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The Contribution of Destination Management Organizations to Regional Development in Slovakia and Poland: A Comparative Analysis

Abstract. *Tourism is one of the fastest growing sectors of the economy both in the European Union and in the world. Slovakia and Poland are unique countries with a similar history and conditions for tourism development. Slovakia, however, is a smaller country in comparison with Poland, but destination management organisations have also started to exist and are useful for regional development. The aim of this paper is to evaluate the contribution of destination management organizations to the regional development in Slovakia and Poland.*

Keywords: *Destination Management Organization, tourism*

Introduction

In the twenty-first century, the tourism stage presents profound challenges to all members involved in the tourism industry. Consumers of tourism are demanding tourist destination with a common product and a common strategy. The main focus presently, is on the quality of tourism products [Edgell 2016]. The tourist market has not just globalized geographically, but it is also the subject of rather fundamental changes. The general shift in the advanced economies from mass-consumption to segmented and customized consumption, due to a great variety of societal processes of change, can also be seen in tourist behaviour. Furthermore, the intermediaries in the tourism market have been the subject, for quite some time now, of rapid tendencies of concentration. Hotels, tour operator, ca-

tering firms, and destination management organisations have merged into ever larger multinational corporate business firms and chains [Giaoutzi & Nijkamp 2006].

The tourist destination is the elementary unit of investigation and one of the most complex entities in tourism, especially in terms of planning, management, and financing. Its complexity derives mainly from the complexity of the relationships between the tourism stakeholders involved in the development of tourism in the destination. Defining the issue of destinations is based on the knowledge of key authors such as Buhalis [2000], Flagestad [2001], Ritchie and Crouch [2003], Beritelli [2009] and Pechlaner [2010]. Features of destination management by Bieger [1996] [after Holešinská 2012] include: a dual function of destination management organization (where they run their own institutions and operation of the destination); poorly measurable objectives; limited opportunities to influence tourism stakeholders; and a huge influence of interest groups and the need for legitimacy in the social and political environment. Destination management is presented as an intra-organizational phenomena [Mariläinen & Lemmetyinen 2011, after Holešinská 2013]. A destination is a geographically defined area where the interaction between service providers, visitors, and the local population occurs. The geographic approach is not sufficient and therefore it is important to talk about the economics, marketing, social, and political aspects of the destination. Due to the many subjects involved in tourism development, cooperation and partnership-building is necessary. The arrangement of a target location is created by the network of local subjects in the location, which is supervised by the organization of management with regards to the management of individual elements, which encourages the subjects to mutually cooperate [Holešinská 2013]. The tool for the coordination of activities in tourist destinations between all tourism stakeholders is the creation of a destination management organization, applying the concept of destination management [Gajdošík, Gajdošíková & Kučerová 2015].

With an increasing globalization impact, competition in the international tourism market, and the need of coordinated regional development, the importance of the application of destination management in Slovakia and Poland is growing. Although the history of tourism in Slovakia and Poland is not as long as in other European countries with developed tourism (like Switzerland, Germany, France, etc.), destination management has been developing, although with a significant time delay after the most competitive countries in international tourism. The main representatives of destination management in Slovakia are regional and local tourist organisations and in Poland, destination management organizations are at a regional and local level. These organisations have positive impact on the regional development of an area.

1. Material and methods

The aim of the paper is to evaluate contribution of destination management organizations to the regional development in Slovakia and in Poland. The data that was processed, was gained from primary and secondary sources. For secondary sources, we used the information provided by the Ministry of Transport, Construction and Regional Development of the Slovak Republic in 2014, as well as, annual reports of selected regional and local destination management organizations in Slovakia and in Poland. The primary survey was done through the sociological method, using the questionnaire technique in the period between October to December of 2015. The first questionnaire was distributed to all local tourist organizations in Slovakia (in October 2015, there were 32) and the return rate was 53% (17 completed questionnaires); questionnaires were also distributed to all Polish local destination management organizations (in October 2015, there were 124), the return rate was 53.2% (66 completed questionnaires). A basic file was created by all local tourist organizations in Slovakia and all local destination management organizations in Poland. The sample was all organizations which completed the questionnaire. To complement the results, we conducted controlled interviews with representatives of these organizations. The questionnaires were distributed in person or electronically. As an electronic form we used the program Google Docs with an email marketing tool Mailchimp, so that we achieved a higher return rate. For data processing we utilized the statistical program SPSS, the spreadsheets of Microsoft Office Excel, and statistical methods like mean values (mean, mode, median), methods for the measure of variability (variance), the Friedman test, the McNemar test (significant difference between a sequence of variables), and statistical generalization (an extension for survey results in relation to the whole). The result were processed at a significance level of $\alpha = 0.1$ and with a 90% confidence value, results were applied to the research sample.

2. Tourism in Slovakia

Slovakia is administratively divided to eight regions. The position of Slovakia in the heart of Europe at the intersection of trade routes, its cultural and historical wealth, and the favourable climatic conditions all create the potential for the development of the tourism industry in our country. The tourism potential of Slovakia is vast, covering almost all key forms and types of tourism. According to the Regionalization of Tourism in the Slovak Republic, northern Slovakia has features suited to mountain activities and winter hiking, while southern Slovakia offers waterside holidays and the opportunity to take advantage of thermal waters. Throughout most of Slovakia there is a wealth of cultural, historical, and

natural attractions which may be utilized for tourism. In addition, a great deal of accommodation, catering, and supplementary service capacity already exists in Slovakia. On the other hand, what is offered does not match the possibilities and its potential. Slovakia's historic towns and numerous mountain ski resorts are its most popular tourist destinations. The demographic makeup of visitors shows that the Slovak Republic is a target country for middle class and less-demanding visitors for whom price is a critical factor. Slovakia's tourism industry has grown remarkably since the country became independent. The number of tourists has been growing steadily over the years, and there is also a higher number of overnight stays in the country [Sario 2007].

The Slovak Ministry of Transport, Construction and Regional Development serves as the regulatory and decision making body for the tourism industry. The Slovak Tourist Board is responsible for the promotion and marketing of Slovakia. It cooperates on a contractual basis with the Slovak Association of Travel Agents, the Slovak Association of Hotels and Restaurants, the Association of Information Centres in Slovakia, LAVEX (the Slovak association of funiculars and ski lifts), the Slovak Association of Towns and Villages, and the Faculty of Economics of the University of Matej Bel. It develops activities on a non-contractual basis with other professional organizations and institutions involved in tourism, e.g. the Slovak Association of Spas and Springs, the Slovak Association for Rural Tourism and Agrotourism, the Slovak Cycle Club, with regional and local offices, regional development sections, and other related areas etc. At present there are more than 100 tourism associations in Slovakia, and the STB cooperates actively with around 30 of these associations. The STB's main activities in this area of cooperation lie in mutual purposeful communication and marketing support for subjects involved in tourism [Ministry of Transport 2016].

In the year 2011, regional and local tourist organizations started to exist in Slovakia which was useful for regional development in Slovak regions. These organizations were officially registered at The Ministry of Transport, Construction and Regional Development of the Slovak republic under Act no. 91/2010 on tourism support, followed by Act no. 386/2011 on the support of tourism propagation and the creation of appropriate conditions for tourism development on its and members' area, with the aim of continuous development on its and members's area, with the aim of continuous sustainable development of tourism and the protection of members' interests in that particular area. Due to the big influence of these organizations on regional development in Slovakia, we explored their activities.

The subjects of destination management in Slovakia are defined by Act no. 91/2010 in support of tourism. This law financially motivates subjects to set up regional and local tourist organizations, namely tourist organizations at the regional and local level, which with their activities fulfil the concept of destination management. This system in Slovakia has been stimulated down-top as an

initiative of the creation of partnerships of public and private sectors in tourism, but supported by the public sector through financial subsidies. Regional and local tourist organizations are non-profit organizations whose mission is to carry out the destination management in Slovakia. As these are subsidized organizations, they are subsidized from the state budget. Utilization of subsidies is regulated by law. These organizations, however, cannot be engaged in profitable activities.

The main activities and the importance of regional and local tourism organization is:

- to develop and promote all types of tourism and support their presentation in the principles of regional and sustainable development of tourism;
- to create a platform for the cooperation of the private and public sectors in the area of tourism;
- to manage, initiate, and coordinate the development of tourism in specific areas and regions;
- to provide all the information services concerning the needs of tourist;
- to organise informational trips for tour operators and journalists;
- to provide suggestions for hotels, conference venues, social programmes, as well as, pre and post conference tours, DMC and PCO organisations;
- to prepare presentations, documents, and promo materials;
- to support members of the organizations, and many others.

Regional tourist organizations in Slovakia encourage and create conditions for the development of tourism at the regional level, as well as, protect and represent the interests of its members. The members of these regional organizations are stimulated by self-government units and, among their members, they need to include at least one local organization of tourism. The boundary between the competences and activities carried out by the regional and local organizations is thin.

Regional organizations should supervise the region and assist the organizations under their domain, yet this cooperation is weak. A subsidy from the state for regional or local organizations is not a legally binding source of financing, but is a key instrument for financing activities, products, and the marketing of an organization. The Tourism support act created a framework for the development of regional organizations, but at the same time, it does not ensure the efficient co-operation of the tourism stakeholders and puts an emphasis on promotional activities of tourist destinations. At present, there are five regional tourist organizations, meaning that in the area of three self-government units, the regional tourist organizations have not been created yet.

In Slovakia, organizations are financed mainly from membership fees and public funds – government subsidies which they receive almost every year on the basis of their application and the projects. Rate subsidies and the tax charged by accommodation are approximately 1:2 (Table 1).

Table 1. Evolution of accommodation tax, the amount of state subsidies, and number of overnight stays during the years 2012-2014

Year	Accommodation tax (in Euro)	Number of overnight stays	Subsidies (in Euro)
2012	8 359 375	10 908 200	3 281 302
2013	9 491 389	11 486 571	3 392 752
2014	9 812 225	10 900 434	3 707 589

Source: Processed by the Financial Administration of the Slovak Republic, 2015.

This increases their dependence on public resources and reduces flexibility in decision-making and their activities (like public procurement, etc.). Regional tourist organizations in Slovakia are also financed by membership fees (local tourist organizations, regional government), and in a minority, from their own incomes.

Local tourist organizations originated on the basis of common conditions for tourism development. In a few tourist regions, there were more local tourist organization created, and in a few tourist regions there are not any or only one. Local tourist organizations do not copy their border of tourist regions from the Regionalization of tourism in Slovakia (2005).

To promote the tourism development in one area, a local tourist organization can be established with at least five municipalities with stakeholders from the private sector if accommodation facilities in this area recorded at least 50,000 overnight stays in the previous year. Membership in the organization is voluntary. If the local organization does not gather at least 5 municipalities in one area, it is possible to establish a local tourist organization with fewer municipalities, but the number of overnight stays must be at least 150,000 in the previous year.

Local tourist organizations in Slovakia, according to the Tourism support act, were established in 2012 and many of them were motivated by financial incentives. The second most frequent reason was the need of cooperation between and the promotion of the tourist destination. An important reason was the creation of common financial resources, since funding is the key issue in destination management organizations.

This biggest part of membership in local tourist destinations are tourism enterprises (accommodation, food and beverage, tour operators, and agencies) and local government of the town or village. The next biggest are cultural and educational institutions as cultural centres, exhibitions, concert halls, galleries, museums, theatres, cinemas, and event organizers (cultural, social, sports, business, exhibition, hunting, gastronomic, etc.). Specific members of local tourist organizations in Slovakia are tourism clusters, civil associations, etc.

Local tourist organization are representing the interests of its members in public, processing and implementing destination marketing strategy, and in charge of processing and submitting applications for subsidies, mainly from state budget.

For searching and motivating potential members, organizations are using personal interviews as communication with stakeholders in tourist destinations. However, the aim is not to find too many new members, but rather, have less members, but of better quality, who will have sufficient knowledge or experience to understand the importance of destination management. An important point is the personality requirements of representatives of local destination organizations and the members.

Table 2. Financial resources in local tourist organizations in Slovakia (in %)

Degree of priority	Financial resources	Lowest share	Highest share	Average share
1.	Membership fees	10	50	37.7
2.	State subsidies	10	70	44.7
3.	Voluntary contributions	0	20	7.0
4.	Subsidy/grant from municipality	0	20	4.1
5.	Own income	0	20	3.5
6.	Intermediation commission	0	10	1.2
6.	Irretrievable financial contributions	0	10	1.2
7.	Donations or sponsorship	0	10	0.6

Source: own research, 2015.

Membership fees and the own income of local destination management organizations should form a major part of their funding. The reality in Slovakia is different however, since there is a law that allows them to receive financial subsidies from the state budget. They are dependent on subsidies. Local destination organizations should become more independent and state subsidies should only be a complementary form of funding. However, this is also limited by law, which does not allow organizations to conduct their own business (Table 2).

For most local tourist organizations in Slovakia, membership fees and revenues from its own activities cover operating expenses (which cannot be financed from state subsidies) and partly their costs of doing business.

The use of financial resources from state subsidies is particular to destination management marketing (the creation and management of web pages, creation and distribution of information and promotional materials, designing and installation of information panels, etc.). In addition, local destination organizations build the brand of their destination that uniformly covers the destination, they make small tourism infrastructure (construction and maintenance of hiking and biking trails, etc.), they create a strategic plan for tourism development, implement event management, and participate in congresses, fairs, and exhibitions in Slovakia and abroad, where they present their tourist destination (Table 3).

Table 3. Utilization of financial resources in local tourism organizations in Slovakia

Degree of priority (Friedman)	Utilization of financial resources	<i>p</i> -value (Friedman test)
1.	Marketing management	9.32
1.	Branding of tourist destination	9.32
2.	Building tourism infrastructure	8.56
2.	Strategic planning	8.56
2.	Event management	8.56
2.	Participation in congresses, exhibitions, fairs	8.56
3.	Creation and distribution of destination product	8.18
4.	Visitors services	7.41
5.	Statistics, analysis, research	6.65
7.	Education and transfer of experiences	3.59
7.	Internal marketing	3.59

Source: own research, 2015.

Local tourist organizations in Slovakia have a problem with internal marketing in the organization (transmission of information to the members about membership, development, etc.) and surveys made in the tourist destinations (due to an absence of enough employees in the organization).

Problems in local destination organizations are connected with funding from private resources, involvement of more potential members from the private sector, and from ignorance and lack of information about the benefits of destination management.

The private sector does not see, in many cases, the real benefits of joining the local destination organization. A problematic part of activities in tourist destinations at the local level in Slovakia is the realization of profitable activities in the local destination organizations. The most problematic area is definitely the mentality and individualism of stakeholders in the tourist destination, especially from the private sector, administrative barriers, and legislative restrictions. On the one hand, there is a problem with the tourism stakeholders and with their mentality, and on the other hand, Law no. 91/2010 created conditions for regional and local tourist organizations.

Directors of surveyed organizations agree with the controversy of the law in Slovakia. On one hand, they are happy that the law was created, on the other, they see a lot of mistakes. For example, tourist destinations with more developed tourism receive more money from the government in comparison with regions or tourist destinations that are less developed.

The problem is in poor management of organizations, where success and effective cooperation is not possible. Likewise, being passive on the part of members creates problems in tourism development. In addition, in the case of local

destination organization, the biggest problem is the human factor. The human factor is the one that most often fails. The essence of the law is good, but the vision of public subsidies in the case of tourism development needs some work. Without the existence of Act no. 91/2010 Coll. on tourism promotion destination management would not be implemented, however, it is not done to the required level.

Only time and practice will reveal gaps that have already been identified. The problem was that there was only a year after the approval that putting the adjustments into practice took place and it was a very short time for any correction to happen. Thus, changes are necessary. Changing will require the income of some stakeholders and that will mismatch applications and the allocation of subsidies, enabling preventable activities for tourist organizations, in Slovakia.

The law only weakly supported the creation of a tourism product in tourist destinations and weakly evaluates the quality of tourist destinations.

The law makes no provisions for the educational level of the founders and employees in tourist organizations.

3. Tourism in Poland

Poland is located in the central part of the European continent whose geometrical centre is situated near Warsaw. In the north, Poland is washed by the Baltic Sea. The terrain of Poland cannot be called monotonous. If, in the northern part of the country, as well as in its center, Poland is dominated by lowlands and broad sandy beaches on the Baltic coast, then the southern part is home to the towering mountain ranges of Sudetenland and the Carpathians. Numerous forests and thousands of lakes and rivers are attached to the special charm of the Polish highland and lowland landscapes. Poland is characterized by a mild climate, which is provided by ocean air masses. The west winds bring cool and rainy days in the summer and heavy snowfalls in the winter, while in the east, there are hot summers and frosty winter. The weather is very unstable, rainy and overcast days often give way to sunny and clear skies. Poland has areas of outstanding natural value, both from the perspective of Europe and worldwide. There are still places hardly touched by civilization, like the wild and desolate Bieszczady Mountains with their spectacular pastures known as „poloniny”, and the inaccessible flood plains along the Biebrza River, home to many rare bird species, sometimes found nowhere else in Europe. The most valuable gems of Poland's flora include the several hundred ancient oak trees in the Rogalin forest near Poznań. Social and cultural life, and above all, night life is thriving here, particularly in the big commercial, scientific, and cultural centres like the coastal Triple City (Gdańsk, Gdynia, Sopot), Warsaw, Łódź, Poznań, Toruń, Wrocław and Cracow. Tourists also have the opportunity to take part in events of European repute [Piotrowski et al. 2010].

Tourism is an independent section of governmental administration covering tourist infrastructure development, mechanisms of market regulation, and recognition of qualifications of regulated professions (such as tour guides). Since 2007, tourism is within the scope of competence of the Minister of Sport and Tourism. The Minister of Sport and Tourism is responsible for: the preparation of system solutions that stimulate tourism development and an increase of national tourist products; the elaboration of and monitoring of programmes in terms of tourism implementation; conducting affairs related to the country land management in terms of tourism and recreation; conducting affairs connected with the act on tourism services 'implementation'; conducting the Central Register of Tour Operators and Tourism Retailers; assessment of the sector of tourist services functioning; taking up activities aimed at increasing the Polish tourist offer competition; taking up activities aiming to protect tourist services' consumers; running affairs connected with statistics reporting in tourism; running affairs connected with gaining foreign and national financial means dedicated to tourism development; and the running of affairs resulting from the Minister's supervision over the Polish Tourist Organization. In Poland, the primary role in tourism development is played by the local self-government (commune, district, marshals). Their competences include two different groups of tasks: all public affairs of a local or regional level which are not reserved by the law for other entities (the so called „own tasks”); And the performance of tasks ordered in the framework of governmental administration (the so called „commissioned tasks”). Competencies of a commune (*gmina*), as a local self-government unit „cover all public affairs of a local importance, not reserved by the law for other entities.” In particular, tasks of commune include fulfilling the collective needs of a community. There are also the so called “own” tasks of a commune, to which belong matters such as: infrastructure development, ensuring safety, or environmental matters. The second function of a commune is the performance of tasks ordered in the framework of governmental administration (the so called „commissioned tasks”). Communes receive financial means from the state budget for their implementation. The promotion of tourism in Poland was conducted:

- at the central level by the Polish Tourist Organization (PTO);
- at the regional level by Regional Tourist Organizations (RTOs);
- at the local level by Local Tourist Organizations (LTOs) (Annual tourism reporting, 2010).

When we made a survey of the organizing and financing of destination management organizations at the regional and local level in Poland, we started from the current number of these organizations in country itself. Poland is, at the regional level, divided into 16 provinces, each responsible for the development of tourism in their own region. Regional destination management organizations are under the framework of regional policies, but from the national level, and work

closely with local organizations. Local organizations are analogous to the region and the number is currently 124 (as of January 12, 2015).

Regional tourism organizations operate under the management of provinces, therefore, would be analogous to higher territorial units (or regions) in Slovakia. Regional organizations were created as a result of the transformation undertaken in the field of tourism management and in accordance with the standards of the European Union. Based on these requirements, public administration reform took place and new structures of local government were created, which took over the tasks related to the strategy of regional development and tourism in accordance to the aforementioned laws that were established in Poland. The regional tourism organizations started to be established from 1999; the youngest of these organizations was established in 2006.

Membership of these organizations was made up of all cities and towns located in the province; within the local destination management organizations are other associations and associations of tourism, all education and educational institutions (secondary technical schools, universities) with a focus on tourism, cultural institutions, sports and recreational facilities, strong tourism operators from the private sector, individuals, etc. The average number of members is 94 and the average number of employees is 8. With regard to staffing, local tourism organizations employ an average of two employees, but in most organizations there would be regularly working volunteers. They are particularly helpful with administrative activities in the development of products and ancillary works. Volunteers come from secondary schools and universities and are even found among enthusiasts of tourism.

Local organizations have a similar functions as a regional ones, but with some different specifics. In the establishment of local organizations both the public and private sectors participated, as an initiative of public sector initiatives. Local organizations have begun only since 2001, unlike the regional ones, and are gradually emerging today.

Emerging partnerships emerged mainly because of the need for the cooperation in regions where there is no entity that would straddle the existing stakeholders in tourism development in the destination. The second reason was more attractive destinations in relation to other competing destinations.

The highest representation in local organizations are held by tourism businesses. In addition, cultural and educational institutions, sports and recreational facilities, public-legal institutions, and event organizers also have a place of important representation in local organizations.

The responsibilities of local organizations in Poland is to represent its members in public, process and implement marketing strategies of the destination, and hold information activities with regard to visitors along with consultancy activities in relation to members and the public. At least the local destination management

Table 4. Financial resources in local destination management organizations in Poland (in %)

Degree of priority	Financial resources	Lowest share	Highest share	Average share
1.	Membership fees	30	70	51
2.	Subsidy/grant from city/town/village	20	30	24
3.	Own income	0	20	7.2
3.	Irretrievable financial contributions	0	20	7.2
4.	Voluntary contribution	0	10	4.4
5.	Donations or sponsorship	0	10	3.6
6.	Intermediation commission	0	20	2.6
–	State subsidies	0	0	0.0

Source: own research, 2015.

organizations in Poland is responsible for dealing with the planning of tourism development at the tourist destination and statistical surveys, etc. All local destination management organizations collaborate with other tourist organizations.

The highest share of funding is from membership fees, which make up, on average, 51% of the total resources of the organization. The second largest share of funding is from grants and contributions from the village or city (at 24%). Local destination management organizations in Poland are not funded from the state budget. The lowest share of funding is from donations and/or sponsorships, which are rather complementary (Table 4).

Local destination management organizations use financial resources in branding a destination. A strong link with the brand marketing includes creating and

Table 5. Utilization of financial resources in local destination management organizations in Poland

Degree of priority (Friedman)	Utilization of financial resources	<i>p</i> -value (Friedman test)
1.	Branding of tourist destination	9.91
2.	Marketing management	8.82
3.	Participation in congresses, exhibitions, fairs	8.27
4.	Visitors services	7.18
5.	Creation and distribution of destination product	6.64
6.	Event management	6.09
7.	Strategic planning	5.55
7.	Internal marketing	5.55
8.	Education and transfer of experiences	5.00
8.	Building tourism infrastructure	5.00
9.	Statistics, analysis, research	4.45

Source: own research, 2015.

managing a website, promotional materials, and many other marketing activities. Another purpose for which the funds are spent is participation in congresses, exhibitions, and fairs, where organizations are promote their products and present their strengths in public. At least the activities undertaken in the Polish local organizations are the implementation of statistics, research, and analysis (Table 5).

Among the problem areas with the most frequent occurrence in our survey, we included the funding of organizations and the amount of funding that is insufficient in most cases. In second place was individual tourism operators. This may be because of a large number of stakeholders, which all have different interests, goals, and opinions. The least problematic area appears to be a lack of experience, skills, and knowledge of workers in the organization which may be due to a longer history of operation of local organizations in Poland compared to the Slovakia.

Conclusion

Tourism is one of the fastest growing sectors of the economy in both Slovakia and Poland. The interdisciplinary and regional character of tourism has a big impact on regional development of regions which are also tourist destinations. The concept under framework of sustainable development of each region is called destination management. The representatives of destination management are destination management organizations. Destination management organizations started to exist in Slovakia and Poland at regional and local level as well. It is important that, there have been changes in the law in order to create more competitive and less numerous destinations, to be managed by a strong management organization. The organization's activities are thus shifted from current marketing communication, towards the creation of tourism in the destination, and then, to quality management at the target site, where the visitor gets a comprehensive product in one place at one time with the required quality.

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Znaczenie ośrodków zarządzania organizacjami na Słowacji oraz w Polsce dla rozwoju regionalnego – analiza porównawcza

Streszczenie. Turystyka jest jednym z najszybciej rozwijających się sektorów gospodarki zarówno w Unii Europejskiej, jak i na świecie. Słowacja i Polska są krajami o podobnej historii i warunkach dla rozwoju turystyki. Słowacja jest krajem mniejszym w porównaniu z Polską, ale i tu zaczęły powstawać ośrodki zarządzania organizacjami, które miały wpływ na rozwój regionalny. Celem niniejszej pracy jest ocena znaczenia ośrodków zarządzania organizacjami na Słowacji i w Polsce dla rozwoju regionalnego.

Słowa kluczowe: Destination Management Organization, turystyka