Multidimensionality of Tourism in Metropolitan Areas

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Introduction

More and more cities and metropolises are now operating according to the development concept of the so-called "smart city". The assumptions and practical solutions that concern building and functioning of smart cities are connected with the need to identify and characterise both economic and social problems against the background of spatial and environmental reality. The analysis of the above issues should also provide for the place for the development of tourism and recreation, considering both the nature of the offer itself in this scope, and especially internal promotion, addressed to the residents of the metropolis. The development of services in the tourism and recreation sector is gradually becoming one of the important components of improving the quality of life, which is evidenced, i.a. by creation of related comprehensive programmes financed by local governments.

The above issues cover a wide range of issues concerning the most important phenomena and processes related to development opportunities and trends in tourism and recreation in metropolises, as evidenced by a variety of articles contained in this issue of the "Studia Periegetica" journal. It discusses issues related to the impact of tourism on the economy of cities, the phenomenon of overtourism, attributes of images of the selected cities, as well as identification of organizational cultures in hotels. Attention was also drawn to the specificity and quality of tourist services in relation to selected social groups: senior citizens – indicating the role of e-services in meeting their needs, including those related to e-tourism and people with disabilities, elderly people and visitors with children – explaining the assumptions of developing a catalogue of criteria for assessing the accessibility of cultural heritage sites as tourist attractions from the point of view of their needs.

Anna Dąbrowska, Mirosława Janoś-Kresło and Adrian Lubowiecki-Vikuk in the article entitled *Older People as Participants in the Market of Selected E-services* drew attention to the necessity of shaping consumer awareness in the oldest social group. The authors pointed out that the use of e-services may have a more and more commonly significant impact on meeting the needs of the 60+ age group, not only in terms of basic needs, but also in terms of those of a higher order, which undoubtedly include e-tourism. Therefore, the aim of the study is to identify the behaviours of senior citizens on the market of e-services in Poland.

In turn, Zygmunt Kruczek and Leszek Mazanek drew attention to the growing economic impact of the city's tourism function on the economy of Kraków, which is related to its growing position on the domestic and international tourism market and the systematic increase in the number of visitors. In the article entitled *Kraków as a Tourist Metropolitan Area. Impact of Tourism on the Economy of the City*, authors analyse the impact of tourism on the economy of the city, generated income from tourism, volume of tourism and the opinions of visitors on the city. An important aspect of the analysis is also the motives for visiting Kraków and the satisfaction of staying in the city.

In the article *Overtourism vs. sustainable development of tourism. Attempts to Manage Overtourism on the Example of Venice* Małgorzata Kryczka refers to the increasingly common phenomenon of excessive tourism in a popular destination, which is incompatible with the concept of sustainable development. The author chose Venice as a case study in the field of destination management methods in the context of overtourism and clearly points out that due to the fact that a systemic solution has not yet been developed for this phenomenon, the only reasonable solution is its proper management.

The aim of the authors of the article *Comparison of Poznań, Wrocław and Bratislava Image Attributes in the Reviews Published on TripAdvisor* is to identify unique attributes of the image of the above-mentioned cities. Marek Nowacki and Agnieszka Niezgoda analysed the opinions published on the English-language portal TripAdvisor.co.uk, which allowed to reveal the unique attributes of each city. Significant differences in the affective dimension of the image between the cities through the analysis of sentiment (resonance) have also been shown. In the opinion of the authors, the comparison of image attributes between individual cities may help in the process of analysing their competitiveness as tourist destinations.

In turn Daniel Puciato and Gracjana Pławiak, attempted to identify organisational cultures present in Opole hotels. In the article entitled *Organisational Culture of Opole Hotels* it was pointed out, i.a. that in the examined hotels dominate organizational cultures oriented on power and goals, and their main component are values. The authors also did not notice any significant relations between the type of organizational cultures and functional features of hotel enterprises. Conducting further, in-depth research on the issue of organizational cultures of contemporary hotels was considered as a necessary activity.

In the study entitled *Development of a Catalogue of Criteria for Assessing the Accessibility of Cultural Heritage Sites*, Alina Zajadacz and Anna Lubarska discussed the concept of accessibility and the barriers and limitations that may exist in cultural heritage objects from the perspective of the needs of people with disabilities, elderly people and visitors with children. The authors also present the assumptions for developing a catalogue of criteria for assessing the accessibility of objects on the example of the case study of the Piast Trail. According to the authors, the above content may not only constitute a knowledge base useful in the process of providing equal opportunities in access to historical and cultural heritage, but also serves as guidelines for improving the quality of services in tourist facilities.

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Anna Dąbrowska*, Mirosława Janoś-Kresło**, Adrian Lubowiecki-Vikuk***

The Elderly as Participants of the Market of Selected E-services

Abstract. Over the last decades, a trend of population aging has been observed in Poland and across the world. It is a result of extended lifespan, increased quality of life and higher standards of health care. The gradually growing group of the elderly in Poland results in a steadily increasing significance of this consumer market. Services, in particular e-services, may play a pivotal role in the life of the elderly, helping them to better function in the society and satisfy their basic and higher needs. As a results, the group of consumers in question must move from traditional solutions to modern technologies e-services are based on. The objective of the study is to identify the behavior of the elderly (over 60 years old) in the Polish market of e-services. The study is based on secondary resource analysis, questionnaires and the CAWI method. The sample was randomly selected from the panel of users ($n = 508$). The results of the authors' own study suggest that the commonly used services are e-trading and e-banking, meant satisfy daily needs more easily. The indicated benefits were, e.g., comfort, saved time and money, easier access to services.

Keywords: the elderly, e-services, consumerism

1. Introduction

The World Health Organization distinguishes three stages of life: 60-74 years old (young-old), 75-89 years old (old-old), 90 years old and more (long life) The science of demographics typically distinguishes: younger post-reproductive age

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(60-69 years old), older post-reproductive age (70-79 years old) and long life (80 years old and more) (World Report on Ageing and Health 2015).

According to the Polish Central Statistical Office (GUS), the population of Poland was 38.4 million people in 2017, 24% of whom were 60 (or more) years old (over 9 million people) [*Informacja o sytuacji osób starszych*… 2018]. Notably, the number of the elderly is growing at a rapid rate. In 1989-2016, their number grew by nearly 3.7 million. As regards the group at the age of 60-64 years old (young-old) the number grew by nearly 0.9 million and was the highest among the studied groups. The number of people aged 60+ in the general population grew from 14.7% in 1989 to 24.2% in 2017 (by nearly 10%; at the same time, the number of children and youth dropped by approximately 12%). Over the last 25 years, the subpopulation of people aged 60-64 has increased by a half, whereby 18% of the elderly are aged at least 80 (old life).

It is expected that by 2050 the number of people aged 65+ will have grown to 11,097,000, while the number of people 80+ will have reached 3,537,000 people [*Prognoza ludności*… 2014] (Table 1).

Table 1. Population forecast ((in thousands) for several biological age categories in 2015-2050

Age	2015	2020	2030	2050	Change in 2050–2015
Total	38,419	38,138	37,185	33,951	–4468
0-14	5,728	5,659	4,856	4,120	–1608
15-64	26,620	25,285	23,683	18,733	–7887
65+	6,071	7,194	8,646	11,097	+5026
80+	1,560	1,684	2,206	3,537	+1977

Source: authors' own elaboration based on [*Prognoza ludności*… 2014].

According to GUS, the average life expectancy in Poland has been on the rise since 1992. In 2016, the average life expectancy was 73.9 years in the case of a male infants and 81.9 years in the case of a female infants, which is slightly over 8 and almost 7 years more than in 1991. The positive trends have been observed with regard to all age groups. In 2016, a 60-year-old Polish man was expected to live 19 years longer on average; a woman at the same age was expected to live 24 years longer, which is 4-5 years longer than in 1991 [*Informacja o sytuacji osób starszych*… 2018].

According to the forecasts formulated by GUS (Scenario A1) for 2050 (provided that population extinction conditions remain unchanged), Polish men will live 83 years on average, whereas women will live 88.4 years. Scenario A2 suggests it is respectively 88.1 years (men) and 87.6 years (women). Scenario A3 (the most optimistic one): men will live 84.1 years and women nearly 89 years [*Prognoza ludności…* 2014].

Apart from the lifespan, the quality of life also depends on the state of health (average number of years lived with no disabilities). The results of the studies conducted by Eurostat regarding the year 2016 indicate that a 65-year-old Polish man is expected to live approximately 16 more years (8.2 years in good health), whereas a Polish woman is expected to live 20.5 more years (8.9 years in good health) [*Informacja o sytuacji osób starszych…* 2018].

In light of the current demographic trends, it seems necessary to take into account modern technologies, as the Internet has rapidly entered into all spheres of activity Polish people and households engage in.

In Europe, the origins of the information society date back to 1994. It was then that the European Commission published the *Report on Europe and the Global Information Society* [1994], which defined the growth prospects concerning information societies in the EU states. Several areas were highlighted: remote work, remote training, networks connecting universities and research units, computer services for the SME sector, road traffic management, air traffic management, networks used by the health care sector, public procurement, trans-European network used by public administration, infobahns used by municipalities.

According to the originator and then commissioner on Industrial affairs, Information & Telecommunications Technologies, M. Bangeman, information society can be characterized by modernity, high level of development and complex teleinformation infrastructure, allowing members to access information and other services [*Report on Europe and the Global Information Society* 1994].

The literature on the subject provides varying definitions of the notion, which suggests that even though it has been in use for many years, there is still no consensus as to its precise meaning [Dąbrowska, Janoś-Kresło, Wódkowski 2009]. For the purpose of this article, the functioning definition is based on the conviction that "a society becomes an information society when the state of socioeconomic growth makes it necessary to use tools that are indispensable to collect, process and use vast amounts of info-mass, when it is impossible to control information noise with the use of nothing else than the brain, traditional media and tools of communication […]" [Krzysztofek, Szczepański 2005: 178].

The basic understanding of information society suggests it is a society which uses a well-developed information-communication database applied to different fields of social activity in order to satisfy basic and higher needs.

In the case of Poland, the status of information society is scrutinized by the GUS [*Społeczeństwo informacyjne w Polsce…* 2018]. The number of households with at least one computer has increased over the recent years. In 2018, it was 82.7%. Over 84% households had access to the Internet and over 75% households had access to broadband Internet. As regards the group of people aged 55–64, 86.2% used a computer regularly (increase by 11.8% as compared to 2014). In the case of the group of people aged 65-74, the number was 27.9% (increase by 7.8%).

74.8% of people aged 16–74 used the Internet regularly, whereby the highest rate characterized schoolchildren and students (99.6%). The rate was 50.4% in the case people aged 55-64 (increase by 12% as compared to 2014) and 29.8% in the case of people aged 65-74 (increase by 10.8%).

47.8% of people aged 16-74 did shopping online; in the case of people aged 55-64 the rate amounted to 40.8% (increase by 14.4% as compared to 2014); in the case of people aged 65-74 the rate was 10.4% (increase by 4.2%).

Polish e-shoppers are mainly interested in clothing and sports gear (66.2%), assorted appliances such as furniture, vehicles, white goods, garden equipment, leisure equipment, tools, toys, jewelry, works of art, assorted knick-knacks (40.5%), food products and cosmetics (24.1%), holiday trips, excursions, accommodation and assorted knick-knacks (22%).

It seems that the elderly are successfully avoiding digital exclusion (defined as having no access to the Internet), as a result of which they are becoming beneficiaries of the digitalization occurring in numerous spheres of human life. Electronic services offer a wide range of advantages (not only financial ones) a well-developed information society can benefit from. It seems obvious given that the Internet and the market of e-services make it so much easier to satisfy people's needs.

The objective of the article is to identify the behavior of the elderly (people over 60 years old) in the Polish market of e-services. It was assumed that in order to use e-services the elderly need to have heightened consumer awareness.

The article consists of two parts and a conclusion containing a statement on the safety of the elderly in the market of e-services. The first part explores the change in the behavior of modern consumers (based on a critical analysis) with regard to e-services. The second part discusses the results of the study in question.

2. Characteristics of the decisions consumers make in the market of services. From a traditional service consumer to an e-consumer

The literature on the subject mentions numerous definitions and classification of the term "services" [Dąbrowska 2008: 11-12]. The classical definition was formulated by O. Lange, according to whom "services are all activities which lead directly or indirectly (e.g. division of goods) to the satisfaction of human needs, but serve no purpose in the production of objects" [Lange 1967: 24]. P.C. Paquette, J.B. Quinn and T.L. Doorley define services as "economic activity that is not a production of goods or structures, but is generally consumed at the time of its production, provides additional value (e.g. conveniences, pleasure, comfort, health), is generally non-material in form and directly concerns the buyer" [Paquette, Quinn, Doorley 1990: 7]. Ph. Kotler defines service as "any activity or benefit which one party can offer to another, generally non-material in form and not resulting in acquisition of property" [Kotler, Keller 2012: 382]. The American Management Association defines services as "activities, benefits or satisfaction offered on sale or provided together with sold goods (e.g. entertainment, hospitality services, provision of electric energy, transportation, maintenance, hairdressing, cosmetician services…)" [Cook, Goh, Chana 1999].

Over the past decades, services have played an important role in the functioning of modern societies and households. They are the essential prerequisites to humans' biological and social existence. Services have become an integral component of most material assets; they allow households to operate, take advantage of civilizational achievements, enrich human personality, create human capital, knowledge society, create and help people to spend free time, secure household budgets, and move. As a result, consumers increasingly often feel needs which can only be satisfied through the consumption of services [Dąbrowska 2013]. The aforementioned benefits of using services (and e-services) have a remarkable significance for the elderly.

As the competition in the market of services is growing, which is partially caused by the internationalization process, fostered by globalization and the unique characteristics of the market of services, mainly its non-material nature, consumers now require additional information to make a purchase decision regarding a service. As information society continues to grow, more online resources appear for consumers to find information, e.g. official websites, price comparison sites, discussion groups, chat groups, ever more popular blogs and social media [ref. Kosmaczewska 2019].

The decision on purchasing a service may be hindered by the dilemma whether to purchase it in the market or use a self-service. Very often, substitutability allows consumers to satisfy their needs by either using a market service or performing an activity on their own with the use of material assets. These service include: cleaning, gastronomy, cultural and renovation services.

Unlike material assets, services are often associated with a degree of uncertainty and a relatively higher risk at the stage of making a purchase decision. According to L. Schiffman and L. Kanuk [1994: 562] risk is the likelihood of facing negative consequences of making a particular decision; it matters in the extent the consumer experiences it.

In the age of e-economy and information society, it is the consumer that must decide whether to use a traditional or electronic service. E-services represent a novel model of providing services and satisfying needs with the use of the Internet and mobile devices, from establishing communication between the company and the client (individual or institutional) in order to present a business offer, to ordering the service, to establishing communication after the service has been provided. The virtual model of providing services offers more room for standardization. It can be used to implement complete or partial e-customer service systems (e.g. ordering services, scheduling appointments, reserving tickets or books in libraries), taking account of the unique characteristics of the given business field [Dąbrowska 2008: 44].

The soul of a Polish consumer seems to have changed over the recent years. The same applies to the elderly participants of the market of services, who seem to be undergoing a sea change from traditional consumers to e-consumers willing to use e-services.

3. Behavior of e-consumers

The demographic trend linked to population aging points to the growing demand on services with regard to a variety of activities the elderly typically engage in. They range from physiological needs (expressed through the growing demand on gastronomic services), housekeeping and shelter services (housing, equipment and comprehensive housing solutions for the elderly), to leisure activities and non-household chores (culture, tourism, personal company, IT, cleaning), to personal services (hairdressing, cosmeticians, fitness), health services (improving and maintaining health, plastic surgeries) [ref. Lubowiecki-Vikuk, Dryglas 2019], to services designed to create knowledge capital (education, e.g. University of the Third Age), to e-services.

With regard to the creative and innovative Europe facing the challenges of the 21st century, R. Galar [2009: 47] states that “the objective of reality is to satisfy needs – there is no more need to struggle to do so. It will suffice to only demand.” However, in order to demand, the consumer must have particular competencies [Dąbrowska in. 2015].

Modern consumers, also those over 60 years old, demand an increasingly easy access to services and e-services. However, their power and position in the market depends on their ability to answer the following questions: what? (you need to have information to make a comparison, choice and final decision whether or not to buy a service), why? (to make an informed decision), how? (to be able to satisfy the needs), who? (to know which modern and innovative service provider to choose), when? (to choose the right moment, taking into account the financial standing of the household, budget at hand, potential tendencies to enter into financial commitments), where? (to decide on the location and form of the service, choosing between brick-and-mortar premises, customer's home, the Internet, taking into account how it will be used and how potential claims will be made in case of dissatisfaction), what if? (to predict and handle particular situations, with regard to banking, insurance, medical, technical services, provision of electric energy, cable television).

Using e-services requires consumers to participate in the information society as e-consumers. An e-consumer is "a natural person who uses the Internet to facilitate the process of purchasing (i.e. identifying his or her needs, finding solutions or purchasing products) and consumption. The Internet 'upgrades' his or her purchasing mind by giving access to copious amounts of information at the stage of making the purchase and choosing the right time to do it. An e-consumer has limited patience and tolerance to mistakes" [Janoś-Kresło, Mróz (eds.), 2006: 19].

4. Materials and methods

E-services have been the subject of the authors' research.[1] The study involved 508 people at the age of at least 60 years old. The quantitative study with the use of original questionnaire was conducted with the use of the CAWI method (Computer-Assisted Web Interview) in February 2019. The sample was randomly selected from the panel of users. The study covered 45% women and 55% men. People at the age of 60-64 years old comprised 48% of the respondent group; people at the age of 65-69 comprised 32%; people ≥ 70 years old comprised 20%. The study covered the residents of all major Polish provinces, 21% of whom lived in the countryside or in settlements of < 10,000 population, 30% in settlements of 10,001-100,000 population, 26% in settlements of 100,001-500,000 population, and 23% in settlements of ≥ 500,001 population.

5. Results

The respondents were asked what e-services they had used (and how often) during the previous year. It appeared that they most typically had used e-banking services (84%, with 78% using them once a month), which is what modern consumers simply have to do in today's market of financial services. One out of ten

[1] The study was conducted as part of the statutory research (KZiF/S/07/18) undertaken by the authors.

respondents had not used and had no intention of using e-services (Table 2). The second most common choice was e-trading services (68% of answers). This type of services may relieve the elderly from having to do shopping away from home. A number of the elderly owned no car due to their age, which meant that consumers had to travel a long distance between shops and their homes, and climb stairs when no elevator was available. The respondents had eagerly used e-culture services (44% of the answers) and e-administration services (41%). Fewer respondents chose e-insurance services (33% of the answers), e-health services (30% of the answers), e-tourism services (30% of the answers) and e-education services (21% of the answers).

Table 2. Use of e-services and the frequency of using e-services (% of the answers)

Electronic services	Frequency and intention			
	At least once a month	Less than once a month	I don't use it but I'm planning to	I don't use it and I'm not planning to
E-trading	32	33	13	22
E-banking	78	6	5	10
E-insurance	9	24	24	43
E-health	10	20	33	36
E-culture (e.g. buying tickets)	15	29	24	32
E-tourism	6	24	29	41
E-education	7	14	29	51
E-administration	13	28	26	32

Source: authors' own elaboration based on own their research ($\underline{n}$ = 508).

Table 3 presents the use of e-services with regard to the frequency of "at least once a month", according to the age groups used in the study. The obtained results indicate a number of interesting conclusions. The older a person is, the more willing he or she is to use e-banking services. This type of services offers a variety of advantages, especially for people who live in less urbanized areas. However, it is worth emphasizing that the elderly should be made aware of the threats related to cybercrime. Age has no influence on the use of e-trading services. After an initial period of distrust in the innovative form of making purchases, older customers started to notice its advantages, such as: lower prices, quick and easy way to compare prices, a considerably wider range of products, ability to do shopping at any time of day and night, convenience. Interest in e-health services is notably higher in the older group of consumers. It can be assumed that the trend will

Table 3. Using e-services at least once a month according to age (% of answers)

Electronic services	Frequency of use and age category			
	At least once a month	60-64 years old	65-69 years old	≥ 70 years old
E-trading	32	33	32	33
E-banking	78	76	80	81
E-insurance	9	8	11	9
E-health	10	9	10	13
E-culture (e.g. buying tickets)	15	16	17	10
E-tourism	6	8	4	6
E-education	7	7	6	8
E-administration	13	13	11	18

Source: authors' own elaboration based on their own research ($n = 508$).

continue. E-culture enjoys more interest among the younger post-productive age group (60-69 years old), whereas e-administration is most often used by people at the age of ≥80 years old.

The objective of the study was also to answer the question whether the elderly were satisfied with the e-services they had used. The results of the study indicate that the respondents were rather satisfied (63% of the answers) or very satisfied (17% of the answers) with the e-services they had used. It seems that active participation in information society makes it easier for the elderly to use the market of services and to satisfy their needs without having to directly participate in the process of service provision (or its stages). The total number of positive answers suggests that older consumers felt satisfied with the e-services they had used. However, it is worth noting that only 17% stated to be very satisfied. Needless to say, the answers given by the respondents related to the businesses and institutions responsible for the provision of online services.

The reasons why the respondents had used e-services (open-type question) included: convenience, quick and easy access, saved time, saved money, quick access to information required to make a purchasing decision, easier everyday life, no need of personal participation, no need of waiting in lines.

The reasons why the respondents had not use e-services included: preferring face-to-face interaction to remote communication (61% of the answers), lack of trust in e-services (27% of the answers), insufficient knowledge on how to use such services (32% of the answers), no access to the Internet (2% of the answers).

6. Conclusion

The results indicate that people at the age of 60+ are interested in particular e-services (e.g. e-trading, e-banking), which confirms the formulated hypothesis that in order to use e-services the elderly need to have heightened consumer awareness.

The elderly are receiving more attention by the governmental institutions. The Ministry of Family, Labor and Social Policy has created two special documents: Program for the Social Activity of the Elderly 2014-2020 and Long-term Senior+ Program 2015-2020. They are to improve the quality of life of the elderly and ensure positive aging standards achieved through social activity. Of course, the assumptions need verifying.

E-services may play a pivotal role in the process of activating the elderly. However, they offer not only a variety of advantages but also potential threats. The elderly are the most sensitive group of consumers, who are most prone to having their consumer rights violated. That is why the Office of Competition and Consumer Protection (UOKiK) launched a special campaign called *Seniorze, uważaj!* [Seniors, be careful!] on 15 March 2018 (World Consumer Rights Day). The goal was to warn consumers against unfair practices used by some businesses when entering into agreements away from their premises, e.g. during special shows and at-home demonstrations. This applies to the sale of pots, bed sheets, medical devices, telecommunication services, and the provision of gas and electricity. The elderly often become manipulated into entering financial commitments or paying contractual penalties for terminating previous service agreements.[2] The threat also concerns remote purchases, such as e-services.

The scale of the problem is illustrated by the fact that a conference titled "Protecting consumers in the age of developing silver economy" was jointly organized by the senate team for protecting consumers, Office for Competition and Consumer Protection, and Cardinal Stefan Wyszyński University in Warsaw, and held on 10 March 2017 to mark the World Consumer Rights Day.[3] The event was organized to discuss the prospects of growth of Poland's silver economy and to examine the characteristics of the senior consumer group. It addressed the issue of how to protect senior consumers from unfair practices undertaken by businesses. It also covered certain legal and institutional aspects concerning the group in question. The significance of social corporate responsibility and good business practices towards seniors was highlighted in particular. The participants spoke

[2] https://www.uokik.gov.pl/dzialania_edukacyjne_konsumenci.php#faq3380 [accessed: 25.02. 2019].

[3] https://www.senat.gov.pl/aktualnosci/art,9497,konferencja-ochrona-konsumentow-w-dobie-rozwoju-srebrnej-gospodarki.html [accessed: 20.02.2019].

about the position of seniors in contemporary economy, focusing on how they shape the market of products and services in Poland and whether or not they are suited to their particular needs. Basing on the experience gained by UOKiK and consumer ombudsmen, the meeting discussed unfair market practices, such as saving insurance policies, agreements concluded with providers of energy and telecommunication services, insurance services sold by banks and contractual penalties for terminating agreements. The president of UOKiK clearly stated that the elderly must be protected, as they are a particularly sensitive and trusting social group, which seems hard to disagree with.

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Osoby starsze jako uczestnicy rynku wybranych e-usług

Streszczenie. W ostatnich dekadach w Polsce obserwuje się zjawisko starzenia się społeczeństwa, które ma wymiar globalny. Jest to konsekwencją wydłużania się trwania życia, wzrastającego poziomu życia, lepszej opieki zdrowotnej. Systematycznie powiększający się segment osób starszych w Polsce oznacza, że jest to coraz ważniejsza część rynku konsumenckiego. Usługi, a szczególnie e-usługi, mogą odegrać bardzo ważną rolę w życiu osób starszych, w ich funkcjonowaniu i zaspokajaniu potrzeb, od podstawowych do wyższego rzędu. Wymaga to od tej grupy konsumentów przejścia od tradycyjnej usługi do współczesności, którą coraz bardziej kształtują nowoczesne technologie, e-usługi. Celem opracowania jest identyfikacja zachowań osób starszych (w wieku 60+) na rynku e-usług w Polsce. Dokonano analizy źródeł wtórnych i przeprowadzono badania ankietowe, stosując metodę CAWI. Dobór próby miał charakter losowy z panelu internautów (n = 508). Wyniki badania własnego pozwalają na sformułowanie wniosku, że korzystanie z e-usług dotyczy najczęściej e-handlu, e-bankowości, a więc tych usług, które na co dzień ułatwiają zaspokajanie potrzeb. Wśród korzyści wskazywano głównie na wygodę, oszczędność czasu i pieniędzy oraz łatwy dostęp do usług.

Słowa kluczowe: osoby starsze, e-usługi, konsumpcja

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Krakow as a Tourist Metropolitan Area. Impact of Tourism on the Economy of the City

Abstract. Krakow is one of the most recognizable Polish tourist destinations, has been included in the tourist metropolitan regions. The Old Town in Krakow and the Wieliczka Salt Mine were included in 1978 to the first World Heritage List of Culture and Nature. Krakow was the European Capital of Culture in 2000. It belongs to the UNESCO Creative Cities Network, was in 2013 honoured as the UNESCO City of Literature, and the European Gastronomic Academy chose Kraków as the European Capital of Gastronomy Culture in 2019. Tourism in Krakow has a very important economic function. In 2018, Krakow has been visited by as many as 13.5 million people, including over 3 million guests from abroad. In the same year, tourists spent almost PLN 6.5 billion during their stay in Krakow, and the GDP generated by the tourist industry in Krakow is over 8% of the city's total GDP. Tourism gives Krakow 29 thousand permanent jobs, and taking into account multiplier effects, generates over 40,000 of them. In the article, the authors describe the importance of tourism for the city's economy, analyse the size of tourism, income from tourism and employment in tourism, as well as changes in the perception of the tourist offer of the city in the opinion of tourists over the last 10 years. They pay attention to changes in the theme of arrivals and satisfaction related to their visit in Krakow.

Keywords: Kraków, metropolitan area, tourism, economy, satisfaction

1. Introduction

Already at the end of the 20th century, as a result of the development of new technologies, telecommunications, transport, access to information and increas-

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ing wealth of societies (mainly in the developed countries), as well as freedom to travel, a dynamic development of tourism occurred, which has become a global phenomenon. For several decades, an increasingly important role in world tourism has been played by large urban centres, recording a dozen or so percent increase in tourist arrivals in Europe, while the interest in traditional destinations such as rural areas, mountains and Sun&Beach holidays is decreasing [ITB World Travel Trends 2016]. These data confirm earlier observations that modern tourists are more likely to go to cities than to non-urbanised areas [Ashworth 1989: 33; Ashworth, Page 2011; Mika 2011; Zmyślony 2015]. Cities, by their very nature, have always been the target of migration and temporary stays for commercial, religious or cognitive purposes. Thus, one of the important functions of cities is satisfaction of the needs of visitors, i.e. the participants of tourist traffic [Edwards, Griffin, Hayllar 2008].

This type of tourism, which already at the stage of defining creates difficulties for researchers in clearly defining the phenomenon of "urban tourism" or "tourism in cities" is the subject of numerous recent research [Derek, Kowalczyk, Swianiewicz 2005: 155-197]. Without entering into conceptual considerations, the term urban tourism accepted in the paper is understood as a type of tourist travel, in which the exclusive or predominant destination is the city [Mikos von Rohrscheidt 2008: 97].

Tourism is becoming one of the important components in the functional and spatial structure of many cities, and the importance of the tourism function of a city depends on its size [Law 2002: 4-6; Page, Hall 2003]. Large cities are also treated – by theoreticians, economic planners and regionalists – as types of tourist regions [Zmyślony 2015: 61]. Such an urban tourism region is usually defined on the basis of several variables, such as landscape type, main motive for tourist arrivals, population density, type of tourism management, etc. It can therefore be assumed that the urban region has the following attributes [Kruczek, Zmyślony 2014: 18]:

- urban landscape, high population density;
- dominance of anthropogenic values of cultural and historical significance;
- high concentration of tourism development and other service facilities, the spatial organisation of which is compatible both with the individual as well as common needs of the city's residents;
- reasons for arrivals of tourists: cultural and cognitive tourism, business trips, participation in congresses, fairs and exhibitions, tourism related to events of a diverse nature (cultural, sports, religious, entertainment, etc.).

Recognising the growing importance of cities in shaping the size and structure of international tourist traffic, for the needs of Poland's tourism regionalisation, Stanisław Liszewski [2009] distinguishes the tourist metropolitan region as one of the three basic types of regions (apart from the leisure and recreation region and the region of cognitive, educational and religious tourism). The author combines the creation of such a region with the role of a modern large city, which is becoming a strong magnet attracting visitors for tourism purposes, at the same time used by permanent residents in their free time during weekends (and sometimes even holidays), who spend it in properly developed suburban areas. According to Stanisław Liszewski, a metropolitan tourist region can be characterized by three characteristics [Liszewski 2005; 2009: 26]:

– the dominant type of tourist space is the space of penetration and colonization;

– multifunctional character – equal to tourist functions are cognition, culture, business and leisure;

– year-round use.

Kraków, which was included in the regionalist proposal of S. Liszewski to metropolitan tourist region is also perceived as the most recognizable Polish tourist destination. Using Stefan Page's classification [1995], Kraków can be classified as a city of culture and art (such as Florence or Venice), while in the classification of Denis Fainstein and Susane Judd [1999] as a tourist-historical city, dominant resource of which is historical and cultural heritage (such as Prague, Jerusalem, Pisa, Dubrovnik, Český Krumlov or Bruges). Such a perception of Krakow is evidenced by both its inclusion on the UNESCO World Heritage List (as early as 1978) and its recognition as a European Capital of Culture in 2000. It is worth noting that Krakow can also boast the title of the UNESCO City of Literature and the European Capital of Catering (in 2019).

The authors deliberately use the term «metropolitan tourist area» for Krakow, rather than a tourist metropolis because Krakow is not included in the ranking of metropolises of the world based on the tourist demand. However, it has the highest, among Polish cities, indicator of international potential in terms of tourist functions. [Zmyślony 2015: 309]. By replacing the metropolitan tourist region with the term metropolitan tourist area, the authors draw attention to the blurred and variable character of borders of the area and the multidirectional impact of the city on the incoming tourist traffic and the deglomeric impact. The directions of the metropolitan tourist area penetration do not have to coincide with the directions from which most visitors arrive.

2. Objective and method of research

The aim of the paper is to show the importance of tourism for the economy of Krakow, based on the results of research conducted in the years 2009-2018 with particular emphasis on the changes in the size and structure of tourism and the opinions of visitors on the evaluation of tourist attractions and other territorial elements of the city's tourism product.

The authorities of Kraków, appreciating the importance of tourism in development of the city, have been monitoring this phenomenon for many years. Since 2003, the systematic research into tourism was entrusted to Małopolska Tourist Organisation. Their aim is to i.a. estimate the size and structure of visits to Kraków, determine the purpose of travel, the way of organizing the stay, determine the average level of expenses incurred during the stay, as well as examine the behaviour of visitors, ways of spending time, degree of satisfaction and quality of tourist offer. These studies, due to their values associated with a uniform methodology, the size of the research sample and cyclical nature, constitute a valuable source of information and analysis on the importance of tourism for the city and many important problems generated by tourism [Borkowski et al. 2019].

The paper uses research conducted with the use of both secondary and primary sources. The research was carried out with the use of two basic tools: research on existing sources (Desk Research) and a diagnostic survey in the form of a direct interview. Application of triangulation of research methods, combining qualitative methods aimed at improving the quality of research and verifying the obtained results [Borkowski 2019]. The analysis was carried out on a sample of 34,585 questionnaires collected and registered in the database between 2009 and 2018.

3. Changes in the volume and structure of tourist traffic in Kraków in the years 2009-2018

The increase in the importance of tourism for the economy of Kraków is illustrated by the analysis of statistical studies published by the Central Statistical Office [Roczniki Statystyczne Krakowa 2009-2017] and data obtained directly from the source database of monitoring tourist traffic in Kraków, conducted since 2003 by the Intercollegiate Expert Group of the Małopolska Tourist Organisation (MTO). The paper focuses on the changes that occurred in the last decade (2009-2018) in the volume of tourist traffic in Kraków, the objectives of arrival, the evaluation of selected components of the city as a tourist product and the expenditures of visitors to the city. It was assumed that over a period of ten years, certain dependencies and trends in the tourism market can be identified.

Considering the impact of tourism on the city economy, Table 1 presents estimated numbers of visitors to Kraków in the years 2009-2018, including a division into domestic and foreign visitors. While the inbound tourism market is a homogeneous one, the country of origin is determined mostly by the manner of arriving to the city (mean of transport), organising the trip (intermediaries), time

Table 1. Number of overnight stays in Kraków in the years 2009-2018 (in a database registered on the basis of KT1)

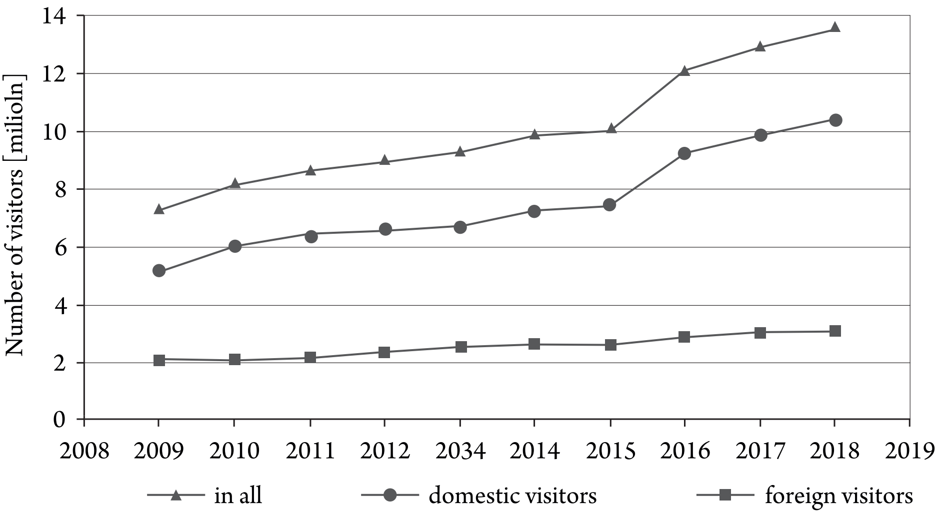
Year	Total	Domestic tourists	Foreign tourists
2009	1,340 420	651,549	688,871
2010	1,512 363	742,120	770,243
2011	1,641 271	835,607	805,664
2012	1,770 655	866,108	904,547
2013	1,901 980	885,788	1,016,192
2014	1,996 404	977,264	1,019,140
2015	2,122 091	1,088,321	1,033,770
2016	2,251 947	1,141,926	1,110,021
2017	2,389 414	1,201,422	1,187,992

Source: own elaboration based on CSO data.

of stay, place of accommodation can also have an impact on the level of spending and preferences related to the stay.

Analysing the data on the number of visitors to Kraków (Chart 1) it should be noted that only in 2010 there was a high – 11% – increase in comparison to the previous year and in 2016, where the percentage of visitors increased by 20%.

Chart 1. Visitors (including tourists staying overnight and same-day visitors) Kraków 2009-2018



Source: own elaboration based on MTO data.

Table 2. Tourists staying overnight in Kraków (estimates)

Year	Total tourists staying overnight in Kraków	Domestic tourists	Foreign tourists
2009	5,850,000	3,900,000	1,950,000
2010	6,050,000	4,050,000	2,000,000
2011	6,550,000	4,500,000	2,050,000
2012	6,900,000	4,650,000	2,250,000
2013	7,250,000	4,800,000	2,450,000
2014	7,600,000	5,100,000	2,500,000
2015	8,150,000	5,630,000	2,520,000
2016	8,500,000	5,850,000	2,650,000
2017	9,100,000	6,300,000	2,800,000
2018	9,650,000	6,800,000	2,850,000

Source: own elaboration based on MTO data.

Table 3. Structure of one-day visitors in Kraków in the years 2009-2018

Year	Same-day visitors in general	Same-day visitors domestic	Same-day visitors foreign
2009	1,450,000	1,300,000	150,000
2010	2,100,000	2,000,000	100,000
2011	2,050,000	1,950,000	100,000
2012	2,050,000	1,950,000	100,000
2013	2,000,000	1,900,000	100,000
2014	2,300,000	2,150,000	150,000
2015	1,900,000	1,800,000	100,000
2016	3,650,000	3,400,000	250,000
2017	3,800,000	3,550,000	250,000
2018	3,850,000	3,600,000	250,000

Source: own elaboration based on MTO data.

While it is difficult to determine the reason for the dynamic growth of visits in 2010, the World Youth Days organised in Krakow contributed to such a large increase in 2016. In the remaining years, a systematic, but only a few-percent increase in the number of visitors to the city was recorded. It is also worth noting that the dynamics of the increase in the number of visitors more likely affects domestic than foreign guests, but it is so stable in both groups that it should not disturb the functioning of the city, but stimulate sustainable development (Table 2).

In the analysed period, the largest number of foreign tourists came to Kraków from Great Britain (13.9%) and Germany (11.1%). However, in recent years, a decline in the share of British and German tourists is observed, and the number of tourists from Italy (9.7%), Spain (9.7%), France (6.5%) and the United States (5.3%) has increased or remained at a similar level [Borkowski et al. 2019].

The importance of tourism in the economic development of the city can also be justified by comparing data on people staying overnight in the accommodation base registered in the Central Statistical Office (CSO; on the basis of KT1 statistical reports) with estimated data obtained as a result of market research, covering all people staying in Kraków in facilities other than hotels: flats, apartments, hostels, etc., not included in the statistics of the Central Statistical Office. It should be stressed that the growing supply of accommodation places in such facilities and premises is a result of the development of entrepreneurship among investors, including residents, and proves the economic development of the city.

While building the image of Kraków as a metropolitan tourist area, one cannot omit the functions performed by every large city (the capital of the voivodeship, macro-region, region or area) being the centre of power, culture, science and business. It affects cities and towns not only within the administrative boundaries of the voivodeship, but also within the boundaries of an area for which a visit to that city (centre) is an objective or a value that cannot be achieved by its residents in their place of residence. It is a significant percentage from the group of visitors, defined as one-day visitors (Table 3). This group also includes tourists who chose their place of stay (including accommodation) outside Kraków and the city was the destination of short, several-hour or one-day visits. The data presented in Table 4 indicate that Kraków as a metropolitan tourist area is not only

Table 4. Domestic same-day visitors by voivodeships staying in Kraków 2009-2018 (%)

Year	Małopolskie	Mazowieckie	Silesian	Podkarpackie
2009	24.35	11.69	14.55	7.39
2010	24.35	11.69	14.45	7.50
2011	22.60	11.05	13.17	8.04
2012	24.50	10.05	9.40	8.01
2013	21.70	11.20	7.50	7.40
2014	18.20	12.00	13.70	11.20
2015	18.70	11.30	11.49	7.59
2016	16.84	10.37	10.82	9.53
2017	21.30	10.50	14.00	9.20
2018	25.10	10.24	13.20	8.95

Source: own elaboration based on MTO data.

of a local character, but also has a significant impact beyond the administrative borders of the voivodeship or even the region. Domestic visitors most often represent the Małopolska voivodeship, the neighbouring Silesian and Podkarpacie and Mazowieckie voivodeships.

Main purpose of arrival

The declarations of visitors to Kraków, concerning the main objectives of their arrival confirm the significant position of the city and, more broadly, the area of significant tourist importance defined as the metropolitan tourist area. It is worth noting that in the discussed period the main objectives of coming to Kraków are strictly tourist in the etymological meaning of the term tourism. Invariably, in both analysed groups, the objective is focused on sightseeing and spending free time, and for foreign visitors also on entertainment. From the objectives presented in Table 5, selected taking into account statistical significance from a list of 22 possible indications, only the indications of visitors related to the need to make purchases were significantly reduced.

There are no significant changes in the way of spending time in Kraków and the importance of the main attractions of Krakow for visitors to the city. The visitors invariably declare that they come for the values that determine the tourist position of the city, as shown in Table 6.

Table 5. Main purposes of visits to Kraków (selection from a list of 22 possible indications) and a ranking of indications integrated in 2009-2013 and 2014-2018

Purpose of arrival	2009-2013				2014-2018			
	Average number of indications in %		Ranking of responses		Average number of indications in %		Ranking of responses	
	domestic	foreign	domestic	foreign	domestic	foreign	domestic	foreign
Monuments	22.7	35.0	1	1	29.7	42.8	1	1
Recreation	15.9	24.4	2	2	17.3	23.5	2	2
Entertainment	6.5	9.6	5	3	2.9	4.3	10	3
Religion	6.9	4.9	3	4	6.2	3.6	4	5
Transit	4.2	2.8	9	7	5.7	2.8	6	8
Business	3.9	3.3	12	6	4.0	3.0	7	7
Shopping	6.3	1.5	6	12	3.9	0.5	8	18

Source: own elaboration based on MTO data.

Table 6. Ranking of the biggest attractions of Kraków according to the number of visitors to the city in 2018 and integrated in 2009-2018

Attractions of Kraków	Ranking 2018	Ranking 2009-2018
Wawel Castle (Hill, Castle, Cathedral)	1	1
Main Market Square	2	2
Old Town	3	4
Kazimierz district	4	8
Sukiennice (Kraków Cloth Hall)	5	5
Saint Mary's Basilica	6	6
Łagiewniki Sanctuaries	7	7
Auschwitz-Birkenau	8	19
Krakow at Night	9	16
Wieliczka Salt Mine	10	17
National Museum in Kraków	11	28
Schindler's Factory Historical Museum of the city of Kraków	12	15
Churches	13	18
Barbican	14	10
Shopping centres	15	9
Mounds	16	12
Wolski Forest Zoo	17	14
Nowa Huta district	18	11
Museums	19	13
Podgórze district	20	20
Gastronomy	21	24
The Vistula River – Offer of Vistula Boulevards	22	3
Jagiellonian University	23	26
Bochnia Salt Mine	24	30
Błonia Krakowskie park	25	22
Tauron Arena Kraków	26	31
Pubs	27	27
Kraków-Balice Airport	28	33
Botanical Garden	29	25
ICE Kraków Congress Centre	30	34
MOCAK Museum of Contemporary Art	31	29
City Architecture	32	23
Central train station	33	32
Water Park	34	21

Source: own elaboration based on MTO data.

Table 7. Selected elements of the tourist product of Kraków as assessed by visitors in 2018 and integrated assessments in 2009-2018

Category	Total		Domestic		Foreign	
	2018	2009-2018	2018	2009-2018	2018	2009-2018
Atmosphere (Genius loci)	4.63	4.52	4.64	4.52	4.63	4.52
Credit card – payment	4.48	4.19	4.56	4.24	4.42	4.15
Hospitality	4.41	4.3	4.42	4.3	4.41	4.3
Accommodation facilities	4.39	4.21	4.38	4.14	4.41	4.25
Friendliness of the inhabitants	4.38	4.27	4.34	4.11	4.41	4.24
Discos	4.39	4.24	4.37	4.23	4.40	4.25
Music events	4.39	4.07	4.43	4.08	4.35	4.06
Cultural events	4.38	4.09	4.40	4.11	4.36	4.07
Guides	4.38	4.04	4.24	3.89	4.43	4.12
Tourism services	4.35	4.08	4.33	4.03	4.37	4.11
Gastronomy	4.34	4.28	4.29	4.24	4.39	4.31
Tourist information	4.33	4,00	4.29	3.93	4.35	4.05
Safety	4.31	4.01	4.28	3.93	4.33	4.07
ATMs	4.31	4.13	4.35	4.14	4.27	4.12
Local transport	4.19	3.92	4.17	3.86	4.21	3.97
Marking	4.18	4.02	4.17	3.99	4.18	4.04
Cleanliness	4.18	3.85	4.12	3.72	4.23	3.97
Access	4.14	3.91	4.08	3.83	4.19	3.98
Internet – access	4.05	3.99	4.12	3.99	3.99	3.99
Public toilets	3.66	3.54	3.57	3.48	3.74	3.60
Total	4.24	4.11	4.23	4.08	4.25	4.14

Source: own elaboration based on MTO data.

In the ranking of objects with the highest cognitive value in 2018, as in the entire analysed period, dominate: Wawel Hill, Main Market Square, Old Town, Cloth Hall, St. Mary's Basilica and Sanctuary in Łagiewniki. Recently, however, a visit to the Kazimierz district, the Auschwitz-Birkenau Museum, the Wieliczka Salt Mine, the National Museum in Kraków, and the use of Kraków's offer during the night "Kraków by Night" have become more and more important for visitors. It is worth noting that the interest in the offer of shopping centres in Kraków is still decreasing and despite the significant investment in revitalization of the Vistula boulevards also in this region of the city.

Assuming the perspective of visitors, we assume that Kraków as a city is a territorial tourist product, identified with the tourist supply of the area, i.e. the sum of goods and services that can be purchased by the tourists staying there [Smith 1994; Kaczmarek, Stasiak, Włodarczyk 2005: 158]. Based on the concept of the tourist value chain it can be assumed that all activities undertaken at the destination are perceived by the tourist in the form of sequentially appearing sensations (experiences) from the moment of making the decision to make the trip to the sensations created after consumption, which form the overall satisfaction with the tourist trip [Weiermair 1997: 35-58]. The tourist expects to receive services of proper quality, in line with the price paid for them. The principle is that a product is as strong as its weakest link, which means that the tourist's satisfaction with the quality of the product offered by the region is significantly affected by the weakest service. Identification of the tourist value chain in a given region allows to identify tied services and to determine their interdependence [Gołembski (ed.) 2009: 403; Rapacz 2005; Zmyślony 2011].

Stay in Kraków, as in any other large city, gives the opportunity to take advantage of a wide range of products comprising a tourist product, and visitors willingly take advantage of this offer. Table 7 presents the evaluation of elements of the city's tourist product by visitors in 2018 and the integrated evaluation in 2009-2018. The comparison shows that both intangible features such as the atmosphere of the place, hospitality or kindness, as well as a wide range of services, are very highly rated throughout the period under review. This means that the city's infrastructure and tourist offer are developing to a degree that guarantees an adequate level of meeting the needs of the visitors, whose requirements are increasing. Throughout the analysed ten-year period, in the opinion of the respondents, all elements of the offer that form the tourist product, i.e. Kraków, received the average score of 4.18 in the five-stage Likert scale. The weakest link in the ratings of visitors was public toilets and Internet access.

4. The importance of tourism for the economy of Kraków

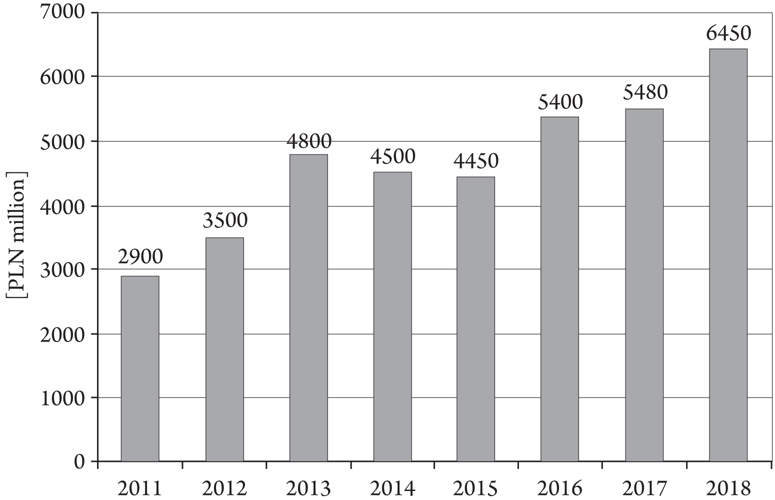
In order to formulate a statement that tourism in Kraków plays a very important role and has a significant impact on the city's economy, data concerning incoming tourism were analysed. According to the latest research of the Małopolska Tourist Organisation, which has been systematically conducted for 16 years, in

2018 Krakow was visited by 13.5 million people for tourism purposes, including 3 million foreign guests [Borkowski et al. 2019]. In the same year, tourists spent PLN 6.48 billion during their stay in Kraków, and the GDP generated by the tourism industry in Kraków amounts to over 8% of the total GDP of the city. It is estimated that tourism gives Krakow 29,000 permanent jobs, and taking into account multiplier effects, generates over 40,000 of them. This means that the share of the tourist economy in employment in the whole economy of Kraków exceeds 10%. The sum of taxes and fees directly generated by the tourism industry, which were paid to the city budget in 2016, amounts to approximately PLN 170 million. Taking into account the multiplier effects, the amount of taxes and fees paid by the tourism industry amounted to PLN 244 million, which accounted for 5.25% of the city budget revenues [Seweryn et al. 2017: 9].

Direct and measurable benefits from the increase in tourist traffic are clearly visible by analysis of the data on expenditures incurred by the visitors to the city, which have been obtained since 2011 (Chart 2).

Maintaining the position of Krakow as the main Polish tourist destination requires investment in the development of accommodation facilities. In the analysed period, the number of places providing accommodation services increased by 70% and the number of beds increased by the same amount (Table 8). New investments, renovations and adaptations of facilities and flats for hotel purposes give an impulse to the entire economy of the city. New jobs are created and accompanying services are developed: catering, transport, entertainment and cultural.

Chart 2. Expenditures incurred by visitors to Kraków in the years 2009-2018



Source: own elaboration based on MTO data.

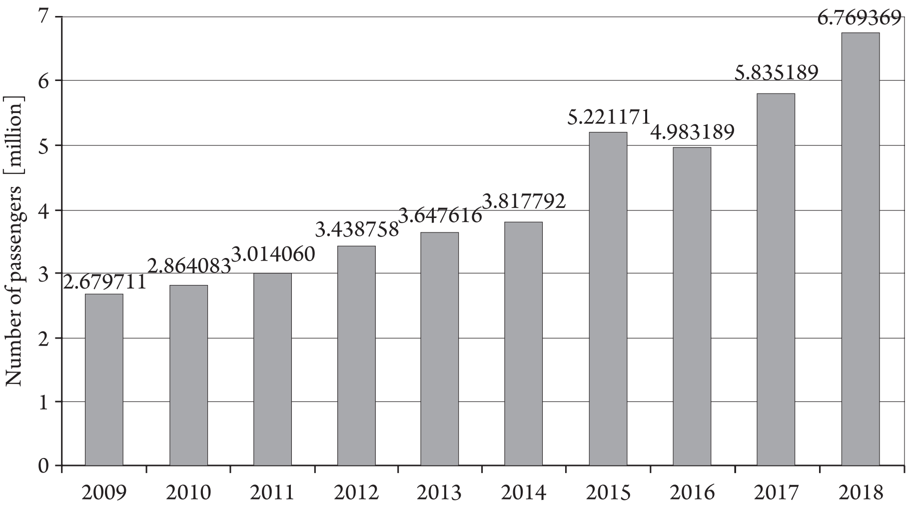
Table 8. Development of accommodation facilities in Kraków in the years 2009-2017

Accom-modation facilities	2009		2013		2017	
	Number of facilities	Accom-modation places	Number of facilities	Accom-modation places	Number of facilities	Accom-modation places
Hotel	148	14,958	153	16,080	177	19,046
Other	377	12,438	416	14,747	556	21,114
Total	525	27,396	569	30,829	733	40,160

Source: own study based on reports Kraków in numbers https://www.bip.krakow.pl [accessed: 30.05.2019].

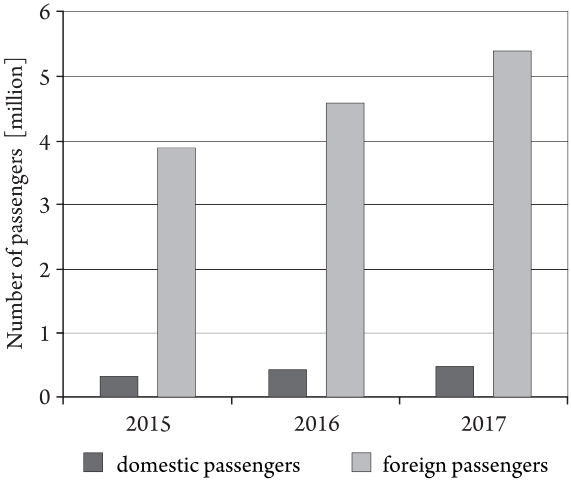
Tourism is an important factor in the changes that have taken place in the development of some districts of Krakow penetrated by visitors, especially in relation to land use and buildings [Tracz, Bajger-Kowalska, Wójtowicz 2019]. It should also be stressed that apart from accommodation facilities, the main factor of development of each tourist area is communication access, and in the era of tourism globalisation, air transport is particularly important. The expansion of the John Paul II International Airport in Balice allowed to increase the number of serviced passengers from 2.7 million in 2009 to 6.7 million in 2018, which is shown in the Chart 3. Air connections stimulate economic contacts. A new per-

Chart 3. Number of passengers handled at the John Paul II International Airport in Balice from 2009 to 2018



Source: own elaboration based on reports of MPL Kraków-Balice sp. z o.o., Kraków in numbers – https://www.bip.krakow.pl [accessed: 30.05.2019].

Chart 4. Structure of passengers handled at the John Paul II International Airport in Balice from 2009 to 2018



Source: own elaboration based on reports of MPL Kraków-Balice sp. z o.o., Kraków in numbers – https://www.bip.krakow.pl [accessed: 30.05.2019].

spective for the development of business tourism is opening up. New directions of connections decide about the competitiveness of the city and the possibility for Kraków to play the role of a tourist metropolitan area. As shown in Chart 4 the main clients of international airport Balice are foreign passengers, and therefore the expansion of the port and the increase in air connections has a direct impact on the creation of the tourist metropolitan area of Kraków as an international tourist destination.

6. Summary

Clear indication of the economic significance of tourism for the economy of Kraków creates great difficulties. It is even more difficult to establish these dependencies for Kraków as a metropolitan tourist area, i.e. a destination with blurred borders. However, the conducted analyses prove the growing importance of tourism for the city's economy, which is illustrated by budget revenues at the level of 8% of GDP, as well as the significant size of the labour market in the broadly understood tourism.

In order to determine the function of tourism in the city's economy, the focus was on Kraków as an area tourism product. It was shown that within 10 years the interest in Kraków as a place of arrival has been systematically growing, reaching almost a double increase in this period and exceeding the number of 13 million visitors. This means that the city is competitive and has a developed tourist brand. The established position could only be achieved through appropriate investments, development of infrastructure and services as well as maintaining high quality of services, which was shown in the analysis of the evaluation of selected elements of the tourist product of Kraków. Opinion, which for 10 years has been maintained at a very high level (4.18 on a five-grade scale). It was also pointed out that the declared main objective of arrival did not change significantly, i.e. the city did not lose values that determine its tourist significance. The phenomenon of overtourism in Kraków signalled by the media is limited to the very centre, and the cooperation of the local government, the tourist industry and the inhabitants allows for the development of compromises in terms of further development of tourism and mitigating the effects of excessive numbers of visitors [Kruczek 2018].

Investments in accommodation facilities, which condition tourist stays in the city, investments related to transport infrastructure (road, rail and air) and all services used by tourists, were of great importance for the economic development of the city. Justifying the classification of Kraków as a metropolitan tourist area, attention was drawn to the attractiveness of satellite centres for tourists, such as Wieliczka, Oświęcim, Bochnia, Ojców, Zakopane, Krynica or the newly created Zator with Energyland amusement park. The airport in Kraków-Balice, which on the other hand owes its popularity to the attractiveness of the entire metropolitan tourist area, has contributed significantly to the tourist development of the whole area.

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Kraków jako turystyczny obszar metropolitalny. Wpływ turystyki na gospodarkę miasta

Streszczenie: Kraków należy do jednych z najbardziej rozpoznawalnych polskich destynacji turystycznych. W szerszym, przestrzennym ujęciu określany jest jako turystyczny region metropolitalny. W 1978 r. Stare Miasto w Krakowie oraz Kopalnię Soli w Wieliczce wpisano na pierwszą Listę Światowego Dziedzictwa Kultury i Natury. Kraków pełnił również zaszczytną funkcję Europejskiej Stolicy Kultury w 2000 r. Należy do Sieci Miast Kreatywnych UNESCO i był w 2013 r. uhonorowany mianem Miasta Literatury UNESCO. Europejska Akademia Gastronomiczna wybrała Kraków Europejską Stolicą Kultury Gastronomicznej roku 2019. Wraz z rosnącą pozycją Krakowa na krajowym i międzynarodowym rynku turystycznym oraz systematycznym wzrostem liczby odwiedzających miasto funkcja turystyczna ma coraz większy wpływ ekonomiczny na gospodarkę Krakowa. W 2018 r. Kraków odwiedziło w celach turystycznych aż 13,5 mln osób, w tym ponad 3 mln gości z zagranicy W tym samym roku turyści w trakcie pobytu w Krakowie wydali prawie 6,5 mld zł, a PKB wytworzone przez branżę turystyczną w Krakowie wynosi ponad 8% całego PKB miasta. Turystyka w Krakowie zapewnia 29 tys. stałych miejsc pracy, a biorąc pod uwagę efekty mnożnikowe, generuje ich ponad 40 tys. W artykule autorzy opisują znaczenie turystyki dla gospodarki miasta, analizują wielkość ruchu turystycznego, dochody z turystyki, a także opinie odwiedzających na temat miasta jako turystycznego obszaru metropolitalnego w przekroju ostatnich 10 lat. Zwracają uwagę na motywy przyjazdów oraz satysfakcję z pobytu w Krakowie.

Słowa kluczowe: Kraków, obszar metropolitalny, turystyka, gospodarka, motywy, satysfakcja

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Overtourism vs. Sustainable Development of Tourism. Attempts to Handle Overtourism Following the Example of Venice

Abstract. In this day and age, overtourism has become a burning issue and a considerable challenge to tackle. It will remain on the rise as long as the tourism industry continues to grow. It appears impossible to stop or eliminate. Therefore, it only seems reasonable to adopt proper management strategies. Since no comprehensive solution has been elaborated as of yet, tourist destinations have started to take their own measures in order to handle the issue. The objective of the article is to identify the underlying characteristics of overtourism with regard to the strongly promoted concept of sustainable development of tourism, and to analyze the methods of handling overtourism, following the example of Venice. The issue of excessive tourist traffic in the center of Venice is very well-known. The problem is serious enough to serve as a case study in the context of tourist destination management.

Keywords: overtourism, sustainable development of tourism, tourism destination management, Venice

1. Introduction

Darsi dei limiti è il gesto che distingue la civiltà dalla barbarie[1]
(Sergio Latouche)

The concept of sustainable development of tourism was formulated nearly 30 years ago in response to the rapid growth of tourism. The matter soon became a major priority for the European Union policymakers. Ever since that time,

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[1] Author's own translation: "The establishment of borders is what distinguishes a civilization from barbarity".

countless debates on the topic have been held, numerous programs have been elaborated, and a large number of initiatives aimed at promoting the concept have been undertaken. Consequently, its fundamental principles have been established; the term "sustainable development" has been mentioned in nearly all development strategies adopted by cities and regions. In the long term, the immense significance of maintaining balance between the economic, sociocultural and environmental dimensions has been repeatedly confirmed. Nevertheless, a number of questions concerning the implementation of sustainable development remains unanswered. Some tourism researchers and analysts disagree on the legitimacy of the concept, seeing it as nothing else but an abstract philosophy and a marketing gimmick.

The inability to successfully implement the principles of sustainable development and manage the negative consequences of tourism has brought the issue of its dysfunction back to the table. However, it now refers to the phenomenon known as overtourism, experienced by local communities and tourists alike. The fast-growing number of tourists in particular locations, which leads to adverse consequences, carries negative connotations and presents a considerable challenge to tackle. The burning issue has become a global concern and subject of heated debates.

The objective of the article is to identify the underlying characteristics of the multifaceted phenomenon known as overtourism, especially in the context of the strongly promoted notion of sustainable development of tourism. Secondly, the goal is also to analyze the methods employed by the Venice authorities to handle the issue of overtourism. The problem of excessive tourist traffic in the center of Venice is very well-known and serious enough to serve as a case study in the context of managing tourist destinations. There are no hard-and-fast solutions to the problem of overtourism. Since its negative consequences are dire, it appears necessary to introduce the principles of sustainable development of tourism as quickly as possible.

The article is based on secondary resources: literature analysis and Internet search query analysis.

2. The origin of the concept of sustainable development of tourism

From a global perspective, the tourism industry has been expanding since the mid-20th century. The number of tourist arrivals increased from 25 million in 1950 to 684 million in 2000, which amounts to a 7% increase rate [UNWTO 2009]. The opening of Asian markets caused a major influx of tourists coming mainly from China. In 2013–2015, the number of Chinese travelers increased by

270%. Interestingly enough, a record of 1.4 billion international tourist arrivals was set in 2018, even though that number was to be reached only in 2020 according to a 2015 forecast [UNWTO 2015]. UNWTO suggests that the number of international arrivals will have reached 1.8 billion by 2030.

Initially, such a rapid growth of tourism in Europe was perceived as a positive trend. After all, tourism used to be considered a significant component of economic growth. However, already in the 1970s, concern was raised about the accepted model of extensive economic growth, which had turned tourism into a mass-market commodity. Tourism became one of the key sectors of capitalist societies [Murphy 2013], centered on growth and promotion rather than regulation and preservation. Criticism was focused on the growth of consumerism and an associated lifestyle, which presents a threat to the environment and economic stability. Jost Krippendorf questioned the conviction that the only way to achieve prosperity is through constant economic growth, resulting from artificially generated demand; he stated that the production-consumption/consumption-production carousel resulted in a dangerous dynamic [Krippendorf 1987].

In 1969, U Thant published a report titled "Problems of the Human Environment". In 1972, an international UN conference on the protection of the environment was held in Stockholm. In the same year, the Club of Rome Report focused on the so-called limits to growth, kickstarting a debate on sustainable development. As mass tourism was on the rise, more attention was given to the negative consequences of the phenomenon, particularly the social and environmental cost of overconcentrating tourism in one location.

In 1975, G.A. Doxey created the so-called iridex (irritation index) to describe the changing attitude of communities inhabiting a given destination in response to the growing number of tourists [Doxey 1975]. He distinguished four successive stages: from euphoria (when the first tourists appear) to apathy, irritation and antagonism. Several years later, Richard Butler presented the concept of Tourist Area Life Cycle (TALC), demonstrating the impact of the number of tourists on the evolution of a particular destination [Butler 1980]. Table 1 juxtaposes Doxey's index with Butler's concept. During the first stage (discovery of an attractive tourist destination), both local residents and tourists display positive feelings. When new infrastructure and facilities are set up, information is spread, and marketing campaigns are conducted, the popularity of a given destination gradually increases to reach a critical point of tourist saturation, a stage characterized by stagnation. After that point, the attractiveness of a destination diminishes considerably, potentially resulting in a lower rate of competitiveness. In the case of overdependence on tourism, the decline in popularity of a destination (and interest therein) leads to a collapse if not devastation of the local economy. However, proper destination management can ensure long-term stability, area revitalization or a shift in its function.

Table 1. Impact of increased number of tourists on destination's reaction

Change of inhabitants' attitude (Doxey)	Destination's reaction to increased number of tourists	Destination's potential evolution (Butler)
Euphoria	Initial stage of the development of the destination, animation, enthusiasm, involvement, informal contact with tourists	Discovery + Exploration
Apathy	More formal interaction with tourists perceived as a source of income and investment	Development
Irritation	Locals' growing concern resulting from an increased number of tourists and external investments, irritation expressed verbally and physically	Consolidation
Antagonism	Discontent with the excess of tourists leading to a conflict	Stagnation (collapse/stabilization/ limited growth/renewal)

Source: author's own elaboration on the basis of: http://ethicaltraveler.org/wp-content/uploads/2015/12/Doxeys.png [accessed: 3.08.2019].

The cost incurred by local communities, resulting from the negative impact tourism has on destinations, was also explored by Abraham Pizam [1978]. In 1979, John E. Rosenow and Gerreld L. Pulsipher [1979] claimed that visitors become a burden when there are too many of them and when they cause harm to the environment (e.g. noise, damage to natural resources, touristification of city centers). It was at that time that the risk of provoking conflict between local residents and tourists visiting particular destinations, caused by the rapid growth of tourist traffic, was first noticed. In 1987, Krippendorf [1987] proposed the concept of sustainable development of tourism, aware of the growing discontent inhabitants of attractive areas experienced because of the tourist "invasion", potentially leading to rebellions. He believed it was necessary to humanize tourism and achieve harmony between local residents and visitors. The harmony was to be achieved by identifying their common needs, goals and benefits, taking into account that local residents should always have the final word on how their area is to be used.

Simultaneously, in 1987, the report formulated by UN World Commission on Environment and Development, titled "Our Common Future", defined sustainable development as meeting "the needs of the present without compromising the ability of future generations to meet their own needs" [*World Commission on Environment and Development* 1987]. The notion was popularized in 1992, during the Earth Summit in Rio de Janeiro, when the Earth Charter was created[2] [Zaręba 2010].

The concept of sustainable development was formulated in order to prevent negative consequences of the rapid economic growth concerning the economic, social and environmental dimensions. Its primary objective was to ensure balance and harmony between these areas.

However, criticism centered on the excessively broad definition of sustainable development, as a result of which it was easy to adopt on a large scale but difficult to fully comprehend. Another problem lied in the fact that the definition referred to as many as seven different dimensions (environmental, cultural, political, economic, social, managerial and governmental) and that the interpretations made by policymakers representing different locations varied to a considerable extent [Bramwell et al. 1996].

The idea of sustainable development was introduced into the field of tourism due to its interdisciplinary nature and major significance for the global economy. In 1993, the World Tourism Organization stated that sustainable development of tourism was meant to satisfy the needs of tourists and regions with future generations in mind [WTO 1993]. Since the mid-1990s, sustainable development of tourism has been a priority for the European Union and a subject of countless debates [Butler 1999].

In 1996, World Travel and Tourism Council (WTTC), World Tourism Organization (WTO) and Earth Council (EC) worked together to create Agenda 21 *for the Travel and Tourism Industry*. It established the fundamental objectives to introduce the principles of sustainable development into the field of tourism. In subsequent years, numerous programs and initiatives have been launched to promote the concept [Kiryluk 2012]. Most of them were elaborated by the European Union, owing to the fact that it was in Europe that tourist traffic had been most concentrated.

From a comprehensive long-term perspective on sustainable development, the immense significance of maintaining balance between the economic, sociocultural and environmental dimensions has been repeatedly confirmed. The harmony should be based on an optimal distribution of benefits achieved by tourists (experience, joy), businesses (profit) and local residents (socio-economic growth), as well as particular limits set to restrict the impact tourism has on the

[2] The declaration containing 27 priorities of sustainable development was signed by representatives of 172 countries who undertook to implement the principles of the new socio-economic development.

Table 2. Criteria for sustainable development of tourism

Criteria	Objectives
Economic	profit and support for the development of local economies
Social	local communities understand and accept the development of tourism, benefits for local communities, tourists are satisfied with their visits
Cultural	protecting and enriching material and non-material cultural environment
Environmental	preserving the environment (protecting and sustaining natural resources, reducing waste and contamination, maintaining and promoting biodiversity)
Institutional	planning with participation of all concerned tourist economy subjects (including local communities), tourism staff education, appropriate tourism marketing, education and promotion of sustainable development among local residents
Integrational	taking into account the relationship between tourism and other spheres of human activity which have impact on the society and natural environment

Source: individual elaboration on the basis of: Dobrzański 2010: 161-162.

environment (proper tourism management, proper types and scale of tourist activity) [Pender, Shalper (eds.) 2008].

Harold Goodwin underlines the fact [2011] that due to its interdisciplinary nature tourism is not a separate, isolated notion; rather, it overlaps with all the other spheres of human activity and continues to evolve in respect of people's ever changing needs. Therefore, it is necessary to counterbalance it with other sectors of human activity. Institutional support is of paramount importance as well.

The essential assumptions concerning sustainable development of tourism are presented in Table 2.

The Agenda for sustainable and competitive European tourism created by the European Commission in 2007 established a number of fundamental principles, some of which addressed the issue of growing tourist traffic. The goal was:

– to involve all concerned subjects in the process of decision-making and practical implementation,

– to achieve a rate and direction of growth that would take account of the characteristics, resources and needs of local communities and tourist centers,

– to undertake preventive measures in order to avoid harm to the environment and society,

– to set and follow particular limits in case of overdeveloped tourism and excessive influx of tourists [following: Kiryluk 2012: 254].

The aforementioned principles were not applicable to most tourist destinations; contrary to the proposed concept of sustainable development, an opposite trend started to emerge.

3. What is overtourism?

The notion of overtourism was first used in August 2012 on Twitter as a reference to the rapid growth of the number of tourists [Goodwin 2016]. In 2013, during the seventh International Conference on Responsible Tourism in Destinations held in Barcelona, concern was raised about the negative impact tourism had had on Catalonia (its capital in particular). The conference declaration stated that "more emphasis must be placed on managing tourism rather than increasing the number of tourists" [Goodwin 2016]. Soon, antitourism slogans, indicative of a growing conflict between local residents and visitors, started to appear in the public space.

In 2016, the general director and founder of the online tourism platform Skift, Rafat Ali, popularized the notion of overtourism, stating that the rapid growth of tourism posed a potential threat to popular destinations across the world, especially those that are poorly managed . He suggested that the phenomenon reflected the democratization of global travel and phrased a number the essential questions: Are particular countries (with their infrastructure) ready for a rapid increase in the number of travelers, expected to reach two billion globally in the upcoming years? Are people ready for an excessive influx of tourists into their regions; are they able to save their culture? [Ali 2018].

The new notion had gained so much popularity that the summer of 2017 was named the summer of overtourism. What is more, The Telegraph chose "overtourism" as the word of the year in the late 2017. Greg Dickinson of The Telegraph suggested adding the notion of overtourism (defined as excessive tourist traffic in popular destinations violating the principles of sustainable development) to the Collins English dictionary [Dickinson 2018]. It was observed that the excess becomes burdensome once travelers and locals must share limited physical space [McKercher, Wang, Park 2015]. The World Tourist Organization [UNWTO 2018] defined overtourism as a negative impact of tourism on the lives of local residents inhabiting tourist destinations (or parts thereof) and the quality of travelers' experiences.

The expansion of tourism led to a widespread tourist-phobia, first described by professor of anthropology at University of Barcelona Manuel Delgado 9 years earlier, seen as a change of locals' attitude towards tourists, based upon rejection, distrust and contempt [Delgado 2018]. Such negative attitudes emerged as a result of excessive tourist traffic when no sustainable planning or development strategies were in place. The uncontrolled growth of tourist traffic led to exceeding the optimal tourist carrying capacity in given locations, which in turn led to exceeding the limits of socio-psychological capacity (the ability to accept the occurring changes) [Mika 2007], in line with the aforementioned Doxey's index.

Although a backlash against mass tourism was observed in Spain, France, Italy and Malta in the mid-1990s [Boissevain (ed.) 1996], it was only in the summer of 2017 that protests of unprecedented scale took place.

Mass demonstrations were held in Barcelona, [Martes 2017][3] Venice [Coldwell 2017], Dubrovnik, Mallorca, Ibiza, Rome, San Sebastian, and Hawaii. The slogans printed on banners were: "Tourist go home", "Tourism kills the city", "This isn't tourism. It's an invasion", "Stop cruises", "Airbnb Danger! Very harmful for our neighbourhood", "Locals first. Enough tourists already". These slogans are indicative of the issues local communities are facing. The protesters demand more respect for the local residents who seem to play no role whatsoever in the global development of tourism.

4. Managing overtourism in Venice

The most severe consequences of excessive tourist traffic are experienced in Venice, known as the capital of overtourism. Venice (and its lagoon), which was placed on the UNESCO list in 1987, is a truly unique place on earth. It owes its exceptional appeal to the historical, archaeological, urban, architectural, artistic and cultural legacy, which is very well integrated into the landscape and natural environment. The Venetian Lagoon is one of the most remarkable examples of the complex interaction between humans (and their anthropological activity) and nature. The natural phenomenon occurring between October and April, known as high waters (Italian: *aqua alta*) is major threat to the survival of the magnificent city.

However, Venice must tackle yet another challenge: a rapidly growing tourism industry. It is estimated that the historical center of Venice is visited by approximately 70,000–80,000 people per day (with 55,000 local residents). On the occasion of major events, the number grows manifold. For instance, during the Carnival season, it amounts to approximately 120,000 people per day; during the Regatta Storica it is 100,000 people per day and during the International Film Festival – 300,000. Between April and October, the city is accessed by approximately 140,000 people and 6-8 great cruise ships (each with 3,000-3,500 passengers) [Tattara 2017]. It is estimated that the number of visitors coming to Venice will have grown from over 20 to 38 million by 2025.

[3] Moreover, acts of vandalism were committed in Barcelona. The radical wing of the Popular Unity Candidacy (CUP) called Arran became involved in the antitourism initiative and conducted a series of provocation campaigns: tourist bicycle tires were punctured, a bus with tourists at Camp Nou was assaulted (where passengers and children believed to have fallen victims to a terrorist attack), paint balls were thrown at hotels buildings.

The main issue the city is currently facing is the large cruise ships entering the lagoon and releasing several thousand passengers at once. There are days when the city is visited by 44,000 passengers [Simmons 2018]. The number of visitors to Venice grows at an alarming rate: in the year 2000, cruise ships brought 330,000 visitors; in the year 2016, the number increased to 1.6 million [Sheivachman 2017]. Since they typically larger than the Venetian buildings, cruise ships present a considerable threat to the local architecture, natural environment, people's health and safety, as well as the tradition of using water canal transportation. Moreover, they pose an ecological threat to the city and its lagoon (risk of fires, fuel leaks, loss of course)[4]. Following a number of protests against the cruise ships organized by the local community, a special committee named "No Grandi Navi" was formed in 2012. The inhabitants of Venice are fighting for the restoration of the highly sensitive morphological environment whose damage may create an adverse impact on the survival of the lagoon. Because of protecting the ecosystem and health and safety, demanding an immediate ban on ships of over 40,000-ton capacity in the Lagoon [Comitato No Grandi Navi 2017a].

Alternative solutions have been proposed to the government by the local authorities but failed to resolve the problem, which is why they enjoy no popularity among the local community.[5] It was clearly evidenced in the results of the referendum of 18 June 2017, in which 98.7% of votes were against allowing huge cruise ships into the Lagoon [Comitato No Grandi Navi 2017b]. A seemingly reasonable solution involves granting cruise ships access to the open sea port (meant for tank and container ships), a project which has been launched recently. As of now, the problem remains unresolved.

In order to tackle the unresolved issue of overtourism, the city launched an official campaign titled "#EnjoyRespectVenezia, promoted by UNWTO in 2017. The UN General Assembly named the year 2017 the International Year of Sustainable Development of Tourism under the slogan #Travel. Enjoy. Respect [*2017 International Year...*], hoping to unlock the enormous potential of

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[4] The threat has been proven in recent events: in June 2019, a cruise ship lost control and crashed into a tourist boat, injuring several people and causing panic at the shore: https://live.comune.venezia.it/it/2019/06/comunicato-stampa-congiunto-del-sindacoe-del-prefetto-di-venezia-sullincidente-nautico-1 [accessed: 5.08.2019].

[5] The responsibility for the management of cruise ship traffic within the area of the Venetian Lagoon rests with the Port of Venice, which is owned by the state. In 2017, the minister of transport and infrastructure G. Delrio approved the proposal to redirect ships to Marghera mainland port. However, the solution met with criticism from "No Grandi Navi", since the way to Marghera goes through the Lagoon. The current minister D. Toninelli has withdrawn from the declarations made by the previous administration. The Mayor of Venice, L. Brugnaro has requested a positive decision from the Italian government but to no effect, https://live.comune.venezia.it/it/2019/07/mayor-brugnaro-enough-ships-st-mark-s-minister-toninelli-must-stopblocking-alternative [accessed: 5.08.2019].

the tourism industry that could promote sustainable development based on the economic, social and environmental pillars. The objective of the #EnjoyRespectVenezia campaign is to promote conscious and responsible travel, with respect for the environment and local communities. Translated into 10 languages, the campaign is conducted through social media, city council's website and within the public space. A twelve-point list of good practices was made for sightseers visiting Venice [Città di Venezia 2019]:

1. Discover the hidden treasures of Venice and appreciate its exceptional beauty.

2. Explore Mainland Venice and the islands in the lagoon. Participate in special events across the entire Venetian metropolis.

3. Try the local products and traditional Venetian foods.

4. Visit the artisan's stores that have been around since the ancient times. Buy only original products and stay away from illegal vendors.

5. See the local sights with a local tour guide.

6. Walk on the right, do not stand at any time on bridges, do not ride bikes or similar vehicles.

7. Monuments, stairs, churches, bridges, wells and river banks are not picnic areas. In order to rest, use the public gardens.

8. Do not consume food or drinks in St. Mark's Square beside designated areas.

9. In Venice, which is a city of art, it is forbidden to camp, walk about in swimwear, walk barechested, dive and swim. If you want to use the beach, visit Lido or Pellestrina.

10. Respect the environment and works of art; do not litter, do not vandalize monuments and buildings with graffiti, do not leave padlocks, do not give food to pigeons.

11. If you are staying in an apartment, remember to sort your waste.

12. Plan your trip to Venice when it is less crowded. Failing to abide by the prohibitions will result in a EUR 25-500 fine imposed by the police.[6] Compliance with the aforementioned rules is ensured by special officers wearing white vests with the byword: Enjoy, Respect Venezia. Their task is to suggest alternative routes to your destination in case of excessive crowd and traffic.

It is worth noting that the widespread issue of antisocial behavior is tackled by many other Italian cities as well. For instance, the authorities of Rome introduced

[6] On 19 July 2019, two Berlin tourists were given a fine in the amount of EUR 950 for making coffee on a gas stove in front of the entrance to Ponte Rialto. The two sightseers were asked to leave the city immediately. The Mayor of Venice Luigi Brugnaro explained that such their does not comply with the city standards; Corrieredella Sera, https://www.corriere.it/cronache/19_luglio_19/accendono-fornelletto-gas-ponte-rialtopreparasi-caffe-multa-daspo-due-turisti-tedeschi-c9951f2c-aa56-11e9-a88c-fde1fa123548.shtml?refresh_ce-cp [accessed: 8.08.2019].

a ban on wading in fountains and consuming food in their vicinity. In addition, it is now prohibited to drink alcohol in the public space at night. Similar regulations have entered into force in Milan, where it is now prohibited to use selfie sticks.

Coming back to Venice: since 2017, the official website of the local city council contains a link to a special page #EnjoyRespectVenieza with a calendar illustrating the predicted intensity of tourist traffic.[7] Each day is marked with a specific color (yellow, red or black), so that tourists planning their trips are able to avoid crowds. This kind of traffic management helps to distribute the broad mass of tourists beyond the typically hot seasons.

The local authorities have tried to resolve the issue of poor tourist carrying capacity, especially in narrow medieval streets and on bridges, by setting up special gates to regulate traffic in sensitive areas. Local residents and workers were given a separate privileged passage [Tgcom24 2018]. However, the locals claimed that the "ugly and inconvenient gates" did not harmonize with the aesthetic standards of the city[8]. A number of protests led to an official decision to take them down in August 2019.

The locals have suggested alternative solutions to limit the number of tourists. One of them is to establish a maximum tourist carrying capacity in the St. Mark's Square and within the borders of the historic center. Special coupons would be granted to people willing to visit the city. They would be available through an online reservation platform, to be purchased online and downloaded to smartphones and tablets. Moreover, the system would connect all businesses offering tourism services in Venice. A solution like that would be advantageous from the perspective of city safety [Scurati 2015].

The Bologna Laboratory of Physics became involved in establishing an effective system to manage excessive tourist traffic in Venice. In collaboration with other academic and business entities, a special map of pedestrian and public service (water trams) mobility was created. One of the most common tools to monitor mobility is mobile phones, always located where their owners are. Basing on the elaborated algorithm and collaboration with an innovative technologies company TIM, a special system Per.Ven.Ire was set up. It serves to continuously monitor the flow of people and predict its intensity (and its consequences) 30 minutes in advance.[9] The applied technology makes it possible to distinguish specific user

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[7] https://www.comune.venezia.it/it/enjoy-respect-venezia-calendario [accessed: 8.08.2019].

[8] The opponents of the gate project attempted to tear them down on their own and displayed slogans such as: "Venice is not a reserve, we are not on the brink of extinction", "Barricading the city leads to its death".

[9] The greatest difficulty in developing the algorithm lied in the unpredictable dynamic of the city traffic, even though a considerable amount of information on the current and upcoming number of people had been collected. After all, people have a tendency to behave unexpectedly and choose different paths to reach their destinations. It is impossible to precisely determine the traffic [Giorgini 2018c].

Figure 1. Monitoring traffic in Venice

Source: Giorgini 2018a.

types (locals, foreigners, workers, tourists, etc.). Fig. 1 presents the network of land and water ways in Venice; traffic intensity is marked with a range of colors from yellow (hardly ever attended) to red (heavily attended). The system helps to determine a detailed image of particular city areas. It is a remarkably efficient tool to handle mobility, especially during major events (e.g. the Carnival, Biennale, Regatta Storica).

The Venice authorities have introduced smart infrastructure, commonly known as artificial intelligence, effectively moving the city into a new information-communication era, also in terms of the cultural dimension [Giorgini 2018c]. In fact, Venice is the pioneer in the field of e-managing tourist capacity basing on the principles of sustainable development.

In order to better monitor the number of tourists and increase the income generated by the tourist industry, the Italian government passed a law in 2018 allowing the local authorities to tax visitors on entering the city in the amount of EUR 2.50-10. The magistrate of Venice decided to make the fee dependent on the season and to cover all one-day visitors starting from January 2020. The groups to be exempted from taxation are: workers from various sectors, students, people with families residing in Venice and tourists spending at least one night in the city (obliged to pay a tourist tax) [Giuffrida 2018]. What is more, an obligatory payment for coaches entering Venice has been in force since 2002. The cost of entering the city depends on the EURO engine standard and season. The coach fee during hot seasons is EUR 300-520 [Tariffe ZTL Bus].

Another interesting project undertaken as part of the aforementioned campaign #EnjoyRespectVenieza is called #Detourism. Its goal is to promote responsible and sustainable tourism characterized by slow-life approach and respect for local residents. The online magazine Detourism promotes off-the-beaten-track destinations in Venice, where the real hustle and bustle can be experienced.[10] The newsletter sent by Detourism is rich in information about the currently held art exhibitions and many other interesting events.

However, Venice is facing yet another serious problem related to the concept of sharing economy. The number houses and apartments purchased by private investors to be rented through Airbnb (to avoid registration and taxation) is on the rise. At the moment, the issue remains out of control.

In the wake of the decisions made by the local authorities on the management of tourist traffic, a series of heated debates has been held to discuss the future of Venice. A number of important questions has been phrased so far: Should Venice serve as an outdoor museum, accessible only by acquiring admission tickets? If so, the locals may likely leave the city or become human exhibits of the local traditions. Should it perhaps remain a functional city where normal life can thrive?[11] The following quote has gained great prominence: "Unless the gates to the city remain open, the now free and open city of Venice will turn into a ghetto" [Giorgini 2018b].

5. Summary

Overtourism is not a new phenomenon that has suddenly captured special attention. The notion was coined and popularized in 2017. Today, the issue of excessive tourist traffic concerns numerous tourist destinations. Beside Venice, they are: Barcelona, Berlin, Paris, Dubrovnik, Reykjavik, Prague, Budapest, Rome, Florence, Amsterdam, London, Lisbon, San Sebastian, Salzburg, Mallorca and Ibiza, Hvar, Santorini.

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[10] https://issuu.com/cittdivenezia [accessed: 10.08.2019]; similar initiatives aimed at redirecting tourist traffic at less crowded areas have been undertaken by many other destinations; for instance, the authorities of London and New York are marketing external areas as part of their long-term tourism management projects.

[11] Forecasts suggest that the oldest boroughs of Venice will have been abandoned by local residents and attended only by tourists by 2028 [SSeR 2019].

Arguably, the phenomenon of overtourism is a byproduct of economic growth, causing excessive tourism consumption and poor management on the part of certain destinations. Investigating the issue of managing tourism in Venice from the perspective of sustainable development, considerable concern is raised about the lack of harmony between the economic, social and environmental dimensions. Although economic stability is generally ensured (Venice's GDP on tourism is EUR 2 billion) [Hardy 2019], there is no sustainability whatsoever when it comes to the social and environmental dimensions. Although the local authorities have been trying to promote the region and increase tourists traffic for many years, they have failed to take into account the consequences of excessive growth and have implemented no preventive measures.

As a result, unrestricted access to attractive tourist locations is ruining the social and natural environment. The vast number of tourists consuming the city is creating a negative impact on the local community. What is more, overtourism results in dissatisfaction among tourists, who experience discomfort while sightseeing, pay exorbitant prices for goods and services, and meet with hostility from the local community. Ironically, it may lower the attractiveness of the location according to the principle which suggests that "too much tourism kills tourism" [Budeanu 2002].

Will these new methods of managing tourism in Venice produce the desired effects? The distribution of tourist traffic over less attended destinations and time periods poses a major challenge. It may prove successful only on condition that low season offers are properly updated, while prices and taxes become regulated. It seems necessary to continue long-term information and education campaigns aimed at limiting and distributing tourist traffic in time, changing tourists' practices, and promoting respect for the local community. The undertaken initiatives may prove successful in the long term. Unfortunately, as the Italian government shows no interest in solving the issue of huge cruise ships entering the city, the consequences suffered by the sensitive ecosystem of the lagoon and the local community (as regards their health and life comfort) are catastrophic.

Another aspect worth bearing in mind is the current travel lifestyle and ethics. Ironically, although tourists want an authentic experience, they have no actual interest in the real local culture. In order to satisfy their hedonist needs, they essentially transform the local culture rather than discover it. In fact, it is them who determine how the locals will live.

In light of the foregoing, the local authorities should establish a number of cardinal rules and oblige tourists to follow them. Needless to say, it is necessary to cooperate with the local community and tourist businesses (travel agencies, airline operators, etc.), tourist organizations and the administration. An inspiring example to follow is the Mayor of Dubrovnik, who collaborated with leading naval tourism businesses in order to limit the number of cruise ships entering the city to only two per day by 2019. What is more, he set up a CCTV system to monitor the number of people visiting the Old Town covered by the patronage of UNESCO, establishing the acceptable number of visitors at the level of 4,000 per day [Dubrovnik Local Guides 2019]. As Mayor Mato Franković said: "Although we will lose a lot of money (about EUR 1 million), we will gain much more for the future" [Mečiarová 2017]. His words are a shining example of painstaking care and respect for a tourist destination. This type of management based on limiting the number of tourists has been long used by the Galapagos Islands (100,000 people per year) and Machu Picchu (5,000 people per year) [*Managing Overtourism…* 2017]. The authorities of Chile have limited the number of flights into the Easter Island. The Philippine island Borocay, where illegally erected beach hotels have been demolished, is closed for tourists for at least six months a year [Morris 2018]. Therefore, it is necessary to establish and follow tourist traffic limits keeping in mind to what extent tourists are expected to interfere with the natural and cultural environment.

Can tourism grow at a sustainable rate from an economic, social and environmental perspective? If so, it is necessary to manage it consistently, taking into account the needs of the local community rather than focusing on the economic outcomes achieved by large tourism corporations. It is exactly what J. Kripperdorf appealed for 30 years ago. Without the locals, tourist destinations will lose their appeal and soul, eventually turning into amusement parks. It is bound to happen unless the principles of sustainable tourism are put into practice. The current problems of excessive growth of tourist traffic require a more conscious look into the far-reaching consequences of economic growth. Nowadays, it seems wrong to associate economic (and technological) growth with social development. Therefore, a question arises: is economic growth a necessary component of growth per se? The current situation requires an alternative paradigm of development: emphasis must be placed on regulation, preservation, awareness and the significance of civil society rather than growth and promotion.

Overtourism is a major challenge that requires a highly functional and intelligent model of management. It is a cause of concern to destinations that have not yet suffered from its adverse consequences. In order to avoid them, great effort must be made so as to effectively implement the principles sustainable development of tourism.

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Overtourism vs. zrównoważony rozwój turystyki. Próby zarządzania overtourismem na przykładzie Wenecji

Abstrakt. Overtourism jest dziś poważnym problemem i stanowi ogromne wyzwanie, zwłaszcza że będzie się ono nasilać wraz z prognozowanym wzrostem ruchu turystycznego. Wydaje się być niemożliwe jego wyeliminowanie bądź zatrzymanie. Jedyną słuszną drogą jest właściwe nim zarządzanie. Ponieważ nie zostały jeszcze wypracowane w tej kwestii rozwiązania systemowe, poszczególne destynacje podejmują działania w celu radzenia sobie z tym zjawiskiem. Celem artykułu jest identyfikacja istoty overtourismu, zwłaszcza w zderzeniu z promowaną koncepcją zrównoważonego rozwoju turystyki, a także analiza metod zarządzania overtourismem na przykładzie Wenecji. Problem obciążenia turystycznego w centrum Wenecji jest problemem znanym i wystarczająco poważnym, aby uczynić go studium przypadku w obszarze zarządzania destynacjami.

Słowa kluczowe: overtourism, zrównoważony rozwój turystyki, zarządzanie destynacją

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Comparison of Poznań, Wrocław and Bratislava Image Attributes in the Reviews Published on TripAdvisor

Abstract. The aim of the article is to identify unique image attributes of Poznań, Wrocław and Bratislava. It was made using the analysis of opinions posted on the English-language TripAdvisor website ('Things to do…' category for three cities). 76 most-emerging words-attributes were extracted from 29,383 reviews with the text mining procedure. These words differentiate the examined cities among themselves. Analysis of the correspondence revealed unique image attributes for each city. In addition, sentiment analysis was carried out, which showed differences in the affective dimension of the images between the cities.

Keywords: image, cities, attributes, sentiment analysis, correspondence analysis

1. Introduction

Understanding the image creation process is essential for managers of tourism destination, as the image can influence the decision to stay in a destination as well as decide on the competitive advantage of a tourist destination. The authors who deal with the issue of the place image point to the need for conceptualization and operationalization of this concept [Cardoso et al. 2019; Echtner, Ritchie 2003]. This may influence the understanding of how tourists gather information and translate it into a comprehensive picture (and evaluation) of the place. The desired image is achieved in the long term, as a result of a strategy aimed at

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strengthening or changing the attitudes and beliefs and decisions of different target groups [Glińska, Florek, Kowalewska 2009: 29].

The authors involved in image research propose various models and components that take part in image creation, the so-called "imagery processing" [Gunn 1972; Gartner 1993; Echtner, Ritchie 2003, Glińska, Florek, Kowalewska 2009; Szromnik 2007; Cardoso et al. 2019]. The starting point in the discussion is the importance of the unique features (attributes) of cities, which determine their competitive advantage on the markets of internal customers (residents, institutions), as well as the customers of external markets (investors, tourists). A distinction is made between features of comparable attributes and features related to the general atmosphere of the place [Echtner, Ritchie 2003; Florek 2014]. The image is also divided into organic and induced [Gunn 1972; Echtner, Ritchie 2003; Florek 2014]. The organic image is based on non-commercial sources of information such as the media, the opinions of friends and family. The induced image is in turn the effect of commercial sources of information. The image of the place and the attributes that build it also result from interpretation of each researcher. The division into organic and induced image, proposed by Clare Gunn [1972], was defined by Bill Bramwell and Liz Rawding [1996] and Aslie Tassci and William Gartner [2007]. In addition, Steven Pike [2007] compiled a list of attributes identified in several hundred works and ordered them according to the popularity of their occurrence. The issue of the distinguishing features of a given city in the reception of tourists is complex, as this reception is influenced by messages controlled by the sender (city), as well as by messages sent by the participants of the tourist movement. In the era of the Internet, the opinions of tourists on social networking sites gain particular importance, which may influence the manner in which image of places is shaped.

The aim of this paper is to identify unique features of the image of Poznań, Wrocław and Bratislava, based on the analysis of opinions published on the TripAdvisor website. The article is part of the stream of attempts to analyse and measure the image of various places and to compare them [Echtner, Ritchie 2003].

2. Image of the city and its components

According to Philip Kotler, the image of a place is "the sum of beliefs, ideas and impressions that people have about a given place" [Kotler et al. 1999: 161]. According to this concept, images are a simplification of a huge number of connections and fragments of information connected with a given place. An image is created on the basis of essential information about a place among many people who come across it [Florek 2014: 126]. Andrzej Szromnik describes the image (in relation to the city) as "all subjective images on reality that have been created in human minds as a result of perception, the influence of the media and informal information messages" [2007: 134].

The image consists of knowledge about the place, ideas on it, prejudice and emotional attitude [Griszel 2015: 37]. Therefore, it may differ from person to person. Information about a tourist city can be transmitted by different broadcasters and its reception is uncontrolled because it exists in the minds of the receivers. Adam Figiel [2015: 12] based on the concept of G.R. Dowling indicates that there is no need to indicate whether a "homogeneous collective" or a "heterogeneous community" is involved in image shaping. The image is created in the consciousness of people who come into contact with a given object not only directly but also indirectly [Nawrocka 2013: 21]. Analysing the image of tourist destinations, Lucilia Cardoso, Francisco Dias, Arthur Filipe de Araujo, Maria Isabel Marques [2019] present a model in which they distinguish between dream destinations and favourite destinations. The first group is based on the image of places where the tourists have not yet been and which they would like to visit. The second group of destinations is made up of those regions where the tourists have already been and which, in their opinion, are the most suitable to meet the needs of the desired form of tourism. The category of dream destinations is part of the concept that the image concerns the images of people who are not present in the place. For the researchers taking this position, the image is "a mental reflection of the environment in the consciousness of people who have never visited a given place" [Kangas 1998; Griszel 2015].

In the era of speed of information transfer and technology development, such an approach is possible, but it would be a limitation for analysis. From the point of view of the purpose of the research presented in this paper, the opinions of the people who visited the analysed cities and thus have an impact on their image formation should be taken into account. All the more so as the image components are related to the individual impressions, experiences and dreams of the tourist [Cardoso et al. 2019: 81]. The experience of a tourist may modify the image existing in the minds of tourists [Echtner, Ritchie 2003: 38], and thus influence their later choices of destinations. This is in line with the territorial brand function (loyalty and attachment to the city), which means that people who have visited a city and are satisfied will return faster and will probably be good ambassadors for the city [Griszel 2015: 34]. Stepchenkova and Shichova [2017] note that in the image structure of a destination, the ease of remembering the place and the richness and variety of associations associated with it are very important. The image is therefore a whole resulting from a holistic interpretation of reality [Cardoso et al. 2019: 84].

In the literature on tourism economics, the image is studied mainly in the context of a tourist reception place attributes, which include elements of the natural and cultural environment, the material background of tourism, the aesthetics of the place, entertainment, attitudes of residents and the atmosphere of the place, infrastructural facilities and tourist services [Nawrocka 2013; Glińska, Florek, Kowalewska 2009]. These attributes affect the quality and standard of services provided, however shaping of the image is more complex because it is influenced by emotional elements, impressions and experiences [Niezgoda 2017]. Adam Figiel [2015], exploring various approaches to the place image, came to the conclusion that for an organisation the image may be intentional (what does the organisation want the outside people to think about it), presumed (what does the organisation seem to think about it, how does the outside people think about it) and actual (what are the stakeholders' actual ideas about the organisation).

Wiliam Gartner [1993: 193], when analysing the complex nature of the image of a tourist destination, mentions the following components of the image:

- cognitive element connected with the knowledge about a given place;
- emotional (affective) element related to the level of liking for the place;
- behavioural (conative) element connected with readiness to take specific actions in order to visit a place.

According to Lucilia Cardoso, Francisco Dias, Arthur Filipe de Araujo, Maria Isabel Marques [2019: 82], each of these elements plays an important role in the tourist's choice of destination. The attributes of the city's image (brand) can be divided into unique and universal ones [Glińska, Florek, Kowalewska 2009: 80; Echtner, Ritchie 1993, quoted from: Griszel 2015: 38]. Common attributes are repeated in many cities and allow their comparison, while unique attributes are unique and do not occur in a territory other than a given city. The unique attributes of cities are also called their icons [Proszowska-Sala, Florek 2010: 49]. These are very clear symbols that identify a city and, in addition, evoke specific associations and locate the city in the consciousness of the addressees.

Charlotte Echtner and J.R. Brent Ritchie [2003] analysing the components of the image and its structure suggested that the image of a place consists of three types of continuum. Apart from the above mentioned continuum of dividing the image into unique and universal features, the authors propose a continuum in which the image is based, on the one hand, on attributes that can be compared and/or measured, and, on the other hand, the image is based on holistic impressions that are a kind of complex and an image of the sum of associations about a given place. The third continuum creates a dimension between the functional and psychological features of a place. Functional attributes include material, objective and measurable features and objects, as well as comparisons with other destinations. Psychological attributes include non-material, abstract values, impossible to measure directly, connected with the subjective evaluation of the visitor and even his or her emotional colouring. According to the authors, in the complex system of image components, two-sided dependencies occur: holistic impressions result from the combination and interaction of specific attributes, and at the same time there is an inverse dependence, i.e. the perception of individual attributes is influenced by general feelings and impressions, i.e. the holistic component [Echtner, Ritchie 2003: 41].

For the purposes of the article, research was conducted into associations reflected in the opinions of TipAdvisor portal users on selected cities of Central and Eastern Europe. The authors focused on the analysis of associations related to destination attributes, i.e. attributes comparable in relation to the continuum: functional characteristics versus psychological characteristics. In this paper, the evaluation of holistic impressions was abandoned, accepting the conclusions of other researchers that holistic impressions should be studied on the basis of qualitative analyses and in-depth interviews conducted among specific visitors to the city [Echtner, Ritchie 2003: 44]. Big Data surveys on the basis of opinions placed in TripAdvisor cannot meet the criterion of in-depth researches. At the same time, it can be assumed that in most studies the image analysis is based on a list of comparable attributes and not on the evaluation of complex holistic impressions [Echtner, Ritchie 2003: 41]. The problem results from the complexity of the tourist product. The impressions reflected in opinions of the tourists may concern both a specific element of the place (e.g. hotel, service, attractions, museum, etc.), as well as the whole city.

3. Method

The research was carried out using the desk research method. The analysis used reviews published by users in the English language portal TripAvisor (www.tripadvisor.co.uk). It is an American aggregator of opinions about tourist enterprises and at the same time the largest tourist website in the world, containing over 760 million reviews of 8.3 million accommodations, airlines, experiences, restaurants and cruisers. It also enables the purchase of selected services collected from over 200 booking sites [PL Media Center, About TripAdvisor 2019]. The portal is available in 28 languages. The English language portal was used in the research due to the possibility of comparing comments on cities located in different countries: Poznań, Wrocław and Bratislava. The choice of cities was dictated by the results of previous analyses, which indicated significant similarity between brands and images of these cities [Nowacki 2019; Nowacki, Niezgoda 2019]. The categories of entries concerning tourist attractions of the examined cities were selected (Things to in ...). The reviews were downloaded from 9-16 March

2019 using the Web Scraper application (www.webscraper.io/). All reviews of attractions (places and objects) with at least 10 reviews were downloaded: 3270 concerning the attractions of Poznań, 7956 – for Wrocław and 18,157 – for Bratislava – a total of 29,383 reviews from three cities (Table 1). Among the surveyed attractions, the largest number of attractions were museums – 26 objects (1,662 reviews), historical buildings – 19 (5,782 reviews), churches and synagogues – 16 (3,088 reviews) and monuments – 15 (4,458 reviews). The largest number of reviews concerned places, streets or squares – 8,876.

The opinion analysis was performed using Text Mining procedure in Statistica 13.0 software and tag maps in QSR NVivo Pro 11.0 packet. Differences in the occurrence of words in the opinions were checked by means of one-factor ANOVA variance analysis. Then the analysis of correspondence was performed, which is a descriptive and exploratory technique, informing about the structure of connections between columns and rows in a table [Hill 1974].

Table 1. Characteristics of the examined sample

Attraction	Poznań	Wrocław	Bratislava	Total	No. of reviews
Place / street / square	1	5	6	12	8,876
Tourist attraction	5	5	2	12	1,982
Park, garden	4	3	4	11	953
Church / Synagogue	3	6	7	16	3,088
Secular historical building	3	7	9	19	5,782
Museum	7	9	10	26	1,662
Cultural institution	1	1	2	4	244
Zoo	2	1	1	4	692
Sports facility	2	2	1	5	111
Monument	4	2	9	15	4,458
Shopping centre	2	2	0	4	122
Educational institution	1	1	0	2	146
Transport facility	2	1	0	3	213
IT Point	1	0	1	2	200
Fountain	1	1	4	6	452
Cemetery	0	1	0	1	31
Contemporary object	0	0	3	3	371
Number of facilities	39	47	59	145	–
Number of reviews	3,270	7,956	18,157	–	29,383

Source: own study.

In order to assess the affective dimension of the image of the examined cities, a sentiment analysis was performed using the SentiStrengh application [http://sentistrength.wlv.ac.uk/]. It evaluates the strength of positive and negative opinions. The application uses a dictionary of 2,846 words about human feelings, evaluating two dimensions of sentiment: (1) negative: from –1 (not negative) to –5 (very negative) and (2) positive: from 1 (not positive) to 5 (extremely positive). This is due to the observation that people process positive and negative moods in parallel – hence reviews contain mixed emotions. The final result of the evaluation of the text sentiment is obtained by adding a negative dimension (from –1 to –5) to a positive dimension (from 1 to 5), resulting in the strength and direction of the sentiment on a scale from –4 to 4 [Thelwall 2018]. The analysis of differences in the sentiment of opinions between cities was performed with the use of one-way analysis of variance (ANOVA), while detailed differences were checked with Scheffé post-hoc Test [Scheffé 1959].

4. Results

In the first stage of the analysis, the most common words in reviews were identified. This was done using the TextMining procedure in Statistica 13.0 statistical software. This resulted in a set of $N = 367$ words that appeared in at least 1% of all reviews. From this set of words, using NVivo 11.0 software, tag clouds were created for each city separately (Fig. 1 and 2), containing the most common words in reviews of these cities.

Figure 1. Tag cloud for Poznań and Wrocław

Source: own study.

Figure 2. Tag cloud for Bratislava
Source: own study.

Then, from the set of 367 words, proper names and words that did not describe experiences, activities, contexts and places related to them were manually removed, leaving 167 words in the sample. Next, a one-way analysis of variance ANOVA was performed, aimed at showing which words, due to the average number of occurrences in the comments, significantly differ between the three examined cities. As an effect of the analysis 76 words were left in the sample. In order to determine which of the remaining words differ between two specific cities, a post hoc Scheffé test [Kenneth, Bordens, Abbott 2008: 432] was performed. Words that significantly differed in the comments concerning one or two cities in relation to the other are presented in Table 2. The number of unique words for particular cities was quite similar and amounted to 35 for Poznań, 29 for Wrocław and 31 for Bratislava. Their sum – 93 – is higher than the total number of words (76), because a few words are repeated, due to they clearly distinguished two cities from the third one, and therefore they were included in the case of both cities.

Then, an attempt was made to indicate words-attributes belonging to the psychological and functional component of the image. They were defined as follows [Martineau 1958; Echtner and Ritchie 2003; Cardoso et al. 2019]:

– *functional attributes (features) of individual products (places, objects, attractions)* are features and material objects, which are objective and directly observable and measurable, such as prices, appearance, weather or local food, thanks to which one destination is comparable to another, e.g. forms of activity associated with them;

– *psychological attributes (features) of individual products (places, objects, attractions)* are intangible, abstract values, impossible to measure directly and highly subjective, as well as emotional (affective), such as the kindness of the staff or the hospitality of the local population, e.g. delicious.

The authors, as competent judges, have independently assigned the tested word-attributes to one of two dimensions (functional or psychological). After the first round of coding, they achieved a score of 76% (r-Pearson = 0.53). In the next phase, as a result of consultations, they reached a consensus and the remaining words were clearly assigned to two categories (Table 2). For Poznań and Bratislava, most of them were functional features (54% and 58%), while for Wrocław, psychological features (52%).

Table 2. The most common words in opinions concerning Poznań, Wrocław and Bratislava

Dimension	Poznań		Wrocław		Bratislava	
	Word	$\bar{x}$	Word	$\bar{x}$	Word	$\bar{x}$
Functional	bar	0.084	architecture	0.079	café	0.052
	beer	0.043	buy	0.024	church	0.158
	church	0.143	Christmas	0.037	coffee	0.023
	color	0.032	colour	0.026	crowd	0.027
	colour	0.028	display	0.017	expense	0.018
	display	0.014	fountain	0.040	fountain	0.030
	eat	0.035	garden	0.060	history	0.061
	food	0.046	hall	0.072	historical	0.080
	hall	0.071	historical	0.080	palace	0.031
	house	0.508	night	0.049	park	0.020
	inform	0.054	paint	0.062	picture	0.046
	market	0.153	park	0.017	sculpture	0.028
	monument	0.044	weekend	0.014	shop	0.095
	museum	0.176	zoo	0.092	souvenir	0.018
	pub	0.024	amazing	0.998	tour	0.070
	restaurant	0.178	atmosphere	0.047	tourist	0.067
	sit	0.033	beauty	0.294	view	0.367
	souvenir	0.018	children	0.030	walk	0.286
	weekend	0.015	cute	0.035	charm	0.045
	atmosphere	0.043	family	0.022	cool	0.023
	beauty	0.301	fantastic	0.038	famous	0.012
	culture	0.016	fun	0.111	friend	0.032
	family	0.030	hidden	0.035	local	0.037
	famous	0.017	impress	0.060	memories	0.020
	friend	0.040	kid	0.041	music	0.023
	fun	0.068	love	0.187	nice	0.320
	huge	0.038	peace	0.021	pretty	0.048
	kid	0.035	unique	0.031	quiet	0.018
	local	0.039	wonder	0.058	spectacular	0.015
	music	0.024			unusual	0.015
	people	0.083			worth	0.185
	perfect	0.029				
	relax	0.039				
	stun	0.038				
Psychological	wonder	0.054				

Note: $\bar{x}$ – average number of words in one opinion for the city.

Source: own study.

In the next step, for a table of 76 words for 3 cities ($76 \times 3 = 228$ cells), an analysis of correspondence was made. It is a descriptive and exploratory technique, informing about the structure of relations between columns (variables) and rows (cases) of a multidimensional table [Hill 1974; Stanisz 2007]. Pearson's χ^2 test (95% confidence level) was performed prior to the correspondence analysis:

Total inertia = 0.11284; Chi2=12646.0; $df = 150$; $p < 0.0001$

The test showed the existence of a statistical relation between cases and variables in the table at the level of $p < 0.0001$. The analysis of the correspondence gave two dimensions, which in total reproduce 100% of the total inertia (Table 3).

Table 3. Results of correspondence analysis

Dimension	Eigen value	Singular value	Percentage of inertia	Cumulated percentage of inertia	Chi-squared
1	0.301	0.090	80.497	80.497	10 179.31
2	0.148	0.022	19.502	100.000	24 66.24

Source: own study.

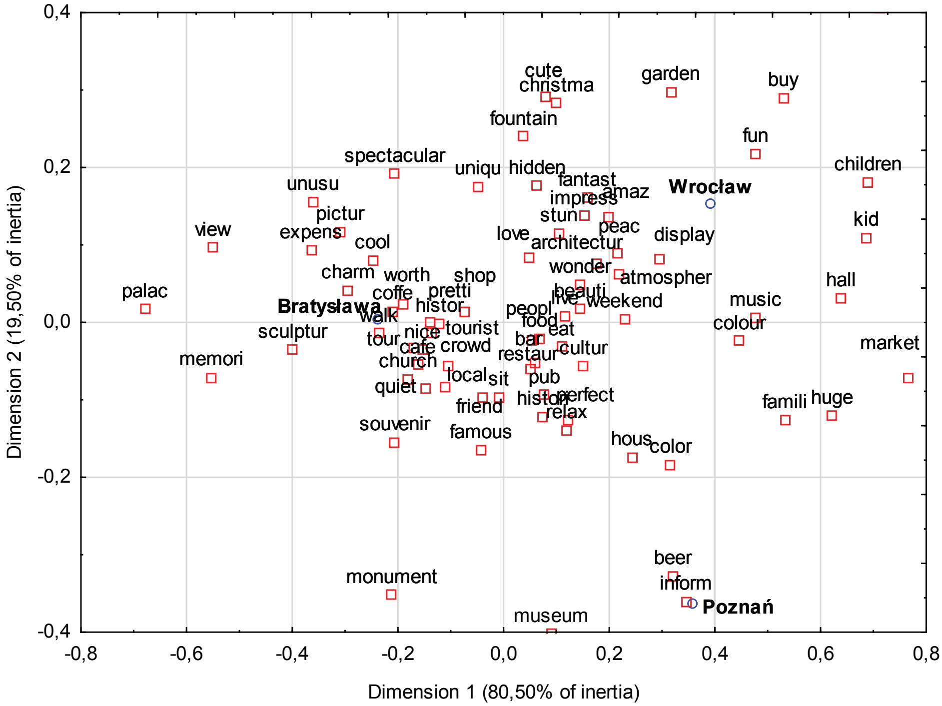
The results of the correspondence analysis are presented on a two-dimensional chart of rows and columns (Chart 1), where circles represent cities and squares represent words. Experiences accompanying a visit to Poznań include museums, beer, historical building/monuments, colourful, families, relaxing, historical monuments. Wrocław means fun, children, gardens, shopping, exhibitions, fantastic, amazing, charming, especially during the Christmas season. Bratislava means historical tours, palaces, memories, shops, cafés, expensive and crowded.

The comparison of positive sentiments showed that the most positive opinions were expressed in reviews of Wrocław (86.83%), then Poznań (85.04%) and the least for Bratislava (83.64%) (Chart 2).

The analysis of negative sentiment showed that Bratislava (27.34%) had the highest number of negative opinions, while Poznań (25.91%) and Wrocław (25.69) had the lowest number of negative opinions (Chart 3).

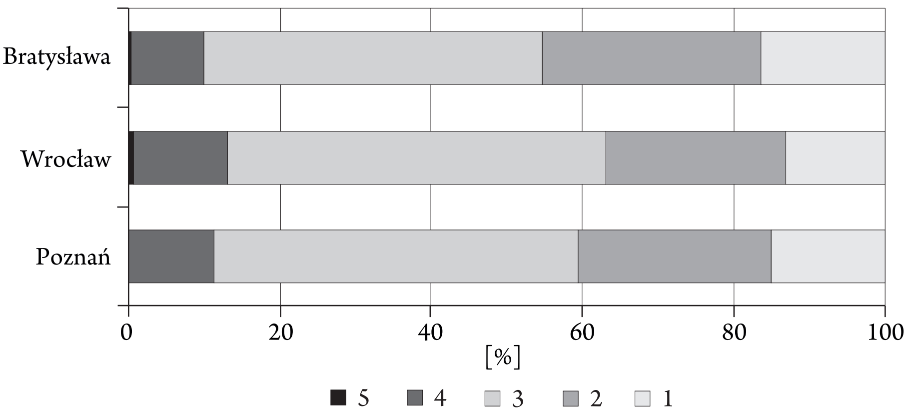
In order to obtain the final result of the sentiment assessment, the negative and positive dimensions were summed up. Analysis of ANOVA variance showed significant differences between the examined cities due to their total sentiment ($F = 55.26$; $p < 0.001$) (Table 4). The detailed analysis with Scheffe Test showed significant differences between each of the pairs of the cities. The most positive

Chart 1. The chart 2W coordinates of rows (cities) and columns (words)



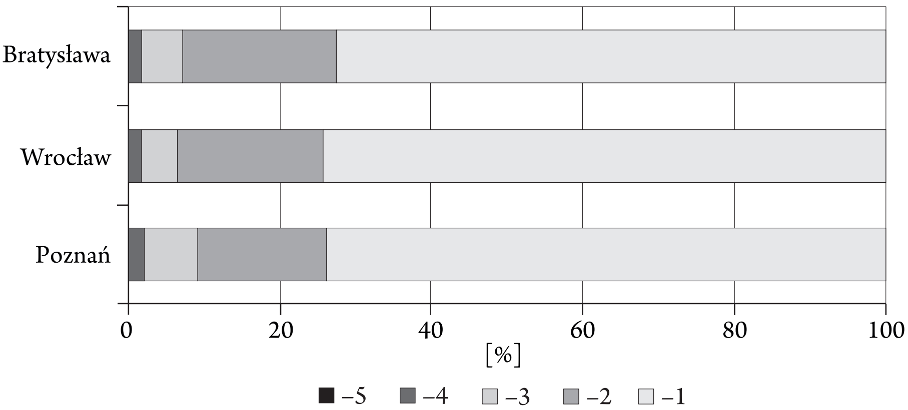
Source: own study.

Chart 2. Distribution of positive sentiment in opinions for the surveyed cities



Source: own study.

Chart 3. Distribution of negative sentiment in opinions for the surveyed cities



Source: own study.

Table 4. ANOVA analysis of sentiment differences in opinions on the surveyed cities

City	Negative	Positive	Total	Standard deviation	ANOVA
Poznań	–1.372	2.561	1.189	1.182	$F = 55.26$ $p < 0.001$
Wrocław	–1.339	2.633	1.293	1.153	
Bratislava	–1.361	2.491	1.130	1.149	

Source: own study.

sentiment was found for Wrocław ($\bar{x} = 1.293$) and it was stronger ($p < 0.001$) than for Poznań ($\bar{x} = 1.189$). On the other hand, Poznań had a significantly more positive sentiment ($p < 0.05$) than Bratislava ($\bar{x} = 1.130$).

5. Conclusions

The aim of this paper was to identify unique features of the image of Poznań, Wrocław and Bratislava. This was done by analysing the opinions posted on the TripAdvisor website by its users, who on the basis of their own experience described the places, objects and tourist attractions of these cities.

Using the Text Mining analysis, 76 words-attributes were distinguished from 29,383 reviews, which significantly differentiate the examined cities from each other. Most of the identified words are attributes of the functional dimension.

The correspondence analysis of the words-attributes and the cities revealed unique features of the image of each of the cities:

1. Poznań is a city associated with a good tourist information office, beer gardens, museums, colourful façades of houses, family tourism and a large number of restaurants and pubs.

2. Wrocław is a fantastic, amazing, peaceful city, rich in attractions for children, gardens and fountains, with a charming Christmas market, exhibitions, wonderful atmosphere, full of music and colours.

3. Bratislava is rich in monuments and sculptures, palaces, churches, souvenir shops and charming cafés, offering unusual views. However, it is expensive and crowded. It is worth planning a walk or a guided tour.

4. Poznań and Wrocław have the most positive affective dimension of the image reflected by sentiment, while Bratislava has the worst. This should also become a goal of interest for the city authorities and local tourist organizations. A detailed analysis of the opinions on TripAdvisor should explain which areas of the image and which elements of the tourist product of the examined cities should be changed.

The identification of the image and its influence on the shaping of the city's brand requires multilateral marketing research [Florek 2014: 127]. It should be remembered that image research is performed by specialists in the area of city management, territorial marketing and tourism development. Therefore, the indicated research results may be used in various aspects. For example, the fact that Poznań is associated as a centre with good information facilities may attract tourists who are not well prepared to visit the city and expect assistance in this respect. Wrocław may attract families with children as tourists, but also residents. The overcrowding of Bratislava is reflected in the survey results may discourage tourists a little, but it may attract entrepreneurs (e.g. traders).

One should also bear in mind the limitations resulting from the subjective nature of opinions submitted by tourists. The opinions can be published by any person and the sample is not always representative. Therefore, it may differ from person to person. Information about a tourist city can be transmitted by different broadcasters and its reception is uncontrolled because it exists in the minds of the receivers [Chan, Peters, Marafa 2016]. The image as defined in the introductory part of this article has a subjective character. It can therefore be assumed that the influence of the opinion of tourists is undeniable and the image is not a permanent category and has an individual character. The comparison of image attributes between individual cities may help in the process of analysing their competitiveness as tourist destinations.

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Porównanie atrybutów wizerunku Poznania, Wrocławia i Bratysławy na podstawie opinii zamieszczonych w TripAdvisorze

Streszczenie. Celem artykułu jest identyfikacja unikatowych atrybutów wizerunku Poznania, Wrocławia i Bratysławy. Cel ten zrealizowano za pomocą analizy opinii zamieszczonych na anglojęzycznym portalu TripAdvisor.co.uk. Pozyskano 29 383 recenzji z kategorii atrakcji turystycznych (*Things to do…*) dla trzech miast. Za pomocą procedury Text Mining wyodrębniono 76 najczęściej powtarzających się atrybutów-słów. Słowa te w istotny sposób różnicują między sobą badane miasta. Analiza korespondencji ujawniła unikalne atrybuty wizerunku każdego z miast. Ponadto wykonano analizę sentymentu (wydźwięku), która wykazała istotne różnice w afektywnym wymiarze wizerunku pomiędzy miastami.

Słowa kluczowe: wizerunek, miasta, atrybuty, analiza sentymentu, analiza korespondencji

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Daniel Puciato*, Gracjana Pławiak**

Organizational Culture of Opole Hotels

Abstract: The aim of the article is to identify organizational cultures occurring in Opole hotels. The paper uses four main research methods: analysis of documents, diagnostic survey, methods of analysis and logical construction and statistical method. The research was conducted among the representatives of 12 hotels located in Opole. The Opole hotels are dominated by organizational cultures focused on authority and goals, and their main components are the values. Offering a common language and conceptual apparatus, determining the rules of power and determining the criteria for obtaining status in an enterprise are the most important internal functions of the studied organisational cultures. The following were considered key external functions: ability to understand the company's strategy, identification of employees with objectives and the ability to integrate members of the organization. On the Opole market there were no significant connections between the type of organizational cultures and functional features of hotel companies.

Keywords: culture, organization, hotels, Opole

1. Introduction

Organisational culture is a kind of a "soul" of every enterprise, its axiological system, which determines individualism and originality and distinguishes it from other entities in the environment. In a hotel company, it is one of the key intangible resources, and its importance results mainly from three premises. First of all, in today's hotel market, international hotel systems, which are large transnational corpora-

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tions with shareholders from many countries, are playing an increasingly important role. Secondly, as a result of the development of global tourism and business, the share of foreign guests using hotel services is also increasing. Thirdly and finally, the specificity of the modern labour market means that an increasing percentage of hotel employees do not come from reception countries. In order to meet the expectations of stakeholders, mainly owners, customers and employees, modern hotel companies must place great emphasis on cultural aspects, and their organisational cultures should take into account such organisational values as: [Bugdol 2006; Puciato 2011]: tolerance, hospitality, tactfulness, discretion, transparency and the ability to reconcile tradition with modernity or global and local trends.

The results of empirical studies published so far show that hotel organisational culture is also associated with operational and strategic management aspects such as leadership [Nicely, Palakurthi 2018], leadership style [Tadeuisak 2018], innovation [Scholz, Voracek 2016; Ubeda-Garcia et al. 2018], corporate social responsibility [Rahimi 2017], relation to the natural environment [Reyes-Santiago, Sánchez-Medina, Díaz-Pichardo René 2017], and even economic effectiveness of the enterprise [Nazarian, Atkinson, Foroudi 2017]. However, there are no studies concerning the dynamically developing Polish hotel market. Potential links between organizational culture and functional features of a hotel have not been considered yet. Bridging this specific research gap was one of the most important tasks of the research.

In the context of the introductory remarks, the aim of the article is to identify the organizational cultures present in Opole hotels. This aim was detailed to the following research problems:

1. What kind of organizational cultures dominate in Opole hotels?
2. Which elements of organizational cultures are the most important for the respondents?
3. What are the organizational values that guide hoteliers in Opole?
4. Which of the functions of internal and external organisational cultures are crucial for the hotel market?
5. Are there any relations between the type of organizational culture and such functional features of hotels as: legal and organisational form, size, standard, location, type or degree of integration with other entities?

2. Organisational culture of a modern hotel in the light of literature on the subject

According to Czesław Sikorski [2006], organisational culture is usually considered in three basic meanings: factual, functional and attribute. Within the first approach, it is analysed from the perspective of institution, e.g. enterprises, by examining the norms and values of internal stakeholders that distinguish the organization from other entities in the environment. The second perspective concerns the process of organizing particular elements that influence functioning of the organization, e.g. setting goals, or more broadly plans in the enterprise and the ways in which they are implemented. The third approach, on the other hand, identifies the organisational culture with the characteristics of internal stakeholders who have a significant impact on the achievement of the organisation's objectives.

The author distinguished the following components of organisational culture [Sikorski 2009]:

1. Thinking patterns – thanks to which internal stakeholders receive criteria for evaluating various phenomena and situations, e.g. placing hospitality as the basis for guest service in a hotel.

2. Behavioural patterns – provide appropriate forms of reaction to these phenomena and situations, e.g. behavioural patterns described in hotel standards, concerning the process of guest service at the reception desk, based on thinking patterns concerning the role of hospitality in this process.

3. Symbols – enable the dissemination and consolidation of patterns of thinking and behaviour among members of the group, e.g. the scope of duties, clothing, porter's behaviour as specific symbols of hospitality in the hotel.

The analysis of the organisational culture allows for the perception of certain symbolic meanings of individual, often very rational aspects of the life of an organisation, which enables its better knowledge and understanding. In this context, particular attention should be paid not only to formalised activities, but also to social norms, specificity of the language, folklore, ceremonial events and other cultural elements [Sikorski 1995].

Edgar Schein [2010], on the other hand, compares the organizational culture to a model of basic assumptions that the group has discovered, invented or developed when confronted with the problems of the group or the environment. These assumptions have proved their worth and are therefore considered valid and are communicated to the new members of the group as an appropriate way of perception. The author distinguishes three basic levels of organisational culture: artefacts, recognised values and basic assumptions (Figure 1). Cultural artefacts are the elements that make up the image of a given culture and reveal what it is for the members of the group. They include products, services and even behavioural patterns of members. This is all that human beings perceive through their basic senses when they come into contact with a foreign group whose culture is unknown to them. An example is the hypothetical situation in which the director of a global hotel chain stands out with his sports clothes and his competitor appears in a chic suit. The most common artefacts, apart from clothing, include: possessed objects, place of residence and interests. Recognised values are the rea-

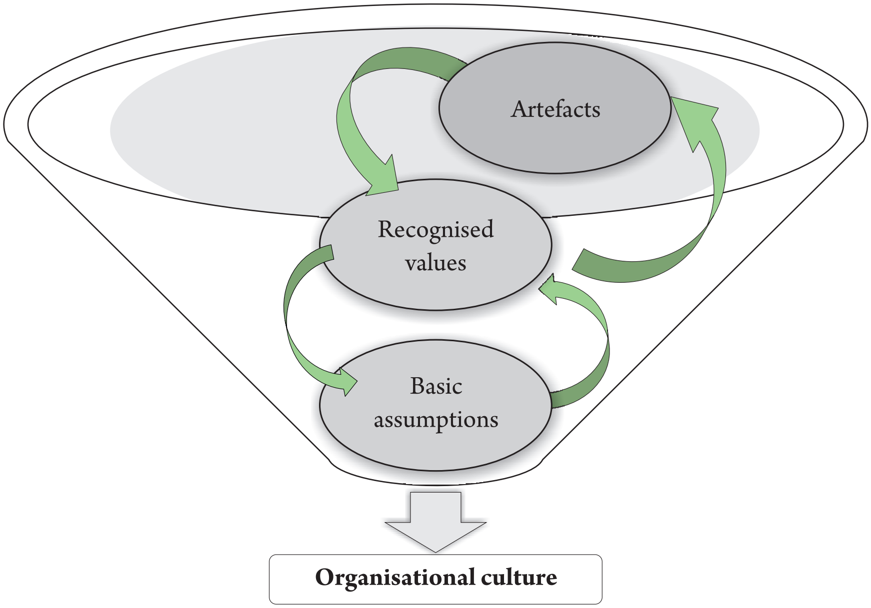


Figure 1. Levels of organisational culture according to E. Schein
Source: own calculations based on Schein 2010.

sons given by organisations for acting in a certain way. An organisation that makes sure that the values set for employees are clear to them and that they can see the meaning of the values, has a better chance of making it easier for employees to understand the culture of the organisation. The basic assumptions are beliefs accepted uncritically by members of the organisation. They are the ultimate, most deeply rooted, least visible and most sustainable source of values and actions. Each company, through its culture, shows the most appropriate course of action, which is usually passed on by tacitly accepted assumptions. In hotel companies, such assumptions may be connected with the definition of the market segment to which hotel offers are to reach, e.g. business guests, leisure guests, etc.

Organisational culture has many different functions in the company, which after Łukasz Sułkowski [2002] and Lidia Zbiegień-Maciąg [2008] can be aggregated into two groups: internal and external. Among the internal functions one can distinguish: integration of the organisation members with each other, providing knowledge about the organisation and adaptation to environmental conditions. The main external functions are: the influence of internal arrangements on external contacts and the influence of the environment on functioning of the hotel.

The still most popular typology of organisational cultures is their division formulated by Robert Harrison [1972], which includes:

1. Power-oriented cultures – a culture characteristic of competitive and uncompromising organizations that try to dominate their environment. Employees compete strongly with each other and managers treat them in an objective way. This type of corporate culture can dominate in highly competitive hotel markets and in hotels belonging to large multinational hotel corporations.

2. Role-oriented cultures – a culture characteristic of bureaucratic organisations, where legality and a sense of responsibility are important. The scope of responsibilities and powers are strictly defined and depend on the occupied position. The predictability of human behaviour is high and the highest value is the stability of the action and its compliance with applicable regulations. This type of organisational culture can be dominant in hotels owned by the public sector.

3. Task-oriented cultures – this kind of culture is present in flexible organizations, oriented to react quickly to changes in the environment. The dominant feature of interpersonal relations in this case is the ability to achieve the objectives of the organisation in changing environmental conditions. Dominant in small and medium-sized hotels and due to the not very strong capital and competitive position and simple organizational structures, they must and can effectively search for their market niches.

4. People-oriented cultures – a culture typical of organizations focused on meeting the needs of their members. The power distance is small and decision-making is based on social consensus. Interpersonal relations are based on co-operation, mutual support and sharing of experiences. Established behavioural patterns and customs are the basis of formal rules. It can occur in hotels run as a family enterprise or less frequently belonging to the public sector [Puciato 2016].

3. Methodological assumptions of the research

The paper uses analysis of documents, diagnostic survey, methods of analysis and logical construction. The collected data were subjected to statistical analysis. Within the first method data from secondary sources, mainly reports and studies by the Central Statistical Office and the Ministry of Sport and Tourism were collected and analysed. These activities allowed to identify all the hotels operating in Opole in 2016 and to specify some of their functional features. Within the diagnostic survey an interview technique was applied, where the research tool was an interview questionnaire. It consisted of a part concerning selected aspects of the hotel's organisational culture and a metric. The research of representatives

Table 1. Classification of the studied hotels on the basis of selected criteria

Description	Number of surveyed hotels	Percentage of surveyed hotels [%]
Organisational and legal form		
Individually owned company	5	42
Joint-stock company	2	17
Limited liability company	4	33
Civil law partnership	1	8
Origin of capital		
Domestic	10	83
Mixed	2	17
Company size		
Small	8	67
Medium	2	17
Large	2	17
Number of residential units		
Up to 50	9	75
Over 50	3	25
Degree of integration		
Independent hotel	9	75
Integrated hotel	3	25
Hotel management model		
Management by the owner	11	92
Managerial contract	1	8
Detailed location		
City centre	9	75
City outskirts	3	25
Hotel standard		
Three-star	10	83
Four-star	2	17
Type of hotel		
Business	10	83
Recreational	2	17

Source: own study based on information from the conducted research.

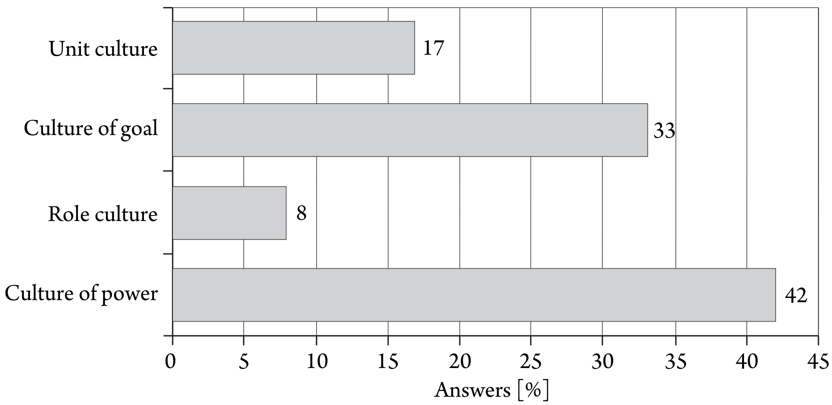
(owners or managers) of 12 hotels was conducted in the period from April to May 2016. The number of hotels in question is about 92% of all hotels located in the city. Therefore, it should be clearly emphasized that the nature of the research sample implies that the conclusions from the research refer only to Opole hotels and in no way to the entire hotel market. Within the methods of analysis and logical construction, the following were used foremost: analysis, synthesis, comparison and generalisation. The results of the survey were subjected to statistical analysis. An analysis of structure was conducted, within which the number and frequency of answers to individual questions were calculated. Potential relations between selected aspects of organizational culture and functional features of hotels were estimated using the independence test χ^2 and the T-Czuprov convergence coefficient. During the inference the level of significance was assumed *ex ante* $\alpha = 0.05$.

Analysing the functional structure of the studied hotels, it was noticed that the most popular legal and organizational forms were individually owned companies – 42% and limited liability companies – 33%. The formula of joint stock companies was used by 17% of the operating hotels, and civil ones – 8% of enterprises included in the survey. The majority of Opole hotels (83%) were financed from the national capital, and only 17% from a mixed capital. The small enterprises accounted for 67%, and 17% of business entities included in the survey were medium and large. Up to 50 residential units ware offered to their guests by 75% of Opole facilities, and 50 and more rooms – 25% of them. Three quarters of entities on Opole hotel market are independent hotels, while one quarter are integrated ones. The vast majority of companies (92%) were managed independently, by their owners, and only 8% under a management contract. Hotel facilities located in the central part of the city accounted for 75%, while on the outskirts – 25%. Hotel facilities categorized as three-star amounted to 83%, and four-star to 17%. The vast majority of the surveyed companies (83%) were business hotels, and only 17% of them offered leisure products (Table 1).

4. Tests results

The analysis of the results of the conducted research indicates that the largest group among the examined hotels (42%) were entities in which the culture of authority functioned. Every third hotel in Opole had a goal culture, every sixth one had individual culture, and every twelfth one had a role culture (Chart 1). According to the surveyed representatives of the Opole hotel market, the main components of the identified organisational cultures were: recognised values – 50%, basic assumptions and beliefs of employees and cultural artefacts – 25%

Chart 1. Type of organisational culture in the surveyed hotels

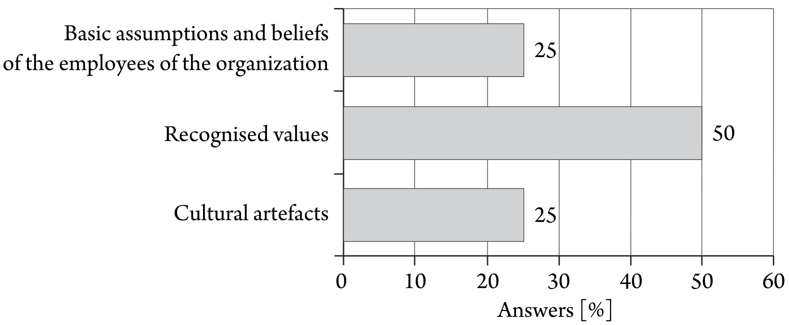


Source: own study based on information from the conducted research.

each (Chart 2). Almost 70% of respondents declared that their business activity is guided by a new set of values, manifested not only by the care for the enterprise, but also by the intellectual, emotional and social development of employees, managers and owners. The respondents assigned a special role to family, other significant persons and the possibility of achieving satisfaction from work. Every third respondent identified himself/herself with traditional organisational values, focusing mainly on professional work and treating it only as a source of support for oneself and one's family (Chart 3).

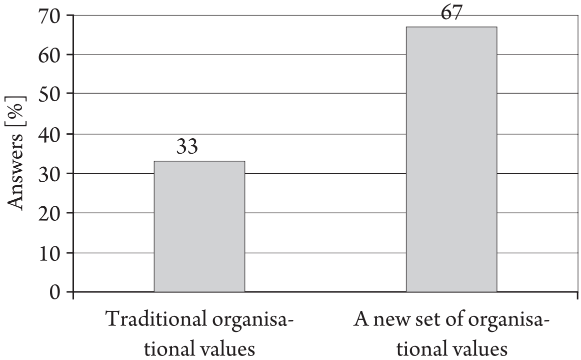
The surveyed representatives of Opole hotels as the most important internal functions of organizational culture considered: offering a common language and conceptual apparatus – 42%, determining the rules of power and determining the criteria of status in the company – 33%, meeting the needs of security and affirma-

Chart 2. Main elements of the organisational culture in the surveyed hotels



Source: own study based on information from the conducted research.

Chart 3. Type of organizational values dominating in the analysed hotels

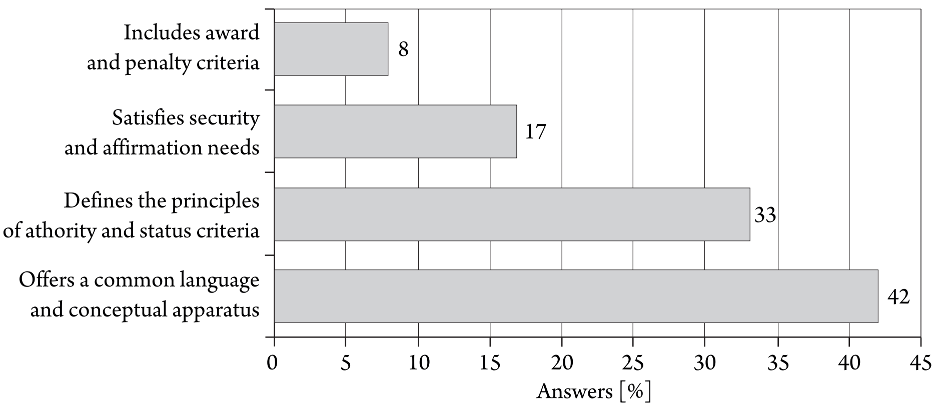


Source: own study based on information from the conducted research.

tion – 17% and determining the criteria of penalties and awards – 8% (Chart 4). Every third respondent stated that the main external functions of organizational cultures in Opole hotels are: the ability to understand the company's strategy and identify employees with its goals and the ability to integrate members of the organization. Every fourth respondent stated that the organizational culture in their hotels enables uniform perception of the criteria for measuring work effects, and every twelfth respondent stated that it gives the possibility to adjust the means to the tasks and reformulate the objectives (Chart 5).

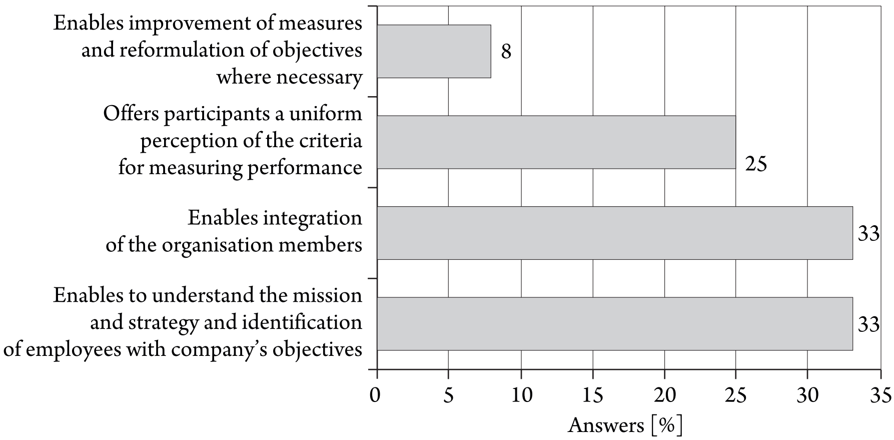
Analysis of the value and probability level of χ^2 independence tests allows us to conclude that the types of organizational cultures functioning in Opole hotels are not significantly related to their functional features. There was a weak cor-

Chart 4. The most important internal functions of organisational cultures



Source: own study based on information from the conducted research.

Chart 5. The most important external functions of organisational cultures



Source: own study based on information from the conducted research.

relation between organizational culture and: size (T_{xy} = 0.5), detailed location (T_{xy} = 0.4) and degree of hotel integration (T_{xy} = 0.4) and a very weak correlation between organizational culture and: organizational and legal form (T_{xy} = 0.3), standard (T_{xy} = 0.2) and type of hotel (T_{xy} = 0.2). Therefore, there are no grounds to reject the zero hypothesis (H_0) that correlation between organisational culture and functional characteristics does not exist (Figure 2).

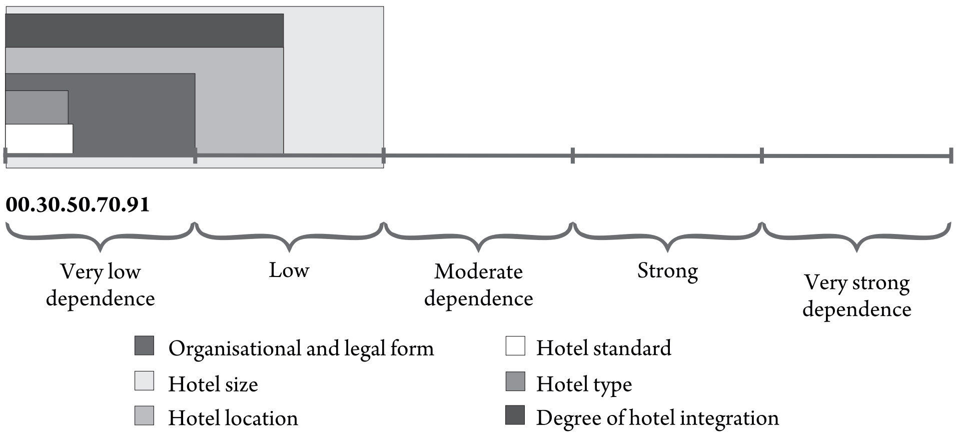


Figure 2. Values of the T-Czuprow Convergence Factor for the variable x – organizational culture and variables y – functional characteristics of hotels in Opole

Source: own study on the basis of the obtained results.

5. Conclusions

Analysis of the conducted research results allows to formulate the following final conclusions:

1. The Opole hotels are dominated by power- and goal-oriented organisational cultures.

2. Recognised values are the most important component of the organizational cultures of the examined hotels.

3. Most managers and owners identified themselves with a modern approach to organizational values, striving to balance work with other areas of life and seeing it as not only a source of income, but also a significant stimulus for development.

4. Offering a common language and conceptual apparatus, determining the principles of power and determining the criteria for obtaining status in a company toned down the most important internal functions of the surveyed organizational cultures. As the key external functions considered were: the ability to understand the company's strategy, identification of employees with goals and the ability to integrate members of the organization.

5. On the Opole market no significant relations between the type of organizational cultures and functional features of hotel enterprises were observed.

6. It is necessary to conduct further, in-depth research on the issues of organizational cultures of modern hotels.

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Kultura organizacyjna opolskich hoteli

Streszczenie. Celem artykułu jest identyfikacja kultur organizacyjnych występujących w opolskich hotelach. W pracy wykorzystano analizę dokumentów, sondaż diagnostyczny, metody analizy i konstrukcji logicznej. Zebrany materiał poddano analizie statystycznej. Badania przeprowadzono wśród przedstawicieli 12 hoteli zlokalizowanych w Opolu. W opolskich hotelach dominują kultury organizacyjne zorientowane na władzę i cele, a ich głównym składnikiem są wartości. Oferowanie wspólnego języka i aparatu pojęciowego, wyznaczenie zasad władzy i określenie kryteriów uzyskiwania statusu w przedsiębiorstwie to najważniejsze funkcje wewnętrzne badanych kultur organizacyjnych. Za kluczowe funkcje zewnętrzne uznano: możliwość zrozumienia strategii firmy, identyfikacja pracowników z celami oraz możliwość integracji członków organizacji. Na opolskim rynku nie odnotowano istotnych związków między rodzajem kultur organizacyjnych a cechami funkcjonalnymi przedsiębiorstw hotelowych.

Słowa kluczowe: kultura, organizacja, hotele, Opole

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Development of a Catalogue of Criteria for Assessing the Accessibility of Cultural Heritage Sites[1]

Abstract. The article presents the postulates of developing a catalogue of criteria for assessing the accessibility of cultural heritage sites as tourist attractions from the point of view of the needs of several social groups: persons with disabilities, elderly people and visitors with children. In this catalogue three basic components are of key importance: physical/technical preparation, tourist information system and the skills and competences of the staff serving guests. The first part of the article is a review, discussing the concept of accessibility as well as the barriers and constraints that may exist in cultural heritage sites from the perspective of the groups of visitors concerned. The second part focuses on the presentation of the postulates for the development of a catalogue of criteria for the assessment of accessibility on the example of the case study of the Piast Trail – the main historical thematic route in the Wielkopolska region. The contents of the article constitute a knowledge base useful in the process of equal opportunities in access to historical and cultural heritage. They also serve as guidelines for improving the quality of services in tourist facilities.

Keywords: accessibility, accessible tourism, disability, elder tourists, family tourism, cultural heritage sites

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[1] The presented postulates and research results are the outcome of the project "Criteria for assessing the accessibility of the Piast Trail" (pol. Kryteria oceny dostępności Szlaku Piastowskiego) carried out on behalf of the Department of Sport and Tourism of the Marshal Office of the Wielkopolska Region in Poznań (2018), grant manager: A. Zajadacz, contractors: A. Lubarska, A. Minkwitz, K. Piotrowski, I. Potocka, E. Stroik. A. Zajadacz.

1. Introduction

The concept of accessibility has a wide range of meanings. It refers to spatial relations (ability to reach without obstacles), temporal relations (accessibility at a given moment), individual predispositions of a given person (ease of making contact) or characteristics of places, objects, information and their users (lack of difficulty in accessing, ease of assimilation). Nowadays, as a result of the activities of the World Tourism Organisation, the concept of accessibility and accessible tourism is promoted, which takes into account both the characteristics of the environment and the needs of individual users, in accordance with the assumptions of the social model of disability and the observed trends in the tourist services market, related to their customization. However, despite many initiatives undertaken in this field, meeting the conditions of accessibility in practice is still a challenge for many tourist facilities, including museums.

The aim of the article is to introduce the context of defining accessibility of cultural heritage objects from the perspective of needs of various social groups. However, in the strict sense, it is the presentation of postulates how to shape the evaluation system of the availability of cultural attractions. These postulates were developed in cooperation with representatives of the community of persons with disabilities (PwD), elderly people, as well as visitors with children and were tested in selected objects constituting the main attractions of the Piast Trail in the Wielkopolska region. The implementation of both tasks is important not only in terms of specific application at the scale of a given facility, but also in the process of unification and standardisation of solutions for improving accessibility in general, which include three basic categories: physical accessibility, accessibility of the tourist information system and the skills of the staff serving visitors.

2. Accessibility, barriers and availability limitations

"Accessibility prevents or removes barriers to the use of mainstream products and services. It allows the perception, operation and understanding of those products and services by persons with functional limitations, including people with disabilities, on an equal basis with others" [*Proposal for a directive of the European Parliament and of the Council* 2015: 2]. Accessibility is not only relevant to the needs of the people with disabilities, it is also relevant to any individual who encounters difficulties in travelling due to their personal circumstances. It was underlined in the definition of accessibility being understood as: „how easy it is for everybody to approach, enter and use buildings, outdoor areas and other facilities, independently, without the need of special arrangements" [*Improving information...* 2004: 5]. This means that appropriate facilities as well as the skills of service providers should be guaranteed in the place visited, as default standards in public spaces or facilities.

Accessibility is the essence of „Convention on the Rights of Persons with Disabilities" [2006], to which the EU and 25 of its Member States have acceded. This is one of the priorities of the "European Disability Strategy 2010-2020". In the context of this document, accessibility means that persons with disabilities can benefit on an equal footing with others: In the context of this document, accessibility means that PwD can enjoy, on an equal footing with others: the physical environment, transport, information and communication technologies and systems (ICT) and other facilities and services. Increased accessibility of tourist facilities requires breaking down many of the barriers that can be caused:

– characteristics of the natural environment (e.g. slopes, unpaved, sandy road surface),

– architectural constraints (e.g. doors too narrow, stairs),

– lack of basic equipment (e.g. inductive loop, Braille descriptions, touchscreens),

– the way in which services are provided and information about them is provided.

The classification of barriers and restrictions to tourism for persons with disabilities, based on a broad review of national and foreign literature, was presented by Lubarska [2018]. On this basis, the division proposed by Smith [1987] can be considered the universal one, which was also reflected in later classifications. The Smithian division distinguished intrinsic, environmental and interactive barriers. Intrinsic barriers are the result of conditions directly or indirectly related to a given type of disability (e.g. overprotection of parents, carers, inadequate education system, difficulties in the labour market, low income, high expenses related to everyday functioning, rehabilitation). According to Smith [1987], they are primary and intrinsic in nature (such as knowledge deficits, health problems, physical and mental dependence). On the other hand, environmental restrictions refer to both the social environment (social attitudes, negative social relations) and the natural and architectural environment (e.g. bad weather conditions, steep slopes, difficult to overcome type of surface, unsuitable transport, lack of lifts, driveways). Interactive constraints include difficulties arising from inadequate ability to meet a challenge and barriers to communication (e.g. inadequacy of the form of information provision to the needs of people with visual or hearing impairments). In the context of accessibility that can be guaranteed by cultural heritage sites, the most relevant activities focus on the elimination of environmental and interactive barriers. These include a well prepared physical aspect of the area (including technical improvements), a tailored tourist information system in terms of content and form, and the skills and competences of guest service staff.

3. Assumption of shaping the catalogue of criteria for assessing the accessibility of cultural heritage objects

The basis for the assumptions of the catalogue of criteria for assessing the accessibility of cultural heritage objects was based on:

1. A review of recommended actions for the development of internationally accessible tourism, i.e. by United Nations World Tourism Organization [UNWTO 2013, 2014a, 2015, 2016a, 2016b, 2016c, 2016d, 2016e], European Network for Accessible Tourism [ENAT 2018]; good practices in selected European countries [i.a. Deutsche Zentrale für Tourismus 2014; NeumannConsult 2014a, 2014b; Visit England 2017; Agovino et al. 2017; Hamraie 2017], as well as solutions applied in Poland [Zajadacz 2014; Walas 2017; Wysocki 2017]. The theoretical foundations of the integrated quality management system for tourism have also been taken into account [European Commission 2000; Integrated Quality Management – UNWTO 2017]. This review was the basis for the development of an initial catalogue of evaluation criteria.

2. Participation of representatives of beneficiary groups in testing the preliminary catalogue of criteria for assessing accessibility in selected cultural heritage sites. The selection of objects was based on their representativeness for the trail, therefore 8 out of 33 attractions (Poznań Archaeological Museum, Models of Old Poznań, Archcathedral Basilica of St. Peter and St. Paul in Poznań, Archaeological Reserve Genius Loci, Porta Posnania "ICHOT", Pobiedziska Gord, Museum of the First Piasts in Lednica and Museum of the Origins of the Polish State in Gniezno) were selected, representing 3 types of objects: historic, outdoor and modern. The opinions of the expert groups they belonged to (persons with physical, hearing and visual impairments, elderly people, visitors with children) made it possible to optimise the adopted features both in terms of the needs of the selected target groups and the overall specificity of cultural heritage sites.

As a result, a catalogue of criteria for assessing the accessibility of cultural heritage sites was developed as a tool for auditing their accessibility. It was also assumed that this catalogue should be reviewed periodically (at least every 3-5 years) and, if necessary, modified in line with the changing needs of the addressees of activities and realities on the international tourist services market.

4. Scope and results of tests

The scope of research related to testing the preliminary catalogue of criteria for assessing the availability of cultural heritage objects was tested in selected objects belonging to the main attractions of the Piast Trail. This route is one of the most popular and oldest tourist routes in Poland, connected with the dynasty of the first royal family. It is possible to get to know both the objects which were built until 1370, i.e. until the death of the last king of the Piast dynasty, Casimir the Great, and contemporary institutions popularizing knowledge about the Piast times. Taking into account the diversity of tourist attractions, during testing, in order to guarantee the universality of the results, three basic categories were taken into account: historical buildings, outdoor facilities (e.g. Ostrów Lednicki) and contemporary facilities (e.g. the Poznań ICHOT Gate).

Field works were carried out in eight representative objects (October 2018, Figure 1). Representatives of all target groups were involved in modifying the catalogue of accessibility assessment criteria:

– persons with reduced mobility: 3 wheelchair users;

– blind and partially sighted persons: 3 persons (1 blind person, 2 partially sighted persons);

– deafandpartiallydeafpersons:7persons(5deafpeople,2partiallydeafpeople);

– families with children: 10 adults and 10 children aged from one year to 10 years, including:

– elderly people: 3 persons aged 70-74.

Figure 1. Verification of the criteria for assessing the accessibility of the Piast Trail by people with motor disabilities (Photo: authors, October 2018)

Table 1. Criteria for assessing accessibility for older people

No.	Criterion/characteristics	Yes/no, not applicable	Supporting description for auditors (important elements)
1.	**General requirements**		
1.1.	Comfort of the sightseeing (comfort of equipment, pace of sightseeing adapted to the needs of the elderly).		
1.2.	If there is a need to walk long distances, there are seats at least every 30 meters.		
1.3.	The surfaces in the facility are stable and non-slip.		
1.4.	Surfaces in terrain conditions are stable, non-slip, maintained in such a way as to prevent water accumulation and puddles.		
2.	**Exhibition and exhibition space**		
2.1.	Individual guided tours.		
2.2.	Group guided tours		
2.3.	Events, workshops for seniors (permanent, cyclic, occasional, on request).		
3.	**Hygienic and sanitary facilities**		
3.1.	Toilet in the facility.		
3.2.	Toilet in the vicinity of the facility.		
3.3.	Alarm and call system in the toilet.		
4.	**Resting places/areas**		
4.1.	Chairs / benches / seats with backrests available when visiting the exhibition.		
4.2.	Chairs / benches / seats with backrest in viewpoints.		
4.3.	In the lobby, chairs of different heights are available for guests in the reception area, some with armrests (for those who have difficulty sitting and standing up).		
5.	**Tourist information**		
5.1.	Website with information about the offer and facilities for the elderly.		
5.2.	Printed materials: plans, maps, brochures, guides with an offer for the elderly, information on amenities and infrastructure (toilets, changing rooms, lifts, stairs, resting places, etc.).		
5.3.	Information point in the facility.		
5.4.	Continuous updating of information on the website, in mobile applications.		
6.	**Staff serving visitors**		
6.1.	Staff trained in service for elderly people (training institution).		
6.2.	Possibility of using the services of an assistant, tourist guide.		

Table 1 – cont.

No.	Criterion/characteristics	Yes/no, not applicable	Supporting description for auditors (important elements)
6.3.	"Accessibility consultant" – a contact person for questions related to the accessibility of the facility, which can be asked by phone, e-mail, or directly in the facility.		
7.	**Other services, facilities**		
7.1.	Parties, family events.		
7.2.	Possibility of renting folding chairs, seats, as well as with a backrest.		
8.	**Admission tickets**		
8.1.	Reduced tickets.		
8.2.	Free entrance.		
	Autoevaluation		
1.	Is the place well adapted for sightseeing by the elderly?		
2.	Are the staff able to evacuate the elderly in an emergency?		
3.	Are there plans for work in the coming year related to with improved accessibility for older people? If yes, please specify which?		
4.	Are enquiries and comments from older people recorded and processed? If so, what are the issues at stake and what action has been taken to address them?		

Source: The project "*Criteria for assessing the accessibility of the Piast Trail*" [2018].

The research was conducted on many occasions, in intimate conditions, in groups of a few people, so that it was possible to conduct in-depth interviews with representatives of particular groups with regard to the relevance of the proposed criteria. Administrations of all of the objects selected for testing responded to the request for an invitation to visit a given object, agreed to waive all admission fees, as well as designated an employee for direct contact, which significantly facilitated the course of work.

In total, 5 catalogues of evaluation criteria were developed – separate for each target group. These features referred in detail to the needs of specific groups, while the "axis" of their ordering were common categories such as: general requirements, exhibition, exhibition space, hygiene and sanitary facilities, resting places and zones, tourist information, tourist staff, other services and facilities, admission tickets and questions related to self-evaluation. In view of the size of the tables, one illustrative catalogue of criteria for assessing the accessibility of cultural heritage sites for the elderly is given below (Table 1).

Catalogues developed in the "Criteria for assessing the accessibility of the Piast Trail" project (2018) was adopted as a tool to conduct "Analysis of accessibility of the Piast Trail" (2019) covering all objects located on this route on the scale of the Wielkopolska region.

5. Findings and conclusions

The developed catalogue of accessibility assessment criteria should not be treated as a permanent set of guidelines, rather it should be periodically verified and modified. The basis for these activities should be the conclusions of the conducted audits. Therefore, it is important for the audit team to have a broad knowledge of both theoretical and practical aspects of accessibility and universal design for tourist facilities, knowledge of good practices at the European level and experience resulting from cooperation with the environment and organisations of the PwD.

It is worth stressing out, taking into account the applicability of the project, that the main effect in this case is not the ranking or categorizing objects in terms of accessibility, but: (1) improvement of the tourist information system (TIS) in terms of: details of data on the real conditions in the objects on the route (facilities, barriers, limitations); unification of the way of providing information in terms of the scope of content and form of their presentation, improvement of IT management tools; (2) provision of tourists at the stage of planning and implementation of the trip with convenient tools enabling easy and quick verification of information on the characteristics of the objects (3) encouraging the managers of tourist facilities to improve the quality of their offers through improvements in facility equipment, care for reliable tourist information, as well as improving the competence of staff serving guests.

Undertaking these actions ought to lead to the creation of opportunities for further improvements of the facilities in terms of improving the quality of services, which in consequence should contribute to guaranteeing a boost of both the visitors numbers and their satisfaction.

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Kształtowanie katalogu kryteriów oceny dostępności obiektów dziedzictwa kulturowego

Streszczenie. Artykuł przybliża założenia kształtowania katalogu kryteriów oceny dostępności obiektów dziedzictwa kulturowego jako atrakcji turystycznych z punktu widzenia potrzeb kilku grup społecznych: osób z niepełnosprawnościami, osób starszych oraz odwiedzających z dziećmi. W katalogu tym kluczowe znaczenie odgrywają trzy podstawowe komponenty, do których zalicza się: przygotowanie fizyczne/techniczne, system informacji turystycznej oraz umiejętności i kompetencje personelu obsługującego gości. Artykuł w pierwszej części ma charakter przeglądowy, obejmuje ona dyskusję na temat pojęcia dostępności, jak również barier i ograniczeń, jakie mogą mieć miejsce w obiektach dziedzictwa kulturowego z perspektywy rozpatrywanych grup odwiedzających. W części drugiej przedstawiono założenia kształtowania katalogu kryteriów oceny dostępności obiektów na przykładzie studium przypadku Szlaku Piastowskiego, będącego głównym historycznym szlakiem tematycznym w regionie Wielkopolski. Treści zawarte w artykule stanowią bazę wiedzy użyteczną w procesie wyrównywania szans w dostępie do dziedzictwa historycznego i kulturowego. Służą także jako wytyczne do podnoszenia jakości usług w obiektach turystycznych.

Słowa kluczowe: dostępność, turystyka dostępna, niepełnosprawność, osoby starsze, turystyka rodzinna, obiekty dziedzictwa kulturowego

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• bibliografia

2. Strona tytułowa manuskryptu, dane autorów (w formacie Word)
• imię i nazwisko autora
• stopień/tytuł naukowy
• afiliacja
• numer ORCID
• numer telefonu
• e-mail
• adres korespondencyjny

3. Tabele (w formacie Word)
• ponumerowane, opatrzone tytułem oraz źródłem (np. opracowanie własne)
• z odwołaniem w tekście (np. *zob. tab. 1*, a nie: *zob. tabela poniżej/powyżej*)
• każda rubryka wypełniona treścią
• skróty użyte w tabeli – objaśnione pod nią

4. Ryciny, zdjęcia, wykresy itp. (*.jpg, *.tif lub *.xls)
• edytowalne, rozdzielczość zdjęć min. 300 dpi
• opatrzone numerem oraz źródłem (np. *opracowanie własne*)
• pozbawione napisów: półgrubych, wersalikami, białych na czarnym tle, czarnych wypełnień, dodatkowych ramek
• z odwołaniem w tekście (np. *zob. rys. 1*, a nie: *zob. rysunek poniżej/powyżej*)
• z objaśnieniem użytych skrótów

III. Tekst główny
• marginesy: 2,5 cm z każdej strony
• numeracja stron – ciągła, u dołu strony
• czcionka Times New Roman z polskimi znakami, 12 pkt
• odstęp między wierszami – 1,5 wiersza
• wyróżnienia – pismem półgrubym
• słowa obcojęzyczne – kursywą
• nazwiska użyte po raz pierwszy – pełne imię i nazwisko, kolejne przywołanie – samo nazwisko
• skróty – za pierwszym razem pełny termin, a skrót w nawiasie; dalej – tylko skrót

IV. Przypisy bibliograficzne
• umieszczone w tekście w nawiasach kwadratowych: nazwisko autora/redaktora, rok, strony:
[Meyer 2010: 31-40] lub [Dubisz (red.) 2003: t. 3, 104]
• jeśli autorów jest więcej niż trzech, należy podać tylko nazwisko pierwszego z nich, a po nim: i in.:
[Kaczmarek i in. 2005: 56-67]
• jeśli brak nazwiska autora/redaktora, należy podać kilka pierwszych słów tytułu książki/dokumentu:
[Zmiana studium uwarunkowań 2008]
• jeśli przywoływane są raporty, analizy itp., to należy podać nazwę instytucji i rok:
[Eurostat 2014] lub: [GUS 2015]
• w przypisie można zawrzeć dodatkowe informacje, np.:
[por. Hadzik 2009: 38] lub: [cyt. za Szromek 2010: 52]
• jeśli odwołanie dotyczy więcej niż jednej publikacji, należy je wymienić w kolejności chronologicznej:
[Mansfeld 1987: 101-123; Jagusiewicz 2001: 40-73; Meyer 2010: 89-101]
• jeśli autor wydał w danym roku więcej niż jedną publikację, to po dacie należy dodać kolejne litery alfabetu, np.
[Nowak 2014a, 2014b]

Przypisy objaśniające, polemiczne, **uzupełniające** tekst główny oraz **przywołujące akty prawne, wyroki i orzeczenia sądów i adresy stron WWW** – numerowane kolejno i **umieszczone u dołu strony**, czcionka 10 pkt, interlinia pojedyncza.

V. Bibliografia
• uporządkowana alfabetycznie według nazwisk autorów/redaktorów i tytułów prac niemających autora/redaktora, a jeśli jest więcej prac jednego autora, to należy je zestawić chronologicznie wg dat wydania

• **artykuł w czasopiśmie** – nazwisko autora, inicjał imienia, rok, tytuł artykułu (prosto), *tytuł czasopisma* (kursywą), nr czasopisma, zakres stron:
Borek M., 2000, Rola technik sekurytyzacyjnych, *Bank*, nr 12: 53-55.

• **pozycja książkowa** – nazwisko autora/redaktora, inicjał imienia, tytuł książki (*kursywą*), miejsce wydania: wydawnictwo:
Janowska Z., 2002, *Zarządzanie zasobami ludzkimi*, Warszawa: PWE.

• **rozdział pracy zbiorowej** – nazwisko autora rozdziału, inicjał imienia, rok, tytuł rozdziału (prosto), w:, inicjał imienia, nazwisko redaktora + (red.), *tytuł pracy zbiorowej* (kursywą), miejsce wydania: wydawnictwo, zakres stron:
Michalewicz A., 2001, Systemy informacyjne wspomagające logistykę dystrybucji, w: K. Rutkowski (red.), *Logistyka dystrybucji*, Warszawa: Difin, 102-123.

• **akt prawny**
Ustawa z dnia 8 marca 1990 r. o samorządzie gminnym, t.j. Dz.U. 2001, nr 142, poz. 1591.
Ustawa z dnia 19 listopada 1999 r. Prawo działalności gospodarczej, Dz.U. nr 101, poz. 1178 z późn. zm.
Dyrektywa Rady 2004/67/WE z dnia 26 kwietnia 2004 r. dotycząca środków zapewniających bezpieczeństwo dostaw gazu ziemnego, Dz. Urz. UE L 127 z 29.04.2004.

• **raporty, analizy**
GUS, 2015, *Pomorskie w liczbach 2014*, Gdańsk.

• **źródło z Internetu** (w nawiasie pełna data korzystania ze strony WWW):
www.manpowergroup.com [dostęp: 28.05.2015].

VI. Wzory matematyczne
• przygotowane w programie Microsoft Equation 3.0
• poprawnie zapisane potęgi i indeksy
• zmienne – kursywą, liczby i cyfry – pismem prostym
• znak mnożenia to: · lub × (nie gwiazdka czy „iks”)
• pisownia jednostek – według układu SI
• symbole objaśnione pod wzorem