversity of the meals. 19. Optional diets. 20. A level of matching healthcare services to customers' individual needs. 21. Total cost for the whole stay. 22. Competence of doctors and other medical staff as well as their attitude to patients. 23. Services and competence of the lodgings' staff. 24. Friendly attitude of the medical staff. 25. Friendly attitude of the lodgings' staff. 26. Reliability in meeting obligations resulting from the healthcare offer. 27. Approachability of the medical staff. 28. The level of understanding customers' needs in the domain of providing healthcare services.

Source: own study based on the findings from the poll questionnaire.

Performance assessments were relatively high. The mean score for the whole cohort of respondents averaged out at 4.24 for the 28 components being analysed, which is a good result for the

company. No. 25 (Friendly attitude of the lodgings' staff), No. 23 (Services and competence of the lodgings' staff. and No. 27 (Approachability of the medical staff), i.e. attributes connected with the human factor, scored highest – 4.47 and 4.62. The lowest score was given to No. 15 (Condition of sanitary fixtures and fittings) – merely 3.54 (Table 1).

Analysing the discrepancies in the assessment of importance and performance, the authors found as many as 16 performance mean scores to be lower than corresponding importance mean scores. They were ascribed negative values of the indicators (Table 1). This shows that the quality of the product of the Nałęczów Resort and SPA comes across slightly worse than the guests' expectations, which is worrying.

The greatest discrepancies between expectations and impressions of services provided were recorded in cases of attributes No. 15 (Sanitary fixtures and fittings), No. 16 (Condition of the facilities and equipment used to provide healthcare services), No. 21. (Total cost for the whole stay), No. 13 (Price of the accommodation), No. 19 (Optional diets), No. 8 (A wide offer of treatment therapies available in the resort), No. 20 (A level of matching healthcare services to customers' individual needs). These findings are crucial for the management as they prove there is an urgent need to modernise the premises and facilities. Customers were also dissatisfied with restricted opportunities to make their own diet choices, select treatments, and with catering for their individual healthcare needs.

On the other hand, customers were positively surprised with 11 attributes, among which it was No. 27 (Approachability of the medical staff), No. 5 (Cultural offer in the resort), No. 7 (Tourist offer), No. 18 (Diversity of the meals), and No. 25 (Friendly attitude of the lodgings' staff) that were perceived best.

Merely one assessment element precisely matched customers' expectations – values of Importance and Performance indicators were identical in case of No. 12 (Number of people per room). Obviously, this was because respondents knew in advance about their accommodation.

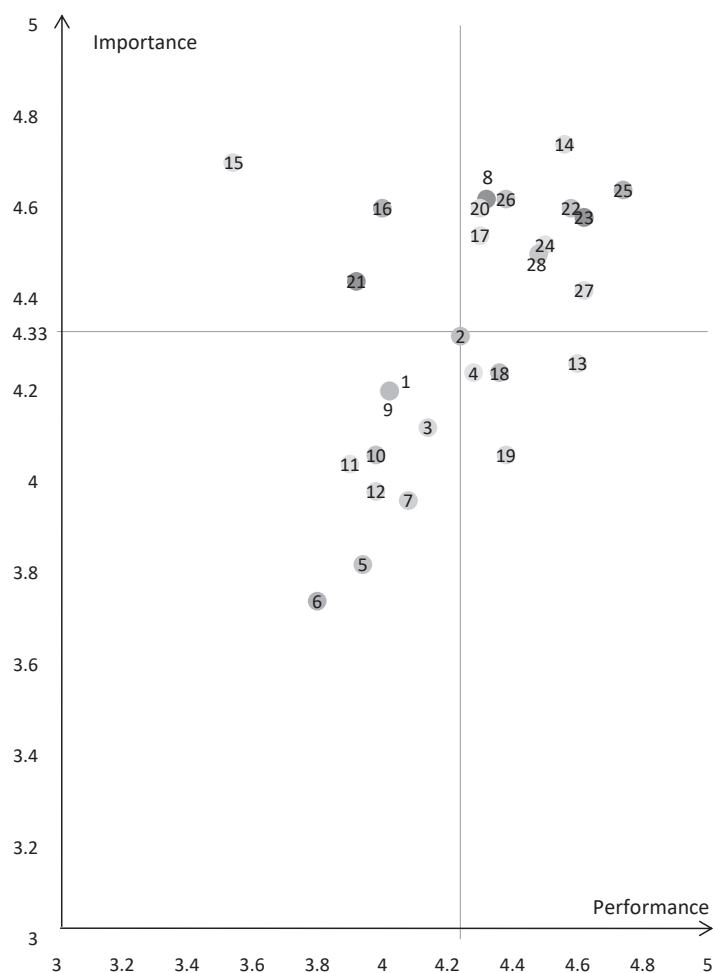
Taking the abovementioned data into account, one must match them with the significance/achievement matrix. Analysing Section A (*Concentrate Here*), which requires particular attention from the resort staff responsible for the functioning of the offer, it becomes clear that it is features No. 15 (Condition of sanitary fixtures and fittings), No. 16. (Condition of the facilities and equipment used to provide healthcare services), and No. 21 (Total cost for the whole stay) that require urgent action on the part of the company (Figure 1).

Group B (*Keep up the Good Work*) – i.e. elements that function adequately (high significance/ high satisfaction level) include: 8, 14, 17, 20, 22, 23, 24, 25, 26, 27, 28 – i.e. treatment offer, food, high competence of the staff, and medical staff's adequate approach to patients and other employees.

Features 1, 3, 5, 6, 7, 9, 10, 11, 12 have low significance for the functioning of the resort's offer (low significance/ low satisfaction level). They are situated in Section C (*Low Priority*).

Features No. 2 (Resort's ambience and image), No. 4 (Spring park and buildings' arrangement), No. 13 (Price of the accommodation), No. 18 (Diversity of the meals), and No. 19 (Optional

diets), (Figure 1) are all situated in Section D (*Possible Overkill*), where the offer functions adequately, however, only little attention needs to be paid to these factors.



Mean: Importance – 4.33; Performance – 4.24.

See the explanation on the meanings of attributes below Table 1.

**Figure 1.** IPA – satisfaction with the product and services of the Nałęczów Health Resort (total)

Source: author's own research.

According to the research premise, the findings were also juxtaposed in respective groups of respondents. The way of funding the stay was the major criterion for the division. Responses suggest that customers paying for the stay themselves (so called commercial clients) averagely give more importance to a significant majority of features of the health resort's product. However, their subjective assessments of respective elements of the offer's performance are significantly better



than those made by non-commercial customers (Table 1). This phenomenon is also confirmed by the mean for the whole group – 4.21 (Figure 2), which is some positive feedback for the company.

Merely 8 out of the total of 28 attributes were assessed lower by fully paying customers. These were components: 5, 10, 18, 19, 20, 23, 25, 27, and decidedly lowest assessment was attributed to feature No.10 (Roominess of the lodgings) – 2.28.

On the positive side, components No. 14. (Cleanliness), No. 22 (Competence of doctors and other medical staff as well as their attitude to patients), No. 25 (Friendly attitude of the lodgings' staff), No. 24 (Friendly attitude of the medical staff), and No. 4 (Spring park and buildings' arrangement), (Table 1) were perceived best by the commercial customers of the resort.

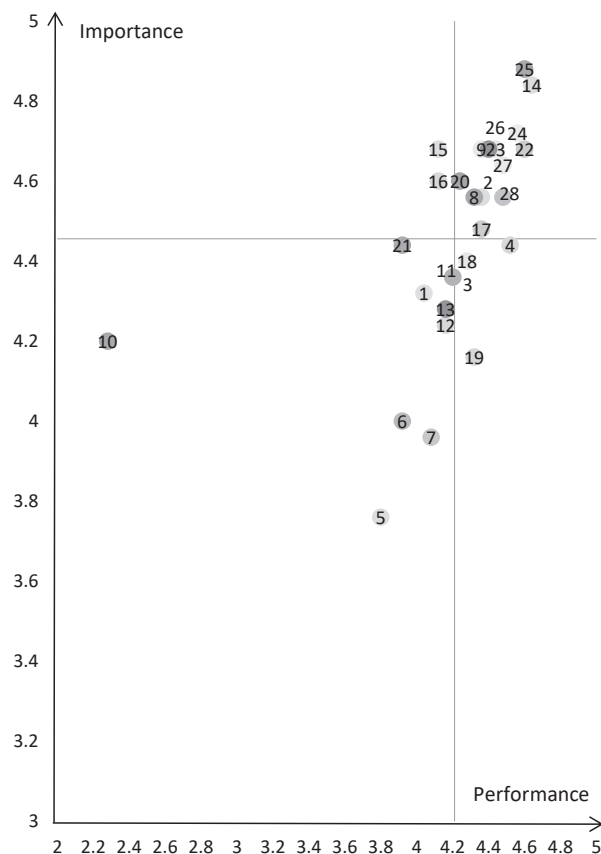
A disturbing phenomenon requires attention at this point. Customers' expectations were higher for most attributes (i.e. 24) in the cases of the quality of services and offer components. This phenomenon manifests itself with negative values of differences between mean Importance and Performance. It was only in the cases of attributes No. 4 (Spring park and buildings' arrangement), No. 5 (Cultural offer of the resort), No. 7 (Tourist offer), and No. 19 (Optional diets) that commercial customers were positively surprised (the Performance assessment was higher than an attribute's Importance).

According to commercial customers, the following attributes demand considerable improvements (Figure 2, Section A): No. 15 (Condition of sanitary fixtures and fittings), No. 16 (Condition of the facilities and equipment used to provide healthcare services), and No. 20 (A level of matching healthcare services to customers' individual needs).

Customers referred to the resort by the national healthcare system [NFZ] and their social insurance [ZUS] gave different answers. In comparison to commercial customers, this group averagely paid less importance to the great majority of investigated features of the healthcare product, which means they had fewer expectations concerning the offer. In this group, higher assessments of importance were only recorded with respect to four features: No. 5 (Cultural offer in the resort), No. 8 (A wide range of treatment therapies available in the resort), No. 15 (Condition of sanitary fixtures and fittings), and No. 17 (Food quality) (Table 1). Furthermore, non-commercial customers showed greater dissatisfaction with services they obtained, which is indicated by the lower mean assessment of Performance – 4.16.

Merely 8 out of 28 attributes were assessed better/higher than commercial customers. The components with higher assessments were: No. 5 (Cultural offer in the resort), No. 10 (Roominess of the lodgings), No. 18 (Diversity of the meals), No. 19 (Optional diets), No. 20 (A level of matching healthcare services to customers' individual needs), No. 23 (Services and competence of the lodgings' staff), No. 25 (Friendly attitude of the lodgings' staff), No. 27 (Approachability of the medical staff).

In this group of respondents, it is the assessment of attribute No. 15 (Condition of sanitary fixtures and fittings) that was most worrying in the context of customers' expectations juxtaposed with the resort's offer. This assessment had the lowest value out of all elements being analysed – 2.96 (Table 1).



Mean: Importance – 4.46, Performance – 4.21.

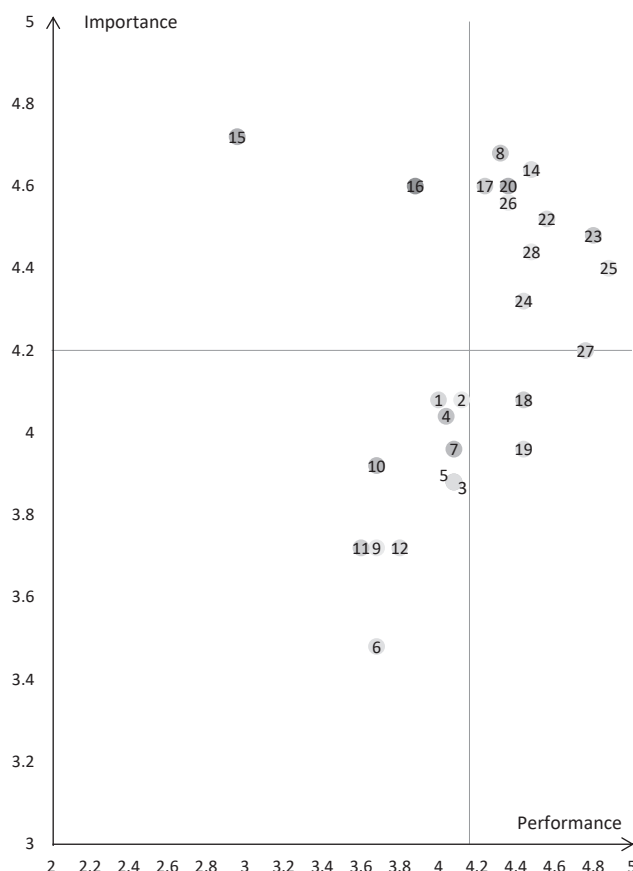
See the explanation on the meanings of attributes below Table 1.

**Figure 2.** IPA – satisfaction with the product and services of the Nałęczów Health Resort (commercial users)

Source: author's own research.

On the other hand, attribute No. 23 (Services and competence of the lodgings' staff) obtained highest assessment within this group – 4.8.

Unlike commercial customers, those whose stay was funded by the national healthcare system [NFZ] or social insurance [ZUS] were rather positively surprised by their stay in the resort. Negative values of the difference between mean Importance and Performance were recorded in the cases of merely 12 attributes, which was a half of the number in the group of commercial customers (24 negative values). Non-commercial customers were disappointed with the following components of the offer 1, 8, 9, 10, 11, 14, 15, 16, 17, 20, 22, 26. The highest negative values within this group were attributed to: No. 15 (Condition of sanitary fixtures and fittings), No. 16 (Condition of the facilities and equipment used to provide healthcare services), and No. 26 (Reliability in meeting obligations resulting from the healthcare offer) (Table 1).



Mean: Importance – 4.20, Performance – 4.16.

See the explanation on the meanings of attributes below Table 1.

**Figure 3.** IPA – satisfaction with the product and services of the Nałęczów Health Resort (non-commercial users).

Source: author's own research.

Attributes No. 15 (Condition of sanitary fixtures and fittings), No. 16 (Condition of the facilities and equipment used to provide healthcare services) require urgent action according to non-commercial customers (Figure 3, Section A), which is similar to impressions of commercial customers.

## Conclusions

Nałęczów Health Resort and SPA SA is currently one of the leading Polish health resorts. Its actions to date have aimed at preparing a modern health resort product, and in recent years more and more attention is being paid to the quality of services being provided.

The analysis of the resort's offer included components of the ambience and attractiveness of the venue and the services. The study focused on the two groups of service recipients – commercial customers and non-commercial customers (referred to by their national healthcare system [NFZ] and their social insurance [ZUS]).

The differences in quality assessments of individual offer attributes of the Nałęczów resort made by commercial and non-commercial customers proved to be statistically insignificant ( $p = 0.038$ ).

Mean assessments of the quality of components in both cohorts of resort visitors were relatively high – respectively 4.21 and 4.16, which proves that the company has prepared an attractive product for its customers. This is in line with the conclusions by Tucki and Hadzik (2013), who found the resort to be highly attractive. However, the offer requires constant streamlining and undertaking several urgent actions.

Detailed opinion analyses proved commercial customers to have higher expectations about the offer's components, yet they also assessed the product better than the customers referred to by the national health service [NFZ] and their social insurance [ZUS]. This suggests that the commercial offer is more attractive and better prepared than that aimed at customers referred to by the health-care and insurance institutions.

The respondents paying for their stay appreciated the attractiveness of the venue (the spring park and buildings' arrangement), an opportunity to select an appropriate diet, cleanliness as well as the competence and the friendly attitude of the staff. On the other hand, they were dissatisfied with the roominess of their lodgings, cultural offer, sports and recreation, and with the total price of the product. This opinion reflects the conclusions of Środa-Murawska et al. (2015). Responses by commercial customers staying in the Ciechocinek resort were similar in good assessments of the medical offer and staff competence, however, poorer assessments were made of the cultural offer and entertainment.

It must be stressed that for this group of respondents, the differences between assessments of importance and performance of respective components were negative for most attributes (24). This may suggest that the customers were not really satisfied with their stay. Their expectations were better than the actual product.

Non-commercial customers had lesser expectations about the resort's offer, and it was the cultural offer, a range of available treatments, the state of sanitary fixtures and fittings as well as the quality of food that they found most important. They expressed their lower satisfaction with the services in their lower assessments. It was the state of sanitary fixtures and fittings, as well as the equipment used to provide healthcare services that they found to be the greatest problem. On the other hand, services and competence of the staff were the qualities that they appreciated most. According to the findings by Środa-Murawska et al. (2015), non-commercial customers from Ciechocinek also made highest assessments for medical services and the competence of the staff, while the lowest evaluations were made for the cultural offer, entertainment opportunities and cleanliness.

In contrast to commercial customers, respondents whose stay was funded by the national healthcare system [NFZ] and their social insurance [NFZ] were rather positively surprised during their stay in the resort. Negative values of differences between assessments occurred merely in the cases of 12 attributes.

Using the IPA method has allowed to recognise strong and weak points of the offer and services provided by the resorts. Research findings allowed to pinpoint most important problems that customers notice and to show directions for actions that need to be taken for the company to function appropriately. The most urgent actions include improvements in the state of infrastructure and equipment (especially sanitary fixtures and fittings as well as the equipment used for performing healthcare services). Furthermore, commercial tourists pay more attention to the problem of flexibility in matching healthcare services to customers' individual needs.

The assessments of the quality of services offered by the Nałęczów Health Resort SA were made on the basis of the piloting investigation, hence the findings are not definitive. However, they might be useful guidelines as the study has significant implications both for practitioners and academics. From the management's perspective, our results may provide a clear guidance for the improvement of the tourist offer by identifying the main area of intervention according to tourists' perceptions.

*Translated by Konrad Dejko*

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## OCENA JAKOŚCI USŁUG OFEROWANYCH PRZEZ ZAKŁAD LECZNICZY UZDROWISKO NAŁĘCZÓW SA

### SŁOWA KLUCZOWE

turystyka zdrowotna, metoda IPA, oferta uzdrowisk, jakość usług, uzdrowisko Nałęczów SA

### STRESZCZENIE

Praca dotyczy oceny jakości składowych oferty świadczonej przez Zakład Leczniczy Uzdrowisko Nałęczów SA. Wpisuje się w nurt badań nad konkurencyjnością produktu turystyki zdrowotnej. Jest to aktualny problem, coraz częściej poruszany w krajowych i zagranicznych opracowaniach naukowych. Bardzo często wyniki takich prac są pomocne przedsiębiorcom, mają zatem zastosowanie praktyczne.

Analiza obejmowała składowe atmosfery i atrakcyjności kurortu oraz świadczonych w nim usług. Dotyczyła dwóch grup – klientów pełnopłatnych (komercyjnych) oraz skierowanych tam przez NFZ i ZUS (niekomercyjnych).

Istotą przeprowadzonych badań było uzyskanie od kuracjuszy opinii na temat oczekiwań odnośnie usług i oferty świadczonej przez uzdrowisko w Nałęczowie, a następnie porównanie ich z odczuciami, które uzyskali po, lub w trakcie konsumpcji.

Dzięki zastosowanej metodzie IPA możliwe było rozpoznanie mocnych i słabych stron oferty, wynikające z percepcji klientów. Uzyskane wyniki pozwoliły ponadto na określenie strategicznych działań, mających na celu właściwe funkcjonowanie przedsiębiorstwa. Do tych najpilniejszych należy zaliczyć poprawę stanu infrastruktury i urządzeń (zwłaszcza sanitarnych i tych wykorzystywanych do usług zdrowotnych). Ponadto turyści komercyjni zwrócili uwagę na problem niskiej elastyczności w dostosowywaniu usług zdrowotnych do indywidualnych potrzeb klienta.





## DIVERSITY OF THE TOURISM POTENTIAL AND FUNCTIONS IN THE ROZTOCZE REGION

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### KEYWORDS

tourism potential, tourism function, Roztocze region

### ABSTRACT

The Roztocze region is characterised by remarkable natural and cultural resources and a relatively well-developed infrastructure. They determine its high educational, recreational, and health-promoting value. However, the tourism potential of the region is not being fully exploited. The tourism function is irregularly developed on the scale of the entire region. The aim of the article is to present the spatial diversity of tourist phenomena in Roztocze. The objective will be achieved with the use of the taxonomic method of multidimensional comparative analysis. Synthetic measures of the tourism potential and function in communes located in the region were calculated. The values of the indicators suggest that only five units (Krasnobród, Zwierzyniec, Janów Lubelski, Bełżec, Józefów) are characterised by satisfactory and the highest measures. The other communes exhibited disparities in the development of the potential and function. The results of the analysis of the relationships between these measures in the communes have contributed to identification of the current problems of tourism development. They should therefore be taken into account in an attempt at improving the economic situation of the communes through the development of tourism.

## Introduction

Roztocze has been regarded as a tourist region since the 30s of the 20<sup>th</sup> century (Leszczycki, 1937). A comprehensive review of literature in this field is provided in a paper by Brzezińska-Wójcik, Skowronek, Świeca (2016).

The development of tourism in this area has been analysed in detail by e.g. Karolczak (2002), Tucki (2009), Świeca, Brzezińska-Wójcik, Skowronek, Krukowska, Tucki, et al. (2015), and

Brzezińska-Wójcik et al. (2016). The result of the studies conducted by these authors was a proposal of tourism regionalisation of Roztocze. Despite the differences in the research approaches, all authors considered some elements of the tourism potential and function, which turned out to be important criteria for distinguishing touristic subregions or areas. This finding fits the theoretical assumptions of the concept of a touristic region with the potential and function as its main components (e.g. Liszewski, 2003).

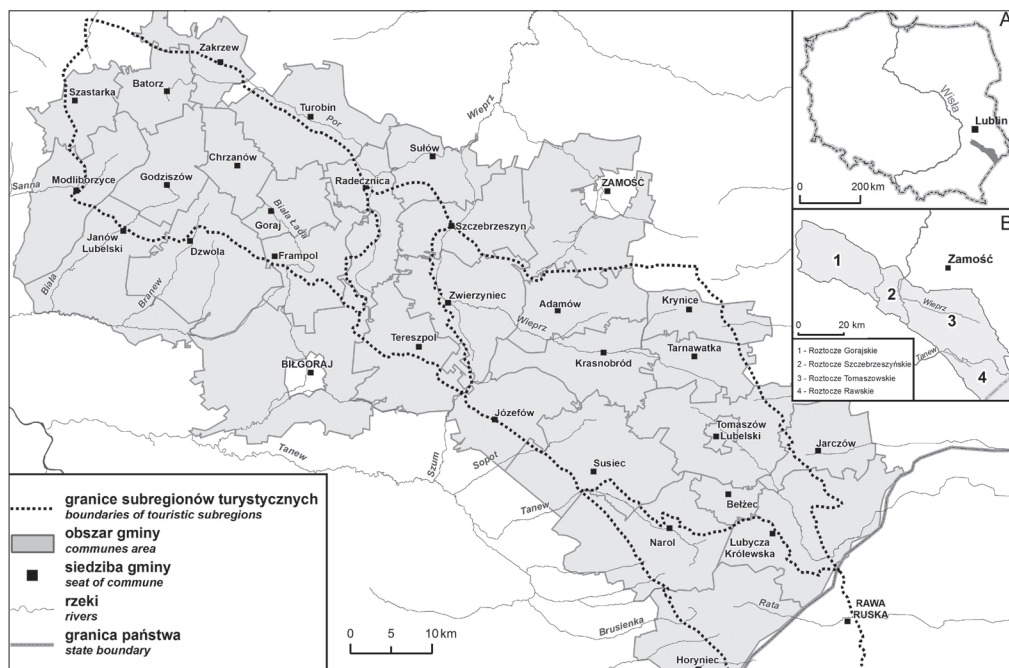
Given the many definitions of the tourism potential analysed by Zajadacz (2004), in this paper, the semantic range of the term was adopted from Naumowicz (1993). As specified by the author, the components of the potential include natural and cultural assets, tourism management, and the activity of local governments to develop tourism and recreation.

The issue of the tourism function, i.e. definition thereof, its semantic range, and methods for determination, has been undertaken by many authors. A comprehensive review of literature in this field is presented in the papers by Fischbach (1989), Derek (2008), Gołembski (2009), and Szromek (2012). With reference to the results reported by these authors, this paper addresses the issues of the size and type of accommodation facilities as well as the intensity of the tourist traffic.

The aim of the article is to present the spatial diversity of tourism phenomena in Roztocze communes. They were expressed by the value of the potential and function measures calculated based on current data. Identification of the correlations between the potential and function in the analysed communes helped to recognise current problems related to the development of tourism. Additionally, it facilitated formulation of recommendations for specific actions that should be undertaken by communes to enhance their economic status through tourism.

## Research methods and sources of data

The image of the spatial diversity of the tourism potential and function in the analysed Roztocze communes (Figure 1) was obtained using the taxonomy method of multidimensional comparative analysis adopted from Gołembski (1999). The research procedure for evaluation of the potential, described in detail by Brzezińska-Wójcik and Skowronek (2017, in press), was based on the number of touristic natural (17 features) and cultural (11 features) assets as well as the tourism material base (14 features). The activity of local governments associated with tourism (3 features) was taken into account as well (Figures 2–3). The tourism function of each analysed commune was evaluated based on two features (the total number of accommodation users and the number of visitors to objects/sites) (Figure 4). Synthetic measures of the components of the potential [(Synthetic Measures of Nature Potential (SMNP), Culture Potential (SMCP), Accommodation Facility Potential (SMAFP), Catering Facility Potential (SMCFP), Transport Accessibility Potential (SMTAP), and Commune Government Activity Potential (SMCGA)] and function [(Synthetic Measures of Total Accommodation Users (SMTAU) and Object/Site Visitors (SMOSV))] were calculated and used for classification of the analysed communes into four classes of tourism potential and function: very high, high, moderate, and low.



**Figure 1.** Touristic subregions in Roztocze in relation to the geomorphological units according to Buraczyński (1995)

Source: own investigations, partly based on Brzezińska-Wójcik et al. (2016).

Next, the values of the potential and function measures calculated for the communes using the multidimensional comparative analysis were presented in a two-dimensional space (Figure 5). The space was organised with reference to the arithmetic mean of both general measures – the Synthetic Measure of Tourism Potential (SMTP) and the Synthetic Measure of Tourist Function (SMTF). This allowed distinguishing communes in which: 1) the potential reached the highest values and the function had the lowest values; 2) the function had the highest values and the potential exhibited the lowest values; 3) the potential and function exhibited the lowest values, and 4) the potential and function had the highest values.

The issues addressed in the paper were analysed based on secondary and primary sources of data (*Turystyka...*, 2016; *Turystyka w województwie...*, 2016; *Bank Danych Lokalnych*; stocktaking, query) in 2014–2016.

The analysis of the components of the potential and function was carried out for touristic Roztocze subregions specified by Brzezińska-Wójcik et al. (2016) (Figure 1).

## Diversity of the tourism potential

The resources of Roztocze that can promote development of various forms of tourism were described in detail by Świeca et al. (2015) and Brzezińska-Wójcik et al. (2016 and literature cited therein).

In this article, the current tourism potential of the region, in accordance with the adopted definition, was evaluated based on the following features: natural and cultural assets, tourism management, and activity of local governments. It was expressed with respective sub-indicators – Synthetic Measures of Nature (SMNP), Culture (SMCP), Accommodation Facility (SMAFP), Catering Facility (SMCFP), Transport Accessibility (SMTAP), and Commune Government Activity (SMCGA) Potentials.

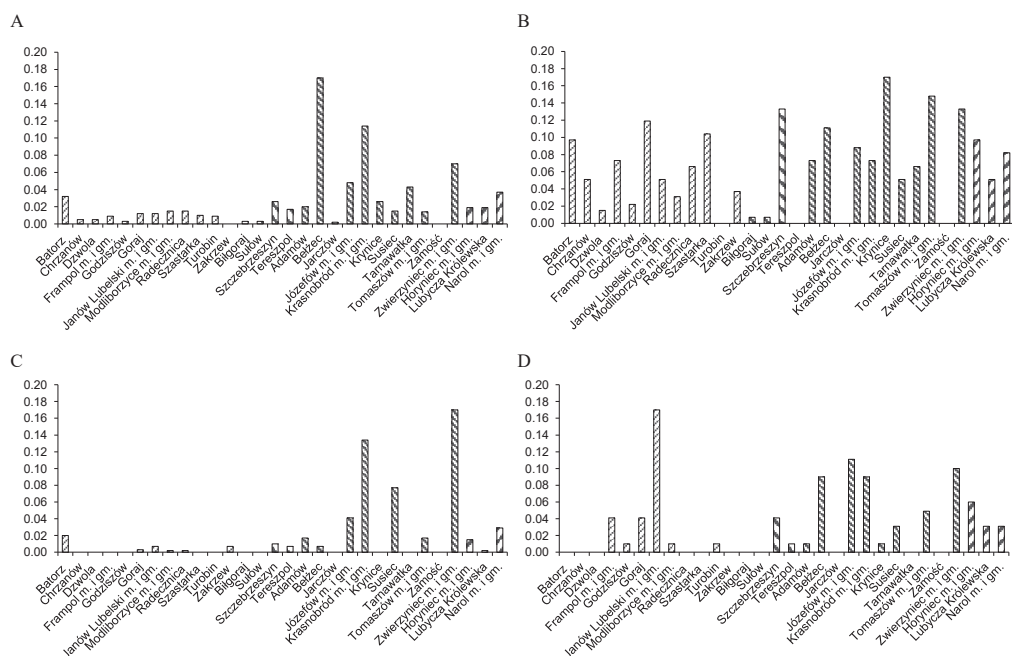
### Nature Potential

The nature potential determining development of tourism in Roztocze is associated with objects of the geological structure, relief, water phenomena, and organic world.

A “very high” potential value ( $SMNP > 0.073$ ) was assigned to three communes: Bełżec, Krasnobród, and Zwierzyniec, located in Roztocze Tomaszowskie (Figure 2). Bełżec commune is the leader, as its highest value of the measure is associated with the great number of monument trees. The areas of Krasnobród and Zwierzyniec towns and communes are characterised by a high diversity and frequency of occurrence of flora peculiarities, springs, historical parks, and nature collections. In Krasnobród, there are well-known springs (Blessed Virgin Mary’s and St. Roch’s) flowing from Late Cretaceous rocks, a white chestnut alley, and nature collections in the Museum of Krasnobród Village, Geology, and Pottery. There is a very popular watchtower over an abandoned quarry of Late Cretaceous rocks (with animal and plant fossils). In Zwierzyniec town and commune, the nature collections are displayed in the Education and Museum Centre of the Roztoczański National Park, and geological specimens can be viewed in the Forest Chamber in Florianka. Other well-known assets include the historical “Zamoyski Estate Park” in Zwierzyniec and the Florian pedunculate oak in Florianka.

Communes with a “high” nature potential value ( $SMNP = 0.026–0.063$ ) are represented by Batorz, Szczeczeszyn, Tarnawatka, Krynice, Józefów, and Narol (Figure 2). In Batorz commune in Roztocze Gorajskie, the major role is played by monument trees and tree groups, geological outcrops and specimens (displayed in the Rural Museum in Batorz), historical parks, and viewpoints. Szczeczeszyn town and commune located in Roztocze Szczeczeszyńskie are known for loess gullies, the longitudinal Wieprz River valley, historical parks, viewpoints, and geological specimens in the Museum of Earth and Sea Treasures in Szczeczeszyn. The “high” potential of Tarnawatka and Krynice communes located in Roztocze Tomaszowskie is mainly related to the presence of monuments of nature and historical parks. In turn, the potential of Józefów commune is associated with the Miocene limestone quarry and the watchtower, Adam Grochowicz Museum of Masonry, Geotouristic Pavilion in Józefów, and a pedunculate oak alley in Górecko Kościelne. Narol commune located in Roztocze Rawskie is famous for the Tanew River valley and springs,

nature reserves, ecological sites, and Wielki Dział, i.e. one of the highest elevations of the entire region.



A – nature potential in light of the Synthetic Measure of Nature Potential (SMNP); B – culture potential in light of the Synthetic Measure of Culture Potential (SMCP); C – accommodation facilities in light of the Synthetic Measure of Accommodation Facility Potential (SMAFP); D – catering facilities in light of the Synthetic Measure of Catering Facility Potential (SMCFP).

**Figure 2.** The diversity of the tourism potential in Roztocze communes

Source: own investigations

Most communes in Roztocze (11) are characterised by a “moderate” potential value (SMNP = 0.010–0.026) (Figure 2). In the Goraj subregion, this group comprises Modliborzyce, Radechnica, Goraj, Szastarka, and Janów Lubelski communes, whose potential is mainly determined by monuments of nature, historical parks, and viewpoints. Radechnica commune is additionally distinguished for the Por River valley springs, in particular St. Anthony’s spring. In Janów Lubelski commune, there are Our Lady of Grace springs in the Biała River valley in Janów Lubelski town. The moderate potential of Tereszpól commune in Roztocze Szczepreszyńskie is determined by the presence of rocky hills and the viewpoints offered by them. The status of Adamów and Tomaszów Lubelski communes in Roztocze Tomaszowskie is achieved owing to flora peculiarities and historical parks. In turn, Józefów and Susiec communes are assigned their potential based on the presence of springs and knickpoints, i.e. the “thresholds” in the Szum, Sopot, Tanew, and Jeleń

riverbeds (formed of Late Cretaceous gaizes) and in the Sopot riverbed (formed of Miocene detrital limestone) in the Czartowe Pole reserve.

Horyniec-Zdrój commune, located in Roztocze Rawskie, has sulphate mineral waters (Ciężkowski, Porwisch, Zuber, 2003) used in krenotherapy and balneotherapy as well as peatbog communities (Sobolewska, Sztanke, Pasternak, 2007), which are the basis of the Horyniec-Zdrój spa function. Additionally, there are outcrops of Miocene limestone and sandstone, Miocene caves and rocks, and Świdnica springs (Our Lady Immaculate springs in Nowiny Horynieckie). A unique value on the scale of the country is assigned to silicified fragments of Miocene wood of *Taxodioxylon taxodii* from the Taxodiaceae family (Kłusek, 2006), which are exhibited in the Museum in Siedliska, Lubycza Królewska commune. In this village, there are also St. Nicholas's springs in the Prutnik River valley.

Communes with a "low" tourism potential value ( $SMNP < 0.010$ ) are located mainly in the western part of Roztocze (Figure 2). There are single flora peculiarities in six communes of Roztocze Gorajskie, i.e. Frampol, Turobin, Chrzanów, Dzwola, Godziszów, and Zakrzew, Miocene rock outcrops in Biłgoraj commune (Roztocze Szczebrzeszyńskie), and viewpoints in Sułów commune.

## Culture potential

The analysis of the category of tourist cultural assets determining the potential of Roztocze involved architectural and building monuments, archaeological objects and sites, museums, open-air museums, pilgrimage destinations, major battlefields, sites of martyrology, cultural events, and other cultural resources (Skowronek, Kondraciuk, Kosyk-Bilska, 2015; Brzezińska-Wójcik et al., 2016).

Six communes from three subregions, i.e. Goraj, Szczebrzeszyn, and Tomaszów, were classified as having a "very high" value of the Synthetic Measure of Culture Potential ( $SMCP > 0.102$ ) (Figure 2). The highest values of the parameter in Roztocze Gorajskie were found for Goraj and Szastarka communes. This was determined by the relatively great number of monuments, i.e. chapels and roadside crosses, temples, wooden houses and farmsteads originating from the 19<sup>th</sup> and 20<sup>th</sup> centuries, and mills. The potential in Roztocze Szczebrzeszyńskie is attributed to the religious buildings of various religions (Renaissance churches, Greek Catholic church, synagogue) as well as historical public facilities (town hall, school buildings) and industrial buildings (mainly mills) primarily erected by the Zamoyski family in Szczebrzeszyn. Historical mansions, wooden houses, and windmills are preserved in the commune located around the town. In the analysed category of the potential, a majority of communes, i.e. Zwierzyniec, Tomaszów Lubelski, Krynice, and Bełżec, belong to Roztocze Tomaszowskie. The greatest importance in these communes is assigned to sacral objects, palace and court complexes, and technical and industrial facilities (many raised by the Zamoyski Estate). An important object is the Museum – Memorial Site in Bełżec.

In the entire region, the greatest number of communes (9) has been classified to have a "high" potential value ( $SMCP = 0.065-0.102$ ) (Figure 2). In Roztocze Gorajskie, they are represented by Batorz, Frampol, and Radechnica. In the latter commune, the value of the parameter is related to the

presence of the many objects of the historical Bernardine monastery complex in Radechnica and wooden mills. The culture potential of Frampol is associated with its unique spatial layout, numerous objects of sacral architecture (church complexes, chapels, and roadside shrines), and remains of wooden manor and farm developments. The potential in Batorz commune is supported by the presence of an early medieval settlement, a church complex, a shrine, a manor house, a wooden farmstead, and a wooden mill. No commune from Roztocze Szczeczeszyńskie was classified in this category. In Roztocze Tomaszowskie, high values of this indicator were noted for Józefów, Krasnobród, Adamów, and Tarnawatka communes. In this first one, the potential is determined by the historical religious objects related to the pilgrimage centre in Górecko Kościelne as well as the church complex and the synagogue in Józefów, ruins of a paper mill in Hamernia, a complex of Zamoyski Estate historical forester lodges in Florianka and Górecko Stare, and a manor complex in the latter commune. The culture potential in the Krasnobród municipal-rural commune is assigned to the sacral objects of the pilgrimage centre (Dominican monastery complex and chapels in Podklasztor as well as St. Roch's chapel in Zagórze), the palace complex in Krasnobród, and historical 19<sup>th</sup> and 20<sup>th</sup> century houses and granges. The value of the SMCP indicator in Adamów commune is primarily influenced by the presence of sacral objects, e.g. the complex of Orthodox churches in Potoczek and Szewnia, the church in Bondyrz, and manor complexes, which play an important role in Niemirówek and Tarnawatka communes as well. The latter administrative unit is characterised by a unique layout of Pańków village (rundling) set up in 1548. The important resources in Tarnawatka include a historical Orthodox church complex, an inn, and a smithy. High values of the culture potential in Roztocze Rawskie were noted in Horyniec-Zdrój and Narol municipal-rural communes. In the former commune, the value of the potential is determined by the Orthodox church complex in Radruż included in the UNESCO list, the historical Poniński palace complex in Horyniec-Zdrój, unique remains of the Basilian monastery in Monastyr, many Orthodox churches and Greek Orthodox cemeteries with historic Brusno tombstones, chapels and roadside crosses, and Molotov Line fortifications. Similar categories of resources are found in Narol commune, where there is also an 18<sup>th</sup> century palace complex belonging to the Łoś family.

“Moderate” potential (SMCP = 0.023–0.065) was assigned to six communes (Figure 2). Four of them, i.e. Chrzanów, Janów Lubelski, Zakrzew, and Modliborzyce, belong to the Goraj subregion. Their rank was determined by the low number of assets such as sacral objects, chapels and roadside crosses, and houses and wooden farmsteads. The most interesting monuments include the Dominican monastery complex and the official buildings of Zamoyski Estate in Janów Lubelski and the 18<sup>th</sup> century synagogue in Modliborzyce. In Roztocze Tomaszowskie, a moderate value of the potential was noted for Susiec commune. It has only few cultural resources, e.g. the Greek Orthodox church complex in Łosiniec, the church complex in Susiec, and as many as eight 19<sup>th</sup> and 20<sup>th</sup> century wooden water mills. In Roztocze Rawskie, the same range of SMCP values was found for Lubycza Królewska commune, which has mainly religious objects, e.g. the Greek Catholic church complexes (Hrebenne, Kornie, Siedliska and ruins in Kniazie and Teniatyska), the church in Lubycza Królewska, and the bunkers of the Molotov Line.



Eight communes of the regions were characterised by a “low” potential value ( $SMCP < 0.023$ ; Figure 2). These are Godziszów, Dzwola, and Turobin in Roztocze Gorajskie and Biłgoraj, Sułów, and Terespol in Roztocze Szczebrzeszyńskie. The most recognisable object in this group is the early medieval stronghold in Sądka (Sułów commune). In Roztocze Tomaszowskie, the lowest SMCP values were noted for Jarców commune and Zamość rural commune.

## Tourism management potential

Accommodation facilities in Roztocze can be found only in 18 administrative units out of 30. They have been characterised in detail in the review by Świeca et al. (2015).

A “very high” value of the accommodation facility potential expressed by the Synthetic Measure of Accommodation Facility Potential  $SMAFP > 0.079$  (number of accommodation facilities per unit area) was noted for two communes in Roztocze Tomaszowskie, i.e. Zwierzyniec and Krasnobród (Figure 2). Krasnobród offers the greatest number of accommodations (21.5% of all accommodation in Roztocze). Both towns and communes offer the greatest numbers of guest rooms.

A “high” value of the potential ( $SMAFP = 0.018–0.079$ ) was noted for four communes: two in Roztocze Tomaszowskie – Susiec and Józefów – and one in Roztocze Gorajskie and Roztocze Rawskie – Batorz and Narol. Agrotourism facilities dominate in Batorz and Józefów communes, whereas guest rooms are predominant in the other units.

A “moderate” potential value ( $SMAFP = 0.004–0.018$ ) was determined for eight communes: Adamów, Tomaszów Lubelski, and Bełżec in Roztocze Tomaszowskie, Janów Lubelski and Zakrzew in Roztocze Gorajskie, Szczebrzeszyn and Terespol in Roztocze Szczebrzeszyńskie, and Horyniec-Zdrój in Roztocze Rawskie (Figure 2). Five communes, i.e. Szczebrzeszyn, Terespol, Adamów, Bełżec, and Horyniec-Zdrój, are characterised by the highest number of agrotourism facilities. Collective accommodation facilities dominate in Janów Lubelski town and commune, whereas guest rooms are a majority in Tomaszów Lubelski.

A “low” potential value ( $SMAFP < 0.004$ ) was found for a majority of the communes, i.e. 16. These are Goraj, Modliborzyce, Radecznica, Chrzanów, Dzwola, Frampol, Godziszów, Szastarka, and Turobin communes in Roztocze Gorajskie, Jarców, Krynice, Tarnawatka, and Zamość in Roztocze Tomaszowskie, Biłgoraj and Sułów in Roztocze Szczebrzeszyńskie, and Lubycza Królewska in Roztocze Rawskie. Agrotourism facilities dominate in Goraj, Radecznica, and Lubycza Królewska, whereas collective accommodation facilities and guest rooms are most common in Modliborzyce commune.

The catering base complementing the accommodation base in Roztocze comprises over 130 catering facilities. Its structure is dominated by restaurants and bars, and there are relatively many inns (Golian, 2015). It should be emphasised that there are many seasonal catering facilities in the tourist resorts. A majority of them accompany accommodation facilities, which offer additional catering services. The objects are located in 19 of the 30 analysed communes, mostly in towns and holiday resorts. They have been characterised in detail by Świeca et al. (2015).



Józefów, Zwierzyniec, Bełżec, and Krasnobród communes in Roztocze Tomaszowskie and Janów Lubelski in Roztocze Gorajskie were described by a “very high” value of the catering facility potential ( $SMCFP > 0.079$ ) (Figure 2).

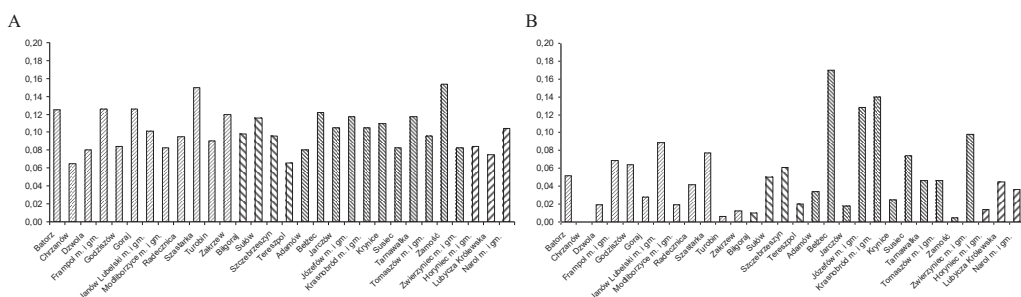
A “high” value of the catering facility potential ( $SMCFP = 0.032–0.079$ ) was found for Frampol and Goraj communes in the Goraj subregion, Szczepieszyn commune in the Szczepieszyn subregion, Tomaszów Lubelski commune in the Tomaszów subregion, and Horyniec-Zdrój in the Rawski subregion (Figure 2).

“Moderate” values ( $SMCFP = 0.008–0.032$ ) were assigned to Godziszów, Modliborzyce, and Turobin communes in Roztocze Gorajskie, Susiec, Adamów, and Krynice in Roztocze Tomaszowskie, Lubycza Królewska and Narol in Roztocze Rawskie, and Terespol in Roztocze Szczepieszynskie.

The greatest number of communes, i.e. 11, was evaluated as “low” potential ( $SMCFP < 0.008$ ). They are concentrated mainly in Roztocze Gorajskie, i.e. Batorz, Chrzanów, Dzwola, Radecznica, Szastarka, and Zakrzew. Three communes, i.e. Jarczów, Tarnawatka, and Zamość, are located in Roztocze Tomaszowskie and two – Biłgoraj and Sułów – in Roztocze Szczepieszynskie (Figure 2).

In terms of transport, Roztocze is characterised by good, although spatially varied, external and internal accessibility.

A “very high” value of the transport accessibility potential (Synthetic Measure of Transport Accessibility Potential ( $SMTAP > 0.114$ )) was reported for Szastarka, Frampol, Goraj, Batorz, and Zakrzew communes in Roztocze Gorajskie and Zamość, Bełżec, Józefów, and Tarnawatka in Roztocze Tomaszowskie (Figure 3). Trunk road 74 connecting Annopol with the border crossing in Zosin runs across Roztocze Gorajskie. The coherence of roads in the longitudinal direction in this subregion is complemented by Lublin–Przemyśl inter-regional road 835. External accessibility in Roztocze Tomaszowskie is provided by a transport artery leading to Ukraine – route S-17. In Roztocze Szczepieszynskie, Sułów commune was assigned such a high value. Roztocze Rawskie was assigned the lowest rank in this aspect.



A – transport accessibility in Roztocze communes in light of the Synthetic Measure of Transport Accessibility Potential (SMTAP); B – activity of local governments in Roztocze in light of the Synthetic Measure of Commune Government Activity Potential (SMCGA).

**Figure 3.** The diversity of the tourism potential in Roztocze communes

Source: own investigations.

A “high” value (SMTAP = 0.102–0.114) was achieved by Roztocze Tomaszowskie communes, i.e. Jarczów, Krasnobród, and Krynice (Figure 3), where route S-17 is located.

A “moderate” (SMTAP = 0.085–0.102) potential value was found for Janów Lubelski, Radecznica, and Turobin communes in Roztocze Gorajskie, Szczebrzeszyn, and Biłgoraj in Roztocze Szczebrzeszyńskie, Tomaszów Lubelski in Roztocze Tomaszowskie, and Narol in Roztocze Rawskie.

Communes with “low” potential (SMTAP < 0.085) (Figure 3) constitute a majority. They are concentrated in the central or peripheral parts of the region. The greatest number of such communes, i.e. Dzwola, Godziszów, Modliborzyce, and Chrzanów, are located in the Goraj subregion. A similar number, Adamów, Susiec, and Zwierzyniec, are located in the Tomaszów subregion. A similar value of the potential was found for Horyniec-Zdrój and Lubycza Królewska in the Rawa subregion and for only one commune – Terespol – in the Szczebrzeszyn subregion.

Highly important for the border traffic in Roztocze is the border crossing in Hrebenne. Its functioning contributes substantially to the development of accommodation and catering facilities as well as economic growth in transit communes (e.g. Tomaszów Lubelski).

The values of the SMTAP indicator were influenced by data on the internal transport accessibility in Roztocze. The calculations included various routes: cycling trails (e.g. Central Bicycle Route, Green Velo Trail, Zamoyski Estate trail, Bicycle Route to Florianka), hiking trails (Szumy and Krawędziowy trails), and horse riding trails (e.g. Uhlan Horse Trail).

### **Assessment of the activity of local governments for tourism**

The activity of local governments for tourism in Roztocze was evaluated taking into account the organisation and management of tourism development in the communes as well as promotion, information, and cooperation with the local community.

The group characterised by “very high” values of the Synthetic Measure of Commune Government Activity Potential (SMCGA > 0.089) in all analysed criteria comprises the governments of Bełzec, Krasnobród, Józefów, and Zwierzyniec communes in Roztocze Tomaszowskie (Figure 3). In the field of tourism development, these local governments employ all organisational and promotional instruments. Bełzec commune runs an internet website with an especially legible “tourism” tab, where the basic information in this field is presented very clearly. Krasnobród town and commune have implemented five tourism projects, including one in cooperation with Solec-Zdrój and Rymanów-Zdrój communes. They issue many standard promotional materials, and the two strategic goals adopted are associated with the development and maintenance of the tourism function. Out of the Roztocze communes, Józefów town and commune employ a “tourism animator”. Additionally, the commune authorities issue standard materials promoting active (cycling) tourism. The commune website has an extensive “tourism” tab and the commune strategy comprises two goals related to development of infrastructure and the use of the potential of cultural heritage in tourism and recreation. Zwierzyniec town and commune have implemented as many as 11 tourism-oriented projects, which is the greatest number of all Roztocze communes.

The “tourism” tab on the website is relatively transparent and extensive, and the commune strategy includes two goals associated with development of recreation and gastronomic tourism.

Communes that were assigned a “high” SMCGA value (0.050–0.089) include Janów Lubelski, Szastarka, Frampol, Godziszów, and Batorz in Roztocze Gorajskie, Szczebrzeszyn in Roztocze Szczebrzeszyńskie, and Susiec in Roztocze Tomaszowskie (Figure 3). Janów Lubelski town and commune are the only governments that have adopted a program of development of tourism and recreation specified in a document *Strategy for the Janów Lubelski Brand: Nature Zoom*. Additionally, the authorities have implemented five tourism projects (e.g. Nature Zoom Recreation Park in 2015); they cooperate actively with the Local Tourism Organisation “Zamość and Roztocze”. The local government website is available for tourists. Besides promotion of the touristic values on internet websites, the activity of local governments in Frampol and Godziszów communes is focused on development of tourist infrastructure (Frampol commune was a beneficiary of a project *Pięć zalewów – morze atrakcji*) and plans for the development of hiking and cycling tourism, as specified in the strategy documents. Szastarka and Batorz communes implement tourism-oriented projects and promote their attractions on their websites. Szczebrzeszyn town and commune support tourism and recreation mainly through the “for tourists” website tab. Additionally, two tourism projects are being implemented to promote the “beetle town” brand. The activities of the local government in Susiec commune are dedicated to tourism-oriented projects associated with the infrastructure around the water reservoir in Majdan Sopocki and development of hiking and cycling routes. Tourist attractions are promoted through standard and online materials.

A “moderate” level of activity (SMCGA = 0.024–0.050) was found for Radecznica and Goraj communes in Roztocze Gorajskie, Sułów in Roztocze Szczebrzeszyńskie, Tarnawatka, Tomaszów Lubelski, Adamów, and Krynice in Roztocze Tomaszowskie, and Lubycza Królewska and Narol in Roztocze Rawskie. The activity of local governments is focused on promotion of assets in a standard way and on websites. Lubycza Królewska and Narol are distinguished for their involvement in partnerships and individual projects.

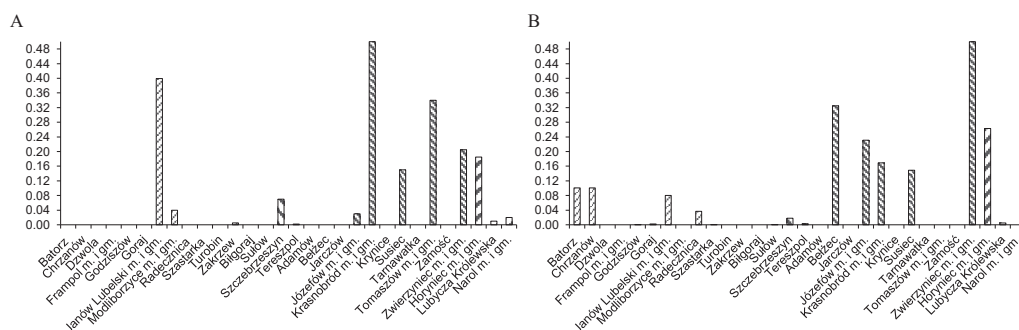
The lowest values of the indicator (SMCGA < 0.024), suggesting “low” activity, were observed in Dzwola, Modliborzyce, Zakrzew, Turobin, and Chrzanów communes in Roztocze Gorajskie, Biłgoraj and Terespol in Roztocze Szczebrzeszyńskie, Jarczów and Zamość in Roztocze Tomaszowskie, and Horyniec-Zdrój in Roztocze Rawskie (Figure 3). The activities of the local governments in these communes are limited to promotion of tourist attractions on websites. Horyniec-Zdrój commune have implemented the project of revitalisation of Park Zdrojowy in Horyniec-Zdrój and invested in development of cultural heritage tourism, as specified in the *Strategy for the Promotion and Development of the Commune*.

## Diversity of tourism function

The tourism function of each analysed commune was assessed based on two synthetic measures: the Synthetic Measure of Total Accommodation Users (SMTAU) and the Synthetic Measure of Object/Site Visitors (SMOSV).

## Tourism function of Roztocze based on the measure of total accommodation users

Communes with a “very high” index ( $SMTAU > 0.266$ ) are located in Roztocze Gorajskie and Roztocze Tomaszowskie (Figure 4). Janów Lubelski town and commune in Roztocze Gorajskie are notable, as approximately 91% of total accommodation users were noted in this subregion. In Roztocze Tomaszowskie, this group is represented by Krasnobród and Tomaszów Lubelski towns and communes with 33% of total accommodation users (Świeca et al., 2015).



A – based on the Synthetic Measure of Total Accommodation Users (SMTAU); B – based on the Synthetic Measure of Object/Site Visitors (SMOSV)

**Figure 4.** The diversity of the tourism function in Roztocze communes

Source: own investigations.

A “high” synthetic measure ( $SMTAU = 0.066–0.266$ ) was noted for some towns and communes in Roztocze Szczeczeszyńskie, Roztocze Tomaszowskie, and Roztocze Rawskie (Figure 4). In Szczeczeszyn town and commune in Roztocze Szczeczeszyńskie, as many as 96% of the estimated total visitors were noted in the subregion. In the Tomaszów subregion, Zwierzyniec and Susiec communes were estimated at 16.6% and 14.7%, respectively, of total accommodation users visiting Roztocze Tomaszowskie during the year. In Roztocze Rawskie, Horyniec-Zdrój commune was characterised by nearly 87% of total accommodation users visiting the subregion during the year (Świeca et al., 2015).

A “moderate” level of tourism function development ( $SMTAU = 0.008–0.066$ ) was achieved by Modliborzyce and Zakrzew communes in Roztocze Gorajskie, Narol and Lubycza Królewska in Roztocze Rawskie, and Józefów in Roztocze Tomaszowskie (Figure 4).

As many as 18 communes, which was the greatest number, were assessed with “low/none” level ( $SMTAU < 0.008$ ) of development of the tourism function based on the indicator of total accommodation users.

## Tourism function of Roztocze based on the measure of object/site visitors

A “very high” measure of the tourism function ( $\text{SMOSV} > 0.213$ ) was determined for four units: Zwierzyniec, Bełżec, and Józefów in Roztocze Tomaszowskie and Horyniec-Zdrój in Roztocze Rawskie (Figure 4). In Roztocze Tomaszowskie, the tourist traffic is concentrated mainly in Zwierzyniec and the Roztoczański National Park (approx. 200 thousand visitors per year). The Museum – Memorial Site in Bełżec is visited by 30 thousand tourists with 30% of foreign tourists, mostly from Israel. The tourist traffic in Józefów commune is estimated at 80 thousand every year. Horyniec-Zdrój commune in Roztocze Rawskie is visited by approximately 150 thousand tourists, mainly spa patients (Brzezińska-Wójcik et al., 2016).

A “high” indicator ( $\text{SMOSV} = 0.066\text{--}0.213$ ) was noted for Batorz, Chrzanów, and Janów Lubelski in Roztocze Gorajskie and Krasnobród and Susiec in Roztocze Tomaszowskie (Figure 4). The greatest number of tourists in the Goraj subregion (approx. 40 thousand per year) was noted in Janów Lubelski commune. A similar popularity was noted for Batorz and Chrzanów communes, as approximately 40 thousand ski lift users visit these places in the winter season. In the Tomaszów subregion, Krasnobród and its surroundings are visited by ca. 120 thousand tourists per year. The tourist traffic in Susiec commune is concentrated in the “Szumy nad Tanwią” reserve visited on average by approx. 80 thousand tourists (Brzezińska-Wójcik et al., 2016).

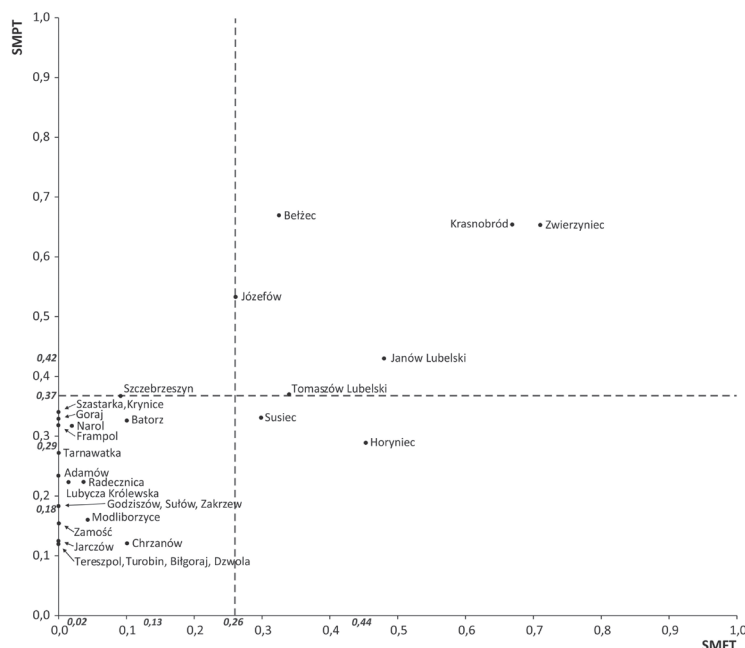
A “moderate” indicator ( $\text{SMOSV} = 0.003\text{--}0.066$ ) was noted for Radecznica commune in Roztocze Gorajskie, Szczebrzeszyn and Terespol in Roztocze Szczebrzeszyńskie, and Lubycza Królewska in Roztocze Rawskie (Figure 4). Radecznica plays a major role, as it is visited by several thousand pilgrims each year. Szczebrzeszyn is a tourist centre visited by approximately 6 thousand tourists every year. Siedliska located in Lubycza Królewska commune are visited by ca. 2–2.5 thousand tourists per year visiting the Museum of Fossil Trees (Brzezińska-Wójcik et al., 2016).

The greatest number of communes, i.e. 17, were characterised by “low and/or none” tourism function ( $\text{SMOSV} < 0.003$ ) (Figure 4).

## Correlations between the potential and function — summary

The study results allowed determination of the spatial diversity of the tourism potential and function in Roztocze communes with reference to the arithmetic mean of each of the total indicators. The units were divided into groups characterised by the highest values of the potential and the lowest values of the function, the highest values of the function and the lowest values of the potential, the lowest values of the potential and function, and the highest values of the potential and function (Figure 5).

The values of the total synthetic measures calculated for the administrative units from the first three groups indicate a necessity to take action to improve the tourism status in their area. The low value of the function suggests a need for attracting a greater number of tourists, whereas the low indicator of the potential implies a necessity to improve the tourism offer. In the case of communes representing the fourth group, the relationships between the potential and function are appropriate, which indicates that the available offer is adequate to the needs of the current tourist traffic.



**Figure 5.** Location of Roztocze communes in the two-dimensional space of total indicators – tourism potential (SMTP) and tourism function (SMFT)

Source: own investigations.

In view of the above results and prospects for tourism development in Roztocze, the communes were divided into 1) units with disparities between the potential and function; 2) units with both relatively low measures, and 3) units with appropriate indicators.

In the first group, indispensable actions that should be taken to ensure balance between the potential and function include:

1. an increase in the number of tourists in communes where the value of the potential exceeds the value of the function. Szczepietnica is an example of such units. Although the town and commune are rich in natural and cultural assets and the local government is active in the field of tourism and recreation, the tourist traffic is low. Therefore, there is a need to develop a tourism offer targeted at a broad spectrum of tourists who will stay in the area for a longer time. To achieve this goal, the resources outside Szczepietnica town should be used. The structure of accommodation and catering facilities as well as promotion of tourism should be improved.
2. development of tourism offer based on available resources in communes where the value of the function exceeds that of the potential, as in Horyniec-Zdrój, Tomaszów Lubelski, and Susiec communes. They are characterised by a relatively well-developed tourist infrastructure fully used by tourists. The problem is the underdeveloped tourism offer, which should make greater use of the existing potential. It is also necessary to increase

the activity of local governments aimed at promotion of the tourist attractiveness of the communes and to increase the number of tourism entities.

In the case of communes classified into the second group (with relatively low values of both indicators), a broader scope of activities is required. There is a need for intensification and/or undertaking efforts for development of the tourism offer and increasing the number of tourists. This is important, as communes representing this class in Roztocze constitute a majority (21) in the current state of development of tourism-related phenomena (Figure 5). Tourism in the analysed units is usually at the initial stage of development (Świeca et al., 2015). Good transport accessibility and resources of the communes create a possibility of development of an offer that will enhance the intensity of tourism. Intensified activity of local entities and governments in creation of products, development of tourist infrastructure (in particular accommodation and catering facilities), and promotion is indispensable.

Krasnobród, Zwierzyniec, Janów Lubelski, Bełżec, and Józefów represent communes with proper relationships between the potential and function (Figure 5). The first three communities have had a long tradition of tourism activities. Hence, their material base and offer are well developed and used in tourism. This is confirmed by the highest intensity of tourist traffic of all communes in Roztocze.

Bełżec commune has considerable potential; yet, its high rank is determined by the presence of one dynamically operating tourist product (Museum – Memorial Site in Bełżec) and the transit location.

Besides various assets, Józefów commune is outstanding due to the involvement of its local authorities and local community in the development of tourism and recreation. This is reflected in the development of the infrastructure, expansion of the offer, and increasing numbers of tourists.

The communes mentioned above are current leaders compared with all the others. Nevertheless, the entities involved in the tourism offer should be aware of the necessity of upgrading and adaptation of the offer to the changing needs of the tourism market. Only such an attitude will allow maintenance of a satisfactory volume of tourist traffic in subsequent years.

These considerations and suggestions can be considered as recommendations for local entrepreneurs, local governments, and communities designing multifunctional development of their area, including tourism.

The presented image of the current state of tourism facilitates objective assessment of the use of tourist resources in the analysed communes. These important indications/suggestions should be included in strategy documents and actions planned for development of tourism in the Roztocze region.

*Translated by Anna Zoń*



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## ZRÓŻNICOWANIE POTENCJAŁU I FUNKCJI W REGIONIE TURYSTYCZNYM ROZTOCZE

### SŁOWA KLUCZOWE

potencjał turystyczny, funkcja turystyczna, Roztocze

### STRESZCZENIE

Roztocze jest regionem o znaczących zasobach przyrodniczych i kulturowych oraz stosunkowo dobrze rozwiniętej infrastrukturze. Decyduje to o jego wysokiej wartości poznawczej, wypoczynkowej i zdrowotnej. Jego możliwości w zakresie rozwoju różnych form turystyki nie są jednak w pełni wykorzystywane. Nierównomiernie jest też rozwinięta funkcja turystyczna w odniesieniu do całego obszaru. Celem artykułu jest zaprezentowanie przestrzennego zróżnicowania zjawisk turystycznych na Roztoczu. Został on zrealizowany z wykorzystaniem taksonomicznej metody wielowymiarowej analizy porównawczej. Obliczono syntetyczne wielkości potencjału i funkcji turystycznej w gminach położonych w jego granicach. Uzyskane wielkości wskaźników pokazują, że tylko pięć jednostek (Krasnobród, Zwierzyniec, Janów Lubelski, Bełzec, Józefów) osiągnęło zadowalające – najwyższe mierniki. W pozostałych gminach – zaobserwowano dysproporcje w rozwoju potencjału i funkcji. Wyniki analizy relacji pomiędzy tymi wskaźnikami w gminach pozwoliły na określenie aktualnych problemów związanych z rozwojem turystyki. Powinny być one zatem uwzględnione w celu wzmocnienia sytuacji gospodarczej gmin poprzez rozwój turystyki.



# CULTURAL HERITAGE OF PAŁUKI IN RELATION TO DEVELOPMENT OF AGRITOURISM IN THE REGION

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ABSTRACT | The goal of this study is to find out whether the cultural aspect of the Pałuki region finds reflection in how agritourist farms of this area are viewed by the farm owners and tourists. The survey was based on a TDI (telephone deepened interview) anonymous questionnaire. It was carried out in May 2017 and it was of widespread character (all 24 non-agricultural activities reported of the Pałuki region were taken into consideration). The method used in the survey allowed to find out whether or not the cultural heritage of the analyzed region is attractive for agritourist farm owners. The method used in the research enabled to find out the respondents' attitude to promotion of the region. They were also asked whether culture oriented tourism can provide measurable economic profits.

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## Introduction

Cultural heritage is a complex issue and it can hardly be defined as it includes many aspects. Its primary function is to provide knowledge of the lifestyle of former generations. Cultural heritage also takes into account the landscapes transformed by man so it can be said that it is the history of places and people who have lived in them. Such a legacy left by ancestors is very important as it defines peoples' identity, which in turn is a factor integrating local communities and motivating

them to cooperate (Helpa-Liszkowska, 2013, p. 8). Agritourist farms play a very important role in preserving traditions and customs. Ziernicka-Wojtaszek and Zawora (2010, p. 120) emphasize that keeping traditions and customs alive is a very important function of rural communities as they create distinctive traditions which can be used as tourist attractions of ethnographic character. The goal of this study is to answer the question whether the cultural heritage of Pałuki is included in agritourist farm offers. The survey covered all agritourist farms of this region. It was assumed that most of the farmers would be willing to include the cultural potential of the region in their tourist offers, providing the visitors with the possibility of getting familiar with the historical diversity of Pałuki.

## Research method

In order to verify the accepted hypothesis and achieve the research goal, an interview questionnaire was used. According to the method of diagnostic survey, the respondents were asked 19 questions on the phone, 7 of which were of closed formula. The questions to be answered were as follows: what is the condition of the agritourist infrastructure of Pałuki? Are agritourist farm owners of the opinion that the Pałuki region is attractive for tourists and which objects and sites they find worth visiting? Are the offers of agritourist farms based on elements of cultural heritage and farm specific activities? What is economic profitability of nonagricultural activities?

The survey covered the whole considered group, so it was fairly explicit. It was performed in May 2017. Address details of agritourist farms situated on the territory of Pałuki, were obtained from official webpages of local offices and tourist portals. Out of 25 farm owners providing agritourist services, only one did not participate in the survey. This was caused by closure of the business in 2016.

The assessment of agritourist activities will not be based on typical absolute measures accepted in economy for determination of management (income: global, agricultural, personal, pure) and relative measures, commonly referred to as indexes (Bednarski 1998, pp. 70–79). These will be estimated (unsupported by evidence) using data based only on the opinion of agritourist farm owners.

## Characteristics of the research

Pałuki – historic-ethnographic region which lies on the border of the following voivodships: Kujawsko-Pomorskie (districts: Nakło, Szubin and Żnin) and Wielkopolskie (districts: Chodzież, Oborniki and Wągrowiec), is an area with outstanding natural-cultural advantages. In the north-east, its border is the Noteć river (separating it from Krajna and Kujawy), in the north and south Chomiąskie Lake, Gąsawskie Lake and the Wełna river (starting with Rogowskie Lake), and in the west the Rudka river, Tyśmienica, (Dymnica), Margonina rivers (Figure 1). The region covers an area of 2,100 km<sup>2</sup> and does not have one capital, though there are a few towns that compete for the title, including: Kcynia (the oldest town in Pałuki; municipal rights granted in 1262), Szubin (the main native town of Pałuki) and Żnin (one of the biggest towns of the region). Pałuki boast

a big amount of tourist attractions. One of the most interesting locations worth sightseeing is a reconstructed Iron Age Slavic settlement in Biskupin. Żnin in turn, is famous for its Gothic Tower, which accommodates a Museum of Pałuki Land. Another place worth sightseeing is Wenecja due to its ruined castle located near the Museum of Narrow Gauge Railway which is picturesquely situated between three lakes (Weneckie, Biskupińskie and Skrzynka) on the Piastowski Trail (linking three capital towns – Poznań, Gniezno and Kruszwica), whose significant section of the north-south part runs through Pałuki (Wągrowiec–Tarnowo Pałuckie–Łekno–Żnin–Wenecja–Biskupin–Gąsawa) (Figure 1).





-  agritourism farms.
- the course of the Piastowski Trail.
- locations waiting for being entered into the Piastowski Trail.
-  2,500 year ago old excavations and castle.

Figure 1. Location of agritourist farms in Pałuki (with the most important objects and tourist trails)

Source: own research on the basis of a map made available by the archive of the District Starosty in Żnin (<http://znin.pl/pl/contents/166>).

## Results and Discussion

The survey has proved that the agritourist facilities in Pałuki are very poorly developed and concentrated mainly in the south-east part of the region, that is, where the cultural resources, and natural conditions (that is, resources which can be used for recreation-forests, lakes), are the most abundant. The center of the region with few forests has no agritourist facilities at all. In the area of Łabiszyn–Szubin–Kcynia–Chodzież only a few agritourist farms were reported, although the region has both forest complexes and historical sites (Figure 1). Having been asked why so few people

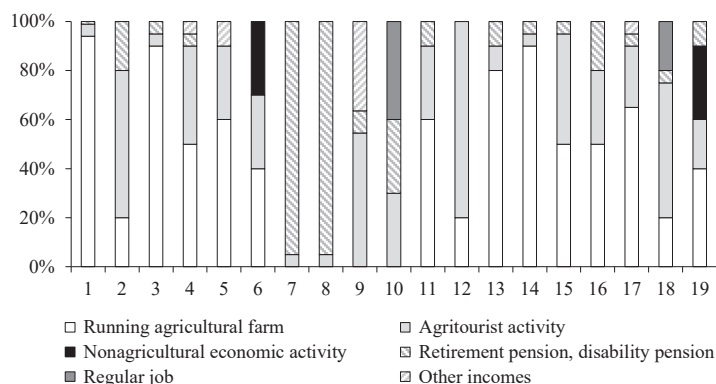
are involved in agritourism in the region the respondents indicated reluctance of farmers to undertake new challenges (46.1%), existence of new, competitive accommodation facilities (87.5%), lack of appropriate financial means to launch a small business (75%) and fear of contact with tourists on an everyday basis (33.3%). Agritourism, according to the respondents, is a serious challenge that requires initiative, creativity and willingness to introduce changes (79.1%). Although all agritourist farm owners agree that Pałuki is an attractive region for tourists they do not take advantage of its cultural potential to make their offers more interesting. Analyzing the cultural heritage of Pałuki the respondents were of the opinion that, due to its location in the direct vicinity of numerous tourist attractions, Żnin should become its capital (81.8%). Taking up common initiatives and strengthening mutual bonds, though very important elements of cooperation, were overlooked by the respondents. If agritourist farms cooperate with each other, this is only by sporadic exchange of guests (12.5%). When it came to exchange of experience and tourist products, no cooperation was declared, though it could provide the farmers with mutual economic benefits. Some providers of agritourist services (16.6%), though reported having made attempts to collaborate with others, stated that their initiatives usually did not work. This was caused by farmers' failing to keep the agreements. It turned out that the respondents did not belong to any organization supporting development of tourism or agritourism in the region.

The surveyed farm owners said that in spite of rich traditions of the region-a tourist is not very interested in them (62.5%). According to them, visitors come to Pałuki to spend there a short time (2–5 days) and this is rather due to the natural advantage of the region not the cultural heritage. Such opinions were primarily connected with the profile of the farmers' own businesses. The hypothesis formulated at the beginning of the survey has not proved to be true as it turned out that despite declared affinity to the place of living, only 37.5% of agritourist farm owners found the local folklore to be attractive for tourists of Pałuki, whereas only one of them bases the business only on this aspect (Pałuki historical objects). According to Rogulska (2015, 22–23) the concept of 'folk culture' can be interpreted in many different ways, it is one of the developmental stages related to a given rural area and its community. Although the respondents do not promote folklore, they are able to indicate the most attractive elements of the Pałuki region. The most frequently indicated events and objects (95.8%) were ethnographic museums (75%), as well as traditional costumes (25%), architectural objects (83.3%) and the regional cuisine (50%). They are also familiar with other objects and places connected with the culture of Pałuki, and they recommend to visit Biskupin and Żnin.

Apart from the above-mentioned locations, the respondents recommended to visit towns situated outside Pałuki, such as: Gniezno, Toruń, Lednice, Inowrocław and Kruszwica. Despite having knowledge of tourist attractive sites in the Pałuki region (additionally, 79.1% of farmers indicated such places as: Słupy, Wągrowiec, Grocholin and Łekno) they were not specific as to what is worth sightseeing there. Farmers did not take much trouble to highlight or promote these places in their tourist offers. Some of them did not even try to hide their lack of interest in providing their guests with attractions based on the cultural resources of the region. They were of the view that it is not payable (33.3%). Only one farm owner offers his guests a tour around the region, with him being

a guide, as he had completed a course for guides and knows places which, apart from Biskupin, Żnin and Wenecja, are worth visiting.

Rogulska emphasizes (2015, p. 61) the fact that currently the folk culture is not very trendy. It is surprising that agritourist farm owners take so little interest in this sphere of life. They are unwilling to enrich their offers with culture based aspects of the region, focusing only on recreation activities connected with water (fishing, rowing, canoeing) or forest activities (mushroom picking, hiking, cycling) (75%). Attractions of agritourist offers also include: golf courses (1), horse riding camps (5), green schools (7). Only three farmers have tried to build the image on the basis of cultural heritage of the village and agriculture. First of all, they prepare special regional meals for their guests and they invite them to spend traditional Easter and Christmas holidays on the farm. A unique element of their offer are educational lessons and workshops for children, teenagers and adults. However, the activities offered by Pałuki-regional products which originated from historical times, are hard to find on offers of the analyzed farms. None of the respondents was involved in old trades or preserved old traditions. They were not interested in organization of live historical spectacles, which might be caused by the fact that tourist facilities located near the Archeological Museum in Biskupin can accommodate as many as 350 guests. Its perfect localization, competitive prices and rich recreational offer (workshops, region related theme trips) can significantly impede further development of the agricultural product of Pałuki, and the motivation to take up new challenges in this field. The respondents were of the opinion that potential visitors (41.6%), who come to the Pałuki region would rather schedule their stay themselves (especially sightseeing), and their farms are treated as a place to spend the night in (sometimes they use board). Therefore, a significant group of the respondents (45.8%) are interested in providing their guests with accommodation only, and they do not take the trouble to enter the market by offering additional attractions. On the other hand, Brzezińska (2009, p. 168) notices that this is the tourist who verifies what is necessary and useful. They are often city dwellers who happen to seek their cultural roots, and come to the village with their own plans and images, often idealized and mythical. If they do not find what they look for in the Pałuki Region, their stay will be short and no profits will be generated from it. The respondents observed that financial means obtained from the services they provide have significantly decreased during the last 5 years (75%), therefore, in order to maintain the profit at a satisfying level they organize occasional events not connected with tourism (62.5%). In six cases, the costs involved in running an agritourist business were higher than the profits (Figure 2). The information provided by respondents (19 farm owners) allows to conclude that the share of individual income from agritourism was 30% on the average and, in comparison with the data from 2008, it had increased by 1.7% (Cichowska, 2008, p. 237). As many as 42.1% of respondents declared the income share at the level of 30–55%, the largest one (60–80%) being reported for 15.8% of farm owners. For 26.3% of farms the income from agritourism accounts for 5% of their overall income, and for the remaining group it is (15.8%) from 10 to 25%. Figure 2 shows that this is the agricultural activity that accounts for the most of the farmers' income. This was 55.2%, for a farm of average size equal to 7.6 ha. The question concerning estimated averaged costs of the yearly income from agritourism was answered by 70.8% of the respondents (that is 3 of whom did



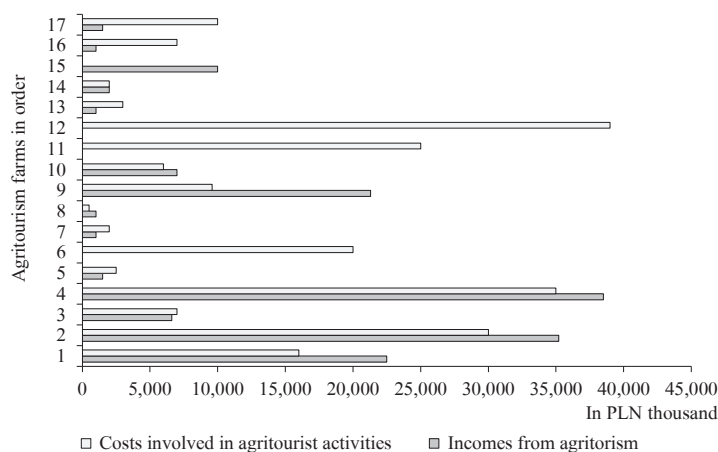
**Figure 2.** Estimated percentages of the shares of particular incomes (including agritourism) in overall incomes of the farms

Source: own study.

not provide information about the costs involved in running the farm, whereas 1 did not say what the yearly income was). It was found that for half of the respondents the average costs involved in providing agritourist services were lower than 5 thousand PLN and for 21.4% of farm owners they ranged from 6 to 10 thousand PLN (Figure 3). The highest costs were born by 14.3% of the respondents, that is, more than 30 thousand PLN, whereas the same percentage of the farmers declared having invested 20–30 thousand PLN. The analyzed costs were averaged to the level (calculated per 1 farm) of 10,721 PLN. The incomes were found to be higher and for the analyzed objects, were 13,411 PLN in 2016. For most of the farm owners the income was providing financial means in the amount of 5–10 thousand PLN (37.6%) and below 5 thousand PLN (25%).

An analysis of the income from agritourism allows to draw a conclusion that it provides most of the respondents (62.5%) with fairly sufficient profits, even 35 or 39 thousand PLN (mainly farms with a long experience – 20 and 22 years). The surveyed farm owners (91.6%), stated that if the local authorities invested more funds into promotion of the cultural heritage of Pałuki, it would not only positively affect the development of cultural tourism in this area but also provide measurable financial profits both for the communes and for them (due to more visitors). Nevertheless, as Kosmaczewska and Górka (2009, p. 184) emphasize, unless agritourism is a large-scale enterprise (it is not in Pałuki), the profits it is likely to bring for agritourist farm owners and for the local communities are proportional to its size. Therefore, a promotion campaign should be undertaken to encourage farmers to get involved in agricultural services, and advertise the region whose history, geography and ethnography is undoubtedly very interesting and attractive. In the opinion of the respondents, the best way to promote the region is advertisement on TV (95.8%), adverts in tourists' portals (62.5%), in travel agencies (41.6%), as well as at fairs and festivals (37.5%). According to Piotrowski (2012, p. 18), is very important to provide information on the subject of the cultural





**Figure 3.** Estimated annual averaged costs and incomes from agritourist activity

Source: own study.

heritage especially that like all other people, its potential recipients, are bombarded with all kinds of information by all media so it can easily be overlooked by them. Pytel adds (2010, pp. 274–275), that only appropriate regional policy and reasonable spatial planning provides areas rich in objects of cultural value with the possibility of development. The respondents are of the view that not only the existing cultural advantages of the Pałuki region are the factors which determine the development of agritourist farms (and rural tourism in general), but also the tourist infrastructure and the level of technical infrastructure (transport connections, quality of roads). They identify the need to carry out a number of investments in order to improve the quality of both infrastructures (83.3%). Baran and Szewc-Rogalska (pp. 509–510), observe a dependence of agricultural tourism on these factors and Zarębski (2015, p. 76) observes, on the basis of his research, that the spatial character of agricultural tourism and the individual character of the tourist products result in a small number of available accommodation facilities (for example Żnin district where between 2005–2017 the number of agritourist objects increased only by 6). Przezgórska-Skobiej (2016, p. 97) adds that although agritourism is considered to be an important indicator of the Polish farmers' entrepreneurship, given the share of agritourist farms in the total number of Polish farms (0.58% of the total number of agricultural farms and 0.59% of the total number of individual farms), it can be said that it is of marginal character. The author of this study is of the opinion that this situation is also caused by the human factor. Rural population is often characterized by a passive attitude and lack of openness to introduce change. Creation of a well-considered, unique, and attractive agricultural products, based on the regional culture and tradition, could become the region specific offer, and like many other proposals discussed by Cichowska (2016, pp. 141–150), might be defined as 'Hits of Rural Tourism'.

## Conclusions

The carried out survey has proved that:

1. Development of agritourist farming does not depend on the cultural potential of the Pałuki region, though most farms are situated in the vicinity of the region major tourist attractions, concentrated in places such as: Biskupin, Żnin and Gąsawa. This attractive vicinity can have a negative influence on the local farmers' interest in getting involved into providing guests with recreation offers.
2. Proposals of spending leisure time in rural areas are not based on the cultural heritage of the region (according to the assumption accepted in the study), but rather on the natural attractiveness of the region. Most of agritourist offers include products based on the forest and water resources of the area.
3. Work on a farm (which, according to the survey results, is usually the major source of family maintenance) perhaps limits farmers' time to take up new investments and modify their offers. Therefore, the culinary factor can not only contribute to preservation of rural heritage but also to creation of special packets based on meal tasting and preparation and purchase of regional specialties. It would be a good idea to build a new culinary trail under the name 'Tastes of Pałuki'.
4. Culinary tourism can motivate not only farm owners but also the local community (boost development of agritourism). Culinary heritage of the Pałuki region can be used for educational, recreational and commercial purposes.

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## DZIEDZICTWO KULTUROWE PAŁUK A ROZWÓJ AGROTURYSTYKI W REGIONIE

### SŁOWA KLUCZOWE

turystyka wiejska, agroturystyka, dziedzictwo kulturowe, Pałuki

### STRESZCZENIE

Celem pracy było sprawdzenie czy wizerunek gospodarstw agroturystycznych współtworzony jest w oparciu o dziedzictwo kulturowe Pałuk. Badanie przeprowadzono drogą pogłębionego wywiadu telefonicznego przy użyciu anonimowego kwestionariusza. Odbyło się ono w 2017 roku w miesiącu maju i miało charakter wyczerpujący (wzięto pod uwagę wszystkie 24 zlokalizowane na Pałuckiej Ziemi pozarolnicze działalności). Zastosowana metoda pozwoliła na określenie czy w ocenie gospodarzy walory kulturowe analizowanego obszaru są atrakcyjne czy też nie. Ustalono również jak postrzegana jest przez gospodarzy promocja analizowanego regionu oraz czy dla pałuckich gmin turystyka kulturowa może przynieść wymierne korzyści ekonomiczne.



## URBAN PILGRIMS TOURISM – LOCAL COMMUNITY AND VISITORS PERSPECTIVE (ST. STANISLAUS KOSTKA SANCTUARY IN WARSAW)

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Z32

### KEYWORDS

urban tourism, sacred sites, pilgrims, sustainable spatial planning, local community

### ABSTRACT

Today we can observe an increasing popularity of short-term pilgrimage visits, religious excursions to the urban sacred centres. On the example of St. Stanislaus Kostka Church in Warsaw, we intended to study the impact that tourism is having on the nearby housing estate and local community (Żoliborz Borough, Warsaw).

The basic issue of our study (conducted in the Faculty of Tourism and Recreation, AWF University Warsaw: 2014–2016) was to seek the answer for the following questions: the number of visitors, how much income they inject into the local economy, the number of jobs created, the impact of tourism on the image of the city, the local community's approach to tourists as "strangers", and also the visitor comments on amenities and infrastructure. To examine urban tourism from the local community perspective and to obtain primary data, we have undertaken the explanatory research (based on observation and social survey work as a basis to explain a phenomenon) and evaluative research (policy of St. Stanislaus Kostka Church and local authorities decision-making grounds associated with the pilgrimage tourism process. We also used statistic information (as secondary data).

Social-science perspectives and spatial studies showed that shared space (tourists, local community) creates some conflicts, such as problems with parking space, overcrowded local shops, and much higher prices than in shops located in the nearby districts. On the other hand, local community is clearly proud of such an important holy site. It would seem that more attention should be paid to the negative consequences of visitor's presence and that it is necessary to identify in future local plans more carefully several issues connected with tourist presence.

## Introduction

Tourism is now one of major areas of academic concern, recognised as significant because of the enormous impact it has on the local community lives and on places in which they live (Hall, 2000; Korstanje, 2011). Most of tourism studies have been restricted to economic analysis and benefits occurring to the area (Inskeep, 1991; Law, 2001). However recently, concern has been aired on the existence of negative impacts, especially resented by local community (Archer, 2005; Kowalczyk 2010; Kurek 2013; Selby, 2004; Timothy, 2003). Although it seems that the religious tourism impact could be only positive, as responding to spiritual needs, connected with sacred motivations and having several thousand years' worth of history – care must be taken to monitor the scale and nature of development, before destinations become irrevocably damaged (Smith, 2003). Religious tourism, as other tourism segments, must be connected with issues of sustainable development (Kapera, 2011; Kazimierzczak 2012; Kowalski, 2011; Panasiuk, 2011, Mikos von Rohrsheldt, 2011; Rotherham, 2009; Swatos, 2002). This paper offers insight into very special tourist attraction, which is urban sanctuary. Warsaw has always attracted visitors, but in the recent years tourism has significantly increased, one of the popular form is short-term pilgrimage visit to the holy sites. On the example of St. Stanislaus Kostka Church in Warsaw, we intended to study the impact of tourism on nearby housing estate and local community. Challenges and considerations in the planning and development of pilgrim tourism are then summarized (based on case study). Propositions are presented for guiding collaborative initiatives in the local planning and development of tourism, from a community-involvement perspective.

## Research methods

The basic issue of our study was to seek the answer for the following questions: the number of visitors per year in the sanctuary, how much income they inject into the local economy, the number of jobs created, the impact of tourism on the image of the city, the local community approach to tourists as “strangers”, and also the visitor comments on amenities and infrastructure. As individual's ability to tolerate the behaviour of other people, the social context of local residents are all important determinants, thus evaluating the tourist and local resident experience is a complex process. Therefore, the different research methods and tools associated were used: qualitative approach together with quantitative approach (Finn, 2000; Law, 2002; Phillimore 2004; Selby, 2004; Timothy, 2003). To examine urban tourism from the local community perspective and to obtain primary data, we have undertaken the explanatory research (based on observation and social survey work as a basis to explain some phenomenon) and evaluative research (policy of the sanctuary administration and the local authorities decision-making grounds associated with the pilgrimage tourism). We also used statistic information (as secondary data). This paper describes the results of interviews conducted *face to face*, *in situ* during the spring and summer of 2016 (March–September) in an attempt to examine empirically the existence of these impacts of tourism. A total of 50 pilgrims visiting the sanctuary, 50 permanent residents living in the up to 300 meters distance from the church and 14 entrepreneurs (owners of: hair-dress salon, bicycle workshop, restaurants

(2 sites), bookshop, coffee shops (3 sites), bistro, drugstore, groceries (2 sites), architects design studio and kindergarten) located nearby the sanctuary were interviewed. We used both structured and semi-structured questionnaires. The collected material was analysed to measure the character of tourism, motivation to travel and perception of how tourism impacts on different local community domains. A comparison analysis was also made between our respondents' attitudes toward tourism and their dependence on tourism for a livelihood.<sup>1</sup>

## Case study results

Religious tourism comprises many segments of the travel industry including: pilgrimages, missionary travels, monastery visits, faith-based camps and religious tourism attractions. Pilgrimage is understood as a journey to a sacred place of great importance and search of spiritual feelings of great moral signifies (Loykie, 2007). Many ancient religions had holy sites, temples and groves, where pilgrimages were made (Karnak and Thebes in Egypt; Delphi and Epirus in Greece, Ephesus in Turkey; Baalbek in Lebanon or Jerusalem in Israel). Today members of many major religions participate in pilgrimages. Moreover, in modern usage, the terms pilgrim and pilgrimage have developed in sense to include sites of secular importance. For example, fans of Elvis Presley visit his home Graceland in Memphis (US), popular are visits to war memorials such as the Vietnam Veterans Memorial and famous cemeteries such as Pere Lachaise Cemetery in Paris – which are often seen as pilgrimages. Although a pilgrimage is normally viewed in the context of religion, the personality cults cultivated by communist and fascist leaders ironically gave birth to pilgrimages of their own. In the totalitarian system (communism, fascism) secular pilgrimages were established intended as an “antidote” to religious pilgrimages, the most famous of which are: Lenin’s Mausoleum in Red Square, Moscow, Mausoleum of Mao Zedong in Beijing. This type of pilgrimage to a personality cult is still evident today on people who pay visits of homage to both secular and sacred sites.

In Warsaw, there are 9 sanctuaries formally recognised by the Roman Catholic Church, and an example of a sacred site connected with both sacred and secular importance is St. Stanislaus Kostka Church, Rev. Jerzy Popiełuszko Tomb and Memorial Centre. Rev. Jerzy Popiełuszko (1947–1984) was a charismatic priest associated strongly with the Solidarity Union movement. In his famous sermons, he interwove spiritual and political messages, criticizing the Communist system and motivating people to protest. The *Śłużba Bezpieczeństwa* (SB – internal intelligence agency) tried to silence or intimidate him and in consequence in 1984 he was murdered. More than 250,000 people, including the Nobel Prize Winner Lech Wałęsa, attended his funeral. Rev. Jerzy Popiełuszko has been recognized as a martyr and was beatified in 2010 in the presence of more than 100,000 people attending the open-air mass. Rev. Jerzy Popiełuszko was one of the most vocal priests involved in the Solidarity movement and today St. Stanislaus Kostka Church in Warsaw has become

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<sup>1</sup> These structured interviews were conducted face to face, in situ by the students of the Faculty of Tourism and Recreation AWF University Warsaw, performed as their assignment in 2016 (under supervision of Prof. Anna Pawlikowska-Piechotka).

a gathering point for those who wanted to pay a tribute not only to his memory, but also to thousands of other Solidarity Union members, victims of the past regime. Today in the neighbourhood of the St Stanislaus Kostka Church live about 5,000 people, around 10% of Żoliborz Borough inhabitants. This area, enclosed between streets: Slowackiego, Mickiewicza, Stołeczna (re-named as 'Rev. Popielszko Street') and Aleja Wojska Polskiego, forms the central part of Żoliborz Borough. With approximately 50,000 inhabitants, it is one of the smallest boroughs of Warsaw. Wartime destruction was not so severe in Żoliborz district and despite the consequences of infamous 'Bierut Decree' (1945), cancelling private properties, most of the 'old' local community members remain in their apartments. This explains a very special atmosphere of the area, inhabited by people respecting tradition and history, paying high respect to the local identity. The Żoliborz Borough, founded in 1930s is recognised as one of the high points in the European architecture. The wide streets, open areas, numerous pocket gardens, public parks and squares built there are regarded as fine examples of responsible and rational urban planning, interesting architecture, serving as a manifesto of the Polish Modernism. Several star-shaped squares were built along the main axis of the borough, with the Plac Wilsona (Wilson's Square) as the traditional borough's centre and main transport hub (with the underground station 'Plac Wilsona'). Today around the Plac Wilsona there are several restaurants, cafes, banks and shops serving both the local community and pilgrims visiting the holy site.

As we have found during our survey, the determinants of pilgrim travels to the Żoliborz Borough were not built on purely religious ground and we managed to identify a range of other motivations. Despite devotional and spiritual purposes there are also other:

- shopping (mainly in the nearby "Arkadia Shopping Centre"),
- a desire to travel, to escape from a known environment, to experience some new stimuli,
- very cheap excursion opportunity (most of pilgrims are low-income rural farmers, retired elders, school groups or unemployed),
- family and social interactions (very popular are school or parish community pilgrim groups),
- patriotism (Rev. Jerzy Popiełuszko Memorial Centre is connected with the Solidarity Union history),
- cultural and education purposes: pilgrim travel program often encompasses some visits to other sanctuaries and museums in Warsaw, sightseeing the Old Town, theatre performance or concert.

Focusing on the residents of Żoliborz Borough, this research examined the differences in tourism perception and attitudes toward pilgrims across the local community. The survey results indicated mixed feelings and both positive and negative impacts were recognised. As it was emphasised, at first the strong support for Solidarity Union created the positive attitude, in favourability with increasing tourism development. Nevertheless, a few years ago a threshold level of pilgrimage development was achieved, beyond which attitudes become less favourable. The results showed that residents support for special tourist fees and taxes increases with increasing levels of tourism development. This research examined also relationships between tourism attitudes, length



of residency, level of tourism development, and feelings of community attachment in the Żoliborz Borough. A significant relationship was found between the duration of residency and attachment: people living there only for last ten years used to complain more about masses of tourists (overcrowded shops, road traffic problems), however those living at Żoliborz Borough more than ten years were more understanding, saying the pilgrims has been part of history and tradition of this area. Clearly, they expressed much more attachment and emotional sense of place, a readiness to share the history and tradition of place (they are very proud of) with others. Moreover some 'old' local community members (about 30%) saw benefits (better public transport, caring for infrastructure, great selection of retails, banks and restaurants). Nevertheless, the others (about 60%) felt there were too many tourists and claimed that from their perspectives, the disadvantages of tourism outweighed the advantages. One of them angrily confessed: 'On religious festivals I have to take my bus very early in the morning to avoid the traffic disruptions caused by the numerous tourist coaches'. The other said that in his opinion, masses of pilgrims create not only safety hazards but also reduce the special atmosphere of a sacred site. About 10% of local residents claimed that they could not identify any major impact of pilgrims on the area (in terms of socio-cultural consequences). All shops and restaurants owners (14 responses) were satisfied with the present level of pilgrimage, hoping for development and looking forward to increasing their business and income in future.

## Conclusion and discussion

1. If tourism is to be sustainable, it must create positive opportunities for community development, protect the environment, improve security and health care, offering a better future. In many instances tourism can be seen as a vehicle to empower local communities through the development of new employment opportunities, the enhancement of local economies, and preservation of history, public awareness and education. To develop tourism in a sustainable manner it is necessary to define optimal tourism development limits to secure minimum impact or disruption for the environment and local communities. As many scholars and international law agreements (EU, UNESCO) underline, when sustainability values are in question, alternatives to mass pilgrim tourism should be considered to ensure that tourism can benefit both tourists and local communities (Archer, 2005; Dredge, 1992; Drost, 1996; Harrison, 2005; Kowalczyk 2010, 2013; Kurek 2012, Newman, 2011; Page, 2003; UNESCO ICOMOS, 2011; Vael, 2002).

2. In order for pilgrim tourism to become a sustainable at Żoliborz Borough, local authority and individuals must work together to shape new concepts. Ideally, participatory spatial planning and implementation will be a part of the processes. To ensure community involvement and to safeguard local cultures, planning process should involve all stakeholders in tourism development at all appropriate levels, facilitate the development of tourism services that are planned, managed and reviewed by the host community, ensure that tourism revenue stays in the host community to enhance livelihoods and generate a profitable source of income, empower and motivate local groups to direct cross-cultural exchange in the way they wish and adopt practices which conserve, protect and preserve the environment. To make these possible the financing assistance should:

- provide funds for applied research through pilot projects to determine optimal mechanisms for tourism development in a range of differing circumstances;
- create small-scale credit lines to assist small enterprises to invest in pilgrim tourism without excessive risk on personal property

3. There is an urgency to constructively shape tourism in order to support local development and conservation goals. According to the Spatial Act Law, this must be planned within the framework provided by the Local Plans Strategy and its declarations. All the stakeholders involved in and affected by pilgrim tourism should be involved in the development of action plans for sustainable pilgrim tourism in Żoliborz Borough. Identifying mechanisms to achieve sustainable development goals in tourism must be a priority for co-operation. ‘Good practices’ (such as zoning regulations) in conserving culture and history of the site while developing sustainable tourism should involve all stakeholders. Different associations and institutions, not only local government, but also societies and NGOs should co-operate to launch a dialogue process on sustainable pilgrim tourism:

- ensure that tourism development is in line with the priorities and land-use plans and that the public can participate in local and regional decision making,
- regulate tourism to ensure that profits benefit local people and conservation efforts,
- develop and support programmes to revitalise the diverse aspects of local cultures (modernistic architecture of Żoliborz Borough),
- promote consultation processes in tourism planning, involving local communities,
- develop participatory programmes to support the integrity of local culture and history of Żoliborz Borough,
- analyse the experience with sustainable pilgrim tourism in different European cities to disseminate methodology/positive examples of community involvement in tourism,
- consider ‘Zoning Regulations’, which could demarcate specific areas for different types of land users (local residents, pilgrims) – to secure sustainable space sharing,
- consider wider cooperation with local NGOs and schools.

As presented outcomes of our research results show, at present masses of pilgrims in the small community of Żoliborz Borough quite often (especially during religious events) creates anxiety and discord among local residents. In the case of this quiet, cameral district, which attracts some 50,000 pilgrims a year, our survey showed clearly that there is an ambivalent ‘love-hate’ relationship with tourism. However, Żoliborz Borough community, as it seems, can also gain from the infrastructure that comes to their area as a result of pilgrim tourism (as better public transport, more retails and banks, possibility to develop own enterprise – as the small or medium - scale ‘family business’).

In our opinion, discussion should now be focused on what could be done to alleviate the present negative physical and socio-cultural input of mass tourism and to make a real change in everyday life of local community. It seems that zoning regulations could demarcate specific areas for different types of land use (residential area, sacred area, parking sites) and detailed standards should be applied within each zone to ensure the standards are followed. Hopefully much more engaged local community involvement in the plan and decision-making strategy for spatial development of

Żoliborz Borough may create a sense of co-ownership of the sacred site within the community and residents, may feel different about local heritage as guardians and protectors of tradition and history they are proud of and ready to share with others. It is a believe that pilgrim tourism in Żoliborz Borough could also contribute to cultural, educative development and a hope that spatial conflicts could be solved that creates the setting for tourism planning (Pawlikowska-Piechotka, 2009). In our opinion a deeper understanding of the socio-cultural impact of tourism on local community can be achieved only by a much greater engagement of the local authority, planning works conducted within the interdisciplinary teams (including specialist in sociology, theology, geography, architecture and urban planning, infrastructure engineers), undertaken with the St Stanislaus Kostka Church representatives and the tourism planning practitioners.

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## TURYSTYKA PIELGRZYMKOWA W WIELKIM MIEŚCIE A SPOŁECZNOŚĆ LOKALNA – SANKTUARIUM ŚW. STANISŁAWA KOSTKI W WARSZAWIE

### SŁOWA KLUCZOWE

turystyka miejska, sanktuaria, pielgrzymi, planowanie zrównoważone, społeczność lokalna

### STRESZCZENIE

Obecnie możemy obserwować nie słabnącą popularność krótkich pielgrzymek, których destynacją są miejskie sanktuaria religijne. Na przykładzie kościoła św. Stanisława Kostki w Warszawie, usiłowaliśmy rozeznaczyć wpływ, jaki ma ruch turystyczny na mieszkańców pobliskich domów, a szerzej – społeczność lokalną Dzielnicy Żoliborz. Podstawowym celem naszej pracy badawczej, zrealizowanej na Wydziale Turystyki i Rekreacji AWF w Warszawie w latach 2014–2016, było poszukiwanie odpowiedzi na następujące pytania: wielkości ruchu pielgrzymkowego, wpływu jaki ma na rozwój lokalnej przedsiębiorczości, na kreowanie miejsc pracy, na tożsamość miejsca, na wizerunek dzielnicy; jaki jest stosunek społeczności lokalnej do pielgrzymów oraz komentarze pielgrzymów odnośnie przygotowania sanktuarium pod kątem ich odwiedzin (w tym ułatwienia dla osób starszych i niepełnosprawnych). Szukając odpowiedzi na postawione pytania, posłużyliśmy się metodą badań empirycznych: przede wszystkim badań terenowych, wizji lokalnych, obserwacji uczestniczącej jawnej, strukturalizowanymi wywiadami przeprowadzonymi *in situ face to face* wśród pielgrzymów i przedstawicieli społeczności lokalnej. Uzyskany w ten sposób materiał o charakterze jakościowym został uzupełniony danymi statystycznymi uzyskanymi od administracji sanktuarium i Urzędu Dzielnicy. Badacze przedmiotu zwracają uwagę na możliwy konflikt pojawiający się w sytuacji ‘przestrzeni dzielonej’, użytkowanej dla różnych, nierzadko sprzecznych ze sobą, funkcji. Taki problem okazał się wyrazisty w przypadku badanego sanktuarium i jego otoczenia; społeczność lokalna narzeka na tłumy pielgrzymów i turystów, ceny w lokalnych sklepach – znacznie wyższe niż w sąsiednich częściach tej samej dzielnicy, zatłoczone wąskie uliczki i nieustające problemy z parkowaniem. Z drugiej strony przedstawiciele społeczności lokalnej nie ukrywali dumy z powodu słynnego sanktuarium w ich sąsiedztwie. Aby łagodzić negatywne konsekwencje ruchu turystycznego dla mieszkańców okolic żoliborskiego sanktuarium, konieczne jest pilne przygotowanie strategii zrównoważonego rozwoju turystyki z uwzględnieniem szerokich konsultacji społecznych i uważnego wysłuchania głosów zarówno społeczności lokalnej, organizatorów ruchu pielgrzymkowego jak i zarządzających sanktuarium.



# USE OF TOWS ANALYSIS IN TOURISM AND RECREATION STRATEGY PLANNING BY A COMMUNE GOVERNING THE HOSTING AREA

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KEYWORDS | strategy of the municipality, tourism development, TOWS

ABSTRACT | The objective of the authors of this paper is to present the possibility of application of TOWS analysis which is based on a formula different from the commonly known, although not fully used, SWOT method, in tourism and recreation strategy planning in the hosting area. The article presents the duality of the methods due to their complementary and substitution character. The authors also indicate to differences resulting from the perspective of perception of the same groups of factors depending on the applied method. The utilitarian character of TOWS analysis is presented, which combined with SWOT analysis makes it possible to choose the appropriate variant of the strategy.

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## Introduction

Development of tourist reception areas is interconnected with local development strategies. They determine the investment or tourist development targets which are expected, in a perspective, to generate given revenues from the realized tourist activity. As a result of the dynamic development of the tourist market, each, even the smallest territorial self-government unit, is interested in gaining certain benefits therefrom. Tourism entails a growth of consumption in hosting areas,

which in turn influences the revenue effects. At the same time, there appear external negative effects resulting from an intensive exploitation of rare goods, strong environmental impact and generation of revenues connected therewith as well as environmental aspects (PN-EN ISO 140001, 2005).

The strong orientation of territorial self-government units towards development of tourism, even those which have not perceived their territory in tourist reception categories so far, causes creation of competition:

- between hosting areas representing similar tourist values,
- within the hosting area, due to strong competition between the entities acting as service providers.

All that creates a necessity to apply strategic management methods and tools embracing: strategic analysis, formulation of the strategy, implementation of the strategy as well as strategic control. One might venture a conclusion that diligence in preparation of the first stage, i.e. the strategic analysis, has an impact on the quality (understood as compliance with the expectations) of the whole undertaking defined as strategic management in the area of tourism (PN-EN ISO 9000, 2006). It also has a fundamental impact on the quality of life in the hosting areas (Puciato, 2008, p. 230).

The subject literature describes several leading methods of the strategic analysis. The most utilitarian character is that of portfolio methods which are simple to apply, such as SWOT or SPACE, but also McKinsey, ADL, Hofer's method or BCG matrix (Gołębiowski, 2001).

The purpose of this article is to present the possibilities of application of TOWS analysis which is a less known form of SWOT analysis, in a commune's tourism and recreation strategy planning.

## Selected tasks of a commune in the scope of tourism and recreation

Development of the tourist industry and the resultant bigger possibility of obtaining revenues (diversification thereof) is the basic determining factor for most of the communes with regard to realization of tasks connected with tourism. Irrespective of the revenue growth intentions, a commune is obliged to carry out relevant activities by respective laws, realized as commune's own tasks. A commune is obliged, *inter alia*, to keep records of camping fields and other facilities which provide accommodation places (Dz.U. 2004, nr 223, poz. 2268 z późn. zm.). Records of such facilities should be regularly up-dated so that tourists can be sure that the given facility continues to provide the specified services. Relevant information should be available in commune information centres or public information bulletins. Another topic closely connected with tourism is the package of tasks which are obligatory to a commune, and which concern the protection of cultural objects, relics, physical culture facilities, including recreational areas and sport facilities" (Dz.U. 2001, nr 142, poz. 1591 z późn. zm.).

Each commune has a statutory duty to maintain tourist facilities, develop the tourist and recreational infrastructure and to ensure safety to visitors. Realization of tasks in the field of tourism often consists in a close co-operation with private entrepreneurs and supporting them in their day-to-day business activity. Communes may make their land plots available for construction of tourist



facilities, as well as to spend additional funds for development of the infrastructure necessary for tourists. Territorial marketing is of great importance as it helps solicit investors/businessmen willing to carry out a business activity in the scope of tourism in the hosting area administered by the commune (Szromik, 2005).

Another very important task of a commune in the field of tourism is to ensure safety to people using tourist trails and people seeking recreation in places designated for that purpose. This task is realized by the local governments in collaboration with state administration bodies, managements of national parks.

Another duty is to map out trails and keep them properly maintained. However, communes are only obliged to maintain tourist trails which cross terrains being their property. It may happen that trails or parts thereof run through private properties. In such situations, a commune is obliged to conclude lease agreements with owners of such properties. It is also obliged to pay an appropriate remuneration to the property owners for the usage of their property.

The final duty is the promotion of the region. It mainly consists in informing and effective persuasion and encouraging of the tourists to avail themselves of the tourist hosting area. Informing about anthropogenic, climatic and other aspects should be most effective. An important role in the tourist promotion is played by the method of announcing the attractions of the local tourist area and effective channels of information about its potential rather than the hosting area or the tourist product themselves. This is the reason why communes entrust such activities to specialized tourist organizations representing tertiary sector of the economy. It is mainly their task to promote regions and self-governments (Goranczewski, Szeliga-Kowalczyk, 2015).

The local government administration must co-operate particularly with the local community in the scope of creation/shaping the tourist policy which constitutes an element of the spatial planning policy. The objective of this kind of approach is to improve the material situation of the people inhabiting the tourist hosting areas through development of the local economic prosperity, etc. (Kaczmarek, Stasiak, Włodarczyk, 2005, p. 322).

## **Strategic management of tourism and recreation in a commune — premises and determinants**

The strategic management in the field of tourism and recreation should be focused on a clear formulation of the goals resulting from the mission and vision of the overall strategy of the commune, as well as values accepted by all the interested parties. It concerns in particular the local community/inhabitants who are interested in meeting the requirements in the scope of:

- ecology and environmental protection,
- sustainable growth of the hosting area (Ansperger, 2013, p. 149),
- running of the tourist business in an ethical way (based on the principles of competition, transparency of proceedings),
- abiding by the rules of the law and other requirements (concessions, permits) etc.

The communal strategic management is of a multi-aspect character. This is composed of a number of entities, organizational forms or activities connected with realization of own and

ordered tasks. The specificity of the formulation of a strategy by a commune also consists in the fact that (Gawroński, 2010, p. 32):

- most of areas are regulated by the rules of the law,
- the strategy should be formulated on the basis of a common interest of various interested parties,
- communes are public life institutions, hence effectiveness is not the most important condition in realization of some of their tasks.

In order for the strategy realization to be correct, it is necessary to establish the following processes (Goranczewski, Szeliga-Kowalczyk, 2015, p. 62 and n.) (Tables 1, 2):

- observation of the changing surrounding, needs and expectations of the interested parties, including inhabitants and tourists, which concerns in particular the consistent, uniform vision of tourism and recreation in the commune,
- infrastructural support, in this the natural resources which decide about attractiveness of the tourist and recreation reception,
- translation of the mission/vision of the commune to measurable, parameterized goals in the field of tourism and recreation,
- evaluation of the risk in the scope of exploitation of the environment in the hosting area, as well as the risk for the communal tourist activity itself,
- extrapolation of the strategies followed so far in order to avoid errors and conflicts resulting from divergences of interests of particular interested parties,
- monitoring of the strategy parameters and, based on those, implementation of corrective or strategy improvement actions.

While implementing the strategy it is necessary to make it operational, i.e. to translate the strategic and/or operational goals to detailed actions. In case of strategy of tourism, it is necessary to coordinate the goals of the tourist economy of the commune in the hosting place as a whole, and also the goals of particular entities carrying out activities connected with servicing of the tourist traffic. It often requires the goals to be configured and also adjusted to one another (PN-ISO 10007, 2005).

All the above-mentioned tasks aim at integration of efforts to create a potential brand of a tourist product and a consistent vision of the tourist hosting area in order to generate expected benefits.

Formulation of a commune's strategy in its hosting area requires to have in place correct communication processes determining (PN-EN ISO 9004, 2010, point 5.4):

- continuity of communication,
- ensuring of an effective feedback information,
- reaction to changes in the surrounding.

Methodical elaboration of a strategy is always affected by way of a *consensus* achieved by all the interested parties. This is of a particular significance in the self-government administration where interests of particular social groups, individual persons or interests of a group client clash (e.g. those of inhabitants), etc. (Goranczewski, 2011, p. 221–242).

**Table 1.** Schematic diagram of TOWS analysis

Factors			
External negative	Weight $\Sigma = 1,0$	External positive	Weight $\Sigma = 1,0$
Threats (T)		Opportunities (O)	
Factor 1	0,3	Factor 1	0,4
Factor 2	0,3	Factor 2	0,3
Factor 3	0,2	Factor 3	0,2
Factor 4	0,1	Factor 4	0,1
Factor 5	0,1		
Internal negative	Weight $\Sigma = 1,0$	Internal positive	Weight $\Sigma = 1,0$
Weak points (W)		Strong points (S)	
Factor 1	0,6	Factor 1	0,4
Factor 2	0,3	Factor 2	0,2
Factor 3	0,1	Factor 3	0,2
		Factor 4	0,1
		Factor 5	0,1

Source: own elaboration based on: (Weihrich) 1982; Romanowska, Gierszewska (2009); Oblój (2014).

**Table 2.** TOWS *versus* SWOT interaction and the type of strategy

	TOWS	SWOT	Strategy type
1.	Will the opportunities strengthen the strong points (strengths)?	Will the application of strong points allow for utilization of the opportunities?	Maxi-Maxi Aggressive
2.	Will the threats have an influence on weakening of the strong points?	Will the application of strong points allow for liquidation or overcoming of the threats?	Maxi-Mini Conservative
3.	Will the utilization of the opportunities allow for overcoming of the weaknesses?	Will the weak points make it impossible to utilize the opportunities?	Mini-Maxi Competitive
4.	Will the threats highlight the weak points?	Will the weak points strengthen the impact of threats?	Mini-Mini Defensive

Source: own elaboration based on Oblój (2014).

Undoubtedly, the planning processes are of a key importance in strategy building, and first of all the reliability in data gathering. The planning processes include (PN-ISO 10005, 2007):

- Investigation of the tourist potential, including such phases as:
  - gathering of information, including: preliminary research, description, specification and inventory taking of all that determines the tourist and recreational attractiveness.
  - streamlining of the information, in this, point grading (in tourism geography, it is an evaluation of suitability of an investigated area for tourism and recreation) (Sołowiej, 1992).
  - integration of the gathered information with application of portfolio methods.
- Identification of the needs and expectations of the interested parties, mainly tourists and the local community (inhabitants of the hosting area).
- Configuration with other plans – compatibility/consistence with area strategies composing the overall strategy.

4. Determination of resources necessary for realization of the strategy, in this:
  - human,
  - material/natural/infrastructural/anthropogenic,
  - informational.
5. Determination of legal and other requirements connected with the possibility of development of tourism and recreation in the hosting area
6. Determination of the time of realization of the plans.
7. Determination of the scope of the necessary capital outlays, purchases, etc. connected with the realization of the strategy.

While creating a strategy it is necessary to take into account those features/attributes which will cause that the tourist reception area and/or tourist product will meet given competition conditions, such as:

- planning and tourist strategies compliant with the law in force,
- sustainable development, health, safety, ecology, environmental protection,
- availability of transport, information, accommodation and recreational infrastructure,
- price competitiveness of entities realizing the tasks in the field of tourism and recreation,
- resources, including human capital, cultural values, natural resources, personal features, traditions of the dwellers of the tourist hosting area (Travel & Tourism Competitiveness Report, 2013).

## Characteristics of tows analysis

The TOWS method is a reverse SWOT analysis, which is a result of the change of sequence of proceeding in the scope of analysis of particular factors, beginning from the external ones, i.e. from the surrounding of the organization (outside to inside method).

SWOT method is commonly used in formulation of strategies in the field of tourism and recreation. Paradoxically, its common use is not tantamount to a common knowledge of the method. Its use is almost always fragmentary, which constitutes a basic methodological negligence (Goranczewski, Puciato, 2010, pp. 45–55). SWOT analysis is the first step in formulation of the tourism development strategy, because it constitutes a comprehensive evaluation of the current situation constituting the starting level and integrating all the relevant information (Holloway, Robinson, 1997, p. 39):

- economic, social and political issues,
- current shape of the markets, market trends, methods and tools of promotion and sale,
- characteristics of the competition, market share,
- effectiveness of the realized tourist activity. etc.

In case of SWOT analysis, the first to be evaluated are the internal *strengths* (strong points) and *weaknesses* (weak points) (SW). In TOWS analysis the first to be evaluated are external factors, i.e.: *threats* – external negative factors and *opportunities* – external positive factors (TO)

(Romanowska, Gierszewska, 2009, p. 189). In the literature of the subject there additionally appears a variation of the SWOT method, i.e. WOT's-up (Sharplin, 1985).

With regard to tourism hosting areas the TOWS matrix contains:

1. Threats – (external negative factors) include: changes of the tourists' preferences; diminishing of the safety level (terrorist, crime threats, etc.); dynamic growth and increase of competitiveness of neighbouring areas or areas representing similar values which make the place attractive; lack of investors and sources making it possible to invest and/or restitution of the tourist infrastructure; instability of the currency rates both at the destination place and in the tourists place of living.
2. Opportunities – positive external factors generating the possibilities of economic development and prosperity thus causing a growth of individual incomes and consumption; growth of the effectiveness of exploitation of resources through optimization thereof; easier availability of transport; availability of sources of financing of the necessary investments.
3. Weaknesses – weak points (factors making the development of tourism difficult). They include a poor condition of the infrastructure; bad financial standing of the territorial self-government unit in which tourist and recreational attractions are situated (debt level, project financing possibilities); unclear proprietary situation of the land, etc.
4. Strengths – strong points, such as: anthropogenic advantages; natural values including landscapes; well-developed tourist infrastructure; availability of financial and human resources making it possible to organize a good tourist service; conditions which make it possible to go in for tourism all year round, etc.

The TOWS matrix is composed then of four fields identical to those in SWOT method where particular factors are specified and given weights. In case of SWOT analysis there appear hybrid solutions consisting in introduction of two more fields of the matrix dividing the surrounding factors (both positive and negative) to:

- macro-surroundings,
- micro-surroundings.

Thus, a six-field matrix is created, which presents factors streamlined in accordance with the above described scheme (Mazurkiewicz, 2002, p. 81 and n.).

Similarly to the SWOT analysis, also in TOWS method there is no need to specify all factors in detail. One should concentrate on the most important ones which are of significance in the choice of appropriate strategy of action.

What is fundamental in the TOWS analysis is determination of (Weihrich, 1982):

1. Influence of the opportunities on the strong points, or answering the question: to what extent will the external positive factors have an influence on the strengths (strong points) of the unit? How and with what intensity will they cause their strengthening?
2. Impact of the threats on strong points. Strength of the impact of the threats on the strong points of the self-government unit which is to realize the strategy in the field of tourism.
3. Influence of the opportunities on the specified weaknesses. To what extent the external positive factors are able to eliminate the weak points?

4. Impact of the external negative factors (threats) on the identified weaknesses. Will the threats make the weak points even weaker and if yes, to what extent?

As it can be seen in the above table, a juxtaposition of particular pairs of factors in disparate relations leads to different interactions, and subsequently to a possibility of arriving at different results in the scope of importance of particular factors which have an influence on application of an appropriate strategy of action.

In order to carry out a TOWS analysis one needs to fill four correlation tables. This aims at identification of all possible interactions in the following configuration of the factors (Obłój, 2014, p. 279 and n.).

- opportunities/strong points,
- threats/strong points,
- opportunities/weak points,
- threats/weak points.

The last stage of a TOWS analysis presents, in a tabular form, the results containing the sum of interactions and the sum of products of weights and numbers of correlations (see Table 5).

Because of the difference of perception (from inside to outside *versus* from outside to inside) a full picture of the strategic situation may need an additional SWOT/TOWS analysis, i.e. testing of interactions, enriching the look of the same factors from a different perspective. Such an advanced analysis is carried out when there is no consensus as to how to interpret the scale and significance of particular factors or when they are unpredictable. As a result, the risk of taking an improper decision as to the choice of the type of strategy, most adequate to the identified situation, is diminished. Thus, conditions for an effective realization of the strategy are created. Such an approach makes it possible to base the management processes on facts/empiric premises (*evidence-based management*) rather than on conjectures (Łobos, Puciato, 2013, p. 14).

### **Application of tows analysis in an exemplary strategy of a commune situated in a touristically and recreationally attractive place**

Table 3 presents a TOWS matrix with specified factors and their weights with regard to an exemplary strategy of development of tourism and recreation in a selected commune.

According to the instruction contained in the previous chapter, the method consists in filling of four interaction tables. Due to the article volume limitations, below one can find an example, one of them in relation to the opportunities – strong points relations.

Table 4 should be treated visually, as a pattern for making further ones in an analogous way, according to the scheme described in the previous chapter, i.e.: threats → strong points; opportunities → weak points; threats → weak points.

Table 5 presents the results arrived at in the above example (shaded area in Table 5) and other results possible to be obtained after filling the remaining correlation tables. Table 5 also presents the results of SWOT analysis carried out with application of reversion of factors with regard to TOWS analysis (in order to make a SWOT analysis, one should, similarly to the described TOWS

**Table 3.** TOWS matrix

Opportunities	Weight	Threats	Weight
Rich cultural offer of the region	0,3	Competition from the side of other communes in the field of organization of cultural and entertainment events	0,3
Possibility to obtain subsidies for projects from EU funds	0,3	Degradation of the natural environment	0,3
Growth of incomes of the society	0,2	Deepening of the peripheral position of the commune by way of a worsening condition of the roads and liquidation of further transport connections	0,2
Fashion for an active spending of leisure time	0,1	Emigration of young people seeking better earnings	0,1
Promotion of local tourist products	0,1	Change of tourists' preferences	0,1
Strong points	Weight	Weak points	Weight
Reputation of Commune XYZ	0,3	Poor condition of the infrastructure of the facilities and insufficient availability of equipment	0,3
Big number of addressees of the offer (tourists, boarders)	0,2	Low budget and insufficient investments financed by the state budget	0,3
Closeness of a well developed recreational-sport base	0,2	Lack of a strategy of support of local tourist-oriented products	0,2
Rich and affordable hotel and catering base	0,2	Insufficient utilization of natural values in the context of sport activity	0,1
Presence of events of a regional, national and international character	0,1	Small number of sport facilities	0,1

Source: own elaboration.

**Table 4.** Correlations in configuration opportunities – strong points

StrongPoints	Opportunities						Weight	Number of correlations	Product of weights and correlations
	Rich cultural offer of the region	Possibility to obtain subsidies for projects from EU funds	Growth of the society's income	Fashion for an active spending of a leisure time	Promotion of local tourist products				
Tourist reputation of commune XYZ	1	1	0	1	1	0,3	4	1,2	
Big number of recipients of the offer (tourists, lodgers)	1	0	1	1	1	0,2	4	0,8	
Closeness of well developed recreational – sport basis	0	0	0	1	1	0,2	2	0,4	
Rich and affordable accommodation and catering base	1	1	1	1	1	0,2	5	1	
Presence of events of a regional, national and international character	1	1	0	0	1	0,1	3	0,3	
Weight	0,3	0,3	0,2	0,1	0,1				
Number of interactions	4	3	2	4	5				
Product of weights and interactions	1,2	0,9	0,4	0,4	0,5				
Sum of correlations							36		
Sum of products								7,1	

Source: own elaboration based on Oblój (2014).

analysis, fill four correlation tables). As results from the data contained in the table below, such a reversion and the following different perspective of perception of particular factors changes the number of interactions and the sum of products and their weights. Due to this reason, in situations of high uncertainty in the decision-making process it is worth to carry out a TOWS/SWOT analysis in order to be able to evaluate the summed-up data (column 7 and 8 of the table below) and based on that to make a choice of the most optimal variant of the strategy.

**Table 5.** Collective statement of the results of TOWS/SWOT analysis

Configuration of factors	Results of TOWS analysis		Configuration of factors	Results of SWOT analysis		Collective statement of SWOT + TOWS	
	sum of interactions	sum of products		sum of interactions	sum of products	sum of interactions	sum of products
1	2	3	4	5	6	7	8
Opportunities/Strong points	36	7,1	Strong points/Opportunities	40	8,1	76	15,2
Threats/Strong points	42	8,3	Strong points/Threats	30	6,1	72	14,4
Opportunities/Weak points	34	6,6	Weak points/Opportunities	34	6,5	68	13,1
Threats/Weak points	34	6,6	Weak points/Threats	34	7,6	68	14,2

Source: own elaboration based on Oblój (2014).

The information presented in Table 5 shows that with regard to TOWS analysis (columns no. 2 and 3) most correlations/interactions were recorded in connection with a significant impact of threats on strong points of the hosting area and/or the commune formulating the strategy, which would indicate to the necessity to apply the conservative strategy (see Table 2). As the presented example shows it is not reflected in the SWOT analysis made (column 5 and 6). Having the above in mind, in order to select a correct variant of the strategy one should sum up the obtained results of SWOT + TOWS (column 7 and 8). Calculation made this way shows that the optimal variant will be the maxi-maxi strategy (Table 2).

## Summary

Effectiveness in realization of strategic tasks in the field of tourism and recreation is only possible where, in the phase of formulation of a strategy, appropriate analytical tools are applied. The TOWS analysis presented in this article may be applied as a substitute or as a complementary element accompanying the better known and disseminated SWOT analysis. In difficult situations, the decision-making process requires triangulation to be obtained, i.e. it is necessary to apply different methods which are used for obtaining consistent data which constitute the basis for conclusions. In case of formulation of a strategy in the hosting area it may consist in a look from different perspectives proposed by the two methods. They refer, however, to the same factors divided into the



same areas in order to interpret the same set of data (Stańczyk, 2015). A methodological approach to the formulation of a tourist development strategy in the hosting area, especially in the scope of planning, also consists in application of standard tools described in chapter 3 of this article.

Translated by Anna Szeliga-Duchnowska

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## WYKORZYSTANIE ANALIZY TOWS W PROJEKTOWANIU STRATEGII TURYSTYKI I REKREACJI W GMINIE ADMINISTRUJĄCEJ OBSZAREM RECEPCYJNYM

SŁOWA KLUCZOWE | strategia gminy, rozwój turystyki, TOWS

STRESZCZENIE | Celem autorów artykułu jest przedstawienie możliwości zastosowania analizy TOWS, będącej odmienną formułą powszechnie znanej, choć nie w całości wykorzystywanej metody SWOT w projektowaniu strategii rozwoju turystyki i rekreacji na obszarze recepcyjnym. W artykule przedstawiono dualizm metod ze względu na ich komplementarność i substytucyjność. Wskazano także na różnice wynikające z perspektywy postrzegania tych samych grup czynników w zależności od zastosowanej metody. Zaprezentowano utylitarny charakter analizy TOWS, która w połączeniu z analizą SWOT umożliwia dokonanie wyboru odpowiedniego wariantu strategii.

# DOES EU FUNDING SUPPORT THE DEVELOPMENT OF TOURISM? CASE STUDY OF WARMIŃSKO-MAZURSKIE VOIVODESHIP

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KEYWORDS | cohesion policy, EU fundings, development of tourism, tourism infrastructure

ABSTRACT | The aim of the presented article is to answer the question of whether EU funding supports the development of tourism. In order to realize this aim, the article analyses in-kind and financial support of the EU cohesion policy for the development of tourism in a selected region of Poland, accounting for the two programming periods in the years 2007–2013. The paper is divided into two basic stages. The first part contains a review of literature on the topic of EU funds for tourism available in the second programming period. The second part is based on presenting the intensiveness of the EU cohesion policy's financial support for tourism in Warmińsko-Mazurskie Voivodeship. The studies carried out reveal a relationship between investment activity and an increase in tourism traffic, measured by the number of overnight stays in the Warmińsko-Mazurskie Voivodeship.

## Introduction

The development of tourism in a given area depends largely on the state of natural resources, cultural heritage, available infrastructure (including transport and accommodation), and human as well as social capital. The greatest proceeds connected with tourism characterize countries and regions that are active in this scope and whose authorities have decided to pursue continued, consequent investments in its development (Klimek, 2010). At the same time, literature on the topic

draws attention to many examples of activities on behalf of the development of the tourism sector in peripheral regions, where properly prepared and implemented programmes may serve revitalization functions and stimulate the development of tourism (Balough, Coros, Negrea, Coros, 2010; Talaya, Mondéjar Jiménez, Mondéjar Jiménez, Meseguer Santamaría, 2010).

Regardless of the nature and level of development of a given region, the actions assumed by regional authorities focused on supporting and/or realizing investments ought to form the basis for developing its tourism offer (Butowski, 2009). Financial resources should result in investments which do, in fact, influence the tourism potential of a given region, e.g.: by improving tourism values and attractions, or increasing the quality of tourism infrastructure. Appropriate investing should lead to the establishment of unique tourism products which will facilitate preparing diverse offers of spending leisure time for tourists and, in consequence, result in a higher number of tourist visits to the region (Poon, 2009).

In the regions of the EU member states, activities focused on the development of tourism may be financed from resources derived from the European Union budget intended for the realization of cohesion policy. As stated by Halkier, the specific role of EU resources in this scope regards supporting the development of new services, especially in those parts of Europe where tourism had been, to this date, a sector of relatively lesser importance (Halkier, 2010). This view is also supported by Coles and Hall (2005), according to whom the financial support of activities assumed on behalf of the development of tourism can be the driving force behind economic-social changes, above all in countries which have recently joined the European Union (Coles, Hall, 2005).

Warmińsko-Mazurskie Voivodeship is among the regions characterized by a high development potential of the tourism sector. The region possesses significant tourism and environmental values on the European level, including: an interesting landscape, countless lakes and forests, a clean natural environment, as well as cultural monuments and historical sites. At the same time, as indicated in the Regional Operational Program 'Warmińsko-Mazurskie' for 2007–2013, 'tourism remains an area of great opportunity for development of the region, not yet taken advantage of,' (*Regional Operational Programme...*, 2007). Studies carried out by Zielińska-Szczepkowska (2015) point out that the region possesses, above all, the potential for the development of active and cultural tourism. Such development is largely dependent on the level of basic tourism and tourism-related infrastructure; these, however, as shown by statistical data prior to the second programming period financed by the EU, were relatively low (Local Data Bank, 2007).<sup>1</sup>

Keeping in mind the increased significance of EU cohesion policy following 2004<sup>2</sup> in Poland, which created realistic chances for the development of investments, including those supporting the tourism economy, it was determined that there is good reason for looking into the topic of the

<sup>1</sup> To provide an example, there were four 4-star hotels and not any higher class (5-star) hotels in Warmińsko Mazurskie Voivodeship as of 2007,

<sup>2</sup> An analysis of strategic documents in the context of the tourism policy carried out on a regional level confirms that the tourism sector had particularly significant importance in EU cohesion policy in the second programming period for 2007–2013. As a result of this, the present article pertains to the analysis of financial instruments supporting the development of tourism projects in the years 2007–2013. It is worth mentioning here that in both the first (2004–2006) as well as third (2014–2020) programming periods, tourism was not treated as a priority area in any of the regional programmes.

effects of projects co-financed from EU resources aimed at supporting tourism. The analysis was carried out for Warmińsko-Mazurskie Voivodeship, which in the years 2007–2013 was among the top Polish regions as far as the value of EU resources for the realization of tourism projects is concerned. The selected area is one of the most attractive tourist regions of Poland, characterized by significant environmental and cultural values, but at the same time requiring a cohesive policy and a series of intensive measures taken on behalf of improving the transportation accessibility, tourism and tourism-related infrastructure, as well as promoting the region. The study attempts to answer the following questions: 1) what share of resources in the pool allocated to regions was reserved for projects connected with the development of the tourism economy; 2) whether, and if so how, EU funds contribute to increased tourism attractiveness of Warmińsko-Mazurskie Voivodeship; 3) whether the realized projects influence an increase in the number of tourist arrivals in the analysed region.

The main aim of the present article is an attempt to establish whether European funds available in the second financial programming period for 2007–2013 stimulate the development of tourism in Warmińsko-Mazurskie Voivodeship. The following research methods were used in the work: deductive studies of literature on the topic (national and foreign) as well as programme documents and legal acts, analysis of the Local Data Bank of the Central Statistical Office of Poland, an analysis of EU support fund expenditures for carrying out projects supporting the development of the tourism sector in the analysed region, as well as an analysis of the contents of applications within the framework of ROP WM 2007–2013 ( $n = 157$ ).

The text has been divided into a few parts. The first part presents basic information on the roles of EU cohesion policy in supporting the tourism sector in Poland. Moreover, it was determined which voivodeships indicated tourism as a priority area important to the development of the region's economy and allocated a portion of the resources available within the framework of ROP for supporting it. Presented further in the work are detailed analyses covering both the sources of financing as well as the manners of using the awarded grants for the development of tourism projects in Warmińsko-Mazurskie Voivodeship. Accounting for the data contained in the base of realized projects for programming period 2007–2013, the following were assessed: 1) how many projects connected with tourism received European Union funding, and at what level; 2) what was the value of the realized projects (what amount contributed to the development of tourism in Warmińsko-Mazurskie Voivodeship), and what it was intended for (what did the projects involve). The last part of the work focuses on the broader, indirect influence of the realized projects on the development of the tourism sector, identifying the increase in the tourism attractiveness of the region measured by the increase in the number of beds, the available hotel facilities and tourist arrivals in the Warmia and Mazury region.

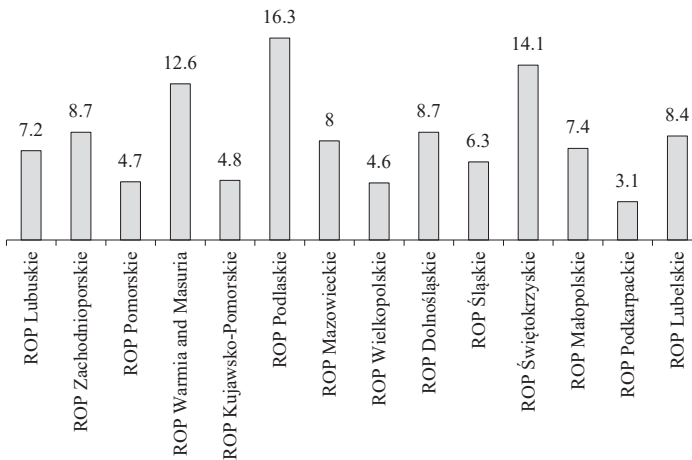
## EU Funds Supporting the Tourism Sector in 2007–2013

The European Union does not have a special budget, and thus separate financing instruments, completely dedicated to supporting business undertakings in the field of tourism. Despite this,

the tourism sector makes use of financial support offered by various EU programs in individual member states (Zielińska-Szczepkowska, 2013). The most important financial instruments of the European Community, essential to realizing the economic and social cohesion policy of the EU are European funds along with the Cohesion Fund. Their task is to, among others, finance investments in infrastructure, promote sustainable development, and strengthen attractiveness, competitiveness and spatial cohesion.

In regard to the tourism sector, Regional Operational Programmes were of key importance in the second financial perspective. The analysis of ROPs of individual voivodeships showed that 14 of the 16 analysed regions regarded tourism as an important factor of socio-economic development and increased competitiveness. Nearly all regions with the exception of Opolskie and Łódzkie voivodeships identified it as a priority axis, setting aside a separate financial envelope for the realization of projects supporting the development of the tourism sector.

The amount of funds dedicated to the realization of these activities varied greatly. If we account for what part of the envelope allocated to ROP was reserved for the tourism sector, Podlaskie Voivodeship ranks first, designating as much as 16.3% of funds available in ROP for this purpose, followed by Świętokrzyskie Voivodeship, with a share of over 14%, and Warmińsko-Mazurskie Voivodeship (12.6%). Much more modest engagement of European funds for tourism characterized: Podkarpackie (3.1%), Wielkopolskie (4%), and Pomorskie as well as Kujawsko-Pomorskie (4.7% and 4.8% respectively) voivodeships (Figure 1).



**Figure 1.** Percentage share of funds allocated for the priority connected with tourism under Regional Operational Programmes for 2007–2013

Source: own elaboration based on data from the Ministry of Development. Retrieved from: <http://www.mapadotacji.gov.pl> (1.03.2017).

It should be emphasized that as far as value is concerned, the greatest amounts of funding for the realization of tourism projects were allocated within the framework of the ROPs of Śląskie, Mazowieckie and Warmińsko-Mazurskie voivodeships, while the least in the regional programs of: Pomorskie, Lubuskie and Podkarpackie voivodeships. Due to the differences in the initial value of budget resources allocated for the realization of ROPs in these voivodeships, this is not, however, reflected in their percentage share.

Analysing the regional operational programs of Polish voivodeships, it turns out that tourism as an independent priority appeared in Kujawsko-Pomorskie, Śląskie and Warmia-Masuria voivodeships. In regional operational programmes of the Dolnośląskie, Lubuskie, Małopolskie, Podkarpackie, Podlaskie, Pomorskie and Wielkopolskie voivodeships, tourism was combined with culture (cultural heritage). In Zachodniopomorskie Voivodeship, it was connected with culture and the revitalization of cities, whereas in Mazowieckie Voivodeship – with recreational infrastructure. In the documents of the remaining voivodeships, it was combined with the cultural heritage and sport infrastructure (Świętokrzyskie), or interregional cooperation (Lubelskie). The tendency to connect various areas into one priority axis makes it very difficult to identify the actual share of tourism in the allocation of resources and, at the same time, impossible to explain the reason behind the existing disproportions in the allocation of resources for tourism from the ROPs of individual voivodeships (Kozak, 2010).

Based on the results of the analyses, we can moreover confirm that both voivodeships with the highest as well as lowest percentage share of resources allocated for the realization of priorities connected with tourism under ROPs for 2007–2013 were characterized by a high level of realizing so-called key projects with a similar structure of beneficiaries (above all public entities) and level of financing (from 50% in the case of projects subject to a competitive procedure, to 85% in the case of key projects). Each of the mentioned voivodeships also attributed a large role to environmental resources and natural values in the plans and strategies for the development of tourism as factors enabling the shaping and development of tourism and, in turn, the development of the entire region. As a result of the existing similarities between the voivodeships, the identification of factors influencing the diversification in the engagement of resources for tourism is more difficult.

According to Mańkowski (2014), there are no direct connections between the role of the region in managing tourist traffic in Poland and the level of allocated ROP resources for activities connected with the development of regional tourism economy (Mańkowski, 2014). Serving as an example of this is Pomorskie Voivodeship, one of the most popular tourism destinations in the country, where the extent of resources allocated to projects promoting tourism under the program is merely 4.7% of total ROP budget resources.

In addition to ROPs, it was possible to obtain financial sources for tourism-related investments from other programmes, not directly connected with tourism (Table 1).

**Table 1.** Most important sources of financing the tourism sector from EU programmes in Poland in the years 2007–2013

Programme	Priority/Measure	Examples of projects
OP Innovative Economy	6.4 Investments in Tourism Products of Superregional Importance	<ul style="list-style-type: none"> <li>– Restoration, modernization and management of historic buildings</li> <li>– Construction, development and renovation and modernization of tourism infrastructure</li> <li>– Management, development and modernization of post-industrial and post-military buildings and areas for purposes of tourism</li> <li>– Construction and expansion of recreational and entertainment infrastructure</li> <li>– Construction and equipping of tourist information centres, as well as marking tourist routes</li> </ul>
OP Development of Eastern Poland	Measure 2.2 Congress and Trade Tourism Infrastructure	Construction, expansion and equipping of expo, trade, congress and conference facilities
	Measure 5.2 Cycle Routes	Building and marking cycle paths and setting out and marking cycle routes in extra-urban areas
OP Environment and Infrastructure	Priority IV Initiatives Aimed at Adjusting Enterprises to the Requirements of Environmental Protection	Adjusting tourism enterprises (e.g. hotels) to the requirements of environmental protection
	Priority XII Culture and Cultural Heritage	Revitalization, conservation and adaptation for cultural purposes historic building and building complexes along with their surroundings
OP Human Capital	Measure 2.1. Development of Human Resources for Modern Economy	Courses, including for workers of the tourism industry
	Measure 6.2 Support and Promotion of Entrepreneurship and Self-employment	Resources for setting up a business, including connected with the provision of tourism services
Rural Development Programme	Measure 3.1 Diversification Towards Non-agricultural Activities	Support of agritourism, tourism services and services connected with leisure in rural areas

Source: own elaboration based on: Operational Programme Innovative Economy. Document adopted by the resolution of the Council of Ministers of 30 October 2007; Operational Programme Development of Eastern Poland. Document adopted by the decision of the European Commission of 23 December 2011 r. no. K (2011) 9789; Operational Programme Infrastructure and Environment (Version 5.0, adopted by European Commission Decision of 18 March 2016), Operational Programme Human Capital. Document adopted by resolution of the Council of Ministers on 15 January 2015; Rural Development Programme for 2007–2013, Warsaw 2013.

Finally, it is worth mentioning that a series of tourism projects of cross-border importance were also realized within the framework of European Territorial Cooperation Programmes for 2007–2013. For example, in the Warmińsko-Mazurskie Voivodeship, under the Cross-Border Cooperation Programme Lithuania-Poland 2007–2013, projects supporting the development of the tourism sector were carried out from Priority 1 (*Development of Sustainable Cross-Border Tourism and Maintaining Cultural and Historic Heritage*) as well as 2 (*Development of New and Strengthening Existing Social and Cultural Cooperation Networks*) (Zielińska-Szczepkowska, Zabielska, 2013).



## Share of European Funds for the Development of Tourism — Example of Warmińsko-Mazurskie Voivodeship

In the analysed period, all investment projects in Warmińsko-Mazurskie Voivodeship were realized from resources of the European Regional Development Fund within the framework of four operational programmes: Regional Operational Programme Warmia and Masuria (ROP WM), Operational Programme Development of Eastern Poland (OP DEP), Operational Programme Infrastructure and Environment (OP IE) and Operational Programme Innovative Economy (OP IE). Under the above-mentioned programmes, a total of 3,283 projects received financial support, with a total value of 15,471,120,414.86 PLN, of which 8,364,762,345.87 PLN came from European funds (Table 2).

**Table 2.** Absorption of funds for total investments in Warmińsko-Mazurskie Voivodeship under ERDF accounting for individual programmes in 2007–2013

Programme	Number of projects	Total value of investments (PLN)	EU contribution (PLN)	Own contribution (PLN)
ROP WM	2,850	9,371,789,354.27	4,836,571,815.61	4,535,217,538.66
OP DEP	33	2,306,783,908.17	1,554,403,001.86	752,380,906.31
OP IE	83	2,445,111,123.88	1,357,611,406.74	1,087,499,716.88
OP IE	317	1,347,436,028.54	616,176,121.40	731,259,907.14
Total	3,283	15,471,120,414.86	8,364,762,345.87	7,106,358,068.99

Source: own elaboration based on data from the Ministry of Development. Retrieved from: <http://www.mapadotacji.gov.pl> (2.03.2017).

Taking into account the total value of the realized investments, the highest amounts of resources in the given voivodeship were allocated for projects under ROP WM for 2007–2013 (60% of resources), while the smallest regarded projects realized under OP IE (9% resources).

In the programming period for 2007–2013, a total of 161 investments directly supporting the tourism sector received financial support. The total value of the investments amounted to 1,902,959,056.24 PLN, of which 834,774,954.07 PLN comprised EU grants (Table 3).

**Table 3.** Absorption of funds for investments in tourism in Warmińsko-Mazurskie Voivodeship under ERDF accounting for individual programmes in 2007–2013

Programme	Number of grants	Total value of investments (PLN)	EU contribution (PLN)	Own contribution (PLN)
ROP WM	157	1,508,576,699.82	637,799,640.71	870,777,059.11
OP DEP	3	279,382,365.42	149,456,531.23	129,925,834.19
OP IE	1	115,000,000.00	47,518,782.13	67,481,217.87
OP IE	161	1,902,959,065.24	834,774,954.07	1,068,184,111.17

Source: own elaboration based on data from the Ministry of Development. Retrieved from: <http://www.mapadotacji.gov.pl> (2.03.2017).

A key programme supporting the tourism sector in Warmińsko-Mazurskie Voivodeship was the ROP WM for 2007–2013, in which the increase in the competitiveness of the economy and the number as well as quality of network connections was considered to be a priority objective (*Regional Operational Programme...*, 2010). Due to the fact that, in the years 2007–2013, tourism was considered to be one of the main sectors of the economy of Warmińsko-Mazurskie Voivodeship, providing income as well as workplaces, it was given special treatment, comprising a separate priority axis. The aim of the priority axis *Tourism* was to increase the share of tourism in the regional economy and the attractiveness of the tourism offer of the region.

Investments realized under Measure 2.1 *Increase in Tourism Potential* pertained to:

- the construction and modernization of tourism infrastructure – accommodation and catering base (hotels, motels, restaurants),
- sports-recreation infrastructure (e.g. swimming pools, gymnasiums, wellness centres),
- spa infrastructure (investments are carried out mainly in Gołdap as the only spa in the region is located in this city),
- public tourism infrastructure (building of cycle paths, development of beaches and lakeshores),
- buildings of cultural importance (restoration of historic buildings and modernization/construction of cultural centres – cinemas, theatres, libraries, etc.).

Under Measure 2.1, a total of 135 contracts for the realization of tourism projects amounting to 1,490,456,173.25 PLN (of which 624,051,710.19 comprised European funding) were signed (Table 4). Commune self-governments were most prevalent among the project beneficiaries, though these also included entrepreneurs as well as cultural entities and associations.

**Table 4.** Absorption of funds for investments directly influencing the development of tourism in Warmińsko-Mazurskie Voivodeship under ROP WM for 2007–2013 accounting for measures and sources of financing

Measure	Sub-measure	Number of Projects	Total Value of Investments (PLN)	EU Contribution (PLN)
2.1. Increase in Tourism Potential	2.1.1. Restaurant and Accommodation Facilities	44	557,384,055.11	138,926,779.34
	2.1.2. Spa Infrastructure	4	47,863,184.21	38,816,987.89
	2.1.3. Sport-Recreation Infrastructure	21	559,452,016.80	245,779,375.34
	2.1.4. Public Tourism and Tourism-related Infrastructure	39	122,766,652.35	77,399,852.16
	2.1.5. Cultural Heritage	14	59,219,057.51	39,598,864.20
	2.1.6. Culture Infrastructure	13	143,771,207.27	83,529,851.26
2.2. Promotion of the Voivodeship and its Tourism Offer	–	22	18,120,526.57	13,747,930.52
Total		157	1,508,576,699.82	637,799,640.71

Source: own elaboration based on data from the Ministry of Development. Retrieved from: <http://www.mapadotacji.gov.pl> (2.03.2017).

The aim of Measure 2.2 *Promotion of the Voivodeship and its Tourism Offer* was the promotion of the tourism values of the region of Warmia and Mazury as well as the development and

dissemination of competitive tourism products. The measure anticipated 4 schemes according to which the realization of projects connected with the following was made possible:

1. Scheme A:

- national and international tourism promotion (including cultural) of the region and local environments, covering: the creation of promotion strategies and plans, as well as carrying out advertising campaigns, studies and marketing analyses.

2. Scheme B:

- development of a regional system of tourist reservation and information by: the construction, modernization and adaptation of already existing or newly created spaces or newly created tourism information centres or points, along with the purchase of equipment and materials.

3. Scheme C:

- projects pertaining to creating and popularizing tourism products in the country and outside of its borders by: developing concepts, publications, radio auditions, advertising spots, etc.,
- projects pertaining to the development and production of regional and local souvenirs and emblems connected with the promotion of the tourism values of the regions (visual-technical project designs, production, etc.),
- projects within the scope of disseminating the culinary traditions of the multicultural society of Warmia and Mazury within the country and abroad by means of publications, promotional events, culinary fairs, etc.

4. Scheme D:

- projects comprising the integrated local development project titled *Programme for the Development of Tourism within the Area of the Elbląg Canal and Iława Lake District*.

In Measure 2.2 a total of 22 contracts were signed for financial support amounting to 18,120,526.57 PLN. The beneficiaries of the measure were commune, district and provincial self-governments, as well as organizations and associations operating on the benefit of tourism. The greatest number of projects were realized under Scheme C and pertained to the promotion of regional products (e.g. the Land of the Great Masurian Lakes) as well as campaigns stressing the culinary values of the Warmia and Mazury region. It is worth noting that two large investments promoted the Elbląg Canal and were based on developing new tourism offers for it. A few of the undertakings also referred to the promotion of historic and cultural values of the voivodeship (e.g. creating a multimedia guide for the historical part of Warmia).

The second programme with the highest absorption of funds for investments in tourism in Warmińsko-Mazurskie Voivodeship was Operational Programme Development of Eastern Poland (2007), encompassing an area containing 5 of the poorest voivodeships in Poland, located on the eastern border of the country, i.e.: Warmińsko-Mazurskie, Podlaskie, Świętokrzyskie, Lubelskie and Podkarpackie voivodeships. The funds allocated under OP DEP for tourism pertained to activities connected with the development of congress and trade tourism infrastructure, promoting the sustainable development of tourism as well as cycle routes.

On the other hand, in the analysed period of time, only one project key to the development of tourism in Warmia and Mazury received financial support under OP IE. A project involving the revitalization of the Elbląg Canal was funded under Measure 6.4 *Investments in Tourism Products of Supraregional Importance*. This was one of the most interesting investments making the region more attractive to tourism – a relic of hydrotechnics on an international scale and, what is more, located within a protected landscape area, neighbouring the *Natura 2000* site.

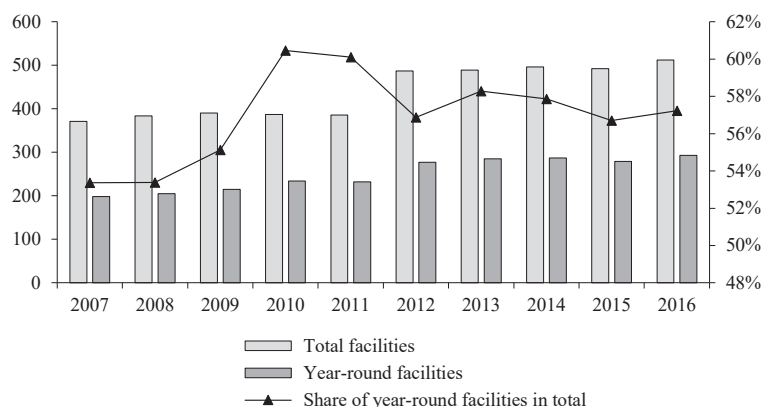
### **Influence of projects realized under ROP WM for 2007–2013 on increased tourism attractiveness**

The attractiveness of an area is in terms of tourism, decisive to its competitive advantage, comprises many factors. According to the author of the tourist motivation model, included among the 36 attributes drawing tourists to a given region, are among others: natural conditions, cultural heritage, history, tourism and tourism-related infrastructure, transportation accessibility, the image of the region, the price-quality ratio of services, public service infrastructure and the level of security (Crouch, 2007). Other authors defining the tourism attractiveness of a given destination grouped the above-mentioned factors into three elements, describing: broadly defined tourism values, transportation accessibility and accommodation (Marciszewska, 2010). Considering the scope of support of the second ROP WM 2007–2013 priority axis, the analysis of possible changes in the attractiveness of the tourism offer can be considered only in the context of the quality and availability of tourism infrastructure, which has a large influence on the decisions taken by tourists regarding their choice a given destination. Therefore, subjected to the analyses were the changes of basic indicators showing a change in the state of tourism infrastructure in the region (in a quantitative and qualitative approach). In this context, an attempt was made to analyse changes resulting from the realization of projects under ROP WM 2007–2013.

In Warmińsko-Mazurskie Voivodeship, the number of accommodation facilities increased systematically. In 2016, there were 512 such facilities, which signifies an increase of 141 (38%) as compared to 2007. The situation is similar in the case of year-round accommodation. Such facilities amounted to 293 in 2016, and thus increased by 95 (48%) when compared to the base year. It is worth drawing attention to the fact that the share of year-round facilities in their total number also increased, though not so dynamically (from 53.4% in 2007 to 57.2% in 2016) (Figure 2).

Projects co-financed under ROP WM 2007–2013 had a significant effect on increasing the number of accommodation facilities. In the framework of sub-measure 2.1.1 *Restaurant and Accommodation Facilities*, 44 projects were carried out, among which as many as 33 involved the construction of accommodation facilities. The value of these projects was over 500 million PLN, with financial support from EU resources of over 122 million PLN (24.5%). Due to the fact that the majority of projects involved investments in hotel facilities which are open year-round, their impact on extending the tourist season is evident. The majority of beneficiaries also decided to develop additional services decreasing seasonal fluctuations in their establishments. These investments most often involved restaurants, conference rooms, and leisure-health as well as recreational facilities. In addition to this, the beneficiaries of a few projects emphasized the year-round availability

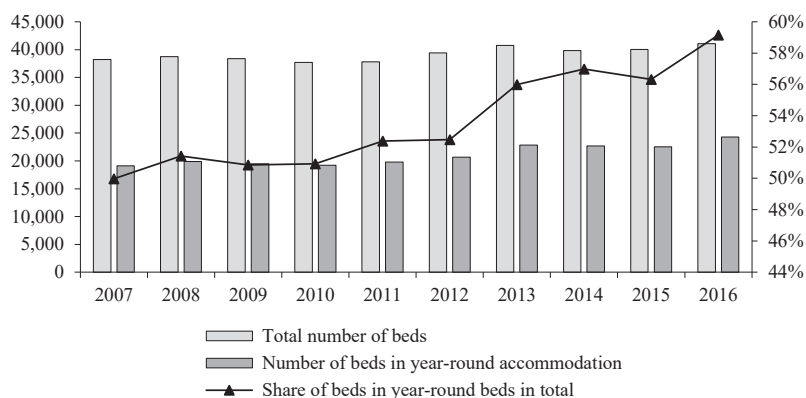
of investments (e.g. the construction of year-round private apartments in Kretowiny as a means of extending the tourist season in Morąg Commune).



**Figure 2.** Accommodation facilities accounting for total facilities and year-round facilities in Warmińsko-Mazurskie Voivodeship in 2007–2016

Source: own elaboration based on data from the Local Data Bank (2007–2016).

The number of beds in accommodation facilities in 2016 amounted to 40,092, thus 2,861 (7.5%) more than in 2007. The number beds in year-round facilities increased from 19.1 thousand in the base year to 24.3 thousand in 2016 (an increase of 5.2 thousand, or 27.3%). The share of beds in year-round accommodation in the total number of accommodation facilities showed a systematic increase from 50% in 2007 to 59.2% in 2016 (Figure 3).

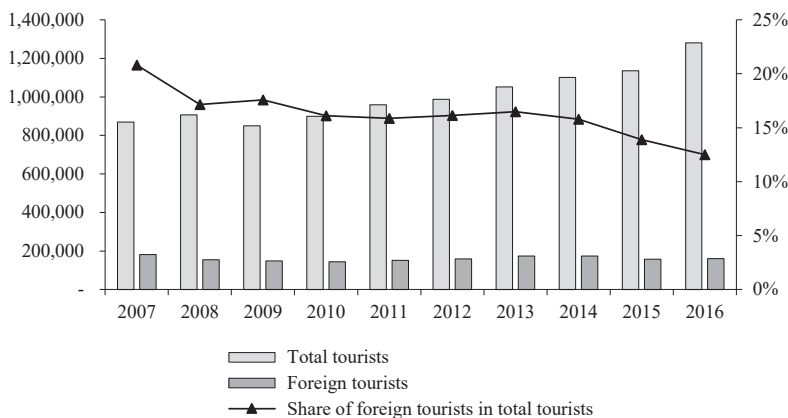


**Figure 3.** Beds in accommodation facilities accounting for total beds and beds in year-round accommodation in Warmińsko-Mazurskie Voivodeship in 2007–2016

Source: own elaboration based on data from the Local Data Bank (2007–2016).

In the years 2007–2013, 7 projects aimed directly at increasing the numbers of guests that the existing facilities could accommodate for were carried out in Warmińsko-Mazurskie Voivodeship. The value of these investments was 39.7 million PLN, with financial support from EU resources comprising 32.1% (12.7 million PLN). It is worth emphasizing that, under Submeasure 2.1.1 *Restaurant and Accommodation Facilities*, a total of 44 projects were carried out, of which 40 resulted in creating additional accommodation for guests. The European Union allocated a total of nearly 138.9 million PLN for co-financing projects under the mentioned EU submeasure, and as much as 97% of these resources (135 million PLN) supported the construction, expansion, modernization, retrofitting and fitting of accommodation buildings.

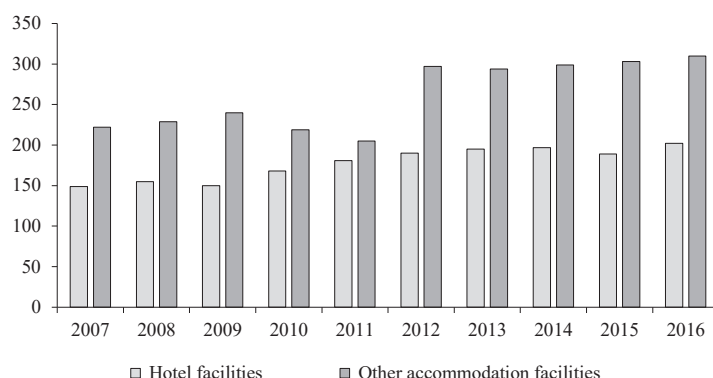
In the analysed time period, the number of tourists staying at accommodation facilities increased systematically (with a slight 6% decrease noted in 2009 as compared to 2008). In 2016, nearly 1.3 million tourists visited the region of Warmia and Mazury, this being 411.6 thousand (47.4%) more than in 2007 and 145.5 thousand (12.8%) more than in 2015. The number of foreign tourist stays in 2016 was 160.2 thousand, and lower by 20,657 (11.4%) than in 2007. A decrease was also observed in the share of foreign tourists in the total number of tourists staying at accommodation facilities in Warmińsko-Mazurskie Voivodeship (decrease of 8.3 percentage points). Nevertheless, the fact there were 2.6 thousand more overnight stays of tourists from abroad noted in 2016 as compared to 2015 (1.6% increase) is promising.



**Figure 4.** Tourists staying at accommodation facilities (persons) accounting for total tourists and foreign tourists in Warmińsko-Mazurskie Voivodeship in 2007–2016

Source: own elaboration based on data from the Local Data Bank (2007–2016).

In 2016, a total of 202 hotel facilities and 310 other accommodation facilities were shown to be operating in Warmińsko-Mazurskie Voivodeship. Both the number of hotel facilities as well as other accommodation facilities increased systematically; in 2016, the numbers of such facilities rose by 53 and 88 respectively as compared to 2007 (respective increases of 35.6% and 39.6%) (Figure 5).



**Figure 5.** Accommodation facilities according to hotel facilities and other accommodation facilities in Warmińsko-Mazurskie Voivodeship in 2007–2016

Source: own elaboration based on data from the Local Data Bank (2007–2016).

Under Submeasure 2.1.1 *Restaurant and Accommodation Facilities* co-financed from RPO WM resources for 2007–2013, 25 projects involving the construction of new hotel facilities were carried out. The value of these investments was 408.3 million PLN, with EU financial support amounting to 109 million PLN (26.7%). It should thus be highlighted that, in the years 2007–2013, nearly half of the hotel facilities in the analysed region were constructed with the engagement of European Union funds.

Among the hotels, motels and guesthouses operating in Warmińsko-Mazurskie Voivodeship, those of 3-star standard were most common, with 62 such facilities in 2016. Four- and five-star facilities were the least frequent (a total of 25). It should be noted that the number of facilities characterized by a higher standard increased dynamically, while the number of 2-star facilities did not change significantly, and the number of 1-star facilities decreased (in 2016, there were only 2 such facilities were still in operation) (Table 5).

**Table 5.** The number of hotels, motels and guesthouses according to category in 2007–2016

Number of hotels, motels and guesthouses according to category		Year									
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	1	2	3	4	5	6	7	8	9	10	11
Hotels	category*****	0	0	1	1	1	1	2	4	4	4
	category****	3	4	4	7	9	14	18	19	19	20
	category***	36	37	37	40	43	40	41	41	43	53
	category**	31	28	29	32	32	35	33	36	30	28
	category*	6	6	6	5	4	4	4	4	2	1
	in the process of assigning category	11	13	16	10	8	7	9	6	7	7

	1	2	3	4	5	6	7	8	9	10	11
Motels	category*****	0	0	0	0	0	0	0	0	0	0
	category ****	0	0	0	0	0	0	0	0	0	0
	category ***	1	1	1	1	0	0	0	0	0	0
	category **	3	3	3	2	2	2	2	2	2	2
	category *	0	0	0	1	1	1	1	1	1	1
	in the process of categorization	0	0	1	0	1	1	1	0	0	0
Guesthouses	category*****	0	0	0	0	0	0	0	1	1	1
	category ****	0	0	0	0	0	0	0	0	0	0
	category ***	4	5	5	8	8	10	12	13	11	9
	category **	7	7	8	6	6	5	5	4	4	5
	category *	1	0	0	0	0	0	0	0	0	0
	in the process of categorization	11	10	9	12	13	12	11	10	11	11

Source: own elaboration based on data from the Local Data Bank (2007–2016).

The analysis of projects carried out under ROP WM in 2007–2013 shows that EU funds supported hotels, motels and guesthouses of a higher standard of customer service. Fourteen investments aimed at constructing, expanding or increasing the standard of the discussed facilities were carried out with the engagement of EU resources (2 of the investments involved 5-star facilities, 11 – 4-star, and 1 – 3-star). The combined value of these investments amounted to 370.6 million PLN with the level of financial support from European resources reaching 100.8 million PLN (27.2%). It is worth highlighting that these investments were capital-intensive, and their realization consumed 72.5% of the total resources granted to beneficiaries under this submeasure.

## Conclusions

According to the EU cohesion policy for 2007–2013, tourism is among the areas significant to the development of many European regions. The analysis of ROPs of individual voivodeships revealed that nearly all regions (14 of 16) took tourism into account as an area of priority measures, thus allowing us to see the potential of this sector as an important regional development factor.

The carried out studies prove that tourism serves a significant role in the regional policy of Warmińsko-Mazurskie Voivodeship. The importance of the tourism sector was highlighted in strategic documents for 2007–2013. Under the realized EU regional policy, local authorities decided to allocate a large part of the resources to multifaceted support of the development of tourism in a region with the possibility of obtaining financial support of investment projects under ROP WM. Owing to European funds, it was possible to realize investments, such as: the development/expansion of tourism and tourism-related infrastructure (hotels, guesthouses, restaurants and buildings of cultural importance), as well as the promotion of the voivodeship and its tourist offer.

Although the assessment of the influence of European funds on the development of tourism in Warmia and Mazury is very difficult, the carried out analyses make it possible to claim that the tourism attractiveness of the region increased and will continue to increase along with further



implementation of subsequent projects.<sup>3</sup> The financing of investments supporting the emergence of higher-standard accommodation, the construction of sports-recreational infrastructure, and projects influencing the creation of the tourist image of the region, all of which make it possible to extend the tourism season, deserve special recognition.

In the new pool of EU resources for 2014–2020 are also funds for supporting the tourism sector. Areas within the framework of which it will be possible to obtain funding for tourism projects, such as ‘Energy Efficiency’, ‘Natural Environment and Rational Use of Resources’ and also ‘Culture and Heritage’, are found among the Priority axes of Warmińsko-Mazurskie Voivodeship. Additionally planned is support for creating new business models connected with packaging products and services, especially those addressed to tourist. These fit well with the no longer existing priority area ‘Tourism’ (*Regional Operational Programme...*, 2015). How much of this money is to be spent on tourism? – we will have to wait to answer this question. Besides the actual pool of available resources, even more important are regulations regarding appropriate directions of allocating resources for the realization of projects supporting the tourism sector. In line with the so-called ‘domino effect’ or ‘snowball effect<sup>4</sup>’, successful development of tourism, an increase in tourist traffic, and improved promotion of the areas of Warmińsko-Mazurskie Voivodeship that are most valuable to tourism should be reflected in the increased need for the development of tourism in other, lesser-developed, peripheral areas. The conditions present in the analysed region of Warmia and Mazury are favourable to this state of affairs.

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<sup>3</sup> The last agreements for the realization of projects supporting the development of the sector under ROP WM 2007–2013 were signed/annexed in the second half of 2016.

<sup>4</sup> Which were described by, among others, M.W. Kozak in an expert opinion commissioned by the Ministry of Regional Development ‘*Tourism as Development Factor of Regions in Eastern Poland*’. Retrieved from: [http://www.mir.gov.pl/rozwoj\\_regionalny/polityka\\_regionalna/strategia\\_rozwoju\\_polski\\_wschodniej\\_do\\_2020/dokumenty/documents/turystyka\\_pl\\_wsch\\_18\\_10\\_2011.pdf](http://www.mir.gov.pl/rozwoj_regionalny/polityka_regionalna/strategia_rozwoju_polski_wschodniej_do_2020/dokumenty/documents/turystyka_pl_wsch_18_10_2011.pdf)[http://www.mrr.gov.pl/rozwoj\\_regionalny/Polityka\\_regionalna/Strategia\\_rozwoju\\_polski\\_wschodniej\\_do\\_2020/Dokumenty/Documents/TURYSTYKA\\_PL\\_WSCH\\_18\\_10\\_2011.pdf](http://www.mrr.gov.pl/rozwoj_regionalny/Polityka_regionalna/Strategia_rozwoju_polski_wschodniej_do_2020/Dokumenty/Documents/TURYSTYKA_PL_WSCH_18_10_2011.pdf) (20.04.2013).

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## CZY POLITYKA SPÓJNOŚCI UE WSPIERA ROZWÓJ TURYSTYKI? STUDIUM PRZYPADKU WOJEWÓDZTWA WARMIŃSKO-MAZURSKIEGO

### SŁOWA KLUCZOWE

polityka spójności, fundusze europejskie, rozwój turystyki, infrastruktura turystyczna

### STRESZCZENIE

Celem rozważań podjętych w artykule jest odpowiedź na pytanie: czy polityka spójności UE wspiera rozwój turystyki. Aby zrealizować tak postawiony cel badawczy w artykule przeanalizowano wsparcie rzeczowe oraz finansowe polityki spójności UE na rzecz rozwoju turystyki w wybranym regionie Polski, ze szczególnym uwzględnieniem II okresu programowania na lata 2007–2013. Praca została podzielona na dwa zasadnicze etapy. W pierwszej części opracowania dokonano przeglądu literatury na temat europejskiej polityki turystycznej w Polsce oraz funduszy europejskich na rzecz turystyki dostępnych w drugim okresie programowania. Druga część badań polegała na przedstawieniu intensywności wsparcia finansowego polityki spójności UE na rzecz turystyki. Za przykład posłużyło województwo warmińsko-mazurskie. Z przeprowadzonych badań wynika, że istnieje związek pomiędzy aktywnością inwestycyjną a wzrostem ruchu turystycznego, mierzonego liczbą udzielonych noclegów w województwie warmińsko-mazurskim.

