

CZECH HOSPITALITY

and

TOURISM PAPERS

Volume X.

Issue 23/2014

Czech Hospitality and Tourism Papers (hereinafter CHTP Journal), publishes mainly scientific and survey papers focusing on the development of theoretical and practical aspects of the hotel and spa industry, gastronomy and tourism. Papers are published in English language.

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SCIENTIFIC PAPERS

Dominika Sedláková, Eva Heřmanová, Jarmila Indrová

TOURIST CARD AS A TOOL OF DESTINATION MANAGEMENT (COMPARISON OF SITUATION IN THE CZECH REPUBLIC AND ABROAD)

***Abstract:** While projects of tourist and adventure cards are routinely used in developed countries, in the Czech Republic can be found in this area, yet only a limited number of such products on offer. This paper outlines the situation in the use of tourist cards in the Czech Republic in comparison with other countries, based on the benchmarking of selected Czech tourist cards and on discussion of these cards currently in force in the Slovak Republic, the Federal Republic of Germany, Austria, Switzerland and the Netherlands. At the end this paper tries to formulate recommendations for improving the situation in the Czech Republic.*

***Key words:** benchmarking, destination management, tourist card*

***JEL Classification:** L83*

Introduction

During the past few years, it can be observed even in the Czech Republic a growing trend of offer of tourist cards, which are similar to *the multifunctional city cards* for residents, implemented within the framework of municipal marketing by the relevant local authorities (Pilsen Card, 2004; Prague Opencard, 2006; Bratislava City Card, 2009; CITY Card /formerly OPUSCARD/ in Liberec, 2013 etc.). Although these multifunctional city cards are primarily intended for residents, to which they offer an advantageous offer of public services, created “tailored”, discounts at partner organizations or the function of an electronic ticket and wallet, in case of interest they can be used even by non-residents, e.g. by participants in the long-term tourism. In contrast, *the tourist city cards and destination cards* (also experiential cards, visitor, tourist, discount cards or guest cards) are primarily aimed at tourists, to which they offer a selected combination of primary and secondary products of the given tourist destination, i.e. partly natural, cultural, historical and social

attractiveness and also the possibility of preferential use of public transport, accommodation and food services, parking, buying souvenirs, rent of sports equipment, beauty and wellness services and other products (guided nature tours, city tours, cruises, etc.). The key success factors for each tourist card include not only the attractiveness itself of the place or region, but also the choice of services offered by the card, diversified range of attractions, or even lesser known places, the choice of cooperating entities, the overall level of discounts, clever marketing, cards distribution method and information campaign allowing these cards came to the attention of potential candidates.

Materials and Methods

The article is based on the collection, compilation and evaluation of information from professional texts and primary literature related to the given problems [1], [6], [7], [16] and from several final theses [2], [3], [9], [11], [13], [15]. Data from specialized web portals [4], [12], [14] and the relevant websites of the individual tourist cards or destinations were also used and compared. The core of the paper is then the use of benchmarking method on the example of selected Czech and foreign tourist city cards, on the basis of which both the basic findings and recommendations for further use of this tool of support for tourism are formulated.

According to the types of financial flows, several basic types of tourist cards exist: *discount cards* that provide reduced price of entries and services, where relevant institutions provide discounts at their own expense, without financial compensation; *all-inclusive cards*, allowing to use certain services at participating providers totally free, these providers then receive some financial compensation; *combined card type*, i.e. the combination of both of the above forms; *free cards* that are provided - unlike previous cards - completely free of charge, allowing the use of subsidized services, without the right to financial compensation with their providers; *cards with a limited number of users*, i.e. a number of tourist cards known and limited in advance, where service providers receive a lump sum compensation for loss of earnings. [1]

In addition to its territorial application, tourist cards differ in period of time (year-round, seasonal, summer, winter, one-day, multi-day), the amount of rebates and refunds of partners of the cards, (im)possibility of repeated entries into specific attractions, (not)portability to other persons, price, number of offered variants of the product (baby card, card for adults, family card), number of attractions and services on offer, promotion or distribution method, manner of payment (cash, bank transfer), etc.

Significant difference between *the city and destination* (regional) tourist cards is different content structure of menu. In the former, it is primarily about discount on admission fee to cultural and historical attractions located in the city or in its vicinity, which are

complemented by a range of services from the field of accommodation, food, culture and sometimes public transport. At the regional tourist cards, rather offer of special sports (winter sports, biking, paintball, hiking, relaxation, wellness, animation and educational programs) dominates. The city and tourist destination cards usually differ in the duration, which either targets on a short-term tourism (2-5 days) or long-term and return tourism (several months to a year).

From a theoretical point of view, tourist discount card can be considered as an instrument of destination management, i.e. a jointly created and offered product of destination in the form of subsidized service package. It can also be seen as the networking or precursor of making territorial clusters in tourism, such as free advertising, in its way, as well as the marketing tool enabling to address the target groups of visitors. Last but not least, the most technologically advanced tourist cards can be seen as a useful means to collect statistical data (data mining) on the movement of visitors, the entries that they realized, and the services that they used in the place or region of residence. [12]

Results

An outline of the situation in the Czech Republic and abroad

The first tourist card - *Prague Card* - was created in the Czech Republic already in 1991; then another in 1993 - *Harrachov Card*; the first wave of a larger number of tourist cards falls within the period 2003-2007, the second wave can be observed in the period 2001-2013. The current regional distribution of currently operating tourist cards is relatively unbalanced (Bohemia vs. Moravia), but in total it faithfully copies the distribution of the traditional and most successful tourist destinations (Prague, Czech Krumlov, Karlovy Vary, mountainous area - Šumava, Krkonoše, the areas with lakes - South Bohemia, Lipno), in which such cards may in the future compete with each other (the existing Tabor Card and proposed destination card Toulava) or on the contrary, they can complete their offer each other (PassauCard-all-inclusive and Czech Krumlov Card). The regions basically untouched by the tourist cards include the tourist regions of South, East, North Moravia and Silesia, in Bohemia then a tourist region of Hradec Králové, East Bohemia and Vysočina [15]. In terms of the existence and stability of the market with tourist cards it can be stated its rather extensive development, so far; some cards disappeared (PilsnerVisitorCard), some did not survive its pilot period (Tourist Card Třeboňsko), but others have undergone a qualitative shift (3K card → 4K card), transformation (Olomouc Card → Olomouc Region Card), others are being designed (Tourist Card Toulava).

In the Czech Republic, recently it is possible to find approximately twenty-six systems of tourist cards, most of which are *destination* cards, i.e. cards with regional effect; a minority are then the *city* tourist cards. Besides these classical tourist cards linked either to a specific destination or only to a certain city or its part (in Prague - Troja card), it is possible to meet

even the tourist “cards” having more the character of programs with national or international effect (the card EUROBEDS operated by the Club of Czech Tourists and Occupational Health Insurance Company; Youth Hostel Card) or the nature of cross-border projects (PassauCard-all-inclusive; ErzgebirgsCard; Krkonoše Regioncard). A more detailed overview of tourist discount cards for the territory of the Czech Republic is shown in Table 1, some of them have since been suspended (CBCARD, BENEFIT Program) or changed.

Table 1: Overview actually (or in the recent past) valid tourist cards in the Czech Republic

<i>Name of tourist card</i>	<i>Territorial scope</i>	<i>Type of card</i>	<i>Type of advantage</i>	<i>Year of creation</i>
Prague Card	Prague	city	discounts/free admission	1991
Troja card	district of Prague	city/local	free admission	2006
Priority Tourist (GT Gold) Card	Prague	city	discounts	2010
Prague Card & Prague Passport	Prague	city	discounts/free admission	2007
Český Krumlov Card	Český Krumlov	city	free admission	2011
Harrachov Card	Harrachov and its neighborhood	city/regional	discounts	1993
Silver Key to Kutná Hora	Kutná Hora, Sedlec	city/regional	discounts/free admission	2011
Karlovy Vary City Card	Karlovy Vary and vicinity, Karlovy Vary Region	city/regional	discounts	2011
CBCARD	České Budějovice, Hluboká n. Vltavou, Pořežany, Klet'	city/regional	discounts	2006
4K card	Dolní Poohří	regional	discounts/free admission	2013
Tourist Card Šumava and Český les	Šumava a Český les	regional	discounts	2005
Guest Card Orlické hory and Podorlicko	Orlické hory, Podorlicko, Deštné	regional	discounts/free admission	2013
ErzgebirgsCard	German and Czech side of the Krušné Hory Mountains	regional	discounts/free admission	2003
Olomouc Region Card	Olomouc, Central Moravia, Jeseníky	regional	discounts/free admission	2005
PassauCard-all-incl.	Pasov, Český Krumlov, Lipno nad Vltavou	regional	discounts/free admission	2006
BENEFIT Program	Liberec and northern Bohemia	regional	discounts/free admission	2006
Guest Card Pec pod Sněžkou	Pec pod Sněžkou, Velká Úpa, Dvůr Králové	regional	discounts	2007
Lipno Card	Lipno and vicinity, Český Krumlov, Protivín, Písek	regional	discounts/free admission	2011
Šumava Card	Šumava, Pošumaví, Bavorský les	regional	discounts	2012
Jizerky Card - guest card	Jizerské hory	regional	discounts	2012

Krkonoše Regioncard	Czech and Polish side of the Krkonoše Mountains	regional	discounts/free admission	2012
Těšínské Slezsko Region Card	Slezsko	regional	discounts	2013
Guest Card Jeseníky	Jeseníky	regional	discounts	2013
Tábor Card	Tábor, Soběslav, Sezimovo Ústí, Veselí nad Lužnicí	regional	discounts	2013
Tourist Card Eurobeds	Czech Republic	international	discounts	2003
Hostel Card	Czech Republic	international	discounts	2007

Source: Own research

The development of city tourism and the development of city tourist cards in Europe are closely linked to the establishment of *the European Cities Tourism* (European Cities Tourism, further ECT) in 1988. ECT currently brings together 85 European cities from 30 countries, of which around 38 cities (from 25 countries including Russia) participate in the project of European City Cards (European City Cards), implemented by European Cities Marketing Association; in Europe, just around 45 city tourist cards operate within this association (see list on <http://www.europeancitycards.com/>). Besides the largest cities, which are members of the ECT (i.e. cities with at least one hundred thousand inhabitants, with accommodation capacity of at least three thousand beds in accommodation facilities, cities capable of providing conferences and congresses, disposing with important historical monuments, with a tradition of cultural programs) there are also a number of tourist cards in smaller towns, but about which there is no accurate overview. In contrast to the city tourist cards, the situation with European destination tourist cards is even more confusing, respectively uncharted. Czech participants in tourism can meet in neighbouring countries e.g. the Austrian destination cards Pyhrn-Priel Card, Dachstein Schladming Summercard or Genuss Card, the Slovak discount card of destination Malá Fatra, etc. In this paper, however, there will be analyzed such foreign tourist cards, to which it was possible to find maximum amount of information, i.e. already established city tourist cards.

Benchmarking of selected Czech city tourist cards

For more detailed benchmarking there were chosen five tourist cards operating on the Czech market (Czech Krumlov Card, Prague Card, Harrachov Card, Olomouc Region Card, Karlovy Vary City Card), while as for the last two cards (with the character of a tourist destination card), the data relating only to the territory of the city were processed for better comparability. [11] The results of this comparison are clearly captured in Table 2.

Table 2: Benchmarking of selected tourist card valid in the Czech Republic

<i>Name of tourist card</i>	<i>Český Krumlov Card</i>	<i>Prague Card</i>	<i>Harrachov Card</i>	<i>Olomouc Region Card</i>	<i>Karlovy Vary City Card</i>
<i>Initiation of project</i>	2011	1991	2011	2005	2012
<i>Price</i>	time force: 6 months 200 CZK (adults) 100 CZK (children, students, ZTP*) 400 CZK (family ticket)	2 days: 880 CZK (adults) 2 days: 580 CZK (children, students) 3 days: 990 CZK (adults) 3 days: 690 CZK (children, students) 4 days: 1200 CZK (adults) 4 days: 850 CZK (children, students)	2 months of summer season and 1 month of winter season: adults 100 CZK children 20 CZK	48 hours: 180 CZK (adults) 48 hours: 90 CZK (child) 5 days: 360 CZK (adults) 5 days: 180 CZK (child)	1 year: uniform price 79 CZK
<i>Discounts</i>	50%	variable, about 40%	10 - 50%, special events	variable	5 - 50%
<i>Supplements</i>	NO	NO (only ancillary activities)	YES	NO (only ancillary activities)	YES
<i>System of cards</i>	free admission	free admission + discount system	discount system + special events	free admission + discount system	discount system
<i>Time force</i>	6 months	2, 3, 4 days	the period of stay; 3 months	48 hours, 5 days	1 year
<i>Number of actors involved</i>	29	more than 80	more than 40	more than 52	53
<i>Providers</i>	castle museum, castle tower, Regional Museum in Český Krumlov, Museum Photo Studio Seidl, Egon Schiele Art Centrum, partner hotels	historical monuments, castles, concerts, galleries, museums, technical monuments, boating, organized excursions, restaurants, sightseeing tours	hoteliers, ski centres, guide services, wellness services adventures, restaurants, kafes, shops, glassworks, museum	historical and cultural monuments theater, zoo, hoteliers, shops, children's place areas, taxi, urban public transport	museum, technical monuments, sightseeing tours, shopping, wellness, restaurants, bike rentals, hoteliers
<i>Number of sellers</i>	7	more than 17	7	17	10

<i>Types of dealers</i>	TIC*, partner hotels, treasury exposures,	TIC*, partner hotels travel agency	TIC*, exchange office, hotel, ski centres	TIC*, Czech Railways center, travel agency, partner entities	TIC*, exchange office, regional library, selected galleries and hotels
<i>Technology of cards</i>	termokarton	chip, smart card	plastic, barcode	paper, laminate	plastic, barcode
<i>Portability of cards</i>	YES	NO	NO	NO	NO
<i>Number of units sold (year 2013)</i>	1,953 pieces	30,000 pieces	more than 30,000 pieces	15,000 pieces	15,000 pieces
<i>More information</i>	card free of charge at partner hotels/ guest houses in the residence longer than 3 nights	group discounts of 10% on card (min. 8 people) card can be ordered online	card can be ordered online	free public transport Olomouc automatically after buying this card, card can be ordered online	discounts can be drawn repeatedly card can be ordered online
<i>Link</i>	http://www.ckrumlov.info/docs/cz/CK_CARD_20131205152059.xml	www.praguecard.com	www.harrachovcard.cz	www.olomoucregioncard.cz	www.kvcard.cz

Source: [11, p. 61]

The table shows that the spectrum of the supply and price of individual cards are very different, even also due to different time of cards. Price of Krumlov card is quite acceptable and the holder will save about 50% of the price of normal admission fee; the advantage is even six-month duration of the card validity, allowing its use in repeated visits to the city. Similarly, the system of purchased tourist card “Harrachov Card” covers more or less the summer and winter season (in Harrachov, however, even the guests can get this card for free from their landlord, in this case, however, valid only for the duration of their stay). Olomouc Region Card and Prague Card favour the shorter term of cards, in the range 2-5 days; the Karlovy Vary card is vice versa valid for the whole year. Card of Český Krumlov is portable, as the only one of the compared cards, i.e. in the case of non-use of the entire menu it can be given to another person in the same price category (adult, child, family card).

Card Český Krumlov offers free admissions to the four listed monuments; there are no other supplements. Prague Card and Olomouc Region Card offer both free entries (mostly to cultural monuments, museums and galleries) and use of preferred or promotional discounts (in restaurants, cafes, shops and other services - sightseeing city tours or the environment, cruises and travels, wellness services etc.). Harrachov Card and Karlovy Vary City Card prefer only discount system; respectively offer special events at cultural monuments or in services. Karlovy Vary City Card offers so-called coupon book with coupons with the determined amount of discount; the discount is granted after the submission of the tourist card and a specific coupon. Discounts may be used repeatedly (at the other compared cards, the use of all actions and entries is valid only once). The cards vary in terms of its production technology: Český Krumlov Card is made of thermo-cardboard, it has pre-printed bar code, however, it works on the principle of submitting the card at the box office, and indication that the holder attended the tour of sights. Similarly, the Olomouc card works, which is made out of construction paper and laminate. In contrast, Harrachov Card and Karlovy Vary City Card are plastic with a bar code, Prague Card works on the principle of the chip code. Such cards are almost indestructible; the functioning via chip code or barcode is easier for tourists because their clearance is faster and more convenient. A common feature of the compared cards is the point of sale (primarily, those are tourist information centres, secondarily, the partners subjects - hotels, box offices of exposures, travel agencies, exchange offices, ski centres, etc.).

Benchmarking of selected foreign city tourist cards

Tourist cards abroad represent now already traditional product, particularly with respect to European cities, of which almost every has its own project “city card”. For the purpose of comparison and research there were selected ten European tourist cards involved in the project *European City Cards* (all the city tourist cards involved in this project always offer even a free mobile application *City Card App* for smart phones, covering all the tourist attractions that are available in these cities). There were analyzed the Wien-Karte, Berlin Welcome Card, Salzburg Card, Bratislava City Card, Innsbruck Card, Nürnberg Card,

Zürich Card, Geneva Pass, I amsterdam City Card and Dresden City Card. Information identified and their evaluation under analogous basic criteria used even in Czech city cards are included in Tables 3 and 4.

Table 3: Benchmarking of selected tourist card valid abroad

<i>Name of tourist card</i>	<i>Wien-karte</i>	<i>Berlin Welcome Card</i>	<i>Salzburg Card</i>	<i>Bratislava City Card</i>	<i>Innsbruck Card</i>
<i>Initiation of project</i>	1995	1994	*	March 2006	June 2005
<i>Price</i>	3 days: 19,90 € (uniform price)	48 hours 18,50 € (Berlin) 48 hours 20,50 € (Berlin, Potsdam) 72 hours 24,50 € (Berlin) 72 hours 26,50 € (Berlin, Potsdam) 72 hours 34 € (Museuminsel) 72 hours 36 € (Museuminsel, Potsdam) 5 days 31,50 € (Berlin) 5 days 36,50 € (Berlin, Potsdam)	24 hours 23 € (adults) 24 hours 11,50 € (child, 6-15) 48 hours 31 € (adults) 48 hours 15,50 € (child, 6-15) 72 hours 36 € (adults) 72 hours 18 € (child, 6-15)	24 hours 10 € 48 hours 12 € 72 hours 15 €	24 hours 31 € (adults) 24 hours 15,50 € (child, 6-15) 48 hours 39 € (adults) 48 hours 19,50 € (child, 6-15) 72 hours 45 € (adults) 72 hours 22,50 € (child, 6-15)
<i>Discounts</i>	5-50%	25-50%	20-100%	5-100%	5-100%
<i>Supplements</i>	YES	YES	YES (only within the discount system)	YES	YES
<i>System of cards</i>	discount system	discount system	free admission + discount system	free admission + discount system	free admission + discounted admission
<i>Time force</i>	3 days	48 hours, 72 hours, 5 days	24 hours, 48 hours, 72 hours	24 hours, 48 hours, 72 hours	24 hours, 48 hours, 72 hours
<i>Number of actors involved</i>	more than 210	more than 200	about 64	about 64	about 48

<i>Providers</i>	museums, monuments, theaters, concert halls, shops, restaurants, sports facilities, organized guide services	cultural monuments, restaurants, sports facilities, organized tours (cycling, boat trips ...), aquarium, shops, theaters, botanical gardens, zoo	free: cultural monuments, catacombs, lift, museums, zoo, galleries, boating discounts: concerts, car rental, selected organized tours, puppet theater, tandem paragliding	free: one hour tours of historic town with guide, selected expositions in the Museum shop discounts: cultural monuments, museums, sightseeing tours, gallery, zoo, UFO observation tower, National theatre, Slovak Philharmonic, boating, discounts on accommodation and to restaurants, boating, shops, adventury centres	free: museum, observation tower, zoo, entry to the tower at the ski jump, one hour tour of the historic city with guide, ice skating rink, discounts: interactive center, golf, bobsled, bike bicycle wheels
<i>Number of sellers</i>	more than 15	more than 100	x	x	x
<i>Types of dealers</i>	TIC*, hotels, shops and information centers of Vienna public transport, on-line	TIC*, information center at the airport, hotels, ticketing machines at train station, selected tourist offices, tobacconists, campsites, on-line	hotels, information centres, advance ticket sales	TIC*, Information Centre on M. R. Stefanik airport, partner hotels, other partners marking labels sicker promoting the sale of cards	TIC*, information on the Main station (train), cash chairlifts, selected hotels, big box office museums, on-line
<i>Technology of cards</i>	paper card	paper card	chip (smart) card	plastic card	paper card with RFID code
<i>Portability of cards</i>	NO	NO	NO	NO	NO
<i>Number of units sold (year 2013)</i>	343,000 pieces	x	*	1,168 pieces	40,000 pieces

<i>More information</i>	when you buy the card 72 hours - free public transport, to each tab workbook with discount coupons, without them the discount cannot be applied	for the time force of card free public transport, valid for 1 person + max. 3 children aged 6-14, part of the card is guide and map file on the web pages of tips on trips to the calculation savings	cardholders do not have to queue front sights, free public transport, packets (card + accommodation) with the card Salzburgenland card Salzburg card free	free public transport, to each card guide to free (in SK, ENG, GER), events such as the 3-day card for the price 2-day cards, etc.	free public transport, tourist sightseeing buses and cable cars (7 tracks throughout the region Innsbruck), mobile application for smart phones
<i>Link</i>	http://www.wien.info/cs/travel-info/viennacard	http://www.visitberlin.de/de/welcomecard	http://www.salzburg.info/cs/sights/kartou_salcburku	http://visit.bratislava.sk/vismodokumenty2.asp?id_org=700013&id=11015810	http://www3.innsbruck.info/epaper/deutsch/innsbruck-card

Source: [11, p. 69]

Table 4: Benchmarking of selected tourist card valid abroad

<i>Name of tourist card</i>	<i>Nürnberg Card</i>	<i>Zürich Card</i>	<i>Geneva Pass</i>	<i>1 Amsterdam City Card</i>	<i>Dresden City Card</i>
<i>Initiation of project</i>	*	*	2010	nineties	*
<i>Price</i>	2 days 23 € (adults) 2 days 5 € (child, 6-11) Note. Only valid with purchase min. one card for adults. Children under 5 years free.	24 hours 24 CHF (adults) 24 hours 16 CHF (child, 6-16) 72 hours 48 CHF (adults) 72 hours 32 CHF (child, 6-16)	24 hours 25 CHF 48 hours 35 CHF 72 hours 45 CHF	24 hours 47 € (42 € to 31.12.2013) 48 hours 57 € (52 € to 31.12.2013) 72 hours 67 € (62 € to 31.12.2013)	1 day 9,90 € (adults) 1 day 12,90 € (family) 2 days 25 € (adults) 2 days 48 € (family) Note. Family 2 adults + max. 4 children 14 years old
<i>Discounts</i>	100%	10-100%	10-100%	10-100%	5-100%

<i>Supplements</i>	NO	YES	YES	YES	YES
<i>System of cards</i>	free admission	free admission, discounts in shops	free admission + discount system + gifts	free admission + discount system + gifts	free admission + discount system
<i>Time force</i>	2 days	24 hours, 72 hours	24 hours, 48 hours, 72 hours	24 hours, 48 hours, 72 hours	1 day, 2 days
<i>Number of actors involved</i>	48 (Nürnberg + Fürth)	108	60	38 (Amsterdam), 20 (Haarlem, Zaanse Schans)	90

<i>Providers</i>	museums, monuments, significant space, observation tower, gallery, zoo, planetarium, castle Neuhof, casemates, Nürnberg rock cellars	free: museums, boating on Lake Zurich, new look terrace at the airport, Wildlife park, inputs to selected clubs discounts: organized tours of the city, thermal baths, opera, cinema Arthouse, access to the fitness, the entrance to the zoo, flight of helicopter, discount at selected shops and souvenirs, "culinary surprises" in selected restaurants to the ordered menu	free: organized tours of town with guide, boating, museums, cultural attractions discounts: selected organized city tours, sports attractions - rafting, kayak hire on the River Rhône, car rental office gifts: coffee/dessert/appetizer in selected restaurants	free: cultural monuments, museums, zoo, botanical garden discount: selected museums, entertainment centres, concerts and theater performance, bicycles and scooters, discount in restaurant and cafes gifts: coffee/tea in selected cafes, gift to buy in shops	free: Zwinger palace complex, royal palace, exhibition halls, galleries, museums Note. The above attraction are free for holders only 2 days card, holders 1 day card have discount admission discounts: selected museums, Dresden strength, zoo, organized trips with guide, adventure tours around the city, segway rental, bicycle rental, discounts on tickets the Opera and Philharmonic, discounts in restaurants, shops and souvenirs
<i>Number of sellers</i>	x	x	11	more than 20	more than 10

<i>Types of dealers</i>	tourist information, information centre on airport, partners hotels, travel agency Dertour, on-line	tourist information, tourist center at the Main station, partner hotels, information center at the airport and railway stations of transport company BSG Lake, on line	tourist information, information center at the airport and bus station, partner hotels, on-line	tourist information at the airport and the Main railway station, selected pumping stations, site organization Canalshop upon information transport company GVB, on-line	tourist information, information centre at the airport and railway stations, city DVB transport company, on-line
<i>Technology of cards</i>	*	*	PVC card	smart card (RFID technology)	*
<i>Portability of cards</i>	NO	NO	NO	NO	NO
<i>Number of units sold (year 2013)</i>	*	*	less than 10,000 pieces	125,000 pieces	*
<i>More information</i>	card valid for region Nürnberg, Fürth, Stein; free public Zoo, planetarium, castle Neuhof, condition to obtain the card - at least 1 overnight in region Nürnberg or Fürth	free public transport, trains (including a trip to airport and station at Mount Uetliberg, cableway, free boat trip on the Zurich Lake and on the river Limmat; trip tips on the website	special seasonal offers (eg. one day skipass Télé Dôle)	special offers every month, free public transport, mobile applications for smart phones	card at 3 and 5 days valid throughout the region, seasonal special offers, free public transport
<i>Link</i>	http://tourismus.nuernberg.de/en/book-order/nuernbergcard.html	http://www.zuerich.com/en/Visitor/zuerich-card.html	http://www.geneva-pass.com	www.iamsterdamcitycard.com	http://www.dresden.de/di/g/de/ddcard.php?shortcut=dresdencard

Source: [11, p. 69]

Time validity of foreign city tourist cards is mostly the same, at around 2-3 days, however, the price of cards is very different (price of three-day card for an adult usually ranges between 31 € to 67 € (i.e. 850-1850 CZK), the cheapest of the monitored cards is the Bratislava City Card with the price of € 12 (i.e. about 330 CZK). From the conversion to the Czech currency and from the comparison it results the fact that the price of foreign tourist cards is high above the domestic price of cards, which may be due to the economic development of individual countries and to the level of the tourism industry (including the range of offered attractions and services). Most of foreign cards offer a combination of free entries and promotional discounts, while the discount amount is mostly in the range of 5-100%.

Vienna and Berlin card only works on the principle of granting rebates in the amount of 5-50%. An exception is the Nürnberg Card, which alone offers free admission on the contrary only, no additional charges or fees are paid by the holders of the cards. Most actors involved, or providers of discounts feature the Wien-Karte and Berlin Welcome Card, namely over 200 subjects, of which the largest part is formed by the service and gastronomy providers. Number of provider of discounts on other cards typically ranges from 50 to 100 subjects. The offer includes the most interesting sights and places (castles, museums, galleries, halls, exhibitions); further discounts are provided in the field of shops, sports activities, gastronomy, interactive and entertainment centres, zoological and botanical gardens or discounts on organized tours, visits or trips, or even discounts on rentals of cars, bikes or scooters. Cards can be purchased at most tourist information centres, but also at airports, major train and bus stations, as well as travel agencies, partner hotels and online on the website of the city (card). The success rate of cards can be evaluated according to the number of cards sold when their annual marketability is in the thousands of pieces; in case of I amsterdam City Card in the hundreds of thousands, in case of Wien-Karte there was sold over three hundred thousand pieces of this product. It should be noted that the latter two cards are on the market for over fifteen years, have long experience with project management, and logically, their marketing is at a high level. A bonus for holders of these two cards is the free city's public transport for the duration of the card. [11]

In this connection it may be given information about the results of test of the city tourist cards [5] from the year 2012 under the program EuroTest 41 implemented under the auspices of the non-profit organization FIA, i.e. The International Automobile Federation. In a given year there was tested the functioning of sixteen European city tourist cards when the main criteria included the price, offer of the most interesting sites, information availability and also public transport provided within the city card for free. First place in this test won the Wien-Karte with best ratio of price and services offered, Berlin Welcome Card and I amsterdam City Card were rated as acceptable. No other cards used for benchmarking in this paper (Czech or foreign) were not included in the above test. [11]

Discussion

In the context of targeting the entire paper to the search for weaknesses in the functioning of Czech tourist cards, respectively search for inspiration in similar international projects, it can be stated that the Czech Republic and Czech operators of discount systems are far more in the role of “newcomers” because a large part of the tourist discount cards was created only in the last few years. However, to make these projects successful in the future and not to disappear, it is necessary to focus on a few problem areas: *on the rapidly changing demand for services, on the changing portfolio of popular attractions* (adventure tourism vs. traditional cognitive or residence tourism) and *on obtaining feedback from users of tourist discount cards related to that* (e.g. after purchasing the card online or after any other connection between the client and the service provider, the portal of Amsterdam card determines the customer satisfaction with the product through online questionnaires). Therefore, imperative for the Czech tourist cards is their separate web portal not only for the presentation of the product, but also for the possibility of on-line communication (insert of questions, comments, feedback and evaluation of the card). For example, the Český Krumlov Card does not meet this to this day.

From a conceptual point of view and in terms of competitiveness it will be the necessity to constantly *consider and address more and more service providers and operators of tourist attractions*. Successful and stable products on the market are mainly the cards with the tradition of fifteen or more years, offering diverse and numerically larger offer of discounts and free tickets, namely for different categories of visitors. For tourist cards there should also be offered *at least two variants of time validity* (cards with short validity periods for attracting foreign visitors and cards with longer validity for motivation to repeated, returning visits especially for domestic visitors from the immediate environment with short travel distances). Desired part of the city’s tourist card is undoubtedly represented by *the “free” use of public transport* (without having to study systems and types of fares in any given city). The success of tourist discount cards can also be contributed by *their original design, name of card, material and technology used for their fabrication* and especially a thoughtful way of their *distribution and promotion*. Concerning the distribution of the tourist card it is necessary to choose the optimal number of selling points so that the card was easily accessible and used by visitors from the first day of their stay, respectively from the first visit of attractions in the given destination (counterproductive is when the visitor “meets” the card only after he has already paid once or twice the full price, while the oversized network of dealers with their commissions is deteriorating the economic outcome, respectively it may also raise the price of card). *The possibility of cashless payments for the card, or the possibility of purchasing it online*, appears as a necessity for the future. It follows from the numerous sociological surveys and probes (e.g. on portal Vyslnto.cz, [8]), that the Czech public would welcome the use of tourist cards in their majority, but it has a very low awareness of existing discount systems. Therefore, it is possible quite rightly to direct the most general complaint to the domestic discount systems

from the perspective of promotion, where the main barrier is not little creativity and effort, but rather limited financial resources just for promotion.

Smaller cities of the Czech Republic (not meeting the criteria of the project *European City Cards*) should consider the possibility of creating a product with a longer-term effect on the border between city and destination card, i.e. even the wider regional cooperation with relevant partners, ideally within the designated tourist regions, respectively tourist areas. Some possibility is the creation of additional *cards with a cross-border effect* (e.g. Euroregion White-Biele Karpaty). However, it is the more general question whether the extensive development of offer of the tourist discount cards does not encounter at some point a certain “psychological ceiling” in the form of *saturation* (not only) of Czech public due to offering various customer, loyalty, credit and debit payment, multifunction etc. cards. Certainly, however, development in this area will continue through qualitative development, whether in terms of content, the technologies used or promotion of cards.

Conclusion

The aim of this paper was to highlight the issue of tourist discount cards in the Czech Republic in the background of (Central) European realities. The authors have managed to collect a number of documents and information on the basis of which it was possible to carry out benchmarking of five Czech and ten foreign city tourist cards. On this basis it was possible to formulate a number of general and more specific claims and point out the most problematic aspects, but also the chances of future development of the market with city and regional tourist cards in the Czech Republic. It is more than obvious that considerable attention will be paid both to the further promotion and perception of the product itself (cards) by potential customers, as well as to domestic and international experience in the field of finance and economic functioning of tourist cards (card price, commissions, reimbursements, the profitability of the project).

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SURVEY PAPERS

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CURRENT TRENDS OF RESEARCHING AND MEASURING OF QUALITY, TOURIST SATISFACTION, LOYALTY AND THEIR INTERRELATIONSHIPS

***Abstract:** This review paper summarizes current scientific approaches to research on the field of quality, satisfaction, loyalty and their interrelationships in tourism industry. Information about existing models and trends from scientific journals are analysed. Generally, the lack of research of quality, tourist satisfaction and loyalty exists, in the destination marketing as well as in the private companies marketing. Results will be useful for researchers and practitioners because quality, customer satisfaction and loyalty have significant impacts on the financial results of the company.*

***Key words:** customer loyalty, customer satisfaction, quality, satisfaction and loyalty interrelationships, quality and satisfaction relationships, tourism*

***JEL Classification:** M31*

Introduction

Quality, tourist satisfaction and loyalty are important constructs in tourism industry. Analysis of these constructs and how to improve level of quality, tourist satisfaction, loyalty is essential for tourism. Assessment of tourist satisfaction can help destination planners adjust their efforts on enhancing visitors' travel experiences, shaping the quality of existing products and services, and changing the guideline for effective destination marketing strategy (Kim and Brown, 2012; Meng et al., 2008). According Baker and Crompton (2000) higher quality of performance and levels of satisfaction are perceived to result in increased loyalty and future visitation, greater tolerance of price increases, and an enhanced reputation.

A number of studies have been written about quality, satisfaction and loyalty in tourism sector (Alegre and Garau, 2009; Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; Chi and Qu, 2007; Kim and Brown, 2012; Meng et al., 2008; de Rojas and Camarero, 2007; do Valle et al., 2011; Williams and Soutar, 2009; Yoon and Uysal, 2003; Yuksel et al., 2009). Many authors research interrelationship in tourism among

quality/value, satisfaction and behavioral intentions (Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; Williams and Soutar, 2009), visitors' experience, mood/behaviour of residents and satisfaction (de Rojas and Camarero, 2007; do Valle et al., 2011), destination image/perceived travel experiences/motivations, satisfaction and destination loyalty (Chi and Qu, 2007; Kim and Brown, 2012; Yoon and Uysal, 2003).

Although a substantial literature has evolved in this area, there has been relatively little discussion of the distinction between the constructs of quality, level of tourist satisfaction and loyalty. Therefore, the authors of this paper decided to take note in abovementioned problem.

Materials and Methods

The main purpose of this study is a critical review about interrelationships among quality, satisfaction and loyalty in tourism industry. Information about existing models and trends from scientific journals of authors who have dealt with the issue all over the world are analysed. Primary data entering to the models have been gained almost by means of questionnaire surveys. This paper represents initial phase of the project aimed at researching the satisfaction, loyalty and theirs factors in the context of significant target segment for the Czech tourism market.

Results and Discussion

Quality

Service quality is an abstract and elusive construct because of three features unique to services: intangibility, heterogeneity and inseparability of production and consumption (Parasuraman et al., 1985). Researchers have emphasized the difference between perceived and objective quality. According Parasuraman et al., (1988) perceived quality is the consumer's judgement about entity's overall excellence or superiority. Whereas objective quality is a form of attitude and results from a comparison of expectations with perceptions of performance (Garvin, 1983). In the marketing field, the topic of service quality has probably been discussed and researched more than any other issue in the past decade (Baker and Crompton, 2000).

On the other hand, the World Tourism Organization (WTO) defines product quality in the travel industry as "the sum of contributions and processes resulting from many stakeholders (private and public)." Service quality in a tourism context has been viewed mostly as the quality of opportunities available at a destination, and it is considered likely to be related to a tourist's quality of experience (Crompton and Love, 1995). Quality of performance,

which may also be termed quality of opportunity, refers to the attributes of a service which are primarily controlled by a supplier (Baker and Crompton, 2000).

Importance of quality to firms and consumers is unequivocal. The primary motivation among tourism providers for investing effort in evaluating and improving their quality of performance is that such improvements will result in increased visitation and revenues. For example, Capon et al. (1990) identified 20 studies that reported a positive relationship between quality and economic return.

There are also specific tools for measuring service quality. The most frequently used operationalization of quality has been a discrepancy measure (discrepancy between respondents' expectations scores and their perceptions scores) introduced by Parasuraman et al. (1988). This operationalization has been criticized on several grounds, but the two most persistent relate to its psychometric properties and its inferior predictive validity (Baker and Crompton, 2000; Oh, 2000). In research of Baker and Crompton (2000) was found that the perceptions measure of quality fitted the hypothesized model better than data derived from the subjective disconfirmation measure.

In 1991 Crompton et al. (1991) developed a REQUAL model which is used to evaluate services of tourism companies. New evaluating scales are so defined to better reflect specifics of tourism companies.

Cronin and Taylor (1992) also created SERVPERF which measures only consumer's perceptions of a service quality. The difference between SERVQUAL and SERVPERF comprises of the fact that SERVQUAL searches for a gap between expectations of consumers and perceptions of a service quality but SERVPERF is interested only in consumer's perceptions (Sedláček et al., 2011).

As a tool of measure quality can be used IPA which combines measures of attribute importance and performance into a two-dimensional grid in an effort to ease data interpretation and derive practical suggestions (Oh, 2001). According to Oh (2001) IPA has gained popularity among hospitality and tourism researchers for its simplicity and ease of application.

Customer satisfaction

Customer satisfaction is widely debated in a literature of authors of all over the world. Satisfaction issues have been given so much interest than 15,000 academic and trade articles have been published on the topic of customer satisfaction over the past two decades (Meng et al., 2006). A number of studies have been written about satisfaction in tourism sector (Alegre and Garau, 2009; Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; Chi and Qu, 2007; Kim and Brown, 2012; Meng et al., 2008; de Rojas and Camarero, 2007; do Valle et al., 2011; Williams and Soutar, 2009; Yoon and Uysal, 2003; Yuksel et al., 2009).

An analysis of tourist satisfaction and how to improve level of satisfaction is crucial for tourism industry. Assessment of tourist satisfaction can help destination planners adjust their efforts on enhancing visitors' travel experiences, shaping the quality of existing products and services, and changing the guideline for effective destination marketing strategy (Kim and Brown, 2012; Meng et al., 2008). Tourists who feel satisfied with their holiday experience will consider revisiting the destination or recommend the region to family and friends (Alegre and Garau, 2010; Yoon and Uysal, 2003).

Although there are many definitions of satisfaction, it is generally recognised as a post-purchase construct that is related to how much a consumer likes or dislikes a service or product after experiencing it (do Valle et al., 2011). In the tourism industry, tourist satisfaction is based on the goodness of fit between expectation about a destination (previous destination image) and the perceived evaluative experience in the destination (what tourists see, feel, and achieve in the destination experience) (Meng et al., 2008).

In customer satisfaction literature there are two approaches in satisfaction: cognitive (based on the product quality, benefits etc.) and emotional, which became popular in last two decades. Also researchers divide overall and attributive satisfaction (Campo-Martinez and Garau-Vadell, 2010; Chi and Qu, 2007; do Valle et al., 2011; Williams and Soutar, 2009).

The commonly-adopted methodology of satisfaction survey consists of identifying the most important attributes and asking tourists to rate them on a symmetrical one-dimensional scale. Based on the above information, it is possible to find out how satisfaction with different attributes affects a tourist's overall satisfaction or even his/her intention to return (Alegre and Garau, 2010).

According to authors Yoon and Uysal (2003) exist the 5 models that are commonly used for assessing consumer satisfaction: the expectation-disconfirmation model, the equity theory, the norm theory, theory of "comparison standard" and performance model. Meng et al. (2008) identify nine theories of customer satisfaction: expectancy disconfirmation, assimilation or cognitive dissonance, contrast, assimilation contrast, equity, attribution, comparison level, generalized negativity, value percept. For example, Ryglóvá et al. (2013) for evaluating customer satisfaction propose more sophisticated methods: Gap analysis, Kano model, PFI analysis (Priorities for Improvement) and ECSI (European Customer Satisfaction Index).

Loyalty

Managing customer relationship and increasing customer loyalty has been a topic of strategic importance for organizations (Zhang et al., 2013). Oliver (1999) define loyalty as "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching

behavior". In the context of travel and tourism, a review of literature reveals an abundance of studies on tourist satisfaction; and destination loyalty has not been thoroughly investigated (Chi and Qu, 2007; Yoon and Uysal, 2003; Zhang et al., 2013).

Built upon related theories of customer loyalty in marketing literature, tourist loyalty as a topic in the field of travel and tourism has been studied since 1990s. If tourists' experience at a destination is understood as a product, the level of loyalty can be reflected in their behavioral intention to revisit the destination and intention to recommend the experience to friends and relatives (Oppermann, 2000). The loyalty was researched in various studies, predominantly as the loyalty to the destination.

The measurement of tourist loyalty has included revisit intention, intention to recommend, complaints, and switch behaviors. Generally, loyalty has been measured in one of the following ways: the behavioural approach, the attitudinal approach and the composite approach (Yoon and Uysal, 2003, Yuksel et al., 2009; Zhang et al., 2013).

The behavioral approach is related to consumers' brand loyalty and has been operationally characterized as sequence purchase, proportion of patronage, or probability of purchase. Namely, tourist loyalty to the products or destinations may not be enough to explain why and how they are willing to revisit or recommend these to other potential tourists (Yoon and Uysal, 2003).

In the attitudinal approach, based on consumer brand preferences or intention to buy, consumer loyalty is an attempt on the part of consumers to go beyond overt behavior and express their loyalty in terms of psychological commitment or statement of preference. Tourists may have a favorable attitude toward a particular product or destination, and express their intention to purchase the product or visit the destination.

Lastly, the composite or combination approach is an integration of the behavioral and attitudinal approaches.

McKercher et al. (2012) distinguish three concepts of loyalty: vertical loyalty, where tourists may display loyalty at different tiers in the tourism system simultaneously (to a travel agent and an airline); horizontal loyalty, where tourists may be loyal to more than one provider at the same tier the tourism system (to more than one hotel brand) and experiential loyalty or loyalty to certain holiday styles.

Interrelationships between quality, satisfaction and loyalty

Many authors research interrelationships in tourism among quality/value, satisfaction and behavioral intentions (Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; Williams and Soutar, 2009), visitors' experience, mood/behaviour of residents and satisfaction (de Rojas and Camarero, 2007; do Valle et al., 2011), destination

image/perceived travel experiences/motivations, satisfaction and destination loyalty (Chi and Qu, 2007; Kim and Brown, 2012; Yoon and Uysal, 2003).

Higher quality of performance and levels of satisfaction are perceived to result in increased loyalty and future visitation, greater tolerance of price increases, and an enhanced reputation (Baker and Crompton, 2000). Academics and practitioners alike concur that quality, customer satisfaction and loyalty are an integral part of doing a business, especially in tourism industry (Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; Chi and Qu, 2007; Kim and Brown, 2012; Meng et al., 2008; Yoon and Uysal, 2003; Yuksel et al., 2009).

Some authors have approached services quality and consumer satisfaction as being synonymous (Crompton and Love, 1995; Otto and Ritchie, 1995) or have narrow the distinction (Spreng et al., 1996).

Nevertheless, in the exploratory research conducted by Parasuraman, Zeithaml and Berry (1985), respondents gave several illustrations of instances when they were satisfied with a specific service but did not feel the service firm was a high quality. In the tourism, performance (opportunity) quality was conceptualized as the attributes of a service which are controlled by a tourism supplier, while satisfaction referred to a tourist's emotional state after exposure to the opportunity (Baker and Crompton, 2000). Recently, majority of researchers confirm that quality is a predictor of satisfaction. The empirical analysis carried out on a sample of visitors to an interpretation centre allows us to confirm that the perceived quality is a direct determinant of satisfaction, as are emotions (Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; de Rojas and Camarero, 2007).

Some studies found that the tourist satisfaction directly influenced destination loyalty (Kim and Brown, 2012; Chi and Qu, 2007; Yoon and Uysal, 2003; Yuksel et al., 2009), some revealed an indirect relationship (Court and Lupton, 1997; Sonmez and Graefe, 1998), and still others found that satisfaction exerted both direct and indirect influence on destination loyalty (Hallowell, 1996; LaBarbera and Mazursky, 1983; Anderson and Sullivan, 1993; Cronin et al., 2000; Taylor and Baker, 1994.) As Yuksel et al. (2010) point out, the strong relation between customer satisfaction and loyalty has led the maximization of visitor satisfaction to become one of the primary objectives of destination managers.

In the Table 1 are compared 6 studies relationships of quality, satisfaction and loyalty, where were used different models, questionnaires, data of the countries of all over the world. Thus, construct quality and satisfaction are interrelated. Moreover it can be assumed that quality is a predictor of customer satisfaction. Also we can suppose that tourist satisfaction related with destination loyalty. Although the existense of many research about quality, tourist satisfaction and destination loyalty, only limited research adressed the relationship between quality, satisfaction and loyalty.

Table 1: Comparison of studies which study relationships between quality, satisfaction and destination loyalty

<i>Study</i>	<i>Place and Methodology</i>	<i>Results</i>
Campo-Martinez and Garau-Vadell, 2010 “The generation of tourism destination satisfaction ”	Mallorca, Spain; Sample: 529, quest. survey; Confirmatory factor analysis (CFA), Path analysis.	Satisfaction is generated through the main antecedents: sacrifice and perceived quality.
de Rojas and Camarero, 2007 “Visitor’s experience, mood and satisfaction in a heritage context”	Valladolid, Spain; Sample: 284, quest. survey; Confirmatory factor analysis (CFA), Path analysis.	Perceived quality is a direct determinant of satisfaction.
Baker and Crompton, 2000 “Quality, satisfaction and behavioral intentions”	Annual festival in the USA; Sample: 284, quest. survey; Structural Equation Modelling (SEM).	Results suggested that evaluation should include assessment of both performance quality and satisfaction. Quality would have a stronger total effect on behavioral intentions than satisfaction.
Kim and Brown, 2012 “Understanding between perceived travel experiences, overall satisfaction and destination loyalty”	The Flinders Ranges region in South Australia; Sample: 117, quest. survey; Multiple regression analysis, Structural Equation Modelling (SEM).	Satisfaction and destination loyalty are driven by combination of both the perceived quality of travel experiences and individual characteristics. The indirect effect of determinants on destination loyalty and mediated by overall satisfaction is also evident.
Chi and Qu, 2007 “Examining the structural relationships of destination image, tourist satisfaction and destination loyalty”: An integrated approach	The Arkansas – Eureka Springs in USA; Sample: 345, quest. survey; Exploratory factor analysis (EFA), Confirmatory factor analysis (CFA), Structural Equation Modelling (SEM).	Destination image directly influenced attribute satisfaction. Destination image and attribute satisfaction were both direct antecedents of overall satisfaction and in turn had direct and positive impact on destination loyalty.

<p>Yoon and Uysal, 2003 “An examination of the effects of motivation and satisfaction on destination loyalty: a structural model”</p>	<p>The Northern Cyprus; Sample: 148, quest. survey; Confirmatory factor analysis, (CFA), Structural Equation Modelling (SEM).</p>	<p>Tourist destination loyalty is positively affected by tourist satisfaction with their experiences. Satisfaction was found to be negatively influenced by the pull travel motivation and is affected by the push travel motivation, which has a positively direct relationship with destination loyalty.</p>
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Source: Own elaboration, 2014.

Conclusion

The relationship between quality, satisfaction and loyalty is very important to the literature in tourism sector. Tourists have expectations and tourism businesses have to emphasize the needs of tourists. Tourists have a plethora of alternatives to choose how they spend their leisure time and disposable income. Like marketers in other industries, the focus has shifted to customer satisfaction and loyalty building by developing relationships with consumers. In return, the firm receives greater loyalty from the customers, the customers themselves are less likely to switch service providers, the customers are more willing to pay a premium price for the relationship, and they generate positive word-of-mouth advertising.

A number of studies have been written about quality, satisfaction and loyalty in tourism sector (Alegre and Garau, 2009; Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; Chi and Qu, 2007; Kim and Brown, 2012; Meng et al., 2008; de Rojas and Camarero, 2007; do Valle et al., 2011; Williams and Soutar, 2009; Yoon and Uysal, 2003; Yuksel et al., 2009). Academics and practitioners alike concur that quality, customer satisfaction and loyalty are an integral part of doing a business, especially in tourism industry (Baker and Crompton, 2000; Campo-Martinez and Garau-Vadell, 2010; Chi and Qu, 2007; Kim and Brown, 2012; Meng et al., 2008; Yoon and Uysal, 2003; Yuksel et al., 2009).

The empirical researches support the notion that quality is a predictor of customer satisfaction and destination loyalty is significantly influenced by customer satisfaction. Despite a substantial literature has evolved in this area, there has been relatively little discussion of the distinction between the constructs of quality, level of tourist satisfaction and loyalty. Therefore, the authors of this paper decided to take note in abovementioned problem.

This paper represents initial phase of the project aimed at researching the satisfaction, loyalty and their factors in the context of significant target segment for the Czech tourism market. Results of this paper will be useful for the further research where we have been dealing with the issue of the relationships between main factors influencing the satisfaction and loyalty of tourists.

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INFORMATION PAPERS

Martina Beránek, Petr Čech

COMPLIANCE QUALIFICATION REQUIREMENTS AND REAL QUALIFICATION IN THE HOSPITALITY INDUSTRY

***Abstract:** The paper is focused on the issue of consistency between qualification requirements and actual qualifications, or educated workers, in selected services segment, i.e. in the hotel industry. It deals with a brief theoretical concept of the chosen topic, defining the research subject, characterizing the examined group, and then presents the results obtained. The aim is to present the ratio of the share of individual companies to access the preference level of education and the reasons that such a procedure for recruitment and selection of staff lead.*

***Key words:** qualification, recruitment and training of employee, underqualification and overqualification*

***JEL Classification:** J24, L83, O15*

Introduction

The hotel industry is one of the microeconomic point of view undoubtedly one of the typical representatives of monopolistic competition, when there are a large number of similar businesses offering similar services. Within the sector there are significant barriers to entry. Although each hotel has in its product hypothetically monopoly position and monopoly power and is able to determine the price of their services, in real economic life super-competitive environment diminishes the power and capacity to completely regardless of other competing companies determine the price of their services. The success and the only way to stand out is the quality of the services provided and the way they provide. Human factor becomes determinant of success. This in turn implies the need to invest in human resources and carefully and thoughtfully select them. Without the optimal structure of human resources is not possible to meet the requirements arising from the changing demands of customers on the level and quality of services in the hotel industry. These new demands can be considered as a continuous phenomenon, the essence of which is the increasing level of education, new knowledge and customer experience. Parallel to this, the overall enriching society is also an important factor.

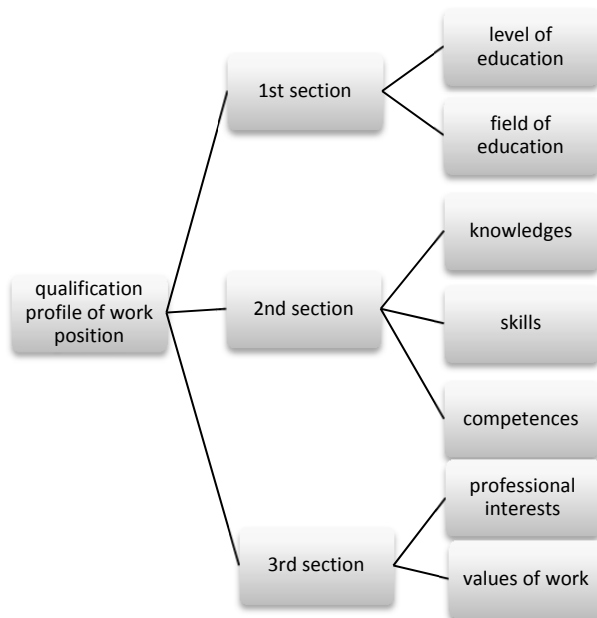
The main objective of the company in the field of human resource management in the recruitment and selection of staff is reaching a state where there is maximum overlap qualification requirements resulting from the analysis of a specific job and the actual qualifications of the individual. Such a state is one of the prerequisites for the provision of services at a level and in a quality that should lead to an increase or at least maintain the competitive position of the company.

Materials and Methods

In the professional and popular literature, it is possible to meet with identifying the meaning of the word qualification and the word education. Education is a narrower concept, as it is part of the qualification, which can then be considered as a broader term. Palán [8] defines qualifications in two planes. In the first case, the professional training system built on the skills, knowledge, skills, habits and experience needed to obtain officially acknowledged competence to perform certain activities. The second view sees the qualification as subjective, i.e. during the life of the resulting set of abilities and skills, including personal characteristics and attitudes with the potential possibility of their use for the performance of certain activities. The third level is the notion perceived as qualifications to work, i.e. qualification objective consisting in worker skills requirements arising from the performance, character and skill work.

In this context Lepič [6] provides an interesting preview. To delineate the complexity of the work he uses the so-called qualification profile of work position, which summarizes the basic characteristics required for the job. The profile has seven main dimensions broken down into three areas. The first area involves two dimensions: the field of education and its level, or degree. In other areas there are three dimensions – knowledges, skills and competences. Finally, the third area consists of dimensions of professional interests that bind to the preferences of the working environment and work values. Structure of the qualification profile of work position is illustrated in Diagram 1.

Diagram 1: Qualification profile of work position



Source: Own elaboration according Lepič, 2014.

Determination of qualification profile must be inevitably preceded by a thorough job analysis. In detail, it is analyzed by Koubek [3], who considers that this activity is starting to create the image of work and ideas of individuals who should hold that job. It is therefore a process of identifying, recording, storing and analyzing information about tasks, methods, responsibilities, links to another position and conditions of work. In connection with this activity, we can talk not only about design job, but also of any change in the profile, i.e. redesign. An essential element of every work is a movement whose accumulation forms surgery. One or more operations are grouped into the work task. Tasks are the basis for determining the scope of job responsibilities. In this context, it may occur at certain locations also add powers and responsibilities. Custom workflow should be the optimal way to perform a specific job. During its creation may be used many methods, e.g. flowcharts time study or observation. The result of the analysis is the job description and specification of the position, on the basis of defined requirements for individuals. These should be taken into account in the process of recruitment and selection of staff.

In connection with the work position Armstrong [1] uses the concept of role. He based this finding on the fact that, at present, the worker requires a flexible approach, developing skills and the ability to respond rapidly to new requirements. Role is therefore the role that person plays in the performance of work.

Mullins [7] also attaches great importance to the analysis of the job and asks the crucial question: How can a manager or HR specialist know what a personality for the job seeking and which candidate is best if he did not know the exact job description and other requirements relating to the employment? Therefore considers this analysis as the centerpiece of a systematic approach to recruitment and selection of staff. The analysis consists of two phases, partly own job description, secondly personality specification, which includes not only formal qualifications but also the knowledge, skills, ability, experience, personality characteristics, including temperament. Finally, the emphasis is also on the identification of difficult moments and possible inconveniences related to work performance. As an example, the author states as the manager of the bar, who can be subjected to having to communicate with intoxicated or unruly guests. Only when all aspects are included in the analysis job, there is possible proceed to the recruitment and selection of staff and the training activities.

Torrington et al. [9] introduces the term individual job criteria, which are the output of the job description and specifications of the individual. The process can be viewed from two perspectives. The first approach is to identify all the tasks to be performed and their subsequent transformation into the job description, which is based upon the determination of personality skills and competencies required for the position. The second approach begins with the identification of individuals who are successful at a particular position, and continue defining their characteristics.

Woods [11] brings another perspective on the issue. On the example of opening a new hotel he points to the need to first identify the foundations of individual activities at the hotel and then proceed to the job description and determine the necessary level of education, skills and knowledge of individuals at a given position. The actual process, the author divides in the job analysis and job design, the first of which determines work assignments, procedures, i.e. what will be done, and the second is how it will do, that is a combination of tasks and responsibilities associated with the job.

Van Looy et al. [10] indicates that the overall competence of the system can be developed by linking strategic core competencies organization with individual competencies of individual workers, where the core competencies can provide a competitive advantage to the enterprise and individual competencies are defined as personality characteristics related to effective performance.

In connection with the qualification requirements Koucký and Lepič [4] represent the conceptual model, which is built on two main groups of characteristics, i.e. worker and job. This is a set of information about the content and demands of the profession. The model has six groups of descriptors:

- characteristics worker – skills, interests and values, work styles;
- requirements worker – competence, knowledge and skills, education;
- experience requirements – a practice certificate, license;

- the requirements of the profession – work, context and organization of work;
- characteristics of the labor market – perspective professions, labor market data;
- specific information about the profession – working tasks, technologies, tools.

Konopásková [2] deals with the mismatch in skills and competencies in the analysis by the OECD, which deals with the relations between acquired and required competencies. She states that in OECD countries, on average, one out of four individuals reclassified and one in five is underqualified. Overqualification, or redundant qualification, is defined as a state where the highest qualification worker exceeds the qualifications appropriate to the job. The opposite is underqualification, or lack of skills, the worker does not reach the prescribed qualification resulting from the analysis of the job. In this context, it is considered only for initial qualification usually institutional education. A large part of competences, however, one gets in the work process. It follows that an individual with the same or very similar formal education may have different competence. In this connection, therefore, there is some simplification in the form of equating the terms qualification and education.

The phenomenon of overqualification is largely associated with a devaluation not only higher education, but also secondary education. In contrast, the issue of underqualification is in many cases linked to the efforts of some businesses to save personnel costs. They then employ workers with less education than that which results from the analysis of requirements in the job. How Lashley [5] points, research shows that still a number of companies in the hotel industry prefers this solution because of the possibility of paying lower wages. The above facts are the basis of research among businesses accommodation in the Czech Republic in order to determine the trend.

Results

The research sample

Basic statistical package N has a range of 2,459 units. As a basis for determining the extent of a core set of statistics was used Czech Statistical Office's "Collective accommodation facilities in the Czech Republic". Here are the records of all equipment breakdowns in the first level of resolution according to the individual regions, in the second level by the districts and municipalities according to the third level. Establishments are then sorted by categories. The accommodation is first divided into individual and collective. Collective accommodation establishments are classified into the following categories:

- hotels and similar facilities (hotel, hotel garni, motel, hotel, pension);
- other collective accommodation establishments – cottages, camping, tourist hostel.

Research is focused on human capital in small and medium-sized enterprises. Therefore, it was necessary to exclude from the population of micro-enterprises, which are represented

mainly pensions, camps and similar establishments usually managed by family members. For this purpose only facility in the hotel category were included in the scope of the universe. The intention was to select the firms that employ workers. The scope of the basic set was obtained after aggregating all devices matching the search criteria.

Table 1: Number of enterprises basic sample by regions

<i>Region</i>	<i>Number of establishments</i>
Hlavní město Praha (Capital City of Prague)	486
Středočeský	202
Plzeňský	107
Jihočeský	182
Karlovarský	208
Ústecký	148
Liberecký	159
Královéhradecký	217
Pardubický	69
Vysočina	96
Jihomoravský	195
Zlínský	120
Olomoucký	92
Moravskoslezský	175

Source: Own elaboration, 2014.

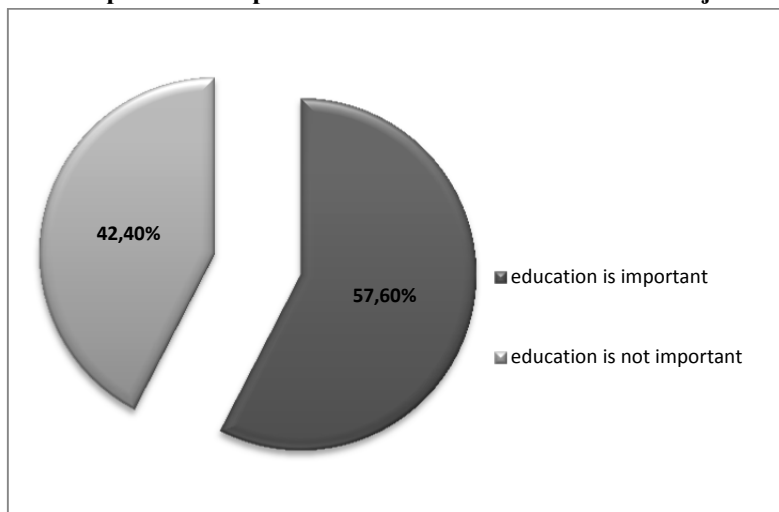
The sample n has a range of 370 units. The units in the file are determined by the so-called tables of random numbers, which are defined through the random number generator. The data obtained are then assigned to a core set of items of which are chosen as the respondents.

Preference of education

In the total sample, it was found that 213 enterprises prefer when filling a vacancy individuals whose training meets the requirements set as a result of the analysis of the job. In contrast, for 157 firms is not important and level of education in filling the vacancy prefer candidates with lower levels of education than that corresponding to the characteristics of the position. Relative frequency is shown in Graph 1. In order to refine the behavior of firms, there is necessary in this area to examine on the basis of segmentation based on selected criteria. For this purpose the following criteria were selected:

- geographical location of the enterprise;
- presence of foreign involvement or complicity in the enterprise;
- size of the enterprise.

Graph 1: The importance of education in relation to the job

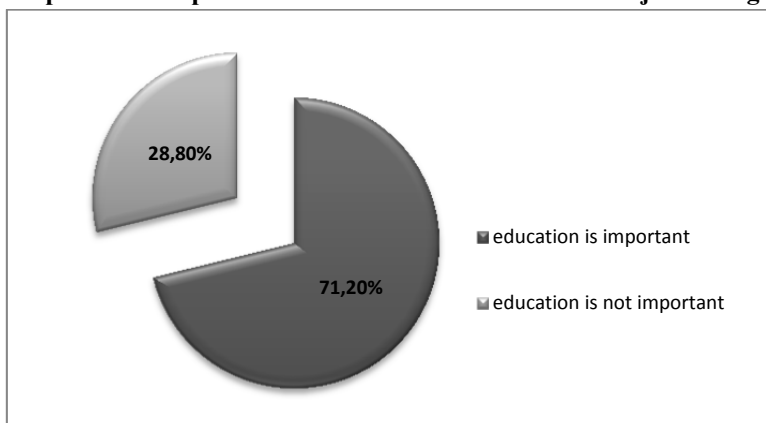


Source: Own elaboration, 2014.

Preference of education according to geographical location

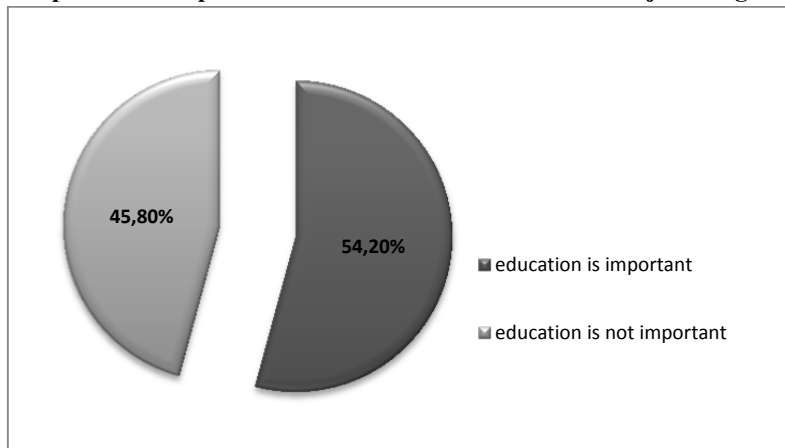
When comparing the results obtained according to this criterion is obvious significant difference from the results for the whole. This is due to the fact that firms located in the capital city of Prague have a significantly different approach than businesses in the regions. Among 73 companies in Prague 52 prefer correct classification and only 21 companies do not matter on the level of education. In regions, among 297 businesses 161 prefer the prescribed education and for 136 it is not significant. It is clear that regional businesses attach much less importance to formal education than those in Prague. Relative frequency is displayed in Graphs 2 and 3.

Graph 2: The importance of education in relation to the job – Prague



Source: Own elaboration, 2014.

Graph 3: The importance of education in relation to the job – regions

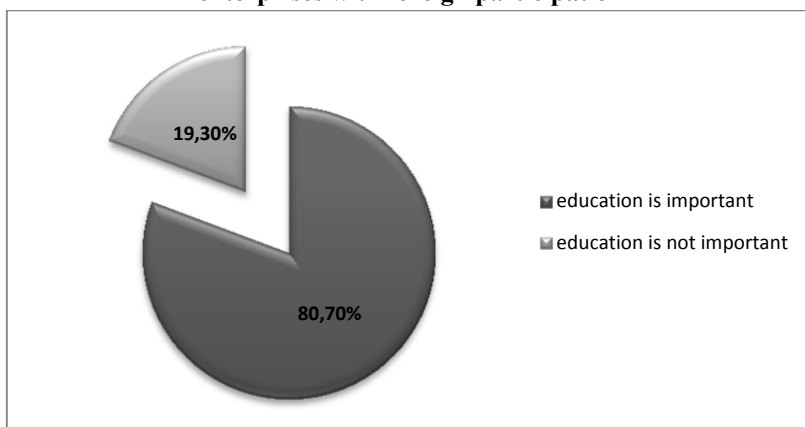


Source: Own elaboration, 2014.

Preference according to foreign participation

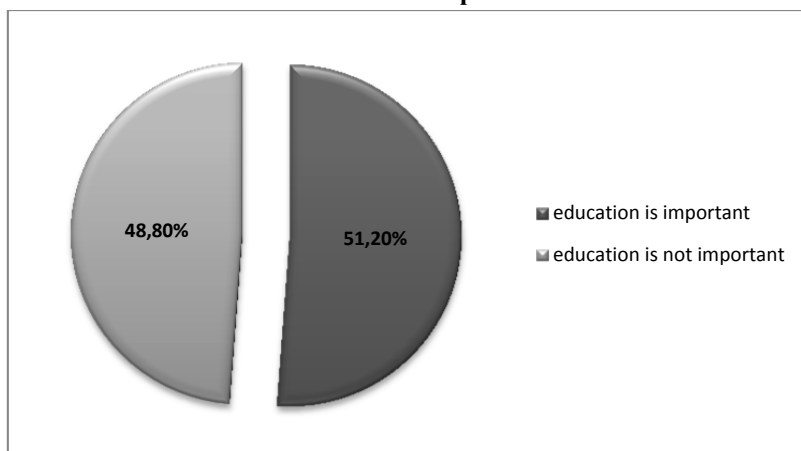
As in the case of geographical location, we may find a different approach for enterprises with foreign investment and purely domestic firms. Among 83 companies with foreign participation only 16 is regardless of corresponding education. Conversely, 67 companies considered correct level of education to be important. Among the 287 Czech companies exists 147 such that prefer the proper education and 140 of those who prefer less education than required by virtue of the analysis of the position. Relative frequency is shown in Graphs 4 and 5.

Graph 4: The importance of education in relation to the job – enterprises with foreign participation



Source: Own elaboration, 2014.

Graph 5: The importance of education in relation to the job – domestic enterprises

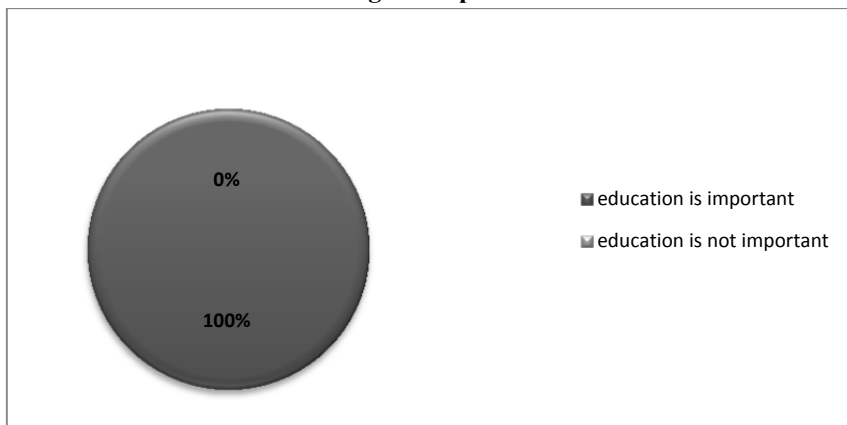


Source: Own elaboration, 2014.

Preference according to size of the enterprise

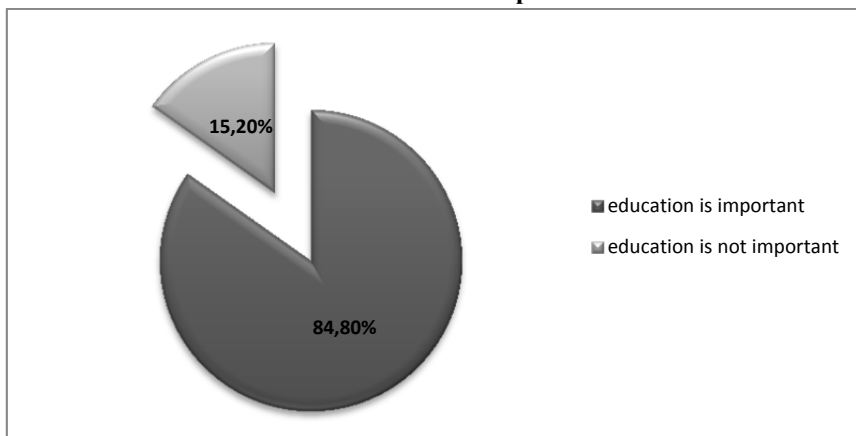
The company size also plays an important role in the evaluation as important the formal education is considered to be within the given position. Here, the data differ from the results for the entire sample. In the case of large firms, it was found that in 100% prefer education corresponding to a particular profession. Among 105 medium-sized enterprises 89 of them have the same preferences and in the case of 16 companies is preferred less education. For small businesses, the ratio is reversed, in favor of the preferences of lower education. Among 261 enterprises only 120 of them cares about the appropriate level. For the remaining 141 enterprises management considered the level of education as an essential and priority when assigning jobs to workers with lower levels of education than that which results from the analysis of the position. Relative frequency is displayed in Graphs 6, 7 and 8.

Graph 6: The importance of education in relation to the job – large enterprises



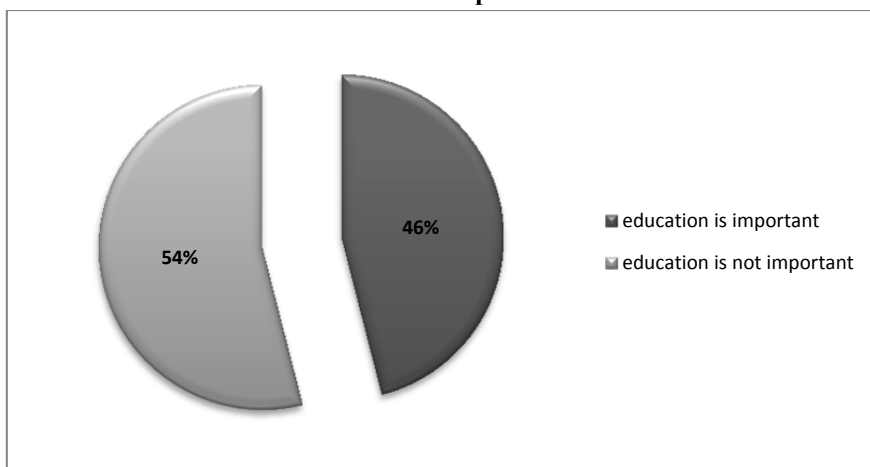
Source: Own elaboration, 2014.

Graph 7: The importance of education in relation to the job – medium-sized enterprises



Source: Own elaboration, 2014.

Graph 8: The importance of education in relation to the job – small enterprises



Source: Own elaboration, 2014.

Discussion

The obtained data point to the fact that there are still a number of companies that do not give sufficient weight to the correct structure of human resources, which is based on the characteristics of computer jobs obtained through a thorough prior analysis. Although educational level is just one of the factors that constitute a plurality of requirements in relation to the requirements of the job, it is a very important factor.

The difference between the approach of companies in Prague and in the regions is quite surprising. The original assumption was based on the fact that the influx of tourists to the capital is increasing, while in the regions there is a slight decline. This conclusion implies that firms in Prague may not so much depend on the structure of human resources. In the regions there is intensifying competition. One would assume that companies will increase the quality of services offered by increasing the level of human resources, therefore it will be more emphasis on the fact that workers at specific positions answered its nature as much as possible the requirements of the position resulting from the previous analysis. The results can have various causes. In the case of the capital may be one reason for the higher percentage representation superior class hotel. Hence the need to provide services at a high level, and therefore prefer to motivate management within the classification for the position, among other attributes, the corresponding level of education. In regions may be one of the causes of the shortage of skilled workers or workers with appropriate training. Another possible cause is undoubtedly an effort to savings in personnel costs. Management

of enterprises calculated with the fact that a worker with less than a prescribed level of education may be less salary.

Another consideration is the possible foreign involvement or complicity in the enterprise. It can be concluded that foreign companies which are established in the home area, had both a better financial stability and also more sophisticated and time-tested system of human resource management. To achieve the required quality standard deem necessary within the structure of human resources to ensure an adequate level of education in the respective positions.

The last criterion was the size of the company. The results suggest that also in this case, one of the reasons could be financial stability or strength in the case of large and medium-sized enterprises. On the contrary, small businesses can once again be an effort to optimize cost effectiveness by reducing personnel costs.

Conclusion

The paper aims to present partial results of the survey area in the hotel industry in the Czech Republic. A comprehensive investigation concerns the establishment of relations between selected factors, especially between the type of organizational culture preferences of education at the recruitment, training and development activities and business efficiency. Identification of approaches to enterprise level education when deciding worker is one of the prerequisites for a comprehensive evaluation of the research and also serve as part of the picture regarding the characteristics of today's businesses in the hotel industry in this area.

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János Csapó

AN ANALYSIS OF TOURISM ORIENTED CROSS BORDER CO-OPERATIONS (2007-2013) BETWEEN HUNGARY AND CROATIA

***Abstract:** One of the most important steps and aims of the European Union in order to decrease the economic and cultural differences between its member states or between the EU and non EU members are the cross-border cooperation and the transnational cooperation programmes. In this article the author intends to deal with the cross border cooperation programmes and their practices focusing especially on tourism developments.*

***Key words:** bottom-up, cross-border cooperation, economic and cultural differences, European Union, South Transdanubia, tourism project*

***JEL Classification:** L83*

Introduction

Since the border areas have always been sensible regions through history – and this is accentuatedly valid to the Central-European countries – now we have a chance to create cooperation instead of emphasizing and deepening the already existing negative effects of the border land areas (Baranyi, 2007; Hardi, 2002, 2004; De Sousa, 2012; Bufon – Markelj, 2010; Halás, 2007; Sokol, 2001).

It is an obvious fact in human geography that the borders are either connecting the two (or three) areas or disconnecting them. Numerous researches dealt with this problem in many disciplines such as law, economy, geography, sociology or history (Jaschitz, 2012, 2013; Diener – Hagen, 2012; Hardi, 2008; Prokkola, 2007; Martinez, 1994; Ratti – Reichman, 1993; Topaloglou, et al, 2005.). The author believes that one of the best chances to connect the existing borders is provided by the possibilities of tourism development which can (among many examples) generate a guest flow taking advantage of a knowledge- and cultural transfer about each other.

The other important apropos of this paper is that the 2007-2013 planning period of the EU has just reached its finish (although 2013 is the past, not all the programmes have been elaborated until the middle of 2014) so it is also time to summarize and evaluate the practices that has been developed in the last planning period.

Materials and Methods

The article is mainly based on classic table desk research methods during which first the related scientific literature of the topic has been elaborated and evaluated. Following the results of the literature review the general introduction of the researched are has been introduced based on primary and secondary researches and data. The thorough monitoring process of the cross-border co-operations was based on a methodology of the UNWTO established in 2007 (“Twelve Aims for an Agenda for Sustainable Tourism”). (UNWTO, 2007) This method has been rethought and altered by the author (sustainability matrix) in order to be able to adapt it in the present research (the method is described later in the article).

Results

The general aims and objectives of the CBC tourism programmes in the EU
According to the European Commission, the „ main aim of cross border cooperation is to reduce the negative effects of borders as administrative, legal and physical barriers, tackle common problems and exploit untapped potential. Through joint management of programmes and projects, mutual trust and understanding are strengthened and the cooperation process is enhanced.” (http://ec.europa.eu/regional_policy/cooperate/cooperation/crossborder/index_en.cfm) The established cross border cooperation programmes have been elaborated around the following major issues:

- Encouraging entrepreneurship, especially the development of SMEs, tourism, culture and cross-border trade;
- Improving joint management of natural resources;
- Supporting links between urban and rural areas;
- Improving access to transport and communication networks;
- Developing joint use of infrastructure;
- Administrative, employment and equal opportunities work.” (http://ec.europa.eu/regional_policy/cooperate/cooperation/crossborder/index_en.cfm)

If we have a look at the above listed principles, we also have to highlight that out of these issues tourism can be connected with all of them (either in a direct or in an indirect way).

Summing up the introduction, in the 2007-2013 planning period the EU has established 53 cross-border co-operation programmes and 10, so called IPA (Instrument for Pre-Accession Assistance) cross-border programmes where tourism is greatly involved, which we intend

slavonska and Vukovarsko-srijemska županija). The areas eligible on the Hungarian side are the NUTS III bordering counties of Zala, Somogy and Baranya (Figure 2).

Figure 2: The eligible areas of the Hungary – Croatia Programme Area (HU-HR IPACBC 2007-2013)



Source: Hungary – Croatia JTS – Bedeniković, Čelan and Szűcs, 2013.

In general we can state that the analyzed regions on both parts of the border are lagging or backward areas since the change of the regime (Hungary), and since the end of the civil war (Croatia), especially from 2000, concerning both economy and demographic aspects. In other words all the analyzed eligible areas are so-called internal peripheries, where the transport corridors are decisive in economic and social aspects alike. (Csapó – Jónás-Berki, 2011, Mervar – Payne 2007)

Comparing the Hungarian and Croatian border regions with the country average we can see that the volume of the guest flow shows a decrease which can be detected in the number of guest nights and the mean length of stay. The reasons for these unfavourable processes can be detected as follows:

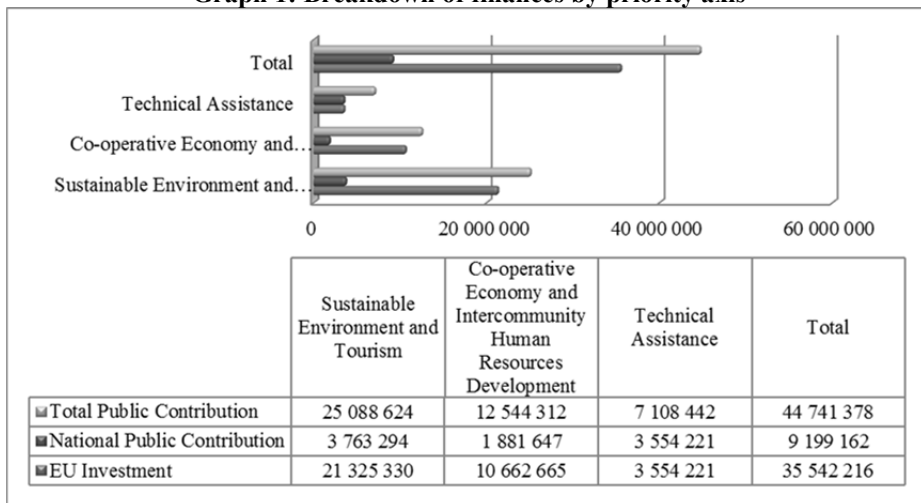
- Small commercial accommodations supply from which mainly the high quality category hotels are missing;
- A great volume and significant losing of supply which were also negatively affected by the unfavourable international and national economic environment;
- The lack of health tourism destination with international or national importance and the cancelled modernization of the existing spas (Csapó – Jónás-Berki, 2011, Vizek, M. 2008).

In the latter years both parts of the border started to build its tourism marketing strategy and supply on anthropocentricity, the landscape values, the quiet and peaceful countryside and health preservation so the highlighted tourism products are health tourism, cultural tourism, ecotourism, wine tourism, rural tourism and the different forms of active tourism.

General comments about the projects in the study region

The 'Hungary-Croatia' IPA Cross-border Co-operation Programme for the 2007-2013 period consisted altogether 140 projects out of which in 2014 there were still 23 under contract so for this reason here I do not intend to analyze them. The 1st, 2nd and 3rd calls for the projects attracted altogether 26 projects that were directly connected to tourism, so altogether 18,57% of the total projects were devoted to tourism.

Graph 1: Breakdown of finances by priority axis



Source: Based on <http://www.hu-hr-ipa.com/en/project-database> ed. by CSAPÓ, J. 2014

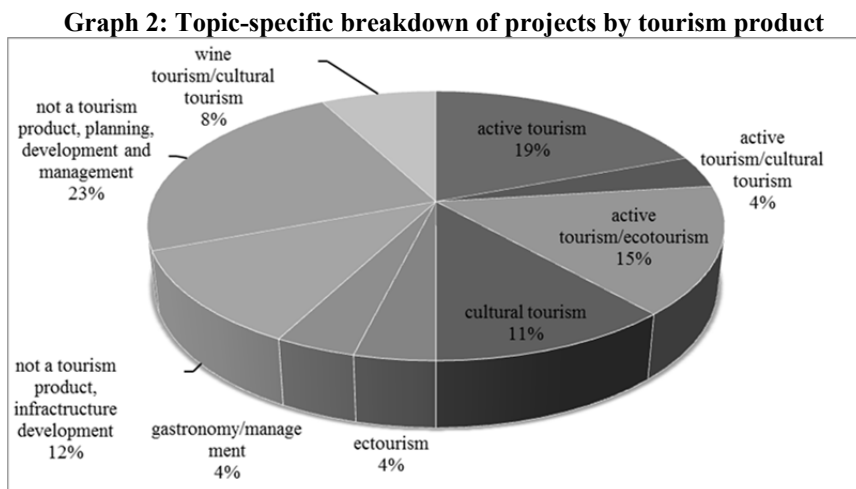
From the point of view of analyzing the importance of tourism in this planning process, it is a very important statement that if we have a look at the total public contributions by the priority axes of the 'Hungary-Croatia' IPA Cross-border Co-operation Programme we can see that the 1st priority (Sustainable Environment and Tourism) was given 56% of all the grants. So it can be clearly seen that tourism was very much underrepresented in the 1st priority (18,57% of all the grants) and issues and topics for sustainability received much more subsidy. Now it is natural to raise the question whether this situation is due to the less powerful and underrepresented tourism lobby (or simply the interest for tourism) or the better professional and lobby activity of the representatives of sustainability issues?

Project-specific (topic-specific) analysis

Out of the analyzed 26 projects that were directly connected to tourism issues, first I analyzed the breakdown of projects by tourism product (Graph 2). As the Hungarian-Croatian border area would naturally insist, the greatest group of projects were connected to active and ecotourism. Altogether 19% of all the projects were connected purely to active tourism (5) and this tourism product was connected to further 5 projects (active tourism/cultural tourism, active tourism/ecotourism) summing up in 38,46% altogether. Eco tourism was an accentuated tourism product separately only in 1, but altogether in 5 projects (19,23%).

Cultural tourism appeared separately in 3 projects, altogether in 4 (15,38%). The other smallest topic of tourism products was gastronomy and wine tourism (I separated wine tourism from gastronomy here) with 3 projects altogether (15,38%).

A great proportion of the projects were not devoted exactly to any of the tourism products, they were connected with infrastructure development (3,12%), planning development and management (6, 23%).



Source: Based on <http://www.hu-hr-ipa.com/en/project-database> ed. by CSAPÓ, J. 2014

If we have a look at the word cloud for the project titles of the Hungary-Croatia cross-border co-operation programmes (2007-2013) we can clearly receive the keywords, so the most important calls and priorities for tourism development. According to this, the word “development” is the most important but we can also clearly identify the geographical space these projects were allocated: “Drava”, “Danube”.

The most important activities that were planned to be developed are mainly connected to active tourism (“bicycle”, “routes”, “cycling”) and ecotourism (“routes”, “river“,

According to the sustainability matrix for the tourism oriented projects of the 'Hungary-Croatia' IPA Cross-border Co-operation Programme for 2007-2013, the least sustainable indicators were: Employment Quality (3.333333), Economic Viability (3.954545) Local Prosperity (4.083333) and Community Wellbeing (4.166667).

It proves that the most problematic indicators are: employment creation, economic viability, achieving local prosperity and the wellbeing of the local community. According to my perception these are the most important indicators for real social-economic development, so in terms of closing up these regions, the tourism projects themselves will not assist in a significant rate.

On the other hand the projects achieved the highest sustainability indicators concerning: Cultural Richness (8.090909), Physical Integrity (7.857143), Environmental Purity (7.285714), Biological Diversity (7.1 although rated only 10 times), Visitor Fulfillment (7.09090) and Local Control (7). Here we would not like to consider Resource Efficiency (with a high average rate of 8) because its indicators could be rated only two times and in 24 other projects there was no reliable data or information to decide.

Top-down or bottom-up?

I think another very important factor in analyzing such development and planning procedures, what this article deals with, is whether the implemented projects serve the needs of the local communities or the needs of the government (top) of the country. Several researchers dealt with this problem mainly connected to community-based tourism or the “glocal” (global-local) philosophy (Brooks, et al, 2013; Fehérvölgyi, et al, 2014; Enyedi, 2000).

It is obvious that, deriving from the system and functioning of the EU’s regional policy, the analyzed projects are originated from a “top-down” approach but on the other hand the planning process and the realization of the policy is strengthening the “bottom-up” approach. All the 26 analyzed projects concentrated (of course in a certain and varying extent) on local community, local economy and local resources. However, from again a critical point of view, the author of this article believes that one of the most criticisable topics in terms of the investigation on the bottom-up approach were transparency and social cohesion.

So although the majority of the financial sources are deriving from the EU, it seems that the majority of the analyzed projects meet with the requirements for the needs of the local community. However we can distinguish between projects that are more or less bottom up in this planning period.

“Viability analysis” of the implemented projects

As earlier publications emphasized (Csapó, et al, 2013) when researching any kind of planning-development projects the most important question is how the certain subsidy will or can be utilized for the social-economic purposes of the (local) population.

The author believes that unfortunately the EU programming processes make a certain percent of the projects and funds “non-viable”, non-sustainable for long term purposes. We can mention different projects and programmes that created something new in tourism for instance concerning thematic routes, wine routes, cultural co-operations etc. but soon after the financing of these projects have been terminated, they were unable to “survive.” Typical examples for this in Hungary concerning tourism are: wine routes, study trails, cultural routes.

Of course in this article a certain amount of the programmes have not been implemented yet so it is hard to decide whether the programmes are viable or not, but it seems that after the subsidy or the planning period ends up, the project will also unable to survive.

Cross border or “closed” border?

Another important question for this investigation is whether the implemented projects and initiatives will have any positive impact in creating closer regions and communities on both sides of the Croatian-Hungarian border?

One of the major problems for these cooperation opportunities is physical: the River Drava is situated between the two countries creating a natural barrier between Croatia and Hungary. Although we also have to see that this barrier provides excellent opportunities for ecotourism or I would say nature-based tourism where, using the different forms of (alternative) means of transport will or can decrease the problems of the physical/natural barrier (the river).

The other important factor is the Schengen border. The author believes that its existence or non-existence can create success factors or failure in success concerning cross border relationships or even more tourism based co-operations between two countries.

As long as the number of border crossing points will be so few, no new bridge will be built and in general the transport infrastructure between the two states remains undeveloped I believe that the borders will be rather closed than open or permeable.

Summary

“With a total of 140 selected genuine cross-border projects in the frame of three Calls for Proposals, the Programme has brought a step forward in the development of the area with a strong language barrier, geographically disconnected with rivers having just small scale of border-crossing potential, but showing that the co-operation has a sense and possibility for further improvements.” (Hungary-Croatia IPA Cross-border Co-operation Programme 2007-2013 Rivers Connecting Cross-border Region towards Croatian Accession to the European Union)

The author believes that the above mentioned sentence truly and correctly presents the status of the Hungarian-Croatian cross-border co-operations: if we have a look at from the perspective of a SWOT analysis, although there are great opportunities and strengths, we will immediately see the (more) weaknesses and (more) threats.

When the analyzed tourism projects will be finished it is out of question that they will have positive impacts on the local society and economy (because the answer is yes at every project but only in certain and changing extent), the real question is whether these developments will be sustainable or by the end of a certain project its existence and functioning will disappear almost immediately or the initiation remains for the long run.

Based on the above presented and the earlier researches the author believes that the expected scenario is negative and the analyzed projects have only limited contribution to local community and in general local social-economic development.

As a consequence of the present analysis of the 2007-2013 planning and budgetary period, the major aim of this article was to lay emphasis on the fact that the future spatial planning, and within that future tourism planning, should much more lay emphasis and focus on such initiatives which serve the needs of the local population. Especially in a case when border regions try to cooperate with each other in peripheric areas of the two states.

As I already emphasized in the introductory chapter, due to its nature, tourism is one of the most effective means in order to dismantle or weaken the cultural differences through which, due to its multiplier effect, later economic differences could be decreased as well (supposing that the other forms of regional development projects support the increase of the economy enough). For this achievement, however, the support of well-planned and more focused bottom up, sustainable and viable approaches is inevitable instead of strongly government based ideas how to develop a certain region of the country.

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Appendix 1: The sustainability matrix for the tourism oriented projects of the 'Hungary-Croatia' IPA Cross-border Co-operation Programme for 2007-2013 (scores are added from 1-10) (N .r. = Non relevant; N.d. = No data)

	Economic Viability	Local Prosperity	Employment Quality	Social Equity	Visitor Fulfillment	Local Control	Community Wellbeing	Cultural Richness	Physical Integrity	Biological Diversity	Resource Efficiency	Environmental Purity
1. Experiencing and enjoying the Drava Valley by bicycle	3	4	4	5	7	7	4	N. r.	7	7	N. d.	7
2. Development of a network of cycling paths and related services in the natural surroundings of rivers Mura and Drava	3	4	4	5	7	7	4	N. r.	7	7	N. d.	7
3. Bicycle routes development for promotion of cycling tourism in the area of Osijek-Baranja County and County Baranya	3	4	4	5	7	7	4	N. r.	7	7	N. d.	7
4. Cross-border cooperation in bicycle infrastructure development at the Danube-Drava area	3	4	4	5	7	7	4	N. r.	7	7	N. d.	7
5. Legrad and Órtilos on bike: Improving the conditions of cycling tourism in the interior of the municipalities of Legrad and Órtilos.	3	4	4	5	7	7	4	N. r.	7	7	N. d.	7
6. Tourism without borders - joint development of visitors info centres in Nagyatád and Križevci	5	4	5	5	8	7	5	6	9	N. r.	N. d.	7
7. Infrastructure development for creation of preconditions for eco-tourism growth in the border areas of the River Drava and River Danube Kopački Rit Nature Park and Danube-Dráva National Park	4	4	5	5	8	7	6	N. r.	7	7	N. d.	7
8. Two rivers and one hill - new eco tourist products along Drava, Danube and Papuk	5	4	4	5	8	7	5	8	8	N. r.	8	8
9. Development of Pécs-Osijek-Antunovac-Ivanovac biking route	3	4	4	5	7	7	4	N. r.	7	7	N. d.	7
10. Cycling across cultures from Harkány to Belišće	3	4	4	5	7	7	4	N. r.	7	7	N. d.	7
11. Bicycle oasis	7	4	4	5	8	7	4	N. r.	8	7	N. d.	7
12. Cross-border Green Way development	7	6	6	6	8	7	6	7	8	8	8	9
13. Heritage of the Guardians	3	4	4	7	7	7	4	9	9	N. r.	N. d.	7
14. Regional Tourism Product Plan of the Hungary-Croatia IPA Cross-border Co-operation Programme 2007-2013	N. r.	N. r.	N. r.	N. r.	N. r.	N. r.	N. r.	8	N. r.	N. r.	N. d.	N. r.
15. Along Miller's route in cross-border area	3	4	4	7	7	7	4	9	9	N. r.	N. d.	7
16. From wine tradition to wine tourism - creating cross-border wine routes	3	4	4	7	7	7	4	9	9	N. r.	N. d.	7

17. Hungarian Croatian Wine Stories	3	4	4	7	7	7	4	9	9	N. r.	N. d.	7
18. „From Ormánság to Golden Valley across the Dráva” - transborder network of thematic greenways in Hungary - Croatia preserves common ethnical, gastronomic, handicraft heritage and develop ecotourism	3	4	4	7	7	7	4	9	9	N. r.	N. d.	7
19. From Imperial railway to sustainable tourism development Szentlőrinc-Slatina-Našice	3	4	4	7	7	7	4	9	9	N. r.	N. d.	7
20. Turistica	6	4	2	2	8	7	2	7	8	N. r.	N. d.	9
21. Innovative Marketing, Management and Funding Strategies in Practice for Event Organisers	N. r.	4	N. r.	N. r.	7	N. r.	4	8	N. r.	N. r.	N. d.	N. r.
22. Programme for Tourism Investment Attraction in the Drava Eco-Region	N. r.	4	N. r.	N. r.	7	N. r.	4	8	N. r.	N. r.	N. d.	N. r.
23. Joint tourism brand in Zala county and Medimurje county	N. r.	5	N. r.	N. r.	7	N. r.	4	8	N. r.	N. r.	N. d.	N. r.
24. Drava Tour 2013 - Cycling nations to the European Union	2	4	2	5	7	7	4	5	7	N. r.	N. d.	7
25. Stimulation of the capital investments in the Hungarian-Croatian cross-border region	6	4	3	6	N. r.	N. r.	6	N. r.	N. r.	N. r.	N. d.	N. r.
26. Touristic Management of Kulin and Other Local Products in Baranya and Baranja	6	4	3	6	7	7	6	8	7	N. r.	N. d.	N. r.
AVERAGE	3.95454	4.08333	3.33333	5.54545	7.09090	7	4.16666	8.09090	7.85714	7.1	8	7.28571
	5	3	3	5		7	7	9	3			4

Source: Based on the UNWTO's "Twelve Aims for an Agenda for Sustainable Tourism" own calculations

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Igor Gula, Marco Riederer

CHALLENGES OF MARKETING AND SALES MANAGEMENT IN A CITY HOTEL – USING THE EXAMPLE OF HOTEL ZEITGEIST VIENNA

***Abstract:** This paper discusses the challenges of Marketing and Sales Management in a city hotel in Vienna, using the Hotel Zeitgeist Vienna as an example. The authors are working in the marketing and sales department of the hotel themselves and are analysing its marketing and sales measures considering the highly competitive hotel market in Vienna on the one hand and the construction and development of the Vienna Main Station on the other hand.*

***Key words:** city hotel, Hotel Zeitgeist Vienna, Marketing and Sales Management, Vienna Main Station*

***JEL Classification:** L83, M31, M13*

Introduction

The city of Vienna has established itself as a well-known and popular tourism destination. In the time between 2010 and 2013 Vienna has achieved nearly 11 million and more overnights each year, in 2013 there were 12,719,289 overnights in total (Vienna Tourist Board, 2014a). Moreover, in the first half of 2014, Vienna reached over 6 million overnights, a further increase of 5.8 % in comparison to the first half of the record year of 2013 (Vienna Tourist Board, 2014b).

The reasons for the positive development can be found in the long history and tradition of Vienna as a cultural and musical city, in the investments of the city government into the infrastructure, in the establishment of Vienna as a congress destination and in its world-wide promotion by the Vienna Tourist Board¹.

However, the hotel market in Vienna is highly competitive. In 2013, there were 428 (hotels and pensions) with 31,070 rooms and 60,459 beds in total (Vienna Tourist Board, 2014c).

¹The Vienna Tourist Board is going to invest another 8.3 million euros into the promotion of the city of Vienna in 23 different countries in the second half of 2014 (Vienna Tourist Board, 2014d).

Furthermore, ten new hotels with approximately 1,200 additional rooms will be established in 2014 (Vienna Tourist Board, 2014e).

The average room occupancy in 2013 was 66.1 % in the 5-star, 70.7 % in the 4-star and 71.8 % in the 3-star hotel segment (Vienna Tourist Board, 2014f). The average room-rate between January and Mai 2014 was € 48.50 per available room (net; Vienna Tourist Board, 2014b).

According to Kohl & Partner (2014, p. 3), only “a perfect match” between the concept and the location of a new hotel can guarantee a long-term development and success. Hence it is getting even more important for new hotels to set proper measures in marketing and sales.

The authors are working in the area of marketing and sales in the Hotel Zeitgeist Vienna in Austria. Because of their direct relation to the hotel as well as of the practical approach of this paper, they decided to conduct a case study analysis² of the Hotel Zeitgeist Vienna and its measures in marketing and sales.

Hotel Zeitgeist Vienna

The Hotel Zeitgeist Vienna (www.zeitgeist-vienna.com) is a newly build hotel that is situated next to the Vienna Main Station. “Zeitgeist” means spirit of the time and in the philosophy of the hotel it stands for service, quality and design. The hotel was designed according to urban lifestyle and it suits the demands and needs of business travellers as well as city-hoppers. It opened its doors on the 15th May 2013 (Tropf, 2013). The following figure displays the facts and figures of the Hotel Zeitgeist Vienna at a glance.

Table 1: Facts & Figures of the Hotel Zeitgeist Vienna

<i>Facts & Figures of the Hotel Zeitgeist Vienna</i>	
Location: Vienna Main Station	Gastronomy: café-bar and restaurant
Opened: 15.05.2013	Terrace: yes
Rooms: 254	Wellness: sauna and fitness
Floors: 7	Garage: yes

Source: Own illustration, 2014.

The hotel has 254 rooms and 508 beds in total. The rooms are clustered into six different categories: Urban (12), City (152), Deluxe (68), Prestige (10), Lifestyle Lofts (6) and Zeitgeist Suites (6). Moreover, the hotel builders also established ten barrier-free rooms and the hotel itself is barrier-free as well (Hotel Zeitgeist Vienna, 2014a).

²Case study analyses are a very popular and widely used research strategy among researchers in business research and in the domain of tourism and hospitality as well (Bryman and Bell, 2011, p. 59; Altinay and Paraskevas, 2008, p. 77). Altinay and Paraskevas (2008, p. 77) stated that case studies are used “to explore the real-life complexities of managing the organisations and destinations”. According to Bryman and Bell (2011, p. 59), a case study represents a “detailed and intensive analysis of a single case”.

In the hotel lobby, there is a local called “Pergola” which is a café-bar with its own garden terrace. The restaurant “Zeitgeist” is situated on the second floor of the hotel. Furthermore, the hotel has its own sauna with a terrace on the 7th floor, a fitness room on the 6th floor, two seminar rooms located next to the restaurant and an underground parking garage situated directly under the hotel building (Hotel Zeitgeist Vienna, 2014b).

Hotel Zeitgeist Vienna borders on the Federal Academy of Finance of the Austrian Federal Ministry of Finance, which is also its major client. The hotel was developed by a constructing and developing company that holds 80 % of shares of the hotel and by a real estate consulting company that holds 20 % of the hotel shares.

The emphasis of the hotel lies on the cooperation with the Academy of Finance on the one hand and its connection to the Vienna Main Station on the other hand. The challenges of the hotel management can be found in the establishment of the hotel and of the “Zeitgeist” brand in the highly competitive hotel market in Vienna in general as well as in the periphery of the Vienna Main Station in particular.

Currently, five other hotels are located in the immediate environment of the Hotel Zeitgeist Vienna and five more are located facing the main station from the other side as the hotel itself. However, the greatest challenge can be seen in the further development of new hotel facilities as part of well-established hotel chains which are represented by their branches throughout central (Motel One and Starr Inn; Stamerjohanns, et al., 2012; Star Inn Hotels, 2014) and western Europe (Ibis and Novotel of Accor; HGV Praxis, 2014).

In fact, the construction and the development of the Vienna Main Station and its surroundings, which is also being called the “Viennese project of the century”, will surely influence the guest flow from and to the city of Vienna. The question remains how and when. Therefore, the authors will shortly introduce the current state and the future development of the Vienna Main station in the following chapter.

Vienna Main Station „Wien Hauptbahnhof“

The installation of a Railway Main Station in Vienna has been discussed for many years (Wien.at, 2011). First concrete steps were set in 2007, and only 5 years later the Vienna Main Station was partially opened on the 9th December 2012 (ÖBB, 2012).

The overall project has a size of 109 hectares, the main station and its periphery will be approx. 50 hectares big and 6 km long. The main station will interconnect the Trans-European Transportation Network (TEN) corridors connecting Paris with Bratislava, Gdansk with Bologna and Athens with Nuremberg/Dresden. Moreover, a direct connection between the airports of Linz and Vienna (Schwechat) via St. Pölten as well as one between Wiener Neustadt and Bratislava will be possible in the regional context as well (ÖBB, 2014).

Furthermore, the station building will give shelter to approx. 90 shops, caterers and other services on a space of 20,000 square meters. Moreover, a whole new district with around 5,000 apartments, which will accommodate over 13,000 residents and offices with space for 20,000 employees will be built around the new main station. Apart from the new headquarters of the Austrian Federal Railways (ÖBB), which will offer room for up to 1,700 employees, a new educational campus with space for 200 employees and 1,100 students will be established as a part of the whole project as well. (Ibid.)

For now, 4 of the 12 platforms of the Vienna Main Station are open to regional (S-Bahn and REX) and short distance transport (to Bratislava). In addition, first shops will open on the 10th October 2014 and two months later, on the 14th December 2014, new platforms will open and more international connections will stop at the main station. Trains from south (connections to Italy and Slovenia), from east (connection to Budapest) and from north (connections to Brno, Prague and Warsaw) as well as all car trains will be the first long distance connections using the main station. (Wien.Orf.at, 2013; Wien.Orf.at, 2014a)

The other constructions around the Vienna Main station should be completed one year later in December 2015. Based on the current planning, the further projects in the area of the main station should be finished until the end of 2019 and 2021. (ÖBB, 2014) The total investments for the overall project were predicted at 4 billion euros and the costs for the Vienna Main Station were estimated at one quarter of the entire amount invested (ÖBB, n.d.).

Meanwhile, about 1,000 trains are stopping at the Vienna Main Station every day and over 7,500 passengers are using it on a daily basis. After the opening of additional platforms and the adding of international connections, over 1,000 trains will stop and about 150,000 passengers should be using the main station every day. (Wien.Orf.at, 2013; Wien.Orf.at, 2014a)

The grand opening of the Vienna Main Station took place on the 10th October 2014, when the whole station building and the headquarters of the Austrian Federal Railways were taken into operation (Wien.Orf.at, 2014b).

The following next two chapters take a look at the marketing management as well as at the sales management of the Hotel Zeitgeist Vienna.

Marketing Management at Hotel Zeitgeist Vienna

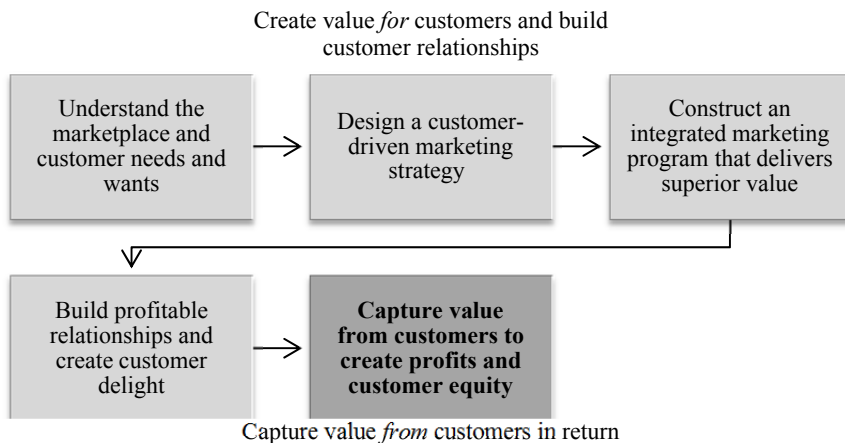
In the hospitality industry, marketing and sales are often considered to be the same. Although both departments are closely related to each other and should be working “hand in hand”, their tasks and strategies are slightly different (Kotler et al., 2014, p. 9; Abbey 2008, pp. 5, 13).

According to Kotler et al. (2014), the main aim of the marketing management should be the satisfaction of customers' needs. Furthermore, they define marketing as follows:

- *“Marketing is the process by which companies create value for customers and society, resulting in strong customer relationships that capture value from the customers in return.”* (Kotler et al., 2014, p. 11)

In other words, the main emphasis of the marketing should lie on creating customer value on the one hand on building customer relationships on the other hand (Ibid.). The following figure displays the marketing process according to Kotler et al. (2014, p. 11):

Figure 1: The marketing process



Source: Modified after Kotler et al., 2014, p. 11.

Consequently, the most important task of a marketing department is to understand the customers' needs and to establish offerings according to these demands (Kotler et al., 2014).

In the globalised world and competitive market, it is essential to establish a marketing concept as a part of a holistic marketing and sales strategy. Moreover, it is necessary to ensure the flexibility to adapt the planned marketing measures according to current developments and future trends in the hospitality industry. (Abbey, 2008)

One of the most important tools of modern marketing is the so-called Customer Relationship Management (CRM)³ (Kotler et al, 2014; Abbey, 2008). The main aim of CRM is to collect customer data, to establish customer relationships and brand loyalty as

³Kotler et al. (2014, p. 21) conclude that *“CRM enables companies to provide excellent real-time customer service through the effective use of individualized information. Based on what they know about each valued customer, companies can customize market offerings, services, programs, messages and amenities”*.

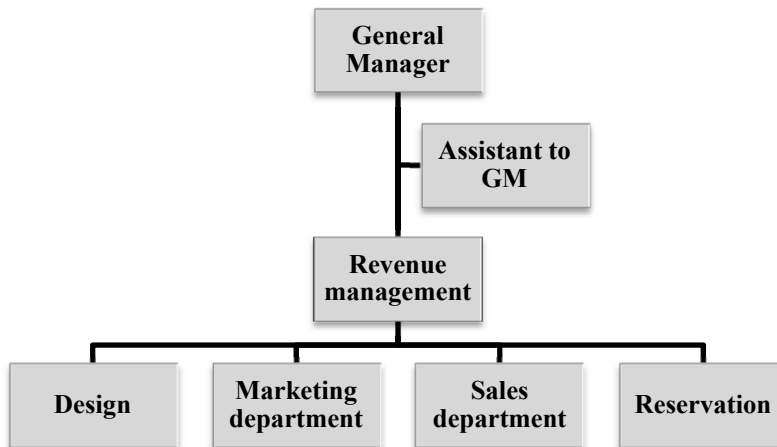
well as to manage “touch points”. Touch points can be understood as any occasions when a customer comes “in touch” with the brand, hotel or its staff. (Kotler et al., 2014, p. 21)

Thus the establishment and maintenance of a CRM can be considered as essential to the improvement and success of a hotel.

The marketing and sales department of the Hotel Zeitgeist Vienna were established in the pre-opening phase of the hotel on the 10th October 2012. The marketing management concentrates particularly on online marketing and web promotions in order to increase the awareness of the hotel on the one hand and to establish the “Zeitgeist” brand on the other hand.

The position of the marketing department within the organisation has changed over the years, the department is now a part of the revenue management, which is a direct subject to the general manager. The sales department, the reservation management and the (marketing) design are a part of the new established revenue management as well. The next figure presents the current placement of the marketing and sales departments in the revenue management.

Figure 2: Organisation chart



Source: Own illustration, 2014.

The marketing strategy of the hotel focuses on the promotion of the “Zeitgeist” brand (which means spirit of the time) and of the advertising line: “We fascinate with service, quality and design”. In order to ensure a unified work flow and a consistent promotion line the marketing department is closely cooperating with all other departments of the revenue management.

The main tasks of the marketing department are:

- development of a marketing strategy and plan;
- advertising and promotion in print media, radio and TV;
- advertising on exterior surfaces (e.g. posters, city lights etc.);
- in-house promotions of hotel's own products and services;
- management of the hotel's website and blog and creation of new content;
- maintenance of the booking engine;
- management of the hotel own voucher portal;
- maintenance of the Facebook fan pages of the Hotel Zeitgeist Vienna and of the local-café-bar "Pergola";
- maintenance of and promotion on online booking portals (e.g. Booking.com, Expedia.com, Hotel.de, Hotels.com, Holidaycheck.com, Hrs.com etc.);
- maintenance of and promotion on cooperation partners' websites (e.g. Lifestylehotels.net, Symposiumonline.at etc.);
- creation and distribution of newsletters;
- creation and distribution of press releases and;
- customer relationship management.

Moreover, the marketing management is also responsible for the establishment and maintenance of online and offline collaborations. The marketing manager is supported by the marketing designer who is creating advertising subjects and developing new promotion lines.

Regarding the segmentation and targeting, the primary markets of the hotel are the so-called German-speaking countries: Austria, Germany and Switzerland as well as the other neighbouring countries of Austria. The secondary markets of the hotel are Spain, France and Russia.

In cooperation with other departments, hotel tours, open house days as well as different events (including the hotel's own birthday celebration; Tropf, 2014) were organised to promote the hotel.

In addition, collaborations based on mutual promotion campaigns were organised as well. For example, promotions in cooperation with the Austrian Federal Railways as the managing company of the Vienna Main Station were conducted.

Due to the opening of the Vienna Main Station in October 2014 and to the launch of first long distance connections on the main station in December 2014, the majority of the promotion campaigns are focused on the opening of the Vienna Main Station. Thus the cooperation with the Austrian Federal Railways and promotion of the hotel at the Vienna Main Station has become even more important.

Apart from others, new guiding signs will be placed in the station building, promotion posters will be put out in the local trains and a new collaboration with Slovak Lines connecting Bratislava and Vienna will be established.

Sales Management at Hotel Zeitgeist Vienna

In the service industry it is important to place emphasis on personal contact, service and support in general. However, in the hospitality industry the customer care has to be taken into consideration as a basic requirement and an important element of sales management, in order to guarantee a long-term development and success of a hotel. (Abbey, 2008)

In general, Kotler et al. (2014, p. 457) argue that “success or failure within the hospitality industry ultimately rests on the ability to sell”. Moreover, they state that sales management must be done continuously and that every member of the hotel staff is responsible for sales as well. Abbey (2008) also highlights the importance of internal marketing and sales as well as internal merchandising and in-house promotions.

According to Kotler et al. (2014), the following tasks are performed by sales managers:

- prospecting;
- targeting;
- communicating;
- selling;
- servicing;
- information gathering;
- allocating and
- maintaining strategic partnerships.

However, these tasks are mostly depending on the nature of the company, the hotel as well as the sales persons themselves (Kotler et al., 2014; Abbey, 2008).

In particular, Freitag (1993, as cited by Kotler et al., 2014, p. 459) concluded that the professionalism in sales, having contact data to potential clients and knowing their booking history are essential to sales management. Additionally, caring and maintaining of a basic client database, close cooperation with the marketing department as well as the recruiting and training of sales persons were also defined as necessary to long-term success of sales management (Kotler et al., 2014).

Apart from the credentials for successful sales management, Ingram et al. (1992, as cited by Kotler et al., 2014, p. 475) determined six reasons why sales people fail:

- poor listening skills;
- failure to concentrate on top priorities;
- lack of sufficient effort;
- inability to determine customer needs;

- lack of planning for sales presentations;
- inadequate product/service knowledge.

Therefore it can be concluded that recruiting of qualified sales persons and their continuous motivation and training are one of the most important aspects of sales management (Kotler et al., 2014; Abbey, 2008).

Moreover, having a rehearsed team in the sales department that is cooperating with other departments, which are having close contact to the customers (reservation, front office, F&B etc.), can improve the sales capacity of a hotel in further.

The sales department of the Hotel Zeitgeist Vienna was established as a part of the marketing and sales department in the pre-opening phase of the hotel. The main emphasis of the sales department lies on the corporate customer service and support.

Apart from the leisure segment, the hotel focuses on business travellers coming to Vienna for a business meeting or taking part in a conference. The most important goal of the sales department in the pre-opening phase was, in close cooperation with the marketing department, to make the hotel and its philosophy known and popular all over Vienna and Austria.

First of all, it was important to get in contact with companies and organisations in and around Vienna. Thus the hotel has been represented during national and international fairs of the tourism and hospitality industry. Apart from that, the sales department took part in workshops with representatives from travel agencies organised by the Austrian National Tourist Office (in German: Österreich Werbung) or the Vienna Tourist Board (in German: Wien Tourismus) in inland and abroad.

These new contacts developed into first collaborations with travel agencies, companies and organisations in Vienna and Austria. Beside the new contacts which were made during fairs and workshops in German-speaking countries, the existing contacts of the management as well as of the employees of the hotel were also used to establish a general awareness of the hotel and to set up new collaborations.

Making use of the multilingual ability of the sales department, the hotel also tries to intensify its contact to travel agencies, companies and organisations in Hungary, Slovakia and the Czech Republic. The translation of the hotel's website, sending out a newsletter to potential partners as well as visiting fairs in the area of tourism and hospitality were the first measures of the hotel to establish successful collaborations in these travel markets.

Next to the operational tasks, it is essential to analyse the current developments and future trends of the travel market (Boksberger and Schuckert, 2011; Pikkemaat et al., 2006) and to

study the mediate and immediate competition (Porter, 2004). Hence it is important to visit conferences and fairs discussing the developments and trends in tourism and travel as well as to get in touch with researchers, colleagues and competitors from the hospitality industry.

Moreover, new positions in the personnel structure of the hotel will be established in order to amplify the in house cooperation and the mutual exchange between sales, front office and F&B management. A position of a guest relation manager (connection between sales and front office) has already been created on the one hand, and a position of an event manager (connection between sales and F&B) is going to be created in the next step on the other hand.

Taking the growing agenda of the sales department in consideration, it will also be considered to add additional manpower to the human resources of the department.

Conclusion

The tourism and hospitality industry is a fast changing and constantly developing industry. Additionally, needs and demands of the customers are constantly changing as well. (Conrady and Buck, 2012; Boksberger and Schuckert, 2011). Moreover, through the improvement of the Information and Communication Technologies (ICTs), the breakthrough of the Internet and the appearance of Social Media, the world has become even more interconnected and transparent (Sigala et al, 2012; Amersdorffer et al., 2010; Buhalis and Law, 2008).

Therefore it is absolutely necessary for the marketing and sales management to act accordingly to the market developments and trends and to encourage the cooperation and exchange between all departments as well as with partners and competitors. Generated input and feedback is to be taken seriously and to be involved into the innovation management and new product and service development. (Egger et al., 2015)

Taking the theories and measures discussed above into consideration, it can be stated that the establishment and maintenance of a CRM database would be the first step in order to improve the effectiveness of marketing and sales. Secondly, regular meetings of all departments coming in touch with the guests should be encouraged in order to increase the level of cooperation and interaction. Finally, the importance of suitable motivation and regular trainings should never be underestimated as well. Especially in the service and experience oriented tourism and hospitality industry.

Although the guest arrivals in Vienna have been constantly growing over the last four years (Vienna Tourist Board, 2014g) and the Eurovision Song Contest 2015 will take place in

Vienna as well (Rauter, 2014), the competitive pressure at the Vienna Main Station, as well as in Vienna itself will increase over time (Kohl & Partner, 2014).

Thus it can be concluded that marketing and sales will get even more important with the opening of the Vienna Main Station and the establishment of new hotel facilities in the area of the main station.

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Petr Studnička, Lucie Plzáková

RESEARCH ON TOURISM AND HOSPITALITY MANAGEMENT IN THE CZECH REPUBLIC IN THE YEARS 1960-2014

***Abstract:** The article assesses the history of tourism and hospitality management research in the Czech Republic in the years 1960-2014. It gives heed to, above all, the system of tourism research and education and conceptual fundamentals as a basis for further development of tourism and hospitality management. Research on tourism in the Czech Republic has its roots in the mid-twentieth century. Changes in the political and economical situation in 1989 marked the beginning of a new stage in tourism and hospitality management development.*

***Key words:** Czech Republic, hospitality management, research, tourism*

***JEL Classification:** H70, L83, N94*

Introduction

This paper is based on output from the research and development project of the Ministry of Regional Development, Czech Republic, WA-037-05-Z06 “Proposal for Systematic Research into Tourism in the Czech Republic with Special Focus on Regions”. This project was led from 2005 to 2006 at the Institute of Hospitality Management in Prague by Antonín Franke, who has been a member of the International Association of Scientific Experts on Tourism (AIEST) since 1964. The aim of the project was to raise the efficiency and effectiveness of further tourism development in the Czech Republic, based on applying systematic research results into practice.

The share of tourism in the Czech Republic’s GDP, calculated by the Tourism Satellite Account (TSA) method, was 2.7 % in 2012. The number of international arrivals reached 7.9 million in 2013. The numbers employed in tourism in the Czech Republic amounted in 2012 to 231,069 and this sector’s share in total employment reached 4.6 %. The Czech Republic, and in particular the capital Prague, has become one of the major tourist destinations in Europe. On the central level, the tourism industry comes within the province of the Tourism Department of the Ministry of Regional Development. The Czech National Tourism Board – Czech Tourist Authority-CzechTourism – is a grant department of the Ministry for Regional Development. Its principal mission is to create, in a continuous and systematic manner, awareness of the Czech Republic as a country with wide tourism

potential. The Czech Republic's administrative system of 14 self-governed regions (NUTS 3) came into effect in 2000. This long-awaited regional set-up has greatly enhanced the organization of tourism in the Czech Republic. Regions and individual communities and municipalities (NUTS 5) are represented by public institutions (OECD, 2012).

Tourism in the Czech Republic is funded from a number of sources (the Ministry of Regional Development and other ministries, regions and municipalities). The main source for the period 2007-2013 was from EU Structural Funds (approx. EUR 1.6 billion). The National Tourism Policy of the Czech Republic for 2014-2020 (the Concept), which is fundamental medium-term-tourism-related strategic document in the Czech Republic, was approved by the Czech Republic government on 27 March 2013. The priorities of the Concept are:

- improving the quality of the tourism supply;
- tourism management;
- destination marketing;
- tourism policy and economic development.

The role of the Ministry of Regional Development in implementing the Concept is relatively difficult. Many players at national, regional and local level are responsible for the individual segments of tourism in the Czech Republic. The long-term lack of functioning system of management of tourism results in failure to implement the Concept's measures systematically. A solution should be brought about by the expected law on tourism, which is a prerequisite for ensuring implementation of tourism policy in the Czech Republic at the individual levels of management of the sector (Plzánková, Studnička, 2014).

In the area of international activities, approval of the new EU strategic framework in the area of tourism, entitled "Europe, the world's No 1 tourist destination" was probably the most important feature of the past year. Approval of this document had an effect on activities at a national level, particularly in the area of reinforcing competitiveness of stakeholders in the tourism industry, co-operation among the Member States and strengthening the role of tourism in other sectors. Examples of such activities include the EDEN competition of the best destinations (2009 – České Švýcarsko, 2010 – Bystricko, 2011 – Slovácko, 2013 – Lipno), as well as activities in the area of service quality that aim at building a uniform European quality label (Czech Service Quality System).

Materials and Methods

Generally, research and development means any systematic productive work carried out in order to obtain new knowledge or its use. A distinction is made between (a) "research, which is systematic productive work that enriches understanding, including knowledge of man, culture and society, using methods which allow confirmation, supplementation or

refutation of acquired knowledge performed as basic or applied research” and (b) “development, which is the systematic use of productive research findings and other ideas to produce new or improved materials, products or equipment or to introduce new or improved technologies, systems and services, including acquisition and testing of a prototype, pilot or demonstration facility” (Czech Law No. 130/2002 Coll. Support for Research and Development from Public Funds, 2014).

The Tourism Handbook issued in Czechoslovakia (Franke et al., 1980) states that “tourism research is closely and objectively linked to the level of tourism development. In characterizing research in tourism it is necessary to emphasize the fact that (a) tourism extends to many sectors of the national economy, which is fully reflected in the specifics of tourism research, (b) research on tourism has a multidisciplinary character linked with economics, social sciences, and also geography, architecture, medicine, ecology, etc. and (c) research on tourism has a strongly empirical character and is strongly influenced by practical problems”.

“Whether tourism is a separate field of scientific inquiry, i.e. a scientific discipline, is a constant subject of debate. The subject of scientific investigation can be virtually anything that has some social function, almost everything that surrounds us. If recognized scientific methods are used – the result will be recognized as scientific research. A great deal of recorded results of scientific research remain mere descriptions of the state of tourism until time that they are re-examined, again using scientific methods, to give a verifiable understanding of the causes, and show us a way to eliminate the possible undesirable situation or achieve the desired state. Only then the field becomes a scientific discipline in the true sense. In other words, it becomes an independent scientific discipline when it is possible to (a) clearly define the scope of the investigation, (b) identify the problems and (c) develop specific procedures to address them. Tourism involves more than a single object of investigation; it is essentially a multidisciplinary field” (Kašpar, 2011).

Based on the division of research used by the International Association of Scientific Experts on Tourism (AIEST) in Switzerland, the four types of tourism research can be characterized as follows:

- macroeconomic research – builds primarily on economic and sociological studies (e.g. determining the place of tourism in the society and the economy of the country);
- microeconomic research – focuses primarily on tourism subjects from various perspectives, but should, however, perform a wider function than merely advisory;
- geographical research in relation to tourism – focuses on the contribution of geography, for example in relation to the environment, the role of regional tourism, and other aspects;
- sociological research on tourism – sociological issues can include the impact of tourism on the socio-cultural structure of the host country, the behavior of

participants in tourism and meeting their needs, the impact of tourism on professions, the interaction and confrontation of cultures, ethics and mentality, etc.

A general finding from studies on tourism is the fact that results remain up-to-date for a shorter time than with other types of research, and are often limited to a span of about 3 to 5 years. Because of this, tourism research must often focus on a future horizon of 10 to 20 years, and therefore requires comparisons with actual developments and timely corrections.

Results

From an international perspective, it is possible to speak of systematic research into tourism starting in the 1950's, although by that time some results had already accrued, especially in the classic touristic countries of Europe, particularly where there are spas (Switzerland, the former Austria-Hungary, France, Italy). Just as tourism development and its impact on the economy of countries can be divided into stages, the emergence and development of scientific-research activities in relation to tourism can be similarly analyzed. The origins of certain studies of tourism date back to the turn of twentieth century. This period is often characterized as pre-scientific, describing, for example, number of visitors, accommodation capacity, price range in accommodation, catering and spa services, transportation options, and on occasion the relationship with the country's economy, such as Stradner (1905) *On the Issue of Spas in Karlovy Vary*. The concept of tourism at this time was still not clearly defined, and thus began a decades-long and perhaps still ongoing, etymological discussion.

The research foundations of tourism, and the gradually more systematic exploration of this newly emerging phenomenon in the economies of some European countries, began in the period between two world wars of the last century, i.e. in the years 1918-1938 (Mariotti, Glücksmann, Ogilvie, Norval). Later this topic was dealt with by Hunziker and Krapf, Swiss professors, who in 1942 published the textbook *Grundriss der allgemeinen Fremdenverkehrslehre*, which is still considered a classic work on the basic theory of tourism. It is very gratifying that Czech researchers, Černý and Charvát, belong to the ranks of founders of tourism theory, especially on issues relating to spas. In Slovakia, there was Fodor, particularly in relation to hotels, and Karvaš in relation to economic and financial issues of tourism. The stage of scientific research into tourism as a relatively independent discipline began in 1945, and builds mainly on the results of particular countries in post-war Europe.

“In the early days of research into tourism one cannot talk about being systematic, but rather the popularization of travel and creating the preconditions for the development of tourism. Systematic approaches were applied beginning in the 1950's. In the years 1965-1967 the Tourism Research Department operated in Bratislava as part of the Research Institute for Commerce in Prague. From this, the Tourism Research Institute in Bratislava

was established, which from 1970 to 1992 focused on tourism research from different perspectives” (Gúčik, 2005).

“Tourism greatly helped the economic transformation of the Czech Republic after November 1989. The spontaneous growth of international tourism and the economic benefits that resulted from the opening of the borders were highly significant, and yet this did not receive any special attention from government authorities. Furthermore, despite their importance to the economy of the country, the outgoing and incoming tourist industries remained completely neglected besides the equally important domestic tourist industry. After the split of Czechoslovakia in 1993, no specialized research institutions dealing with tourism were established in the Czech Republic and until that time the national Tourism Research Institute in Bratislava focused its activities only in Slovakia and was later privatized” (Studnička, 2007).

An interesting feature of the beginnings of systematic research into tourism in Czechoslovakia was the fact that its foundations between the fifties and sixties of last century took place at the same time as the foundation of the institutions for territorial planning (Terplan Prague and Urbion Bratislava) and internal trade (the Trade Research Institute in Prague). Several years of territorial research activities resulted in the zoning of tourism in Czechoslovakia (1962), which remained for almost thirty years the fundamental, government-approved, territorial planning document for tourism development. Zoning became a well recognized scientific research document in professional circles even abroad, including UIOOT, the top international tourism organization at the time, based in Geneva. At the same time, the Research Institute for Commerce in Prague began working on conceptual territorial-economic studies for the development of tourism in certain areas and individual sites.

After 1970, tourism research activities were overwhelmingly concentrated in the national Tourism Research Institute, based in Bratislava, which was included in the statewide scientific and research base. From the beginning, the Tourism Research Institute was not a budgeted research organization, working instead only on the basis of economic contracts for individual research projects. Around 40 % of its business was research projects under the state program for economic research. Some major projects were so elaborate from the theoretical and practical side that they could be used to some extent, at least as a basis, for work today. A data base, including recreational areas and assumptions about investment in recreational areas and tourist centers, was created for a tourism and planning information system about the territories. It also allowed for data updates, evaluations of the development of the technical conditions for tourism in the territories, and a model for forecasting tourism. Information files were also selected which had links to tourism, such as in the following sections: population, household and domestic fund, civic amenities, water management, landscape ecology, transportation, agriculture, forestry and investment in the construction of selected sections of the national economy.

At the same time a certain amount of research in tourism continued to be performed by territorial planning institutions and universities (such as the remarkable work in 1962 *Land Evaluation of Tourist Attractions*). In the mid-1960's, universities in Prague and Bratislava with a focus on economics also began to engage more strongly in scientific and research activities. Overall, in the years 1970-1992 the national Tourism Research Institute in Bratislava prepared a total of 280 research papers, of which 140 were theoretical and methodological, about 80 dealt with macroeconomic research, and 60 works with microeconomic research. In the same period, the Tourism Research Institute dealt with another 110 tasks of advisory nature, which were focused on specific issues with proposals for possible implementation in selected tourist areas and places in the country.

During this time in the second half of last century, activities also led to the formation of specialized scientific research teams and the education of specialized professionals, especially at the Universities in Prague and Bratislava, and what is now the University of Matej Bel in Banska Bystrica, Slovakia. After the split of the two countries, the successor to the Research Tourism Institute in Bratislava became the Slovak Republic Department of Tourism, Ltd.

The Ministry of Regional Development in the Czech Republic and other central government authorities responsible for tourism issues have teams at universities, a consortium of companies, or more precisely, agencies and individual experts, as well as ad hoc teams of researchers, available for addressing the issues of tourism. Most projects awarded by the central institutions involve applied research with statewide significance and are linked to addressing issues related to the basic strategies and plans for tourism development, especially medium-term concepts. Projects derived from grants from the European Union and other foreign financial sources make up another category. At the regional level, development programs deal primarily with specific aspects of the impact of tourism on the region and its priorities, issues of regional development, and marketing strategies. They also deal with destination management and increasing the marketability of the regions, short-term action plans for tourism development, and measures taken to obtain funds. This theme is common even at lower administrative levels. A growing trend is the establishment of micro-regions, a driving motive for raising funds even within tourism.

Surveys confirm that in individual regions, and also among them, there is not a sufficient understanding and awareness of tourism related studies that have been carried out. It is particularly evident, however, that the studies are disconnected vertically, and comprehensive reports on the studies are practically unavailable at lower administrative levels. The situation is not much better even regarding the level of awareness of the regions about tourism research at the central level.

In recent years, a number of interesting research projects related to issues in tourism have been carried out. The collected evidence suggests that in the Czech Republic there are currently 27 universities with programs grounded in tourism issues. Materials from selected

universities confirm that numerous bachelor's and master's dissertations are focused on problems and issues in tourism and some may be useful, even as partial groundwork, for work on these issues at a more complex level.

Institute of Hospitality Management in Prague (abbreviated IHM) is specialized on research activities. IHM's research and development specialization arises from the school's specific focus on the fields of hospitality, gastronomy, spa industry, tourism and tourism management. Particular attention is paid to cooperation with external experts in the field, and thus IHM has a tool to influence the development of business activities, increasing the quality of service and overall level of education. IHM was established in 1999, in March 2005, the IHM's Research Center was created. Summary of research projects, which were realized at the IHM, is presented in the Table 1.

Table 1: Summary of research projects at the IHM in the years 2005-2014

<i>Project</i>	<i>Provider of subsidy</i>	<i>Amount in CZK</i>
Proposal for a Systematic Research on Tourism in the Czech Republic with a Special Focus on the Regions	Ministry of Regional Development	928,000
Prague is not only Royal Way	European Commission	2,247,000
Training and Education of Employees in Tourism	European Commission	600,000
Research on Domestic and Incoming Foreign Tourism in Relation to Mitigating Socio-economic Disparities	Ministry of Regional Development	7,659,000
Health & Well-being in Tourism Destination (WelDest)	European Commission	1,350,000
Marketing Study of Litoměřice Region Focusing on Tourism	Municipality of Litoměřice	200,000
Organization and Management of Tourism at the Regional Level in the Czech Republic	CzechTourism	50,000
Draft Long-term Plan for the Development of Tourism in Municipality of Plzeň	Municipality of Plzeň	200,000
The New Face of Hotel Stein	Karlovy Vary Region	65,000
Measuring the Effect of Tourism in Lipno nad Vltavou	Municipality of Lipno nad Vltavou	234,000
Possibilities for Recreation on the Vltava River in Loučovice and its Surroundings in Relation to the "Devil's Streams Loučovice"	Municipality of Loučovice	72,600
The Innovating Approach to Tourism Management System in the Czech Republic at the National and Regional Level	CzechTourism	150,000
Analysis of Local Fees related in Tourism with Regards to Performance of Collective Accommodation and Spa Establishments in the Czech Republic	CzechTourism	80,000

Support of Formation Public-Private-Partnership in Relationship of Tourism Development by Founding of Local Destination Management Organization	Municipality of Lipno nad Vltavou	229,900
The Influence of Local Fees on Tourism Development	Ministry of Regional Development	242,000
Benefit Analysis of Tourism and Tourism Development Strategy in the Municipality of Český Krumlov	Municipality of Český Krumlov	284,350
<i>Total amount of public support</i>		<i>14,436,850</i>

Source: Own elaboration with data from www.vsh.cz, 2014.

Discussion

A preventative stance will need to be taken to address the risk, which was brought to light in tourism research results and mentioned as a threat that research activity in tourism will remain at the periphery of society. The following are possible approaches:

- Strongly focus the outputs of tourism research work on the business community in this field, taking into account that tourism affects a number of industries and sectors of the economy. This may to some extent even eliminate the fact that some elected public officials may have an ambivalent relationship with tourism (tourists are not voters), and that they are not always well motivated when there are territorial limitations to their power. (From a marketing point of view, it is difficult to promote regions created artificially for administrative purposes).
- Consistently respect and analyze the market system even in the tourism sector. Its influence can be seen, for example, in the massive private sector investments, often by construction companies, in the construction of smaller hotels and restaurants across the country. Another example is the sharp increase in hotel capacity in Prague over the last ten years and the massive influence of foreign capital. And yet another example is the construction of huge shopping centers and marketplaces on our borders especially after 1989, taking advantage of the different price levels for goods and services in Austria and Germany versus the Czech Republic.
- Public administration at the regional level – well designed programs and their purposeful implementation can significantly contribute to the elimination, or at least mitigation, of the obstacles to the meaningful development of tourism.
- The central authorities in the Czech Republic should make fundamental decisions on tourism based on well-researched, scientific-based research activities and analyses. Positive examples from recent years include work on the zoning of tourism, tourism research in relation to the environment, a systematic effort to restore research on tourism, working out measures to further develop tourism and, last but not least, the drafting of the Tourism Satellite Account. Another positive

factor is that this work, using knowledge from scientific research, is built on the concepts in the National Tourism Policy of the Czech Republic for the period 2014-2020.

The essential factor in strengthening systematic tourism research is a regulated organizational structure of tourism and clearly defined powers at the regional and the supra-regional level. This thesis has been confirmed by the conclusions stated in the State Tourism Policy Concept in the Czech Republic for 2007-2013 and by comparing the management of tourism with the organization of its research in European countries that are advanced in terms of tourism. This policy document also asserts that “one negative factor is the lack of long-term research on tourism, or more precisely, its institutional support. Some research issues and questions are addressed by CzechTourism and the Ministry of Regional Development by awarding grants. At the national level, however, there is a lack of a national research center for tourism, which most other tourism developed countries have.”

A basic postulate, which tourism research must take into account, is tourism’s multidisciplinary character, which is based on the fact that its reach extends to a number of industries and sectors of the economy. This also affects the need for a coordination of all involved entities. Systematic macroeconomic research on tourism, therefore, is an affair of the state. The current state of tourism research in the Czech Republic, however, does not fully reflect these realities. The emergence of such a state was affected by the division of the Czech and Slovak Republics, when the national Tourism Research Institute, based in Bratislava in Slovakia, with a decades-old tradition, was transformed into the Tourism Institute, Ltd. During this time, time, qualified workers doing systematic research on tourism made the transition to the University of Matej Bel in Banská Bystrica. In the Czech Republic, no such approach was taken.

In general, there are two basic pillars on which developed countries, in terms of tourism, base their research. They are:

- central and regional bodies of state and public administration who are responsible for issues of tourism, including research bodies;
- universities, including their research centers, specialized in tourism or having courses related to tourism.

In many instances at these levels there are various forms of time-limited cooperation with private agencies, institutions, consulting firms, and both domestic and foreign experts on tourism.

The Czech Republic currently has no comprehensive legislation on tourism. Law No. 2/1969 Coll. relegates tourism to the charge of the ministerial level. At the regional level, the legislative basis is currently found in the Constitution of the Czech Republic in Article 8 and Articles 99 to 105 of 1993. Law No. 129/2000 Coll. 1 January 2001 also applies to regions (regional government). This law, however, disregards the administrative borders

assumed when defining the individual tourism regions. Other laws relating to tourism are Law No. 159/1999 Coll. on certain conditions for doing business in the tourism sector and on the amendments to Civil Code No. 89/2012 Coll., and the Trade Licensing Act No. 455/1991 Coll., which was amended by Act No. 214/2006 Coll. This cannot be regarded as the law on tourism, as it is commonly called, and does not have ties to research on tourism. In summary, the development of tourism in the Czech Republic is currently being helped only by secondary legislation.

The most important decision in relation to regulatory standards includes the establishment of the Czech Tourist Authority by the Ministry of the Economy from 1 April 1993 according to § 31 paragraph 2 of Act No 576/1990 Coll. on rules concerning budgetary means of the Czech Republic and municipalities in the Czech Republic. On 14 July 2004 a decision was made, again by the Ministry of Regional Development, to repeal the statute of the Czech Tourist Authority and for approval of a new statute regarding the Czech Tourist Authority – the establishment of CzechTourism and the rules of procedure for the supervisory board of the institution. In 2006 there were changes in the organizational structure of the ministry, particularly in the area of financial support for tourism in the country. A substantial portion of that aid had been entrusted to the regions with the aim of significantly strengthening the role of the regions in decision-making on the provision of financial resources from EU funds and the state budget. The need for adequate infrastructure was emphasized as well as the opportunity to participate in expert assessments of the development of tourism services by professional organizations. A new role of the Ministry in this area involves the creation of a national concept for promoting tourism. Follow-up actions will be directed toward the Ministry and CzechTourism improving service for the regions, including monitoring trends in tourism and their application, and providing more support to the private sector in presentations abroad.

This strategy corresponds to trends in European countries which are well developed in terms of tourism. In other words, the basis for tourism development is regions and areas in which there is domestic tourism. The state agency responsible for managing tourism is responsible to the government for processing and creating conditions to implement the national policy for tourism development and for presenting the state as a destination on the European tourism market, including the terms of inbound tourism.

There are currently 27 universities in the Czech Republic dealing with programs that deal with issues in tourism, of which only around one-fifth are involved in research activities in this field. It can be assumed, however, that there will be a trend toward broader involvement in targeted cooperation and participation in public tenders announced by other universities of this type and their research centers. This will better enable qualified specialists to cooperate systematically, and present their work in the universities' professional journals. Universities will also have an incentive to increase the number of doctoral students from the younger generation and to address topical issues of tourism in their work. The cooperation of a proposed research center as a part of CzechTourism, with

research centers at universities dealing with issues in tourism, could strengthen the prerequisites for obtaining international projects with relevant foreign institutions.

A major challenge in this context is the gradual expansion of the number of experts working on issues in tourism in the Czech Republic who would meet the prerequisite to become members of international specialized institutions, especially the International Association of Scientific Experts on Tourism.

Conclusion

Research activities on tourism in the former Czechoslovakia, and now in the Czech Republic, have had a long tradition. Research in Czechoslovakia was determined by parallel institutions of urban planning. In the Czech part, research focused mainly on internal trade (Trade Research Institute in Prague), and in the Slovak part on tourism (Tourism Research Institute in Bratislava). A very well-prepared document, developed from 1960-1962 by the Institute for the Planning of Zoning, dealt with the zoning of tourism in Czechoslovakia. Updates to the material were carried out in 1981.

After the Czech Republic became independent in 1993, no statewide research institute for tourism was set up. The task was gradually assumed in 1996 by the Ministry of Regional Development, which oversees tourism, and in 2001 by regional offices, which manage tourism subjects in the regions. The basic aim of promoting research (especially applied) is to support the goals of tourism. Priorities were identified in the projects “Research for the Needs of Regions” and “Research for Addressing Regional Disparities”.

Within the framework of reforms for research, experimental development, and innovation carried out by the Ministry of Regional Development of the Czech Republic in 2008, the power to issue a public tender in research and development and socio-scientific research was lost, and is now gradually coming under the power of the Grant Agency (basic research) and the Technology Agency of the Czech Republic (applied research). Public and private universities operating in the Czech Republic are also significant initiators of support for tourism research. Currently, there are 27 universities engaged in the teaching of tourism with a variety of intensity and focus.

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Acknowledgements

This article is one of the results of the research project WA-037-05-Z06 Proposal for a Systematic Research on Tourism in the Czech Republic with a Special Focus on the Regions, financial supported by the Ministry of Regional Development of the Czech Republic.

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REVIEW

PLZÁKOVÁ, L., STUDNIČKA, P. Management of Tourism in the Czech Republic – Past, Present, Future. Prague: Wolters Kluwer, 2014. 204 p. ISBN 978-80-7478-593-1.

Countries with developed tourism (Switzerland, Austria) have legally regulated systems of tourism management, usually at the regional level (cantons, states). This institutional arrangement for the management of tourism contributes to tourism becoming an increasingly important factor for regional development. Experience shows that the involvement of those operating businesses in a tourism destination (country, region, place) should be covered under the activities of a destination management organization (DMO), whose presence in the territory should be accepted by both public authorities (the ministry, provincial government, regional authorities, etc.) and business entities and non-profit organizations.

Targeted action by destination management organizations significantly strengthens regional development through tourism activities. The unifying principle of the process is a public-private partnership (PPP), which emphasizes mutual cooperation over the interests of individual entities. An effective system of tourism management can overcome the economic underdevelopment of regions and contribute to the reduction of regional disparities in an investment-effective manner, while the use of tourism is largely dependent on the tourism potential in a particular area and unappropriately defined economic and institutional incentives.

As part of this study, an analysis was carried out of the system of tourism management in the Czech lands, the former Czechoslovakia and the Czech Republic in the years 1850-2014. The authors also evaluated possibilities for applying foreign experiences, in other words, examples of good practice in selected countries, to contemporary Czech conditions. One of the most important factors influencing the form of destination management is the environment in which the managerial processes are carried out. There is currently no ideal system of management in tourism destinations in the Czech Republic as there are three basic, though very distinct, models. The fundamental difference between the models is represented by the role and level of involvement of public authorities, municipalities and the private sector, along with the related financial participation in the development of tourism.

In addition to coordinating the interests of the public and private sectors in tourism and stimulating the development of regions in which tourism contributes to job creation and increasing tax yields, it is also important to create legal conditions for coordination and financing, which make for more efficient implementation of the priorities in the national

tourism policy. In the Czech Republic, this is based on the National Tourism Policy for the Czech Republic, 2014-2020, which was approved by Government Resolution No. 220 of 27 March 2013. The main goal of this policy, which presents the fundamental medium-term strategy for tourism, is to increase the competitiveness of the tourism industry at both the national and regional levels.

The effect of applying this strategy will be the creation of a system of tourism management, including its long-term financing, which is currently lacking in the Czech Republic. The policy has defined four priorities – Improving the Tourism Supply, Tourism Management, Destination Marketing, and Tourism Policy and Economic Development. The document more clearly defines the position of the Ministry of Regional Development, Czech Tourist Authority (CzechTourism), and the administrative regions. The ministry wants to support and stabilize cooperation between the different actors with the help of the bill on the promotion of the development of tourism, and based on the principles of destination management. These are known collectively as the “3Cs” – communication, coordination and cooperation.

Problems in the management of tourism at the national and regional levels include a failure to coordinate the activities of the ministries and regional public authorities, overlapping competences between authorities at both levels, and inadequate funding of destination management organizations. DMOs are under strong political pressure, which in the Czech Republic is compounded by their dependence on money from the European Union and the parallel activities of numerous destination management organizations in one area.

The monograph *Management of Tourism in the Czech Republic – Past, Present, Future* was published thanks to the financial support of the Czech Tourist Authority – CzechTourism as part of project CzT-11/0/410/1211 – *Organization and Management of Tourism at the Regional Level in the Czech Republic* and CzT-13/110/111/7 – *An Innovative Approach to the Management of Tourism at the National and Regional Levels in the Czech Republic*.

Z recenzních posudků

PLZÁKOVÁ, L., STUDNIČKA, P. Řízení cestovního ruchu v České republice – minulost, současnost, budoucnost. Praha: Wolters Kluwer, 2014. 204 s. ISBN 978-80-7478-593-1.

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