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EDITORIAL

Dear readers and friends of Studia Turistica,

Welcome to the second issue of the journal in 2022. We are delighted to offer you an exciting reading again.

The first article is focused on the managerial decisions about the capital-to-labor ratio affecting profit and profitability maximization. The aim of this article is to research the proportion of capital and labor depending on the corporate life cycle. Within a sample of twenty Czech hotels, restaurants, and other similar companies from the hospitality and tourism sector, the phase of stabilization is the most frequent phase of its life cycle for no company. There was identified as the growing phase in eleven and the declining phase in the remaining nine companies. A higher labor income share is recorded in declining companies, but one of them reached a very low value-added and simultaneously relatively high personal costs in one period. The authors recommend raising more capital than labor when the company wants to grow.

An increasingly discussed tourism problem is overtourism, but we must state that the COVID-19 pandemic has slowed down overtourism; however, visitors are returning to travel, especially in the summertime. In the Czech Republic, overtourism does not only concern the historical center of Prague but also, for example, the Giant Mountains. The article titled „The Usability of the Bohemian-Moravian Boundary in Tourism" aims to point out the not very well-reflected tourist attraction/destination located mainly in both regions – the Bohemian-Moravian historical land boundary.

This paper titled „The Role of Perception in Sustainable Tourism Management: The Case of Berlin" is focused on how foreign tourists perceive one of the most famous European destinations - the city of Berlin. Perception by tourists is only one aspect of touristification, but a significant one when tourists decide which destination to choose. Most visitors identified Berlin as a multicultural city and most respondents were most satisfied with the shopping possibilities. The research results can serve tourism managers in developing future sustainable tourism policies and in designing integral and niche tourism products that are significant in the post-pandemic period when tourism destinations are opening up and inviting tourists with traditional and new attractions.

The last article titled „Comparison of State Policy of Tourism in V4 countries" compares state support in the tourism industry in the Visegrad region. Tourism policy provides answers to different tourism problems and plays an essential role in identifying opportunities and state support for tourism future development in the destination. In the context of improving the state management in the tourism industry, the Visegrad region can find inspiration in the tourism management of Austria. This country is another Central-European country that belongs to one of the best-performing countries in the tourism industry in Europe.

Thank you for your support!

Petr Scholz
Editor-in-chief

First Czech Electronic Scientific Journal
in the Field of Tourism

SCIENTIFIC PAPERS

CAPITAL TO LABOUR RATIO BASED ON THE CORPORATE LIFE CYCLE: EVIDENCE FROM CZECH HOSPITALITY ENTERPRISES

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ABSTRACT

Managerial decision about the capital to labour ratio affects the profit and also the profitability maximization. It depends on the incomes from marginal products of both input factors just as on their unit cost. Moreover, the weighted average cost of capital is changing through the corporate life cycle and its minimal value is reached during stabilisation. Analogous findings about connection between corporate life cycle and wages still do not exist. The aim of this article is to research the proportion of capital and labour depending on the corporate life cycle. The capital to labour ratio is quantified using the labour income share, because the amount of each input factor is measured by a different natural unit. There is used an interannual change of corporate and market value added for identification individual phases. The sample consists of hotels and restaurants, where the possibilities of capital-labour substitution are limited. There is used the Welch´s t-test to consider differences in labour income share across phases. The labour income share is higher in declining than in growing companies. So, using digital technologies or modern forms of capital instead of labour can raise the corporate value added. But the results are distorted by an abnormal value, which was once reached in one company. Moreover, there was found no stabilising company.

Keywords: Capital to labour ratio. Corporate life cycle. Cost of capital and labour. Hotels and restaurants. Labour income share. Value-added.

INTRODUCTION

There is recorded a trend of capital-labour substitution across all sectors. The reason works on the physical fact, that machines are more efficient than people. So, using capital instead of labour can cause a higher production. But generating higher value added is not guaranteed, because the sale of most products alternately increases and decreases. Moreover, getting new forms of capital is connected with great investment expenditures, which multiplies the risk. There can be occurred such situation, when a higher value added is reached, but the net profit as its residual part for owners will be lower because of an increase in depreciation or interests for creditors.

The fluctuation of corporate value added depends on various factors. There must be considered the performance of the national economy just as the sector sensitivity to economic cycles. But the generated value added is a result especially of the corporate life cycle. Every company goes repeatedly through the growing, stabilising and declining phases, which is considerably dependent on managerial decisions.

OBJECTIVES

There can be expected, that the growing companies raise rather capital than labour, because the machines are more productive compared to workers, and so the interest payments or depreciation, should be higher than wages or other personnel costs. But maybe the entrepreneurs are afraid of risks, so they are not willing to get many additional fixed assets. The most suitable phase of the corporate life cycle for capital/labour substitution seems to be stabilisation, but there must be considered the future prospects of the enterprise, which should be calculated in financial plans. And during the phase of decline, the managers try to reduce the amount of both inputs. There is easier and faster to dismiss workers than sell machines or buildings. From this generally known fact there can be derived, that depreciation or interest payments are relative steady, whilst wages or salaries should be changeable. Nevertheless, there is possible to use some capital items which are financed by own resources and simultaneously are fully depreciated.

This article is focused on decisions about capital to labour ratio during the corporate life cycle. The research should find out, whether the companies with steady value added, which is typical for the stabilisation phase, use greater or lesser proportion of capital compared to companies in growing or declining phases of their life cycle. The research is implemented among hotels, restaurants and other companies from accommodation and food service activities, because in this sector, the enterprise is very risky because of the luxurious character of its outputs and simultaneously the necessity of relatively great amount of capital. Nowadays, there is also a pressure to substitute labour with capital as a consequence of anti-epidemic measures and leaving this sector by many employees.

Within the theoretical backgrounds, there are mentioned the most important findings about the factors of production and consequently redistributing the generated value added to their providers. There are also described the characteristics of the corporate life cycle including the approach to identify the partial phases. And finally, there is paid an attention to the life cycle in hospitality and tourism and especially the possibilities of capital/labour substitution in this sector. The methodical part consists in a description of selected companies, calculated indicators and used statistical tools. Then, there are recorded and discussed the findings of the implemented research. The last part of this article summarizes the main new findings.

LITERATURE REVIEW

There are still no findings about relations between input factors proportion and the corporate life cycle. So, each area is analysed separately. Their order is derived from the fact, that at first there must be produced anything, subsequently the generated value added as an output can be redistributed to providers of input factors and these both processes can be influenced by the corporate life cycle.

PRODUCTION FUNCTION

There are several factors of production. The traditional three input factors are labour, capital and land. In the course of time, the economist discovered some next factors like technology or knowledge. But the greatest attention is paid to elasticity of capital-labour substitution.

Cadil et al. (2017), who were focused on Cobb-Douglas production function and the further Solow´s model, came to a surprising conclusion, that capital is insignificant or even negative factor of production. Simultaneously, they confirm the Samuelson´s findings that the aggregate production function is an identity to income. Analogously Semieniuk (2017) casts doubt upon Piketty´s elasticity of substitution. The critique is based on the fact, that the importance of capital does not rise, because some capital, created by households, is not used in production and there are capitalised other factors like land through their revaluations.

According to Lindenberger (2003), who was dedicated to service production functions, the trend of capital-labour substitution is typical rather for traditional services like trade, banking, insurance or public administration. Moreover, the capital output elasticity is higher than the cost of capital, whereas the labour output elasticity is lower than wages. Grassetti, Mammana and Michetti (2018) came to conclusion, that when the shareholders save more than workers or the elasticity of substitution between capital and labour is higher than one, then there is produced a greater output per capita and vice versa. Gamlath and Lahiri (2018) add that higher elasticity of input factors causes a higher output with a lower capital per capita.

REDISTRIBUTING VALUE ADDED

When the company generates a value added, then the providers of individual factors of production claim a reward, which is appropriate to their contribution. The amount of input factors increases and furthermore, the importance of labour decreases. That are probably the main reasons, why the labour income share will be permanently lowered.

Alvarez-Cuadrado, Van Long and Poschke (2018) record, that declining labour income share is a consequence of a technical change. The marginal product of capital increases more considerably than that of labour. But there is even more raised the importance of service sectors, in which the input factors, including labour, are reallocated.

Declining labour income share is caused by an increasing capital intensity and also by a low growth in real wages, as written by Waziers, Kerdrain and Osman (2019). They record, that the employee´s bargaining power is reducing because of an increasing market power of companies and their exposure to international trade. But Zuleta (2007) mentions that the technological change is connected with rising new labour-intensive sectors, so labour income share remains approximately the constant.

According to Krasnopjorovs (2010), the productivity of labour increases whilst the real wages decrease in Latvia. There was also recorded a positive relation between the labour income share and the income level. Moreover, Latvia is the only Baltic State, where the labour income share decreased.

Draper and Huizinga (2000) refer to the fact, that there is an equilibrium not just for wages and capital but also for the labour income share. So the cost of labour is moving with the cost of capital simultaneously. And if the labour income share is lower than the equilibrium point, then a further increase in a supplied quantity of labour will be expected, which was happening in the Netherlands.

As mentined by Raurich, Sala and Sorolla (2011), the declining labour income share is caused by capital deepening. The capital labour substitution is supported especially in such situations when the wages rise. This is typical for Spain, where the labour can be easily substituted by capital, but in United States the elasticity of substitution is lower than one, so the labour income share rather increases. Estrada and Valdeolivas (2012) add that the new capital is rather a substitute of unskilled workers than a complement of skilled workers. Carbonero, Offermanns and Weber (2017) discovered that capital-labour substitution is positively correlated with the share of routine occupations but negatively correlated with the share of high-skill workers. Moreover, capital deepening is not the main cause of decreasing labour income share, according to Glover and Short (2019), because the investment prices decrease, too. Berger and Wolff (2017) proved, that capital and labour are components and in France and Italy the labour income share was even increasing since the beginning of Monetary Union. An increase in labour income share was recorded also in Malaysia and the research by Ng, Gen and Theng (2017) discovered, that there are mostly small or middle enterprises, where the capital-labour substitution is very limited.

According to Trofimov, Aris and Rosli (2018), the labour income share depends especially on a gross domestic product growth rate and unemployment rate, whilst the inflation is less important factor.

During expansion the labour income share decreases but in late expansions it starts to increase. A declining labour income share was recorded also in Mexico from 1990 to 2015, as researched by Ibarra and Ros (2019), and the most important reason was a low economic growth despite a rising profit share. Analogously in Australia the labour income share in 2017 reached a minimum for almost 60 years, as written by Stanford (2018). The Australian workers are even more productive, but their wages do not rise, because the reforms of redistributive institutions related to minimum wages or collective bargaining are not very efficient.

Ergül and Göksel (2019) mention some suggestions to solve the technological unemployment, caused by capital-labour substitution. There can be set a minimum income guarantee, as proposed in Switzerland, but it was rejected. The institutions can also impose a tax on using robots and the give collected yields to unemployed people. But discovering the best one solution will still take much time.

CORPORATE LIFE CYCLE

Companies go through their life cycle. This is analogous to living organisms, but the main difference consists in a possibility of repeating some individual phases. The corporate life cycle is one of the main factors influencing all managerial decisions, that will be ever reflected especially in financial indicators.

Hasan et al. (2015) researched relations between the corporate life cycle and cost of equity. They found out, that the cost of equity is higher in the introductory and decline phase and lower during growing and stabilising phase. So, the cost of equity is U-shaped. Moreover, cost of equity has an opposite trend than return on assets. These authors tried to also put some explanations for these financial results depending on the corporate life cycle. The main influencing factors are financial capital, physical and human resources, intangible know-how just as skills and capabilities, which are higher in large and mature firms than in small and young firms. These findings are in harmony with Shah, Khyber and Afraz (2018), whose research discovered, that the age of firms is the main factor to consider the entrepreneurial riskiness, measured by the cost of equity. Ahsan, Wang and Qureshi (2015) implemented, as same as the previous authors, their research in Pakistan, where the rate of corruption is high, and the short-term debt is the main source of financing. The research was aimed at affecting the capital structure by the corporate life cycle. There was found out, that growing companies are most indebted. They have the best access to external financial sources including debts because of many investment opportunities. In stabilising companies, the rate of indebtedness is lower and in companies during decline phases it is even lower.

As written above, the corporate life cycle is reflecting especially in financial values. They are the best determinants of individual phases. Dickinson (2010) suggests identifying the corporate life cycle according to cash flow from operating, investing, and financing activities. There are considered not the absolute values, but their positive or negative signs. But this model ignores the fact, that some cash flows can reach the zero values, so identification the individual phases is not possible in such cases. Reiners (2004) identifies the phases according to a growth indicator, which is an average change of sales, assets, and total cash flow. But the set intervals of values can be debatable. Moreover, the cash flow can be very volatile interannually.

There were implemented very few researches about the corporate life cycle in tourism. López-Chávez and Maldonado-Alcudia (2021) were dedicated to family-owned tourism businesses, and they came to conclusion, that just one of four such companies goes through the phase of decline, whilst the phase of stabilisation is considerably more frequent. But according to these authors, to stabilise the family-owned business in tourism, there is needed to improve services provided, just as to implement the strategic plan and solve the conflicts between the members of family, who are in the position of employees. The importance of internal factors by affecting the entrepreneurial revenues is mentioned also by Sheresheva et al. (2020), but their research is aimed rather at the effect of product life cycle than corporate life cycle.

Capital/labour substitution in hospitality and tourism

There are many factors influencing the process of automation in hospitality and tourism sector. Their importance was researched by Jabeen, Al Zaidi and Al Dhaheri (2021). According to these authors, the most important factors are human knowledge just as government policies and support. Very important factors, that affect using artificial intelligence in this industry, are also services, robotics applications, ideas and designs and employee education. On the contrary, the least important factors are internal and institutional environment, knowledge management, trend prediction, robotic types, and cultural experience.

In tourism there are used some artificial intelligence like chatbots or search platforms, and also service automations like digital kiosks or mobile check-in/out, as mentioned by Touni and Magdy (2020). According to them, the main advantages of these applications are increasing the quality of services and reducing human mistakes, that can be derived from their mental and psychological state. On the contrary, the main disadvantages are large investments and loss of interaction between customers and employees. By using these applications, there is possible to keep the anti-epidemic measures during COVID-19 without closure of the companies. But there is necessary to educate the employees in operating and maintaining these applications and to explain them, that the new technologies are not replacing them but are helping in doing their jobs. For this purpose, Khaliq et al. (2022) recommend the employers to make a mutual trust with employees, otherwise they will leave the job from this sector. The correlation between hotel investments, where robots are included, and employment is positive, as found out by Dogru, McGinley and Kim (2020). They came to conclusion, that 1 % increase in hotel investments causes a 0,2 % increase in employment not just in hotels, but also in restaurants, bars, museums, or theatres, where the accommodated tourists go to spend their free time. In addition to these findings, food service industry is more labour intensive, and the total factor production is low compared to other services including accommodation, as explored by Sharma and Da Motta (2016).

Moreover, robotization in hospitality and tourism can raise the safety of both providers and visitors of hotels, restaurants, or similar companies, as written by Fusté-Forné and Ivanov (2021). So, the smart tourism technologies can recovery this industry during COVID-19, because the customers will perceive lower risk of infection, as emphasized by Messori and Escobar (2021). Van et al. (2020) add up, that the customers accept these new technologies to satisfy the tourist needs in some future emergency cases analogous to COVID-19. Nevertheless, Goel et al. (2022) identified psychological, social, financial, technical and functional barriers to adopt the artificial intelligence technologies by tourists. Furthermore, Christou, Simillidou and Stylianou (2020) record, that not each guest is satisfied with services of anthropomorphic robots, although these these kinds of machines can carry the luggage without being tired and they can speak by a human voice, smile and look like the people or express some emotions including love. The main reason of negative perception of the robots is, according to these authors, the fear of a loss in human interaction. But in luxury hotels, using robots enhances the guests' experiences, because the services provided are implemented with less errors and so their efficiency is higher, as proven by Bharwani and Mathews (2021).

DATA AND METHODS

The aim of this article is to research the proportion of capital and labour depending on the corporate life cycle. The research was implemented across hotels and restaurants, that run their accommodation or catering activities in the Czech Republic. This sector was selected because of its relatively low possibilities of capital-labour substitution. The sample includes subjects of all sizes with legal forms of mostly companies limited by guarantee or joint stock companies. There were collected and subsequently analysed the financial statements of selected companies to get new findings.

There was calculated a share of personal costs, including gross wages and related insurance premium, to the value added for determination the ratio of labour to capital. So, there was calculated the labour income share. This indicator does not have to objectively reflect the importance of labour within input factors of production, but it is the only way to measure labour and capital in same units.

The phases of the corporate life cycle were identified according to the interannual course of the generated value added. This way is usually used analogously for identification economic cycles just as the market or sector life cycles. There are no quite newly established companies in the sample. So, there was not needed to identify the phase of introduction and the companies with some history can be in the phase of growth, stabilisation, or decline. The greatest problem related to an objective identification of the stabilising phase. For this purpose, there was necessary to compare the change of corporate value added with the market value added. The individual phases can be identified as follows:

1. The phase of growth when the corporate value-added increases more considerably than the market value added.
2. The phase of stabilisation, when the corporate value added increases the same or less considerably or when it decreases less or the same considerably as the market value added
3. The phase of decline when the corporate value-added decreases more considerably than the market value added.

The companies are classified into three groups. The first group contains the companies, that went through the growth phase in most researched periods. In the second group, there are stabilising companies, where the value added is steady compared to market values. And in the third group, there are involved companies, whose mostly frequent phase was decline. These companies, as same as growing companies, are characterized by a high volatility of value added, because no company goes through the phase of growth or decline permanently.

The data were processed by using the Welch´s t-test at the level of 0,01 of statistical significance. So, there were calculated sample mean and sample variance for labour income share in selected groups of companies. The data were collected for more periods, so there was necessary to calculate a chronological mean of labour income share for each company.

RESULTS AND DISCUSSION

There were selected 20 hotels and restaurants of all sizes. Their legal form is mostly either joint stock company or company limited by guarantee. There were collected data about value added and personal costs for periods 2007-2018.

The research showed that for no company the phase of stabilisation is the most frequent. Within the sample 11 hotels or restaurants went through the phase of growth during most periods and the other 9 companies were mostly in the phase of decline. Nevertheless, the phase of stabilisation was recorded at least in one period by almost all selected companies.

The statistical characteristics used for the Welch´s t-test, including its decision about statistical significance, are recorded on Tab.1.

Table 1: Processing data about labour income share using the Welch´s t-test

Characteristics	Companies in a growing phase	Companies in a declining phase
Sample mean	69.26	422.45
Sample variance	551.47	588835.48
Test criterion	-1.38	
Decision	Statistically non-significant difference	

The companies, where the phase of growth was the most frequent, reach the labour income share approximately 70 % in average. For companies, that were mostly in the phase of decline, there was calculated an abnormal average value of labour income share just as a considerably higher sample variance compared to growing companies. It is caused by relatively high personal costs combined with a very low value added, which was reached in one researched period by one company. In some companies, either in growing, or declining phases, there was reached even a negative value added in some periods.

The Welch´s t-test, which was implemented at the level 0,01 of significance, did not prove any statistical difference between companies in the growing phase and companies in the declining phase. The recorded differences can be distorted by this abnormal proportion of personal costs to value added in one declining company, as mentioned above.

There can be find out more reasons, why the companies in the phase of decline reach a higher proportion of personal costs to value added. The automation of production in the phase of decline is very risky because of a high probability of failure. On the contrary, the growing companies have more investment opportunities just as an access to many external financial sources including bank loans and other kinds of debt.

So, there can be derived, that when a company wants to reach a higher growth of its value added compared to the market, then there is better to raise rather capital than labour because of a higher efficiency of machines compared to people. But this recommendation is valid just for companies, whose trend in value added is still growing, because raising the amount of capital itself or even the capital-labour substitution does not have to guarantee the switch into the growing or stabilising phase of the corporate life cycle.

The results relate to some limitations. First of all, the value added can be very volatile or even negative, whilst the personal costs are relatively steady and ever positive or equal to zero, if the company does not employ any workers and the enterprise activity is doing by a juridical person. But a low or negative value added does not ever have to signalize a loss, because the companies can generate another revenue, not just sales for own products, services, and goods. Moreover, there was not found out any company, whose mostly frequent phase of the corporate life cycle is stabilisation. There is not possible to research the proportion of personal costs to value added in companies with steady value added and compare it with companies, where the generated value added is volatile.

CONCLUSION

This article should broaden the nowadays theoretical background about capital-labour substitution. The research topic is based on some pieces of knowledge not just from general economics, but also from corporate finance as an applied discipline. The proportion of capital and labour depends on their marginal productivity and on their unit costs. There is recorded a trend of capital-labour substitution because the machines as a form of physical capital are more productive compared to workers. Furthermore, the unit costs are changing, too. One of the most factors, influencing cost of capital, is the corporate life cycle. There was proven, that the lowest cost of capital is reached during stabilisation. So, there is expected, that this phase is the most favourable for capital-labour substitution. There are still no analogous findings about unit labour costs during the corporate life cycle. It is very difficult to monitor individual wages, because in most companies, there are employed many workers with different level of income, and in financial statements, there are published just total wages and other related costs. The aim of this article was to find out the relations between labour income share and the corporate life cycle.

The labour income share is used for considering the proportion of capital and labour, because it is the only quantity, where both input factors are expressed in the same unit. The corporate life cycle is identified according to the interannual change of corporate value added, which is ever compared to appropriate market values. The phase of stabilisation is identified in such cases when the corporate value-added rises or falls less considerably or the same as the market value added. In other cases, there are identified phases of growth or decline. There is used the Welch´s t-test to consider the statistical difference between labour income share in different phases. The situation is analysed for 11 years, so there is identified the most frequent phase and there are calculated chronological means of labour income share in each company.

Within a sample of 20 Czech hotels, restaurants and other similar companies from hospitality and tourism sector, for no company the phase of stabilisation is the most frequent phase of its life cycle. There was identified the growing phase in 11 and the declining phase in remaining 9 companies. A higher labour income share is recorded in declining companies, but one of them reached in one period a very low value added and simultaneously relatively high personal costs. So, there is recommended to raise more capital than labour when the company wants to grow. But there are some limitations with generalization such findings and moreover, the differences between both groups of companies are statistically non-significant, according to the implemented Welch´s t-test.

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VYUŽITELNOST ČESKO-MORAVSKÉ HRANICE V TURISMU

THE USABILITY OF THE BOHEMIAN-MORAVIAN BOUNDARY IN TOURISM

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ABSTRAKT

Stále častěji diskutovaným problémem cestovního ruchu je overtourismus, tedy nadměrná návštěvnost určitých destinací provázena různými negativními dopady. V České republice se overtourismus netýká jen historického centra Prahy, ale například i Krkonoš. Snahou je proto přimět turisty, aby navštěvovali (i) jiné, méně exponované lokality. Mezi dlouhodobě nejméně navštěvované kraje patří Pardubický kraj a Kraj Vysočina. Cílem příspěvku je poukázat na dosud ne příliš reflektovanou turistickou atraktivitu/destinaci rozkládající se převážně v obou zmíněných krajích – česko-moravskou zemskou hranici. Představen je turistický potenciál této historické hranice včetně názoru 357 respondentů oslovených prostřednictvím online dotazníku, zda by navštívili naučnou stezku na česko-moravské hranici vedoucí od Polska po Rakousko a proč ano/ne. Odpověď „určitě ano" zvolilo 30,5 % oslovených, odpověď „spíše ano" 45,9 % dotázaných. Lze tedy konstatovat relativně velký zájem potenciálních turistů o tuto atraktivitu/destinaci, přičemž motivace lidí pro návštěvu se různí. Turistické využití česko-moravské zemské hranice by vedle diverzifikace nabídky cestovního ruchu – v tomto případě navíc zaměřeného na domácí prostředí, jehož preference byla v době pandemie Covid-19 zřetelná – mohlo přinést rozvoj přilehlého venkovského regionu v mnohých oblastech shodného s tzv. vnitřní periferií. Dalším pozitivním efektem vyznačení česko-moravské hranice pro účely turismu bude posílení povědomí lidí o hranici historických zemí, což povede k uchování historické paměti, jež se zejména v důsledku administrativních reforem u mnohých lidí vytrácí. Před vyznačením naučné stezky je však potřeba ochránit stávající relikty hranice – především hraniční kameny, neboť jsou tyto památky ohroženy krádežemi a nešetrnou lesní technikou.

Klíčová slova: Cestovní ruch. Čechy. Česko-moravská hranice. Morava. Reliktní hranice. Turistická atrakce. Turistická destinace.

ABSTRACT

An increasingly discussed tourism problem is overtourism, i.e. excessive attendance of certain destinations accompanied by various negative impacts. In the Czech Republic, overtourism does not only concern the historical centre of Prague but also, for example, the Giant Mountains. Therefore, the effort is to get tourists to visit other, less exposed locations. The Pardubice Region and the Vysočina Region have been among the least visited administrative regions for a long time. The paper aims to point out the not very well-reflected tourist attraction/destination located mainly in both regions – the Bohemian-Moravian historical land boundary. The tourist potential of this historical boundary is presented, including the opinion of 357 respondents addressed through an online questionnaire on whether they would visit the nature trail on the Bohemian-Moravian boundary leading from Poland to Austria and why yes/no. The answer "definitely yes" was chosen by 30.5% of respondents, the answer "rather yes" by 45.9% of respondents. Thus, it can be stated that there is a relatively high interest of potential tourists in this attraction/destination, while the motivations of people to visit vary. In addition to diversifying the tourism offer – in this case, focused on the domestic environment, whose preferences were evident during the Covid-19 pandemic – the tourist usage of the Bohemian-Moravian historical land boundary could bring the development of the adjacent rural region, which is, in many areas, identical to the so-called inner periphery. Another positive effect of marking the Bohemian-Moravian boundary for tourism purposes will be the increase of people's awareness of the historical land boundary, which will preserve the historical memory, which is disappearing especially as a result of administrative reforms. However, before marking the nature trail, it is necessary to protect the existing relics of the boundary – especially the boundary stones, as these monuments are threatened by theft and unscrupulous forestry equipment.

Keywords: Bohemia. Bohemian-Moravian boundary. Moravia. Relict boundary. Tourism. Tourist attraction. Tourist destination.

ÚVOD

Stále častěji diskutovaným problémem cestovního ruchu je overtourismus, který představuje nadměrnou návštěvnost určitých destinací provázenou různými negativními dopady (Dodds, Butler, 2019; Dušek, 2020; Lukáč, Štrba, Kršák, 2020). V Česku se overtourismus netýká jen historického centra Prahy či některých jiných památek UNESCO, ale i přírodě blízkých lokalit, jako jsou například Krkonoše či Český ráj (Dušek, 2020; Drápela et al., 2021; Erlebach, Málková, 2021). Snahou je proto přimět turisty, aby navštěvovali (i) jiné, méně exponované lokality nebo i ty, jež z nejrůznějších důvodů dosud „leží ladem“ (Dušek, 2020; Lukáč, Štrba, Kršák, 2020: 108; Drápela et al., 2021). Mezi dlouhodobě nejméně navštěvované kraje v České republice patří Pardubický kraj a Kraj Vysočina (Veřejná databáze, 2022). Jako jedno z mnoha možných řešení overtourismu v Česku proto může být zváženo využití turistické atraktivity/destinace rozkládající se převážně v těchto dvou regionech – historické česko-moravské zemské hranice. Delší úsek historické česko-moravské hranice prochází ještě současným Jihočeským krajem, krátký úsek pak krajem Jihomoravským. Olomoucký kraj je „touto“ hranicí pouze částečně vymezen (zemská hranice se částečně shoduje s hranicí Olomouckého a Pardubického kraje).

Využití hranic v cestovním ruchu není žádnou novinkou, jak ukazuje přehled literatury v následující kapitole, nicméně zemská hranice Čech a Moravy coby turistická atraktivita a destinace dosud v odborné literatuře diskutována nebyla. Jedním z důvodů může být i skutečnost, že v důsledku administrativních reforem po roce 1948 nepanuje mezi lidmi shoda na jejím průběhu (Marek, 2020). Jde přitom o hranici, jejíž poloha se na mnohých úsecích od středověku oficiálně nezměnila (Schulz, 1970) a která byla do jisté míry „zakonzervována“ koncem roku 1948, kdy došlo k právnímu zrušení zemí coby územně správních jednotek. Lze konstatovat, že historický průběh této zhruba 450 km dlouhé hranice, resp. přilehlé historické pomezí, v mnohých oblastech koresponduje s tzv. vnitřními periferiemi státu ve vymezení různých autorů (srov. Musil, Müller, 2008; Bernard, Šimon, 2017; Jeřábek et al., 2021). To představuje další dobrý důvod, proč se touto hranicí zabývat v kontextu cestovního ruchu, neboť ten je často chápán jako klíčový prostředek regionálního rozvoje (např. Christaller, 1963; Timothy, 2001; Vystoupil, 2008; Prokkola, 2010; Dušek, 2020).

PŘEHLED LITERATURY

Hranice bývají stále vnímány jako entity, které rozdělují, a mají tak negativní vliv na území, jež je obklopuje. Avšak stále častěji jsou chápány i jako příležitost s možnými pozitivními ekonomickými, sociálními či kulturními dopady. Dochází k uvědomění, že hranice mohou být pojítkem lidí, a to díky vytváření přeshraničních regionů, jako jsou euroregiony (Jeřábek et al., 2004; Müller, Fráně, 2020), nebo díky cestovnímu ruchu navázanému na hranici. Průkopník studia vzájemných vztahů turismu a hranic Dallen J. Timothy upozornil na turistickou využitelnost současných administrativních hranic vnitrostátních, avšak pozornost zaměřil především na hranice státní/mezinárodní, neboť jejich vliv na cestovní ruch považuje za klíčový (Timothy, 2001, 2006). Turistické využití mají jak hranice oddělující státy se v současnosti vzájemně dobrými vztahy, jako jsou kupříkladu Německo a Polsko (Więckowski, Timothy, 2021) nebo Švédsko a Finsko (Prokkola, 2010), tak hranice mezi státy navzájem nevraživými či s jinak problematickými vztahy, jako jsou například Finsko a Rusko (Paasi, Raivo, 1998), jižní a severní Korea (Shin, 2004) či USA a Mexiko (Arreola, Madsen, 1999). Jak ale výše citovaní autoři poukazují, vztahy mezi státy samozřejmě nejsou neměnné, a proto i významy a funkce hranic (vč. jejich využití v turismu) jsou v čase proměnlivé.

Vedle využití současných administrativních (vnitrostátních či státních) hranic diskutují někteří autoři v kontextu cestovního ruchu také hranice reliktní, přičemž v případě obou typů nezřídka existují přilehlé turistické trasy (naučné stezky). Jako reliktní se tradičně označuje ta hranice, „která byla opuštěna pro politické účely, ale je stále patrná v kulturní krajině“ (Hartshorne, 1936: 57). Takováto bývalá administrativní hranice tedy může být chápána jako památka či dědictví. Často uváděnými příklady jsou Velká čínská zeď (Su, Wall, 2015), Hadriánův val coby část hranice Římské říše (Stone, Brough, 2014) či železná opona (Havlick, 2014) a její část – Berlínská zeď (Eckert, 2011). Reliktních hranic ale existuje obrovské množství, a to i v České republice (srov. Gurňák, 2003, 2006). Kromě níže diskutované česko-moravské zemské hranice lze zmínit například hranici milotického a buchlovského panství na Chřibech, jež rovněž našla uplatnění v cestovním ruchu (Po Hranici, 2017).

Důležité je uvést rozdíl mezi hranicí coby turistickou atraktivitou a hranicí coby turistickou destinací

(Timothy, 2001, 2006). Zatímco v prvním případě je předmětem zájmu turistů samotná hranice – její hmotné pozůstatky/připomínky (např. hraniční kameny, zdi, ploty, strážní věže, celnice, cedule varující před vstupem do regionu či naopak vítající v něm) nebo často komplikovaný průběh (kdy hranice např. protíná určité budovy), v případě druhém je cestovní ruch spojen s k hranici přilehlými atraktivitami, jimiž mohou být nejen různé kulturně-historické památky, ale i přírodní dědictví. Přestože tyto atraktivity typicky nemají přímou souvislost s hranicí, jak si všímá například Timothy (2001) či Więckowski (2018), na hranicích se často zachovaly dobré přírodní podmínky. Z tohoto důvodu již Christaller (1963) tvrdil, že pro cestovní ruch jsou atraktivní především periferie, přičemž ty mohou z turismu ekonomicky profitovat.

DATA A METODY

Cílem příspěvku je poukázat na dosud ne příliš reflektovanou turistickou atraktivitu/destinaci – česko-moravskou zemskou hranici – a na možné pozitivní dopady jejího využití. Výzkumným problémem je využitelnost této hranice v cestovním ruchu, přeloženo do výzkumné otázky: Jakou využitelnost v turismu má česko-moravská zemská hranice? V prvé řadě je stručně nastíněn (cílem není vyčerpávající popis) turistický potenciál této historické hranice – přírodní i kulturně-historický. Po představení zmíněných lokalizačních faktorů a předpokladů cestovního ruchu (Vystoupil, 2008) a jejich současného využití jsou zhodnoceny názory respondentů ohledně (ne)zájmu navštívit turistickou trasu na česko-moravské hranici.

Primárním zdrojem informací k turistickému potenciálu jsou odborné online databáze (geoportály) jako i již více než osmileté osobní zkušenosti autora příspěvku spojené mj. s rozhovory se zainteresovanými aktéry, příležitostnými návštěvami sledované hranice a nejnověji také systematickým mapováním hraničních znaků na této hranici v rámci výzkumného projektu (viz níže). Protože existence přírodních a kulturně-historických předpokladů turistického využití hranice neznamená automatický zájem lidí o tuto atraktivitu/destinaci, bylo dotázáno celkem 357 respondentů, zda by navštívili – oni sami, či dle jejich názoru ostatní lidé – turistickou trasu (naučnou stezku) na česko-moravské hranici a proč ano/ne. Bylo jim zmíněno, že tato trasa/stezka by měla vést po celé délce zemské hranice, tedy od Polska po Rakousko, a měla by propojovat přilehlé atraktivity (vybrané byly vyjmenovány) a zároveň turistovi formou informačních tabulí vyprávět příběh zemské hranice a všech jejích souvislostí. Dotazník byl vytvořen na online platformě Google Forms a šířen především na Facebooku (sdílen na různých stránkách např. vybraných obcí po celém Česku) v druhé polovině roku 2016. Vzhledem k délce dotazníku (respondentům byly kladeny i další otázky ohledně vnímání historických zemí a jejich hranic – šlo o širší výzkumný záměr) a tedy obtížnému získávání vyplněných dotazníků nebyly stanoveny žádné kvótní znaky a výzkum neaspiroval na reprezentativitu. Snahou nicméně bylo dotázat se potenciálních turistů z celého Česka. To bylo do značné míry úspěšné, neboť uváděná trvalá bydliště respondentů se nacházejí ve všech krajích a v 67 ze 77 okresů vč. Prahy (kromě toho odpovídali dva respondenti ze Slovenska).

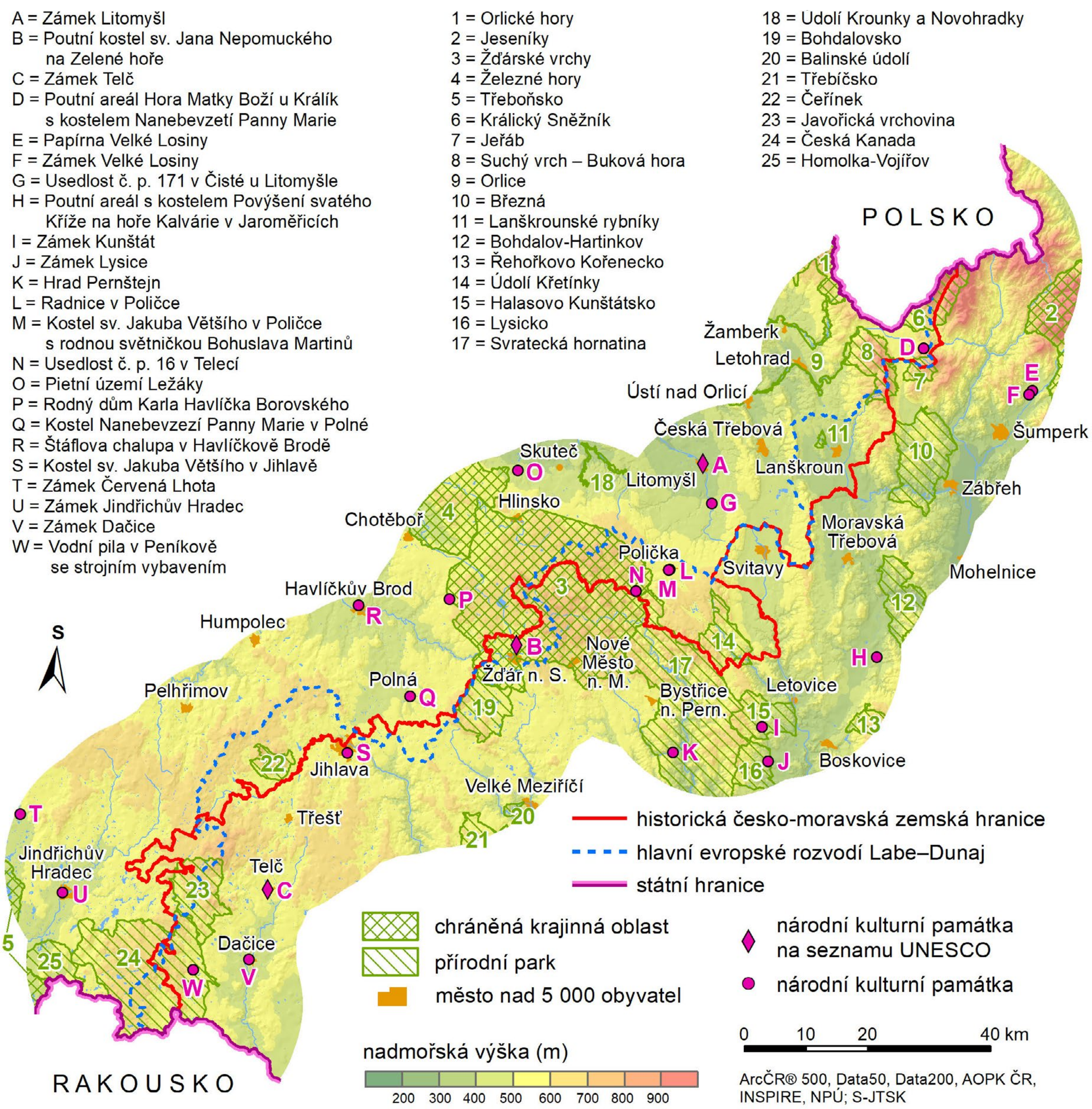
VÝSLEDKY A DISKUSE

POTENCIÁL ČESKO-MORAVSKÉ ZEMSKÉ HRANICE A JEHO SOUČASNÉ VYUŽITÍ V CESTOVNÍM RUCHU

Vzhledem k měřítku a snaze o přehlednost obsahuje Obrázek 1 pouze vybrané lokalizační faktory cestovního ruchu do vzdálenosti 20 km od historické česko-moravské zemské hranice; v podrobnějším měřítku by bylo samozřejmě možné zobrazit daleko více atraktivit (srov. Marek, 2015: Příl. 5). Níže v textu je pak kladen důraz na atraktivity do vzdálenosti 1 km od této hranice („bezprostřední okolí“), neboť ty by mohly posloužit při budoucím rozhodování o vedení naučné stezky.

Z přírodních faktorů má zvláštní postavení hlavní evropské rozvodí Labe–Dunaj, které představuje hypotetickou prvotní česko-moravskou zemskou hranici (Schulz, 1970). Hlavní evropské rozvodí se zdá být více vyzdvihovanou atraktivitou než zemská hranice – na různých informačních tabulích nejen ve Žďárských vrších je mu často věnován samostatný text a hlavně bývá zanášeno v mapách. Zato zmínky o zemské hranici se objevují jen nahodile a v mapách jsou znázorňovány (a to jen někdy) pouze jednotlivé hraniční kameny. Přestože se v průběhu historie zemská hranice na většině míst od tohoto rozvodí odchýlila, například na Svitavsku zůstaly obě hraniční čáry téměř totožné (viz Obrázek 1). S rozvodím souvisejí prameny hned několika významných řek. V bezprostředním okolí zemské hranice pramení Morava, Tichá Orlice, Moravská Sázava, Loučná, Sázava, Oslava či Jihlava. Není bez zajímavosti, že Moravská Sázava pramení v Čechách, zatímco česká řeka Sázava na Moravě. Ve zhruba 1,5km vzdálenosti od zemské hranice pak pramení ještě Svratka. Z přírodních předpokladů cestovního ruchu je dále důležitý členitý reliéf, typicky porostlý lesy, na který je navázána řada chráněných území. V bezprostředním okolí hranice Čech a Moravy se nachází Chráněná krajinná oblast Žďárské vrchy a hned 10 přírodních parků (viz Obrázek 1). Z maloplošných chráněných území to jsou dvě národní přírodní rezervace (Králický Sněžník a Rohová), 10 přírodních rezervací (Mokřiny pod Křížovou horou, V Dole, Hřebečovský les, Kavinský potok, Meandry Svratky u Milov, Čtyři palice, Zaječí skok, U potoků, Nový rybník, V Lisovech) a 17 přírodních památek (Selský potok, Rychnovský vrch, Pod Skálou, U Banínského viaduktu, V Jezdinách, Nyklovický potok, Milovské Perničky, Světnovské údolí, Sklenské louky, Louky u Černého lesa, Peperek, Rozštípená skála, Ještěnice, Pazourův rybník, Rašeliniště u Suchdola, Rašeliniště Mosty, Jalovce u Valtínova). Vedle toho lze zmínit například existenci geoparku Vysočina či množství památných stromů.

Obrázek 1: Příklad přírodních a kulturně-historických atraktivit na území do vzdálenosti 20 km od historické česko-moravské zemské hranice



Zdroj: Vlastní zpracování, 2022.

Z kulturně-historických atraktivit nacházejících se v bezprostředním okolí zemské hranice má zřejmě největší potenciál přilákat návštěvníky národní kulturní památka Poutní kostel sv. Jana Nepomuckého na Zelené hoře, zapsaná také na seznamu UNESCO. Do vzdálenosti 1 km od historické hranice se nachází rovněž národní kulturní památka Usedlost č. p. 16 v Telecí, ale i množství kulturních památek „seskupených" v městskou památkovou rezervaci Jihlava, vesnickou památkovou rezervaci Křižánky, městské památkové zóny Jimramov a Počátky či vesnické památkové zóny Veselka, Ubušínek a Telecí.

Výše zmíněné, ale i od zemské hranice více vzdálené lokalizační faktory – přírodní i kulturně-historické – ukazují, že česko-moravská hranice chápaná jako turistická destinace má co nabídnout. Horské/kopcovité oblasti s řadou rozhleden i sjezdovek jsou vhodné k letním túrám či zimním sportům. Široké spektrum památek od „konvenčních" hradů a zámků po památky technické, vojenské či spojené s náboženskou tematikou (vedle řady sakrálních staveb např. světoznámá „Schindlerova továrna" v Brněnci) má potenciál oslovit nejen milovníky historie. Především města pak nabízejí kulturní vyžití (např. divadla, kina, koncerty, festivaly) a krajské město Jihlava rovněž kupříkladu zoo.

Na česko-moravskou hranici lze nahlížet i jako na turistickou atraktivitu (v rámci výše navržené turistické destinace), neboť sedm kulturních památek představují historické hraniční kameny Čech a Moravy. Jde o čtyři pylony v Jihlavě a hraničníky na Hřebči, poblíž Žďáru nad Sázavou a nedaleko Strmilova. Na využitelnost hraničních kamenů poukazuje například naučná stezka „Na pomezí Čech a Moravy" na Svitavsku. Tato naučná stezka existuje v rámci turistické oblasti Českomoravské pomezí, využívající samozřejmě i jiné atraktivity. Zmíněná oblast tedy pracuje s česko-moravskou hranicí jako s destinací, avšak pouze v její části. Do jisté míry obdobně se zemskou hranicí nakládá MAS Českomoravské pomezí na Polensku či projekt „Stříbrné pomezí" na Jihlavsku. Na celostátní úrovni však neexistuje žádný koordinátor aktivit na česko-moravské hranici. Hraniční kameny z doby Marie Terezie, coby hlavní atraktivita zmíněné naučné stezky „Na pomezí Čech a Moravy", však nebyly památkově chráněny a krátce po vyznačení stezky došlo k jejich odcizení (Nádvorníková, 2009). Přesto se na zemské hranici dodnes zachovalo množství cenných hraničníků. Vedle toho došlo v nedávné době k obnovení či dokonce vztyčení řady nových hraničních kamenů, ale vznikají i jiné připomínky česko-moravské hranice. Patří sem jednak pomíjivé hraniční čáry a nápisy na silnicích v různých částech hranice, jednak trvalejší dopravní značky na několika silnicích v severní polovině hranice, dřevěné cedule či cedulky na různých místech hranice, odpočívadlo u Červené Vody, sousoší u Žďáru nad Sázavou nebo budky s figurínou pohraničníka/celníka „Na konci světa" u Hamrů nad Sázavou a pod vrcholem Blažkov mezi Sirákovem a Újezdem. Tyto drobné atraktivity ukazují přetrvávající zájem lidí o zemskou hranici – a to jak na straně jejich tvůrců (byť motivy některých nemají s turismem mnoho společného), tak i návštěvníků.

Nejen výše zmíněné faktory lákají čas od času různé dobrodruhy k putování po zemské hranici. Mezi ty, kteří o svých cestách nedávno referovali i v médiích, patří Marek Šalanda (Šalanda, 2019), Tomáš Kočko (Facebook, 2022) či Jan Kostelka (Bárta, 2015). Vedle spontánních aktivit jednotlivců či skupin jsou pořádány také dvě masovější akce, které skvěle demonstrují potenciál hranice spojovat. Jde o přátelská/sousedská „Setkání na pomezí Čech a Moravy" ve Valteřicích mezi Výprachticemi a Štíty a „Setkání na zemské hranici" pod vrcholem Blažkov mezi Sirákovem a Újezdem.

NÁZORY RESPONDENTŮ OHLEDNĚ (NE) ZÁJMU NAVŠTÍVIT ČESKO-MORAVSKOU HRANICI

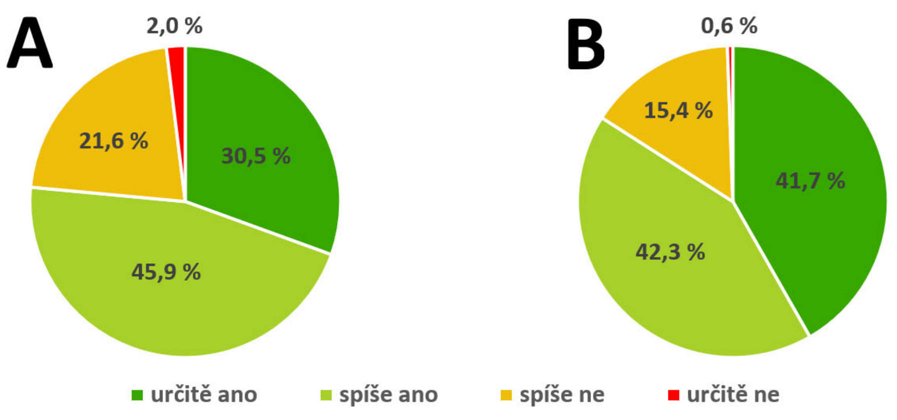
Představené dosavadní využití česko-moravské hranice naznačuje především zájem nadšených turistů a místních obyvatel. Výsledky dotazníkového šetření pak demonstrují relativně velký zájem i mezi lidmi z jiných koutů Česka (a Slovenska): turistickou trasu podél zemské hranice by navštívilo 76,5 % respondentů a podle 84 % oslovených by ji využili ostatní/jiní lidé (Graf 1). Respondenty nejčastěji udávaný důvod, proč by hranici oni sami navštívili, byl, že je to pro ně „(velmi) zajímavé", někteří oceňovali „zajímavý/výborný/skvělý nápad", který by mohl přispět k přírodovědnému a vlastivědnému vzdělávání společnosti. Mnozí dotázaní totiž zmiňovali zájem o pozná(vá)ní nových míst – pozná(vá)ní spojené s přírodou a/či krajinou (např. „ráda se poučím a poznám nová místa", „ráda vyrážím za poznáním a do přírody", „hranice prochází úžasnou přírodou", „krajina kolem česko-moravské hranice je velmi zajímavá") nebo historií a kulturou („krásná místa, dozvím se více o historii", „mám zájem o poznatky z dějin Čech a Moravy",

„rád poznávám historii své vlasti“, „náhled na historii a kulturu na hranici mezi Moravou a Čechami by mohl být zajímavý“). Některé láká samotná hranice („otázka česko-moravské hranice mě zajímá, je dobré si připomínat kudy přesně vede“, „zajímala by mě historie hranice a tuhle variantu bych brala jako skvělou příležitost“, „zajímá mě, kudy probíhala historická hranice“), jiní vyzdvihují také/spíše její okolí („ale nejen kvůli hranici, spíše kvůli atraktivitě prostředí“, „hranice nebude věc, podle které bych jel na nějaké místo“).

Oslovení se vyjadřovali především pro návštěvu jednotlivých částí turistické trasy, často v případě, kdy ta by vedla poblíž („pokud se zrovna rozhodnu navštívit nějaký park nebo atrakci, která bude poblíž, nebo pokud jí bude trasa procházet“, „asi pouze příležitostně a jen část hranice, když bych jel okolo; rozhodně bych nešel pěšky po celé její délce“), někteří by ji však navštívili celou („kdyby se trasa zrealizovala, měla bych zájem se podívat buď na úsek, anebo v delším časovém úseku ji projet celou“, „bylo by pro mě zajímavé projít celou hranici mezi Čechami a Moravou“, „jednalo by se o zajímavou vícedenní turistiku s jednotícím prvkem“). A tak kromě toho, že má turistická trasa (naučná stezka) podél česko-moravské hranice potenciál stát se vyhledávanou kulturní stezkou (jako je v Česku např. Cyrilometodějská stezka), může oslovit turisty více akcentující fyzickou aktivitu („ráda cestuji a chodím na túry“, „jako vášnivý cestovatel a turista rád vyzkouším každou novou trasu a příležitost“), byť odpovědi (uváděné důvody) některých dotázaných poukazují na značnou provázanost obojího, přičemž jedno může podporovat druhé („zajímám se o historii a památky a skloubení pěší turistiky s kulturními fakty mě velmi zajímá“, „baví mne historie a mám ráda pěší výlety, hlavně přírodou“, „vedle obliby pěších pochodů by k tomu určitě přispěl koncept českomoravského příběhu“). Nastíněná turistická trasa by se tedy mohla stát také vyhledávanou dálkovou trasou (propojující např. severní a jižní větev nedávno vyznačených tras Via Czechia a Stezka Českem).

Početně menší skupina dotázaných (necelá čtvrtina) zdůvodňovala svůj nezájem navštívit turistickou trasu tím, že jde o nezajímavé téma („tato trasa mi nepřijde moc atraktivní“, „podle mě tam nic zajímavého nebude“) a že „existuje množství zajímavějších míst k navštívení“ než historická hranice, jako jsou hrady a jiné památky; řada památek přitom leží přímo na zemské hranici, či v blízkém okolí, jak bylo ostatně respondentům sděleno (viz výše). Důvodem jiných bylo, že nechtějí zviditelňovat hranici, neboť to pro ně není důležité téma a Českou republiku chápou jako celek („hranice pro mě není důležitá“, „pro mne hranice nemá žádný význam, je to stále tatáž země (stát)“, „nevidím důvod rozdělovat už tak malou zemi“, „vnímám svoji zem jako celek“); cílem vyznačení hranice pro turistické účely nicméně nemá být dělení, ale naopak spojování lidí, jak bylo respondentům rovněž zmíněno. Jiní oslovení by turistickou trasu nenavštívili proto, že neholdují turistice ani/či historii („mám jiné koníčky, než turistiku“, „historie není nic pro mě“), nebo kvůli svému věku a/či zdravotnímu stavu. Mnozí z těchto respondentů se však shodli na tom, že jiní/ostatní lidé by tuto turistickou trasu využili.

Graf 1: Odpovědi 357 respondentů na otázky: „Navštívil(a) byste Vy osobně zmíněnou turistickou trasu podél historické hranice Čech a Moravy?“ (A) a „Myslíte si, že by tuto turistickou trasu využili jiní lidé?“ (B)



Zdroj: Vlastní zpracování, 2022.

Je potřeba připomenout, že respondenti netvoří reprezentativní vzorek populace, a je možné, že odpovídalo více lidí se zájmem o historii, než je v běžné populaci, neboť dotazník nesl název „Historické země České republiky“. Rovněž deklarování zájmu navštívit turistickou trasu neznamená, že ji tito lidé skutečně navštíví. Přesto lze na základě výše uvedeného konstatovat potenciálně velkou využitelnost česko-moravské hranice – coby atraktivity i destinace (Timothy, 2001, 2006) – v cestovním ruchu. Diverzifikaci nabídky cestovního ruchu, kde zemská hranice může poskytnout jak kulturně-historické, tak i sportovní vyžití, lze pak chápat jako jedno z mnoha možných krizových řešení overtourismu v Česku (Dušek, 2020; Drápela et al., 2021; Erlebach, Málková, 2021), ale zároveň i zavřených státních hranic v době pandemie. Turistické využití této hranice může dále přinést – vzhledem k často zmiňovaným ekonomických přínosům cestovního ruchu (Christaller, 1963; Timothy, 2001; Vystoupil, 2008; Dušek, 2020) – rozvoj přilehlého venkovského regionu v mnohých oblastech shodného s tzv. vnitřní periferií (Musil, Müller, 2008; Bernard, Šimon, 2017; Jeřábek et al., 2021), ale také napomůže revitalizaci vytrácejícího se povědomí lidí o hranici historických zemí, což povede k uchování historické paměti a odstranění části tzv. rezistenční identity projevující se u některých Moravanů (Marek, 2020).

ZÁVĚR

Příspěvek reinterpretuje historickou česko-moravskou zemskou hranici jako památku či dědictví a zároveň jako turistickou atraktivitu a destinaci, která má potenciál spojovat. Po představení přírodních a kulturně-historických lokalizačních faktorů cestovního ruchu, jejich současného využití i zájmu většiny respondentů navštívit turistickou trasu (naučnou stezku) podél zemské hranice mezi Polskem a Rakouskem jsou nastíněny možné ekonomické, sociální a kulturní přínosy využití této reliktní hranice v cestovním ruchu. Jak ale ukázalo vyznačení naučné stezky na Svitavsku, před propagací hranice, je nezbytná ochrana jejích pozůstatků – zejména hraničních kamenů; tyto památky jsou ohroženy především krádežemi, avšak k jejich fyzické destrukci dochází i vlivem nešetrné lesní techniky. Z toho důvodu je aktuálně na Masarykově univerzitě realizován výzkumný projekt „Rekonstrukce průběhu česko-moravské zemské hranice a zmapování hraničních znaků pro účely jejich prohlášení za kulturní památku“. V současnosti je památkově chráněn jen zlomek zachovalých hraničníků a rovněž pouze malá část těch, které mají potenciál být za kulturní památku prohlášeny. Status kulturní památky samozřejmě není samospasitelný, přináší však s sebou možnost fyzické ochrany a udržitelné propagace.

S chápáním zemské hranice coby turistické atraktivity se pojí především její využití pro pěší turistiku, neboť řada hraničních kamenů a dalších připomínek hranice se nachází v odlehlých oblastech, které by mohly být vhodně propojeny pomocí turistické trasy (naučné stezky). Samozřejmě je ale na místě zvažovat i přilehlé atraktivity (vč. těch více než 1 km vzdálených) a již vyznačené trasy Klubem českých turistů a nedržet se dogmaticky přesného průběhu historické hranice. Eventuálně je možné vyznačit i více variant vedle hlavní trasy, nebo alespoň odbočky z ní. Toto vše si však žádá podrobnější analýzy, a to i s ohledem na minimalizaci zásahů do životního prostředí. Rovněž je potřeba zkoumat, zda a případně jak jsou přilehlé atraktivity provázány se zemskou hranicí (zda/jak se vzájemně spoluvytvářely; například u památníku královské přísahy v Jihlavě již dnes víme, že ač to tak na první pohled nemusí vypadat, jde o připomínku česko-moravské hranice – v roce 1527 na tomto místě při překročení zemské hranice složil přísahu král Ferdinand I. stavům z Čech). To zase vyžaduje rozsáhlý průzkum literatury a archivních pramenů. Vzhledem k tomu, že česko-moravská hranice oproti jiným reliktním hranicím s obrannou funkcí a dodnes zachovalým množstvím pozůstatků (jako např. Hadriánův val či Berlínská zeď) nemůže tolik lákat na materiální relikty, lze si od analýzy literatury a pramenů slibovat také objevení řady nemateriálních atraktivit spojených s hranicí (lokální zajímavosti, příběhy, pověsti, nářečí, toponyma atd.) rovněž využitelných při propagaci (některé z nich bude možné odhalit také např. prostřednictvím rozhovorů s pamětníky). Vedle toho bude jistě zapotřebí vybudovat – spolu s naučnou stezkou – i nové materiální atraktivity, které mohou zároveň sloužit jako turistická infrastruktura (např. tematická odpočívadla podobná tomu u Červené Vody). Zde bude ale nutné uvážlivě skloubit zájem turistů preferujících kulturně-historické (kulturní stezka) a sportovní (dálková trasa) vyžití (byť některým návštěvníkům může vyhovovat kombinace obojího), tedy zhruba těch, kteří chtějí vyznačenou hranici s množstvím atraktivit, a těch, kteří preferují (jak plyne z odpovědi některých respondentů) putování „nadivoko“. A samozřejmě nelze opomíjet názory místních aktérů i obyvatel. I toto si tedy vyžaduje podrobnější zhodnocení.

Primární je tedy v blízké budoucnosti zaměřit pozornost na využití česko-moravské hranice v pěší turistice. V další fázi pak lze více pracovat s česko-moravskou hranicí coby turistickou destinací, a tedy s větším zohledněním vzdálenějších atraktivit. Je možné uvažovat o jejich propojení cyklostezkami/cyklotrasami, po kterých mnozí respondenti volali („pokud by se dala [hranice] sjet na kole, bylo by to super“, „cyklotrasa by byla lepší“, „navštívil bych pouze, pokud by se dala projet na kole“). I zde by však bylo možné a vhodné vést určité úseky co nejblíže historické hranici, a tu tedy využít i jako turistickou atraktivitu. Dále lze uvažovat také o využití zemské hranice například ve vodní turistice (mnohé úseky hranice totiž vedou po vodních tocích), rybářství či běžeckém i sjezdovém lyžování. Kupříkladu společná propagace lyžařských areálů v Čenkovicích (na české) a v Červené Vodě (na moravské straně Bukové hory) jako „česko-moravského lyžařského areálu“ by jistě přispěla k jejich zviditelnění; takovýto marketingový tah zřejmě nikoho nenapadl proto, že pod vlivem Pardubického kraje bývá i Červená Voda vnímána za součást Čech.

Tento příspěvek vznikl v rámci projektu „Rekonstrukce průběhu česko-moravské zemské hranice a zmapování hraničních znaků pro účely jejich prohlášení za kulturní památku“ (TL03000154) podpořeného Technologickou agenturou České republiky. Autor dále děkuje projektu specifického výzkumu „Geografický výzkum dynamiky přírodních a společenských prostorových procesů“ (MUNI/A/1570/2020).

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THE ROLE OF PERCEPTION IN SUSTAINABLE TOURISM MANAGEMENT: THE CASE OF BERLIN

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ABSTRACT

This paper focuses on how foreign tourists perceive one of the most popular European destinations - the city of Berlin. Perception by tourists is only one aspect of touristification, but a very important one when tourists decide which destination to choose. Identifying the images that tourists have about Berlin is important as a tool of identifying strengths, weaknesses and potentials of the destination. This article is based on the quantitative field research formed on a structured questionnaire applied to foreign tourists who visited Berlin in March of 2018 and 2019. The data acquired was processed by the methods of descriptive statistics. Results show that the destination of Berlin is perceived positively as multicultural, touristy, cultural, historical, beautiful, attractive, nice, comfortable, relaxing and sunny. The least satisfaction was attributed to climate, prices, natural sights and natural attractions, crowdedness and cleanliness. The results of the research can be employed in designing future sustainable tourism strategies and integral niche tourism products.

Keywords: Destination representation. Image. Perception. Touristification.

INTRODUCTION

Berlin is one of the most popular European destinations, and this fact has a significant role also in the city's representation, communication, development and planning. On the one hand, city's attractions and attributes attract tourists from all over the world, and on the other, many processes of urban change and place consumption are strongly influenced by tourism (Novy, 2017; Sommer & Helbrecht, 2017). Berlin is no exception – tourism has marked the city, also when it comes to its representation as a tourist destination. Usually, the term "touristification", which is defined as "the process by which economic activities and traditional uses are replaced by activities and uses related to tourism" (Torres Outón, 2019; Ashworth & Tunbridge, 2004; Cocola-Gant, 2018; Hiernaux & Gonzalez, 2014), is used to describe various influences of tourism on a place. According to Novy (2017), many boroughs of Berlin have been tourstified. This article focuses on one aspect of touristification of Berlin – its perception by tourists. Representation of a destination is closely related to the destination image (Hallmann et al. 2015) and crucial when tourists are in the process of deciding for a destination. Image has the potential to influence behaviour and beliefs of tourists (Matiza& Slabert, 2020). To be seen as attractive by tourists, destinations need "a consistent set of appealing products and services" (Reitsamer & Brunner-Sperdin, 4) that need to be adapted to different segments of tourist and to requirements of new generations, such as Generation Z, as well (Entina et al., 2021). Which Berlin's attributes are attractive to tourists? How do random tourists see Berlin which became the third most visited European tourist destination (following London and Paris) between 1989 and 2019? These are the most important research questions. Understanding tourists' perception and destination image, which is a "total impression that a visitor holds about a destination" (Haarhoff, 2018, 1), helps in destination communication, marketing, planning and development. The survey was carried out in 2018 and 2019, and thus, results are not influenced by the coronavirus pandemic.

LITERATURE REVIEW

BERLIN AS A DESTINATION

Berlin that lies in the North German Plain in the valley of the Spree River is not only the capital and the largest city of Germany, but also a center of politics, culture and science. It is the third most visited European capital, immediately following London and Paris. In 2019 Berlin had almost 14 million visitors who created more than 34 million of overnight stays. (VisitBerlin, 2021). Berlin offers the tourist many word famous attractions, among them the Brandenburg Gate (Brandenburger Tor) which, after the fall of the Berlin Wall, became a symbol of German reunification. Quite in the vicinity, the Reichstag is situated, the home of German Parliament since 1999. A publicly accessible glass dome offers a panorama view of the city. A historically important attraction is Berliner Mauer (the Berlin Wall) dividing Berlin into the west and east parts which ran through the heart of the city, and came to symbolizing the division of Germany and the Cold War. In the district called Mitte, the Television Tower (Fernsehturm) is erected. Built in 1960s it is the tallest building in Berlin - with its 368 metres it offers a unique 360° panorama of the city. Among Berlin attractions is the Museumsinsel (Museum Island) that is the world's largest museum ensemble and a UNESCO world heritage site. Another sight is the baroque palace Schloss Charlottenburg (Charlottenburg Palace), the largest surviving residence of the Prussian kings in Berlin. (VisitBerlin, 2021). Beside these sights tourists most frequently visit the Gendarmenmarkt, Kurfürstendamm, Potsdamer Platz, Checkpoint Charlie Museum, Zoo Berlin, Holocaust Memorial and Cathedral Church (PlanetWare, 2021).

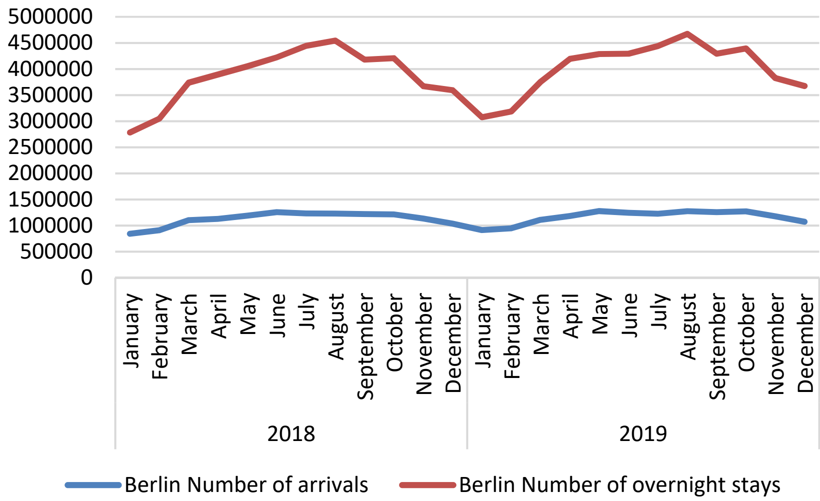
OVERNIGHT STAYS, VISITORS, SOME STATISTICAL DATA

Around 14 million guests visited Berlin from January to December 2019. That is 3.4% more than in the previous year. The number of overnight stays rose to 34.1 million. This corresponds to an increase of around 1.25 million overnight stays and a good 460,000 guests compared to the year 2018 (visitBerlin, 2021).

In 2019, Berlin had 803 open accommodation establishments with 154,454 bed places and 11 open tourist campsites with 1027 camping pitches (Federal Statistical Office, 2021). The capital was particularly popular among the natives: around 8.5 million domestic visitors (+ 4.7%) stayed 18.6 million nights (+ 4.7%) in Berlin. Looking at the months, the peak of arrivals and overnight stays in 2018 and 2019 is in August. In 2018, Berlin records the most arrivals in June, and in 2019 in May. In both years, Berlin records the lowest number of arrivals and overnight stays in January (Figure 1). On the other hand, the still largest foreign market, Great Britain, developed negatively, also due to the influence of Brexit. With almost 1.6 million overnight stays, there were 6.5% fewer Britons than in the previous year. However, growth rates from strong volume markets such as the USA, Spain and Italy often counteract a general negative development (visitBerlin, 2021).

Figure 1: Arrivals and overnight stays in Berlin

Arrivals and overnight stays in accommodation: Berlin				
Year	Guests' place of residence			
	Place of residence in the domestic territory		Place of residence abroad	
	Number of Arrivals	Number of overnight stays	Number of Arrivals	Number of overnight stays
2018	8.097.899	17.783.929	5.404.653	15.087.705
2019	8.478.779	18.624.853	5.484.566	15.499.511



Source of data: Federal Statistical Office, 2021

Berlin is in the third place in the global congress ranking. In 2019, Berlin hosted 176 congresses from international associations. Therefore, Berlin is behind Paris and Lisbon but ahead of Barcelona and Madrid. According to official statistics from visitBerlin's Convention Office, around 12 million participants attended around 143,390 events in Berlin in 2018. More than eight million hotel overnight stays were generated by meetings and congresses. That corresponds to around a quarter of all overnight stays in the city's hotels. The total turnover of the conference and congress business in 2018 was around 2.63 billion euros. Mathematically speaking, the events market in Berlin secures around 44,100 full-time jobs. The market for conferences, meetings and congresses is therefore an important economic factor for Berlin (Senatsverwaltung für Wirtschaft, Energie und Betriebe, 2020).

TOURISTS' PERCEPTION OF A DESTINATION

In the intense global competition of (city) destinations, creating a distinctive destination image is essential for the development and maintaining of the successful tourism industry, also in the process of managing such a popular destination as Berlin. In the last few years, a growing travel experience among tourists has resulted in more specific expectations (Dolnicar & Grabler, 2004; Potočnik Topler & Zekanović-Korona, 2018), and after the coronavirus pandemic also tourist expectations have changed. Therefore, image measurement for city destination management is gaining importance, "as a city's image heavily influences destination choices, creates destination brand value and serves as an indicator for the substitutability of destinations" (Dolnicar & Grabler 2004, 2).

Fernandez & Sanchez (2014, 1587) believe that "an appropriate image allows making the potential clients aware of the differential aspects of the place, which generates competitive advantages, as well as trust in the destination, favoring tourists' attraction and loyalty". It should be observed that usually "tourists have a limited knowledge about the destinations they have yet to visit" (Fernandez & Sanchez, 2014, 1587), and thus, Fernandez & Sanchez (2014, 1587) emphasize that in order to be competitive, a destination needs a strong, positive, and distinctive image, which is recognizable in the home markets of the potential tourists. In the studies of the destination image, many conceptual approaches exist (Crompton, 1979; Echtner & Ritchie, 1991; Kotler, Haider & Rein, 1993; Kim & Richardson, 2003; Murphy, Benckendorff & Moscardo, 2007; Morgan, Pritchard & Pride, 2012; Fernandez & Sanchez, 2014, and others). Echtner & Ritchie (1991) believe that destination image consists of functional characteristics, relating to the more tangible aspects of a destination, and psychological characteristics, concerning the more intangible characteristics, thus, destination image is comprised of two major components, namely holistic and attributes. According to Fernandez & Sanchez (2014, 1588), destination image "can be considered as a general impression or as the set of tourists' individual impressions of a particular tourism destination or, more specifically, the set of expectations and perceptions that a potential tourist has about a destination". Anuar, Ahmad, Jusoh & Hussain (2012, 108) argue that perceptions and expectations are closely intertwined and constantly changing "due to the changes of tourists' characters, attitude and lifestyle towards a tourism destination" (108). Thus, it is essential to explore tourist's behavior and tourists' perceptions because, as Gallarza, Gil & Calderon (2002, 57) opine, perceptions, rather than reality motivate potential tourists. The concept of tourist's perception "includes the personal perception of the multiple components of the tourism destination" (Fernandez & Sanchez, 2014, 1589), and is, for that matter, one of the crucial subjects in the tourism research (Potočnik Topler & Zekanović-Korona, 2018).

According to Di Marino (2008, 4), the significance of making distinctions between perception "a priori", perception "in situ", and perception "a posteriori". (Potočnik Topler & Zekanović-Korona, 2018). Further on in this article, the tourists' perception of Berlin "in situ", which is a key moment in the tourist's experience due to the fact that it contrasts with the image they have imagined (tourists never arrive to the destination with a null perception, they have some image of the destination before the actual visit, which can be confirmed or not; will be analyzed.

DATA AND METHODS

To understand foreign (not coming from Germany) tourists' perception of Berlin, an empirical research has been carried out. Data has been collected from a survey based on a questionnaire, which was conducted in the City of Berlin in two different periods. First survey was conducted on March 10, 2018 and the second survey was conducted on March 9, 2019. During this period, Berlin was full of tourists also because of the ITB, thus, it was possible to interview different kinds of tourists. The sampling was done at random by performing face to face questionnaires during the whole day. Questionnaire, comprised of 5 parts, was prepared according to Echtner & Ritchie, 1991; Vareiro, Ribeiro & Remoaldo, 2015; Potočnik Topler & Zekanović-Korona, 2018. The first part of the questionnaire examines the profile of a tourist, the second part the motivational factors for visiting Berlin, the third part asks about the adjective that describes Berlin best according to tourist's experience, the fourth part investigates tourist's satisfaction with Berlin's attributes, and the last part of the questionnaire investigates the tourist's time spent on going to museums, shopping, on the beach, and on boat trips. Like any other method, also this one has the limitation, the most outstanding is that sometimes respondents are asked to respond to attributes or characteristics that do not necessarily comprise the image they have of a destination, and secondly, this method should be followed by in-depth interviews, which could provide an excellent opportunity to obtain quality information about the destination image. In the continuation of the chapter, we give an interpretation of the research results. Where major differences occur, the results are also presented graphically.

RESULTS AND DISCUSSION

YEAR 2018

In the first part of the questionnaire the profiles of tourists are described. The main age group of the respondents was 18–25 years (48 %), followed by 26–45 years (34 %). The respondents aged 46–65 composed 14 % of the sample, and 3 % of the respondents were at least 65 years old. The majority of respondents (62 %) were female.

The nationality of respondents varied a lot. In the research, the respondents from 30 countries participated. 22 % of them came from Germany, followed by respondents from Poland (17 %), respondents from Slovenia (15 %), respondents from Austria (10 %), and respondents from Italy (5 %). Other nationalities represented less than 3 % of respondents. We find that our sample of respondents differs from the general population of visitors to Berlin. Since the sample was random, the reason for such nationality composition lies in the fact that we ran into two very big groups of tourists from Poland and from Slovenia. At the 2018 annual level, Berlin recorded 54% of domestic tourists and 46% of foreign ones. Most foreign arrivals came from the United Kingdom, Spain and Italy.

The majority of respondents (40 %) stayed in Berlin for 2-3 days on average, 33 % stayed 4 -7 days, 17 % one day and 10 % of the respondents stayed in Berlin for more than 7 days. Most respondents (49 %) have completed high/grammar/secondary school, 44 % have finished University education and only 7 % have acquired master or doctoral degree. Approximately half (45 %) of respondents visited Berlin on the package holiday basis and 43 % of respondents travelled with a guide. Most respondents (46 %) received information about Berlin through Internet, 24 % through friends, 24 % through travel agency, 12 % through advertisements. Other respondents (16 %) acquired information from other sources including school (10 %), family (2 %), guide (2 %) and company (1 %).

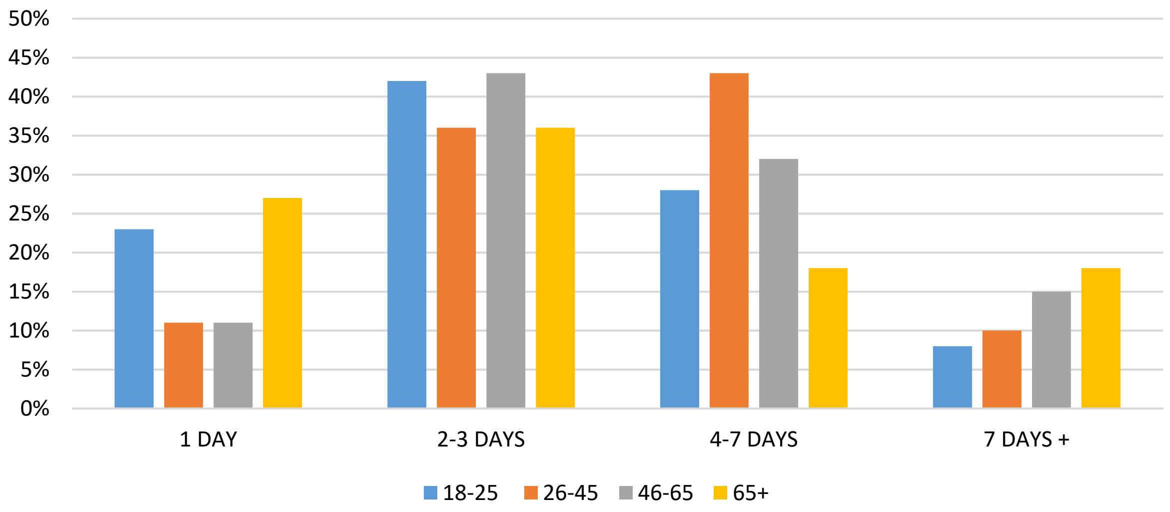
Subsequently, the motivational factors were investigated. 41 % of respondents stated touring, visiting cities in the region as the reason for visiting Berlin, 27 % of respondents travelled on business, 22 % stated cultural activities as the reason for visiting Berlin, 16 % stated heritage site, 15 % stated gastronomy and wines, 14 % conferences and seminars, 10 % architectural heritage, 8 % visiting family and friends, each 3 % sports events and religious motivation. The remaining 14 % stated ITB Berlin (7 %), school trip (2%), university trip (1%) and student camp (1%) as the reason for visiting Berlin.
In the opinion of respondents Berlin is multicultural (27%), touristy (24%), cultural (21%), historical (20%), beautiful (18%), attractive (17%), nice (14%), comfortable (7%), relaxing (6%) and sunny (1%).

Respondents attributed most satisfaction to shopping chances, historical sights and museums, food and beverages, tourism information and nightlife. The least satisfaction was attributed to climate, prices, natural sights and natural attractions, crowdedness and cleanliness.

45 % of respondents visited no museum during their visit to Berlin. 12 % of respondents stated 2 hours as the time spent on going to museums, 9 % stated 3 hours, 8 % stated 1 hour, 7 % 5 hours and 4 % 4 hours. Others stated different durations. 22 % of respondents spent 2 hours shopping, 12 % spent 3 hours, 11 % spent 1 hour, each 8 % spent 4 hours and 5 hours. Others stated other times. 31 % spent no time on shopping. 38 % of respondents took part in no event. Each 7 % spent 1, 3 and 4 hours on events, 6 % spent 2 hours, 5 % spent 5 hours, 4 % spent 10 hours and 3 % 6 hours. 11 % of respondents spent 2 hours on sightseeing, 10 % spent 4 hours, 9 % spent 3 hours, 8 % spent 1 day, each 5 % spent 5 and 8 hours and 4 % spent 10 hours. 30 % of respondents spent no time on sightseeing.

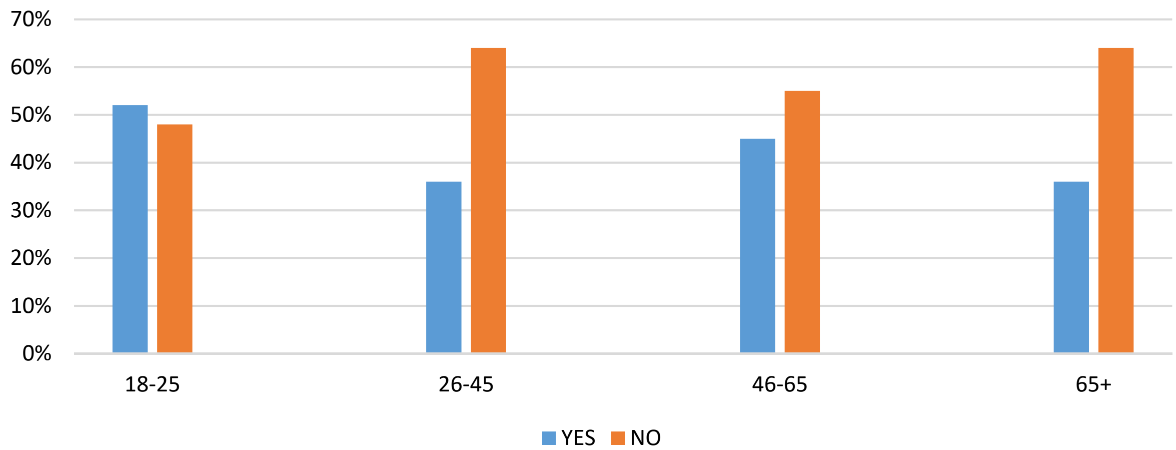
Further, differences regarding gender of the respondents were investigated. Most male respondents (35%) stayed in Berlin 2-3 days. 33% of male respondents stayed in Berlin 4-7 days, 23% stayed 1 day and 10% of male respondents stayed 7 days or more. Most female respondents (43%) also stayed 2-3 days in Berlin. 33% of female respondents stayed in Berlin 4-7 days, 14% stayed 1 day and 10% of female respondents stayed 7 days or more (figure 2). We see that there is no big difference in the length of staying in Berlin between male and female respondents. 39% men respondents travelled to Berlin within a package holiday and 35% of male respondents travelled with a guide. 49% female respondents travelled to Berlin within a package holiday and 48% of female respondents travelled with a guide. So more female respondents than male respondents travelled to Berlin within a package holiday and with a guide. The most male respondents (38%) and also most female respondents (48%) got the information about Berlin via Internet. There are some differences in the reasons for staying in Berlin between male and female respondents. The main reason of male respondents for visiting Berlin were touring and visiting cities in the region (35%) and business (35%). The main reason of female respondents for visiting Berlin were touring and visiting cities in the region (44%) and cultural activities (23%). Most male respondents say that Berlin is multicultural (24%), touristy (23%), and historical (22%), and most female respondents say that Berlin is multicultural (29%), touristy (24%), and cultural (22%). There are no big differences with the attributes satisfaction between male and female respondents. Both, male and female respondents, were most satisfied with shopping, and also with historical sights and museums, food and beverages, and tourism information. They were least satisfied with the climate and the price.

Figure 2: Length of stay



In the next part, differences regarding to age of the respondents are presented. Most 18-25 years old respondents (40%) stayed in Berlin 2-3 days. 33% 18-25 years old respondents stayed in Berlin 4-7 days, 17% stayed 1 day and 10% stayed 7 days or more. Most 26-45 years old respondents (43%) stayed in Berlin 4-7 days. 36% 26-45 years old respondents stayed in Berlin 2-3 days, 11% stayed 1 day and 10% stayed 7 days or more. Most 46-65 years old respondents (43%) stayed in Berlin 2-3 days. 32% 46-65 years old respondents stayed in Berlin 4-7 days, 15% stayed 7 days or more and 11% stayed 1 day. Most respondents older than 65 years (36%) stayed in Berlin 2-3 days. 27% respondents stayed in Berlin 1 day, 18% stayed 4-7 days and 18% stayed 7 days or more. We see from the results that every group mostly stayed in Berlin 2-3 days, except 25-45 years old respondents, who stayed primarily 4-7 days. 52% 18-25 years old respondents travelled within a package holiday, 57% travelled with a guide. 36% 26-45 years old respondents travelled within a package holiday, 34% travelled with a guide. 45% 46-65 years old respondents travelled within a package holiday, 32% travelled with a guide. 36% respondents older than 65 years travelled within a package holiday, 18% travelled with a guide (figure 3).

Figure 3: Travelling within a package holiday



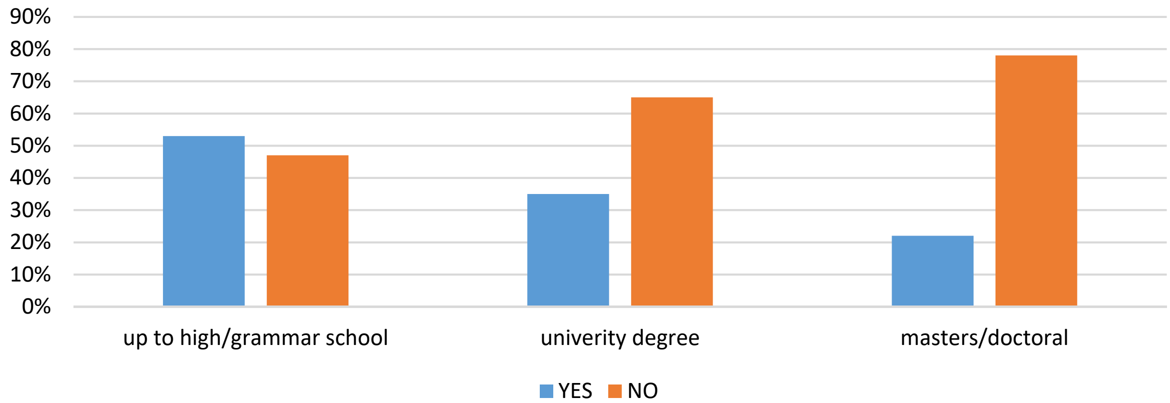
We see that in comparison to other groups, more 18-25 years old respondents travelled within a package holiday and with a guide. We assume that the reason for such a result is participation in organized school trips. As the years of respondents increase, the percentage of trips with a guide decrease. There were some differences in getting the information about Berlin between the groups of respondents. All groups primarily gathered the information via internet. In comparison to other groups, more 18-25 years old respondents got information from their school or agency as several of them were on a school trip.

In comparison with other groups, more 26-45 years old respondents got information from their friends and more 46-65 years old and older respondents got their information about Berlin via advertisements. The main reasons of 18-25 years old respondents for visiting Berlin were touring and visiting cities in the region (48%) and cultural activities (25%). The main reasons of 26-45 years old respondents for visiting Berlin were business (40%) and touring and visiting cities in the region (33%). The main reasons of 46-65 years old respondents for visiting Berlin were business (40%) and touring and visiting cities in the region (36%). The main reason of respondents older than 65 years for visiting Berlin was touring and visiting cities in the region (36%). We note that touring and visiting cities in the region is an important reason for visiting Berlin. For 26-65 years old respondents, business is also a strong reason for visiting Berlin.

Most 18-25 years old respondents (31%) say that Berlin is a multicultural city. They were most satisfied with shopping and least satisfied with the climate. Most 26-45 years old respondents (25%) say that Berlin is a Multicultural city. They were most satisfied with historical sights and museums and least satisfied with the climate. Most 46-65 years old respondents (40%) say that Berlin is a touristy city. They were most satisfied with shopping, food and beverages and least satisfied with the climate. Most respondents older than 65 years say that Berlin is a touristy (36%) and beautiful (36%) city. They were most satisfied with natural sights, natural attractions and historical sights and museums. They were least satisfied with the crowdedness and nightlife.

Further, the differences regarding to the highest level of education of the respondents are presented. Most respondents with up to high/grammar/secondary school stayed in Berlin 2-3 days (44%). 26% respondents stayed in Berlin 4-7 days, 20% stayed 1 day and 10% stayed 7 days or more. Most respondents with university degree stayed in Berlin 4-7 days (41%). 37% respondents stayed in Berlin 2-3 days, 13% stayed 1 day and 9% stayed 7 days or more. Most respondents with masters/doctoral education stayed in Berlin 4-7 days (39%). 26% respondents with masters/doctoral education stayed in Berlin 2-3 days, 22% stayed 1 day and 13% stayed 7 days or more. We note that except by respondents with up to high/grammar school, respondents primarily stayed in Berlin 4-7 days (figure 4).

Figure 4: Travelling with a guide



One-half of respondents (50%) with up to high/grammar/secondary school travelled within a package holiday, 53% travelled with a guide. 42% of respondents with university degree travelled within a package holiday, 35% travelled with a guide. 30% of respondents with master's/doctoral education travelled within a package holiday, 22% travelled with a guide. As the education increases, more respondents are travelling without a guide and not within a package holiday. Most respondents with up to high/grammar/secondary school, university degree and master's/doctoral education got the information about Berlin via Internet. In comparison with other groups, more respondents with up to high/grammar/secondary school got information from an agency and from their school as several of them were on a school trip. The main reasons of respondents with up to high/grammar school for visiting Berlin were touring and visiting cities in the region (50%) and cultural activities (24%). The main reasons of respondents with university degree for visiting Berlin were business (40%) and touring and visiting cities in the region (40%). The main reasons of respondents with masters/doctoral education for visiting Berlin were business (61%) and touring and visiting cities in the region (22%). We note that the higher educated respondents were in Berlin because of business and the respondents with up to high/grammar school were in Berlin primarily because of touring and visiting cities in the region. We note some differences in the impression and attributes satisfaction regarding different groups of respondents. Most respondents with up to high/grammar school say that Berlin is a multicultural (29%) and touristy (25%) city. They were most satisfied with shopping and least satisfied with the price. Most respondents with university degree say that Berlin is a multicultural (26%) and cultural (26%) city. They were most satisfied with historical sights and museums and least satisfied with the climate and cleanliness. Most respondents with masters/doctoral education say that Berlin is a cultural city (30%). They were most satisfied with the accommodation and least satisfied with the natural sights and natural attractions.

YEAR 2019

The main age group of the respondents was 18–25 years (55 %), followed by 26–45 years (32 %). The respondents aged 46–65 composed 11 % of the sample, and 2 % of the respondents were at least 65 years old. The majority of respondents (57 %) were females. The majority of respondents (40 %) stayed in Berlin for 4-7 days on average, 31 % stayed 2 -3 days, 21 % one day and 8 % of the respondents stayed in Berlin for more than 7 days. Most respondents (49 %) have completed University education, 46 % have finished high/grammar/secondary school and only 5 % have acquired master or doctoral degree. 39 % of respondents visited Berlin on the package holiday basis and 42 % of respondents travelled with a guide. Most respondents (43 %) received information about Berlin through Internet, 34 % through friends, 17 % through travel agency, 9 % through advertisements. Other respondents (21 %) acquired information from other sources including school (12%) and other.

Subsequently, the motivational factors were investigated. 42 % of respondents stated touring, visiting cities in the region as the reason for visiting Berlin, 27 % of respondents travelled on business, 18 % stated cultural activities as the reason for visiting Berlin, 15 % conferences and seminars, 13 % stated heritage site, 12 % stated gastronomy and wines, 9% visiting family and friends, 7 % architectural heritage, 3 % sports events and religious motivation. The remaining 15 % stated ITB Berlin (11 %) and other.

In the opinion of respondents Berlin is multicultural (24%), cultural (19%), historical (16%), beautiful (16%), touristy (14%), nice (12%), attractive (9%), relaxing (5%,) comfortable (2%) and sunny (2%).

Respondents attributed most satisfaction to shopping chances, historical sights and museums, entertainment in general and nightlife. The least satisfaction was attributed to prices, cleanliness and climate. 34 % of respondents visited no museum during their visit to Berlin. 19 % of respondents stated 2 hours as the time spent on going to museums, 12 % stated 3 hours, 12 % stated 1 hour, 9 % 4 hours and 5 % 5 hours. Others stated different durations. 23 % of respondents spent 2 hours shopping, 17 % spent 3 hours, 17 % spent 1 hour. Others stated other times. 17 % spent no time on shopping. 10 % of respondents took part in no event. 16 % spent 4 hours on events, 13 % spent 5 hours, 11 % spent 3 hours, 10% spent 10 hours. Others stated other times.

16 % of respondents spent 3 hours on sightseeing, also 16 % spent 10 hours on sightseeing. 14 % spent 5 hours, 13 % spent 2 hours. 10 % of respondents spent no time on sightseeing. Following are the differences regarding gender of the respondents. In 2019 most male respondents (48%) stayed in Berlin 4-7 days. 34% of female respondents stayed 2-3 days

in Berlin and also 34% of female respondents stayed 4-7 days. We see that there is a slight difference in the length of staying in Berlin between male and female respondents. 41% men respondents travelled to Berlin within a package holiday and 37% of male respondents travelled with a guide. 37% female respondents travelled to Berlin within a package holiday and 45% of female respondents travelled with a guide. So less female respondents than male respondents travelled to Berlin within a package holiday and more with a guide.

The most male respondents (44%) and also most female respondents (43%) got the information about Berlin via Internet. There are some minor differences in the reasons for staying in Berlin between male and female respondents. The main reason of male respondents for visiting Berlin were touring and visiting cities in the region (40%) and business (33%). The main reason of female respondents for visiting Berlin were touring and visiting cities in the region (44%), business (23%) and cultural activities (22%). Most male respondents say that Berlin is cultural (25%) and multicultural (23%) and also most female respondents say that Berlin is multicultural (24%).

There are no big differences with the attributes satisfaction between male and female respondents. Both, male and female respondents, were most satisfied with shopping and also with historical sights and museums, food and beverages, and tourism information. They were least satisfied with the climate and the price. Further, the differences regarding to age of the respondents are presented. Most 18-25 years old respondents (39%) stayed in Berlin 4-7 days. Most 26-45 years old respondents (44%) stayed in Berlin 4-7 days. Most 46-65 years old respondents (37%) stayed in Berlin 4-7 days. Most respondents older than 65 years (67%) stayed in Berlin 1 day. We see from the results that every group mostly stayed in Berlin 4-7 days, except respondents older than 65 years, who stayed primarily 1 day.

47% 18-25 years old respondents travelled within a package holiday, 56% travelled with a guide. 33% 26-45 years old respondents travelled within a package holiday, 31% travelled with a guide. 21% 46-65 years old respondents travelled within a package holiday, 11% travelled with a guide. None of respondents older than 65 years travelled within a package holiday, none of respondents travelled with a guide. We see that in comparison with other groups, more 18-25 years old respondents travelled within a package holiday and with a guide. As the years of respondents increase, the percentage of trips with a guide decrease.

All groups primarily gathered the information about Berlin via internet. In comparison to other groups, more 18-25 years old respondents got information from their school as several of them were on a school trip. The main reasons of 18-25 years old respondents for visiting Berlin were touring and visiting cities in the region (48%) and cultural activities (25%). The main reasons of 26-45 years old respondents for visiting Berlin were business (45%) and touring and visiting cities in the region (29%). The main reasons of 46-65 years old respondents for visiting Berlin were business (37%) and visiting family and friends (32%).

Most 18-25 years old respondents (31%) say that Berlin is a multicultural city. They were most satisfied with shopping and least satisfied with the price. Most 26-45 years old respondents (22%) say that Berlin is a beautiful city. They were most satisfied with historical sights and museums and least satisfied with the cleanliness. Most 46-65 years old respondents (26%) say that Berlin is a cultural city. They were most satisfied with entertainment in general, cultural events and shopping and least satisfied with price and natural sights and natural attractions.

Differences regarding to the highest level of education of the respondents are presented in the next part. Most respondents with up to high/grammar/secondary school stayed in Berlin 4-7 days (41%). Most respondents with university degree stayed in Berlin 4-7 days (41%). Most respondents with masters/doctoral education stayed in Berlin 4-7 days (39%). 44% respondents with masters/doctoral education stayed in Berlin 2-3 days. We note that except by respondents with masters/doctoral education, respondents primarily stayed in Berlin 4-7 days.

42% respondents with up to high/grammar/secondary school travelled within a package holiday, 59% travelled with a guide. 39% respondents with university degree travelled within a package holiday, 28% travelled with a guide. 11% respondents with master's/doctoral education travelled within a package holiday, 22% travelled with a guide. As the education increases, more respondents are travelling without a guide and not within a package holiday. Most respondents with up to high/grammar/ secondary school and university degree got the information about Berlin via Internet. However, most respondents with masters/doctoral education got the information from agency.

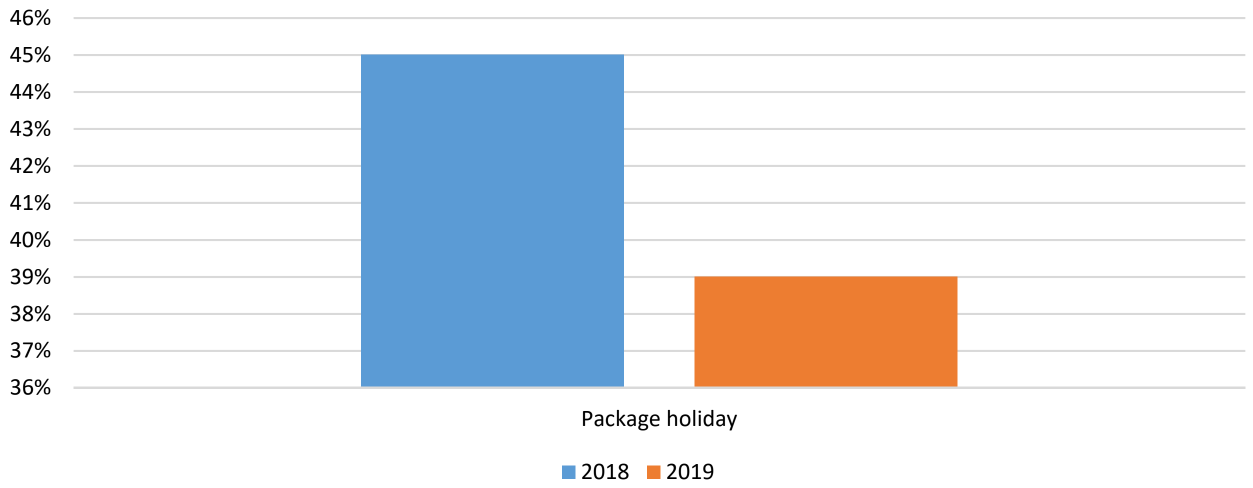
The main reasons of respondents with up to high/ grammar school for visiting Berlin were touring and visiting cities in the region (45%). The main reasons of respondents with university degree for visiting Berlin was touring and visiting cities in the region (41%). The main reasons of respondents with masters/doctoral education for visiting Berlin was business (56%). We note that the higher educated respondents were in Berlin because of business and the respondents with up to high/grammar school were in Berlin primarily because of touring and visiting cities in the region.

We note some differences in the impression and attributes satisfaction regarding different groups of respondents. Most respondents with up to high/ grammar school say that Berlin is a cultural (21%) city. They were most satisfied with shopping and least satisfied with the price. Most respondents with university degree say that Berlin is a multicultural (27%) city. They were most satisfied with historical sights and museums, entertainment, and shopping and least satisfied with the climate. Most respondents with masters/doctoral education say that Berlin is a multicultural city (33%). They were most satisfied with cultural events and least satisfied with cleanliness.

COMPARISON OF ANALYSIS RESULTS FOR 2018 AND 2019

In the continuation the comparison analysis of results of both questionnaires are presented. Only the questions, where most differences in answers occur, are exposed. In both years compared the main age group of the respondents was 18–25 years. In 2019, the percentage of such respondents amounted to 55 %, i. e. 7 % more than in 2018. In 2018, 62 % of respondents were female, i. e. 5 % more than in 2019. In 2018, the majority of respondents (40 %) stayed in Berlin for 2-3 days on the average, while in 2019 most respondents (40%) stayed for 4-7 days on the average. Also, the mode of the visit differed, since in 2018 - 6 % more respondents (45 %) visited Berlin on the package holiday basis than in 2019 (39 %, figure 5).

Figure 5: Length of stay



Concerning motivational factors investigated there are only minimum differences. In both years compared respondents attributed most satisfaction to shopping chances, historical sights and museums and the least satisfaction was attributed to climate, prices and cleanliness. However, there were some differences in nightlife and food and beverage satisfaction. Nightlife was ranked higher in year 2019 than in year 2018, on the other side, food on beverage was ranked lower than in year 2018.

CONCLUSION

The purpose of the research, carried out among visitors to Berlin, was to explore the perception of Berlin among foreign tourists as perception of a destination is significant in future tourism planning and management. The study shows that tourists visited Berlin for touring and visiting cities in the region. Most visitors identified Berlin as a multicultural city and most respondents were most satisfied with shopping possibilities. The obtained results of the research can serve tourism managers in developing future sustainable tourism policies and in designing integral and niche tourism products which is significant in the post-pandemic period when tourism destinations are opening up and inviting tourists with traditional and new attractions. The results could also serve as recommendations for improving tourism products, which would be targeted to individual segments of guests. The significance of the individual attributes defined in the survey could also be analyzed on the basis of the length of stays, and from the perspective of whether the guests arrived as part of a package trip or on their own. With that, in the future the role of the tourist guide in the visitors' perception of the tourist offer of Berlin could be interpreted. An upgrade of this research could include qualitative methodological approach, i.e. semi-structured interviews, to get a more comprehensive picture of the subject under study. In the coming years, this research may be conducted again to perform a comparative analysis of the results before and after the Covid 19 pandemic.

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COMPARISON OF STATE POLICY OF TOURISM IN V4 COUNTRIES

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ABSTRACT

Tourism policy provides answers to different tourism problems and plays an important role in identifying opportunities and state support for tourism future development in the destination. The purpose of undertaking the study is to compare the state support in tourism industry in Visegrad region. Introduction of the study deals with the definition of tourism policy, management of tourism and further clarifications important to fully understand the problematics. The next part explains the methodology which has been used to get the results. The Results part deals with the comparative analysis of situation of tourism development in Visegrad region through different indicators. The paper continues by analysis of organisational structure of management in Visegrad region. The author also compares the overall objectives and visions of strategic documents in these countries and analyses the common and different approaches in tourism management. The last chapter highlights the main results of the paper. The authors have proposed the future improvements for bettering the tourism in Visegrad country both at the private and public level.

Keywords: Management. State support. Tourism. Tourism policy. V4 countries.

INTRODUCTION

Tourism has become over the decades one of the fastest growing economic sectors in the world. Development of tourism industry plays an important role in terms of solving social problems, creating new jobs, maintaining a high standard of living, and providing prerequisites for improving the payment position of a country (Fedorov, 2021).

From the geographical point of view, Europe is the leading tourist destination. There are several factors responsible for the success of tourism development. One of them is policy and government of every country. Therefore, EU policy aims to maintain Europe´s standing as a leading destination while maximizing the industry´s contribution to growth and employment and promoting cooperation between EU countries, partially through the exchange of good practices. The EU´s competence in tourism is one of the support and coordination to supplement the actions of member countries (European Commission, 2017).

The objective of this study is Visegrad countries. We are going to analyse the ways of state support of tourism in these countries. The Visegrad Group (also known as the „Visegrad Four“ or simply „V4") reflects the efforts of Central European region to work together in a number of fields of common interest within the all-European integration (Visegrad Group, 2016). These countries cooperate also in tourism industry, to be more specific in marketing activities under the brand "Discover Central Europe." The aim of this initiative is to strengthen the position of central region in transcontinental markets, f.e. Canada, China, Japan, Russia, and others. The Visegrad region promotes itself through several tourist products including UNESCO monuments, world famous spas, authentically preserved historical towns and places of stunning natural beauty (Discover Central Europe, 2015).

Firstly, we need to understand why government is the crucial entity in the development of tourism. Although the private sector has a crucial role to play in the development of tourism, the role of the public sector is to formulate a strategy for its development and to define the tools to ensure it (Slovak Business Agency, 2020). Therefore, the essence of state policy in tourism and the necessity of its new orientation is important. Tourism policy must be understood as purposefully influencing the development of tourism through stakeholders (policy makers) and specific tools. The key role in terms of coordination of priorities, promotion, support, and development of tourism have the national representatives who formulate tourism policy. With definition of tourism policy which oversees state support we have indicated the main stakeholders like public-law institutions including the relevant ministries, central authorities and territorial units, private institutions including associations of tourism industry, destination management organisations, international nongovernmental organisations, and voluntary interest groupings (Gúčik, 2011). Following this, Choy (1993) explains that the state support of tourism results in 4 functions – coordination, legislation, planning and finance.

The issue of tourism policy has become centre of attention to many scholars in academic literature. Hall and Jenkins (2004) began to study tourism policy in the early 1990s and they proposed the conceptual framework of tourism policy research. According to them, tourism policy is perceived as the government's decision-making behaviour in the tourism field. Sessa (1976) defines tourism policy as the actions determined and taken by various organizations to achieve specific tourism development goals. Following this, Goeldner et al. (1995) define tourism policy as a set of guidelines that directly affect the long-term development and daily operation of a tourist destination. However, the concept of tourism policy is ambiguous, and the scope of tourism policy research is quite broad which makes it difficult to develop a unified research framework. Therefore, there is no commonly accepted definition of tourism policy (Guo et al., 2019).

Among the key elements of tourism policy can be included the tools that tourism policy applies to promote its goals (Slaný & Franc, 2004). Appropriately chosen tools are the basis for achieving the objectives identified. According to Gasparini and Mariotti (2021), one of the most widely used tools of tourism policy are indicators, that allow to simplify and interpret large amounts of information to make informed decisions, among many other uses. Nowadays, European Commission (2017) uses wide range of tools of tourism policy, e.g., economic tools (regulatory and administrative burdens, tourism-related taxation), technological (IT tools for booking holidays, social media providing advice on tourism services) legislative, administrative tools and so on. Economic tools are most widely used in the evaluation of the effects of tourism policy.

To fully understand the problematics of this paper, Bogdan (2019) determines the components of state governance mechanisms of tourist industry which consist of resource provision, environmental analysis, institutional, scientific, and methodological support of tourism development and the application of administrative, legislative, financial, fiscal, socio-psychological, economic, and other methods of influence to adjust the processes of ensuring the strategic development of the industry. Therefore, this paper brings an extensive overview of approaches in tourism in Visegrad region in context of institutional support and tourism policy.

LITERATURE REVIEW

The topicality of state management in tourism industry at the global, national, and regional levels have attracted the attention of several scholars. However, despite the growing debate over the approaches to state management of tourism support, there is little research specifically related to this topic. Following examples provide the overview of similar topics related to this study.

Even in the past, several researchers have emphasized the importance of state policy in tourism. Hartley and Hooper (1992), Jenkins a Henry (1984), Dwyer and Forsyth (1994), Jeffries (2001), Michael (2001), Bieger (2000) in addition to this highlight other factors which require state intervention in the field of tourism, such as public goods, unavailability of technologies, existence of natural monopolies or imperfect information. Papadopoulou (2020) has established that implementing policies that support the preservation of the ecosystem influences the number of tourists arrivals in a country. Good practice shows that the competitiveness of country´s tourism industry requires the stakeholders to focus on improving the natural and cultural attractiveness, infrastructural quality, tourist service quality and availability of tourist activities and facilities. This type of management models has helped the nations like France or Spain to become the top ten tourism destinations in Europe despite the economic downturn that hardly hit the continent in 2008.

Bogdan (2019) describes the issue of improving the efficiency of public management in tourism industry, which is urgent, because it can provide strategic socioeconomic development. Fedorov (2021) underlines the methods of state support which should be aimed at achieving the goals of the entire tourism and hospitality industry, the state, and the society in general, as well as ensuring the coherence of public and private interests. Therefore, the tourism policy should consider the goals of socio-economic policy that determines the line of reforms.

Nowadays the authors in the academic community also deal with tourism policy. Buhalis (2022) adds that this is a type of public policy, as it is usually created by government officials or other public sector organizations. Tourism policy provides answers to selected tourism problems and plays an important role in identifying opportunities for tourism development in the destination. For this reason, policy makers create a wide range of plans, strategies, visions, or guidelines, while being of a long-term nature regarding defined objectives. From a territorial point of view, it should be noted that tourism policy varies from country to country. However, what all countries of the world have in common is the state‘s involvement in supporting tourism through tourism policy, where the difference is in the tools and intensity of state involvement (Novacká, 2020).

Following the interdisciplinary nature of tourism, it is important to note that its policy is also cross-cutting, as its implementation is influenced by policies in several areas. These are, for example, economic, social, foreign, cultural, educational, and environmental policies. The starting points of state policy in tourism are strategic documents, marketing documents or program statements of individual governments. Despite the defining the existing literature which deals with the state support of tourism, we can summarise those existing scientific publications do not fully uncover the issues of state support for the tourism and hospitality industry.

DATA AND METHODS

The purpose of the study is to compare the state support in tourism industry in Visegrad region. To achieve this, the following tasks have been set:

- compare the organisational chart of tourism bodies
- analyse the statistical profile of tourism in each country

- study the strategic documents, tourism policy and programmes in each country

To achieve this, we have used several scientific methods to substantiate approaches to state support of tourism industry in Visegrad region in context of different and common approaches of management style. The most relevant method for the purpose of this study has been comparative analyse through which we have compared the situation and state policy of tourism in V4 countries. Lastly, we have used own calculations when identifying the Competitiveness Indexes of Visegrad countries.

The information base of the study consists of data of state bodies, legislative, and regulatory documents governing the development of the tourism and hospitality industry. The secondary data has been gathered through international tourism organisations such as UNWTO, World Travel&Tourism Council or Webforum. All mentioned organisations provide data of different countries around the world, which lead us to possibility of conducting comparative analyse of Visegrad region. Results achieved in this study are used to set up recommendations related to bettering the state support in tourism industry in each country.

RESULTS AND DISCUSSION

Tourism creates and important segment of national economies and the Visegrad countries are not an exception. The importance of tourism can be seen in different indicators used in tourism. Therefore, in the next part we are going to present the statistics of tourism industry development and the role of tourism in Visegrad region through the following comparative analyse. A compilation of data relates up to year 2021. However, since 2019 the tourism development has slowed down because of the global pandemic COVID-2019.

Table 1: The role of tourism in V4 from the economic point of view (2019)

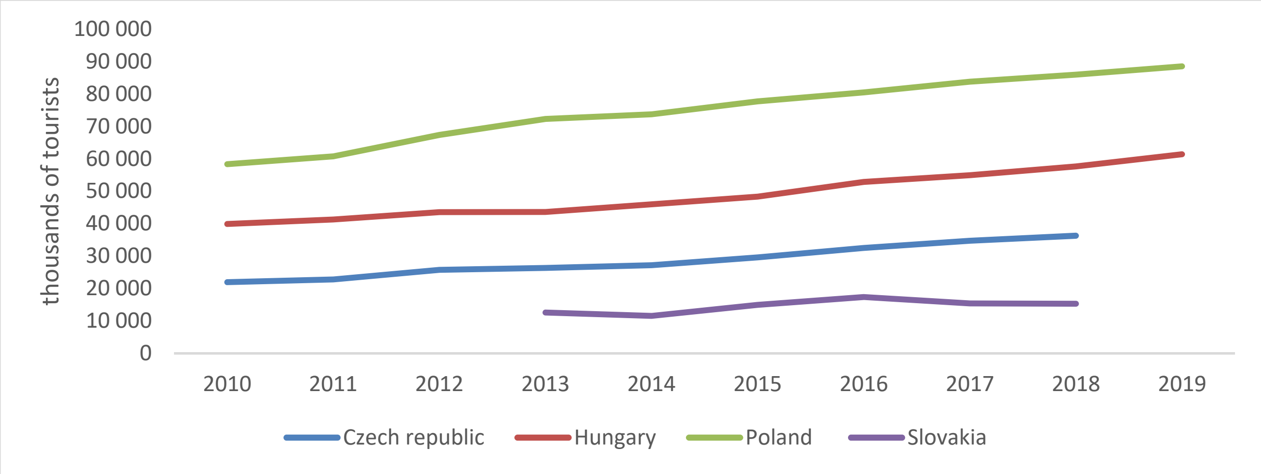
Country	The share of tourism in GDP			Number of employed persons in tourism	The share of employed persons in tourism		
	2020	2021	change	2021	2020	2021	change
Slovakia	3.4%	3.8%	**+0.4%**	148 300	5.9%	5.8%	**-0.1%**
Czech Republic	3.9%	3.6%	**+0.3%**	364 300	7.1%	7.2%	**+0.1%**
Poland	2.6%	2.8%	**+0.2%**	782 500	4.6%	4.7%	**+0.1%**
Hungary	4.0%	4.6%	**+0.6%**	395 800	8.6%	8.7%	**+0.1%**

Source: World Travel & Tourism Council, 2021.

From the above, it can be concluded that tourism is an important part of the economies of the Visegrad Group. In all economies surveyed, the tourism sector accounts for gross domestic product ranging from 2.8% to 4.6%. Table 1 shows, that the tourism development has improved its performance in 2021 in comparison with previous year. However, the future of tourism and its further development depend on the pandemic situation which is still a questionable topic.

The highest share of tourism is in Hungary. Latest data show that it contributes to 4.6% of Hungarian GDP and 8.7% of total employment. Compared to the average values of the EU-27 countries, the representation of tourism in the V4 countries is lower. In 2021, Poland had the lowest share of tourism in GDP in comparison with the rest of the countries (2.8%). Moreover, the number of people employed in tourism totalled 782 500, or 4.7% of total employment has been the lowest. Another important indicator that can be mentioned in relation with studying the success of a destination is the number of visitors. The development of tourism arrivals can be seen in the following figure.

Figure 1: Dynamics of tourist flows in Visegrad region in 2010-2019



Source: UNWTO, 2021a.

From Figure 1, a gradual year-on-year increase in the number of arrivals to the Visegrad Four countries can be observed. Despite the absence of data from some countries, it can be stated that in terms of the number of tourists, Poland has the highest numbers in all years during the reference period. This fact also corresponds with the forecast of the World Tourism Organization (UNWTO), which assumed a steady growth of tourism at a year-on-year rate of 3-4% (UNWTO, 2011). The forecast was disrupted by a global pandemic, with current forecasts by most UNWTO panel experts expecting a revival of international tourism at pre-crisis levels (2019) in 2023 at the earliest (UNWTO, 2021b).

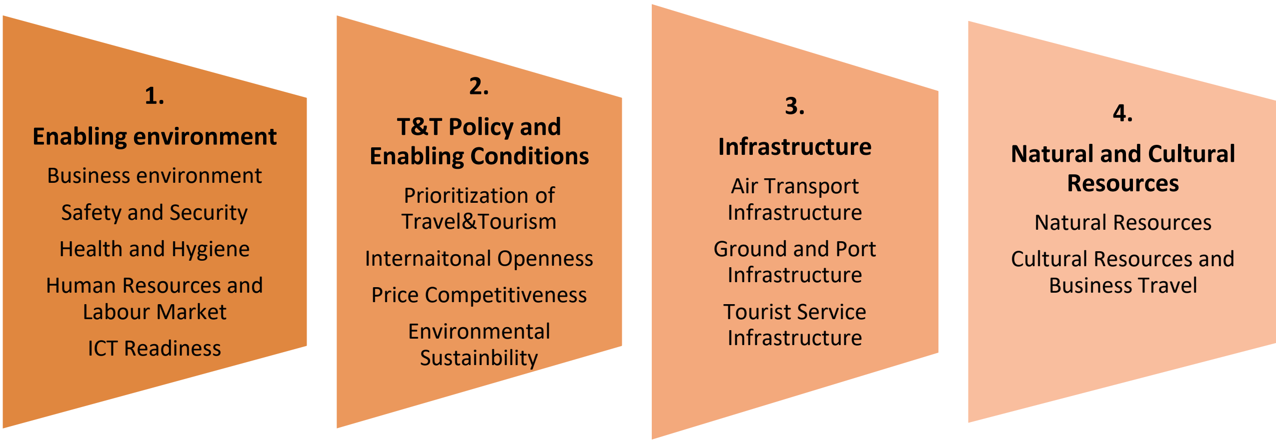
COMPETITIVENESS OF TOURISM IN V4 COUNTRIES

To obtain a comprehensive view of the current state of tourism in V4 countries, we present an overview of the Travel & Tourism Competitiveness Report. This document based on the statistical database and the evaluation of experts expresses the form of indexes of the position of individual countries in a comprehensive view and from the aspect of individual researched phenomena (so-called pillars and indicators; Novacká, 2011).

The authors of the Tourism Competitiveness Report highlight Europe as the most competitive region in terms of its 6 scoring economies, rich cultural resources, leading infrastructure or readiness of information and communication technologies. Covering 140 economies, the Travel & Tourism Competitiveness Index (TTCI) measures the set of factors and policies that enable the sustainable development of the travel and tourism sector, which contributes to the development and competitiveness of a country. The competitiveness of individual destinations is evaluated through an index within 4 basic group criteria. They consist of an assessment of the business environment, tourism policy, infrastructure, natural and cultural resources of tourism.

Figure 2 provides a brief overview of the competitiveness of V4 countries. The value of the index varies from 1 to 7. In terms of methodology, the highest index numbers reach the most developed tourist destinations. The leading positions in the international tourism market are held by the countries of France, Spain, and Germany, with the same competitiveness index of 5.4. The state policy of these countries creates the preconditions for the state policy of tourism, which is reflected in the activities of regions and businesses. In view of Central Europe Countries has the leading position Austria, which is in the TOP 10 most competitive destinations, with 7th place with an index value of 5.1. The competitive advantage of these countries lies in the coordinated management of tourism at the national, regional, and local levels, well-established tourism infrastructure and superstructure, qualified workforce, or the friendliness of residents towards tourists (Novacká, 2011).

Figure 2: The T&T Competitiveness Index 2019 Framework



Source: Webforum, 2020.

As we can see from the Table 2, the indexes, and positions of V4 countries are different. The Czech Republic holds the best position, while the other V4 countries show the need to pay maximum attention to the development of tourism. The inspiration for the improvement of the V4 countries in this evaluation can be the tourist attractive countries, which hold a significant position in the global and European ranking of competitiveness in the international tourism market because of their conceptual work in the field of tourism development.

Table 2: Competitiveness Index in V4 countries (2019)

Country	Rank in the world	Rank in the Europe	Index	Enabling environment	T&T Policy	Infrastructure	Natural and Cultural Resources
Slovakia	60.	31.	4.0	5.3	4.5	3.5	2.5
Czech Republic	38.	22.	4.3	5.6	4.7	4.5	2.5
Poland	42.	23.	4.2	5.3	4.5	4.0	3.1
Hungary	48.	27.	4.2	5.3	4.9	4.1	2.5

Source: authors´ calculations according to World Economic Forum, 2020.

When studying the position in category Enabling environment, we can see that Slovakia has the worst business environment in comparison with the rest of the countries. The competitiveness of tourism is partially influenced by the prices of services in hospitality industry. Compared to the other countries, Slovakia has the highest VAT for accommodation and food services. Table 3 describes the tax rates for these services. The high tax rates for hospitality services may reflect partially in higher prices for these services which may results in lower tourist flows in Slovakia and last position of business environment.

Table 3: VAT rates for tourism services in V4 countries

	VAT rate for accommodation services	VAT rate for foodservices
Slovakia	10%	20%
Czech Republic	10%	10%
Poland	8%	8%
Hungary	5%	5%

Source: European Commission, 2017.

The last place belongs to Slovakia not only from the point of view of V4 countries, but it also holds the last position among all EU member states. Compared to 2017, Slovakia fell by 1 place in the overall evaluation. This placement is also caused by the increasing competitiveness of the surrounding countries and to the low pace of improvement of all assessed criteria.

ORGANIZATIONAL CHART OF TOURISM IN V4 COUNTRIES

Even though tourism is often considered to be an activity within the private sector, national governments are gradually taking on an increasingly active role in terms of using tourism as a tool for development, shaping the economic environment for the development of this sector or creating legislation. Recently, the national governments also play an important role in the country's marketing.

The way how tourism is managed is different in each country. The extent of the impacts of tourism on the country's economy presents challenges for policy makers to understand the country's competitiveness assumptions and the appropriate way of managing it. It should be noted that the institutional provision of tourism is also related to the support of this sector in the context of marketing activities and concepts of long-term tourism development. In the following section, we focus on examining the institutional provision of tourism individually in V4 countries. It is therefore clear that the government's role in tourism covers a variety of governance areas. However, the government should not be seen as the only actor that can carry them all important functions for effective tourism coordination (Kancelária Národnej rady SR, 2018). Table 4 describes the organisation structure of tourism in V4 countries.

Due to the fragmented nature of tourism, activities related to tourism development fall into competence of central government bodies (ministries). Organisation of tourism management at the national level is established in similar way, which means that tourism is integrated as a section in the relevant ministry. The relevant ministries are responsible for coordinating and setting guidelines in the field of tourism, including the management, regulation, and legislation. The role of National Tourist Offices which are responsible for the marketing and promotion of country as a tourist destination is to carry out statistical and marketing analyses and deliver marketing strategies for tourism products in both domestic and international markets.

Table 4: Organizational structure of management of tourism in Visegrad countries

	National level					Regional level
	government	parlament	National Marketing Agency			Regional management
			Name	Number of international offices	Marketing brand	Regional management
Slovakia	Ministry of transport and construction of Slovak republic	Economic Affairs Committee	Slovakia Travel	6	Good Idea Slovakia	Regional and Local Tourist organisations 7+ 40
Czech Republic	Ministry of Regional Development	Committee on Public Administration and Regional Development	Czech Tourism	16	Land of Stories	14 self-governing regions
Poland	Ministry of Economic Development	National Economy and Innovativeness Committee	Polish Tourism Organization	14	Move Your Imagination	16 regional tourist organisations + 120 local organisations
Hungary	Cabinet office of the Prime Minister	Committee on Economics	Hungarian Tourism Agency	8	WOW Hungary – Wellspring of Wonders	88 Tourism related associations

Source: European Commision (2017); Kancelária Národnej rady SR (2018); OECD (2021); Slovak Business Agency (2020).

From the Table 3 we observe that none of the V4 countries has a specially designated Ministry of Tourism, but tourism is included as a section within a specific department. In the Slovak area, we positively evaluate the establishment of the national marketing agency for tourism - Slovakia Travel and soon we expect a new marketing strategy, which will set clear goals and activities related to the promotion of Slovakia not only for domestic, but also for international tourism. The current legislation also precisely sets the conditions for tourism management at the regional level.

STRATEGIC DOCUMENTS OF TOURISM IN V4 COUNTRIES

When identifying the strategic documents of tourism, we need to understand that these documents form the basis of destination management. These are the initial documents that outline the basic directions of tourism development in accordance with the set strategic goal (Novacká, 2011). The following Table 5 provides a brief overview of the most important documents of each country in which they are committed to develop tourism. Based on recent analyses they set strategic goals and challenges for the future.

Table 5: Strategic documents of V4 countries

Country	Document
Slovakia	Tourism Development Strategy until 2020 Tourism Marketing Strategy 2019-20 Tourism Marketing Strategy 2021-2025 – in a process
Czech Republic	National Tourism Strategy 2021-2030 Marketing strategy 2021 (Czech Tourism) Marketing Tourism Strategy 2021-2025 (Czech Tourism)
Poland	Programme for Tourism Development until 2020 Marketing Tourism Strategy 2012-2020 (POT)
Hungary	National Tourism Development Strategy 2030

Source: European Commision (2017), OECD (2021), Slovak Business Agency (2020), Kancelária Národnej rady SR (2018).

Based on the up-to-dateness of the basic strategic documents in tourism, we can summarise that the Czech Republic is the number one, which, in addition to the Strategy for the Development of Tourism in the Country for 2021-2030, has published the Marketing Strategy for 2021-2025. Moreover, Czech Republic, as the only country in the Visegrad region, has responded to the COVID-19 pandemic situation and presented the Czech Republic's Crisis Action Plan for 2020-2021 for the rescue and subsequent restart of the tourism. The time lag of the above-mentioned documents of individual countries (with the exception of the Czech Republic) may also be caused by the persistent pandemic situation where policy makers are addressing other challenges caused by the pandemic.

To provide more in-depth, analysis of strategic documents, we have decided to identify the overall objectives and visions of the key tourism strategies in Visegrad region. This information provides Figure 3. Strategic documents in general aim to better the tourism performance of the country. However, each country has different objectives and visions how to reach their aims.

Figure 3: National strategies of tourism in V4 countries

Czech Republic

- **National Tourism Strategy 2021-2030**
- **Time frame**: 2021-2030
- **Vision:** Czech Republic as a SMART innovation destination at the forefront of Europe
- **The overall objective:**move the Czech Republic forward in the Travel & Tourism Competitiveness Index to 30th place

Slovakia

- **Tourism Development Strategy until 2020**
- **Time frame**: 2013-2020
- **Vision:** a country with an advanced tourism that will be internationally competitive with developed quality destination management
- **The overall objective:** increase the competitiveness of tourism while making better use of its potential in order to balance regional disparities and create new job opportunities

Poland

- **Programme for Tourism Development until 2020**
- **Time frame:** 2015-2020
- **Vision:** A country with a modern tourism with SMART Polish tourist regions, representing a key knowledge factor of regional and national development with the aim of strengthening the country's competitiveness in the EU
- **The overall objective:** strengthen the development of a competitive and innovative tourism sector by supporting organisations and initiatives in the tourism sector, while respecting the principles of sustainable development

Hungary

- **National Tourism Development Strategy 2030**
- **Time frame:** 2016-2030
- **Vision:** To improve the living conditions of the Hungarian residents through the development of a 5-pillar tourism
- **The overall objective: :** tourism until 2030, Hungary's leading economic growth sector, offers quality experiences, is easily accessible using innovative solutions, has a stable national brand and offers attractive job opportunities

Source: Kancelária Národnej rady SR (2018); OECD (2021); Slovak Business Agency (2020).

When setting the goals of the current strategic documents of V4 countries, we observe a shift forward, which is significantly different from the management and marketing practices in the past, when the priority was to focus on competitiveness and profitability of stakeholders operating in tourism in the destination. Policymakers are aware of the fragility of the tourism ecosystem. Therefore, they implement sustainability elements into the creation of supporting documents. We can find the sustainable element e.g., in Poland and the Czech Republic. However, Slovakia still does not have a valid strategy for the current period of time. What we recommend to policy makers when setting the goals and visions of Slovakia is to implement the sustainability element which need to be used in a real life both for private and public sector. When developing a new strategy, we strongly recommend to all Visegrad countries to find inspiration in Austria. Austria is a good example of destination when the state policy towards tourism is well established. Thanks this, Austria is one of the leading tourist destinations in Europe. Moreover, Austria´s National Strategy for Tourism called Plan T- Master Plan for Tourism does not have a time framework („expiration deadline“) which means its validity is unlimited. This should be inspiration for Slovak policymakers.

CONCLUSION

Due to geographical location, Visegrad region is not and cannot become a region of mass entry of tourists for traditional summer beach holidays. Nevertheless, the countries´ cultural, historical, and natural potential is huge, and with the right marketing efforts, improvement and development of the tourist infrastructure, the number of international tourists arriving at V4 countries can grow significantly. We can sum up that the interest of government authorities and adequate approach to working out complex of measures and the relevant support to develop touristic and recreational services may promote attraction of considerable number of new tourists and growth of the share of the industry of tourism in the economy of V4 countries. Therefore, creating the strategic documents is inevitable part during defining the main aims in context of tourism development of the country.

For bettering the tourism development in V4 countries we propose to create the new national strategies to Slovakia and Poland which still do not have a valid strategy for the current period. Thanks to the statistical database, the source markets analyse they can set up the objective for the next couple of years. However, the role of sustainability plays and important role nowadays. Therefore, we recommend policymakers to keep sustainability of tourism in mind when creating strategies. Lastly, we recommend to policymakers in Slovakia to lower tax rates for tourism services which can lead to better conditions for business environment.

To summarise common approaches of state support, we evaluate that each country except for Hungary has both National Strategy of Tourism and Marketing Strategy which are inevitable parts to reach the success. Another common feature is that all V4 countries has the management of tourism established in a similar way, meaning they have destination tourist organisations at the regional and national level. Different approach in tourism of V4 countries are the overall goals and objectives identified in their strategies. Every country wants to attract the tourists in different ways. However, we can conclude the results of these strategies after post-pandemic period when the tourism will come back to the pre-crisis level.

When it comes to cooperation of Visegrad region in tourism, we can conclude that all countries have in above mentioned documents stated that common cooperation in long distance markets is important for them. However, the COVID pandemic have caused significant drop in tourism arrivals from oversees region. Therefore, Visegrad region started to focus more on geographic closer destinations such as Scandinavian region, Germany, or Austria. However, the most important clientele of Visegrad countries during pandemic has been the residents of the country. Therefore, we suggest policymakers to support the tools of state support for domestic tourism which can be lifesaver of tourism in hard times of the country. As an example of support can be recreational checks as is a useful tool in Slovakia, when Slovak residents can visit Slovakia, while their employer will reimburse 55% percent of total costs of their stay.

Besides, the Visegrad region in context of improving the state management in the tourism industry can find inspiration in the tourism management of Austria, another Central-European country which belong to the one of the best performing countries in tourism industry in Europe. This country has one of the highest incomes from tourism annually while posting the most visitors on an annual basis. In addition to this, Austria has the most aggressive management and promotion strategies to position themselves as top tourist destinations globally.

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