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INTRODUCTION

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

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

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

Beata Meyer

ASSESSMENT OF APPLICABILITY OF FORECASTING METHODS OF PASSENGER TRAFFIC BY AIR AS A KEY FACTOR IN TOURISM DEVELOPMENT IN POLAND

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Abstract The author of the paper focuses on the key factor in tourism development which is air passenger transport. It considers the forecast for five airports which in the first half year attended to the largest number of passengers as well the overall passenger traffic in Poland. The forecast was made for the first two quarters of 2018 on the basis of the quarterly data from the period of 2011–2018. The method applied in the paper consisted in making calculations for varying number L of recent years taken into account in the model. The model of additive and multiplicative seasonality was considered. The research problem was formulated as the question whether the smallest value of residual standard deviation corresponds to the smallest value of error MAPE (Mean Absolute Percentage Error). By applying the method of trends of univariate periods the following were determined: residual standard deviation, relative error *ex ante* VA and forecast error MAPE. The purpose was to answer the question whether the minimum value of MAPE corresponds to the minimum value of standard deviation S, or to the smallest value of error *ex ante.* In the case of the linear trend, a simplified method of "three points" was proposed, whereas for the parabolic trend, a method of "four points" was proposed. It was found that the method of trends of univariate periods yields the forecast error *ex post* comparable to the one of classic methods of seasonality analysis (including the Klein method).

Introduction

An extremely important determinant of tourism development is the development of transport. Assuming that the most typical feature of tourism is tourists' change of location, the transport that enables such a movement constitutes the necessary condition for tourist activity (Milewski, 2010a, p. 219).

One of the crucial factors in tourist movement development these days has been the expansion and application of air traffic to large-scale passenger traffic. The passenger air traffic has enabled travelling far longer distances in a far shorter time, hence has become the main means of transport in long distance foreign travel, including intercontinental travel. The share of air transport in passenger transport increases with the travel distance. In the case of shorter distances the role of air traffic is important if the air routes run over hardly accessible areas (such as islands or bays) (Milewski, 2010b, p. 117).

The topic of interrelation between air passenger transport and tourism has been thoroughly covered in numerous papers (Briggs, 2004, pp. 117–131; Chung, Whang, 2011, pp. 1335–1340; Turton, 2004, pp. 69–78; Wheatcroft, 1998, pp. 159–179). The impact of air transport development on tourism development can be analyzed from various viewpoints, including the emergence of new tourist attractions, development of new tourist facilities (especially tourist accommodation), tourist services and tourist traffic. It may also raise the degree of transport accessibility of a given region or town, which plays an important role not only in tourist development but also in a general socio-economic development (Kowalczyk, 2013, p. 61).

According to United Nations World Tourism Organization assessments, in 2017, 57% of tourists included in the reports on the world tourist traffic used air transport (UNWTO, 2018). With respect to island countries (located mainly in the Pacific and Indian Ocean as well as in the region covering the Caribbean Sea and the Gulf of Mexico), air traffic constituted almost 100%. And in the case of continental countries, the importance of air traffic for tourist development is becoming more and more vital.

The dynamic expansion of air sector and its dramatic impact on tourist development constitutes a serious challenge for accurate passenger traffic forecasting. And this is where the selection of a proper method of forecasting gains a special significance. Therefore, the author's main objective is a proper assessment of the methods of passenger traffic forecasting for air transport.

This paper includes a forecast for five airports which in the first half year attended to the largest number of passengers. These are: Warsaw Chopin Airport, Kraków-Balice, Gdańsk Lech Wałęsa Airport, Katowice-Pyrzowice and Wrocław-Starachowice. Additionally, a prediction of the number of attended passengers by all fifteen Polish airports was made. It was made for the first two quarters of 2018 on the basis of the quarterly data from the period of 2011–2018 (ULC, 2018). In the second section the seasonal fluctuations were dealt with adopting the method of seasonal variation coefficients as well as the harmonic analysis method. In the case of additive seasonal coefficients, the results were compared with the results obtained with the Klein method. While applying the method of multiplicative seasonal coefficients, the harmonic analysis was used. The paper comprises the method which consists in making calculations for varying number L of recent years taken into account in a model. For L falling within interval <2; 7> the residual standard deviation S was determined as well as the value of error *ex post* defined by means of MAPE given by formula:

$$MAPE = \frac{1}{2} \cdot \sum_j \left| \frac{YP_j - yr_j}{yr_j} \right| \cdot 100 \tag{1}$$

where:

YP – forecast value,

yr – realization value.

The research problem was formulated as the question whether the smallest value of residual standard deviation (the best fit of a model to empirical data) corresponds to the smallest value of error MAPE.

The third section is devoted to the method of trends of univariate periods. In this case, the data included in the study cover the period 2010–2017. As in the previous chapter, calculations were also made for varying number L of recent years. For the determined trend the following were calculated: residual standard deviation, relative error *ex ante* VA and forecast error MAPE. The goal was to answer the question whether the minimum value of MAPE corresponds to the minimum value of the standard deviation S, or to the minimum value of error *ex ante.* In the case of the linear trend, a simplified method of "three points" was proposed, whereas for the parabolic trend, a method of "four points" was proposed.

Analysis of seasonal variability of passenger traffic for selected Polish airports

The starting point in the method of seasonal coefficients is determining the form of a trend. In the paper, a linear trend was assumed, defined by formula:

$$yL_i = \alpha + \beta \cdot t_i \tag{2}$$

where: $\alpha = ys - ts \cdot \beta$.

As far as parameter beta is considered, its proper form can be found in papers (Maciąg, Stępniak, 2008, pp. 38–47; Zieliński, 2002). This form depends on number L of years of a model, and for quarterly data is given by formulae:

Where:

L = 2

$$\beta = \frac{\sum_{i=5}^{8} y_i - \sum_{i=1}^{4} y_i}{16} \tag{3a}$$

for L = 3

$$\beta = \frac{\sum_{i=9}^{12} y_i - \sum_{i=1}^{4} y_i}{32} \tag{3b}$$

for L = 4

$$\beta = \frac{3 \cdot \left(\sum_{i=13}^{16} y_i - \sum_{i=1}^{4} y_i \right) + \sum_{i=9}^{12} y_i - \sum_{i=5}^{8} y_i}{160} \tag{3c}$$

for L = 5
$$\beta = \frac{2 \cdot \left(\sum_{i=17}^{20} y_i - \sum_{i=1}^{4} y_i \right) + \sum_{i=13}^{16} y_i - \sum_{i=5}^{8} y_i}{160} \tag{3d}$$

The general form (Maciąg, Stępniak, 2008, pp. 38–47; Zieliński, 2002) can be written in the following way:

$$\beta = \frac{\sum_{i=0}^{L-1} (2 \cdot i + 1 - L) \cdot \sum_{k=0}^{K-1} y_{k+K \cdot i}}{\frac{K^2}{6} \cdot L \cdot (L^2 - 1)} \tag{4}$$

where:

n – number of observations,

$L = n/K$ – number of years,

K – number of base periods (for quarterly data $K = 4$).

Starting with the deviation of the value of observations from the trend:

$$z_i = y_i - yL_i \tag{5}$$

the method of additive seasonal coefficients was applied.

Taking into account the model of multiplicative seasonality, the ratio of the value of observations to the value of trend was derived:

$$z_i = \frac{y_i}{yL_i} \tag{6}$$

And subsequently harmonic parameters

$$a_0 = \frac{1}{n} \cdot \left(\sum_i z_i \right) \quad a_1 = \frac{2}{n} \cdot \sum_i z_i \cdot \cos\left(\frac{2 \cdot \pi}{K} \cdot i \right)$$
$$b_1 = \frac{2}{n} \cdot \sum_i z_i \cdot \sin\left(\frac{2 \cdot \pi}{K} \cdot i \right) \quad a_2 = \frac{1}{n} \cdot \left(\sum_i z_i \cdot \cos(\pi \cdot i) \right) \tag{7}$$

where:

$K = 4$,

$i = 1, 2, \ldots, n$.

In the case of the quarterly data (K = 4), the values of four harmonics can be determined (Zieliński, 2002). The multiplicative model of seasonality is given by:

$$ytH_m = yL_m \cdot yH_m \quad (8)$$

where: $yH_m = a_0 + a_1 \cdot \cos\left(\frac{2 \cdot \pi}{K} \cdot m\right) + b_1 \cdot \sin\left(\frac{2 \cdot \pi}{K} \cdot m\right) + a_2 \cdot \cos(\pi \cdot m)$; $m = 1, 2, \ldots, n+2$.

Subsequently, the value of forecast $YP_j = ytH_j$ is determined, where: j = n+1, n+2 and the residual values: $e_i = ytH_i - y_i$.

Figure 1 presents the values of error MAPE (equation (1)) and the values of standard deviation of the model derived from formula:

$$S = \sqrt{\frac{\sum_i (e_i)^2}{L-5}} \quad (9)$$

Figure 1 presents the results of the forecast of the number of attended passengers at fifteen Polish airports as a function of the number of years L included in the model. Solid line with boxes MA represents error MAPE (in %) for the model with the additive seasonality. Solid line with circles MM represents error MAPE for the model with the multiplicative seasonality. Dotted lines represent a rescaled standard deviation: with boxes – the additive model (SA), and with circles – the multiplicative model (SM). Rescaled values S were obtained from the following formulae: $SA' = 0.00001 \cdot SA$; $SM' = 0.00001 \cdot SM$. The standard deviation (dotted line with boxes) takes the smallest value $SA = 261686$ for L = 2, for which MA = 3.82%. For the multiplicative model, the following can be read: L = 2, SM = 74396 and MM = 0.82%. It should be noticed that the proposed criterion determines the minimum value of error MAPE = 0.82%.

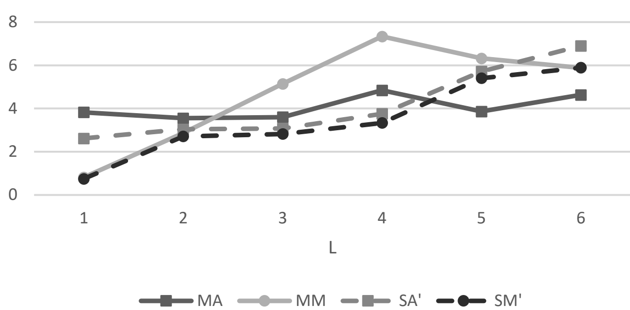

Figure 1. The results of the forecast of passenger traffic at fifteen Polish airports as a function of the number of years L included in the model

Source: author's own study.

A parallel analysis was carried out for the five aforementioned airports. In the case of Warsaw Chopin Airport the proposed criterion yields the value of error MAPE = 2.95% for the additive model (L = 4) and error MAPE = 3.56% for the multiplicative model (L = 2), where the minimum value MAPE = 1.22% (multiplicative model, L = 3). For Kraków-Balice Airport, following the adopted criterion, MAPE = 2.47% (model multiplicative, L = 2) is obtained and MAPE = 1.29% (additive model, L = 2), which corresponds to the minimum value of error. Calculations made for

Gdańsk Airport, following the same criterion, yield MAPE = 2.95% (additive model, L = 4) and MAPE = 3.56% (multiplicative model, L = 2), whereas the minimum value MAPE = 1.22% (multiplicative model, L = 3). In the case of Katowice-Pyrzowice Airport, the criterion yields MAPE = 9.92% (additive model, L = 4) and MAPE = 4.99% (multiplicative model, L = 2), which corresponds to the minimum value of error. For Wrocław-Starachowice Airport, MAPE = 8.02% (additive model, L = 5) and MAPE = 6.77% (multiplicative model, L = 2) are obtained, whereas the minimum value MAPE = 2.40% is obtained for the multiplicative model, L = 5. This means that the assumed criterion of the minimum value of residual standard deviation determined the minimum value of error MAPE for the following airports: Kraków-Balice and Katowice-Pyrzowice. However, for the other airports – Warsaw Chopin Airport, Gdańsk Lech Wałęsa Airport and Wrocław-Starachowice Airport – the proposed criterion does not detect the minimum value of MAPE.

It should be noticed that the results obtained for the additive model – both the method of additive coefficients and harmonic analysis – are identical to the results of the Klein method. However, based on our study, the formula for the beta parameter of the linear trend which is often applied in the literature (Cieślak, 2001; Zeliaś, Pawełek, Wanat, 2003) should in fact not be used:

$$\beta = \frac{\sum_{i=1}^{n} y_i \cdot (t_i - ts)}{\sum_{i=1}^{n} (t_i - ts)^2} \qquad \alpha = ys - \beta \cdot ts \tag{10}$$

To take one example, applying equation (10) and the method of additive coefficients, for Kraków-Balice Airport MAPE = 2.52% is obtained, and by applying equations (2) and (3), almost twice as small an error is obtained, MAPE = 1.29%.

Method of trends of univariate periods

A model of trends of univariate periods is one of the simplest methods of forecasting seasonal phenomena (Gierałtowska, 2000, pp. 3–12; Tłoczyński, 2009, pp. 247–261). For instance, if a forecast is related to the first quarter of a given year, we consider the values of observations from the first quarters of previous years, and on this basis we determine a trend. In this paper the following trends are considered: linear, parabolic, logarithmic, power, exponential and hyperbolic. The most useful proved the linear and parabolic trend, for which the analysis was made. Calculations were made for the data gathered in the first and second quarters in years 2010–2017. On the basis of the obtained trends, forecast value YP was determined, as well as the residual standard deviation S, relative error *ex ante* AV and forecast error MAPE. The residual standard deviation was derived from equation:

$$SL = \sqrt{\frac{\sum_i (e_i)^2}{L-2}}; \qquad SP = \sqrt{\frac{\sum_i (e_i)^2}{L-3}} \tag{11}$$

where:

SL – for linear trend,

SP – for parabolic trend,

e_i– residual error of a model,

L – number of considered observations (number of years of the model).

Similarly as described earlier, number L of recent observations was considered. In view of equation (11) for the linear trend, number L fell within interval <3; 8> and for the parabolic trend, L fell within interval <4; 8>. The second column SL in Table 1 includes values MAPE which correspond to the smallest value of the standard deviation for the linear trend. The third column AVL includes the values of error MAPE which correspond to the smallest value of the relative error *ex ante* (linear trend). The fifth and sixth columns (SP, AVP) are analogous to the second and third but have been derived for the parabolic trend. The eighth (ninth) column MA (MM respectively) includes the values of error MAPE determined in second section for the additive (multiplicative respectively) seasonality model. Following equation (11), the smallest number of considered years is L = 3 for the linear trend, and L = 4 for the parabolic trend. Therefore, the following simplified methods can be proposed: for the linear trend – the “three point” method (L = 3), the results of which are presented in Table 1 Column 3P; and for the parabolic trend – the “four point” method (L = 4), the results of which are presented in Column 4P.

Table 1. Values of error MAPE obtained with the method of univariate periods trends

	SL	AVL	3P	SP	AVP	4P	MA	MM
Gdańsk	2.35	2.35	1.40	5.05	2.31	5.05	2.95	3.56
Katowice	15.72	15.72	13.96	10.89	12.32	10.40	9.916	4.99
Kraków	4.09	4.09	4.09	2.12	2.07	1.31	1.29	2.47
Warszawa	5.93	13.45	3.61	7.00	7.00	8.33	6.44	3.76
Wrocław	7.72	7.72	6.23	3.31	3.31	4.88	8.02	6.77
Poland	5.87	5.87	4.71	0.83	0.83	1.07	3.82	0.82

Source: author’s own study.

For method 3P the following equation applies:

$$P3 = \frac{1}{3} \cdot \left(4 \cdot y_n + y_{n-1} - 2 \cdot y_{n-2}\right) \tag{12}$$

where:

P3 – forecast value,

n – number of all observations.

By analogy, for the "four points" method (parabolic trend) the forecast value is given by:

$$P4 = \frac{1}{4} \cdot \left(9 \cdot y_n - 3 \cdot y_{n-1} - 5 \cdot y_{n-2} + 3 \cdot y_{n-3}\right) \tag{13}$$

where:

P4 – forecast value.

For the purpose of this paper, the ranking of the six methods was made (with the exception of the last two columns): for each airport points were awarded in the following way: 6 points to the method yielding the smallest MAPE, 5 points to the method with the second smallest MAPE, and so on. The results of the ranking are: VA – 29, 4P – 24.5, SP – 23.5, 3P – 23, SPL – 15, VAL – 11.

The best method proved VA, i.e. the method based on the minimum value of error *ex ante* for the parabolic trend. The worst results have been obtained for the linear trend for the minimum error *ex ante* method and the minimum value of the standard deviation. Similar results have been obtained for the "four point" method, the "three point" method and the method of the minimum value of the standard deviation for the parabolic trend. Taking into account the results of the ranking as well as the simplicity of calculations (equations (12) and (13)), methods 3P and 4P should be recommended.

Conclusions

The role of contemporary tourism in the economic development is substantial and it is still growing. Countries which manage to tap their potential of attractiveness or competently design their tourism product observe a substantial level of revenues from tourism sector contributing to GDP (Gross Domestic Product) level.

Tourism is based on people changing their location in order to reach attractive destinations. Transport that enables such a movement constitutes the necessary condition for tourist activity. Taking into consideration three stages of travel (reaching the destination, stay and return home), the two of them are all about transportation services.

There is a synergy between transport and tourism. On the one hand, the ease of reaching a particular destination – determined by transportation services – is a key factor of the development of any tourist attraction. On the other hand, the transport sector may benefit from tourism, which may generate additional demand on transportation services.

The role of air transport in tourist traffic service has significantly increased since both charter flights and changes in the aviation law were introduced. Liberalization of air transport in Poland has resulted in vital changes in the air transport market, which in turn has had both direct and indirect impact on the whole tourist economy, among others by contributing to development of new trends in tourist travel.

In view of the above observations, it was considered important to make an assessment of methods of forecasting passenger air traffic, which constitutes such a vital factor of tourism development.

In the second chapter the models with the additive and multiplicative seasonality were considered. Application of proper equations defining the linear trend (equations (2) and (3)) in the case of a model with the additive seasonality allowed obtaining the results identical with the results obtained with the Klein method.

As far as the question put forward in the Introduction is considered, the question whether the smallest value of the residual standard deviation corresponds to the smallest value of error MAPE, the conclusions are as follows. The calculations were made for 6 values of number L of years, which implies the probability 1/6. By taking into account two models (additive and multiplicative) the probability 1/3 is obtained. Furthermore, the application of the criterion of the smallest value of standard deviation, a positive result was obtained for three out of six cases, which corresponds to 50% of success. Despite its clear advantage over the derived probability of 33.33%, the criterion cannot be accepted as a method of obtaining the smallest value of forecast error *ex post*.

Summing up the results obtained in section 3, it should be noticed that for three in six considered airports, the method of univariate periods trends (Gdańsk, Warszawa, Wrocław) led to a smaller value of MAPE than the full analysis of seasonality conducted in Chapter 2, and for one airport (Kraków-Balice) it led to similar values of error (1.30% and 1.31%).

It should be stressed that in the process of decision-making, the selection of a proper prediction method is of particular importance. The selected methods of forecasting passenger traffic in air transport which have been described in this paper and the presented results of predictions constitute a useful decision-making tool both in transport and tourist sector.

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Ocena przydatności metod prognozowania lotniczego ruchu pasażerskiego jako kluczowego czynnika rozwoju turystyki na przykładzie Polski

Słowa kluczowe: turystyka, lotniska, ruch pasażerski, prognoza, sezonowość

Streszczenie

W niniejszej pracy skupiono się na kluczowym czynniku rozwoju turystyki jakim jest pasażerski transport lotniczy. Rozpatrzono prognozę dla pięciu portów lotniczych, które w pierwszym półroczu wykazały się największą liczbą obsłużonych pasażerów, a także łączny ruch pasażerski w Polsce. Prognozę wykonano dla pierwszych dwóch kwartałów 2018 r. bazując na danych kwartalnych za lata 2011–2018. Zastosowano metodę polegającą na wykonaniu obliczeń dla zmieniającej się liczby L ostatnich lat uwzględnionych w modelu. Rozpatrzono model sezonowości addytywnej oraz sezonowości multiplikatywnej. Postawiony problem badawczy wyrażał się pytaniem, czy najmniejszej wartości odchylenia standardowego reszt odpowiada najmniejsza wartość błędu MAPE. Stosując metodę trendów jednoimiennych okresów wyznaczono: odchylenie standardowe reszt, błąd względny *ex ante* oraz błąd prognozy MAPE. Szukano odpowiedzi na pytanie: czy wartość minimalna MAPE jest zgodna z najmniejszą wartością odchylenia standardowego S, czy też z najmniejszą wartością błędu *ex ante*. W przypadku trendu liniowego zaproponowano uproszczoną metodę „trzech punktów", natomiast dla trendu parabolicznego zaproponowano metodę „czterech punktów". Stwierdzono, że metoda trendów jednoimiennych okresów prowadzi do porównywalnych błędów prognozy *ex post* jak klasyczna metoda analizy sezonowości (w tym metoda Kleina).

SOCIAL, CULTURAL AND ECONOMIC VALUE OF BUSINESS EVENTS – DESIGNING CONTENT VERSUS CREATIVITY EXPERIENCES

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Keywords meetings, events, organizations, creativity, culture, conference

Abstract To encourage stronger discussions amongst various interdisciplinary fields and to synthesize the diversity of business events into a coherent framework, which advances understanding in the unpredictable world of association meetings and corporate events, we need to focus on money. The main goal of writing this article was to elaborate on the value of events in different perspectives. Especially those linked to the second most important issue after human interactions, which is the business impact of events.

Introduction

The meetings industry influences the economic development of countries; it also helps increase the employment rate in regions where, so far, the development of broadly understood tourism has proved problematic. It is recommended not only to consider its possibilities but also to intensify the activities connected with its promotion, management and organization. Managing the meetings industry (Events Industry Council, 2015) as a new and innovative phenomenon discloses various gaps in its systemic growth. Qualitative and quantitative analyses of the studied meetings form a basis for regional growth and a determinant of directions in which this industry can develop. Newly created congress centers, companies providing services to business customers and staff education facilities form a basis for the ongoing development of this industry. "When we have a convention in town, it is as if an airplane flew overhead dropping dollar bills on everyone".

This statement by a mayor of a US city proves the economic significance of organizing such meetings as conventions, conferences or peaks for the host-city. It is quoted by many market commentators and analysts (Davidson, Cope, 2001, pp. 70–76). Indeed: figures contained in the reports drafted on the basis of statistics (e.g. by the ICCA – International Congress and Convention Association, the UIA – Union of International Associations) indicate that the so-called congress tourist, i.e. a convention or conference participant, spends a lot more money at the event location than an individual tourist, notwithstanding the fact that his participation in the meeting had already been paid (average expenses per one conference participant acc. to ICCA amount to USD 736) (ICCA, 2017) and irrespective of whether such a participant had been invited by an association they are a member of, a corporation or a public institution. It seems, therefore, that conference and congress business is the most profitable "slice" of the meetings industry cake.

> Conferences are a vital economic benefactor for both local and national economies. Investment in conference facilities and infrastructure can bring substantial returns through the expenditure of organizers and delegates, with both direct and indirect benefits for the destinations in which conferences are held. While statistics and intelligence about the industry are not yet as well developed as those working in the industry would wish to see, sufficient information and research findings do exist to enable estimates of its value, and potential to be made with confidence (Rogers, 2003).

If we are talking about business events the most crucial aspect of it are people. However human connections and interactions these days are under a lot of pressure. Not only do we not have time to speak to each other but also very often we are running away from direct conversations. Fortunately, there is a meeting industry where different things happen and still people's choices are the most important.

> Tourists spend their money on a wide variety of goods and services. They purchase accommodation, food and beverage, communications, entertainment services, goods from retail outlets and tour/travel services, to name just a few. This money may be seen as an injection of demand into the host economy: that is, demand which would otherwise not be present. However, the value of tourist expenditure represents only a partial picture of the economic impact. The full assessment of economic impact must take into account other aspects, including the following:
> – indirect and induced effects,
> – leakages of expenditure out of the local economy,
> – displacement and opportunity costs. (Cooper, Fletcher, Gilbert, Fyall, Wanhill, 1993; Rogers, 2003).

Economic value of business events

Speaking about economic value of business events, it is significant to mention the document by the World Tourism Organization on the meetings industry, according to which "the Meetings Industry has three main components that will be examined here: meetings and conferences, exhibitions and incentives" (UNWTO, 2006).

However, having analyzed all the aforementioned attempts at formulating a definition, one might try and define the meetings industry as a sector of economy connected with organizing and promoting meetings and managing meetings, including congresses, conferences, trade shows, corporate events, and incentive travel (Celuch, 2010b).

Such a definition is not only a broader presentation of the phenomenon but also indicates that tourism is only one part of it. The meetings industry, as an increasingly important branch of the economy, is using other various forms of economic activity, from hospitality and hotel management and catering through marketing and advertising to management and finance. From this perspective, it is an interdisciplinary field which requires individual treatment and separate analysis. Its nature has been shown above in the light of the main goals of organizing meetings but also through goals including content (congresses and conferences), product (events, event marketing), or incentive travel and the tourist aspect. Speaking about the meetings industry and impact, it is worth mentioning that different bodies have an influence on it. That is why it is worth mentioning the stakeholders and their role. Discussing the market systematization, the author proposes a model of cooperation between the participants of the meetings industry based on meeting goals. When describing the needs connected with the meeting goal, the customer determines its category in accordance with the "content, product, motivation" division and only on that basis do they select the organizer, venue and subcontractors specializing in the organization of the given meeting type (fig. 1).

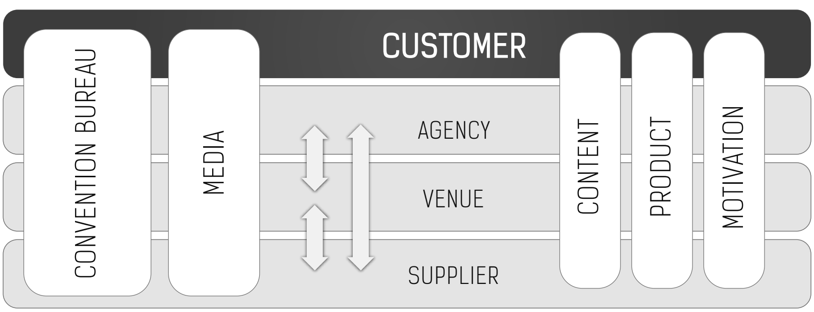

Figure 1. Model of cooperation between the participants of the meetings industry in division by goals

Source: Celuch (2010b), p. 73.

The role of the customer (and, in the age of the meetings industry's development globally and in the light of their increasingly stronger position, their business obligation) is to take informed decisions on the organization and management of meetings in the scope of the customer's strategy, communication and marketing activity. The model, assuming the division of the meetings industry (and identification of market participants) by content, product and motivation, will help systematize and order actions connected with the growth of this branch of the economy. As follows from the above discussion aimed at determining the essence of the meetings industry, the starting point in the context of efficiency and profitability of using respective tools is always a precise definition of a goal. Therefore, it is necessary to analyze the meetings industry from the point of view of the final (or key) goal and the effect of its products. The goals of each organized meeting might include information and presentation, promotion, motivation, team-building, sales support, exchange of opinions, new experiences, etc. Depending on which of these is perceived as the main goal, we can treat the meetings industry as a set of tools and activities focused on content, product and motivation.

The author presents his suggestions according to this very division. The meetings industry is not perceived as a branch of economy, which impedes its academic classification. This is connected, among other things, with education; a question arises as to whether specialists in meetings organizations should be educated in tourism and recreation or management. It is also important to discuss the aspect of studies and research projects. At present, there are various studies (and on various scales) pending, connected with destination management, region management, and the qualitative and quantitative analysis of meetings and events. It should be noted, however, that the meetings industry is not analyzed within the scope of the satellite account system.

> The national account system is a set of tables describing phenomena occurring in the economy. The SNA 1993 account system is an international model on which all national accounts in various countries are made; it is recommended both by the UN and the European Union. It is on this model that the European System of National Accounts used. The national accounts are prepared according to two formulas:
> – by institutional sectors,
> – by operation types (GUS, 2002).

Tourism is just as fragmented as the meetings industry, but it has its satellite account maintained on the national level. Furthermore, there is a satellite account maintained for the cultural sector which is also a very interdisciplinary phenomenon. The meetings industry must be perceived as a research field, if only through having a satellite account established.

> Since tourism cannot be identified with any institutional sector, type of activity or product, the only way to estimate its influence on the economy is to create a satellite account. The goal of the tourism satellite account (TSA) is to obtain information on economic activity connected with tourism and ensure its comparability with the results of other economic branches (GUS, 2002).

The concepts of resident and non-resident are crucial in classifying a given institutional entity to the "foreign" sector. The criterion for recognizing a given entity as resident is for that entity to conclude transactions within the economic area of a given country for at least one year.

Regional cooperation and development are the key activities benefiting the meetings industry. Establishing consortia and highlighting the strength of their operations through the synergies between respective entities is the main task. It is a common trend that global business events more often look for cooperation with regions with dedicated industries. That means meetings are strictly linked to the content or subject interest. However, business guests, or in some regions still named as tourists, have a big influence on local and regional markets.

> The indirect effect will not involve all of the moneys spent by tourists during the direct effect, since some of that money will leak out of circulation through imports, savings and taxation. Finally, during the direct and indirect rounds of expenditure, income will accrue to profit, rent and interest. This addition to the local income will, in part, be represent in the local economy on goods and services, and this will generate yet further rounds of economic activity. It is only when all three levels of impact (direct plus indirect plus induced) are estimated that the full positive economic impact of tourism expenditure is fully assessed (Rogers, 2003).

To show the full picture of business events we have to remember about negative aspects as well. Cooper et al. (1993) also make reference to certain "negative economic impacts" of tourist expenditure. These include opportunity costs and displacement effects. Opportunity costs refer to the use of resources, such as labor and capital, for the benefit of one industry rather than another. Decisions to invest limited capital resources in tourism infrastructure, for example, will have negative impact on other industries that failed to attract that investment:

> Where tourism development substitutes one form of expenditure and economic activity for another, this is known as the displacement effect. Displacement can take place when tourism development is undertaken at the expanse of another industry and is generally referred to as the opportunity cost of the development. However, it is more commonly referred to when a new tourism project is seen to take away custom from an existing facility. For instance, if a destination finds that its all-inclusive hotels are running at high occupancy levels and returning a reasonable yield on investment, the construction of and additional all-inclusive hotel may simply reduce the occupancy levels of the existing establishments, and the destination may find that its overall tourism activity has not increased by as much as the new business from the development. This is displacement (Rogers, 2003).

However, speaking about negative aspects, we need to remember that more and more destinations are considered as meetings "friendly". This proves that economic impact on the destination is much stronger than the negative impressions. "Calculations of the economic impact of conference business must take into account a number of negative economic impacts, such as opportunity costs and displacement costs, as well as the cascade of positive benefits, in order to arrive at an accurate assessment of net beneficial effects" (Rogers, 2003).

According to one of the research, many sections of local community's benefit from business events:

> National surveys and local studies confirm that conference tourism occupies one of the top places at the high-yield end of the tourism spectrum. It provides substantial economic benefits

> for those countries that have embraced it vigorously and invested in the necessary infrastructure to attract and retain conference business. It sustains jobs that are all-year-round and brings income through delegate expenditure, which benefits many sections of local communities (Rogers, 2003).

Economy or travel economy is another expression which is used in the literature. Not only is it a different point of view but also a very popular approach.

> Meetings and conventions (MICE) visitation is often considered an important element of the travel economy, and destinations target such activities to encourage their growth. It has hitherto been difficult to measure the economic significance of such activity at any spatial scale. Latterly, the development and codification of tourism satellite account (TSA) approaches to the economic measurement of tourism offers an opportunity to develop a parallel approach to understanding the MICE economy. This paper presents an estimate of the direct economic impact of MICE activity in the UK in 2011, following TSA approaches. The potential to extend the core Meeting Satellite Account, to estimate indirect economic impact and sub-national economic impacts, is also assessed (Jones, Li, 2015).
>
> Here we seek to provide two key contributions. Firstly, to establish whether the economic significance of conference activity can be measured in a transparent and replicable fashion, enabling reliable comparison between MICE and other economic activities, and between MICE activities in different places. Secondly, to assess whether such analysis is cost effective and useful given prevailing policy contexts (and at different spatial scales). This paper provides a third, related contribution in that it evidences a way in which established satellite accounting methodologies, specifically tourism satellite accounts (TSAs), can be adapted and extended to provide information on the economic scale of other formerly “hidden” economic activities (Jones, Li, 2015).

In the chapter above few details about regions where mentioned. But it is worth to remember that events mean places. Humans usually meet in conference venues, congress centers and unique locales. “In common with tourism in general, MICE happens not in countries but in places – largely in cities – and it is at this spatial scale that many relevant policy decisions arise. We therefore here comment briefly on the difficulties involved in estimating economic significance of MICE at sub-national scale” (Jones, Li, 2015).

Social and cultural value of business events

Social and cultural value of business events are often discussed by people dealing with the fields of managing events, marketing and communication. Available publications focus largely on the practical approach; meanwhile, so far, there have been no studies ordering the activities and definitions connected with this field. Event management has been developing dynamically in the USA, Asia, Australia and Pacific as well as in Europe. The synergy of activities connected with the creative industry, marketing and logistics has led to the emergence of a new sector which frequently influences decisions regarding further operation of enterprises or international holdings. As a result, statistics are proving that it pays off for towns to solicit the organization of conferences or congresses. What is more, one might even venture a thesis that despite the effects of the economic crisis that are still being experienced and the general availability of technological solutions which could replace the traditional mode of conducting discussions and exchanging views, the number of these types of meetings is not about to decline. The reason for this is simple. In the most general terms, the goal of the meetings is to enable transferring and accumulating knowledge, sharing opinions, discussing problems, understanding respective needs, learning about new possibilities, and reaching conclusions which might result in changing the reality. The list of partial goals of organizing conferences and congresses may be very long. Importantly, in the long-term, the assumption for organizing such meetings is to strive for change and progress or, if specific conclusions are hard to achieve, at least to start a general debate on a given topic.

However, these days it is crucial to focus on content rather than the logistic aspects, especially when we are talking about associations meetings. Being involved in choosing the next destination of international congress, scientific committees more often look for strong science connections and university background. They want to make an impact which is rather linked to social and human aspect than to economy. More important in this case is legacy, something which will last longer than money.

> Naturally, the so-called conference planners responsible for organising events are not usually responsible for their content. Instead, they are focusing on organisational and logistic issues. Meanwhile, some practitioners and market researchers venture theories that the form and content of a meeting should be combined through the competences of a professional meeting architect (Vanneste, 2009).

XXI century is the time of events. We need to meet, we like meetings and we cannot exist without them. They change life, attitude and help create a better future.

> Organizations and destinations bid aggressively to attract events for their tourism and image-making value, while other events are created to fill gaps in ever-larger and more ambitious portfolios of events. The consumers of event have numerous choices, and indeed they expect their communities to offer a wide variety. Events of all kinds have been legitimatized as essential ingredients in modern life (Sharples, Crowther, May, Orefice, 2014).

To measure the success of business events we need to focus on a few different aspects. Economic impact is of course one of them. The world is money driven but we need to remember about social aspects too. In addition, it is really difficult to measure all events using the same methodology, aspects etc. Mega sport events are an enormous challenge in comparison to small corporate sales training. However, it is possible to select measures which could fit particular projects.

Table 1. Typical measures for meetings and events

Project	Key Impact Measurements
Anti-social behavior conferences	Complaints, turnover, absenteeism, productivity, employee satisfaction
Association meetings	Productivity, sales, quality, time, costs, customer service, turnover, absenteeism, job satisfaction
Business coaching conferences	Productivity/ output, quality, time savings, efficiency, costs, employees satisfaction, customer satisfaction
Career-Focused Meetings	Enrollments, promotions, recruiting expenses, turnover, job satisfaction
Communications meetings	Errors, stress, conflicts, Productivity, job satisfaction
Compliance meetings	Penalties/fines, charges, settlements, losses
Dealer meetings	Sales, market share, cost of sales, quality efficiency, customer loyalty
Diversity meetings	Turnover, absenteeism, Complaints, charges, settlements, losses
Employee retention meetings	Turnover, engagement, job satisfaction, promotions
Engineering/technical conferences	Productivity/output, quality, waste, downtime, cycle time, process time, costs, customer satisfaction, job satisfaction
Executive conferences	Productivity, sales, quality, time, costs, customer satisfaction, market share, turnover, absenteeism, job satisfaction
Golfing events	Sales, market share, customer loyalty, new accounts, upselling
Indoctrination/ orientation meetings	Early turnover, training time, Productivity, performance
Labor-management conferences	Work stoppages, grievance, absenteeism, job satisfaction
Leadership retreats	Productivity/output, quality, efficiency, cost/time savings, employee satisfaction, engagement
Management conferences	Productivity, sales, quality, time, costs, customer service, turnover, absenteeism, job satisfaction
Medical meetings	Medical costs, quality, compliance, efficiency, patient satisfaction
Personal productivity meetings	Time savings, productivity, stress reduction, job satisfaction
Project management conferences	Time savings, quality improvement, budgets
Quality meetings	Defects, rework, response times, cycle times, costs
Safety meetings	Accident frequency rates, accident severity rates, first aid treatments
Sales meetings	Sales, market share, customer loyalty, new accounts, brand awareness
Supervisor/team leader meetings	Productivity, sales, quality, time, costs, customer service, turnover, absenteeism, job satisfaction
Team-building sessions	Productivity, sales, quality, time, costs, customer service, turnover, absenteeism, job satisfaction
Wellness/fitness meetings	Stress, turnover, medical costs, accidents, absenteeism

Source: Phillips, Myhill, McDonough (2010).

Measuring the success of business events is one aspect but showing the channels and how big the influence can be is another story which should be mentioned as well.

> Cooper et al. (1993) refer "cascading" effect of tourist expenditure, with the benefits of tourist spending being felt in hotels, restaurants, taxi firms and shops, and then permeating through the rest of economy. From this total direct impact, however, must be subtracted the cost of "imports necessary to supply those front-line goods and services…for example, hotels purchase the services of builders, accountants, banks, food and beverage suppliers, and many others". These suppliers will, in turn, purchase goods and services from other suppliers, generating further rounds of economic activity, known as the indirect effect (Rogers, 2003).

Other aspects, if we are talking about social impact, are environment and local communities. Eco-friendly meetings, corporate social responsibility or mega trend among venues to become self-sustaining are these days the basic elements of the bidding process in every part of the world.

> There are also issues concerning CO_2 emissions by venues and the levels of waste generated by exhibitions/ expositions (which are often staged alongside a conference). A number of tentative steps are being taken to address these environmental factors (such as the development of quieter aircraft to reduce noise pollution, the work of the International Hotels Environment Initiative, the adoption of waste management and recycling strategies, more energy-efficient systems in conference venues, the use of email and electronic communications to reduce paper waste) but it is clear that much more needs to be done before the industry can claim genuine "green" credentials (Rogers, 2003).

Last but not least it is worth mentioning human beings as the most important piece of business events world or meetings industry. It is not really important where attendees come from and where do they meet. Always when magic happens people are changing the world. However, it is proven that meetings can also change the behaviors of local economies, communities and people in person.

> Social disruption to the local community is inevitably caused when a major convention comes to town, especially where there is a need for high levels of security. This can mean that the area surrounding the convention center is cordoned off during the convention and often for some more days in advance, making it a "no-go area" for local residents, and reducing trade for shops and other businesses in the vicinity. Similarly, restaurants may be full of delegates eating out, traffic may be congested and public transport overloaded. While most local communities now recognize that such inconveniences are a price worth paying because of the wider economic benefits, there is often still a minority of residents who voice criticisms (Rogers, 2003).

To sum up, it is really important when speaking about business events to mention all the aspects of economic and social attitudes. Naturally, life events are active, energetic and fast living structures which could be driven by different mentors. One of the examples is described below and it shows the comprehensive collaboration of suppliers, planner, government, non-governmental organization linked to meetings industry and regional authorities.

Case study – Poland Meetings Impact

The goal of the study conducted as part of *The Economic Impact of Poland's Meetings Industry – Poland Meetings Impact 2015* project was to quantify the economic importance of meetings and events (i.a. social, economic, business) staged in Poland and show their economic contribution. This objective inspired research questions inquiring about the structure of the expenditures of meeting and event participants, the Gross Domestic Product generated thanks to Poland's meetings industry and the number of jobs created to perform services for meetings and events in Poland. In other words, the substantive scope encompassed economic aspects connected with the industry's impact on the national economy in reference to fundamental reference points, i.e. value added, GDP and employment.

Figure 2. Poland meetings impact 2015

Source: MPI Poland Chapter (2017).

The project's three-stage analysis examined three groups of stakeholders: participants, organizers of meetings and events (seven categories) and venue administrators (twelve categories). The goal was achieved thanks to the collected data and an econometric model based on the data of the Central Statistical Office of Poland, built specifically to determine the meetings industry's impact on national economy. The research estimated the meetings industry's contribution to GDP at the level of 1%. In 2015 meetings and events generated PLN 25,911,301,000 for Poland's economy and PLN 11,960,058,000 of gross value added. 12,401,600 domestic and international participants attended the meetings and events, which on average lasted two days. The meetings industry's employment contribution amounted to 171,000.

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

Conclusions

Discussion about economic impact and its significant role is not only important but also very popular among practitioners. To build new convention center, establish convention bureau or bring international associations to the destination, a huge power and collaboration is needed. The tourism industry not only proved its role but also, thanks to Tourism Satellite Accounting, showed the value and brought the political support among its activities.

> Given the above discussion, it is plain that a transparent, replicable approach to MICE economic impact estimation, embedded in systems of national accounts (SNA), is a laudable and policy-relevant objective. The development of Tourism Satellite Accounting methodologies by UNWTO and partners, particularly since the Nice conference of 1991 has provided an ideal context within which to understand the economic significance of MICE (Jones, Li, 2015).

The measures that we have mentioned above are surely the tools to show what business can bring to destination. However, it is still a huge discussion about the future of mega events, sport events and association market.

> The good news is that most meetings and events are driving business measures. The measures are based on what is being changed in the various business units, divisions, regions, and individual workplaces. These are the measures that matter to senior executives. The difficulty often comes in ensuring that the connection to the meeting exists. This is accomplished through a variety of techniques which isolated the effects of the meeting on the particular business measures and will be discussed later (Phillips, Myhill, McDonough, 2010).

Finally, we need to mention that the business events impact from economic and social aspect is more and more important for decision makers globally, including scientific committees, politicians and regional governments. A link between human beings and events is and will be stronger based on impact supported by social aspects and money drivers.

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Społeczna, kulturowa i ekonomiczna wartość wydarzeń biznesowych –projektowanie doświadczeń opartych o merytorykę i kreatywność

Słowa kluczowe

spotkania, kultura, wydarzenia, organizacje, kreacja, kongresy, konferencje

Streszczenie

Aby zachęcić do intensywniejszych dyskusji między różnymi dziedzinami interdyscyplinarnymi i zsyntetyzować różnorodność wydarzeń biznesowych w spójne ramy, które zwiększają zrozumienie w nieprzewidywalnym świecie spotkań stowarzyszeń i wydarzeń korporacyjnych, musimy skoncentrować się na pieniądzach. Głównym celem napisania tego artykułu było opracowanie wartości wydarzeń w różnych perspektywach. W szczególności wiąże się to z drugą najważniejszą kwestią po interakcjach z ludźmi, czyli z wpływem wydarzeń na biznes. Przemysł spotkań wpływa na rozwój gospodarczy krajów; pomaga również zwiększyć wskaźnik zatrudnienia w regionach, w których jak dotąd rozwój szeroko rozumianej turystyki okazał się problematyczny. Zaleca się nie tylko rozważenie jego możliwości, ale także zintensyfikowanie działań związanych z jego promocją, zarządzaniem i organizacją. Zarządzanie przemysłem spotkań jako nowe i innowacyjne zjawisko ujawnia różne luki w jego rozwoju systemowym.

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CONTROVERSIAL EXPERIENCE TOURISM IN THE EYES OF GENERATION Y REPRESENTATIVES

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Abstract This paper was written to contribute to the discussion on the perspectives of the development of selected forms of controversial tourism by means of: 1) surveying opinions of Generation Y representatives on how familiar they are with individual forms; 2) determining the responders' impressions on acceptance of these forms; 3) gathering opinions on the perspectives of development of these forms. The starting point for the discussion is to approach the motives for such travels from the perspective of the concept of experience economy and to limit the research to tourism forms developing in response to the need of novelty, sensations and experiences. The demand factor connected with the need to maximize sensations shaped a specific form of tourism, described in this study as controversial experience tourism. It comprises sex tourism, drug tourism, disaster tourism, extreme tourism, thanatourism, esoteric tourism, urban exploring and poorism.

The study was carried out with the help of the CAWI technique between February and May 2018 and involved 407 participants aged 18–26.

The obtained results suggest relatively low future interest in forms of tourism that are perceived as strongly controversial. The thirst for new experiences and sensations is fully satisfied by these forms of extreme tourism that are positively perceived and do not arouse ethical controversies.

Introduction

Observation and participation are the main elements of experiencing. Due to them, every day people develop, achieve successes and pursue their passions; they also learn and change the way they think and perceive the world. New experiences are also the primary factor motivating people to travel as tourists. Everybody has their own reasons to choose a particular destination, from relaxing on a beach to unwinding by intense sightseeing and physical activity. In both cases, sensory perceptions and accompanying emotions are of key importance (Andersson, 2007; Niezgoda, 2013). In time, however, the need to intensify them may take less than desirable directions: the emerging forms of tourism may be increasingly questionable.

In 2015 Polish literature was enriched by an interesting article by Andrzej Stasiak, containing an overview of the issue of controversial tourism practices. In the last sentence, the author posed a very significant question regarding future of such tourism, which certainly has become an inspiration for further research on this topic, including this analysis.

The term "controversial tourism", as Stasiak emphasizes, can be very broadly understood and may refer to a variety of problematic travel forms (Stasiak, 2015) which are debatable or cannot be judged unambiguously. They are abundantly described in literature, as it can be seen from a growing number of publications (Puchnarewicz, 2009; Borzyszkowski, 2011; Komsta, 2013; Jędrysiak, Kamel, 2014; Niezgoda, Duczyńska, 2014; Poczta, Szebiotko, 2014; Stasiak, 2015; Gandecka, 2016; Motyka, 2016; Pokojska, Suszczewicz, 2016). According to some researchers, such as Lubowiecki-Vikuk and Paczyńska-Jędrycka (2010), this term is limited only to abortion tourism, euthanasia tourism and drug tourism. The gist of controversial tourism is explained most fully by Aleksander Panasiuk (2018): he writes about controversial areas of the tourist market, analysing them from the perspective of the structure of this market. Systematising current knowledge, he analyses the controversies regarding demand and supply in tourism as well as socioeconomic policy, in particular tourism-related policy.

As Panasiuk (2018) demonstrates, controversies can be more broadly interpreted, depending on the adopted perspective; however, it is unclear to what degree the presence of dysfunctions justifies including a given form in the sphere of controversial tourism (e.g. a conflict of the spatial type, emerging due to pressure caused by large influx of tourists whose presence disturbs everyday functioning of a settlement, especially a historical city (Kowalczyk-Anioł, Zmyślony, 2017).

The starting point in the discussion on the development of controversial tourism are the following theses:

1. Perceiving tourists' motives from the perspective of the concept of experience economy (Andersson, 2007; Nowacki, 2009; Żemła, 2017) seems to be fully justified and adequate with regard to new trends in tourism described in literature. According to the research, modern tourists with increasing frequency seek their own paths and authenticity; above all, they become, as Zygmunt Bauman writes, the collectors of impressions: they collect objects only secondarily, as derivatives of experiences (Bauman, 2000). As individuals in a modernized society, they strive to satisfy individual needs, including the need to manifest their own distinctiveness by gathering a growing number of experiences of increasing intensity and originality. It should be emphasized that

> a tourist product can be freely interpreted by the consumers, in their individual, unique way, because their own sensations, experiences and memories become the fundamental value purchased by the tourists-consumers. It is they who decide which elements of the product are most important and which of the many options to select will best satisfy [their] needs (Niezgoda, 2013, p. 46).

The co-existing need to maximize experiences (Niezgoda, 2013), as rightly noted by Stasiak (2015) and Iwasiński (2015), can lead to search for stronger and stronger stimuli and consequently to trying activities that are controversial.

2. To continue the issue of controversies connected with demand, where tourists' motives become the key identifier, only some of the mentioned forms can be reduced to a common denominator. The perspective adopted in this analysis consciously limits the range of issues to the forms that have emerged in response to thirst for novelty, sensations and experiences. It seems that distinguishing a certain set of controversial tourism variations by applying such a criterion is fully justified, as the study results can then be explained – it is difficult to address unambiguously the economic or ecological controversies characteristic for mass tourism, or the moral-ethical and aesthetical controversies related to forms focusing on the need for strong sensations. Motives that underlie trying such distinct tourism forms are entirely different, as in case of abortion or euthanasia tourism, where tourists' experiences are not an appropriate point of reference. The demand factor related to the need to maximize sensations has shaped a specific group of tourism forms, described in this analysis as controversial experience tourism. Its scope includes sex tourism, drug tourism (one must be aware that trips connected with pathological behavior resulting from such nosological units as drug or sex addiction should be located outside the set), disaster tourism, extreme tourism, thanatourism, esoteric tourism, urban exploring and poorism.

Besides the need to draw attention to the above-described methodological aspect (a coherent motive as a condition of effective explanation), the aim of this study is to contribute to the discussion on the development perspectives of selected forms of controversial tourism. Defining developing trends is a very difficult task, bearing a risk of error; however, some grounds for drawing conclusions can be provided by opinions gathered among young people (representatives of Generation Y), who will be setting the main directions of demand in tourism. The analysis was planned to start with estimating the degree of recognizability of specific forms, followed by impressions regarding acceptance of these forms and ending with opinions on the perspectives of their development.

Material and methods

To collect responders' opinions on selected forms of controversial tourism, the authors used the CAWI (Computer Assisted Web Interviews) technique. The poll was carried out once, between February and May 2018, with full anonymity of the responders preserved (Szyjewski, Szyjewski, 2017). The number of participants was 407 (including 240 women) aged 18–26.

The questionnaire was constructed in a classical way, mostly using closed questions as well as a dychotomic scale, a nominal scale and a modified version of Likert scale. The proper study was preceded by a pilot test, which in one case revealed the need to rework the nominal scale. Part of the questions was used to determine the responders' features: not only their general socio-demographic characteristics but also how active they had been as tourists, based on the frequency and range of their previous travels. The subsequent questions constituted a sequence, where the first step involved determining responders' knowledge of particular controversial tourism types. This was followed by brief definitions of particular types (as a mini-dictionary) so that people unfamiliar with a given form could learn about it and formulate their own opinion. The next and most crucial part contained specific questions regarding problems and consequences related to practicing different controversial forms of tourism.

Using a scheme of non-probability sampling, it was decided that the responders would be selected based on their availability. The number of questionnaire interviews depended on the availability responders, who were notified by mail about the research poll.

After questionnaire verification (two were discarded at that point), 405 of them were used to build a database with the IBM SPSS software; its contents were subjected to further statistical analysis. The tested sample cannot be considered statistically representative; however, it seems that the somehow significant number of collected opinions makes it possible to draw careful conclusions and make generalizations.

Results

According to the adopted research scheme, the first group of questions was to determine the level of responders' knowledge regarding the specified forms of tourism. The responders picked extreme tourism as the most frequently identified one (59%), followed by sex tourism (40%) and urban exploring (36%). A third of the responders heard about drug tourism and disaster tourism. The least known form is poorism, selected only by 12% of the responders.

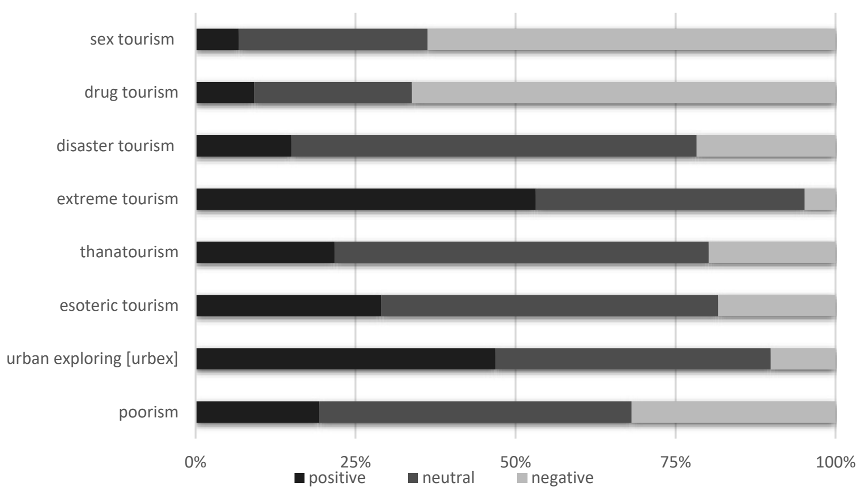

Figure 1. Ethical evaluation of selected tourism forms

Source: authors' own questionnaire-based research (N=405).

Among the most recognizable forms, two create positive impressions (80-90% of choices): extreme tourism and urban exploring. Slightly more than half of the responders have such associations with esoteric tourism and thanatourism. Quite well recognized sex tourism and drug tourism are perceived negatively by almost 90% of the responders. The majority of controversial tourism types is judged to be ethically neutral (disaster tourism, thanatourism, esoteric tourism). Drug tourism and sex tourism are most frequently described as unethical, as it was pointed out by 28% and 24% of the responders respectively, while few responders perceive poorism, disaster tourism and thanatourism in these categories. This matches the evaluation of ethicality of the selected tourism forms, although a significant part of the responders – particularly in the case of forms that do not evoke unambiguous associations – suggests that they are of neutral character (fig. 1).

A key element of the diagnosis was to determine how interested the responders were in practicing the selected tourism forms. The responders most frequently stated that they had not tried any of the mentioned forms of tourism nor are they going to try them in the future (fig. 2), which does not suggest any need to experiment in this sphere.

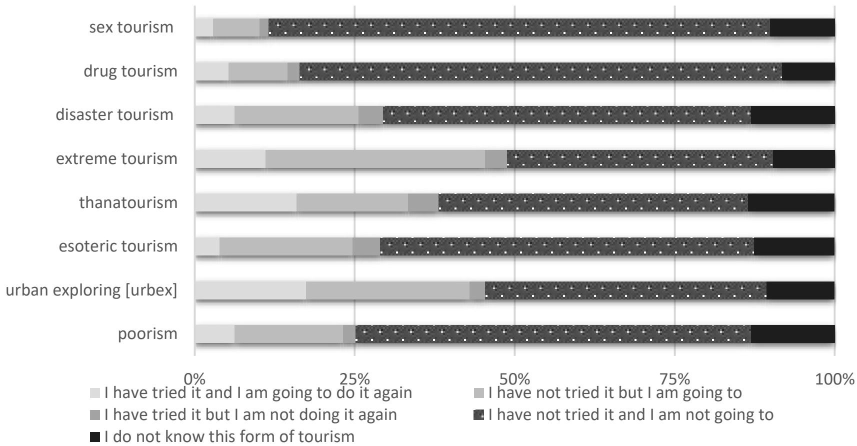

Figure 2. Interest in practicing the specific forms of tourism

Source: authors' own questionnaire-based research (N=405).

An exception is extreme tourism: although only less than 20% of the responders had tried it, almost 40% would like to do so in the future. Similar opinions were also expressed about urban exploring, followed by thanatourism, disaster tourism and esoteric tourism. The responders were most interested in forms with positive associations, which are thought to have educational and cognitive value and whose potential controversies are overlooked.

The next step of the study involved an attempt to discover responders' impression on the development potential of each analyzed form of tourism (fig. 3).

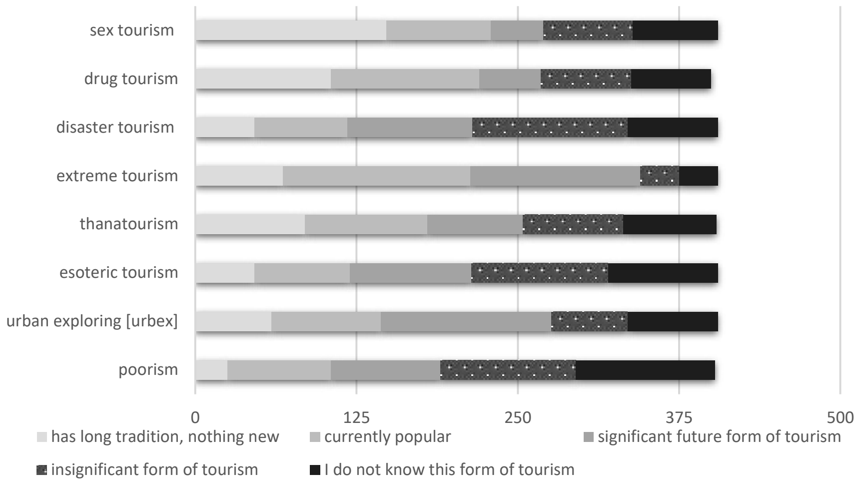

Figure 3. Development potential of selected tourism forms

Source: authors' own questionnaire-based research (N=405).

Sex tourism and drug tourism are quite frequently mentioned as forms with long traditions that do not offer anything new. Drug tourism and extreme tourism are considered to be currently popular, but according to the responders only the latter form has future perspectives. Urban exploring and thanatourism are viewed similarly by the responders; however, the latter is considered to be a niche form.

Discussion

Tourism is a dynamic phenomenon, subject to constant changes in response to consumers' demands, aims and requirements, which in turn are shaped e.g. by social trends, which are of key importance in the case of the so-called controversial tourism. As Dahrendorf (1990) argued, in post-industrial societies life focuses around services. According to his concept of service society, the structure of production and employment is shifting from traditional production industry to the sector of broadly understood services. Besides, formal education and professional experience create a potential for independent decision-making (Bell, 1973; Bell, 1974; Inglehart, 2005). Thus emergence of post-industrial society leads to growing emphasis on self-expression (Inglehart, 1997). Furthermore, economic security of developed societies is guaranteed in the conditions of a welfare state. This leads to changing priorities in the system of values, which shift from economic and physical security to increasing importance attached to subjective well-being and quality of life (Inglehart, 1977, 1997, 2005).

Among many approaches applied to interpret contemporary changes, several of them are noteworthy as potential starting points in a discussion on the directions in development of controversial experience tourism. In reference to generational differences, Inglehart's concept explaining reasons for changes that occur in developed societies (Inglehart, 2005) should be mentioned. In his opinion, the first generation that has grown among prosperity, in comparison with the previous generation, changes the hierarchy of values in the society, as the attention of individuals turns to satisfying higher-level needs, such as the need to belong and respect, which may be a significant motivator when these people make decisions about travelling. It should be stressed that the hierarchy of values does not adapt to the socioeconomic environment immediately; there is a significant delay, as fundamental values of a particular person to a great extent reflect the conditions from the time before such a person has reached maturity (Inglehart, 2005). Thus the generation of parents remains attached to materialist values. Experiencing stability and economic security on the scale of an entire society leads to decreased importance of material goods and increased significance of post-material goods. In this context, the conclusions to be discussed are basically reduced to confirmation of experiences gathered during travels; however, it may be worth wondering whether they will deepen in the form of simple emotions, or whether further evolution towards post-materialistic values will bring the need to achieve deeper sensations on significantly more intellectual foundation. The responders point out that they are interested mostly in forms which have the character of educational trips, and any controversies are related mostly to the matters of security (although urban exploring may also raise legal doubts).

Concerning the character of this study, one should also look at the results from the generational perspective. Analyses of tourist demand with increasing frequency emphasize relations between consumers who are linked by similar generational experiences (see Dąbrowski, Kwiatkowski, Lepa, Środa-Murawska, Grzelak-Kostulska, 2016). The studied group belongs to Generation Y and – although the literature is filled with an ongoing debate on the age limits of this generation – all researchers agree that it is the largest segment of the world market (Heaney, 2007; Foscht, Schloffer, Maloles, Chia, 2009; Gołąb-Andrzejak, 2016). It is assumed that the main features of this generation are: good education and willingness to pursue personal development; being active; widespread use of new technologies; appreciation of quality of life and life experiences instead of property ownership; openness; belief in one's own uniqueness. This generation "appreciates the power of image, of self-invention; they focus on building their own image. In comparison with the previous generation, they need more acceptance from their peers, frequently connecting with the latter through social media" (Zajadacz, 2014, p. 60). Generation Y members constantly expect novelties on the market; when buying products and services, they are inclined to experiment in search of new sensations as well as of internal peace and deeper, more conscious life (Cohen, 2009; Zajadacz, 2014). The mentioned features do not allow an unerring prediction of features that this group of service purchasers has because, on the one hand, the ease of travelling and the need to collect new experiences and gain fame among their acquaintances (mostly in social media) can encourage people to undertake even strongly controversial trips, and on the other hand, easy access to information and better education may limit their selection, particularly by removing options involving most radical and dangerous tourism form. The analyzed study results arise a certain skepticism, as the group of responders who declare their willingness to experiment and try new things has turned out to be rather limited.

Seeking increasingly stronger sensations and emotions in tourism – despite consequences that take the form of different costs – sometimes turns out to be a trap. It may be worth recalling the thesis of a British sociologist Anthony Giddens that modernity contains in itself a self-correction mechanism, so the observed changes are nothing but an attempt to stop its negative consequences. This is possible because the society has developed a new competence: self-reflectivity. Giddens (2009) understands this as the society's ability to perceive the reality critically so that it is able to take preventive or corrective measures.

Finally, one more concept should be mentioned, which fits the model of cyclical development, according to which the "rush into future must turn back towards the past". As Ronald Inglehart writes, it may not be excluded that a nostalgic idea of return to the lost past will appear in answer to modernity: a hope for rebuilding the traditional, strong family, rebirth of local communities and social bonds in primary groups, turn from secularization towards religion etc. (Inglehart, 2005). This trend seems to be gaining significance and is visible in the increase of conservative attitudes in numerous countries. It is, however, debatable whether the society will return also to traditional consumer behavior. If yes, then the frequently stated thesis regarding the need for continuous escalation of experiences may turn out to be wrong. The results of the presented research seem to confirm this because tourism forms arousing moral and ethical controversies have received a clearly negative assessment.

Certain social trends connected with demographic changes should also be taken into account. The aging society is perceived as increasingly conservative and resistant to change, careful in spending due to their need for safety (despite the presence of intergenerational exchange that modifies the attitudes of older people) (Grzelak-Kostulska, 2016). These determinants – though not related directly to the character of the responders' group – should also be included in the discussion of directions in development of controversial tourism.

Conclusions

As foreseen, the results of research carried out among representatives of Generation Y may constitute a basis for conclusions regarding the future of the experience tourism forms that arise certain controversies. The responders declare relatively low level of knowledge of the forms included in the study (only extreme tourism has been recognized by more than half of the group), which can evidence low interest in this kind of travelling.

Most popular forms are those considered as not very controversial, such as urban exploring, extreme tourism and thanatourism (associated rather with travelling to places of historical importance). Urban exploring and disaster tourism are mentioned as forms that may gain importance in the future. The forms rated worst – sex tourism and drug tourism – are not perceived as promising. It should be noted, however, that the responders consider drug tourism to be popular, declaring at the same time that they have never tried it, nor are they going to try it in the future.

Together with the discussion on attitudes, models of behavior and social trends, the obtained results suggest relatively low future interest in forms of tourism associated with strong controversies.

Perhaps ethics plays here a certain role, discouraging from undertaking trips that have received a clearly negative assessment. The need to gather new experiences and sensations is fully satisfied by forms of extreme tourism or urbex (urban exploration), which are not associated with controversial phenomena (although tourists' safety may be debatable); they both provide the desired emotions and underline the uniqueness and individualism of a person practicing such a form, without exposing them to negative judgment of other people. Thus in the eyes of the responders the future of experience tourism seems to follow a direction far from any ethical controversies.

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Kontrowersyjna turystyka wrażeń w opinii przedstawicieli pokolenia Y

Słowa kluczowe

turystyka kontrowersyjna, kontrowersyjna turystyka wrażeń, pokolenie Y, ekonomia doświadczeń

Streszczenie

Celem pracy jest włączenie się w dyskusję nad perspektywami rozwoju wybranych form turystyki kontrowersyjnej poprzez: 1) zbadanie opinii przedstawicieli pokolenia Y na temat oceny stopnia znajomości poszczególnych form, 2) określenie odczuć respondentów na temat ich akceptacji, 3) zebranie opinii na temat perspektyw rozwojowych wskazanych form. Punktem wyjścia do dyskusji jest spojrzenie na motywy podejmowanych podróży z perspektywy koncepcji tzw. ekonomii doświadczeń oraz ograniczenie zakresu problemowego do form turystyki rozwijających się pod wpływem potrzeby poszukiwania nowości, wrażeń, doświadczeń. Czynnik popytu związany z potrzebą maksymalizacji wrażeń ukształtował pewną specyficzną grupę form turystyki, określoną na potrzeby analizy jako kontrowersyjna turystyka wrażeń. W jej zakres włączono: turystykę seksualną, narkoturystykę, turystykę katastrof, ekstremalną, tanatoturystykę, turystykę ezoteryczną, urban exploring i poorism.

Badanie wykonano z zastosowaniem techniki CAWI, w okresie od lutego do maja 2018 roku z udziałem 407 respondentów w przedziale wiekowym 18–26 lat.

Uzyskane wyniki sugerują stosunkowo niewielkie zainteresowanie w przyszłości formami turystyki, które kojarzone są jako silnie kontrowersyjne. Potrzebę zdobywania nowych doświadczeń i wrażeń w pełni zapewniają formy turystyki ekstremalnej, które postrzegane są pozytywnie i nie wywołują kontrowersji natury etycznej.

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REGIONAL TOURISM ORGANIZATIONS IN POLAND: MODELS OF OPERATION AND COOPERATION WITH THE ENVIRONMENT. RELATION SYSTEMS AND FEATURES

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Keywords organization system, tourism organization environment, cooperation

Abstract The authors present the results of the identification of features that distinguish regional tourism organizations (RTOs) and confirm their affiliation to an organization system, as well as an assessment of models of RTOs functioning in Poland and their cooperation with the environment, at the background of various concepts of the systems and types of an organization's relations with stakeholders in close and distant environment. The analysis proves that the principles, forms and intensity of RTOs' cooperation with their environment can impact on the operation effectiveness of these organizations.

Introduction

The assessment of the internal and external conditions of regional tourism organizations (RTOs) operation in Poland requires a discussion of definition issues and understanding the objective and subjective scope of the "organization" notion, also as an element of the contemporary tourist economy.

According to an organization and management encyclopaedia (Pasieczny, 1981), an organization is "any entity of human activity, extracted from the environment, with a specific structure aimed at achieving an aim or aims". The basic properties of any organization include: purposefulness – existence of aim(s) assumed to achieve (RTO statutes); complexity – with specific parts associated with one another and with the whole organization in a purposeful manner (RTO organizational structure and membership); distinctiveness – of aims and structures as related to the environment; at the same time, association with the environment by these aims and structures (structure of entities cooperating with RTOs).

Szacka (2003, p. 206), in her sociological approach to organizations, points at some other features (of an appropriate formal group) of a formal organization (perceived in RTOs in Poland), i.e. appointment planned to achieve the set objectives, in accordance with the rules or procedures; formalized organizational structure; transparent division of labor; clearly identified centers of authority (organizational dependencies); staff exchanges (fluctuations do not influence the nature of the organization); dominant material relations (roles, not people).

In the subject literature, organization is also frequently ascribed to other properties, such as a common aim (of the whole organization and all members); a border (allowing to extract the organization from the environment); management (determining the structural elements and influencing members' behavior); organizational culture (system of values, norms, and principles; regulations for members); organizational structure (the internal arrangement; deployment and interdependence of the organization elements); cooperation (of the structural elements and organization members to achieve the assumed goal) (Korzeniowski, 2005, p. 313).

At the same time, the literature reflects an essential difference in interpreting the very notion of "organization". Some authors perceive organizations as specific things, having a real existence in space and time (material interpretation) (Kotarbiński, 1975; Koźmiński, 1983). Others treat them as characteristics of complex entities, attributes of things (attribute interpretation) (Zieleniewski, 1976).

The way of classifying organizations in the attribute way, i.e. according to an object, feature, or other significant property, is the most frequent approach to the notion of organization in the everyday life as it allows to value organizations for their aims, arrangement and links to the environment. On this basis, we can speak of a good, average or bad organization, more or less efficient or disabled, with greater or lesser deficiencies.

In the praxeological theory of organization, both concepts – material and attribute ones – are treated as resultant because they arise only as a result of a specific process of creating an organization (Kaczmarek, 2001).

It can be noted that most authors agree, in general, with the definition proposed by Kotarbiński (1975, p. 75), who determines, in the material meaning, that "an organization is a type of a whole, and all its components contribute to the success of the whole". A similar view is presented by Zieleniewski (1976, p. 50), who assumes the attribute meaning as the basic definition of organization, maintaining that "organization (...) is a particular type of relationship of parts to themselves and to the whole that they create; the relationship consists in that the parts contribute to the success of the whole". Both definitions point to the need for a positive outcome (success), which may be a prerequisite (parameter) for assessing the performance effectiveness (also that of an RTO) (Fedyk, Morawski, 2016). It should be emphasized that these approaches to the notion of "organization" complement each other.

Apart from the material and attribute meaning, which together could be called resultant meanings, there is a primary functional meaning (organization as an activity, an activity of organizing – the process of organizing, the constant introduction of a specific order or chaos, the creation or transformation of organized entities) (Kaczmarek, 2001, p. 108).

As a result of the process of organizing (any project), organizations – things (institutions, organizations in the physical dimension, in a given time and space) and organizations – features (organizational structure, procedures, relations) are created.

An interesting position is presented by Argyris (1965, p. 198), who defines an organization as "a multiplicity of parts, each pursuing a specific objective, which are maintained through interconnection, while adapting to the external environment and thus preserving the state of the interconnection of the parts". This definition of "organization" largely reflects the process of evolution and development, as well as the nature of contemporary structures of RTO operating in Poland (Fedyk, Morawski, 2016).

It should be noted that in the literature there is a common understanding of the concept of "organization" as a wider system. In the organization model according to Bielski (1996), the following are included: the management subsystem in the center and the psychosocial subsystem, subsystem of objectives and values, subsystem of structure, and technical subsystem in its environment.

Leavitt (1965) formulated a four-part organization model, which is also called the "Leavitt's diamond", as the basis for thinking of an organization as a multifactorial system. The model assumes that an organization is a complex structured system built of four elements: objectives (implemented by the organization and resulting in specific tasks); material, technical and technological equipment (along with people's skills in using them); structure (the adopted principles of division of tasks and responsibility for their performance, the principles of division of power and accompanying responsibility, principles of information flow); and people (along with their individual and collective aspirations and patterns of behavior). These elements can also be grouped according to their social and technical dimensions. There are mutual relations between these factors. They are all interconnected and interact with one another. A change in one of the system elements leads to a modification in the other three. A consequence of this understanding of an organization is the need to consider the impact of the planned change on each of these four elements.

The mentioned model is contemporarily accused of a serious flaw, i.e. omitting the managerial (controlling) segment of the organization, which is attributed to it in all interpretations of the organization notion (Bielski, 1996; Bolesta-Kukułka, 1993; Krzyżanowski, 1994).

Particularly characteristic and at the same time precise, as Koźmiński states (1983, p. 76), is the indication by Ackoff (1973), who recognizes that an organization is

> a system behaving deliberately, containing at least two deliberately behaving components, having a common intention, in view of which there is a functional division of labour in the system; its functionally separate components may respond to one another's behaviour in the

form of observation or communication, and at least one subset fulfils the control and management function.

On the basis of the above considerations, we tried to indicate the fundamental properties of an organization as an institution (entity) operating in a specific socio-economic system (tab. 1). These properties are also observed in RTOs operating in Poland.

Table 1. Properties of an organization in a socio-economic system

Properties of an organization as a system
1. Organizations are artificial and natural systems at the same time (they are consciously constructed by people for specific purposes and missions, and are composed of natural, individual participants aiming to satisfy their own needs and achieve their own objectives)
2. Organizations are open systems (on the one hand, they are influenced by the environment, and on the other, they are able to shape the environment freely to a certain extent)
3. Organizations are structured socio-technical systems (consisting of subsystems, which differ mainly in their ability to predict behavior and reactions to various impacts)
4. Organizations are constructed hierarchically
5. Organizations are able to improve (they can increase their efficiency, degree of structuring; introduce technical, organizational, economic, and social innovations)
6. Two trends always clash in organizations: the innovative one (change to adapt the organization to environmental modifications) and the conservative one (maintaining the status quo)
7. Organizations are characterized by equifinality (the ability to achieve certain results in different ways, through different processes and structures; the principle that it is possible to achieve the same results from different sources and that there is no best way of organizing for a task to be carried out)
8. Organizations are characterized by high variability in time and the ability to achieve relatively stable states of dynamic equilibrium (the system receives information from the environment about its own actions, and information from inside about changes that occur in itself)
9. Organizations present a synergy effect (which is associated with the occurrence of completely new, specific properties in the system as a whole, which are qualitatively different from the sum of characteristics of its component parts)

Source: own elaboration based on Peszko (2002), pp. 25–26; Pasieczny (1981).

In the presented approach, RTO features can be perceived, especially when we accept the view by Koźmiński (1983, p. 76) that "systems behaving intentionally are those that not only select means needed to achieve the goals, but also are able to set the objectives that they pursue". Further, the author observes that "the common intention of two or more systems behaving intentionally is the area of compatibility of their objectives; this does not mean that, apart from this, they may not have different or even conflicting objectives". What is also significant and emphasized in the literature, is the feature of an organization as an open system consisting of conscious aims and the interdependence in view of these aims (Kożuch, 2007). This points to the need to identify common or divergent RTOs objectives that affect their relationship with the environment (see Fedyk, 2018a, 2019; Fedyk, Morawski, 2014, 2016).

Material and methods

An extremely important condition for the functioning of contemporary organizations (also in relation to RTOs) is their environment. Environmental impact hinders the intensive activities of an organization (so-called environmental turbulence: "turbulent environment immediately requires a certain anticipation of the organization response; in particular, participants must act on the basis of a fast cycle of knowledge creation or by creating new knowledge" (Perechuda, Sobińska, 2008)), causes an unpredictability requiring a quick diagnosis (Nalepka, Bak, 2012) and reaction, as well as evokes the phenomenon of the expected "organization flexibility" (Chajęcki, Krzakiewicz, Chajęcki, 2012; Flaszewska, Zakrzewska-Bielawska, 2013; Krupski, 2006, 2008).

In this context, it is significant for the functioning of an organization, including a tourism organization, to adapt to the local or regional conditions of the socio-economic environment in which it operates, as well as to modify it and create new directions of development. In practical terms, this corresponds to the indicated postulates of changing the principles of RTO operation, including the usage of the model of a networking organization, a product consortium, a tourist cluster, or a destination management company/organization, i.e., organizations based on knowledge and managed by knowledge (Fedyk, 2018b; Fedyk, Kachniewska, 2016; Fedyk, Meyer, Potocki, 2017; Fedyk, Morawski, Morawska-Bąkowska, Langer, Jandova, 2018).

The aim of writing the paper was to identify the features that distinguish RTOs and confirm their affiliation to an organization system, as well as to assess models of RTOs functioning in Poland and their cooperation with the environment, at the background of various concepts of the systems and types of an organization's relations with stakeholders in the close and distant environment.

The research material and, at the same time, the basic research entity consisted of RTOs in Poland. On the basis of the features of their functioning, both in terms of the internal organizational structures and the absorption of and impact on the external environment, an attempt was made to determine their organizational and functional cohesion.

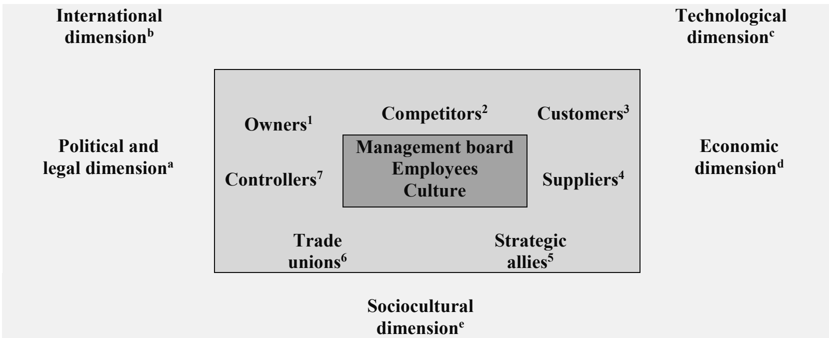
In the recognition of modern organizational forms in terms of the scope of cooperation with the environment, which can also relate to the expected characteristics of RTO operation, standard diagnostic methods were applied in the form of desk research analysis and observation (being a component of survey and practical experience).

Regional tourism organizations environment

The division of the environment into close environment (intentional, direct; elements that influence the organization, but at the same time are subject to its impact) and distant environment (general, indirect; conditions in which the organization operates) is common in the subject literature (Pasieczny, 1981).

Griffin (2004) enumerates several ways in which organizations react to their environment; these constitute the so-called gradual "uncertainty of an organization", also characterizing RTOs: e.g. mechanism of obtaining financial resources (uncertainty of receiving membership fees and of membership permanence); principles of appointing management boards (uncertainty of the time of holding a position); and non-substantive mechanisms of appointing chairpersons (Fedyk, 2015; Fedyk, Morawski, 2016).

In this context, the model by Griffin (2004) is interesting from the point of view of assessing the operation of RTOs in their environment. It indicates, among others, the role of the management board and employees (office) of the organization (so-called internal environment) and the importance of the intentional (task-oriented) environment, whose elements can be identified with the typology of regular members, stakeholders, and RTO partners, as well as the entities of the tourism organization system in Poland (fig. 1) (Fedyk, Morawski, 2014).



Internal environment
Task-oriented environment (intentional, close, micro)
General environment (distant, macro)
External environment

KEY:

[1] Entities or persons having the status of a regular member of an RTO (paying a membership fee, having the passive and active voting right at general meetings of regular members, deciding on the substantive and financial plans in the voting mode)

[2] Local tourism organizations (LTO), local action groups, product consortia, tourism clusters (carrying out activities identical to those of RTO or competing for the same subsidies in the same sources)

[3] Regular RTO members, local government units, donors, sponsors, business partners, Polish Tourism Organization (PTO), other RTOs within the services provided by the given RTO

[4] Entrepreneurs or natural persons in the sector of, among others, advertising, media, transport, accommodation, providing services to an RTO within the framework of activities and substantive tasks carried out by the RTO

[5] PTO, Ministry od Sport and Tourism, other RTOs within the RTO Forum, province governments (as key financial donors)

[6] No such types of entities are recorded in the environment with a direct impact on RTOs

[7] Ministry of Sport and Tourism legally authorized to control RTOs and regulating the possibility of receiving financial support for RTO projects; PTO, influencing RTOs as part of promotional projects (e.g. imposed rules for fairs organization); regional interest groups influencing RTOs tasks

[a] The legal form of RTO activity regulation in the Act on the Polish Tourism Organization (limitation of the list of objectives, tasks, forms of operation), legal regulations governing the possibility to conduct business activity by RTOs (including restrictions on RTO management board members from local government units), legal norms regulating the acquisition of subsidies by RTOs from budgetary sources and EU funds, non-substantive political influence on the mechanisms of appointing RTO management boards, tourism policy of state administration bodies towards the POT-RTO-LTO system, degree of interference of political factors in RTO activities by (e.g. the Province Parliament and province self-government through financial grants)

[b] Scope and type of support through Polish Tourist Information Centres (PTO posts) in RTOs activities on foreign markets, projects carried out with foreign partners from own funds and EU grants, the importance of RTOs in promoting the tourist potential of the country and region abroad (increase in tourist traffic, building a brand and tourist image internationally)

[c] Techniques and technologies for promoting the tourist potential of a region available to an RTO (e.g. Internet portals, tourist information systems, social media, etc.), opportunities to implement innovative promotional projects using information and communications technology (existence of relevant companies in the region), use of modern knowledge and scientific research in tourism promotion

[d] Financial condition of regional tourist economy entities as an element supporting or limiting RTO activities, the scope of tourist demand and supply in a region, affecting RTO objectives and tasks

[e] Customs, habits, and dominant values in tourist economy in RTO environment, services and standards in relations with tourism industry entities influencing RTO behaviours, customs and traditions, expectations towards RTO behaviours from the local society (including members, stakeholders, partners)

Figure 1. RTO environment interpretation in the concept by Griffin

Source: own elaboration based on Griffin (2004), p. 103.

The indicated model is developed and complemented, among others, by Bielski (1996). He introduces additional elements of the external environment, i.e. natural, educational, demographic and technical ones, as well as modifies and supplements the components of the intentional environment, i.e. recipients, competitors, state institutions directly influencing the organization, social factors, technical factors.

According to Bogacz-Wojtanowska (2008, p. 20), an organization environment is characterized by "stability" (from a stable to a dynamic level: turbulent environment), "complexity" (from simple to complex), and "hostility level" (from favorable, through neutral, to hostility towards the organization). This is a prerequisite for studying interactions and relationships (including negative opinions) between stakeholders and RTOs (Fedyk, Morawski, 2014, 2016), organization stakeholders being people and groups directly influencing the fulfillment of the organization's objectives.

An analogy to the current nature of RTO relationship with the environment can be found in the model by Bolesta-Kukułka (1997) (fig. 2).

<table>
<tr><td colspan="3">The "nature" segment
• Global market trends (forcing RTOs to adapt their activities to the market)
• Nature (environmental conditions, attractions), determining the direction of RTO activity
• Demographic processes (forced regional segmentation of the tourist market, affecting RTO activities)
• Changes in the culture and awareness on a mass scale (conflicts in the development of regional tourism, and the needs and motivations of customers in the tourist traffic, influencing RTOs)</td></tr>
<tr><td>The "game" segment
• Shareholders (regular RTO members declaring the rate of contribution and using the services against payment)
• Customers (indirectly: regular RTO members, local government units, donators, sponsors, business partners)
• Suppliers (supply of services for an RTO, e.g. advertising, transport, media)
• Intermediaries (supply of services for an RTO, e.g. trade fair exhibitions, media)
• Service companies (as above)
• Consulting companies (as above)
• Insurance companies (occasional services for RTO employees)
• Banks (occasional services to an RTO in the form of a loan or collateral for own contribution to EU-subsidised projects)
• Stock exchange (no relation)</td><td>Organization

Regional tourist organization (RTO)</td><td>The "authority" segment
• State institutions (e.g. Ministry of Sport and Tourism, province government, influencing RTOs through a financial support system: competitions)
• Owners (regular RTO members, deciding on the substantive and financial plans in the voting mode)
• Central entities (e.g. Polish Tourism Organization, influencing RTO through principles of cooperation and targeted subsidies; RTO Forum – through the need to agree common positions on strategic issues for the PTO-RTO-LTO system)</td></tr>
<tr><td colspan="3">The "fight" segment
• Competitors (local tourism organizations, local action groups, product consortia, tourism clusters)
• Opponents (potentially local government units not being RTO members, destination management company, interest groups)</td></tr>
</table>

Figure 2. RTO environment model

Source: own elaboration based on Bolesta-Kukułka (1997).

In the modernist approach (Puchalski, 2008, p. 28), an organization is treated as an open system, in which "each system has its own subsystems and is also a subsystem of a larger system (organization: system; environment: supersystem)". Assuming, after Krzyżanowski (1999) and Bielski (1996), the concept of an organization operating in a structure of five interacting subsystems, we can present a model of RTOs operation as a socio-technical system undergoing environmental influences (fig. 3).

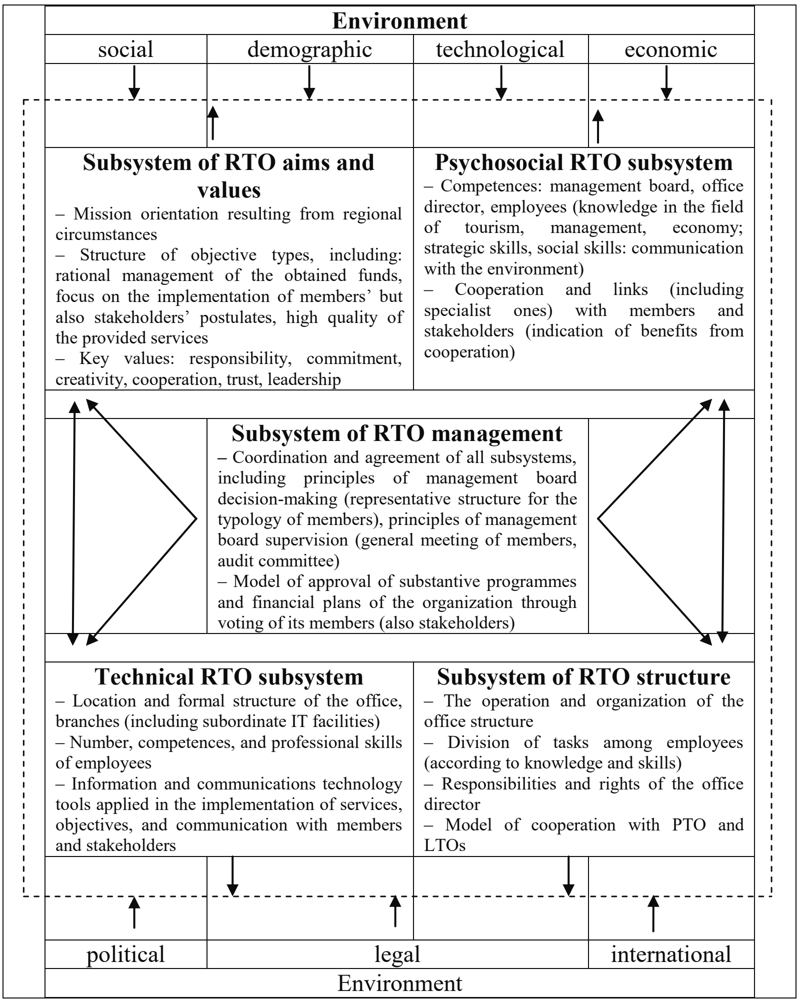


Figure 3. Regional tourist organization as a socio-technical system

Source: own elaboration based on Krzyżanowski (1999), pp. 34–35.

Also in the concept of "organizational excellence" by Waterman and Peters (1986) concerning research on the organization, the importance of relations with the environment, of human resources potential and of the so-called "values" can be seen (Jamka, 2011). The eight characteristics of excellence identified by the authors could be taken into account when assessing the performance of RTOs, which should naturally aim for this excellence. These features are as follows: obsession with action, direct contact with customers, autonomy and entrepreneurship, performance and efficiency through people, focus on values, acting accordingly to the principle "stick to what you can do best," small staff with simple structure, coexistence of loose and rigid organizational forms in one structure (Waterman, Peters, 1986).

It can be assumed that RTOs excellence, also in the dimension of performance and, wider, efficiency, should be considered in view of its ability to accumulate (information), initiate, integrate, mediate, support, advise. These seem to be the most significant internal and external processes that RTOs should focus on in their pursuit for higher efficiency (Fedyk, Morawski, 2016).

It is worth mentioning, as emphasized in the subject literature, the particular openness to the environment observed in modern types of organizations, i.e. learning, network, and virtual organizations. They are strongly oriented towards cooperation, including with external entities and other organizations that emphasize effectiveness as a feature of their activities (Jednoralska, 2012, p. 447), but not only in the profit category: also as the achieved added value, e.g. self-enrichment and stakeholder satisfaction (Kaczmarek, 2012, p. 466), ensuring oneself survival (Osbert-Pociecha, 2011, p. 49) and success (Bratnicki, 2006, p. 23), building intellectual capital or ability to cooperate.

On the basis of the views of Czarnecka and Słocińska (2010), we can point to the characteristics of selected modern organizational forms in terms of the scope of cooperation with the environment, which can also be related to the expected features of the RTOs operation (tab. 2).

Table 2. Characteristics of chosen modern organizational forms in terms of the scope of cooperation with the environment from an RTO perspective

Organization type	Characteristics defining an organization for cooperation with the environment from a regional tourist organizations perspective
Process organization	The organization operating boils down to the implementation of processes aimed at satisfying a specific need of the customers
Fractal organization	Holistic understanding of the organization by all its members to facilitate the use of the self-replication matrix, including self-replication of knowledge
Network organization	Mutual coordination of network activities in the field of operating procedures, technologies, infrastructure, etc. Resources are managed on the basis of individual and joint decisions in designated areas of cooperation Voluntary nature of broadly understood inter-organizational exchange Repeatable nature of the exchange, focus on longer cooperation Mutual availability of information on the organizations collaborating in the network Operation based of the synergy potential of the partners
Learning organization	Common vision Team learning

Source: own elaboration based on Czarnecka, Słocińska (2010), pp. 287–296.

Conclusions

In the presented approaches to the concept of "organization," one can observe a connection with the contemporary highly differentiated typological structure of stakeholders and RTO members and their binding relations with the environment.

On the basis of theoretical indications and the practice of RTO operation in Poland, one can recognize and present a fraction of features that distinguish them and confirm their belonging to the system of organizations (see tab. 1).

The properties of RTO as a system of organizations are the following:

1. RTOs were established on the basis of imposed legal norms (Act on the Polish Tourism Organization) but were formally founded as a result of several years of evolution and regional and grassroots initiatives of their members from the tourist economy environment.
2. RTO membership is voluntary and may include different types of legal entities and natural persons who, by declaring membership (including contributions), can freely join the organization and influence it by approving substantive and financial plans (general meeting, management board).
3. RTOs operate within a nationwide 3-stage management system for tourism promotion in Poland, integrating social activities in the sector of tourist economy with the use of available techniques and technologies, but also acting differently in particular regions.
4. Internal RTO structures (hierarchy) are similar in all organizations owing to the similarity of norms contained in the statutes of the organization and the use of the legal form of an association (general meeting of members, management board, office).
5. In the course of 18 years of evolution, RTOs show improvement of structures and functioning through, among others, acquiring new types of stakeholders (including those from the non-tourist sector) or diversification of income sources (including resources from projects subsidized from EU funds), as well as the development of human resources (increasing the number and competence of office employees).
6. The innovative tendency in RTOs is manifested by, among others, launching business activity, using EU funds and new technologies in the implementation of statutory objectives (especially tourist promotion of the region). A manifestation of conservatism in RTO operation are, among others, maintaining the principle of entrusting RTO management to persons indicated by a given province self-government, sealing the PTO-RTO-LTO system through unification of objectives, statutes, board structures management.
7. The basic model of RTOs activity in individual regions is similar (despite differences in the time of their creation) and it is commonly assumed in the literature that RTOs are currently a proven tool for effective tourism promotion of a region and the implementation of individually selected objectives, operating in the most advantageous legal formula of an association.
8. RTO rankings are used in the positive and negative lobbying of both regular members (including through general assemblies of members) and entities or stakeholders from the environment.
9. Noticeable are views on the need to transform RTOs into other forms of cooperation with the environment, i.e. networking organizations, product consortia or tourist clusters, or possibly with the use of the destination management company model, which would allow the system to obtain new values and greater efficiency.

It is impossible, in the context of the above considerations and findings, not to indicate that in the research on the systems and processes of contemporary organizations management (also as enterprises), the importance of the institutional environment is becoming more and more pronounced as an essential factor for any economic and social analyses relating to the contemporary world.

Williamson's concept (the creator of the "new institutional economics" term) points out that the effectiveness of entities (the position of companies on the market) depends on the degree of understanding their environment and increases as the organization (company) acquires the ability to impact on the subsequent levels of the institutional environment (Rosińska, 2008, p. 257). It can be observed that RTOs also evolve in this direction of influencing their own environment.

It is worth noting that the common feature of many representatives of the new institutional economy is the conviction that it is impossible to analyze contemporary economic, business-related, political, or social phenomena without considering the aspect of their institutional environment. This points to the need to assess the effectiveness of the system of RTOs operation against the background of and in relation to their institutional (regional or local) environment, but also within the PTO-RTO-LTO structure.

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Modele funkcjonowania regionalnych organizacji turystycznych w Polsce i ich współpracy z otoczeniem. Systemy i cechy relacji

Słowa kluczowe

system organizacji, regionalne organizacje turystyczne, otoczenie organizacji turystycznych

Streszczenie

W artykule zaprezentowano wyniki identyfikacji cech wyróżniających regionalnych organizacji turystycznych (ROT) i potwierdzających ich przynależność do systemu organizacji oraz oceny modeli funkcjonowania i współpracy ROT-ów w Polsce z ich otoczeniem na tle różnych koncepcji systemów i typów relacji organizacji z interesariuszami w otoczeniu bliższym i dalszym. Dokonana analiza wskazuje, że zasady, formy i stopień nasilenia współpracy ROT-ów z ich otoczeniem mogą mieć wpływ na skuteczność działania tych organizacji.

TIPPING BEHAVIOR OF POLISH CONSUMERS – THE SEGMENTATION APPROACH

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Abstract The main aim of the conducted research was to recognize the issue of tipping in restaurants by Polish consumers and to carry out consumer segmentation based on the reasons for tipping. The study was conducted in December 2017 on a sample of 1,000 people using the CAWI method. In order to isolate groups of reasons for tipping, the PCA analysis was used. Based on the separated groups of factors, with use of the k-average method, consumers' segments were isolated and then subjected to profiling. The analysis of the results allowed to determine the frequency and amount of tips. It was found that satisfaction with the offer is the basic motivation for consumers to tip. As a result of segmentation, four groups of consumers, with different demographic, social, economic and behavioral characteristics, were distinguished. The obtained results lead to the conclusion that improving the quality of service, a nice atmosphere in the restaurant and meeting the expectations of customers in relation to the ordered dishes are the key factors that should be considered to encourage consumers to tip.

Introduction

Tipping is an interesting and valuable phenomenon that influences the daily lives of thousands of hospitality professionals (Shih, Jai, Blum, 2016). In restaurants the issue of tipping is considered in the literature in four main aspects – economic, social, psychological and marketing. From the economic point of view, tips play a significant role in the salary of the staff, constituting a significant part of it, and they often do not undergo formal registration (Schwartz, 1997). In social terms, tipping is seen as a way of expressing acceptance of another person's behavior and of social coexistence (Saunders, Lynn, 2010; Azar, 2004). According to Lynn (2009), the basic motivation and the benefit for the customer from tipping has a psychological dimension. In Azar's opinion (2007) tips boost the self-esteem of both those giving the financial gratification, as well as those receiving it. As far as marketing attitude is concerned, magnitude of the tips and frequency of giving them are closely associated with the fulfillment of the consumers' needs (Zeithaml, 1981).

Assuming that both owners of restaurants and their waiting staff would like the customers to give large tips, undertaking steps aiming at intensifying such behavior would be advantageous. Consumers segmentation may be one of the ways to identify the most interesting – from this point of view – group of consumers. To describe segments, socio-economic and demographic features of consumers such as gender, income, education, place of residence and age are most commonly used (Kavak, Gumusluoglu, 2007). However, according to González (2000), this range of information is not sufficient nowadays. For this reason, elements of psychological and behavioral characteristics are increasingly used in profiling consumer segments (Law, 2009). One of the important psychological factors of consumer behavior is motivation, defined by Zimbardo and Ruch (1977) as reasons for action.

Research conducted so far were focused mainly on the indication of factors (or their groups) that differentiate consumers' decisions in the issue of tipping. Based on their results five groups of factors determining the tipping behaviors can be specified:

1. Customer characteristics (gender, education, income, nationality, etc.).
2. Circumstances and the reasons for the visits in eating establishments.
3. The customer's mood.
4. Offer and service features.
5. The relationship between the waiting staff and the customer (Rind, Strohmetz, 2006; Saayman, 2014).

With regards to customer characteristics, Lynn (2006) claimed that men tend to give higher tips than women. However, a study by Saayman and Saayman (2015) demonstrated that women tip more often. A lot of studies confirmed a positive correlation between tipping and a person's level of income and education (Lynn, Thomas-Haysbert, 2003; Saayman, Saayman, 2015). A positive correlation was also discovered between the magnitude of the tip and the value of the bill (Lynn, McCall, 2000; Lynn, 2006), however it is important to note that in these cases the correlation mainly related to the overall paid amount, whereas the actual percentage share of the tip in relation to the overall bill was decreasing as the bill increased (Green, Meyerson, Schneider, 2003). The magnitude of the tips is also dependent upon the method of payments: payment by credit card is associated with a larger tip than when paying by cash (Garrity, Degelman, 1990; Lynn, 2006). However, the research of Karagiorgakis and Malone (2014) showed converse results, as it was concluded that tips are lower in the case of credit cards due to lower social pressure. Snyder (1976) have noticed that the magnitude of the tips per person has been shown to decrease with the size of the serviced group of customers, while the research of Lynn and McCall (2000) demonstrated that customers who regularly visited eating establishments were more inclined to leave tips than occasional customers.

Consumers' propensity to giving tips was also analyzed with regards to the behavior and appearance of the waiter. As such, it was noted that the magnitude of the tip increased due to: good service (Azar, 2005; Lynn, 2004; Lynn, Sturman, 2010), direct behavior of the waiting staff (Seiter, Weger Jr, 2013), maintaining positive relations with the customer (Seiter, 2007; Seiter, Gass, 2002), authentic kindness of the waiting staff toward the customer (Azar, 2007; Bujisic, Choi, Parsa, Krawczyk, 2013) as well as an attractive appearance and outfit (Karagiorgakis, Malone, 2014; Lynn, McCall, 2000).

Additionally, research conducted so far has confirmed that the circumstances of the visit, such as: being on holidays (Greenberg, 2014), nice weather (Crusco, Wetzel, 1984; Rind, Strohmetz, 2006), size of the city where the visit was taking place (Garrity, Degelman, 1990; Lynn, Thomas-Haysbert, 2003; Rind, Strohmetz, 2006) and positive mood of the customer (Lynn, McCall, 2000) also influence both frequency of tipping and the magnitude of the tip. Moreover, a positive correlation between the size of the tip and the consumption of alcohol with the meal was observed (Conlin, Lynn, O'Donoghue, 2003; Sánchez, 2002).

As can be seen from the above-mentioned information, the consumer behavior of giving tips is relatively often the subject of research, but mainly those research concern consumers from North America and Africa. According to the authors' knowledge, there is no detailed recognition of the behavior of tipping consumers from European countries, including Central and Eastern Europe. Also in Poland, research on consumer behavior in terms of conditions and incentives to tip in gastronomic establishments has not been implemented so far. Therefore, it seemed reasonable to undertake research on these issues. Their results could have significant cognitive (understanding the scale and determinants of the phenomenon, comparison with the behavior of consumers from other countries) and application (modification of the offer and the manner of service in catering establishments) value.

Material and methods

The study was carried out in December 2017 on a sample of 1,000 people, with the use of the CAWI method. A preliminary study was conducted on a group of 48 people. To select the respondents the quota sampling was used – the structure of the study sample was parallel to the population of Poland in terms of gender, age, education and the size of the place of residence. The characteristics of the respondents are displayed in Table 1.

Table 1. Characteristics of the respondents, N = 1,000.

Gender	Percentage	Age	Percentage
Women	52.3	18–25 years old	11.8
Men	47.7	26–35 years old	19.4
Place of residence	Percentage	36–45 years old	18.2
Countryside	38.9	46–55 years old	15.1
City up to 10K	6.0	56–65 years old	17.5
City 10–100K	26.4	66+ years old	18.0
City above 100K	28.8	Monthly income	Percentage
Education	Percentage	Up to 1,500 PLN	27.0
Primary	15.8	1,501–2,000 PLN	24.4
Vocational	26.0	2,001–2,500 PLN	18.5
Secondary	34.7	2,501–3,000 PLN	12.1
Higher	23.5	Above 3,000 PLN	18.0

Source: own research.

All of the respondents were asked about the frequency of their visits to restaurants, the frequency of tipping and their economic, social and demographic features.

Respondents who give tips (with frequency of tipping from always to occasionally, N = 868) were ask about the magnitude of tips and reasons for tipping (the 5-point Likert scale was used, where: 5 – strongly agree, 4 – agree, 3 – neither agree nor disagree, 2 –disagree, 1 – strongly disagree). Cronbach Coefficient Alpha value for tipping reasons amounted to 0.836. Descriptive statistic covered calculations of frequency, means, statistical relevance of differences among the data with the use of the chi-square test and Spearman's rank correlation coefficient. Principal component analysis was used to isolate groups of reasons for tipping (Kaiser-Meyer-Olkin measure of sampling adequacy amounted to 0.811).

Cluster analysis was carried out based on the factors that had been isolated by the PCA analysis. The k-means method was used to isolate the clusters. The number of clusters was chosen on the grounds of the dendrogram and pseudo-F and pseudo-T^2 statistics. There were 4 accurately separated clusters. Variance analysis (ANOVA) was used for formal evaluation of the final clusters with the aim of exploring any significant differences among identified segments.

The results of the study were gathered using a Microsoft Excel sheet and analyzed with the use of statistical program SAS 9.4.

Results

The analysis of frequency of giving tips showed that 29.8% of the respondents tipped during each visit to a restaurant, 19.2% did it on average once every two visits, 7% of the questioned customers tipped on average once every 3–4 visits, 30.8% of the respondents were giving tips occasionally, whereas 13.2% persons declared that they never tip. The analysis of test results based on the independence test c^2 showed that the frequency of tipping increased with age, income, education level and frequency of visits to restaurants, but it does not depend on gender and place of residence.

The analysis of tips magnitude showed that over half of the tipping customers (50.69%) stated that the size of the tips left by them was within 5–10% of the bill, lower tips were given by 28.23% of the respondents, 13.48% left amounts ranging from 11 to 15%, and the remaining 7.61% tipped larger amounts. Similarly as in the case of the frequency of tipping, the relative amount of tips increased with age, income level, frequency of visits to gastronomic establishments, the frequency of tips and, to a lesser extent, the level of education, but it did not depend on gender and place of residence.

The most important reasons for tipping were satisfaction with the service (91.6% grades 4 and 5) and favorable rating of the remaining features of the restaurants offer, mainly: meals (82.9%) and atmosphere (82.1%). A less important reason for tipping was the good mood of the customer (69.2%) and the belief that giving a tip to the waiter is the right thing to do (70.1%). All the reasons connected to the restaurants' offer, as well as the recognition the tipping as an appropriate behavior, were positively correlated with the frequency of tipping and the magnitude of the tips. As a result of the PCA analysis, the three groups of reasons (customer's satisfaction with the offer, customer's mood and customer's beliefs) that had influenced the tipping behaviors of the respondents were isolated (tab. 2).

Table 2. Importance of the reasons for tipping inclusive of frequency of tipping, the size of the tips and the results of the PCA analysis (N = 868)

Specification	Percentage of 5 and 4 grades	Frequency of tipping	The size of the tips	Factor 1	Factor 2	Factor 3
		RS*/p**				
Reasons for tipping (N = 868)				Customer's satisfaction	Customer's mood	Customer's beliefs
I tip because the place has aesthetic decor	54.3	0.231/a	0.120/a	0.872	-	
I tip because the place is clean	60.1	0.250/a	0.116/a	0.867	-	
I tip because the place has a nice atmosphere	82.1	0.292a/	0.148/a	0.838	-	
I tip because I find the dishes tasty	82.9	0.313/a	0.156/a	0.798	-	
I tip because I'm satisfied with the service	91.6	0.322/a	0.163/a	0.655	-	
I tip because the place has a high status	41.2	0.116/a	0.148/a	0.595	-	
I tip more often when I'm on holiday	44.1	b	b		0.815	
I tip more often when I'm in a good mood	69.2	b	b		0.814	
I tip more often when the weather is good	30.1	b	b		0.709	
I tip more often when I order alcohol	30.3	b	b		0.661	
I give tips because everyone does	22.5	b	b		-	0.667
I tip because I find it appropriate	70.4	0.352/a	0.114/a		-	0.514

RS* – Spearman's rank correlation coefficient, p*** – statistical significance differences: a – p<0.0001, b – lack of statistical significance (chi-square test)

Source: own research.

As a result of the cluster analysis inclusive of isolated groups of reasons for tipping, four segments of respondents were chosen. They were different in terms of reasons for tipping, frequency of visits in restaurants, frequency of tipping, the magnitude of the tips, gender, education level, income and preferences toward features of the waiting staff ($p<0.0001$), but no statistically significant differences were found due to age (p-value 0.453) and place of residence (p-value 0.264). The identified segments were named: Positive, Convinced, Satisfied with the offer and Content.

Positive (45.6%) are the people whose main motivation to tip are personal beliefs and mood, although the appeal of the place is also important. They often visit restaurants (58.4% – a few times a month or more), and often give tips (53.7% every second time or always). The tips are relatively high: nearly 25% of this group members give higher tips than 10% of the bill. Respondents from this group have secondary or lower education (78.6%) and middle or low income (81.6%). This group's representatives considered all characteristics of the waiting staff to be less important by comparison with the other respondents.

Convinced (10%) to a large extent take into account beliefs when tipping, while the place's appeal and their mood is less important. They visit restaurants frequently (54.6% a few times a month or more). They tip occasionally and usually do not exceed 10% of the bill. Over half of them (51.3%) have primary and vocational education and almost 60% have middle income. Among the analyzed features of the waiting staff, they found appearance to be more important than the other segments.

Satisfied with the offer (34%) tip consider the restaurant's offer rather than being directed by mood and beliefs. They visit restaurants the most out of all groups (58% a few times a month or more). Similarly, they tip most often (55.4% always). The magnitude of these tips is relatively large: nearly 22% of those who were satisfied gave more than 10% of the bill. The majority (63.3%) has secondary or higher education, and their income is middle or high (56.1%). This group's representatives considered all characteristics of the waiting staff to be moderately important.

Content (13%) are led predominantly by their mood when deciding upon giving a tip. They moderately care about the restaurant's offer, and their beliefs play little part in their decision-making process. They visit restaurants rather seldom (55.2% once a month or less). They tip occasionally and give usually (86%) lower than 10% of the bill. The group consists of people with secondary and higher education (67.5%) but their income is rather low (57%). All the analyzed features of the staff, except the appearance, are more important to them than for the other respondents.

Discussion and conclusions

The results of the research allow to state that both frequency of tipping and the tips magnitude increased with age, income, education level and frequency of visits to restaurants – which was similar to the results of Lynn and Thomas-Haysbert (2003), Saayman and Saayman (2015) and Lynn and McCall (2000) – but were not dependent on the place of residence and gender – which was different then the research by Lynn (2006) and Saayman and Saayman (2015). The satisfaction of restaurants' offer (including service, taste of dishes, atmosphere, appearance and cleanliness) was the main factor motivating the respondents to reward staff members by tipping. The impact of service was also stated by Azar (2005) and Lynn (2004). Good mood of the customer was another important factor, which is confirmed by the research of Lynn and McCall (2000). Also the belief that tipping is an appropriate behavior had a positive impact on the respondents tipping behaviors. Similar result was obtained in the studies undertaken by Azar (2004) and Lynn (2006, 2015). Social pressure in a little degree influenced the tipping behaviors of the respondents, although Azar (2004, 2005), Boyes, Mounts Jr. and Sowell (2004) and Saayman and Saayman (2015) proved the opposite. Consumption of alcohol was also a factor which motivated the respondents to tip, which confirms the results of the studies of Sánchez (2002) and Conlin, Lynn and O'Donoghue (2003). Nice weather and holidays also made customers more eager to spend money on tips, which confirms the observation of Rind and Strohmetz (2006) and Greenberg (2014).

The PCA analysis resulted in isolation of three groups of reasons for tipping – customers' satisfaction with the offer, customers' beliefs and customers' mood. All elements which component the satisfaction with the offer were found to be positively correlated with the frequency of tipping and the size of the tips, which reaffirms their influence on the tipping behaviors.

Cluster analysis isolated four segments of tipping respondents (Positive, Convinced, Satisfied with the offer, Content). The segment of "Satisfied with the offer" seems to be of particular interest of owners and staff of restaurants due to a number of reasons: firstly, it is comprised of consumers who frequently visit restaurants and often give tips, the value of which is quite high; secondly, the customers in this segment have middle and high incomes, which eliminates financial limitations of tipping. When it comes to the characteristics of the waiting staff, this group members valued speed of service and kindness.

It can be concluded that improvements to service quality, a kindly attitude towards the customer, a nice atmosphere in the eating establishment, as well as recognition and fulfillment of the customers' needs with regards to the menu, are the key factors that need to be taken into consideration when encouraging consumers to tip.

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Segmentacja polskich konsumentów ze względu na skłonność do dawania napiwków

Słowa kluczowe napiwki, zachowania konsumentów, restauracje, segmentacja konsumentów

Streszczenie

Celem podjętych badań było rozpoznanie kwestii dawania napiwków w restauracjach przez polskich konsumentów oraz przeprowadzenie segmentacji konsumentów bazując na powodach dawania napiwków. Badanie przeprowadzono metodą CAWI w grudniu 2017 r. na próbie 1000 osób. Do wyodrębnienia grup powodów dawania napiwków wykorzystano analizę PCA. W oparciu o wydzielone grupy czynników, metodą k-średnich, wyodrębniono segmenty konsumentów, które poddano profilowaniu. Analiza wyników pozwoliła na określenie częstotliwości i wysokości napiwków. Stwierdzono, że zadowolenie z oferty jest dla konsumentów podstawową motywacją do dania napiwku. W wyniku segmentacji wyodrębniono cztery grupy konsumentów o odmiennej charakterystyce demograficznej, społecznej, ekonomicznej i behawioralnej. Uzyskane wyniki skłaniają do wniosku, że poprawa jakości obsługi, miła atmosfera w lokalu i spełnienie oczekiwań klientów w odniesieniu do zamawianych potraw są kluczowymi czynnikami, które należy wziąć pod uwagę, aby zachęcić konsumentów do dawania napiwków.

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THE PERCEPTION OF VR OF THE TOURISTS VISITING CHOSEN CULTURAL FACILITIES IN GDAŃSK

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JEL Codes Z30, Z32, O33

Keywords VR, virtual reality, e-tourism, cultural attractions

Abstract E-tourism is meeting more and more tourists' needs these days. It is primarily connected with using the Internet as a main tool of contacting the tourist. Therefore, the aim of this study is to collect data concerning the way in which virtual space is perceived by tourists and whether or not it has a possibility of influencing the business in question in the near future. 250 tourists – 138 of whom are Polish and 123 come from abroad – visiting given cultural facilities have been subjected to analysis. The author has chosen to use a diagnostic poll method, that is a standardized survey questionnaire, prepared in Polish, English, German and Russian.

Introduction

These days, new technologies, which have a very broad reach in terms of many aspects of everyday life, start to play a more and more prominent part in our lives (Tarr, Warren, 2002). They are being used in construction, industry, transportation, communication and, finally, in tourism (Hobson, Williams, 1995; Williams, Hobson, 1995; Olearnik, 2015) whereas the latter is particularly important for this paper. Every time academic publications mention the use of new technologies in tourism, they usually associate them with IT (Guttentag, 2010). At present the influence of such technologies can be observed in hotel industry, travel agencies, heritage tourism (Mosaker, 2001) and airlines (Kalecińska, 2013), where their use can be equalled with a fast development of an industry.

Furthermore, new technologies are highly influential in terms of the development of e-tourism (Arnold, 2005; Pujol, 2011), which is a non-traditional form of tourism, the main spectrum of activity of which is the Internet and everything connected with it. Therefore, we could draw a conclusion that the development of new technologies is a basis for the development of e-tourism, and simultaneously it has prompted the increase of its influence in recent years.

Before leaving on a journey, tourists mainly make use of Internet resources and new technologies, which have appeared because of those. The function and demand for it makes us think about the way in which all of those elements directly influence a tourist and their perception.

The aim of the study is to analyze in detail the perception of VR of the tourists visiting chosen by the author cultural facilities: the Gdańsk Historical Museum, the National Museum in Gdańsk and the European Solidarity Centre. The main assumption of the analysis is based on the supposition that VR aids the development of tourism and is an important element of the communication with the tourist these days.

The following questions include the main research demands:

1. Have the tourists ever used virtual tours?
2. After using those, would they be more eager to visit a given place?
3. Do the tourists think that virtual tours are needed in tourism industry?
4. Do they use virtual tourism tools and what do they think about those?

The fact that is relatively interesting (from the researcher's perspective) is that the source literature has not yet started to deal with the perception of VR of the tourists visiting Poland.

Theoretical considerations

The noticeable increase of influence of information extraction and trade making via the Internet are one of the most prominent technological trends in tourist industry (Markiewicz, 2013). Source literature indicates on informatization being one of the most crucial factors influencing the modern development of the industry in question. Virtual reality plays an important part in this trend. In source literature, it is described as real life transferred to virtual life via computer methods (Durydiwka, Duda-Gromada, 2011). The international literature refers to virtual reality as a 3D-constructed environment, in which a virtual tourist can move around and interact with it (Guttentag, 2010). A broader definition is presented by S. Bryson (1996), who relates virtual reality to a direct interaction of a virtual tourist with virtual tourist objects. The transfer of real life into a virtual one, enriched by the above mentioned interactions, allows to construct a unique trade and marketing tool in tourist industry (Grzegorczyk, Majewski, Wróblewski, 2014; Disztinger, Schlögl, Groth, 2017; Rainoldi et al., 2018).

Source literature also presents the earlier studies regarding the subject in question. Above all, behavior of the consumers in virtual and expanded reality has been analyzed (Augument Reality). The results have indicated that the virtual reality's opportunities, which are provided to the consumers, in a positive way influence the structure of market demand (including tourist industry) and enable and make the process of decision making of a potential tourist faster (Berbeka, 2016). A different source analyzes tourists' opinions regarding virtual sightseeing, that is virtual presentation of places existing in reality (Burdea, Coiffet, 2003). The crucial point for those studies has been a declaration of websites' acquaintance by the tourists and indication of virtual tools to be used by almost all of the respondents (Stepaniuk, 2011).

Material and methods

250 tourists have been subjected to the study, 138 of whom were from Poland and 123 – from abroad. The study was being conducted from 26th June 2017 to 15th September 2017, when one can observe the increase of tourist activities in Polish cultural facilities, which is conditioned by, among other things, climate and changing weather conditions in the course of the year (Stasiak, 2011).

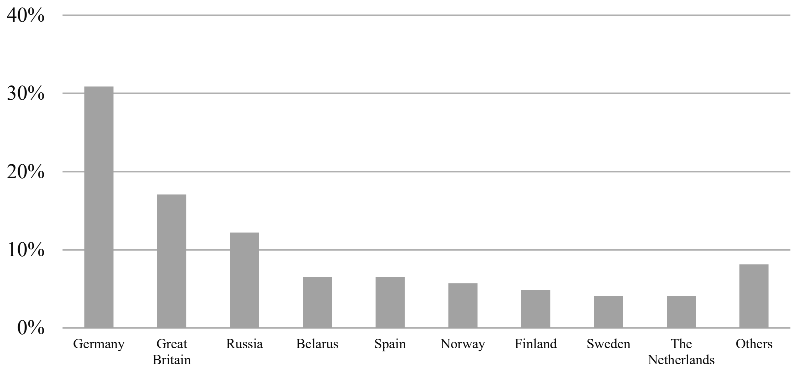

Figure 1. The percentage of foreign respondents per country

Source: own study.

In the case of the latter of the elements provided, one can notice the variety of tourists' countries of origin (fig. 1). The vast majority of the tourists visiting Poland was from Germany (more than 30% of the respondents). More than 10%, in turn, have arrived in Poland from the UK and Russia. There were less than 10% of tourists from Japan, the USA, Malta, Austria, Italy, Latvia, Slovakia, Ukraine or Luxembourg.

The age of the respondents is vital from the perspective of the study's aims (fig. 2). As one may observe, the largest group was in the age 18–24 (30%). 25% of the respondents were 25–39 years old, whereas 20% of them – 40–59 years old. The respondents of those age ranges constitute the most numerous group. The least numerous group is, on the other hand, comprised of people aged 0–17 or more than 80 (the latter constitutes less than 5% of all the respondents). As we can notice, the most numerous group is composed of people from 18 to 59 years old, who will constitute a target group for cultural facilities' offers during the following holiday seasons. It is worth mentioning that the age of the respondents can heavily influence their answers. When analyzing the issue of perception of VR, it is important to remember that people in this age range are more likely to be acquainted with technological developments in comparison to middle-aged people.

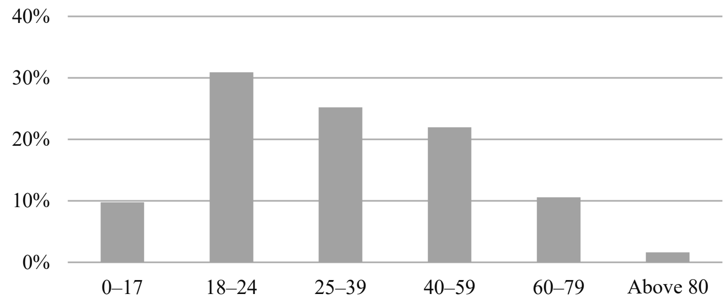

Figure 2. The percentage of the respondents both from Poland and abroad, divided according to their age.

Source: own study.

The questionnaire was based on all the elements mentioned by E. Babbie (2008) in his discussion about the structure of a research process. It was composed of questions, 90% of which were closed questions, and 10% – open, multiple choice questions. The study also used literature on the subject showing the development of VR tools in the tourism industry and its marketing.

Results

Undoubtedly, VR starts to play an important role in tourism and in the future, its development will condition the e-tourism's place on the market along with all of those tools, which are based on the newest technologies. Therefore, there was included a question in the questionnaire, very important from the author's perspective, which allowed one to measure whether the tourists visiting given cultural facilities have ever used virtual tours (fig. 3).

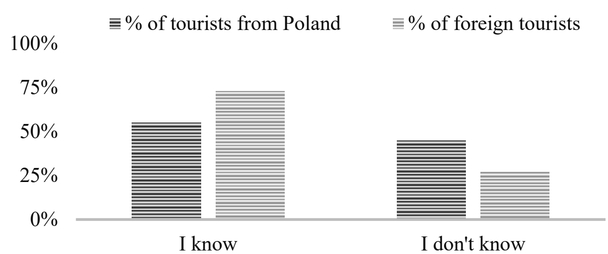

Figure 3. Knowledge of virtual tours, according to the tourists taking part in the survey

Source: own study.

There is a relatively small dominance of Polish tourists (55%) when it comes to people who have used virtual tours in the past. The results concerning tourists from abroad look somewhat different, as 73% of the respondents provided an affirmative answer. When analyzing this part of the study, one can observe that both virtual tours, in the case of the tourists from Poland and those from abroad, constitute an important factor influencing their perception of VR.

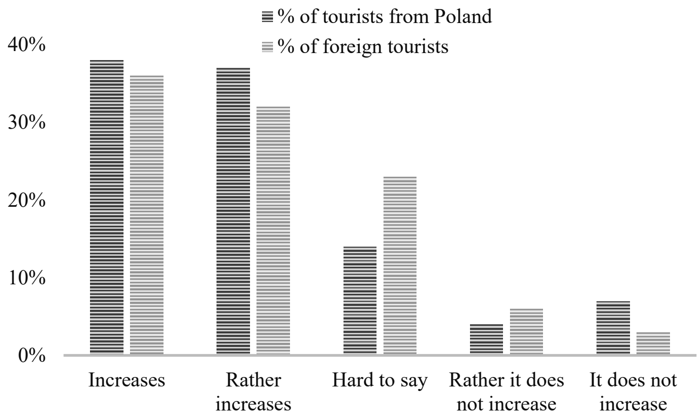

Figure 4. The increase of motivation to visit a given place after taking a virtual "trip", according to the tourists taking part in the survey

Source: own study.

The next question included in the questionnaire is treated by the author as a leading question, which allows people who have had contact with virtual tours to express their opinion by describing their motives for visiting a particular place. Therefore, the following question was included in the questionnaire: "Would you be more eager to visit a certain place after having a virtual tour?" (fig. 4).

Basing our assumptions on the results of the study, it can be stated that a vast majority of the respondents, both from Poland and abroad, have provided an affirmative answer, claiming that after a virtual tour they would more likely visit a certain place (2/3 of the respondents). The least numerous group were the people who stated that virtual tours do not influence or rather do not influence their eagerness to visit a certain place. Also, a small proportion of the respondents were not able to indicate whether virtual tourism affects their interest in visiting an actual place, or not (12% tourists from Poland and 20% tourists from abroad gave that answer).

When analyzing the issue of the VR's perception of the tourists, it was vital to note the needs of studying the group (fig. 5). The term 'need' here means the motivational force that prompts one to a certain activity which leads to change of undesired circumstances they find themselves in. This definition of the term "need" is provided by, among others, Abraham Maslow (2009) and Leon Niebrzydowski (1999).

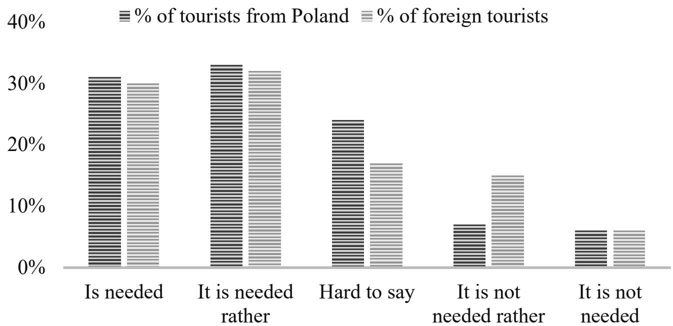

Figure 5. Number of tourists who stated the importance and need for virtual sightseeing

Source: own study.

As the gained data confirms, the majority of tourists, both from Poland and abroad, believe that virtual sightseeing is either needed or rather needed (approximately 60% in both groups). Drawing upon the notion of the "need, one must conclude that virtual sightseeing is perceived as an important element supporting museums and the whole tourism industry. As a matter of fact, the role of modern technology is essential when it comes to shaping the right type of behavior among various visitors".

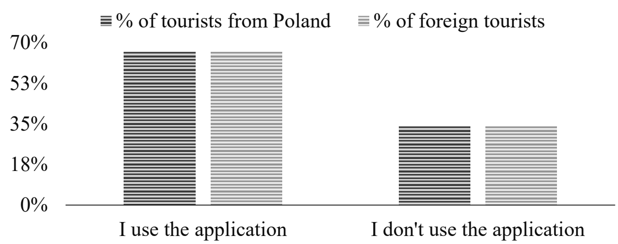

Figure 6. A percentage comparison of tourists' using the Google Street application before the actual journey

Source: own study.

In one of the surveys people were asked whether they use Google Street before travelling to a given place (fig. 6). As the survey revealed, a large percentage of interviewees from Poland uses the application before actually going to and reaching their destination. Similar results were gained among tourists from abroad. A negative response was given by one third of the respondents. Therefore, one may conclude that Google Street is indeed an important tool that is being used by various tourists who travel round Poland.

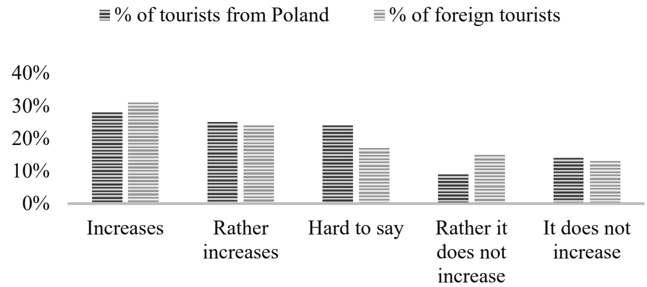

Figure 7. The results of the study devoted to the issue of feeling safer after using the Google Street application

Source: own study.

Another question that was asked may be seen as the key one. That is, whether "visiting" and seeing a place via Google Street assures the tourists of their safety when visiting cultural institutions in a country (fig. 7). The analysis of those results lets us attest that a relatively big number of people points at the usefulness of the Google Street application when it comes to strengthening their feelings of safety before the actual journey. Such an answer was given by 30% of tourists from abroad and slightly above 25% of Polish tourists. As regards the latter group, one may notice similar percentages in such responses as "rather yes" or "difficult to say". The least popular choice was the one stating the disutility of the application before our journey.

Figure 8. The number of tourists who came into contact with googles used for "entering" the virtual reality

Source: own study.

Google Street is certainly an essential part and tool in the development of e-tourism. Hence, it is self-evident that its usage may determine how a place is virtually perceived by tourists both from home and abroad. All the study groups were asked whether they had any contact with similar tools (fig. 8). As can be seen in the material presented, there is a certain disparity when it comes to both groups. In the case of tourists from abroad, almost 60% of the respondents has had some sort of contact with such a tool, whereas Polish tourists constitute a small number. Such a result may be due to the countries' respective economies, that is, they mainly come from stronger, western economies.

Discussion

In the last few years, issues connected with the influence of virtual space on various human activities have been brought up in world literature. On the other hand, in Poland this issue seems relatively new, discussed mostly in specialist literature which deals with technological implications of virtual tools. In comparison to West-European literature, the investigated aspect is rarely referred to in connection to tourism industry. Therefore, in Polish journals, one may notice a complete lack of publications regarding the topic of VR in tourism and this lacuna should be filled in the next few years (Kečkeš, Tomičić, 2017). The research carried out ought to cover not only mobile operational systems (the base of VR) (Kounavis, Kasimati, Zamani, 2012), but also open up new contexts in the developing tourism industry. Even though the industry is beginning to function in virtual space, it is also experienced by the tourists (Włodarczyk, 2009).

One needs to highlight that in source literature virtual tourism is more often defined as a chance to pass on information regarding cultural heritage in a simulated world (Guerra, Pinto, Beato, 2015), the world that is not limited as it is in the case of traditional tourist activities. There are no geographical, social or economic barriers in such a world. This chance lets cultural institutions use their own tools in order to provide the best touristic offer and to extend their services so that the contact with a potential tourist is much easier. One example of such a procedure may be the virtual journey through Palace of Regaleria (Adrião, 2013), a Portuguese residence which is one of the World Heritage sites.

Another significant issue is examining the virtual space in tourism itself, its implications and perspectives for future development. The definition of "touristic space" is perceived in various ways, depending on the individual needs of a concrete author. What is more, the changes that are taking place in the modern world require us to alter the existing definitions, to extend them and to include other aspects, such as touristic activity in the virtual world. This particular aspect could greatly influence the perception of the whole touristic space, which is investigated by a number of disciplines, one of them being geography (Wendt, 2011; Ilieş, Wendt, 2015).

One cannot help but notice a certain shortage of studies devoted to the tourists' perception of virtual space. When examining the source literature, the author came upon but one publication that explicitly referred to the issue discussed in this work. However, the author of the publication places virtual reality in tourism, taking into account only its economic aspects. He overlooks the social ones completely (Howell, Hadwick, 2017).

It seems that the studies of virtual space and tourism showed the need to develop more tools which may be used by numerous tourists visiting cultural institutions. Such a need arises from the popularity of Google tools and the Google Street application which, beyond any doubt, contribute to the feeling of security/safety before leaving for one's destination.

Conclusions

As can be deduced from the literature, VR, initiated at the end of the last century, has undergone significant evolution in the last ten years. It has moved from the category of niche tools and tourism to the classic marketing tools of the largest museums and historical tourism facilities as well as heritage tourism. VR is nowadays present as one of the essential elements of marketing and planning and selection of a tourist destination.

Based on the tests carried out, several regularities can be confirmed. Today, a significant percentage of visitors know and use virtual journeys. Traveling in the VR version affects the potential decisions related to the choice of destination. The view of the objects visited in Virtual Reality is one of the factors determining the tourists' visit in the actual tourist trip. It can be assumed that at this stage of the development of VR techniques virtual touring is already an indispensable element in the touristic industry and will influence its development. As is clear from the research carried out, a relatively large group of people not only knows but in practice uses VR tools both in marketing of tourist facilities and in planning of tourist trips.

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Percepcja przestrzeni wirtualnej przez turystów odwiedzających wybrane instytucje kultury w Gdańsku

Słowa kluczowe

VR, rzeczywistość wirtualna, e-turystyka, walory kulturowe

Streszczenie

E-turystyka zaspokaja w ostatnich latach coraz więcej potrzeb turystycznych. Związana jest ona przede wszystkim z wykorzystaniem internetu jako głównego narzędzia kontaktu z turystą. Dlatego za cel badań przyjęto uzyskanie informacji jak przestrzeń wirtualna postrzegana jest przez turystów i czy ma ona szansę wpłynąć na analizowaną branżę w perspektywie niedalekiej przyszłości. Badaniem objęto łącznie 250 turystów odwiedzających wybrane instytucje kultury, z czego 138 pochodziło z Polski, zaś 123 przyjechało z zagranicy. W pracy posłużono się metodą sondażu diagnostycznego w postaci zestandaryzowanej ankiety sporządzonej przez autora w języku polskim, angielskim, niemieckim i rosyjskim.

THE USE OF CULTURAL INSTITUTIONS IN TOURISM AS AN INCENTIVE FOR LOCAL DEVELOPMENT – THE CASE OF NATIONAL MUSEUM IN WROCŁAW

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JEL Codes O31. Z19. Z32

Keywords cultural institution. cultural tourism. creative sector. local development

Abstract The purpose of writing the article was to indicate the possibility of using a cultural institution on the tourism market as an incentive for local development and to evaluate the selected cultural institution from the perspective of a creative entity. The National Museum in Wrocław (NM) was selected for the study. The analysis of Polish and foreign subject literature, as well as the secondary sources from the selected cultural institution, was used as the research method. In addition, the data collected during free-form interviews with the management of the analyzed entity were also used. A synthesis, which allowed developing the authors' own characteristics of the museum as a creative entity, was also applied. Among them, special attention was paid to the entity's website activity. The research results presented in the article indicate that NM meets the criteria of the creative sector entity and thus acts as an incentive for local development. However, its development as a creative institution encounters barriers, primarily of legal, financial and political nature.

Introduction

The problems presented in the article reflect the scientific discussion on the role of culture and cultural tourism in local development. In Polish economic literature, cultural heritage and cultural institutions have been the subject of research since the beginning of the 21st century (e.g. Gutowska, 2000), predominantly in terms of financing culture as well as the problems related to managing cultural goods and influencing cultural policy. However, only few publications at that time approached culture as the factor having impact on the area development (Szomburg, 2002). Currently, the research covering these problems has been intensified by the following authors: Florida, Mellander and Stolarick (2008), Landry (2008), Throsby (2001), Towse (2010).

The purpose of writing the article was to indicate the possibility of using a cultural institution on the tourism market as an incentive for local development and to assess the selected cultural institution from the perspective of a creative entity. The discussion does not include issues which have already been identified and extensively characterized, i.e. referring to mutual relations between culture and tourism (e.g. Przecławski, 1996; Kowalczyk, 2008; Buczkowska, 2008; von Rohrscheidt, 2010). The research conducted by the cited authors show that cultural institutions create the tourism potential of tourist destinations, however, as MacDonald and Jolliffe (2003, pp. 307–322) observe, culture can play the role of a factor which strongly stimulates tourism development on condition that the cultural potential is appropriately recognized and adequately used. In turn, cultural entities represent an important resource in the area of tourists' interest and, as a result, it is possible to develop these institutions.

The research method used in the article was the analysis of Polish and foreign subject literature as well as the secondary sources originating from financial statements and factual reports issued by the museum and also from the free-form interviews with the management of the analyzed cultural institution. In addition, a synthesis was used, which allowed developing the author's own characteristics based on 11 adopted criteria of the museum as a creative entity. Among them, special attention was paid to the entity's website activity. In the course of the conducted research 10 criteria were defined to evaluate the website as the source of providing information, education, developing relations with the environment, sales and promotion. In the process of its quantification a comparative analysis of the chosen museum with the museums located in Poland and abroad was carried out. The research covers the National Museum in Wrocław, which resulted from certain specific considerations. In the Lower Silesian voivodeship, one of the most abundant in museums region of Poland, Wrocław as the destination of approximately 37% of all tourists visiting this voivodeship, plays an exceptional role (Biostat, 2015, p. 19). There are about 30 museums here, however NM is the largest institution of this kind and also one of the most important tourist attractions of the city (according to Kruczek's research (2016, pp. 27–28) it was ranked the 10th among the most frequently visited museums in Poland). The data from the period 2014–2017 were used in the research.

The importance of cultural institutions in local development in the light of economic theory

The article does not quote numerous examples of the existing relationships between tourism and local development. as they have already been extensively discussed in economic literature (e.g. Sharpley, Telfer, 2002, p. 63; Nawrocka, 2011, pp. 25–40; Kosmaczewska, 2013, Balińska, 2016, p. 35). The authors focused on the role of cultural institutions in local development, which is definitely less often covered in Polish literature. In the second half of the 1980's, a significant role of culture in creating both economic and developmental potential of other sectors was noticed, along with the socio-economic revival of areas (primarily in the Scandinavian countries) (Bayliss, 2004, pp. 5–28). It gave grounds for the development of cultural economics. The theoretical basis was provided by the studies of Galbraith *The Liberal Hour* published in 1960 as well as Baumol and Bowen *Performing Arts: The Economic Dilemma* from 1966 (Throsby, 2001, p. 4). The development of research in the field of cultural economics resulted in initiating statistical research in this area, aimed at e.g. estimating the benefits of cultural sector for the national economy. The analyses conducted by Myerscough (1988) showed that in the United Kingdom they presented the level of GBP 3.92 billion in 1985. The studies covering the cultural sector apply the research approaches relevant mainly to the economy of prosperity and the broadly presented institutional economics (in particular the theory of public choice and new institutional economics).

The imperfections of the neoclassical theory of growth, which assumed that exogenous factors are of key importance in the economic development of areas, caused in the 80's and 90's of the 20th century the development of the theories taking into account endogenous resources. In accordance with the concept of endogenous growth, the development of a given area is primarily associated with taking advantage of its potential (Balińska, 2016, p. 35). Local development is the effect of complex transformations related to the conditions in which economic units are functioning and to the living standards of the population, which result in a sustainable growth of the level and quality of life of the residents as well as higher economic potential (Łaźniewska, 2012, p. 8). It can be stated that local development is a process depending to a large extent on the awareness level of the local community deciding about its own future. through initiating multidirectional projects, which genuinely lead to territorial development (Brol, 1998, pp. 12–13). Among the factors of the discussed development Wojtasiewicz (1997, pp. 7–18) distinguishes, among others, both culture and economic traditions of the area as well as the attractiveness of the place (e.g. tourism development opportunities). In this context, it is worth emphasizing that socio-economic development brought about by cultural tourism remains inseparable from the creation and distribution of tourist products (Łazarek, 2004, p. 30, Szczepanowski, 2015, p. 128). Various interpretations of tourist products, including the culture oriented ones, can be found in the subject literature – from the perspective highlighting primarily the economic potential in terms of income generating opportunities (Medlik, 1995, p. 243) ending with a multi-faceted approach to the product, according to which cultural institutions or cultural events are recognized as products (Małek, 2003, p. 21). Within the framework of such a broad understanding of a cultural product the development of a given place identity and the promotional potential of a region can be adopted as the respective determinants (Gołuchowski, Spyra, 2014, p. 35). Niemczyk and Seweryn (2015, p. 11) emphasize that a museum object is also recognized in the subject literature as both the core of a museum tourist product and as a component of the actual product or the one extended for the benefit of other forms of cultural tourism. Within the marketing concept adopted by the authors, a product represents the most important element determining the development of cultural tourism. The authors of the article assumed that the core of the described National Museum product is both cognition and satisfaction. The basic product in this case includes as follows: attractive seat of the main building and the seats of its divisions, museum brand, high standard of customer service, well-educated museum guides, convenient opening hours, car parks, printed guidebooks in various language versions, audio guides, book publications related to the object, interesting temporary exhibitions. In this case, the enlarged product consists of: interesting educational, scientific and cultural projects, souvenir and book stores in every museum seat, on-line booking. A museum, as a product, has the character of a diverse and comprehensive offer constituting the product of cultural tourism.

It should be observed that, in a wider perspective, all cultural institutions operating in Wrocław create a specific cultural product, being an element of the cultural product of Wrocław, which contributes to the development of cultural tourism, and thus to local development, however, under the condition that the product structure is adjusted to the contemporary expectations of visitors remains more cosmopolitan and eclectic in its modes of cultural consumption (Scott, 2004, pp. 461–482) and is supported by the implementation of a suitably tailored cultural policy carried out by the local authorities (Scott, 2004, pp. 461–482).

One of the local development directions can take the form of information society, knowledge-based economy or creative city development. The theoretical basis of the research covering socio-economic development based on creativity is established on the following concepts: the creative sector, the economy of experience, Florida's creative class and the vision of Landry's creative cities.

Creativity – the creative sector – the creative sector entity

Creativity has become a significant research problem relatively recently and the interest in this factor is important because of its potentially positive impact on local economic development. In recent years, the idea of creativity playing both positive and significant role in this development has gained popularity (Florida, Mellander, Stolarick, 2008, pp. 615–649; European Commission, 2010; UNESCO, UNDP, 2013; Dziedzic, 2014, pp. 227–240). Creativity, as a multi-faceted concept, is defined in various ways. The authors most frequently emphasize: (1) the essence (in economic perspective) – economic good produced by the human mind, the source of which is the historical heritage related to the place and/or the community (e.g. Santagata, 2002, pp. 9–11); (2) creativity as a trait of the human mind, including abilities/skills − Florida (2002, p. 31) defines it as the ability to synthesize; (3) the process associated with imagining and creating new ideas, products or ways of interpreting the world (e.g. UNESCO, UNDP, 2013, p. 16); (4) a multi-faceted factor – a complex system characterized by various aspects and elements (e.g. Cerisola, 2018, pp. 199–215). Creativity is the foundation of creative economy and contributes to the development of creative industries (sectors) the essence of which is the ability to create intellectual property. The creative sector (industry) is characterized by creative activity made up of the following components: services, contents, experiences and creative people (Ecorys, 2009, p. 22). Their functioning within culture includes lateral thinking, favorable environment and artistic abilities (KEA European Affairs, 2006). The diverse institutional structure of this sector is created by micro-enterprises (entities representing private, public and non-profit sectors) oriented towards lifestyle or recreation and international media corporations. Based on the activity area, apart from advertising agencies and public opinion research institutes, museums are also included in this sector (see Dziedzic, 2014; KEA European

Affairs, 2006). Even though the creative sector is internally diversified, its general attributes can be distinguished. Namyślak (2014, pp. 153–176) provided their description defining seven main characteristics of the creative sector and emphasizing that the process of value creation is based on intellectual, artistic and scientific contribution. She also identified difficulties in estimating the value of these sector products resulting from the elusiveness of some components and the effects of activities. Other authors have also attempted to define indicators of infrastructure monitoring in terms of the creative sector development, e.g. for museums the following were adopted: number of museum lessons, temporary and permanent exhibitions, number of museums providing active websites (Gołuchowski & Spyra, 2014, p. 76).

Statistical studies assessing the creative sector impact on the economy cover all entities representing various industries, which differ in the degree of creativity. Therefore the authors attempted defining major criteria for studying museum's creativity level and – referring to the listed subject literature – the following were identified: applying the concept of project management – in cooperation with other institutions; ongoing improvement in human resources productivity; conducting research to determine the needs of residents and tourists; developing educational programs addressed to various groups of recipients; functioning in many fields, e.g. running a cafe, a bookstore, space rental; interactive website and social media; using modern exhibition equipment, including for persons with disabilities; stimulating local community for action, also through volunteering, internships, creating civic groups; initiating and organizing meetings of local leaders and developing local partnership; active participation in local events; openness and tolerance in promoting multicultural values.

National Museum in Wrocław as the creative sector entity

The museum is a non-commercial cultural institution whose objective is to gather collections, compile them and disseminate basic cultural values (Ustawa, 1996). The NM was established in 1947 and since 2006 its Organizers are: the Ministry of Culture and National Heritage (MC&NH) and the Marshal's Office of the Lower Silesian Voivodeship (MOLSV). The NM functions on the basis of: the Act on museums (Ustawa, 1996), the Act on organizing and running cultural activity (Ustawa, 1991), the agreement signed between MC&NH and MOLSV, and the museum statute. Apart from its headquarters, the NM has 3 divisions in the city area: the Ethnographic Museum, Racławice Panorama and the Four Domes Pavilion – the Museum of Contemporary Art. The museum statutory tasks include the storage of collected relicts, their conservation and sharing for scientific purposes, performing educational and publishing activities, the organization of exhibitions, conducting scientific research. The sources of financing the aforementioned activities are: subsidies from MC&NH, revenues from admission tickets, tourist services, property rental, funds received from natural and legal persons, as well as additional business activities, such as conservation of artworks for external entities, selling publications, souvenirs, organizing conferences, artistic events, transport and advertising services. The profitability of this activity is also determined by certain specific costs. It is related to the costs of specialist, certified collaterals of collections resulting from their additional insurance and the need to employ highly qualified staff. The NM, aiming at meeting the creative economy challenges and the requirements of modern visitors, has to apply innovative technologies and forms of communication in order to function as an attraction inspiring for creative action. A creative museum uses a coherent composition of numerous incentives, includes visitors in a dialogue and offers a diverse cultural offer (tab. 1).

Table 1. The statistics of core activities and attendance in the years 2014–2017

No.	Specification	2014	2015	2016	2017
1.	Number of permanent exhibitions	14	13	13	12
2.	Number of temporary exhibitions	39	43	30	27
3.	Number of museum lessons	1,353	1,367	1,608	1,910
4.	Total number of visitors	441,883	469,190	588,612	605,133

Source: authors' compilation based on the NM's Factual Reports in 2014–2017.

The analyzed period was characterized by an increasing total number of cultural events in 2017 by approx. 7% against 2014. A similar number of permanent exhibitions, a tendency to reduce the number of temporary exhibitions and to increase the number of museum lessons was recorded. It results from three aspects: more frequent temporary exhibitions were found to be ineffective, just like modifications of the already arranged permanent exhibitions, whereas an increase in museum lessons is a response to changes in the expectations of the environment. They take the form of lectures and workshops for various groups of visitors to encourage their involvement in the consumption of cultural goods, to develop preferences for contact with art and to inspire creative action. Having analyzed the increase in attendance, it was observed that it had gone up by approx. 37% in the years 2014–2017. It can be concluded that the number of events organized by a museum is manifested in an increase in the number of visitors. Higher attendance may also result from museums using innovative solutions and modern forms of activities appropriate for the creative sector. Their implementation level was evaluated based on the criteria adopted in the theoretical part (tab. 2).

Table 2. Evaluation of a museum as a creative entity

Criterion	Rating	Description/Justification
Application of project management concepts	6	Cooperation with other museums in Poland, Germany, USA and China
Ongoing increase in the productivity of human resources	6	The growing trend, in 2014–2017 an increase of 82% was observed (the resource productivity index was calculated as the ratio of the sum of own and other revenues, apart from the organizers' subsidies, to the number of employees)
Conducting research	6	The research covering cultural heritage
Informational and educational programs	6	Diversified and extensive offer (meeting for senior citizens, holidays for children, lectures in English for foreigners, workshops for families)
Broad spectrum of activities	6	Abundant commercial offer (e.g. each division offering gastronomy services, a museum store and space rental)
Interactive website	5	Poorer interactive website and the level of new media application
Modern exhibition equipment	5	Slightly outdated equipment in the Ethnographic Museum

Criterion	Rating	Description/Justification
Consolidation of the local environment	6	Internships, volunteering, competitions with prizes, other forms of encouragement (incentives to get involved for the museum in exchange for special privileges – the Museum Friend status, supporting the activities of the National Museum Lovers Association)
Developing a local partnership	6	Initiating and organizing meetings of local leaders, e.g. school head teachers, museologists
Participation in local events	6	Participation in the annual Night of Museums, the events of the European Capital of Culture in 2016
Openness and tolerance	6	Promoting multicultural values, e.g. the exhibition: 'Wrocław's Europe' exposing the multicultural colorfulness of Wrocław

Note: rating scale from 1 to 6 was applied, where 6 is the highest grade.

Source: own compilation based on: Dziedzic (2014), pp. 227–240; Florida Mellander, Stolarick (2008), pp. 615–649; Gołuchowski, Spyra (2014), p. 76; Namyślak (2014), pp. 153–176; own observations on the site and the analysis of the National Museum's Factual Reports in the years 2014–2017.

Analyzing the activities performed by the NM as a creative entity, it was found that it meets the respective requirements at the level of 98%. However, certain improvements can be suggested, such as investing in modern exhibition equipment for the Ethnographic Museum or wider use of the new media, e.g. webcams. Due to recognizing an interactive website as one of the most important attributes of the creative sector entity (Gołuchowski, Spyra, 2014), further research was carried out to evaluate its functionality using a comparative analysis (tab. 3).

Table 3. Evaluation of websites of the selected National Museums

Evaluation criterion	Wrocław	Warsaw	Poznań	Cracow	Prague	Dresden	Berlin
1. Factual content/ contact details	6	6	5 incomplete information. full data must be searched for	6	5 incomplete information. full data must be searched for	6	6
2. Presentation form	6	5 dominance of color and graphics over the content	3 very poor readability	6	4 very poor graphics	6	5 poor graphics
3. Division of content into various groups of visitors	6	6	5 incomplete division	6	5 incomplete division	0 no division	6
4. Availability of information in foreign languages	3 1 foreign language	3 1 foreign language	3 1 foreign language	3 1 foreign language	3 1 foreign language	6 10 foreign languages for general information and 1 for detailed information	3 1 foreign language
5. Internal navigation	6	6	6	6	6	6	6
6. Online booking and admission ticket purchase	6	6	0 none	6	6	6	6

Evaluation criterion	Wrocław	Warsaw	Poznań	Cracow	Prague	Dresden	Berlin
7. Sales through website	6	6	5 no search engine for offer selection	6	6	6	6
8. Media	5 no virtual tours	6	3 no multime-dia and virtual tours	5 few multi-media	4 no virtual tours. few multimedia	4 very few multimedia	6
9. Interactive website /social media (SM)	5 newsletter. link to SM	5 newsletter. link to SM	4 only the possibility to register for the newsletter	4 only the possibility to register for the newsletter	0 none	4 only the possibility to register for the newsletter	6 newsletter. link to SM. the possibi-lity to ask the research questions
10. Reputation building (information about certificates. prizes. awards. etc)	6	0	0	6	0	0	0
Average website rating	5.5	4.9	3.4	5.4	3.9	4.4	4.9

Notes: Rating scale from 1 to 6, where 1 is the lowest grade; the names of cities refer to National Museums in these cities, but in Dresden – the Staatliche Kunstsammlungen Museum and in Berlin – the Bodemuseum museum.

Source: authors' compilation.

A widespread of rating of museum websites can be the evidence of their varied level of meeting the creativity criteria. The NM received the best overall evaluation (in accordance with the adopted criteria). However, the following aspects can be considered: increasing website interaction forms (like in Bodemuseum in Berlin) and e.g. wider usage of multimedia applications, such as virtual tours, as well as providing information in German or Czech due to the geographical location, institutional profile and the nature of tourist traffic. An important advantage of the analyzed museum website is its interactivity and social media. The website rating in this respect was performed using the number of entries and the number of fans in social media (tab. 4).

Table 4. Social media and the museum website

Data/year	2014	2015	2016	2017
Number of website entries	296,606	317,565	414,884	501,805
Facebook – number of fans	12,965	15,495	22,107	28,015
Twitter – number of viewers	520	760	957	1,109
Instagram – number of fans	none	720	3,099	5,655

Source: authors' compilation based on data collected from the NM.

The NM's website is gaining popularity and its activity in social media results in an increasing interest shown by its visitors each year. Initiating modern information channels for contact with the environment confirms the institution's focus on modern lifestyle trends and the creativity of people employed in the analyzed entity.

Conclusions

The expansion of media changing the relationship between tourism and economy, as well as the emergence of creative industries, have changed the importance of culture for the economy. The research results presented in the article indicate that the NM meets the criteria of the creative sector entity, and thus stimulates local development, in particular through:

- recognition, dissemination and preservation of cultural heritage and its better use for tourism purposes,
- the development of cultural tourism (an increasingly important tourist attraction of the city and higher attendance each consecutive year),
- higher income of the institution employees, residents and the city budget related to the development of cultural tourism,
- increase in the competences of tourists and residents essential to participate in culture,
- social and intellectual capital development, resulting from participation in culture, which can stimulate innovation of other economy sectors in both economic and social dimension.

The NM also creates a positive image of the city, which may affect the development of tourism, attracting investors and improving the residents' quality of life.

However, the development of the NM as a creative entity encounters barriers, primarily of legal (e.g. carrying out the statutory non-commercial mission), financial (e.g. high costs and low subsidies) and political nature (e.g. cultural policies).

Finally, it should be highlighted that there are methodological gaps in the research of the creative sector, e.g. the absence of the commonly accepted indicator set to monitor its development. The article presents the authors' own set of criteria to measure creativity of the analyzed entity, however, it is just the first attempt to measure such important characteristics and it requires further studies.

The developing cultural tourism plays an increasingly important role in the regional socio-economic development (Loukaitou-Sideris, Soureli, 2011, p. 19).

However, although in recent decades many countries have based their development not so much on the industry as on the creative branches and the culture oriented sector, the issue of culture influence on local development still remains a new subject matter, requiring more extensive reflection and research (Scott, 2004, pp. 461–482).

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Wykorzystanie instytucji kultury w turystyce jako stymulatora rozwoju lokalnego na przykładzie Muzeum Narodowego we Wrocławiu

Słowa kluczowe instytucja kultury, turystyka kulturowa, sektor kreatywny, rozwój lokalny

Streszczenie Celem autorów artykułu jest wskazanie możliwości wykorzystania instytucji kultury na rynku turystycznym jako stymulatora rozwoju lokalnego i oceny wybranej instytucji kultury z perspektywy podmiotu kreatywnego. Do badania wybrano Muzeum Narodowe we Wrocławiu (NM). Jako metodę badawczą zastosowano analizę literatury polskiej i zagranicznej oraz źródeł wtórnych pochodzących z wybranej instytucji kultury. Wykorzystano również dane z wywiadów swobodnych z kierownictwem badanej jednostki i zastosowano syntezę, która pozwoliła na opracowanie autorskich cech muzeum jako podmiotu kreatywnego, wśród których szczególną uwagę zwrócono na aktywność strony internetowej. Przedstawione w artykule wyniki badań wskazują, że NM spełnia kryteria podmiotu sektora kreatywnego i tym samym stymuluje rozwój lokalny. Jego rozwój jako podmiotu kreatywnego napotyka jednak na bariery, głównie natury prawnej, finansowej oraz politycznej.